



# City Brooks Park & University Lakes **UNIFIED MASTER PLAN & GOVERNANCE STRUCTURE**

December 18, 2025 | Steering Committee Kick-off Workshop



**SASAKI**

- I. **Call to Order**
- II. **Roll Call**
- III. **Public Comment Announcement**
- IV. **City-Brooks Community Park Master Plan & University Lake Governance Plan**
  - A. Introductions
  - B. Overview of Committee's Role
  - C. Project Timeline & Mile Markers
    - 1. Project overview outlining the high-level scope, schedule, and key touchpoints.
  - D. Project Deliverables – Governance and O&M Plan
    - 1. The Sasaki team will present the overall approach, process, and framework for the Governance and O&M Plan, including a review of key players, capital projects, ongoing operations and maintenance, and funding streams.
    - 2. This session will focus on understanding existing structures, sharing relevant case studies, identifying gaps, and opening preliminary discussions around potential governance models.
  - E. Community Engagement
    - 1. A discussion of the project stakeholder list will also be included to ensure we are engaging the appropriate partners throughout the planning process.
  - F. Project Deliverables – Wampold Beach Master Plan
    - 1. The Sasaki team will briefly touch-on that the current Wampold Beach concept will be based on the Wampold Beach design in winter 2021 and current dredging condition.
  - G. Project Deliverables – City-Brooks Master Plan
    - 1. The Sasaki team will present a preliminary site analysis highlighting key considerations for City Brooks Park, including circulation, hydrology, and program. We'd like to open a discussion with the Steering Committee on high-level opportunities and challenges for the site.
- V. **New Business and Open Discussion**
  - A. BRG Contemporary Arts Center
    - 1. Project timeline
    - 2. Location of the Contemporary Art Center
  - B. Other Questions
- VI. **Adjournment**

# **A. Introductions**

The background features a series of overlapping, organic, wavy shapes in various shades of green, teal, and blue. A large white circle is positioned on the left side of the frame, partially overlapping the green shapes. The overall aesthetic is modern and clean.



## **B. Overview of the Committee Roles**

## Overview

# Advisory Committee Members

**Mike Polito**, Chair of BREC's Selection of Professionals Committee

**Carl Stages**, Appointee of the Chair of the BREC Commission

**Cricket Gordon**, Appointee of the Chair of the BREC Commission

**Rob Stuart**, LSU Foundation President & CEO

**Zach Corbin**, BREC Foundation Board of Directors President

**Christina Melton**, Knock Knock Children's Museum Executive Director

**Chris Meyer**, Baton Rouge Area Foundation (BRAAF) President and CEO

**Jason Andreasen**, President/CEO, Baton Rouge Gallery - center for contemporary art

**Mike Raby**, BREC Director of Golf

**Randy Albarez**, Appointee of the Mayor President

**Janet Simmons**, BREC Superintendent

# PLEASE FIND US!



**Angela Harms**  
**Project Manager**  
**BREC**



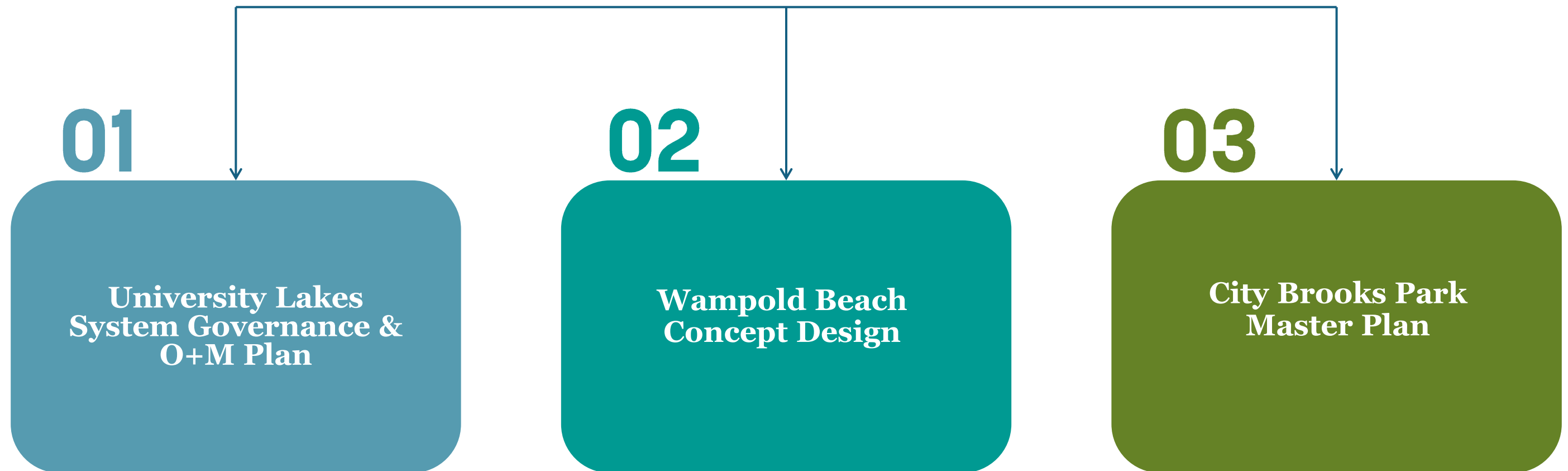
**Lanmuzhi Yang**  
**Project Manager**  
**Sasaki**

# **C. Project Timeline & Mile Markers**

**Project overview outlining the high-level scope, schedule, and key touchpoints.**

# PROJECT STRUCTURE

## City Brooks Park & University Lakes Unified Master Plan & Governance Structure



A unified scope that brings these three connected efforts together, ensuring coordinated planning, governance, and long-term operations.

# Project Overview

# PROJECT STRUCTURE

01

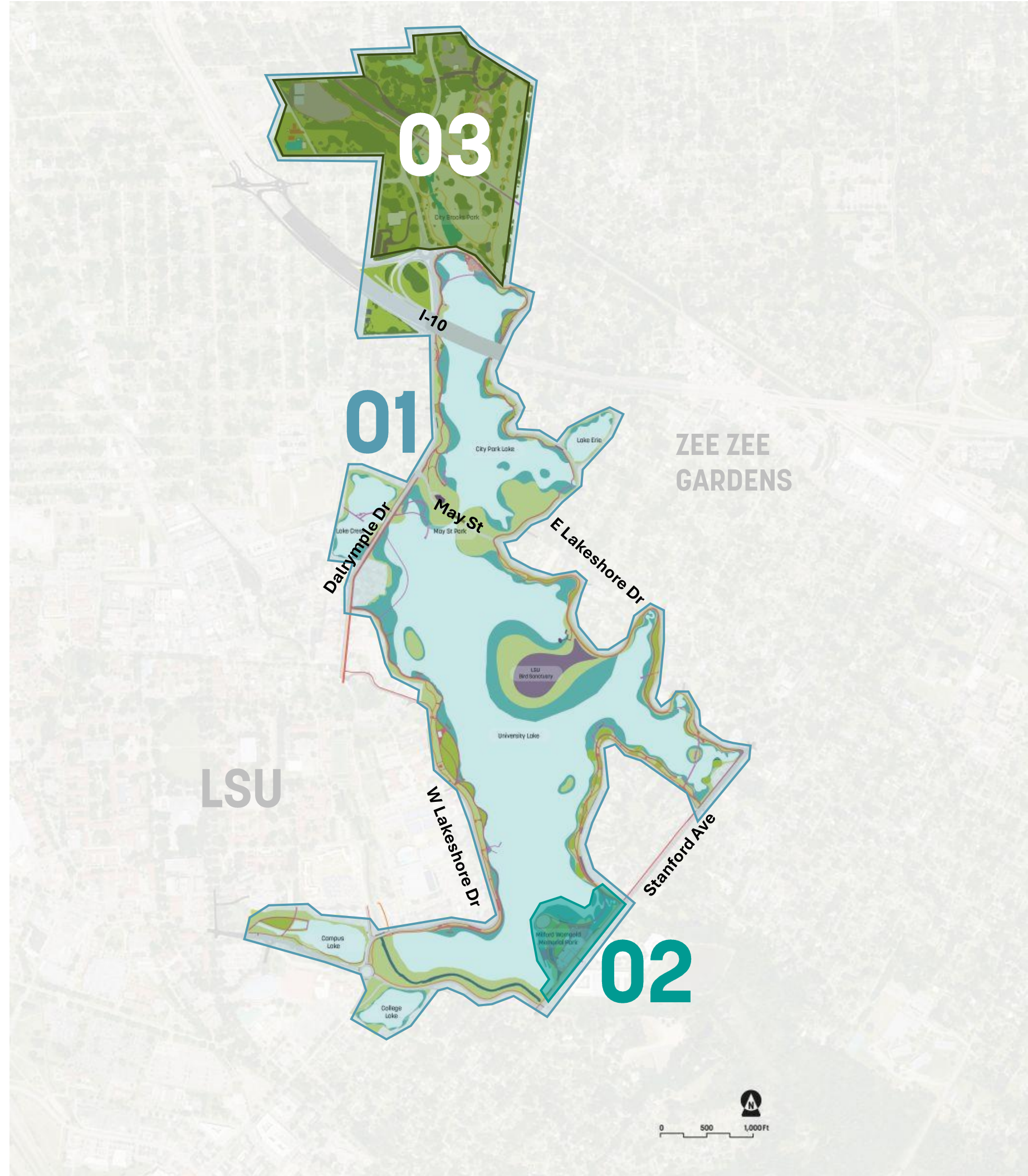
University Lakes System Governance & O+M Plan

02

Wampold Beach Concept Design

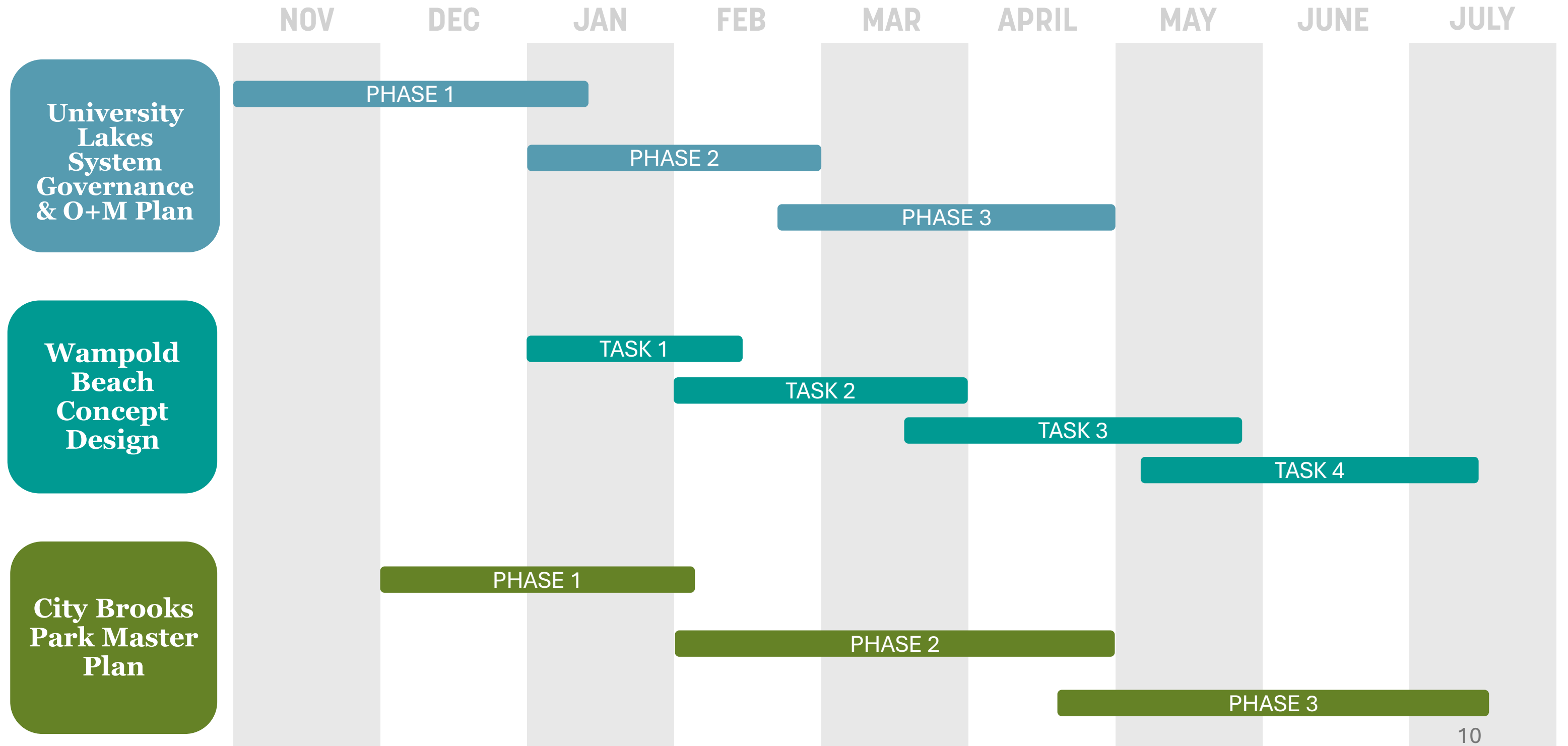
03

City Brooks Park Master Plan



# Project Overview

# OVERALL SCHEDULE



## Project Overview

# PROJECT 01

University Lakes Governance  
& O+M Plan Deliverables

### PHASE 1

- Conduct research & present 5 case studies
- Overall 'pitch deck' for governance structure
- Evaluation matrix of existing parties as well as park assets and infrastructure

**Nov - Jan**

### PHASE 2

- Develop an overall recommended governance structure
- Outline roles, responsibilities, authority, and oversight mechanisms
- Financial sources evaluation

**Jan - Feb**

### PHASE 3

- High-level operations and maintenance evaluation
- Maintenance responsibilities matrix
- High-level revenue projections for potential earned income
- Organizational business plan

**Mar - Apr**

## Project Overview

# PROJECT 02

Wampold Beach Concept  
Design Deliverables

### TASK 1

- Comprehensive review of previous planning documents
- Analysis of existing site conditions

**Jan - Feb**

### TASK 2

- 3 concept sketches

**Feb - Mar**

### TASK 3

- Consolidate ideas into one preferred concept design
- Develop illustrative plan, accompanying diagrams, and supporting graphics

**Apr - May**

### TASK 4

- ROM cost estimate
- Phasing strategies
- Recommendations on revenue-generating opportunities and O+M

**May - July**

## Project Overview

# PROJECT 03

City-Brooks Park Master  
Plan Deliverables

### PHASE 1

- Development of a series of analysis diagrams
- Other necessary representative graphics
- Opportunities & constraints diagram
- Guiding principles

**Dec - Jan**

### PHASE 2

- Development of 3 concept alternatives
- Evaluation matrix
- Development of a preferred concept master plan

**Feb - Apr**

### PHASE 3

- High-level operations and maintenance evaluation
- Maintenance responsibilities matrix
- High-level revenue projections for potential earned income
- Phasing and ROM cost estimate

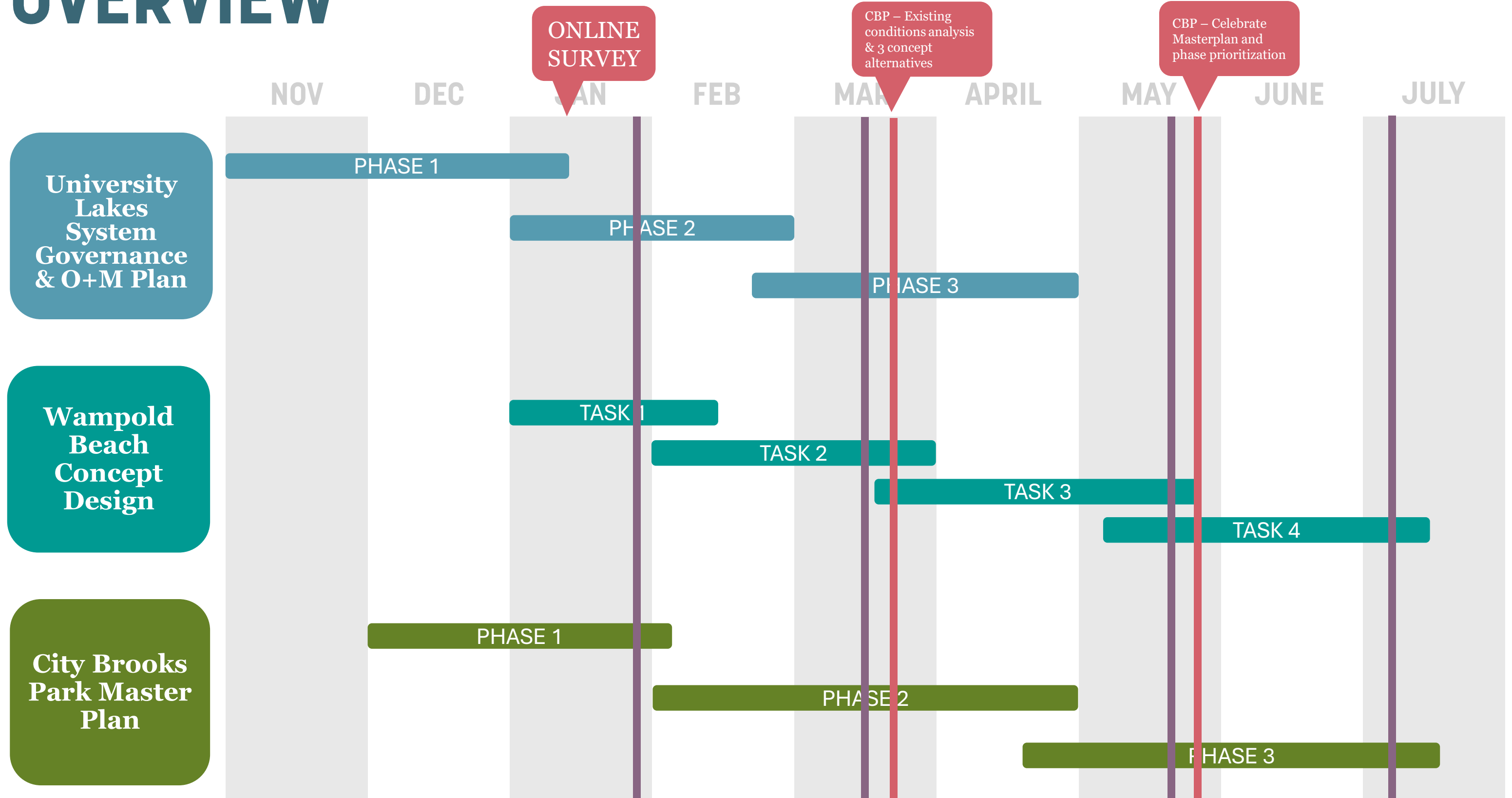
**May - July**

# Project Overview

# ENGAGEMENT OVERVIEW

Public Community Engagement Event

Stakeholder Meeting



## Project Overview

# PUBLIC COMMUNITY ENGAGEMENT EVENTS

### EVENT 1

#### City-Brooks Park Master Plan

- Site analysis
- 3 concept alternatives

#### University Lakes System

- High level takeaways

#### Wampold Beach

- High level takeaways

Mid March

### EVENT 2

#### City-Brooks Park Master Plan

- Celebrate master plan and do phase prioritization activity

#### University Lakes System

- High level takeaways

#### Wampold Beach

- High level takeaways

Mid May

## Project Overview

# STAKEHOLDER MEETINGS

### MEETING 1

#### University Lakes

- Present Phase 1
- Discuss potential governance structure

#### Wampold Beach

- Kick-Off

#### City-Brooks Park

- Present opportunities/constraints
- Discuss high level design vision

End Jan

### MEETING 2

#### University Lakes

- Present Phase 2
- Review governance structure

#### Wampold Beach

- Present 3 concept alternatives

#### City-Brooks Park

- Present 3 concept alternatives

Mid March

### MEETING 3

#### University Lakes

- Review the entire road map and discuss implementation

#### Wampold Beach

- Present preferred plan

#### City-Brooks Park

- Present preferred plan
- Discuss phasing

Mid May

### MEETING 4

#### Wampold Beach

- Present phasing strategies
- Present ROM cost estimate

#### City-Brooks Park

- Present implementation plan
- Discuss how its tied into the overall governance plan

Early July

# **D. Project Deliverables - Governance and O&M Plan**

- 1. The Sasaki team will present the overall approach, process, and framework for the Governance and O&M Plan, including a review of key players, capital projects, ongoing operations and maintenance, and funding streams.**
- 2. This session will focus on understanding existing structures, sharing relevant case studies, identifying gaps, and opening preliminary discussions around potential governance models.**

# MOVING FORWARD

## City Brooks Park & University Lakes Unified Master Plan & Governance Structure

01

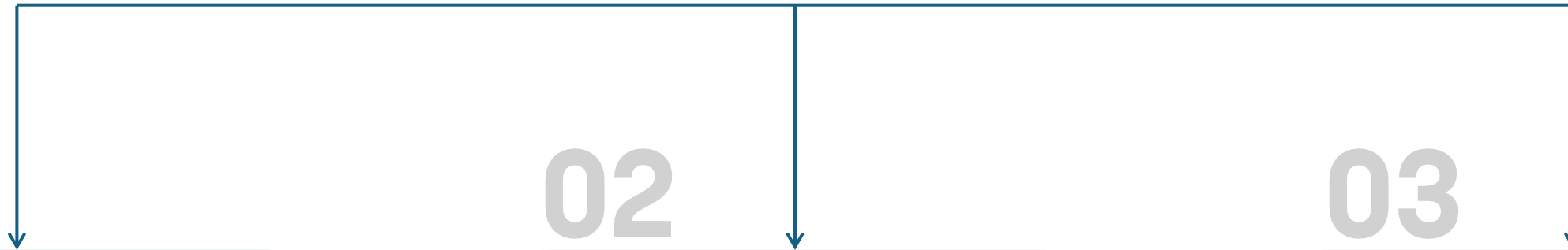
University Lakes  
System Governance &  
O+M Plan

02

Wampold Beach  
Concept Design

03

City Brooks Park  
Master Plan





# UNIVERSITY LAKES SYSTEM GOVERNANCE & O+M PLAN

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December 18, 2025 | Workshop



**Establish a unified  
governance and  
operations  
framework that  
aligns funding,  
capital delivery,  
and long-term  
stewardship.**

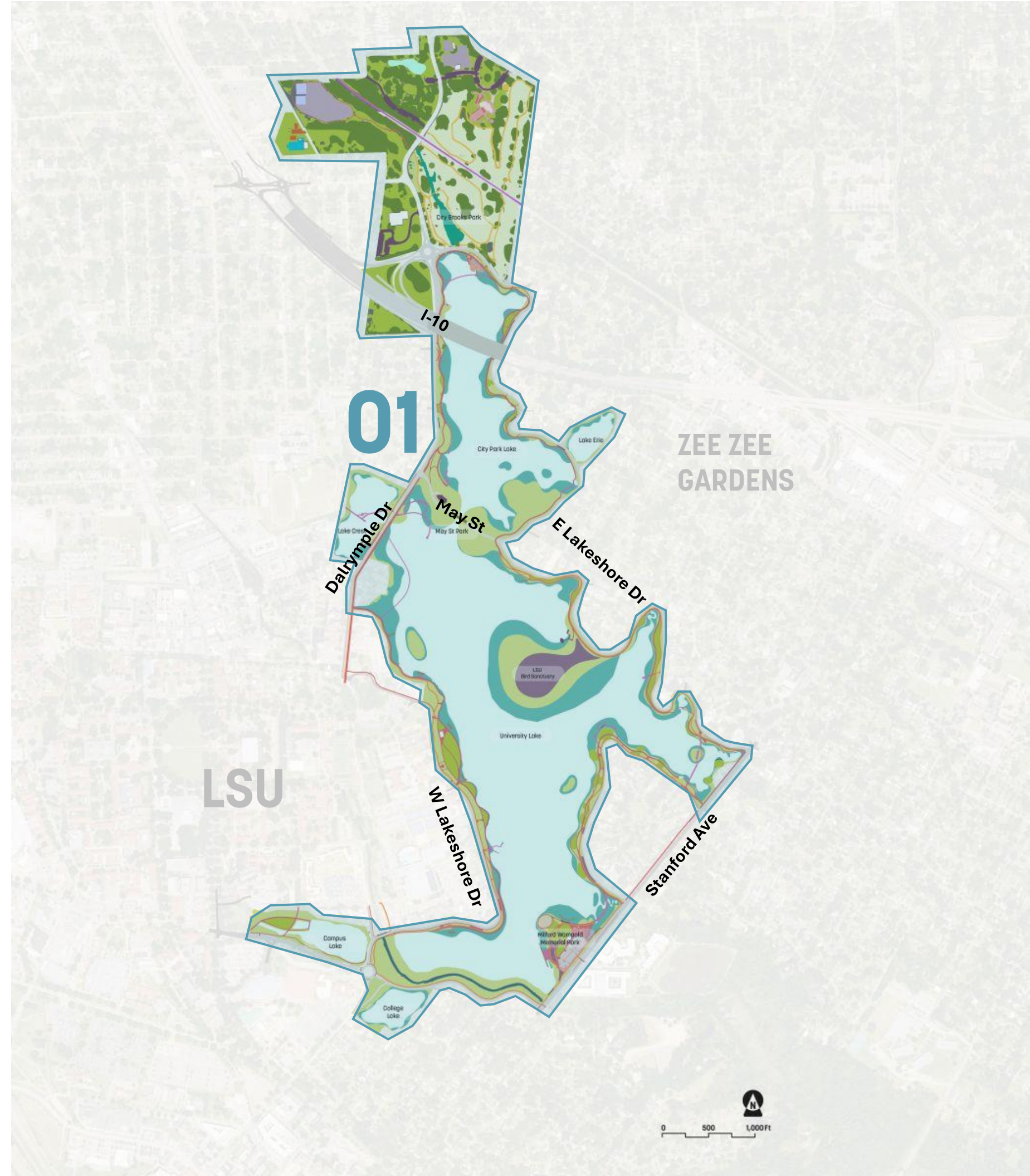
# UL Governance & O+M Plan

## PROJECT SCOPE

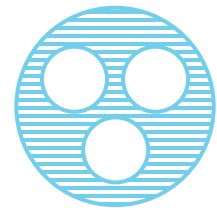
01

### University Lakes System Governance & O+M Plan

The University Lakes Governance Plan establishes a clear framework for long-term stewardship by assessing existing conditions, evaluating peer governance models, defining roles and responsibilities, projecting operations and maintenance needs, and delivering an actionable organizational and financial roadmap to guide implementation, funding, and phased delivery over time.

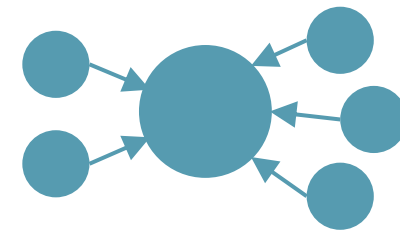


# BUSINESS PLAN FLOW CHART



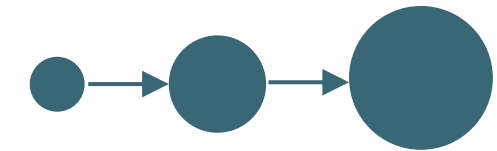
## STEP 1:

### IDENTIFY THE GAP



## STEP 2:

### DEFINE THE STRUCTURE



## STEP 3:

### TOWARDS FULL BUILDOUT

#### THE PLAYERS

- Identify current players
- Determine player responsibilities
- Identify the gaps

#### CAPITAL PROJECTS

- Identify ongoing projects
- Identify upcoming projects

#### PROJECT O+M

- Develop existing and proposed operations and maintenance matrices

#### FUNDING STREAMS

- Determine existing funding streams
- Identify potential funding sources

#### THE PLAYERS

- Case studies
- Identify a suitable governance model

#### CAPITAL PROJECTS

- Prioritize projects with Dashi
- Identify recommended projects

#### PROJECT O+M

- Strategize integrated O+M plan

#### FUNDING STREAMS

- Develop understanding of earned income potential

#### THE PLAYERS

- Build out governance structure organization, roles & responsibilities

#### CAPITAL PROJECTS

- Develop timeline of projects with Dashi

#### PROJECT O+M

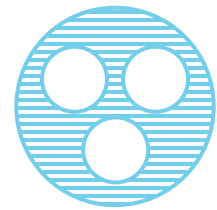
- Full O+M Plan

#### FUNDING STREAMS

- Map out the potential funding sources to potential projects

# UL Governance & O+M Plan

## FLOW CHART STEP 1



### STEP 1: IDENTIFY THE GAP

#### THE PLAYERS

- Identify current players
- Determine player responsibilities
- Identify the gaps

#### CAPITAL PROJECTS

- Identify ongoing projects
- Identify upcoming projects

#### PROJECT O+M

- Develop existing and proposed operations and maintenance matrices

#### FUNDING STREAMS

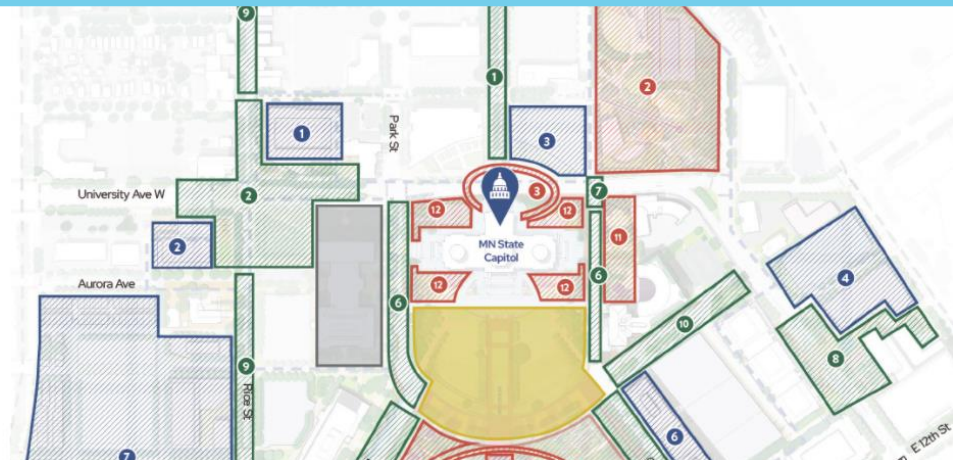
- Determine existing funding streams
- Identify potential funding sources



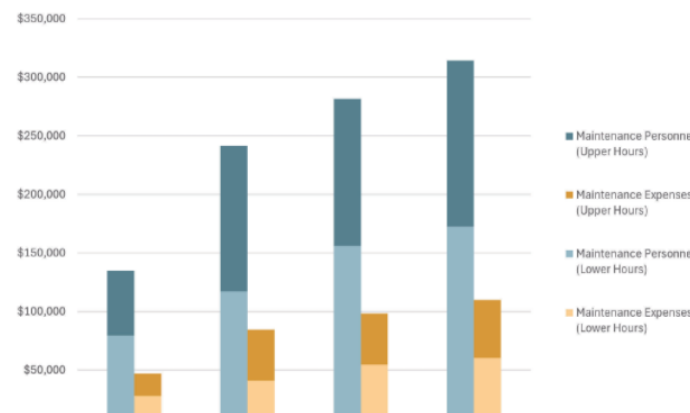
#### IMPLEMENTATION PROJECT PIPELINES PUBLIC REALM IMPROVEMENT AND POTENTIAL DEVELOPMENT PARCELS

The Capitol Mall Design Framework serves as our comprehensive roadmap for the upcoming years' initiatives. It incorporates a phased strategy that aligns funding streams, addresses key stakeholder priorities, and ensures project dependencies are managed effectively.

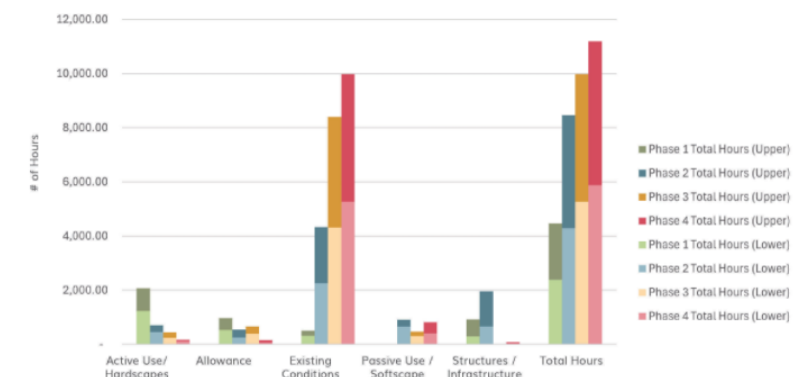
The Framework's Phasing strategy is focusing on three main areas of improvement: enhancing the Capitol Mall and Park spaces, upgrading streetscapes, and exploring potential development parcels. However, it's important to note that the plan is approaching these projects as a cohesive unit, rather than tackling them in sub-phases. This approach emphasizes the importance of holistic planning and seamless integration to achieve the overarching goals.



#### MAINTENANCE BUDGET

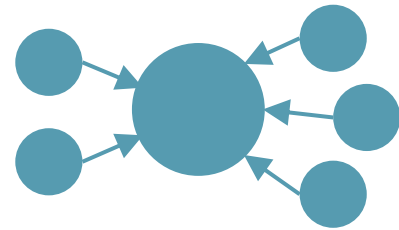


#### MAINTENANCE HOURS



# UL Governance & O+M Plan

## FLOW CHART STEP 2



### STEP 2: DEFINE THE STRUCTURE

#### THE PLAYERS

- Case studies
- Identify a suitable governance model

#### CAPITAL PROJECTS

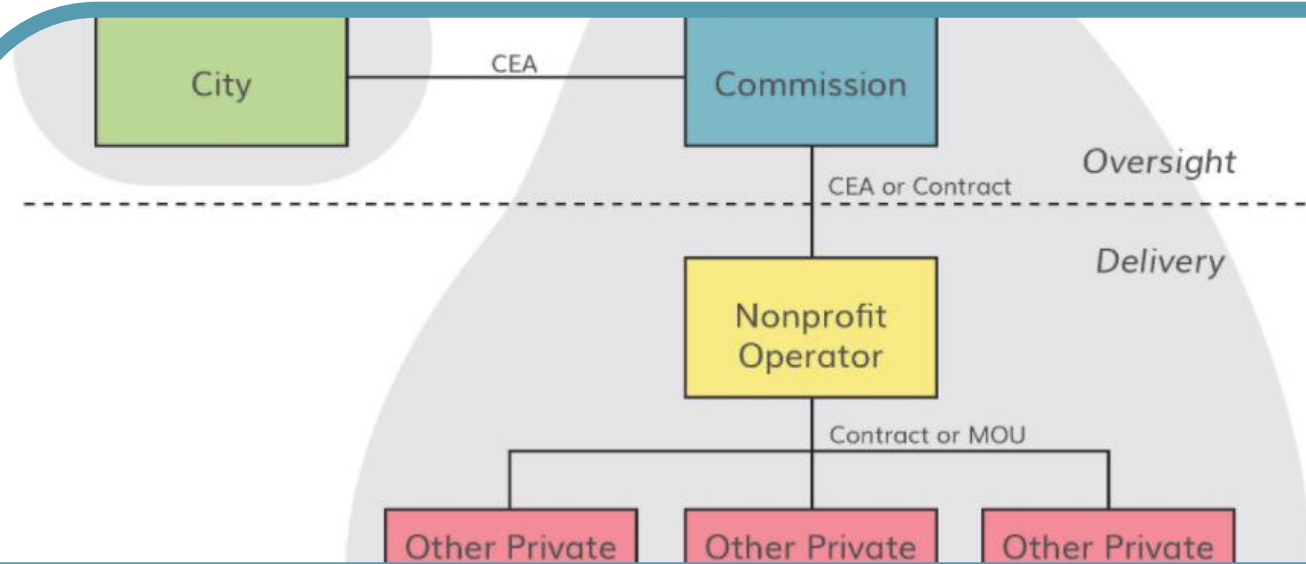
- Prioritize projects with Dashi
- Identify recommended projects

#### PROJECT O+M

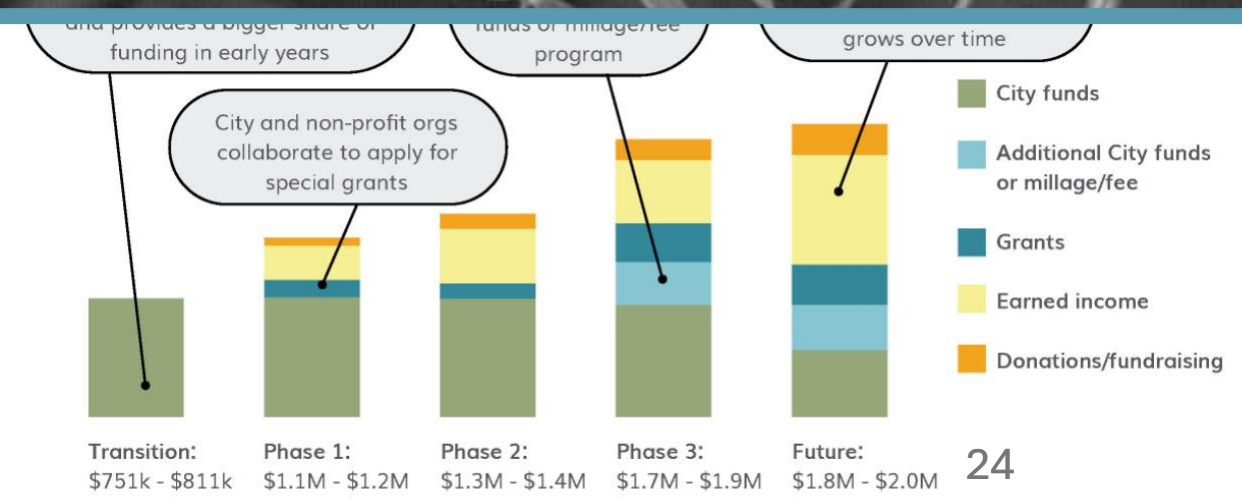
- Strategize integrated O+M plan

#### FUNDING STREAMS

- Develop understanding of earned income potential

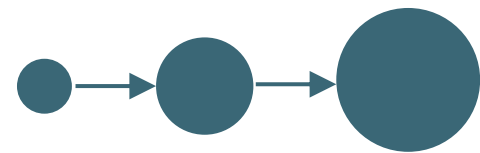


Recommendations	Progress
Create a "Riverwalk Loop" with...	Progress bar
Build a mixed-use hub at River...	Progress bar
Develop a riverfront sports an...	Progress bar
Rehabilitate and expand the Ri...	Progress bar
Build a riverfront entertainm...	Progress bar
Develop the "GUMBO student foo...	Progress bar
Develop a TIF strategy around ...	Progress bar
Reinvest in Government St with...	Progress bar
Build multifamily housing along...	Progress bar
Build "The Great Deck" with a...	Progress bar



# UL Governance & O+M Plan

## FLOW CHART STEP 3



### STEP 3: TOWARDS FULL BUILDOUT

#### THE PLAYERS

- Build out governance structure organization, roles & responsibilities

#### CAPITAL PROJECTS

- Develop timeline of projects with Dashi

#### PROJECT O+M

- Full O+M plan

#### FUNDING STREAMS

- Map out the potential funding sources to potential projects

Exhibit 7.1: Administration Organization Chart - Phase 1

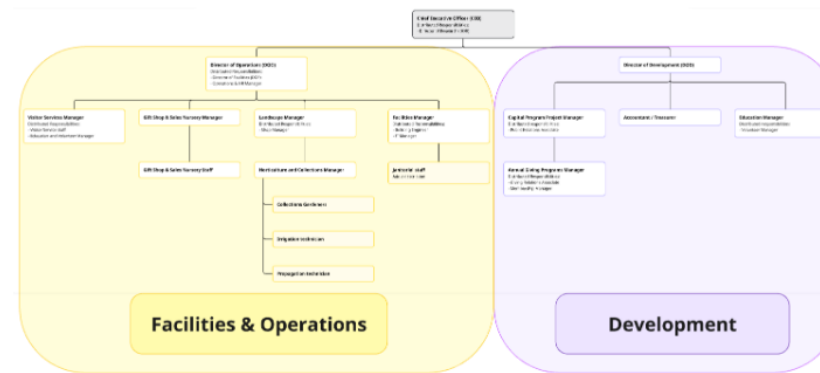
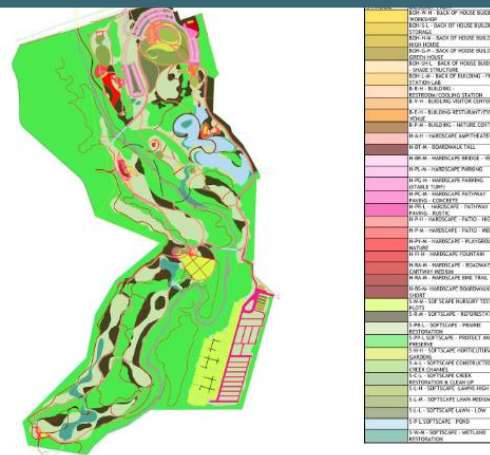
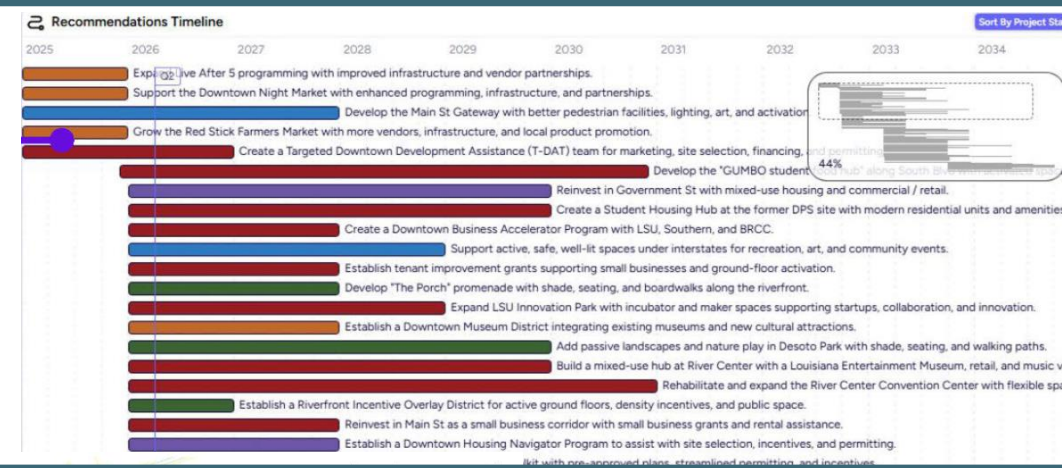
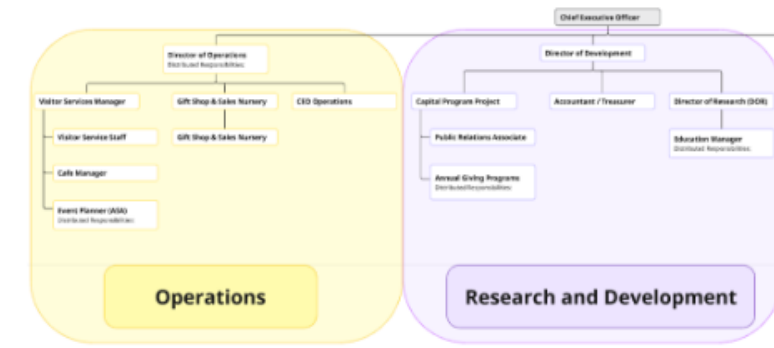


Exhibit 8.1: Administration Organization Chart - Phase 2



	FB (Acres)	Capital Costs (FB)	PG (Acres)	Capital Costs (PG)	COSA (Acres)	Capital Costs (COSA)
<b>Sub-totals</b>	<b>205.00</b>	<b>\$108,826,425</b>	<b>18</b>	<b>\$13,033,258</b>	<b>32</b>	<b>\$2,977,736</b>
Site Prep	1%	\$1,088,264		\$130,333		\$29,777
Design Contingency	20%	\$21,765,285		\$2,006,852		\$595,547
Utilities Contingency	15%	\$16,323,964		\$1,954,089		\$446,080
<b>Total Capital Expenses</b>		<b>\$148,003,937</b>		<b>\$17,725,231</b>		<b>\$4,049,721</b>
<b>Capital Cost Breakdown by Program</b>						
Architecture	1.71	\$20,956,210	0.17	\$1,037,335	0.00	\$0
Hardscape	24.11	\$38,936,230	4.22	\$8,035,055	0.22	\$181,310
Canopy Walk	0.90	\$5,859,800	0.12	\$751,950	0.00	\$0
Managed Softscape	17.65	\$9,903,793	1.49	\$557,812	0.00	\$0
Natural Areas	154.66	\$30,559,792	11.94	\$2,017,346	32.10	\$2,796,426
Interim Landscapes	0.00	\$0	0.00	\$0	0.00	\$0
Vehicular Bridge	0.30	\$6,426,000	0.00	\$0	0.00	\$0
Greenway	1.37	\$1,787,070.00	0.12	\$152,880.00	0.00	\$0.00

Request for Proposals (RFP). Community Partners remain engaged and respond to the RFP.

- Either incorporates a new Nonprofit Operator or issues an RFP to identify a capable existing entity to oversee daily operations.

**Community Orgs.**

- Involved in planning and governance decisions and

**Nonprofit Operator**

- Assumes responsibility for O&M and initiates fundraising efforts.

**Community Orgs.**

- Selected from the RFP process, leads outreach efforts in collaboration with the Nonprofit Operator.

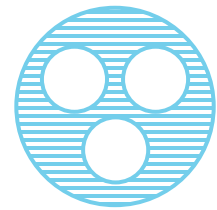
management, and partnerships.

- Collaborates with the City, the Commission, and the community on future facility planning and upgrades.

**Community Orgs.**

- Continues to lead outreach efforts in partnership with the Nonprofit Operator.

## WHERE WE ARE TODAY



### STEP 1:

#### IDENTIFY THE GAP

##### THE PLAYERS

- Identify current players
- Determine player responsibilities
- Identify the gaps

##### CAPITAL PROJECTS

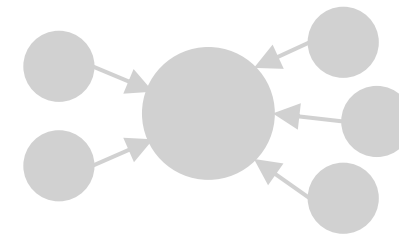
- Identify ongoing projects
- Identify upcoming projects
- Identify recommended projects

##### PROJECT O+M

- Develop existing and proposed operations and maintenance matrices

##### FUNDING STREAMS

- Determine existing funding streams
- Identify potential funding sources



### STEP 2:

#### DEFINE THE STRUCTURE

##### THE PLAYERS

- Case studies
- Identify a suitable governance model

##### CAPITAL PROJECTS

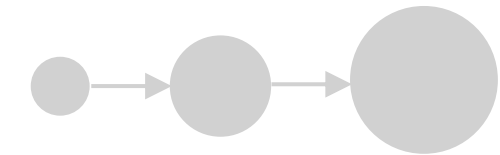
- Prioritize projects with Dashi

##### PROJECT O+M

- Strategize integrated O+M plan

##### FUNDING STREAMS

- Develop understanding of earned income potential



### STEP 3:

#### TOWARDS FULL BUILDOUT

##### THE PLAYERS

- Build out governance structure organization, roles & responsibilities

##### CAPITAL PROJECTS


- Develop timeline of projects with Dashi

##### PROJECT O+M

- Full O+M Plan

##### FUNDING STREAMS

- Map out the potential funding sources to potential projects



# 01

## The Players

Step 1 – Identify the Gap

# The Players

# THE PLAYERS TODAY

**THE CURRENT UNIVERSITY LAKES PROJECT**  
Project Lead and Project Management:  
• **LSU Foundation**  
Stakeholders:  
• **LSU**  
• **BRAF**  
• **EBR**  
• **BREC**  
• **State**



## CORE PARTNERS

- **BREC**
- **LSU**
- **CITY PARISH**
- **STATE**

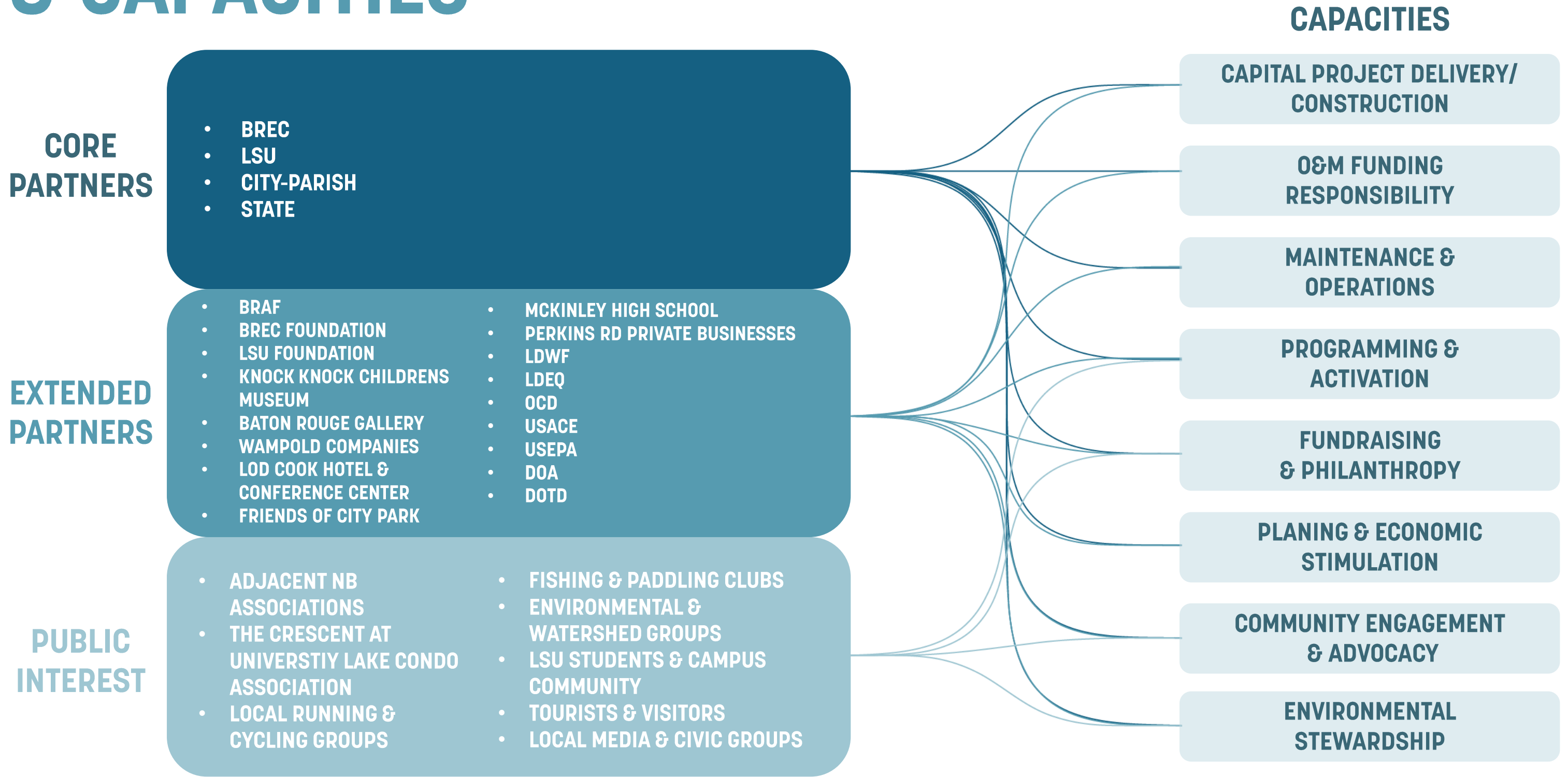
## EXTENDED PARTNERS

- **BRAF**
- **BREC FOUNDATION**
- **LSU FOUNDATION**
- **KNOCK KNOCK CHILDRENS MUSEUM**
- **BATON ROUGE GALLERY**
- **WAMPOLD COMPANIES**
- **LOD COOK HOTEL & CONFERENCE CENTER**
- **FRIENDS OF CITY PARK**
- **MCKINLEY HIGH SCHOOL**
- **PERKINS RD PRIVATE BUSINESSES**
- **LDWF**
- **LDEQ**
- **OCD**
- **USACE**
- **USEPA**
- **DOA**
- **DOTD**

## PUBLIC INTEREST

- **ADJACENT NB ASSOCIATIONS**
- **THE CRESCENT AT UNIVERSTIY LAKE CONDO ASSOCIATION**
- **LOCAL RUNNING & CYCLING GROUPS**
- **FISHING & PADDLING CLUBS**
- **ENVIRONMENTAL & WATERSHED GROUPS**
- **LSU STUDENTS & CAMPUS COMMUNITY**
- **TOURISTS & VISITORS**
- **LOCAL MEDIA & CIVIC GROUPS**

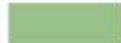



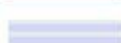




# RESPONSIBILITIES & CAPACITIES

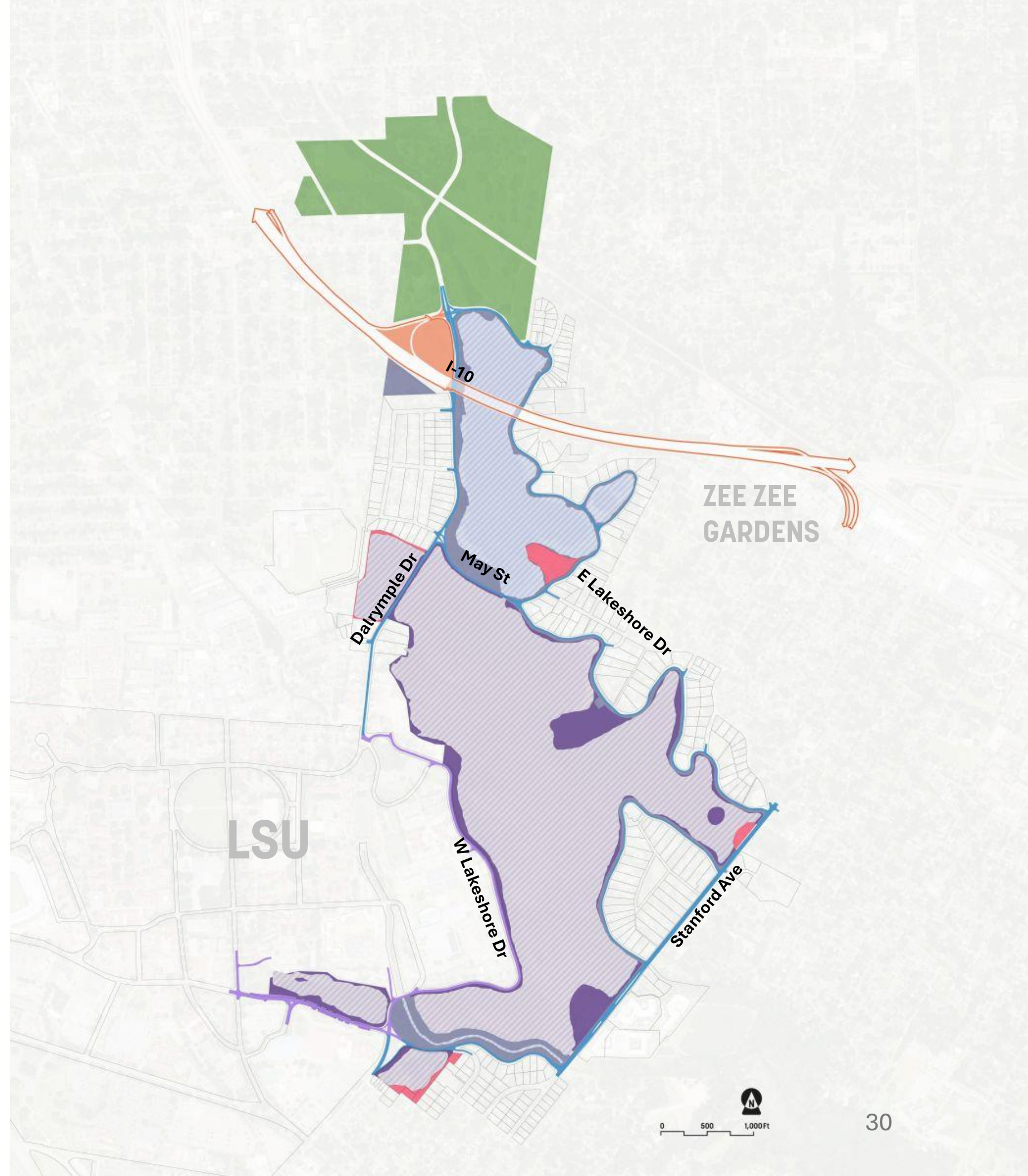


# EXISTING OWNERSHIP



## Land Ownership







-  BREC Owned Land
-  City Owned Land
-  DOTD Owned Land
-  LSU Owned Land
-  Resident Owned Land
-  City Owned Waterbody
-  LSU Owned Waterbody
-  City Owned Roads
-  LSU Owned Roads
-  I-10

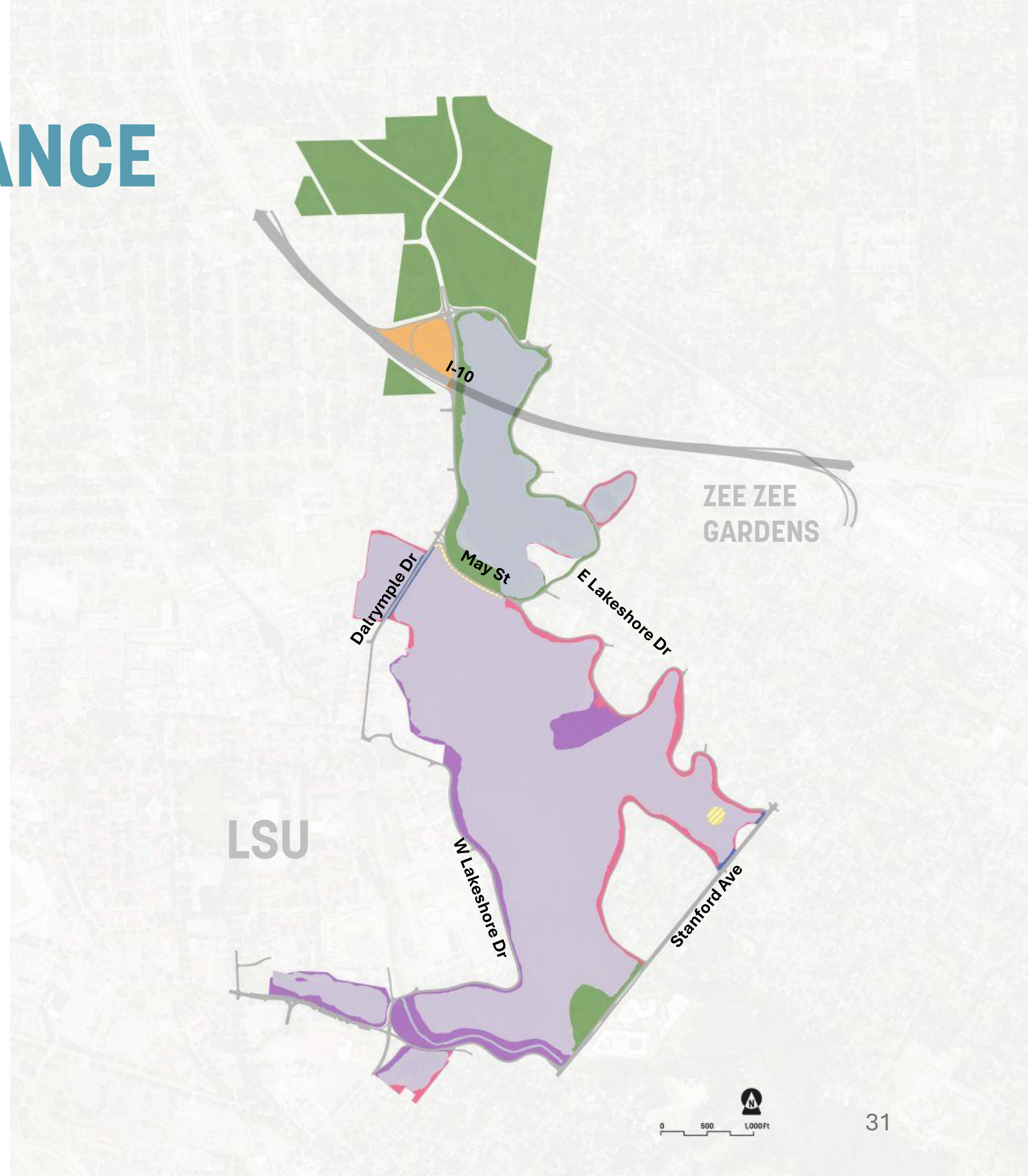


# EXISTING MAINTENANCE RESPONSIBILITY



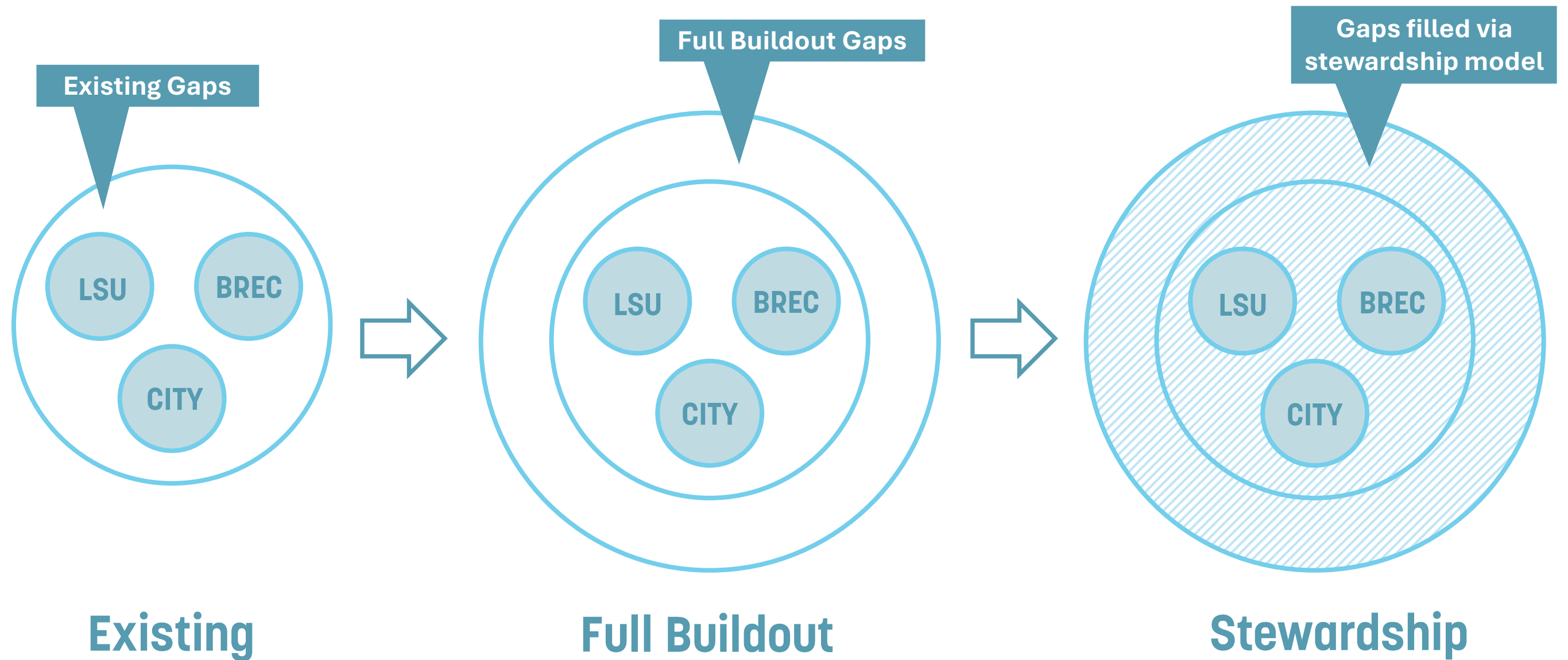
## Land Maintenance Responsibility

-  BREC Maintained
-  DOTD Maintained
-  LSU Maintained
-  Resident Maintained
-  City Maintained
-  Unmaintained Area



## The Players

# BUILDING TOWARDS A STEWARDSHIP



Trust for Public Land is a national nonprofit, working to create parks and protect land for people, ensuring healthy, livable communities for generations to come.

We believe in **OUTSIDE FOR ALL.**

Since 1972, TPL has protected 4 million acres of public land; created 5,364 parks, trails, schoolyards, and iconic outdoor places; raised \$100 billion in public funding for parks and public lands; and connected nearly 9.4 million people to the outdoors.

To learn more, visit [tpl.org](http://tpl.org).



**TRUST** FOR  
**PUBLIC**  
**LAND**®

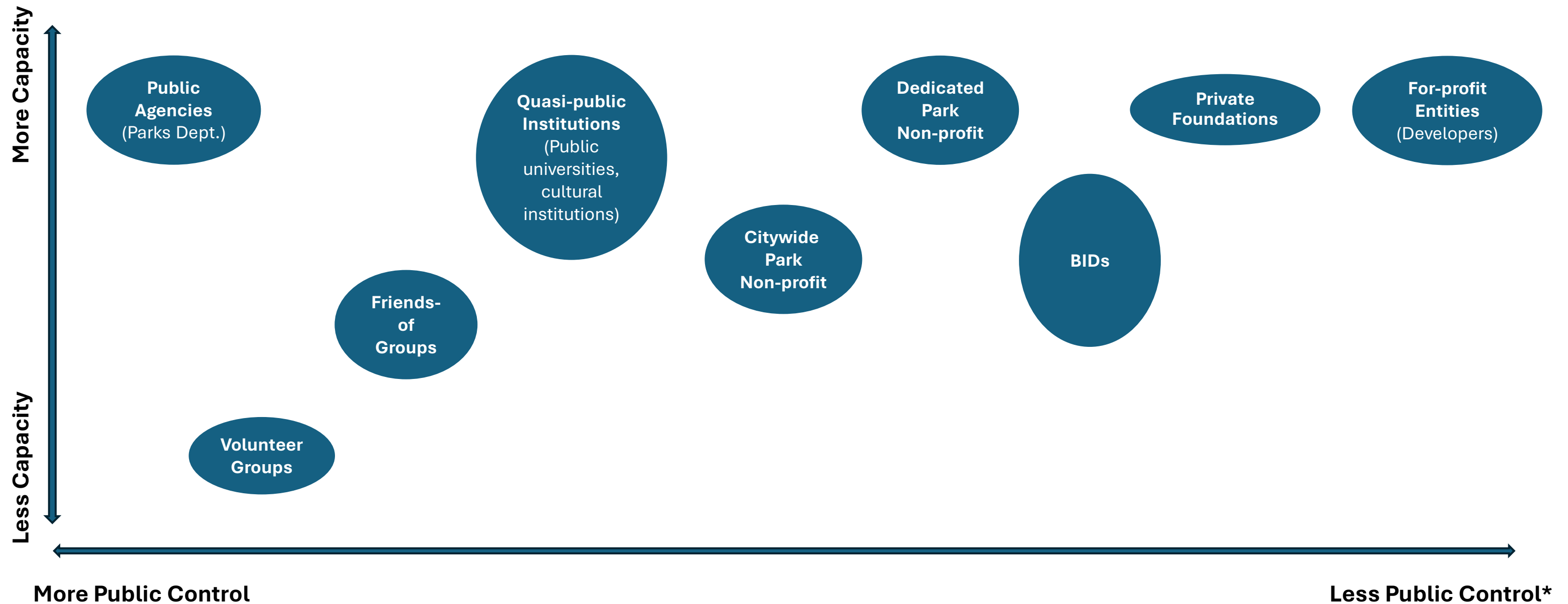
# Introduction to Public-Private Partnerships

What is a Public-Private Partnership?

- An **agreement** between one or more government entities and nonprofits and/or private entities to advance a shared initiative. For parks, this most often looks like a “conservancy” or “alliance.”
- Typically, the government entity retains final authority and ownership of land, while the nonprofit or private partner(s) provides **supplemental resources** or complementary services.
- Creation of a public-private partnership is often driven by a combination of **users and nearby residents**.
- The exact structure of the organization depends on the local context, capacity, and needs.

## The Players

# Spectrum of Park Stewardship Partners



\*If activities are taking place on publicly-owned land, the public entity determines how much control it cedes to partners through its partnership agreements. If the land is owned by a private entity, public control is determined primarily by existing land use policies.

## The Players

# Park Stewardship Partnerships

<b>Cooperative Management Partnership</b>	<b>Full Management Partnership or Lease Agreement</b>	<b>Programming &amp; Fundraising Partnership</b>
Multiple formal stakeholders share responsibilities for development, management, and activation, and funding comes from multiple partners.	Owning entity grants a dedicated partner authority to manage, operate, and/or develop the park. Owning entity likely contributes dedicated funds.	Owning entity retains authority and management responsibility while allowing partners to activate and/or fundraise for the park.
New Orleans City Park Audubon Nature Institute Washington Park Arboretum High Line Canal Conservancy	Buffalo Bayou Partnership Moncus Park Central Park Conservancy	Most municipal park systems in major cities have a version of this.

# Core Functions of a Public-Private Partnership



**COORDINATION &  
SHARED SERVICES**



**FUNDRAISING**



**OPERATIONS &  
MAINTENANCE**



**COMMUNITY  
ENGAGEMENT**



**ADVOCACY**



**CAPITAL  
PROJECTS**

# Benefits of Public-Private Partnerships

What are the challenges this helps solve?

- **Resources:** Public-private partnerships can bring supplemental private resources to local governments, who are often limited in funding and capacity.
- **Flexibility:** As private entities, public-private partnerships tend to be nimbler and have less bureaucracy or red tape to navigate than governments.
- **Coordination:** Public-private partnerships can provide a formalized structure for managing the many stakeholders involved in decision-making and management.
- **Community Engagement:** As community-driven entities, public-private partnerships often provide channels to deepen engagement and relationships with key stakeholders.
- **Advocacy:** As non-governmental entities, public-private partnerships are often able to advocate more freely than government agencies.

# Case Studies

To illustrate the variety, opportunities, and challenges of public-private partnerships, we developed five case studies. Each was selected based on its **regional relevance**, comparable **scale**, diversity of **stakeholders**, and **landscape**.

### Selected Case Studies

1. New Orleans City Park (New Orleans, LA)
2. Audubon Nature Institute (New Orleans, LA)
3. Moncus Park (Lafayette, LA)
4. Buffalo Bayou Partnership (Houston, TX)
5. Washington Park Arboretum (Seattle, WA)

### Information Provided

- History & Overview
- Core Stakeholders
- Governance Model
- Operating Budget
- Funding Sources
- Staff
- Opportunities & Challenges

## The Players

# New Orleans City Park (New Orleans, LA)

Effective September 1, 2022, CPIA entered into a 15-year Cooperative Endeavor Agreement (CEA) with the Conservancy, a Louisiana 501c(3) non-profit corporation, which authorizes the Conservancy to manage and operate all day-to-day operations of City Park. The Conservancy does not receive a management fee. The Conservancy directly derives revenue from its operation of City Park as well as philanthropic sponsorships, events, memberships, fundraising, and grants. CPIA also transfers tax revenue and existing lease revenue to the Conservancy for its use in operating CPIA.

### Key Takeaways

- Cooperative management between a non-profit and state commission through a CEA.
- Governance structure evolved over several decades as the Conservancy grew its capacity.
- Louisiana-based example offers legal precedent.
- City Park's unique amenity mix and a dedicated millage provide more than 50% of the park's operating budget.



*Photo courtesy of City Park Conservancy.*

## The Players

# New Orleans City Park (New Orleans, LA)



<b>Core Stakeholders</b>	<ul style="list-style-type: none"> <li>New Orleans City Park Improvement Association (State Commission)</li> <li>City Park Conservancy (501c3)</li> </ul>	
<b>Governance</b>	<ul style="list-style-type: none"> <li><b>Cooperative Endeavor Agreement:</b> Provides oversight and management standards and outlines obligations of both parties</li> <li><b>NOCPIA:</b> Ensures performance management; retains title to all movable and immovable assets</li> <li><b>CPC:</b> Operates, programs, fundraises for, and provides day-to-day management of the park</li> </ul>	
<b>Budget</b>	\$12.1 million (2023)	
<b>Funding Breakdown</b>	<ul style="list-style-type: none"> <li>Earned Revenue: 30%</li> <li>Membership: 0.9%</li> <li>Philanthropy: 32%</li> <li>Events: 10%</li> <li>Investment &amp; Other Income: 2%</li> <li>Transfers from NOCPIA: 26%</li> </ul>	<ul style="list-style-type: none"> <li>Tax revenue, intergovernmental grants, and the Commission real estate lease revenue from NOCPIA</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>CPC: 40 staff; 27 Board Members</li> </ul>	<ul style="list-style-type: none"> <li>NOCPIA: No staff; 26 Board Members (Appointed)</li> </ul>

## The Players

# Audubon Nature Institute (New Orleans, LA)

Audubon Nature Institute (ANI) is a 501(c)3 not for profit that operates a family of ten museums and parks. The first legislative mention of Audubon Park appears in Act 130 of 1896, which places the management and control of Audubon Park with a separate corporation, the Audubon Park Association. Act 191 of 1914 created an Audubon Park Commission and entrusted it with the management and control of Audubon Park. In 1958, Act 492 authorized the Audubon Park Commission to control all activities in the parks under its management; to contract with private individuals; and to charge rental and/or activity fees for use of the park property.

### Key Takeaways

- Collaborative management of multiple park spaces, including a zoo, between a non-profit and state commission through a CEA.
- Entities supported primarily through earned revenue, by a dedicated fundraising arm, and through state funds.
- Louisiana-based example offers legal precedent.



*Photo courtesy of Audubon Zoo.*

## The Players

# Audubon Nature Institute (New Orleans, LA)



**Audubon Nature Institute**



<b>Core Stakeholders</b>	<ul style="list-style-type: none"> <li>Audubon Commission</li> <li>Audubon Nature Institute (501(c)3) Board of Directors</li> <li>Audubon Nature Institute Foundation (501(c)3): Board consists of 8 members, of which one is the Chairman of the ANI Board. The other 7 members are elected by the Board Membership for 3-year terms.</li> </ul>	
<b>Governance</b>	<ul style="list-style-type: none"> <li><b>Commission:</b> Retains all authority granted to it by Louisiana State Act No.191 of 1914, including title to all City-owned facilities and improvements, the authority to control design and development of projects, and approval and administration of all bond or tax revenues.</li> <li><b>Management Agreement:</b> ANI manages day to day operations for all of the Commission’s facilities through a Management and Cooperative Endeavor Agreement between the Board and the Audubon Commission.</li> <li><b>Foundation:</b> Support organization whose mission is to manage and increase the ANI endowment while providing additional operating revenues for Audubon’s facilities.</li> </ul>	
<b>Budget</b>	\$12.48M (Commission, 2024)	\$55M (ANI, 2024)
<b>Funding Breakdown</b>	<ul style="list-style-type: none"> <li>Intergovernmental Grants</li> <li>Tax Revenue</li> <li>Lease Revenue</li> </ul>	<ul style="list-style-type: none"> <li>Earned Revenue (Rental &amp; Activity Fees)</li> <li>Commission Funding</li> <li>Sponsorships</li> <li>Foundation Funding</li> <li>Private Fundraising</li> <li>Grants</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>24 Commission Members appointed by Mayor, approved by Council for 6-year terms</li> </ul>	<ul style="list-style-type: none"> <li>250+ Staff (ANI)</li> <li>32 Board Members (ANI)</li> <li>11 Board Members (Foundation)</li> </ul>

## The Players

# Moncus Park (Lafayette, LA)

In 2005, the University of Louisiana announced plans to allow for commercial development at a former agricultural research farm. In response, the community launched a campaign to save the property and turn it into a central city park. In 2012, UL sold the land to the City of Lafayette. In 2013, Lafayette Central Park, Inc., was formed as a non-profit to build and operate the future park. A major community engagement effort funded by the Lafayette Public Trust Financing Authority informed the Master Plan, which, with City-Parish Council approval, allowed the non-profit to begin fundraising. After 4 years of fundraising and planning, the LCG issued a long-term lease to the non-profit for development and management of the land, which has since become Moncus Park.

### Key Takeaways

- Non-profit entity has sole management responsibility via long-term lease with City.
- Decades of community engagement and advocacy helped seed crucial funding and public support.
- Louisiana-based example offers legal precedent.



*Photo courtesy of Moncus Park.*

## The Players

# Moncus Park (Lafayette, LA)



<b>Core Stakeholders</b>	<ul style="list-style-type: none"><li>• Moncus Park Board of Directors</li><li>• Community</li></ul>
<b>Governance</b>	<ul style="list-style-type: none"><li>• Conservancy established when parkland was purchased by <b>Lafayette Consolidated Government</b> with sole purpose of designing, developing, activating, and maintaining the park.</li><li>• Guided by a <b>Master Plan</b>, developed by Conservancy and approved by the City-Parish Council.</li><li>• Following approval, LCG granted a <b>long-term lease</b> to non-profit to build, activate, and maintain the park.</li></ul>
<b>Budget</b>	\$2.33M (2024)
<b>Funding Breakdown</b>	<ul style="list-style-type: none"><li>• Private Donations: 54%</li><li>• Special Events: 20%</li><li>• Parking: 14%</li><li>• Membership: 5%</li><li>• Programming &amp; Permits: 4%</li><li>• Rentals: 3%</li><li>• Grants: &lt;2%</li></ul>
<b>Staff</b>	<ul style="list-style-type: none"><li>• 17 FT Staff, 21 PT/Seasonal Staff, 17 Board Members</li></ul>

## The Players

# Buffalo Bayou Partnership (Houston, TX)

Buffalo Bayou Partnership (BBP) was established in 1986 to serve as an advisory resource and liaison among the groups pursuing development of Buffalo Bayou amenities and the many private and public sector entities with interest in or jurisdiction over various Bayou functions. The Partnership is to be administered to benefit the City of Houston and Harris County, specifically the Harris County Flood Control District (HCFCD). The Partnership manages and maintains Buffalo Bayou Park, coordinates integration of major amenities into the Bayou Greenbelt, and seeks ways to increase community development through programming and stewardship.

### Key Takeaways

- Non-profit entity has primary management responsibility via operating agreement with City and County.
- Created to serve as dedicated coordinator between public and private interests.
- Waterway and flood management are primary principles and responsibilities.



*Photo courtesy of Buffalo Bayou Partnership.*

# Buffalo Bayou Partnership (Houston, TX)



Buffalo Bayou Partnership



<p><b>Core Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Buffalo Bayou Partnership Board</li> <li>• City of Houston, Parks &amp; Recreation Department</li> <li>• Harris County Flood Control District</li> </ul>
<p><b>Governance</b></p>	<ul style="list-style-type: none"> <li>• <b>City Ownership:</b> City of Houston owns the parkland, operated in partnership with BBP and the HCFCD.</li> <li>• <b>Management Agreement:</b> In 2012, the Partnership entered into an operating agreement with the City, Reinvestment Zone, Downtown Redevelopment Authority (the Authority), and Harris County Flood Control District (the District) to provide maintenance of the Park.</li> <li>• <b>Master Plan Implementation:</b> In 2022, the City, Harris County, and BBP, in coordination with the Kinder Foundation, developed a 30-year overall term Agreement to accelerate Master Plan implementation.</li> </ul>
<p><b>Budget</b></p>	<p>\$12.1 million (2023)</p>
<p><b>Funding Breakdown</b></p>	<ul style="list-style-type: none"> <li>• 50% Private Philanthropy, Earned Revenue, etc. by BBP</li> <li>• 25% County (including HCFCD funding)</li> <li>• 25% City (including Downtown Tax Increment Reinvestment Zone)</li> </ul>
<p><b>Staff</b></p>	<ul style="list-style-type: none"> <li>• 38 Staff, 32 Board Members</li> </ul>

## The Players

# Washington Park Arboretum (Seattle, WA)

The Washington Park Arboretum was established by a cooperative agreement in 1934 between the University of Washington and the City of Seattle. Today, the Arboretum is cooperatively managed by Seattle Parks and Recreation and the UW Botanic Gardens, with major support from the Arboretum Foundation. The Arboretum and Botanical Garden Committee (ABGC) is the legally mandated advisory committee established by 1934 enabling legislation made up of nine representatives of UW, the City, and the Foundation, as well as state and mayoral appointees. In 2001, City Council and UW Board of Regents adopted a Master Plan for the Arboretum, largely funded by the Foundation.

### Key Takeaways

- Joint-management between a municipal park agency, university, and non-profit entity through a mix of formal and informal agreements.
- Management responsibilities are divided based on each entity's strengths, supported by a dedicated fundraising arm.



*Photo courtesy of the Arboretum Foundation.*

## The Players

# Washington Park Arboretum (Seattle, WA)



**Seattle**  
Parks & Recreation



University of Washington  
**BOTANIC GARDENS**



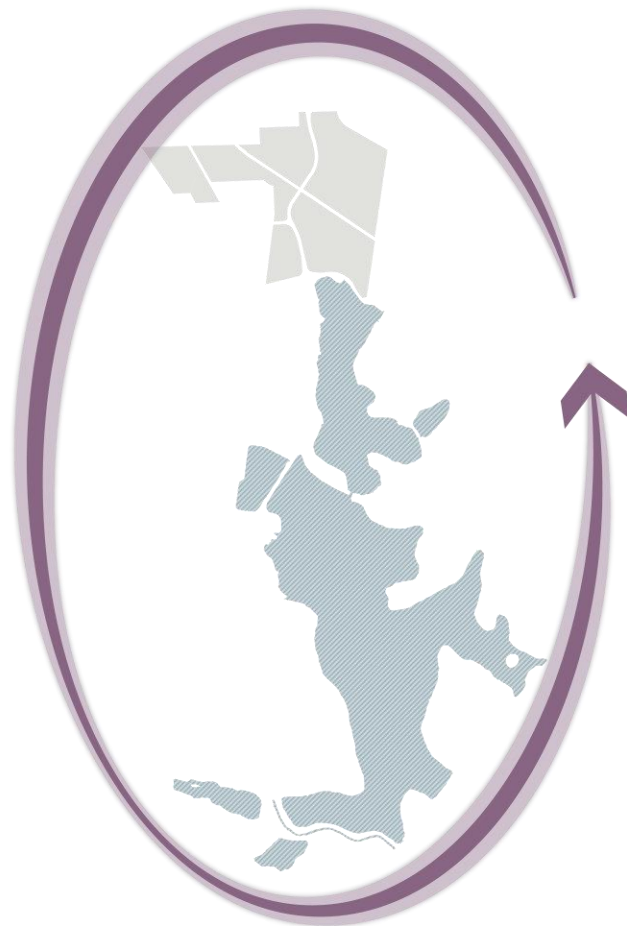
<b>Core Stakeholders</b>	<ul style="list-style-type: none"> <li>Seattle Parks and Recreation</li> <li>University of Washington Botanic Gardens</li> <li>Arboretum Foundation</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li><b>City:</b> Owns the land and takes care of the park-like functions (trails, benches, garbage). The Japanese Garden is managed and maintained by the City with support of the Arboretum Foundation.</li> <li><b>University:</b> Owns and takes care of all the trees, gardens, and plant collections.</li> <li><b>Foundation:</b> Fundraises and provides support to UW and the City for the Arboretum's care and programming.</li> <li><b>ABGC:</b> Meets monthly to provide guidance on management based on the principles of the Master Plan.</li> </ul>
<b>Budget</b>	\$2.58M (Foundation)
<b>Funding Breakdown</b>	<ul style="list-style-type: none"> <li>Private Philanthropy</li> <li>Special Events</li> <li>Portion of Program &amp; Entry Fees (Japanese Garden)</li> <li>Earned Revenue (Gift Shops)</li> <li>Membership</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>15 Staff, 22 Board Members (Foundation)</li> <li>2 Dedicated Staff, 31 Staff Total (UWBG)</li> </ul>

## The Players

# Park Stewardship Partnerships: Opportunities & Challenges

Case Study	Relevant Lessons & Opportunities	Challenges
<b>New Orleans City Park</b>	<ul style="list-style-type: none"> <li>Majority funded by dedicated millage (from state commission) and private philanthropy</li> <li>Cooperative Endeavor Agreement transfers sole management responsibility to Conservancy</li> <li>Many residents now familiar with “conservancy” model</li> </ul>	<ul style="list-style-type: none"> <li>Earned revenue derived from significant infrastructure / operating costs (amusement park, restaurants, etc.)</li> <li>State Commission adds level of oversight</li> <li>Decades of legal reorganization, capacity-building, and negotiation to arrive at current formation</li> </ul>
<b>Audubon Nature Institute</b>	<ul style="list-style-type: none"> <li>Dedicated fundraising arm (Foundation)</li> <li>Non-profit is primarily responsible for management</li> <li>State Commission able to generate significant funds via tax revenue, lease revenue, etc.</li> <li>Ability to manage multiple spaces with diverse uses and amenities</li> </ul>	<ul style="list-style-type: none"> <li>Earned revenue derived from significant infrastructure / operating costs (zoo, restaurants, etc.)</li> <li>Requires larger and more specialized staff to manage variety of spaces</li> <li>State Commission adds level of oversight</li> <li>Decades of legal reorganization, capacity-building, and negotiation to arrive at current formation</li> </ul>
<b>Moncus Park</b>	<ul style="list-style-type: none"> <li>Independent non-profit requires minimal public oversight for design, development, maintenance, and programming</li> <li>Deep community involvement prompts community ownership and belonging</li> </ul>	<ul style="list-style-type: none"> <li>Fully dependent on private fundraising</li> <li>Limited public influence/oversight</li> </ul>
<b>Buffalo Bayou Partnership</b>	<ul style="list-style-type: none"> <li>Non-profit manages majority of development and operations with coordination and input from public partners</li> <li>Each entity contributes significant funding</li> <li>Maintenance endowment funds ongoing care</li> </ul>	<ul style="list-style-type: none"> <li>Requires significant coordination and strong interdepartmental relationships</li> <li>Significant investment from private family foundation catalyzed project and continues to provide support</li> </ul>
<b>Washington Park Arboretum</b>	<ul style="list-style-type: none"> <li>Responsibilities are divided among partners according to existing activities and strengths</li> <li>Dedicated fundraising arm (Foundation)</li> </ul>	<ul style="list-style-type: none"> <li>Earned revenue possible due to gate fee</li> <li>Requires significant coordination and strong interdepartmental relationships</li> </ul>

# GOVERNANCE POSSIBILITIES



**1** One entity that manages/maintains all of the property around University lakes



**2** Two entities, one that manages/maintains University Lakes and then BREC continues to manage City-Brooks Park



**3** Many different entities continue to manage/maintain their property, but a CEA introduced. The different entities will agree on certain standard and pay into the CEA.

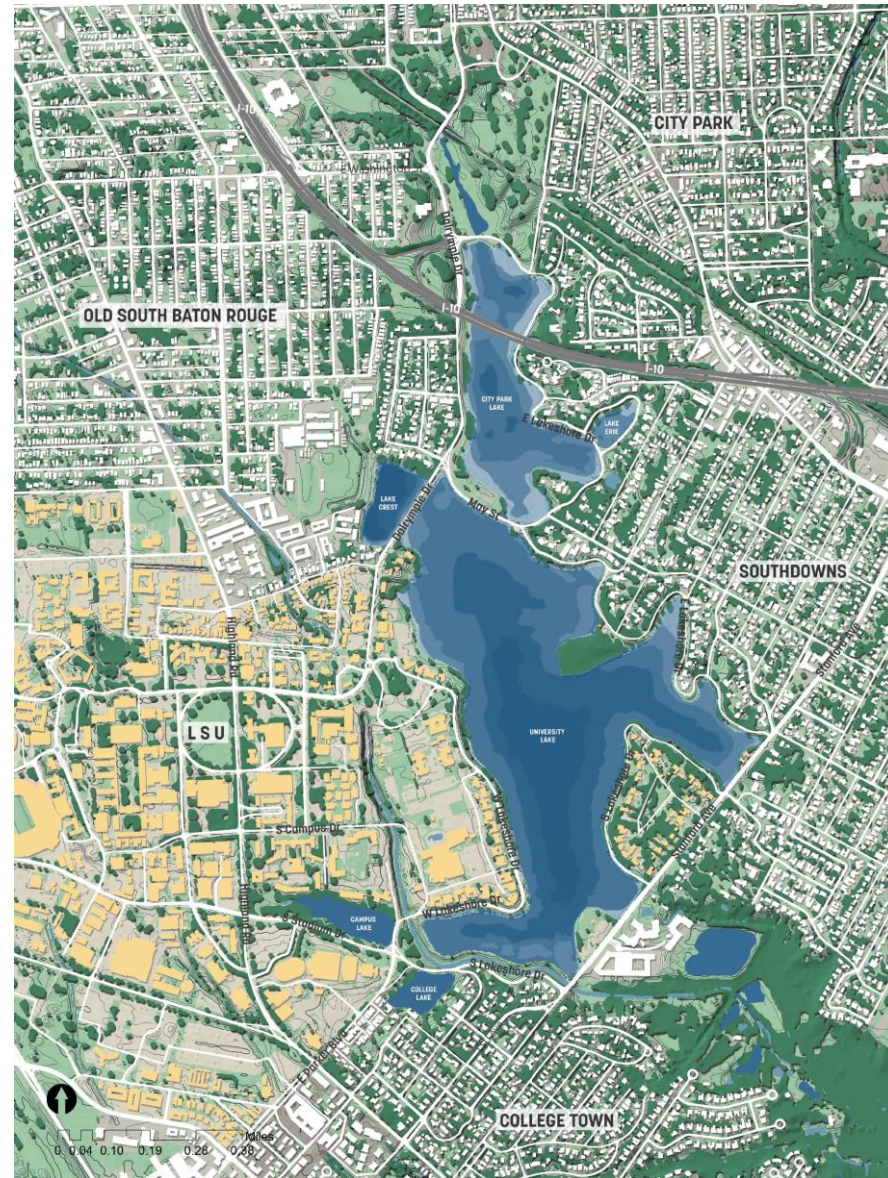


**02**

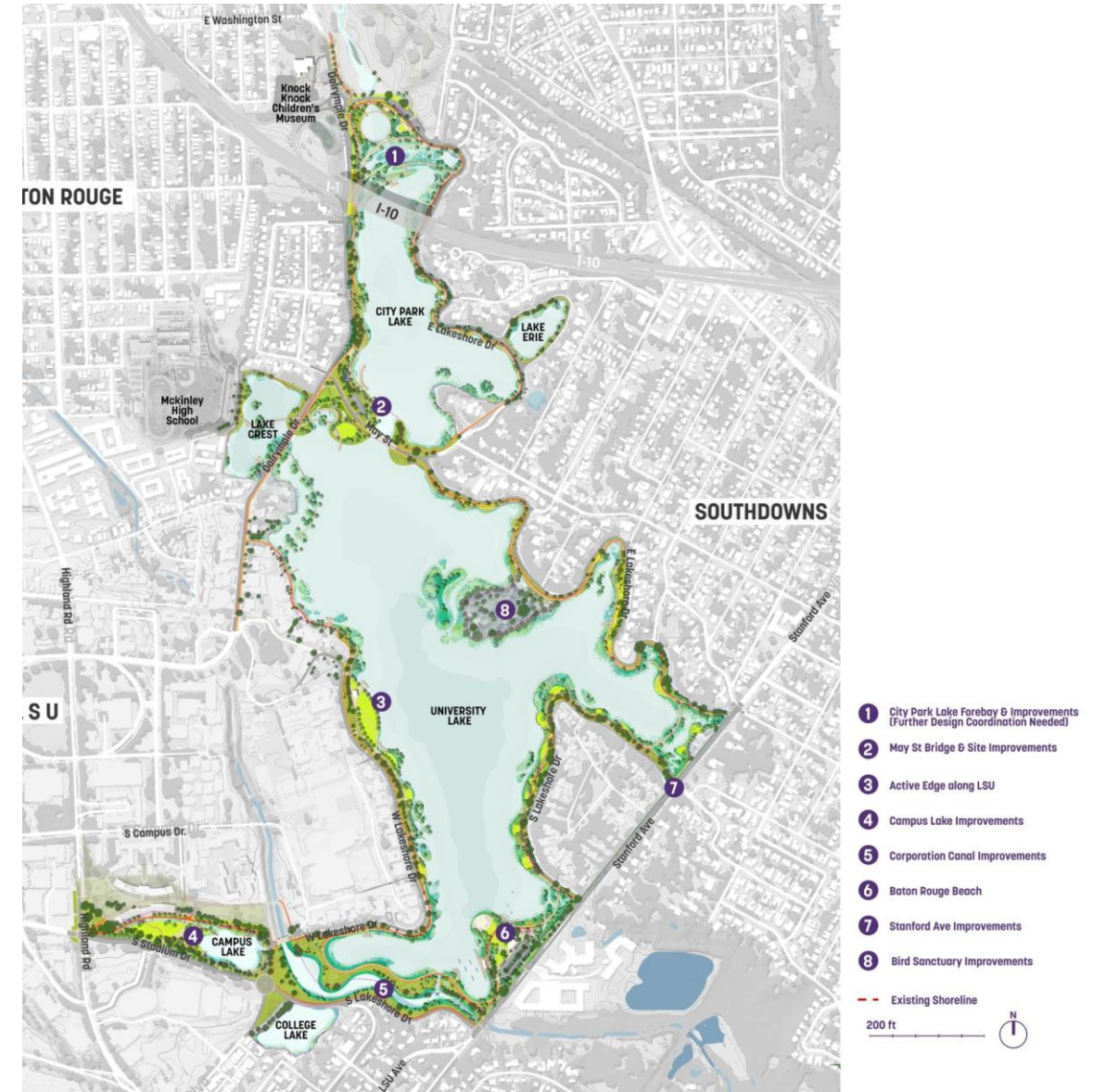
**Operations  
+ Maintenance**

# Operations + Maintenance

# EXISTING VS. FUTURE PROJECTS



Ongoing and potential projects



Pre-construction condition as a baseline for current maintenance practice

Full build out per 2022 University Lakes Project Concept Design

# Operations + Maintenance PRECONSTRUCTION LAND USE

Set up a baseline for maintenance.

## Open water

- Lake
- Canal
- Wetland

## Natural landscape

- Ruderal
- Aquatic vegetation
- Forested area
- Rain garden
- Lawn
- Reforested upland habitat

## Ornamental landscape

- Sports field
- Planting
- Golf course
- Lawn
- Beach

## Hardscape

- Riprap
- Sidewalk/paved
- Boardwalk
- Bike path
- Running path
- Parking lot
- Road
- Plaza
- Cart path
- Bridge
- Railroad

## Buildings

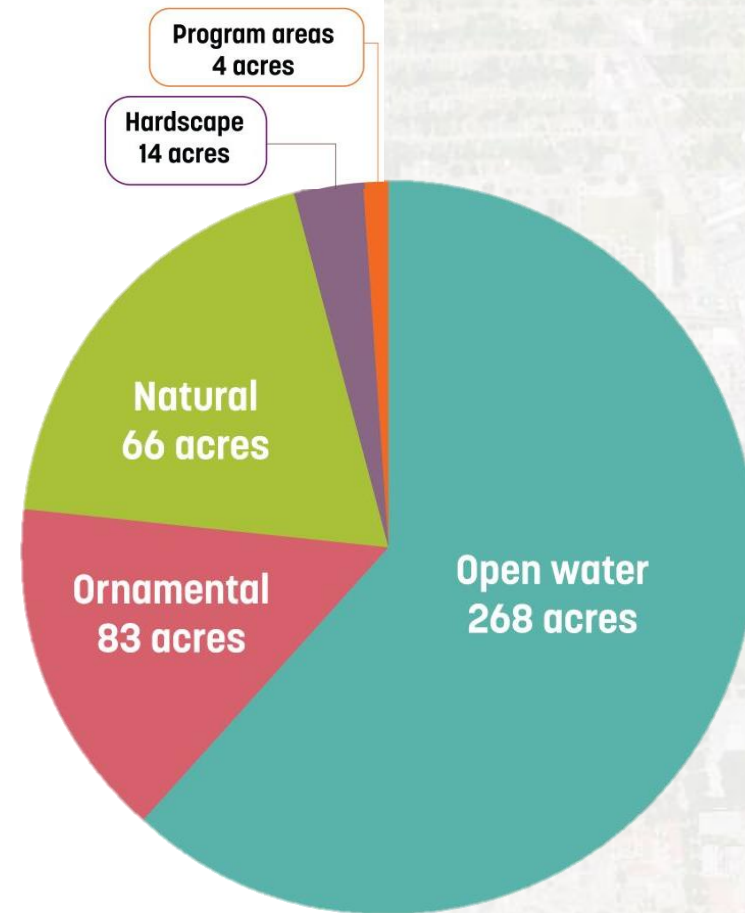
- Historic structure
- Structure
- Bathrooms
- Leased spaces
- Signature building
- Shade pavillion

## Utilities

- Light poles
- Fence
- Culverts

## Program areas

- Boat launch
- Playground- conventional
- Playground- nature
- Sports courts
- Pool
- Dog park
- Maintenance yard



LSU

ZEE ZEE GARDENS



# Operations + Maintenance

# FULL BUILTOUT

# LAND USE

The full buildout is a reference vision; the landscape will evolve as projects are prioritized and implemented.

### Open water

- Lake
- Canal
- Wetland

### Natural landscape

- Upland planting
- Wetland planting
- Forested area
- Rain garden
- Meadow
- Reforested upland habitat

### Ornamental landscape

- Sports field
- Planting
- Golf course
- Lawn
- Beach

### Hardscape

- Riprap
- Sidewalk/paved
- Boardwalk
- Bike path
- Running path
- Parking lot
- Road
- Plaza
- Cart path
- Bridge
- Railroad

### Buildings

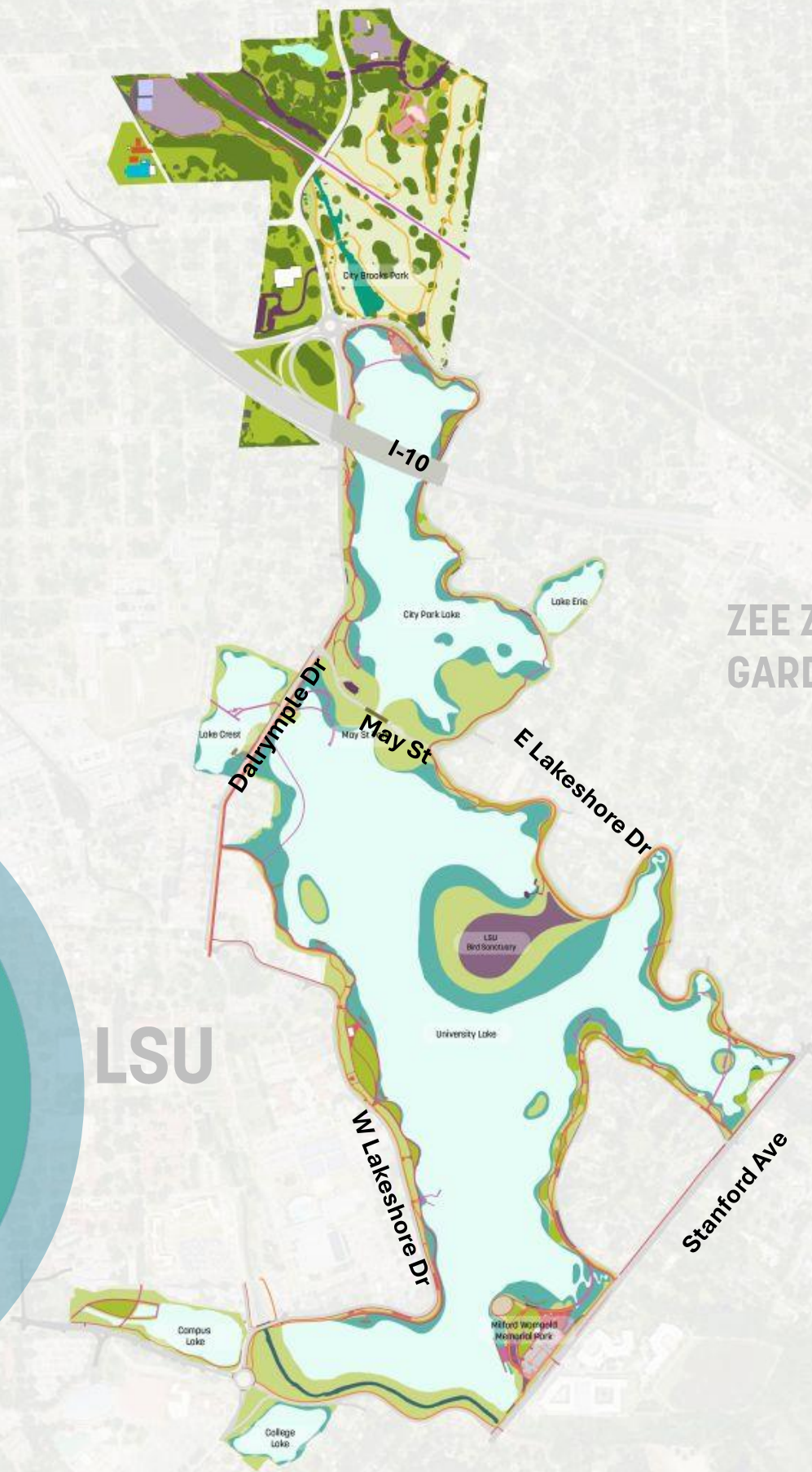
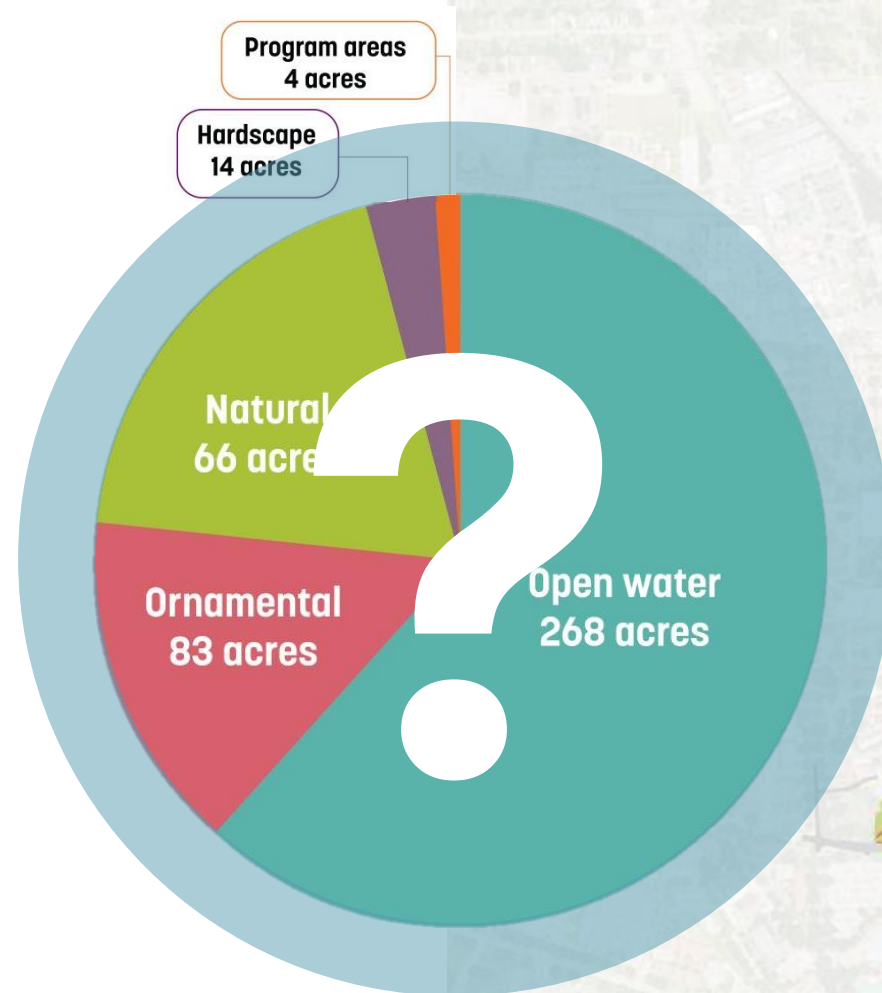
- Historic structure
- Structure
- Bathrooms
- Leased spaces
- Signature building
- Shade pavillion

### Utilities

- Light poles
- Fence
- Culverts

### Program areas

- Boat launch
- Playground- convention
- Playground- nature
- Sports courts
- Pool
- Dog park
- Maintenance yard



# Operations + Maintenance MAINTENANCE SURVEY

We look forward to working with you to establish a baseline for operations, maintenance and current funding stream. The survey will be sent out **today**, and we'll share a summary at the January stakeholder meeting. Please return completed surveys by **January 15**.

## University Lakes and City Park Landscape Maintenance Current Practice Survey

We are conducting this survey to establish a clear baseline of current landscape maintenance practices, costs, and responsibilities across LSU, BREC, and the City of Baton Rouge. Understanding what work is currently performed, how frequently it occurs, and what resources are required will help inform future maintenance planning for the University Lakes and City Park system.

Thank you for providing as much detail as possible.

1. Agency name

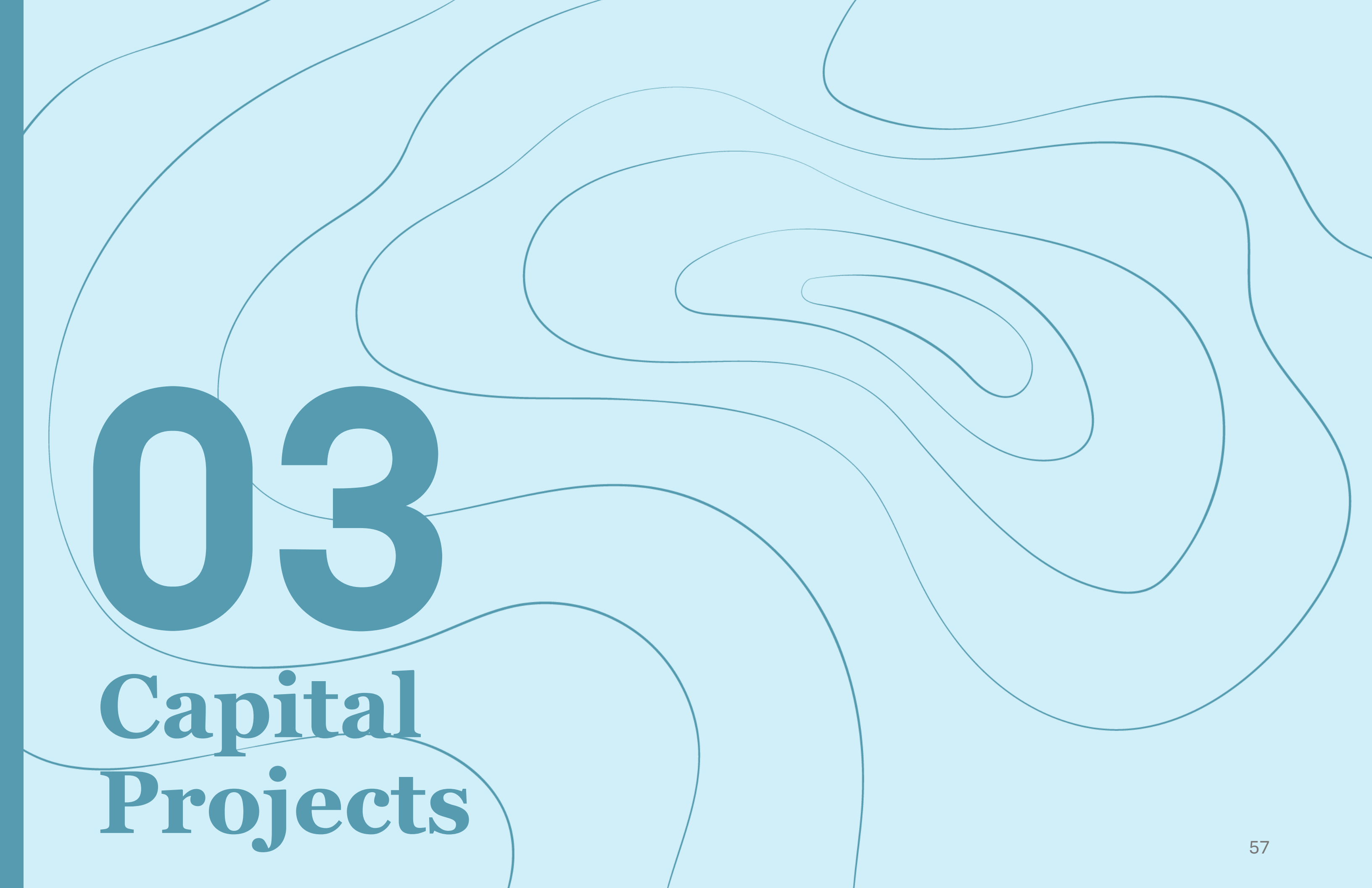
2. Primary contact person (name, title, email):

3. What is your primary responsibility?

- Maintenance (landscape, infrastructure, road, etc.)
- Operation (management / administration, programming, etc.)
- Both Maintenance and Operation

4. Areas of responsibility within the University Lakes + City Park system (check all that apply): \*

- City Park
- May St Park
- Wampold Park
- University Lake Lakeshore - East
- University Lake Lakeshore - West
- University Lake Lakeshore - South
- City Park Lake Lakeshore - East



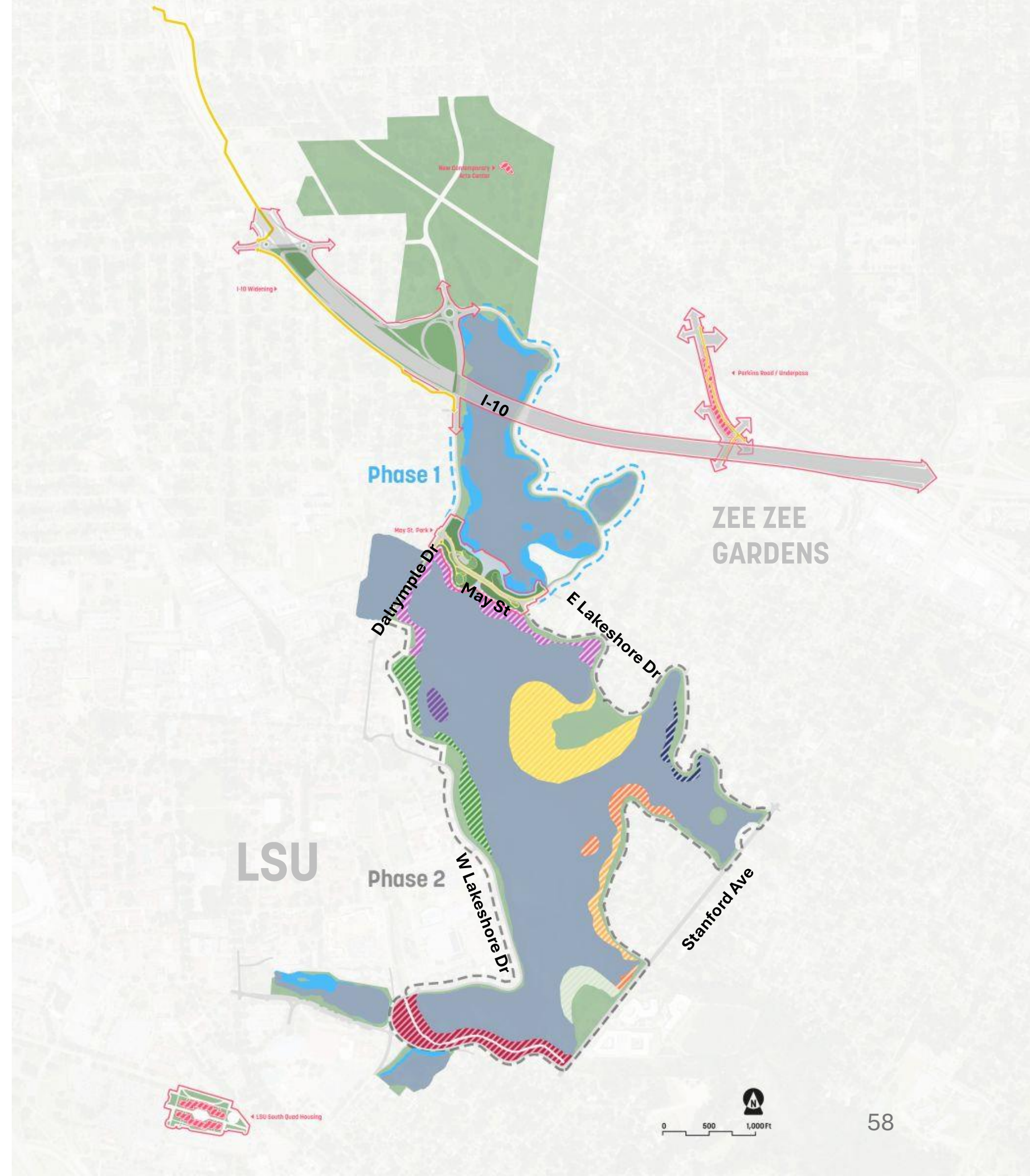
**03**

**Capital  
Projects**

# Capital Projects

## ONGOING PROJECTS

- The University Lake Project (LSU Foundation)
- I-10 Widening Project (DOTD)
- City Park Contemporary Art Center & Club House (BREC)
- Cooperation Canal (FEMA grant)
- Pekins Road & Underpass (Envision Baton Rouge)



# Capital Projects

## ONGOING PROJECTS



## Capital Projects

# TOWARDS A FULL BUILDOUT

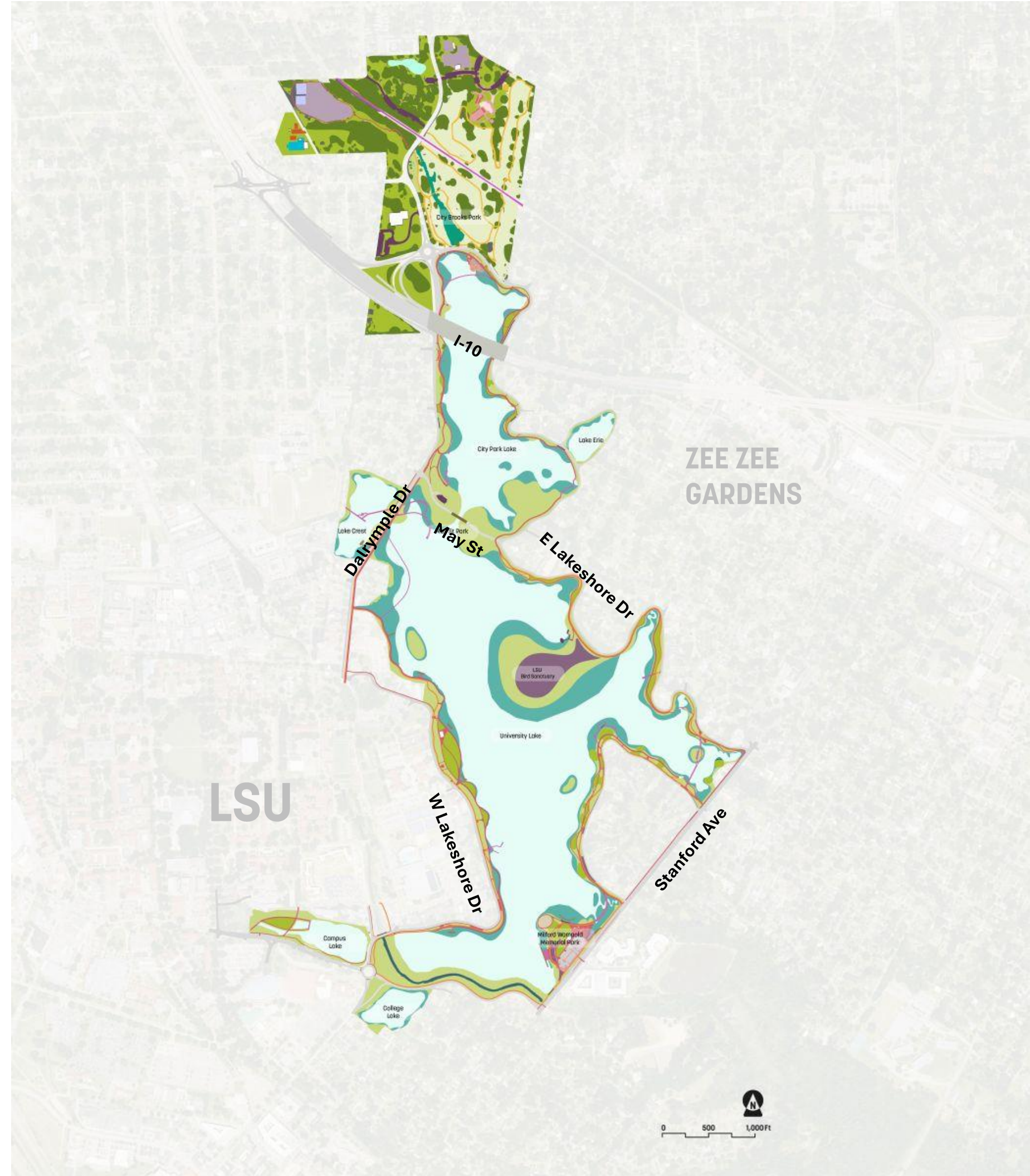
Site Preparation

Circulation Improvement

Planting & Restoration

Value-Added Projects

Nodes



# Capital Projects

# TOWARDS A FULL BUILDOUT

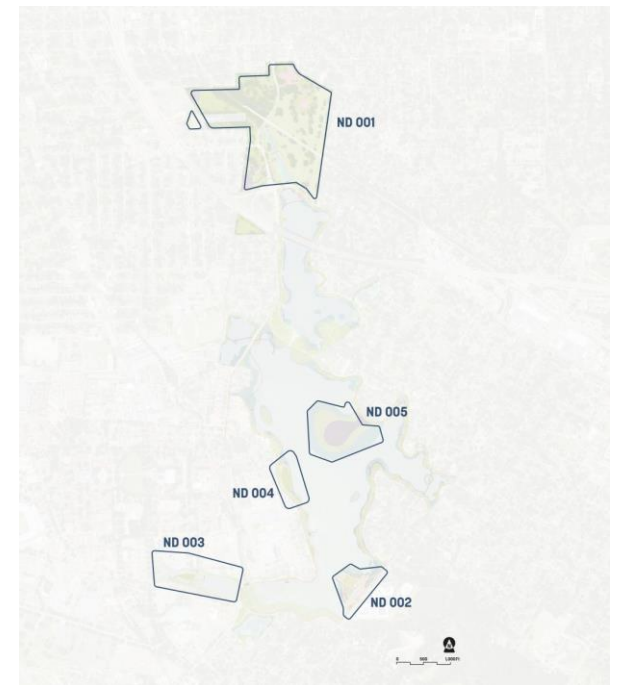
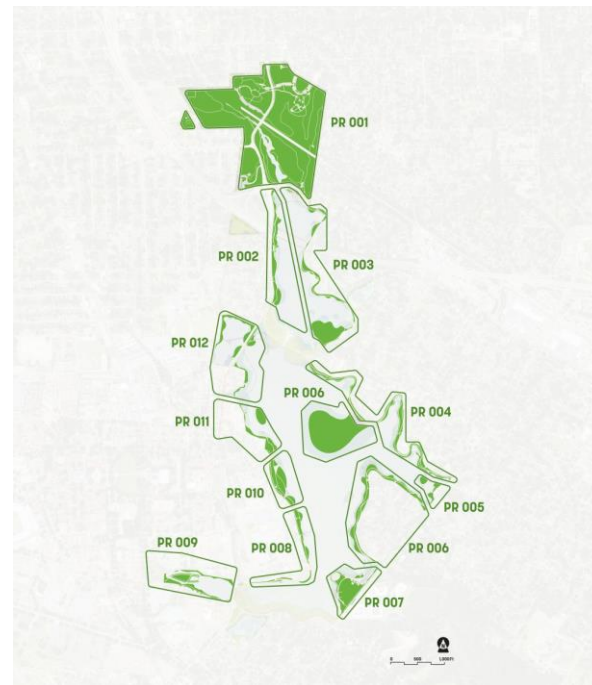
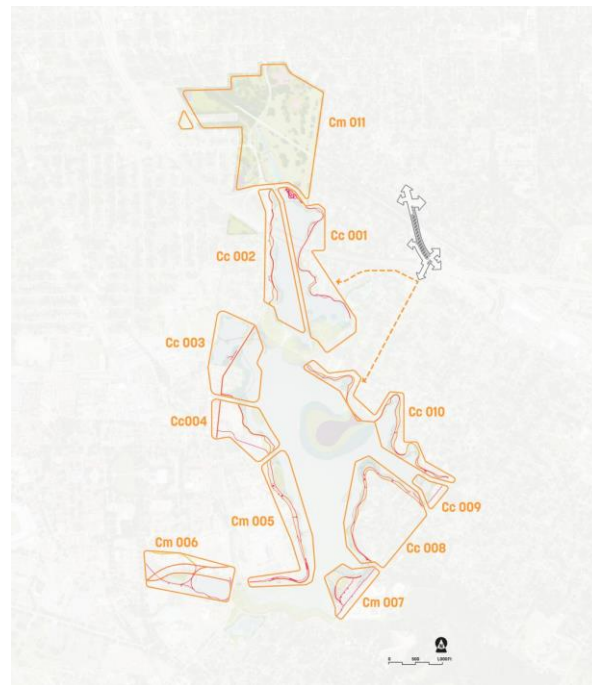
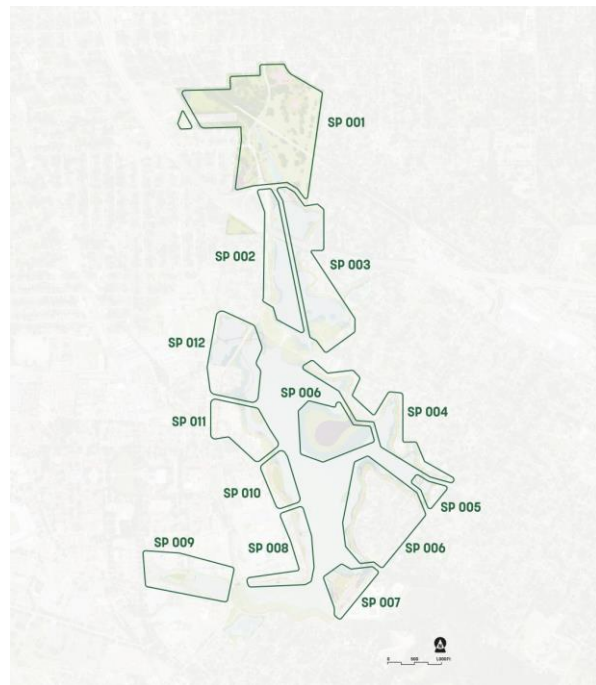
Site Preparation

Circulation Improvement

Planting & Restoration

Value-Added Projects

Nodes



# PROJECT EVALUATION CRITERIA

1

**COST**

2

**SAFETY**

3

**FUNDING  
OPPORTUNITY**

4

**ECOLOGICAL  
POTENTIAL**

5

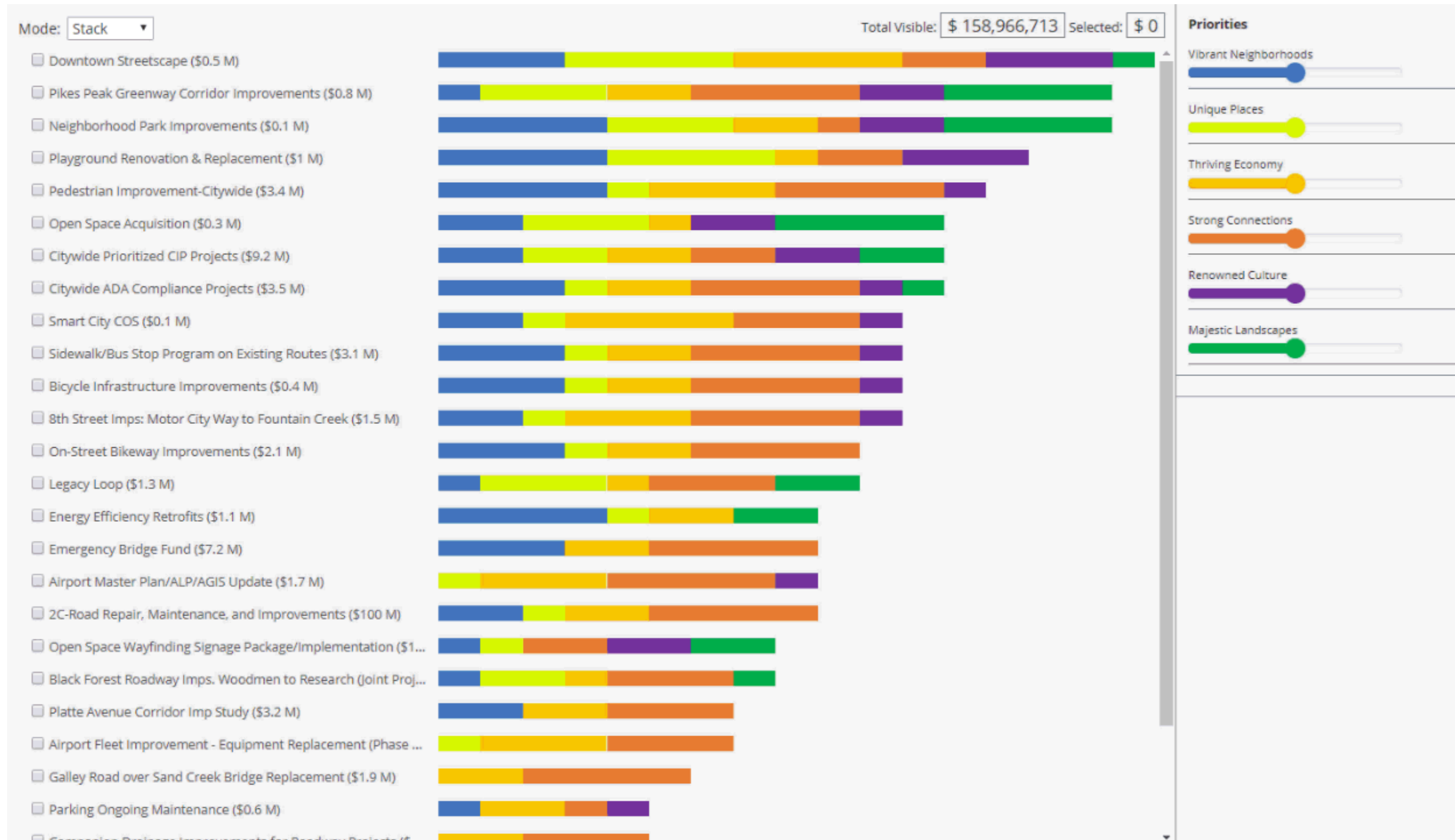
**SOCIAL  
POTENTIAL**

6

**ECONOMIC  
& REVENUE**

# Capital Projects

# NEXT STEP: PRIORITIZE PROJECTS



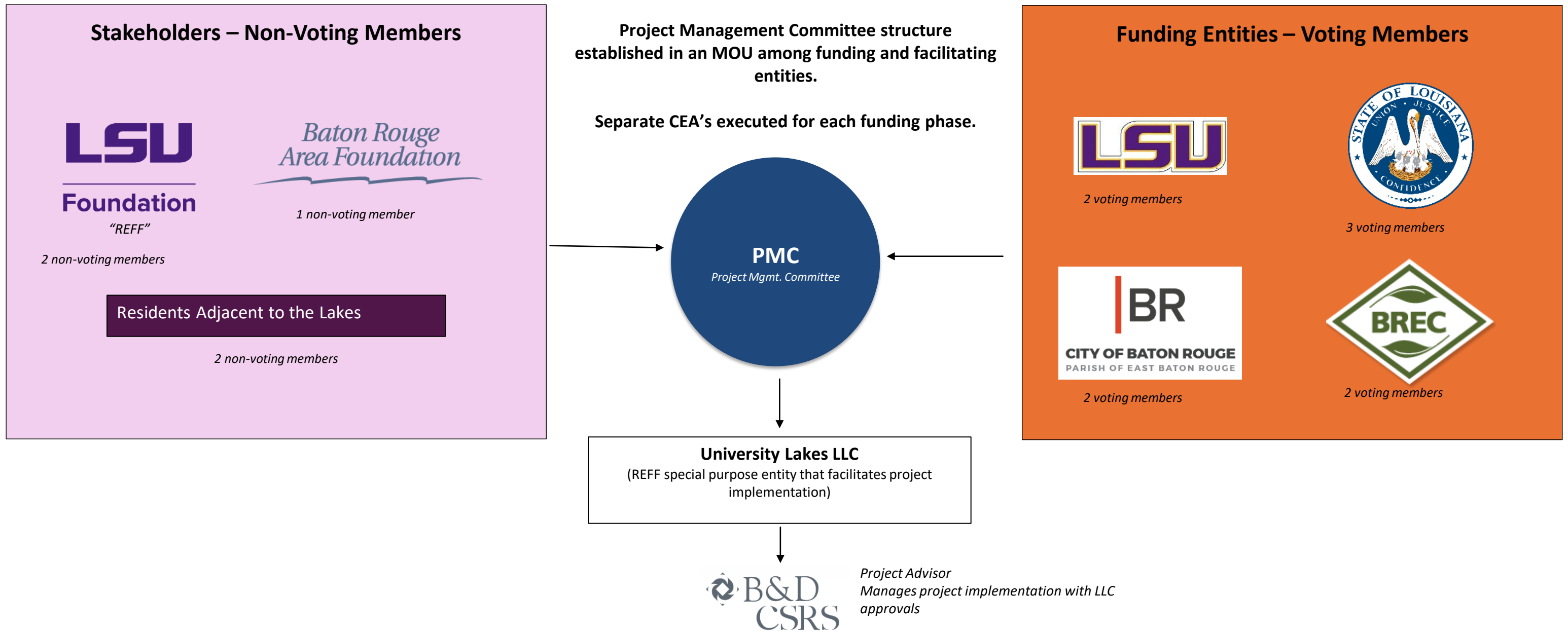


**04**

**Funding  
Streams**

# Funding Streams

# CURRENT UL PROJECT GOVERNANCE STRUCTURE

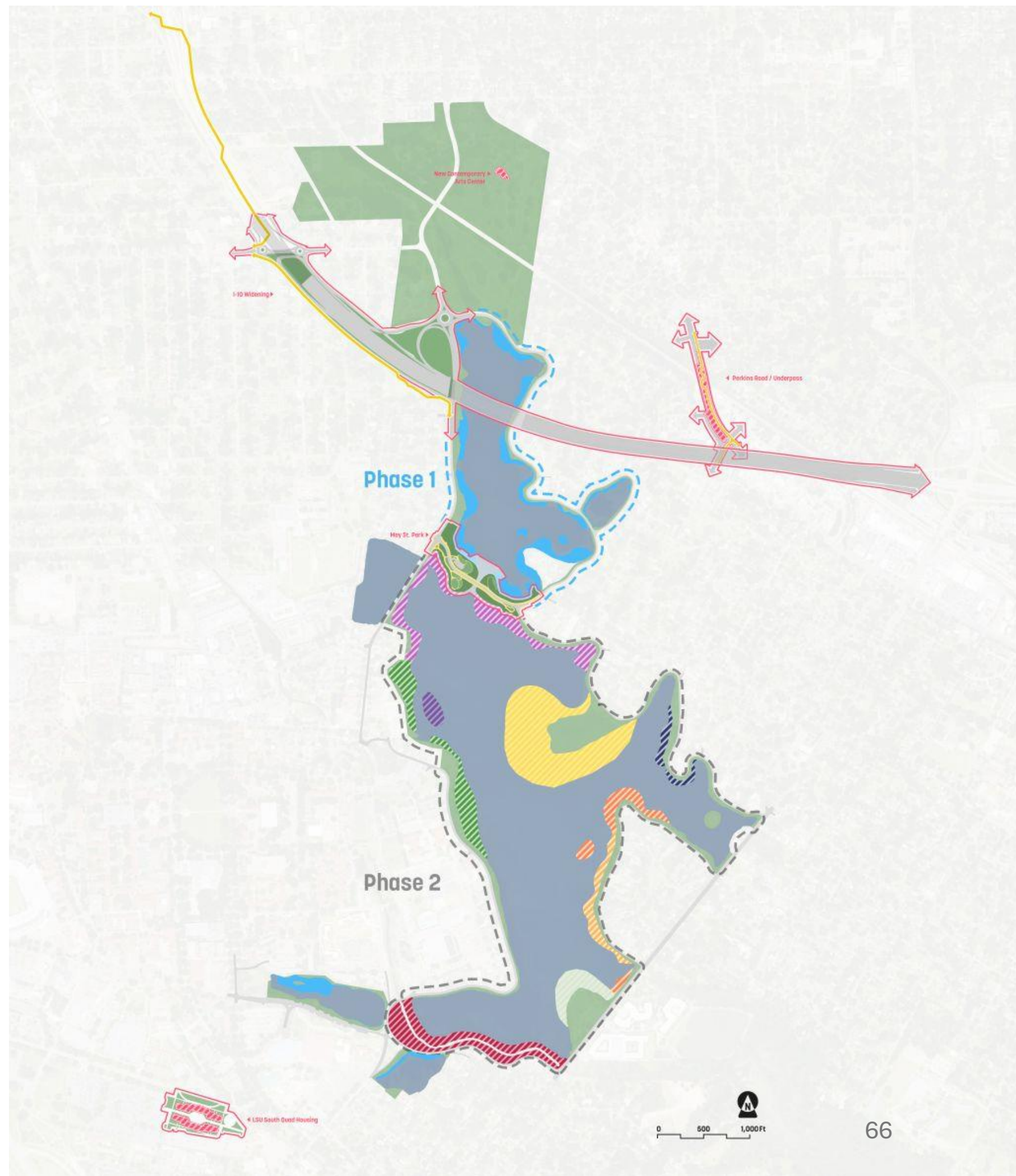


## Funding Streams

# EXISTING FUNDING SOURCES

Already Utilized Fund Sources		
Funding Source	State/Local/Federal	Past Amount
Community Development Block Grant (CDBG) Public Facilities Program	Federal	\$10,000,000.00
Capital Outlay	State	\$50,000,000.00
Recreation and Parks Commission of Baton Rouge (BREC)	Local	\$5,000,000.00
East Baton Rouge City-Parish	Local	\$10,350,000.00
Louisiana State University	Local	\$260,000.00
Louisiana State University Foundation	Local	\$4,134,000.00
	<b>Total</b>	<b>\$79,744,000.00</b>

The funding sources above are dedicated toward the ongoing dredging, construction, and landscaping costs for the LSU Lakes. Between real and estimated costs for the remainder of construction, the total construction costs are \$79,388,712.81.

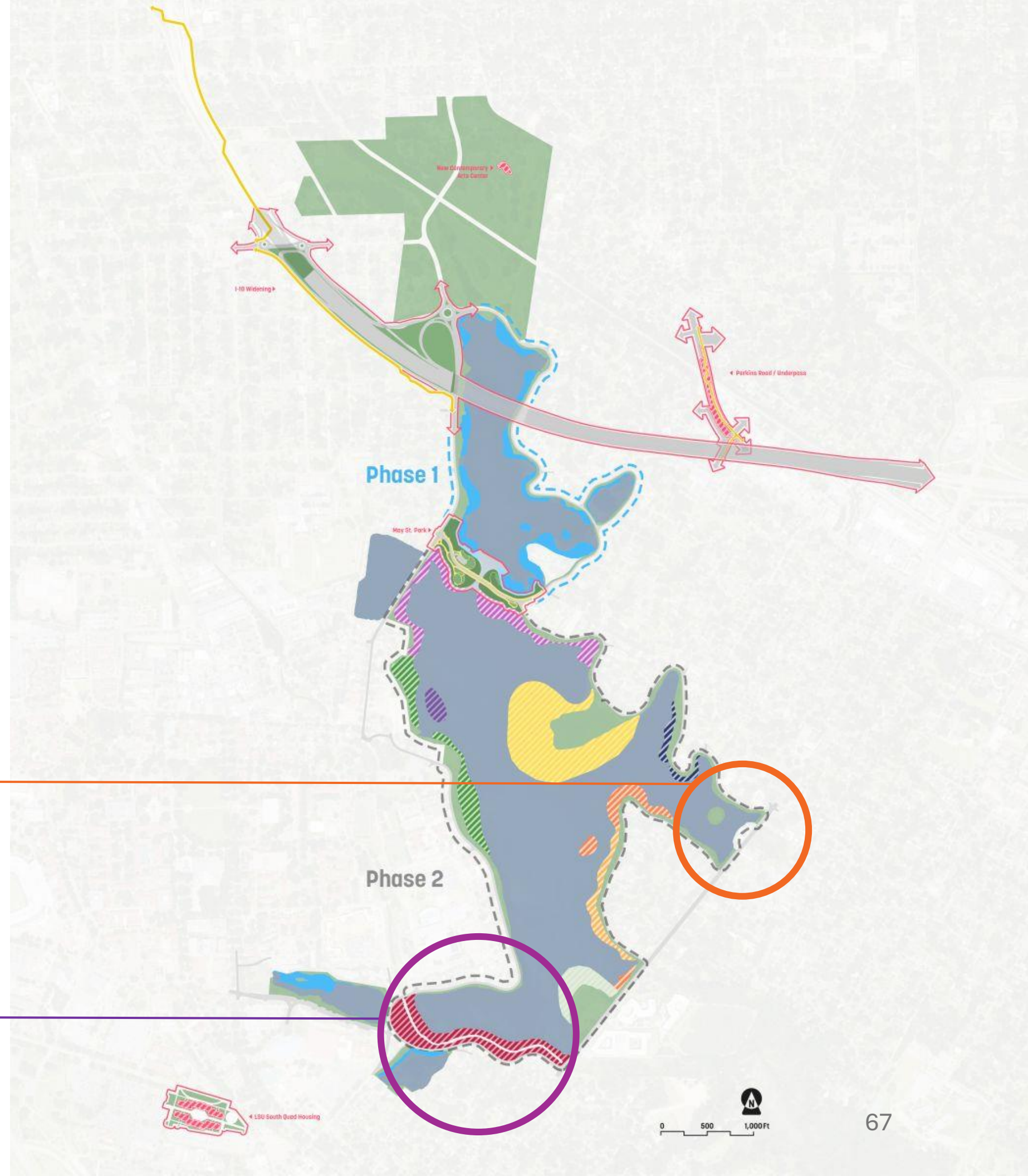


# Funding Streams

## REQUESTED FUNDING

Pending Funding:  
Capital Outlay  
\$5,000,000.00

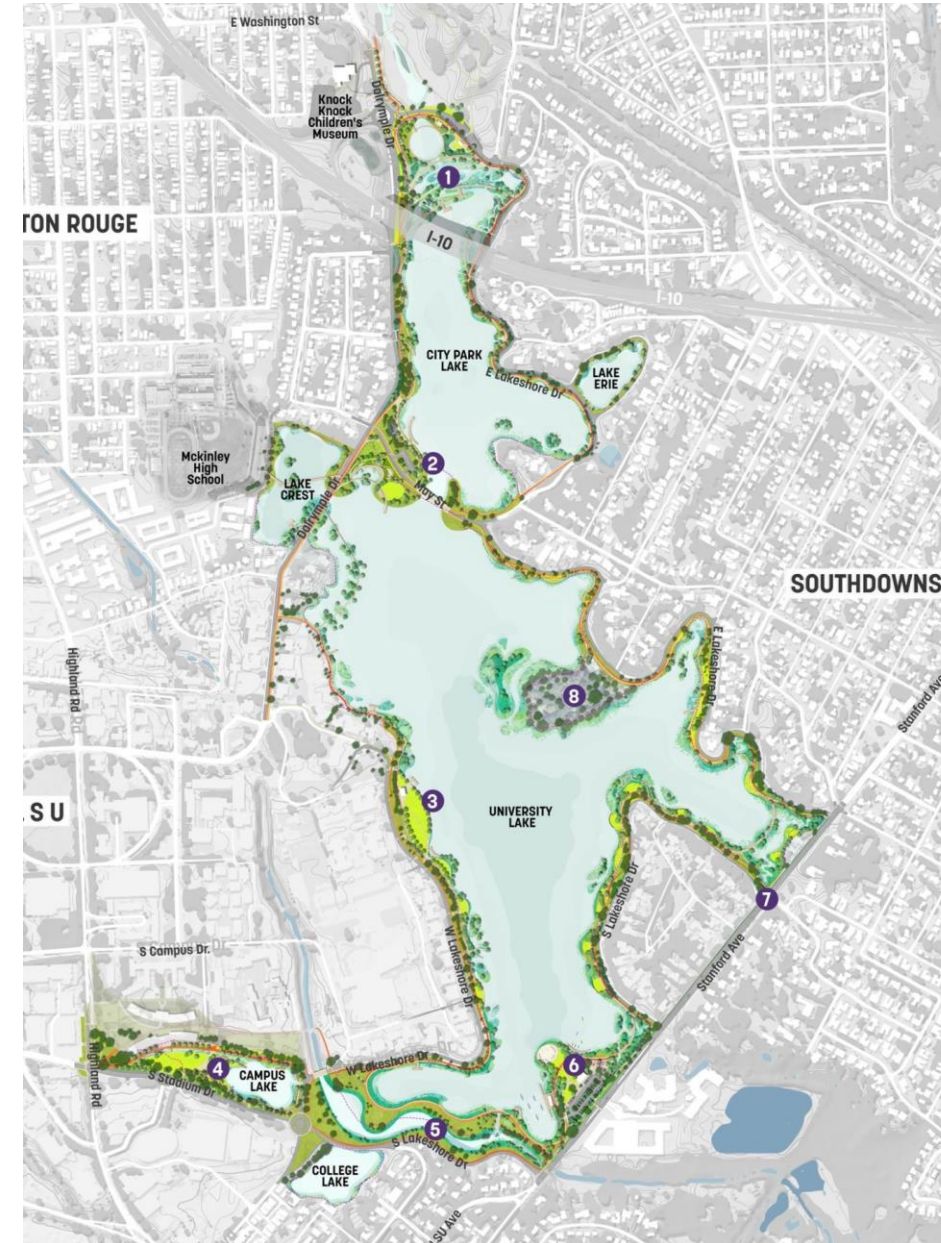
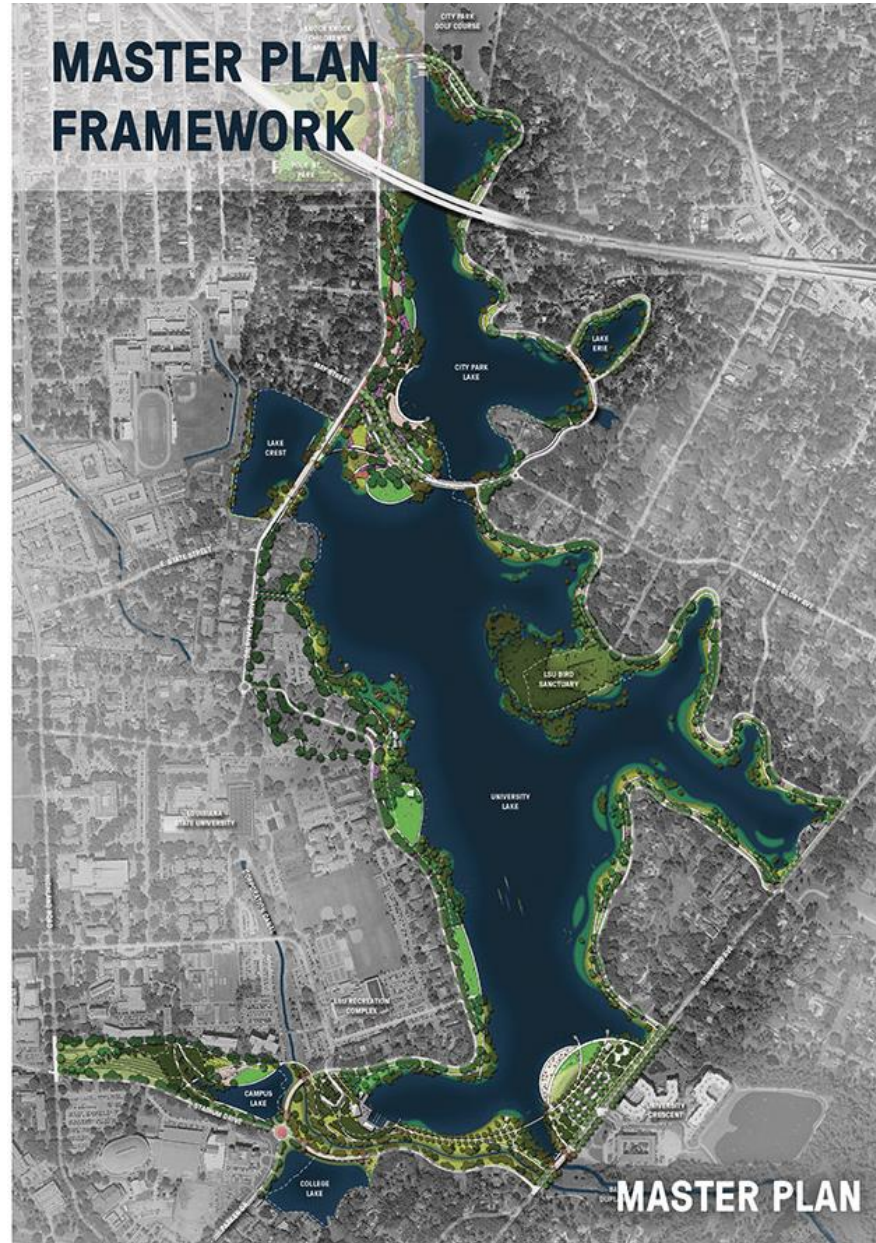
Pending Funding:  
Congressional Appropriation  
\$5,000,000.00 - Construction  
\$5,000,000.00 - Project Management and other costs



## Funding Streams

# FULL BUILDOUT COST PER MASTER PLAN

Full Buildout of 2016  
Master Plan is 115 M  
in 2016  
  
= **\$155**  
**Million** in 2025



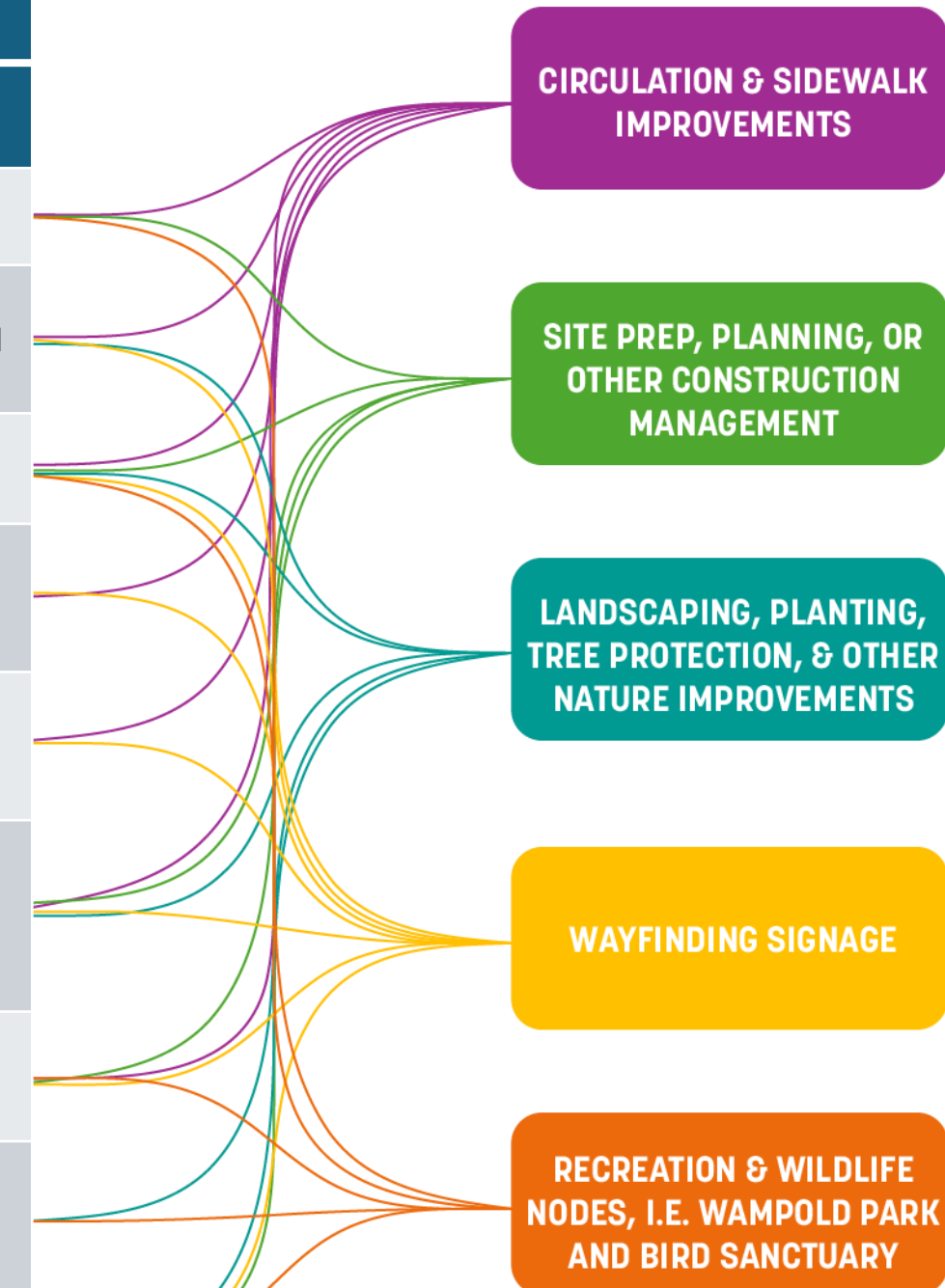
Full Buildout of 2022  
Concept Plan is 107  
M in 2022  
  
= **\$119**  
**Million** in 2025

We recognize these are significant investments, and we're here to help establish priorities and a clear roadmap for implementation.

## Funding Streams

# FUTURE FUNDING / PROJECT ALIGNMENT

Potential Additional Fund Sources				
Funding Source	State/Local/Federal	Grant Purpose	Possible Amount	Due date
Self-Generated Revenue	Local	Flexible	TBD	N/A
LSU Economic Development District	Local	Flexible	1% of EDD Sales Tax, roughly \$1.45 million per year	N/A - discuss with EDD Board
Safe Streets for All (SS4A) Grant Program	Federal (USDOT)	Prevent fatalities and serious injuries on roads and streets involving all roadway users	\$25 million (max)	June
Better Utilizing Investments to Leverage Development (BUILD) Grant Program	Federal (USDOT)	Surface transportation infrastructure projects	\$25 million (max)	February 24, 2026
Reconnecting Communities Pilot (RCP) Grant Program	Federal (USDOT)	Reconnect communities by removing, retrofitting, or mitigating highways or other transportation facilities that create barriers	TBD	Not Yet Announced
Congressional Appropriation (Community Project Funding)	Federal (Committee source varies by year)	Varies by year, typically infrastructure development and improvement	Varies by year	Not Yet Announced
Transportation Alternatives Program	State (LADOTD)	Building a more balanced transportation system that includes pedestrians and bicyclists as well as the motoring public	\$20 million (max)	April-May
Land and Water Conservation Fund (LWCF)	Federal through State Agency	Development of outdoor recreation	TBD, at least \$100,000	April 1
Outdoor Recreation Legacy Partnership Program (ORLP)	Federal	Enhance parks, recreational opportunities, and conservation areas in urban, underserved communities	TBD	August 15



## Funding Streams

# O&M FUNDING SURVEY

As part of the O&M survey, we're also asking a few questions to better understand current operation & maintenance funding.

University Lakes and City Park Landscape Maintenance Current Practice Survey

Current and Future Funding Stream

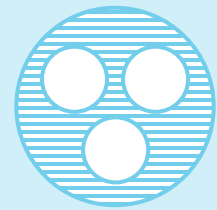
18. What are the primary funding sources that currently support operations and maintenance for the areas you manage?

- EBR General fund / operating budget
- LSU Departmental or campus budget
- BREC Dedicated park or recreation fund
- Capital improvement funds (for specific O&M-related items)
- State funding
- Federal funding
- Special district or authority funding
- User fees / permits / parking revenue
- Donations or foundation support
- Other, please specify

19. Approximately how do the funding sources you identified contribute to the total annual cost for operations and maintenance?

EBR General fund / operating budget	<input type="text"/>
LSU Departmental or campus budget	<input type="text"/>
BREC Dedicated park or recreation fund	<input type="text"/>
Capital improvement funds (for specific O&M-related items)	<input type="text"/>
State funding	<input type="text"/>
Federal funding	<input type="text"/>
Special district or authority funding	<input type="text"/>
User fees / permits / parking revenue	<input type="text"/>
Donations or foundation support	<input type="text"/>
Other	<input type="text"/>

## NEXT STEP



### STEP 1:

#### IDENTIFY THE GAP

##### THE PLAYERS

- Identify current players
- Determine player responsibilities
- Identify the gaps

##### CAPITAL PROJECTS

- Identify ongoing projects
- Identify upcoming projects
- Identify recommended projects

##### PROJECT O+M

- Develop existing and proposed operations and maintenance matrices

##### FUNDING STREAMS

- Determine existing funding streams
- Identify potential funding sources

### JAN

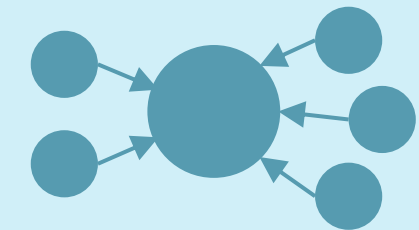
#### STAKEHOLDER WORKSHOP #1

- Updated Case Study
- Discuss governance model for UL

- Prioritize projects using the evaluation criteria

- Summary from O&M Survey and identify gaps and overlaps

- Summary from Survey and discuss gaps between potential funding and project needs



### STEP 2:

#### DEFINE THE STRUCTURE

##### THE PLAYERS

- Case studies
- Identify a suitable governance model

##### CAPITAL PROJECTS

- Prioritize projects with Dashi
- Identify recommended projects

##### PROJECT O+M

- Strategize integrated O+M plan

##### FUNDING STREAMS

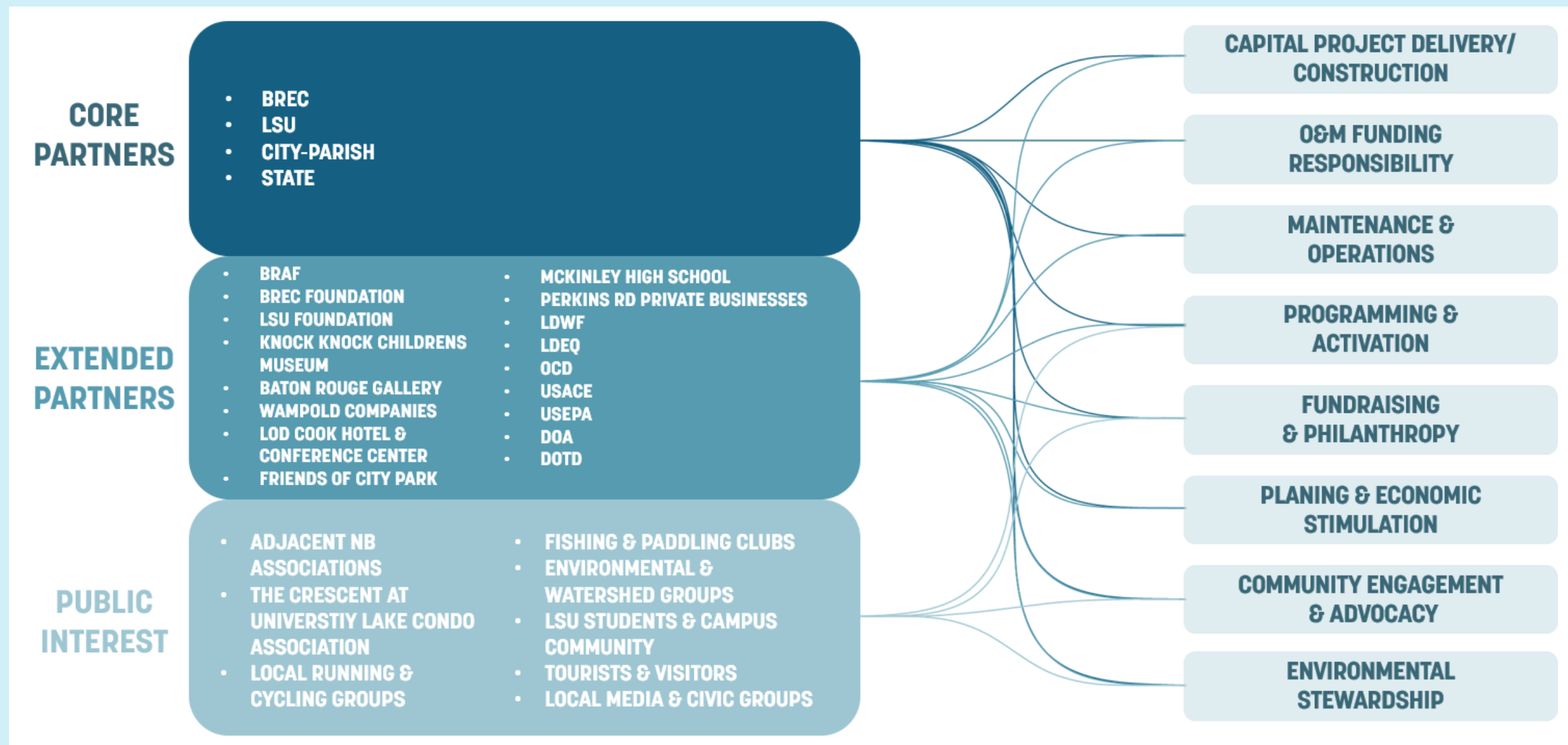
- Develop understanding of earned income potential

# **E. Community Engagement**

**A discussion of the project stakeholder list will also be included to ensure we are engaging the appropriate partners throughout the planning process.**

# FULL STAKEHOLDER LIST DISCUSSION

Now that we've reviewed the full picture of the University Lakes governance and O&M plan, we'd like your input on **who should be included as stakeholders**. We'll collect names today to finalize a robust list. We plan to host a stakeholder meeting **by the end of January** and aim to **send invitations next week**.

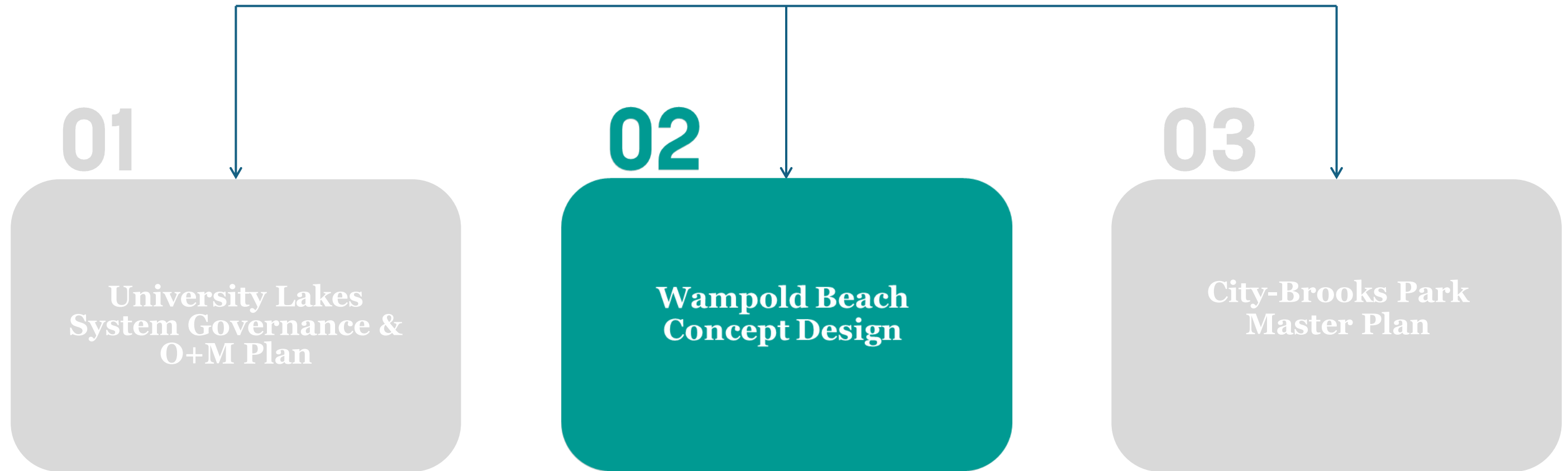


# **F. Project Deliverables - Wampold Beach Master Plan**

**The Sasaki team will briefly touch-on that the current Wampold Beach concept will be based on the Wampold Beach design in winter 2021 and current dredging condition.**

# MOVING FORWARD

## City Brooks Park & University Lakes Unified Master Plan & Governance Structure



# WAMPOLD BEACH MASTER PLAN



December 18, 2025 | Workshop

# Wampold Park Concept Design

## CONCEPT, WINTER 2021

### Legend

- 1 City Park Lake Forebay & Improvements
- 2 May St Bridge & Site Improvements
- 3 Active Edge along LSU
- 4 Campus Lake Improvements
- 5 Corporation Canal Improvements
- 6 Baton Rouge Beach/Wampold Park
- 7 Stanford Ave Improvements
- 8 Bird Sanctuary Improvements
- 9 Connection to Mckinley High School

--- Existing Shoreline

0 1000 ft



Wampold Park Concept Design



# Wampold Park Concept Design

## CONCEPT, WINTER 2021

**Estimated Total Cost \$9-12 million (not including dredge placement)**

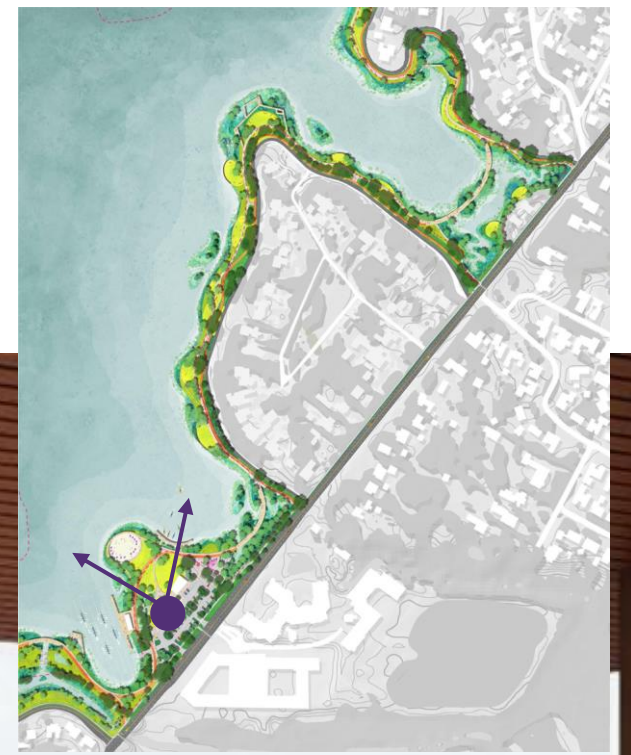
### Legend

- 1 Public Beach and Deck (\$1-1.5 million)
- 2 Event Lawn & Circulation, Park Landscape (\$2-3 million)
- 3 Restaurant Pavillion (\$2-3 million)
- 4 Destination Playground (\$2-2.5 million)
- 5 Rowing - Boathouse (\$1 million)
- Utilities, Infrastructure, & Mobilization (\$1 million)
- - - Existing Shoreline



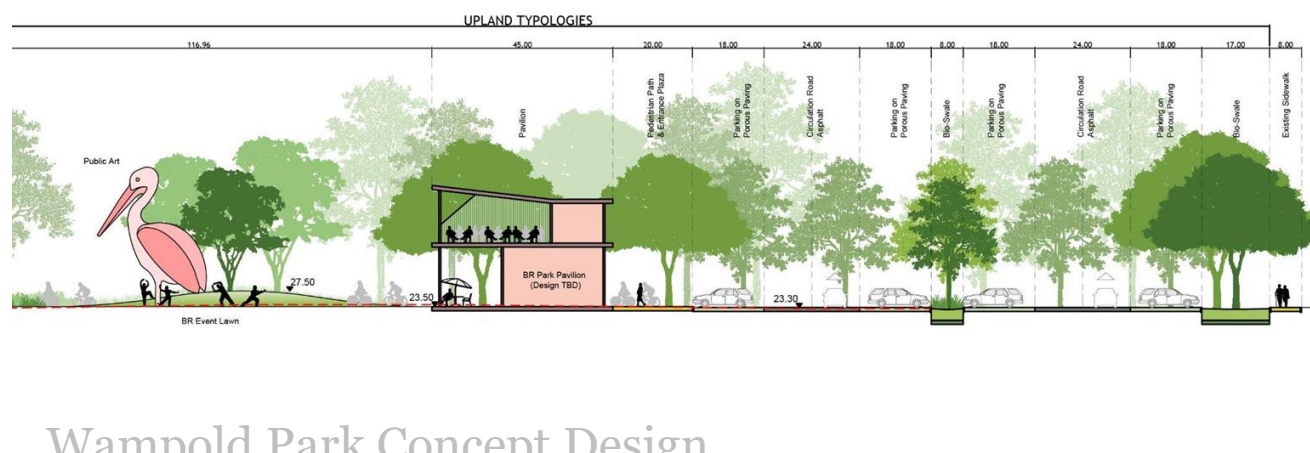
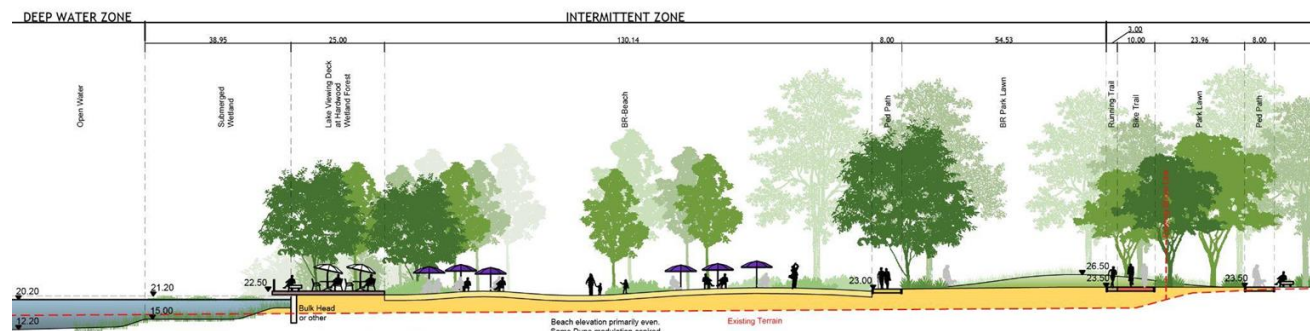
# Wampold Park Concept Design

## LAKE VIEW



# Wampold Park Concept Design

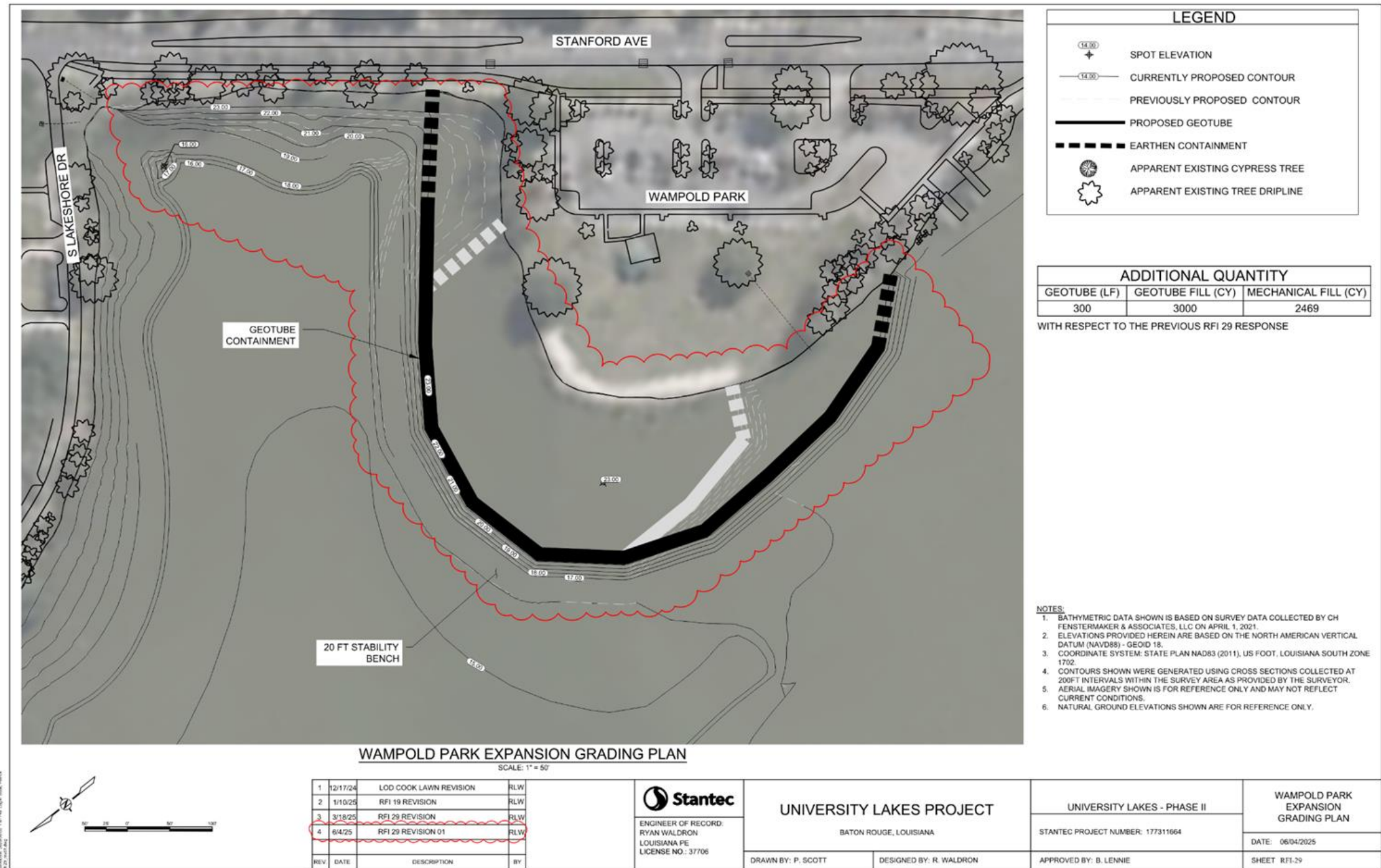
## PROGRAMMING



# Wampold Park Concept Design

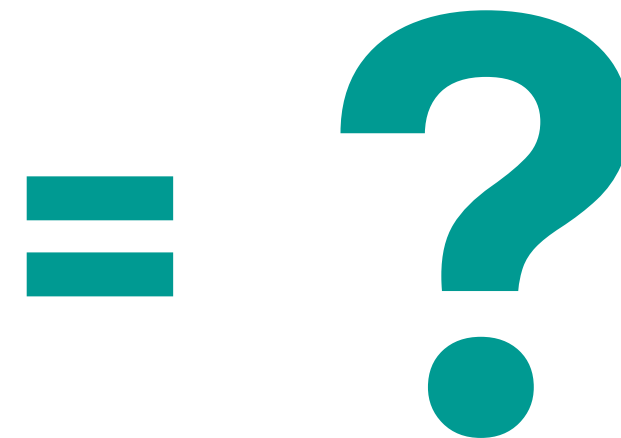
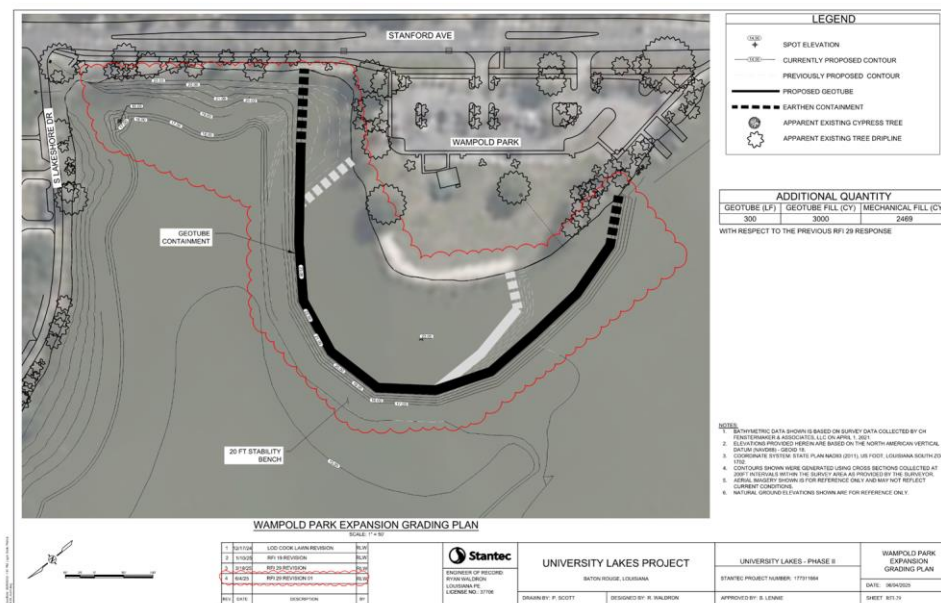
# PROPOSED DREDGE PLACEMENT JULY, 2025

**\$740k for dredge placement at Wampold Park**



# Wampold Park Concept Design

## WHAT'S NOW?



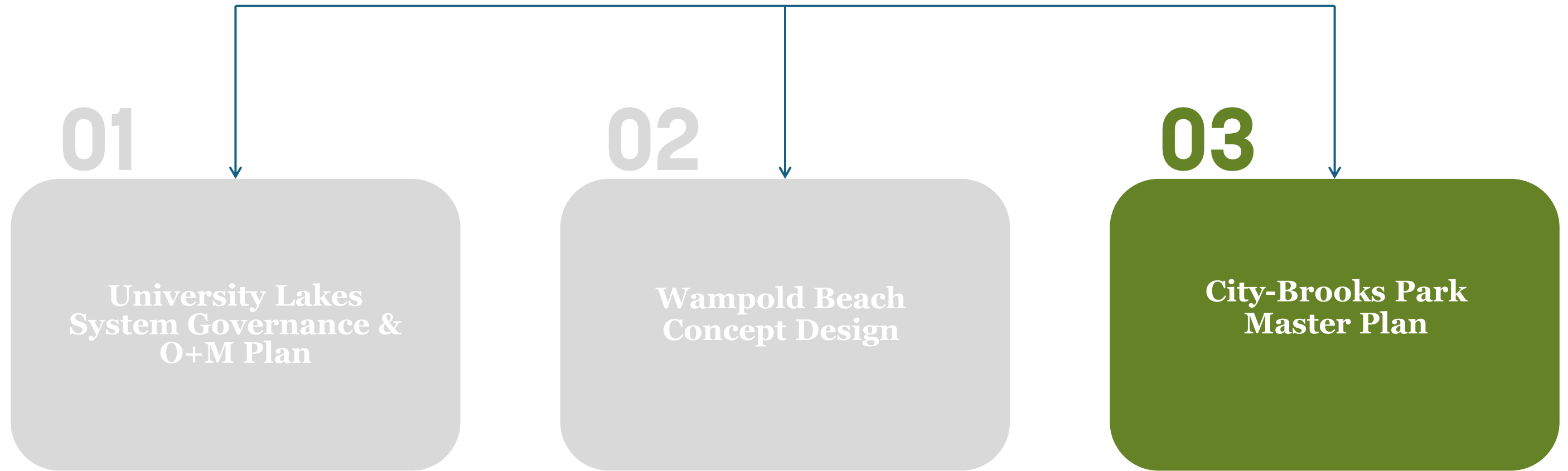
**A shovel-ready  
concept design aligned  
with current dredging  
conditions**

# **G. Project Deliverables – City-Brooks Master Plan**

**The Sasaki team will present a preliminary site analysis highlighting key considerations for City Brooks Park, including circulation, hydrology, and program. We'd like to open a discussion with the Steering Committee on high-level opportunities and challenges for the site.**

# MOVING FORWARD

## City Brooks Park & University Lakes Unified Master Plan & Governance Structure





# CITY BROOKS PARK MASTER PLAN

---

December 18, 2025 | Kick-Off

**With 154 acres and just minutes from downtown Baton Rouge and LSU, City-Brooks Park can become the region's Central Park—an inclusive civic landscape that brings the community together.**



## Project Overview

# CITY PARK FOR THE CITY

City-Brooks Park has extraordinary potential—minutes from downtown, adjacent to LSU, deeply loved by the community, and defined by its scale, ecology, and proximity to University Lakes and the Knock-Knock Museum—positioning it as a premier destination for East Baton Rouge.

However, the park is fragmented and lacks a holistic vision: while the dog park, art gallery, and golf course are popular, they function in isolation, leaving other areas underutilized, poorly connected, and limited in programming needed to support a true destination park.



Base Image Credit: IYP 3

# Project Overview

# WHY NOW?

**Site Considerations**

The following design explorations present initial ideas for how a new building and site strategy might support the project goals. These studies are intended to inform the ongoing development of the 25% Schematic Design package and help shape a clear and compelling vision as the project evolves.

**PRIORITIZING CONNECTION:** By linking programs, people, and place, we'll strengthen relationships among the new building, existing Clubhouse, event lawn, golf facilities, and City-Brooks Park.

**LAYERED HISTORY:** Visible and hidden stories, from Indigenous communities to the Baton Rouge Swinlin, inform the design, with landscape and architecture honoring the past while supporting contemporary use.

**ARRIVAL LANDSCAPE:** Drawing inspiration from the Live Oaks, strong landscape cues form an entry sequence that sets the tone for the experience beyond.

**CIRCULATION + WAYFINDING:** A widened path from the horseshoe lawn establishes a clear arrival sequence, improving access and loading.

**INCLUSIVE TRANSITIONS:** A gentle ramp and terrace taper into the open lawn, linking the two buildings with a soft slope that supports visitors of all ages and extending programming naturally to the central events lawn.

**MULTIPURPOSE EVENT LAWN:** The lawn serves as a flexible community hub, supporting golf tournaments, training, and casual play, while also hosting BRG programs like First Wednesdays, fundraisers, and seasonal events. Broader community gatherings with BREC can maximize the value of the indoor-outdoor amenity.

**PARKING + ACCESSIBILITY:** Upgraded and expanded parking, intuitive wayfinding, enhanced lighting, and universally accessible paths ensure that arrival and navigation across the site are safe, clear, and welcoming.

**EXISTING BRG SPACE:** The site and new building will respect the legacy of the Clubhouse, creating a complementary relationship programmatically and architecturally.

**1. BRG CAC**  
**2. ART PROMENADE + BRG INSTALLATIONS**  
**3. IMPROVE PEDESTRIAN CROSSING**  
**4. IMPROVE LIGHTING + LANDSCAPING**  
**5. ADDITIONAL PARKING, 115 SPACES**  
**6. IMPROVE CONNECTION TO BROOKS PARK**  
**7. STREET EDGE IMPROVEMENT**  
**8. ACKNOWLEDGE SWEET OLIVE CEMETERY**  
**9. MCKINLEY SCHOOL ARTS PROGRAMMING**  
**10. IMPROVE KNOCK KNOCK CONNECTION**

**ART MASTER PLAN SITE CONNECTIONS**  
**A CONNECTED PROGRAMMATIC SITE PLAN**

**HISTORY OF CITY-BROOKS PARK + POOL**   **CURRENT BRG HOME + CLUBHOUSE**   **VISIBILITY + MATURE LIVE OAK TREE CANOPY**   **UNIVERSITY LAKES PROJECT**   **HISTORIC CITY-BROOKS PARK GOLF COURSE**   **PARKING + ACCESSIBILITY**

NANO + GSJArch

Increased visibility from recent projects like Contemporary Art Gallery and University Lakes projects, alignment with the IYP3 Park Vision, and a growing call for cohesion make now the right time to establish a unified, connected park framework.

## Focus Area #4: Greenway Funding & Maintenance Models

- Welcoming Everyone
- Connecting People

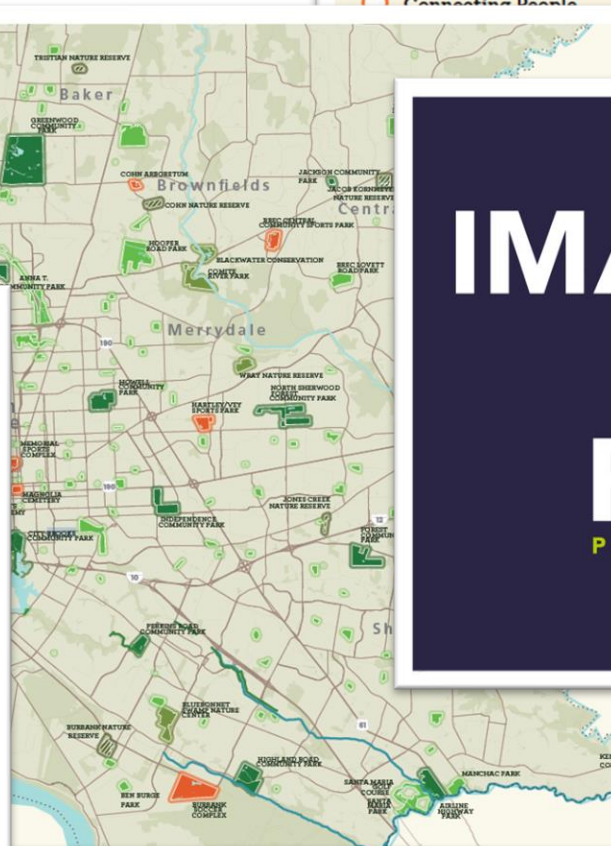
By the end of the first three years ...

- Test operational models with the City-Brooks Park, Health Loop, and Scotlandville Parkway projects.
- Develop a plan for preferred model(s) future system expansion that addresses

**Relevant Recommendations**

16.1: Create Functional Use Classification System For Trails

**IMAGINE YOUR PARKS**  
PARKS WITH PURPOSE



**University Lakes**

HOME The Project News Participate **SHARE!**

The University Lakes Restoration Project team reminds the public that beginning June 4, 2025, May Street will be closed to all traffic between Dalrymple Drive and East Lakeshore Drive. This applies to vehicles, cyclists, and pedestrians.

**REIMAGINE THE LAKES**

Exciting changes are coming to the University Lakes System. A partnership between LSU and state and local partners is working to create a more sustainable lakes system through ambitious environmental restoration that will also add tremendous recreational value for all people of Baton Rouge.



**01**

**Inventory &  
Analysis**

## Inventory & Analysis

# CITY-BROOKS COMMUNITY PARK

City-Brooks Community Park was formed in 2008 when BREC combined the historic City Park and Brooks Park into a unified community park. City Park dates back to the 1920s with amenities like golf, tennis, and swimming, and Brooks Park grew from the United Negro Recreation Association's 1949 pool and community space, later donated to BREC in 1953.

Today the park features tennis courts, a swimming pool, a dog park, a splash pad, walking trails, a fishing lake, croquet, and a peaceful labyrinth. Families can explore the Knock Knock Children's Museum or view contemporary art at the Baton Rouge Gallery, one of the nation's longest-running artist co-ops. With scenic lake views, mature trees, and diverse amenities, City-Brooks is ideal for recreation, relaxation, and community fun.



# Inventory & Analysis

## ONGOING PROJECTS

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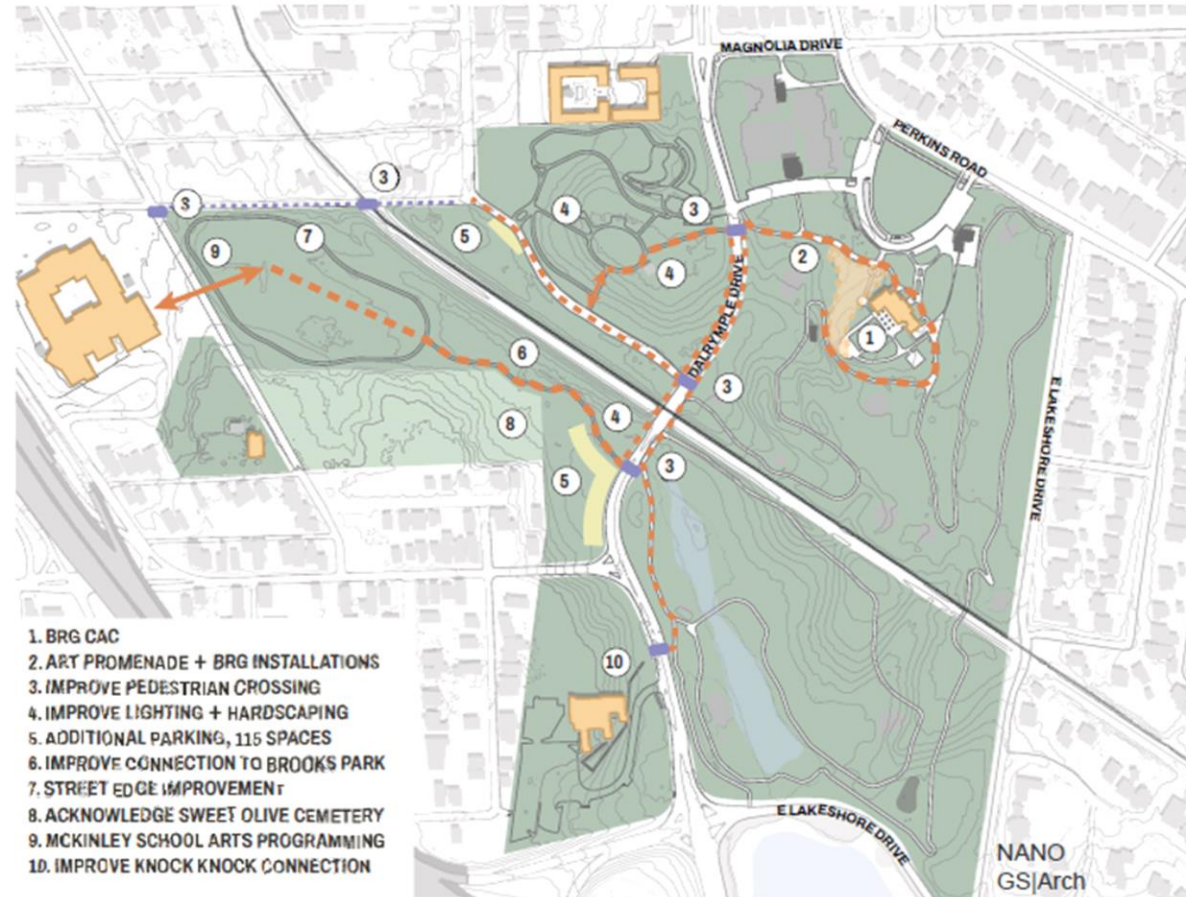
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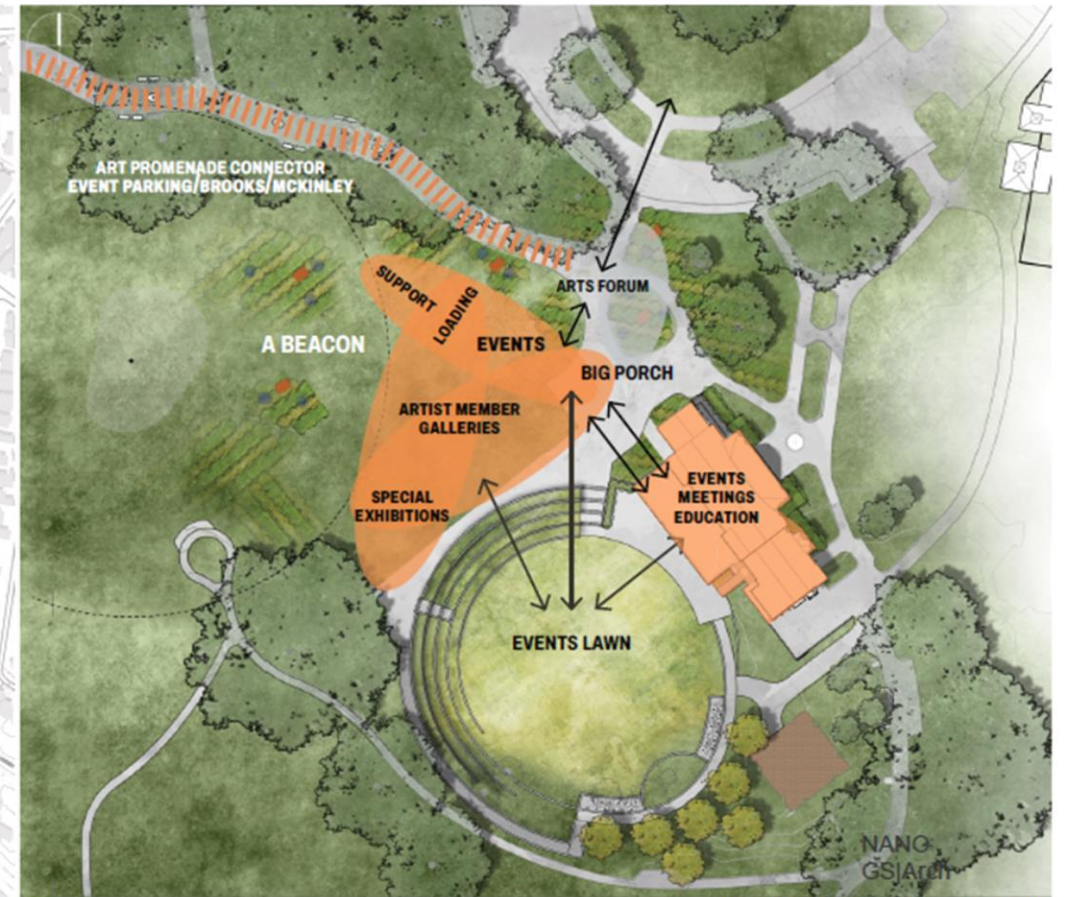
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ART MASTER PLAN SITE CONNECTIONS



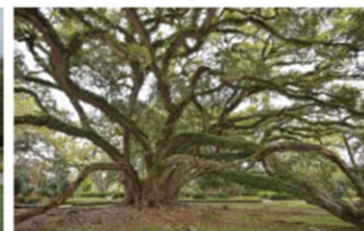
A CONNECTED PROGRAMMATIC SITE PLAN



HISTORY OF CITY-BROOKS PARK + POOL



CURRENT BRG HOME + CLUBHOUSE



VISIBILITY + MATURE LIVE OAK TREE CANOPY



UNIVERSITY LAKES PROJECT



HISTORIC CITY-BROOKS PARK GOLF COURSE



PARKING + ACCESSIBILITY

NANO + GS|Arch

Sasaki will work with Nano team to align timeline and content.

# SITE FINDING BY TOPICS

**HISTORY**



**CONNECTION**



**PROGRAM**



**HYDROLOGY**

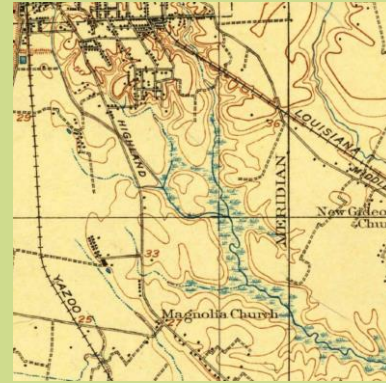


**ECOLOGY**



# Inventory & Analysis

# HISTORY



**Pre - 1600s**

The Houma, Bayougoula, and Acolapissa Tribes are most commonly associated with Baton Rouge. They mostly lived on the natural levees and spoke "Muskogean" related languages



**1721**

European settlement of Baton Rouge begins with the establishment of a military and trading post

**1700s-1800's**

The University Lakes are a marsh at this time

**1928-1929**

City Park, its pool, and the City Park Golf Course officially opened

**1938**

University Lakes dredged and opened

**1920's-1940's**

African American children drowning in creeks and drainage ditches, no pool access

**1945**

The (UNRA) United Negro Recreation Association was established by Rev. Willie K Brooks

**1947**

Brooks Park Community pool built for African Americans



**1963**

"Swim-In" protest where Black activists attempted to integrate the whites-only swimming facility; rather than desegregate, officials chose to close the City Parks pool

**2008**

City Park formally re-dedicated as City-Brooks Community Park in honor of the history between the two parks



**TODAY**

# Inventory & Analysis

# HISTORY

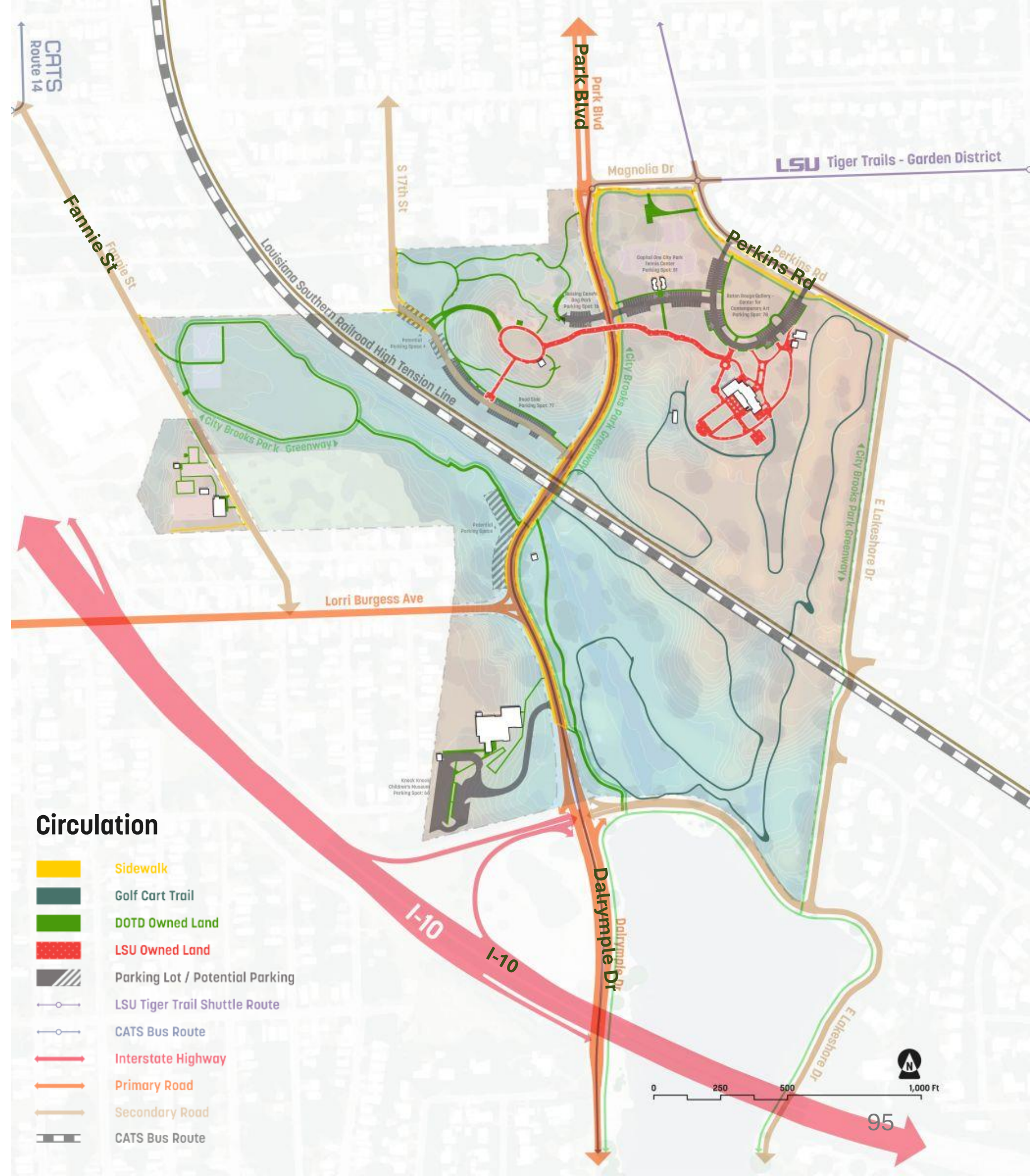
Honor the site's layered history and acknowledge past harms, while healing and reconnecting these places through a contemporary, inclusive framework that celebrates culture, community, and shared ownership.



# Inventory & Analysis

## CIRCULATION

- Parking at the bottom of hill is underutilized while the ones on the top of the hill are overcrowded sometimes
- Challenging to connect Brooks Park side and City Park side because of railroad and utility corridors
- Connection to UL & downtown could be strengthened
- Need to connect to the future greenway along I-10 to downtown
- Sidewalks turn into road shoulder in some locations
- Disconnect to the neighborhood on the east side



# Inventory & Analysis PROGRAM

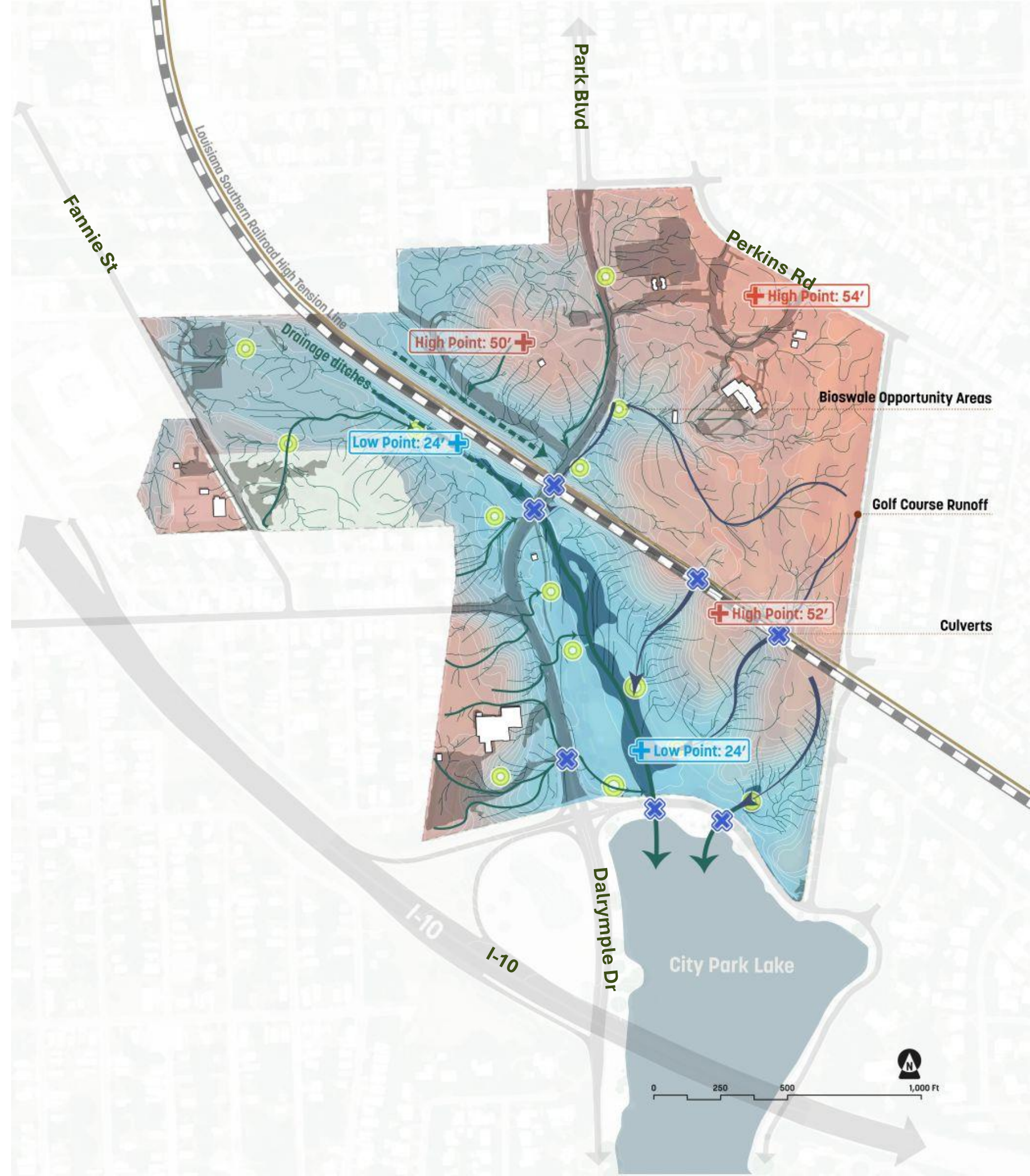


- No 'central park' destination
- Dog Park is a very popular destination
- A study of new promenade ties picnic hill to the playground
- Park programs are divided by railroad and Dalrymple Dr
- The golf course takes up the majority of the site



# Inventory & Analysis TOPOGRAPHY & HYDROLOGY

- Big topographic changes across the site
- Need careful stormwater management (erosion, complex water system, pollution etc.)
- Golf course fertilizers run off into the wetland and City Lake and present an opportunity for a water filtration BMP's



# Inventory & Analysis

## ECOLOGY

- Since much of the site is taken up by the golf course, it is important to promote biodiversity in other areas

### Natural trees

#### Southern live oak

*Quercus virginiana*

#### Bald cypress

*Taxodium distichum*

#### Red swamp maple

*Acer rubrum*

#### Willow oak

*Quercus phellos*

#### Loblolly pine

*Pinus taeda*

#### Southern hackberry

*Celtis laevigata*

#### American sycamore

*Platanus occidentalis*

#### Pecan

*Carya illinoensis*

#### Southern magnolia

*Magnolia grandiflora*

### Ornamental trees

#### White fringetree

*Chionanthus virginicus*

#### Silverbell

*Halesia diptera*

#### Crape myrtle

*Lagerstroemia, sp.*

#### Sweet olive

*Osmanthus fragrans*

### Invasive/Aggressive species

#### Black willow

*Salix nigra*

#### Chinese tallow

*Triadica sebifera*

#### Taro

*Colocasia esculenta*

### Ornamental Landscape Plaza

- Primarily ornamental species

### Ornamental / Natural mixed habitat

- Transition zone between natural riparian habitat and ornamental landscape

### Field

- Lawn with little species diversity

### Riparian novel ecosystem

- Highest amount of tree canopy on site
- Species include Sycamore, Pecan, Live Oak, Cypress
- Opportunity to improve habitat conditions

### Forested upland habitat

- Primary species- Live Oak

### Golf Course

- Little tree cover and species diversity

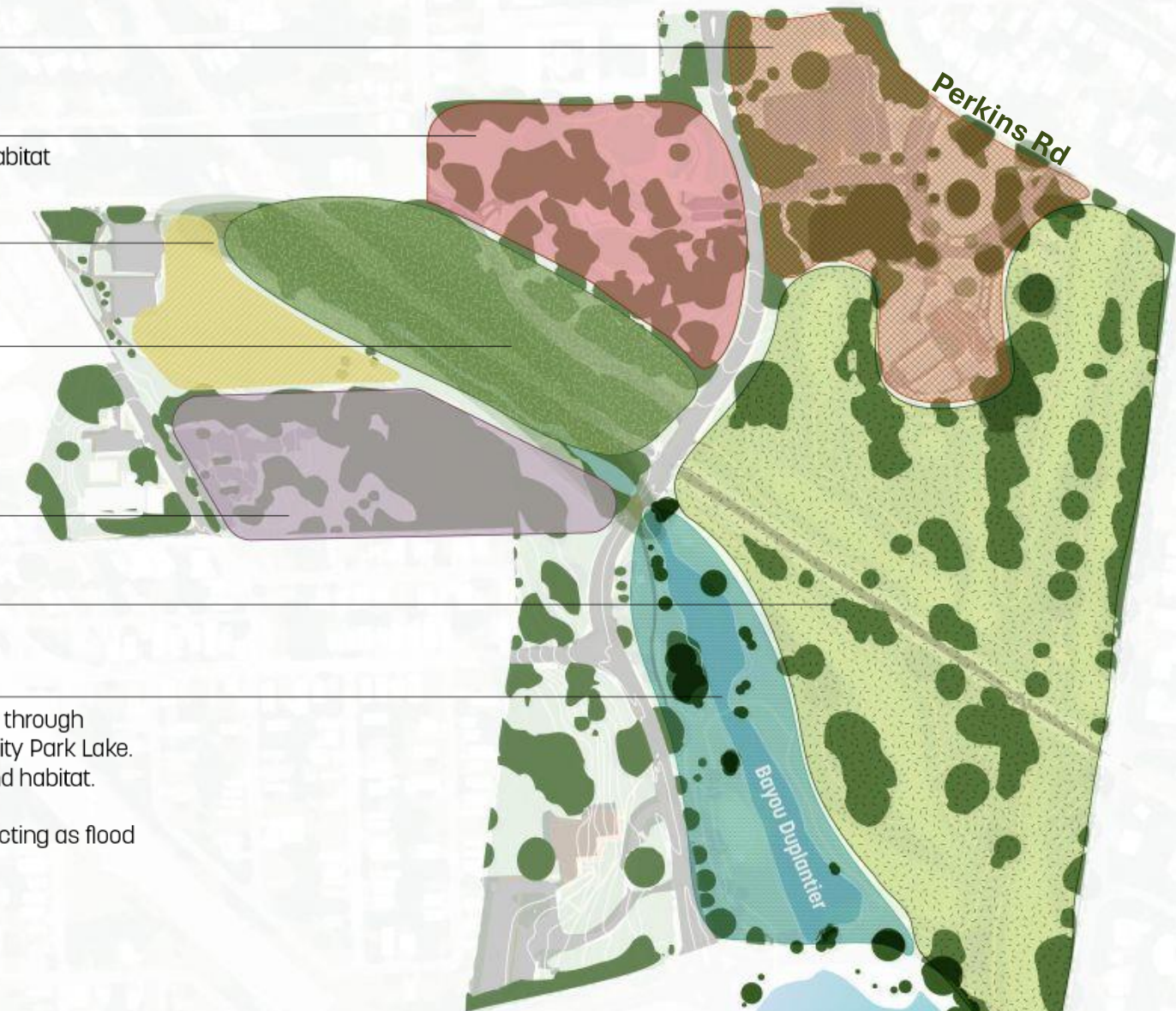
### Wetland

- Historic Bayou Duplantier was channelized through Downtown Baton Rouge and connects to City Park Lake.
- Stark contrast between wetland and upland habitat. Missing gradient/transitional zone
- Prone to flooding with no wetland habitat acting as flood control

Fannie St

Park Blvd

Perkins Rd



I-10

Dalrymple Dr

City Park Lake

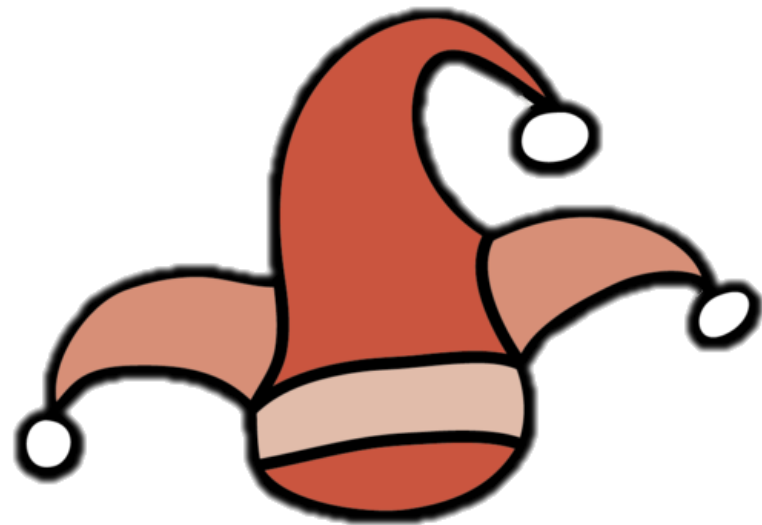
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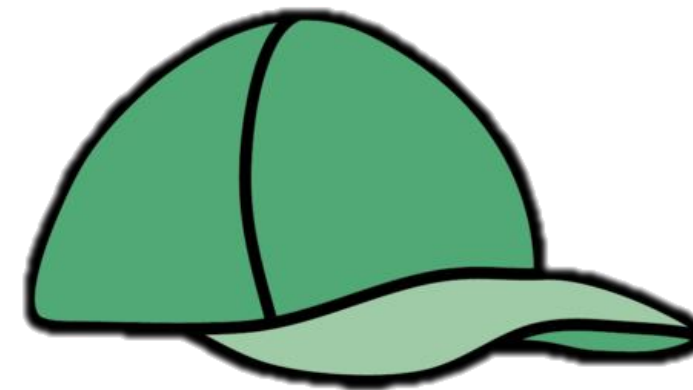
**02**

**Discussion**

# RED HAT & GREEN HAT



**What are the challenges, fears, worries?**



**What are the opportunities, visions, hopes?**

# V. New Business

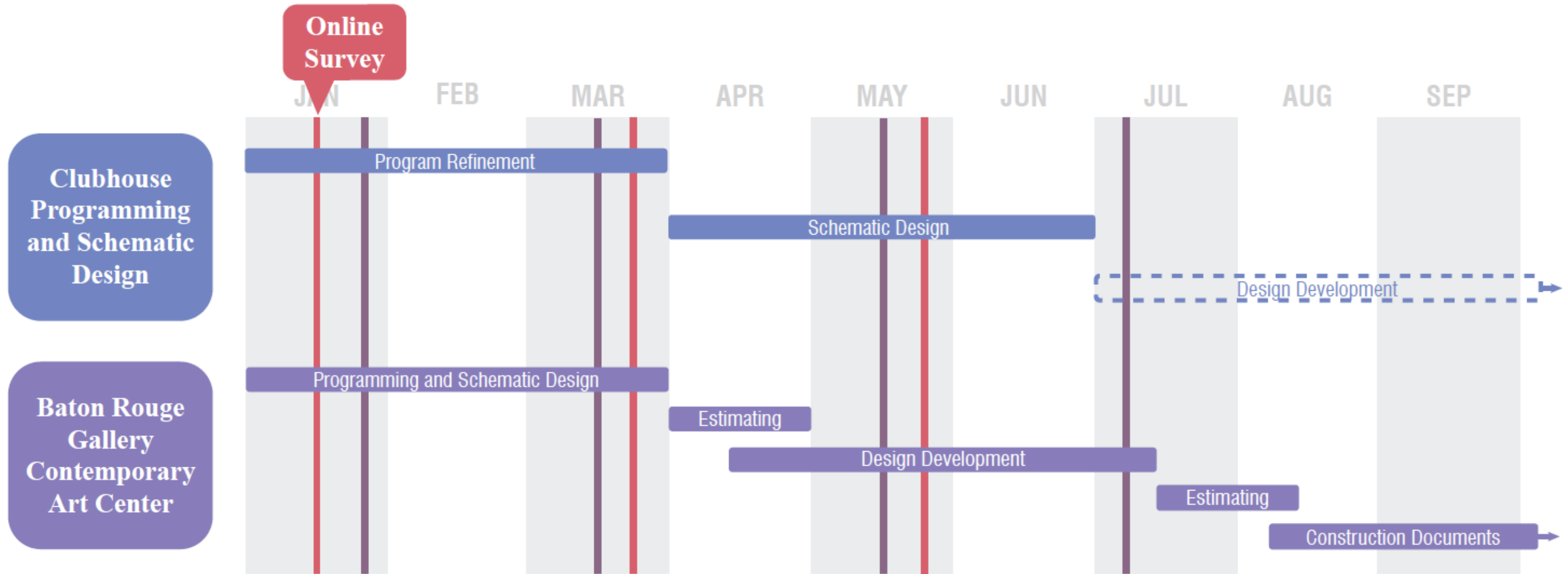


SASAKI

- I. **Call to Order**
- II. **Roll Call**
- III. **Public Comment Announcement**
- IV. **City-Brooks Community Park Master Plan & University Lake Governance Plan**
  - A. Introductions
  - B. Overview of Committee's Role
  - C. Project Timeline & Mile Markers
    - 1. Project overview outlining the high-level scope, schedule, and key touchpoints.
  - D. Project Deliverables – Governance and O&M Plan
    - 1. The Sasaki team will present the overall approach, process, and framework for the Governance and O&M Plan, including a review of key players, capital projects, ongoing operations and maintenance, and funding streams.
    - 2. This session will focus on understanding existing structures, sharing relevant case studies, identifying gaps, and opening preliminary discussions around potential governance models.
  - E. Community Engagement
    - 1. A discussion of the project stakeholder list will also be included to ensure we are engaging the appropriate partners throughout the planning process.
  - F. Project Deliverables – Wampold Beach Master Plan
    - 1. The Sasaki team will briefly touch-on that the current Wampold Beach concept will be based on the Wampold Beach design in winter 2021 and current dredging condition.
  - G. Project Deliverables – City-Brooks Master Plan
    - 1. The Sasaki team will present a preliminary site analysis highlighting key considerations for City Brooks Park, including circulation, hydrology, and program. We'd like to open a discussion with the Steering Committee on high-level opportunities and challenges for the site.
- V. **New Business and Open Discussion**
  - A. BRG Contemporary Arts Center
    - 1. Project timeline
    - 2. Location of the Contemporary Art Center
  - B. Other Questions
- VI. **Adjournment**

New Business

# BRG CONTEMPORARY ART CENTER



New Business

# BRG CONTEMPORARY ART CENTER



Location of the Art Center

**Thank you!**



**SASAKI**