



MANAGEMENT ANALYSIS

The Central Mesa hosts both tourists and the regional community alike. It is a “must-see” by tourists for its architectural and landscape beauty and for the Zoo and the museum. It is a valued asset to the community as the Park’s diversity of programs, special events, museums, theater, concerts and more, are all found in the midst of a relaxed and beautiful setting.

The major institutions on the Central Mesa, namely the Zoo and the museums and galleries, operate pursuant to long-term leases or operating agreements. Except for complying with the terms and conditions of the lease/operating agreement, these institutions operate independently of the City.

Exclusive of the operations of these major institutions, Central Mesa management is the responsibility of the Park and Recreation Department’s on-site Balboa Park staff. These responsibilities generally fall into three categories:

- Activities and Special Events
- Facilities
- Maintenance

Activities and Special Events

Activities include on-going programs which are either carried out directly by Park and Recreation Department staff or those that are sponsored by the Park and Recreation Department as part of its cultural and recreational program, but carried out by independent organizations.

- City managed activities include:
 - Basketball
 - Volleyball
 - Badminton
 - Table Tennis
 - Youth Dance
 - Disabled Services Recreation
 - Spanish Village Art Center
 - Municipal Athletics
- City sponsored activities include:
 - Square Dance
 - Youth Symphony
 - Junior Theater
 - Boys/Girls Chorus



- Youth Ballet
- Puppetry
- Ball Room Dance
- Jazz Dance
- Archery
- Spreckels Organ Concert
- USA Volleyball
- Volley Tennis

The Central Mesa today is more oriented toward the knowledgeable resident rather than the first-time tourist. Visitor services are few, and event and activity information is difficult to obtain. A complete daily listing of the publicly accessible activities occurring on the Central Mesa is not available. It takes persistence to discover the full scope of interesting activities available in the Park. The House of Hospitality offers information on major Park features and attractions, but a full spectrum visitor service center and Park information center are greatly needed.

Figure 25 shows existing visitor services, and Figure 26, shows the location of existing public restroom facilities.

A delightful feature of the Prado area is that it hosts a variety of entertainers and activities along its pedestrian promenade. These street entertainment sites are sited and monitored by Park management. There are use restrictions for most sites. Some sites have audio restrictions while others may have a specific size limitation. Each must be reserved through a daily permit. Along with the daily entertainment sites, are areas where petitioning is allowed. Sites are shown in Figure 27.

Facilities

Central Mesa facilities are occupied by a variety of cultural, recreational or commercial entities pursuant to long-term leases/operating agreements, short-term preferential use and occupancy permits, or short term restricted use permits. Long-term leases/operating agreements are further separated between those which provide some form of direct revenue return to the City and those that do not. Aside from this distinction, the terms of the leases/operating agreements are basically the same with the following typical lessee requirements:

- Must maintain regular operating hours, including Saturdays and Sundays.
- Must provide all maintenance of the facility, except for major structural and exterior maintenance, in lieu of rental payments.
- Must pay all utility costs and comply with public safety and building codes.



- Must carry public liability and property damage insurance.
- Admission charges subject to City approval.

Revenue Leases/Operating Agreements

The following are the current revenue producing leases/operating agreements:

- Balboa Park Carousel
- Cinderella Carriage (Horse-drawn carriage tours)
- San Diego Art Institute
- House of Hospitality Association
- Balboa Park Miniature Railroad
- Peoplefeeder's, Inc. (Park food concessionaire)
- *Spanish Village Art Association
- United Nations Association

* The Spanish Village Art Association operates under a permit but is listed here since it provides revenue to the City.

All revenue leases are administered by the City of San Diego Property Department.

Non Revenue Leases/Operating Agreements

The following are the current leases/operating agreements which do not provide for a direct revenue return to the City.

- Aerospace Museum
- Casa de Balboa/Electric Building Association
 - San Diego Hall of Champions
 - Balboa Art Conservation Center
 - Chocolate Lily (food concession)
 - Museum of Photographic Arts
 - San Diego Historical Society Archives and
 - Museum of San Diego History
 - Committee of 100
 - San Diego Model Railroad Museum
- Centro Cultural de la Raza
- Japanese Friendship Garden
- Old Globe Theater/Simon Edison Center for the Performing Arts



- Reuben H. Fleet Space Theater and Science Center
- San Diego Automotive Museum
- San Diego Museum of Art
- San Diego Museum of Man
- San Diego Society of Natural History (Natural History Museum)
- Timken Art Gallery

Preferential Non-Exclusive Use and Occupancy Permits

In addition to occupancy by virtue of a lease or operating agreement, cultural and/or recreational organizations occupy space in the Central Mesa facilities under permits issued by the Park and Recreation Department.

These permits are issued to clubs or organizations to allow them to occupy City facilities in order to provide recreational or cultural activities to the public. Some activities may require an entry admission fee to offset costs, but none return revenue to the City.

- House of Pacific Relations
- San Diego Botanical Foundation
- San Diego Floral Association
- San Diego Mineral and Gem Society
- Southern California Association of Camera Clubs

Special Use Permits

These permits are issued to non-profit organizations or special interest groups to allow them to use Park facilities free of charge for activities which are from time to time open to the public (i.e., San Diego Badminton Association has free use of the Federal Building for Badminton play and tournaments and San Diego Boys Choir has free rehearsal space at the Casa del Prado).

- Arts and Crafts Council (Art Mart)
- Community Christmas Center Committee
- Deaf Senior Citizens
- Disabled Services Recreational Council
- Heritage Band Society
- International Dance Association
- San Diego Archers
- San Diego Badminton Association
- San Diego Boys Choir
- San Diego Civic Dance Association
- San Diego Civic Youth Ballet

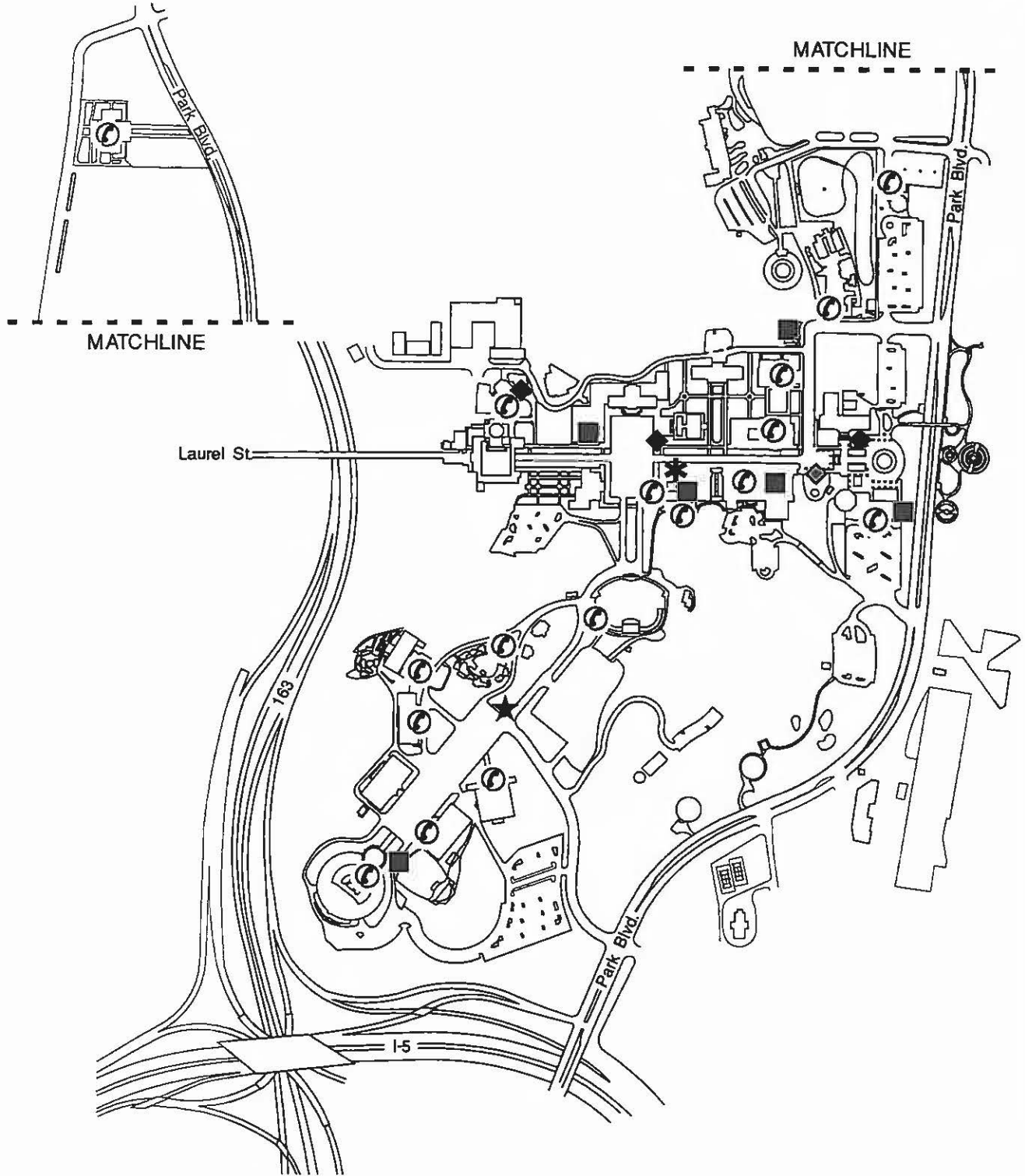


- San Diego Girls Chorus
- San Diego Guild of Puppetry
- San Diego Junior Theater
- San Diego Veterans Council
- San Diego Youth Symphony
- Special Olympics
- Spreckles Organ Society
- Square Dance Association
- Sun Harbor Chorus
- Sweet Adelines
- United Cerebral Palsy

Management Analysis Summary

All institutions and organizations surveyed acknowledged the need for computerized scheduling of the various Park Activities. The Park newsletter should be expanded to include complete event listings and to provide additional visitor information. Visitor services should be expanded to include first-aid, lost and found, and increased information availability. Facilities should be clean and comfortable. Employees and volunteers working in the Central Mesa should exhibit professionalism and hospitality in their conduct. All management programs should emphasize safety and security measures. Increased presence of Police and/or Park Rangers would greatly deter negative activities occurring within the Central Mesa.





Existing Visitor Services

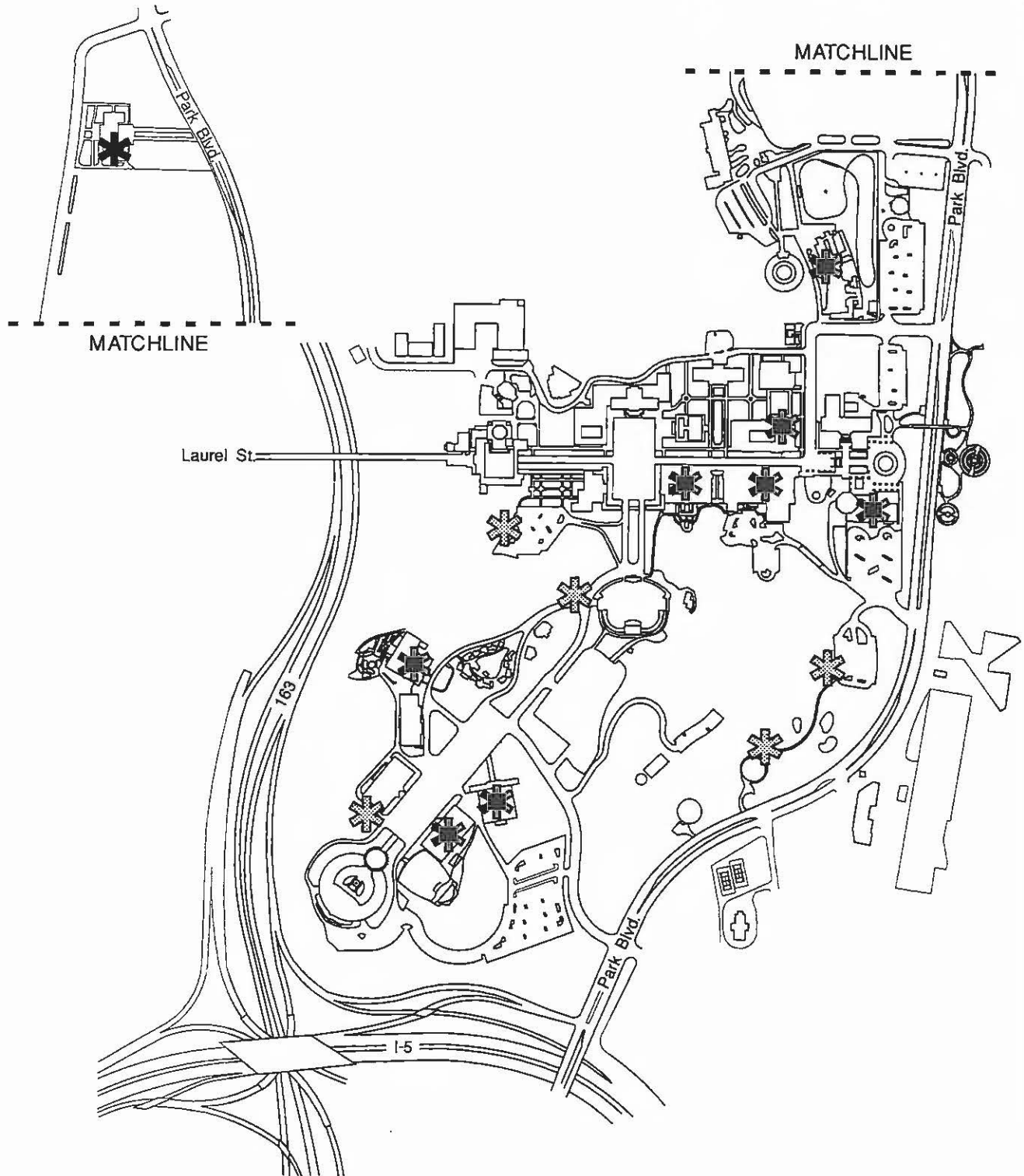
13 June 1991

Figure
25

- * Park Information Center
- ★ Park Map
- ⊙ Public Telephone
- Concession in Building
- ◆ Concession Cart







Existing Public Restroom Facilities

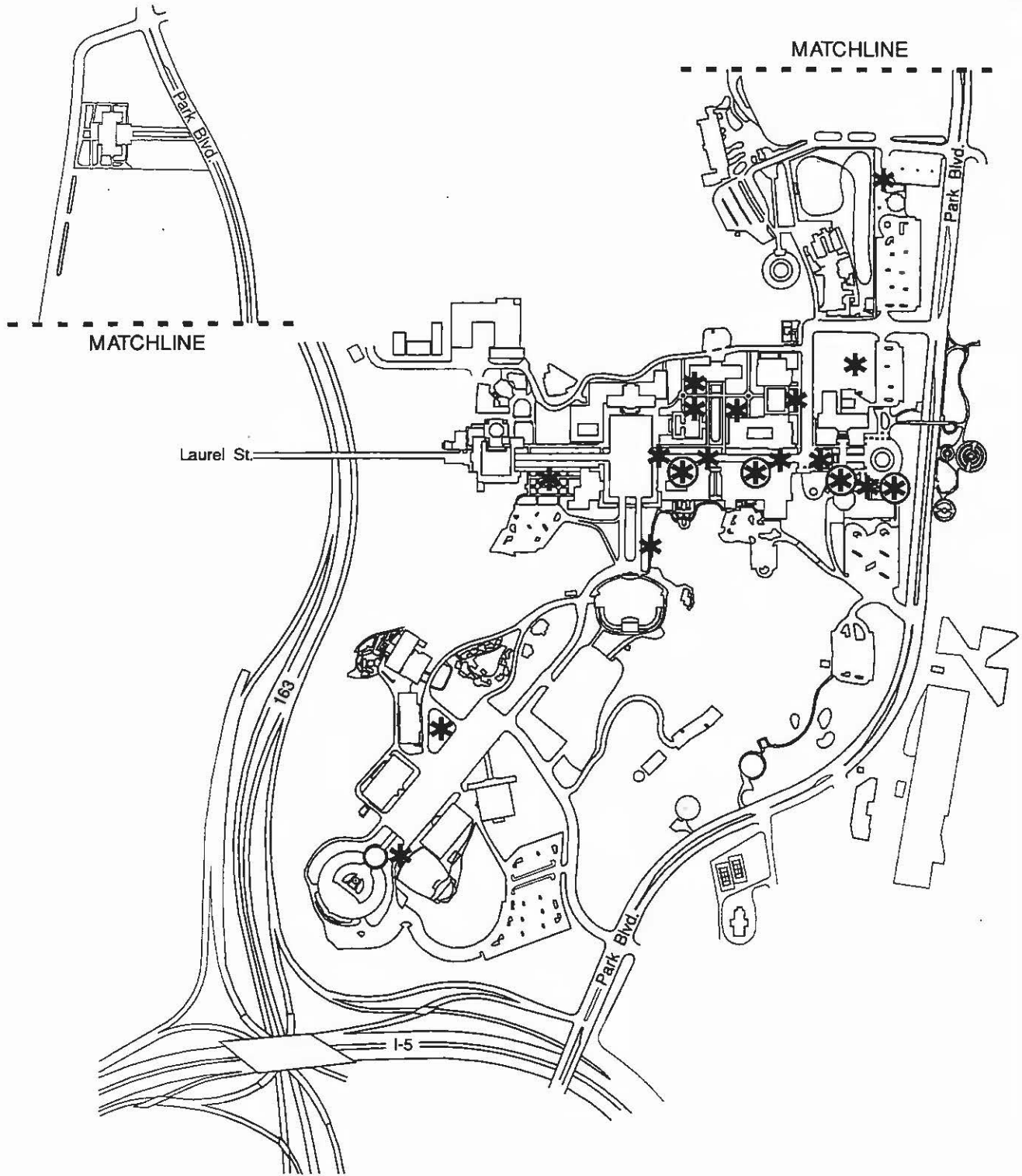
13 June 1991

Figure
26

- * Restroom Inside Building
- ❄ Freestanding Restroom







Existing Street Entertainment and Petition Sites

13 June 1991

Figure
27

- * Entertainment Sites
- ⊛ Petition Sites

