City of San Diego Parks and Recreation Department Balboa Park Committee Meeting

Prioritization Framework for Balboa Park Projects Introduction

September 7, 2023

AEA Consulting

The City of
SAN DIEGO
Parks and Recreation Department

Agenda

1. Introductions & About AEA Consulting

2. Project Process Overview

3. Q&A

About AEA Consulting

We are a global consulting firm setting the standard in strategy and planning for the cultural and creative industries

Since 1990, we have successfully delivered more than 1,200 assignments in 42 countries, helping clients around the world plan and realize vital and sustainable cultural projects

Members of the AEA team at the Global Cultural Districts Network
2023 Convening | Photo by Matt Smilenot, image courtesy of GCDN

Wide ranging expertise

Strategy	Planning	Research & Analysis
Strategic Planning	Design Briefs	Policy Research
Digital Strategy	Business & Operating Plans	Evaluation
Cultural Planning	Feasibility Studies	Sector Studies
Partnership Strategy	Project Delivery	Audience Research
Program Strategy	Concept Development	Market Analysis
Investment Strategy	District Master Planning	Organizational Planning
Policy Development	Sustainability Planning	
Options Analysis		

Multidisciplinary experience

Commercial	History / Heritage	Performing Arts
Educational	Literary	Support Organizations
Foundations and Trusts	TV, Film, & Media	Visual Arts
Government	Parks and Gardens	

Past Project Experience

Our candid and impartial advice draws on our team's deep knowledge of the cultural sector, as well as robust research and analytical insight

Brooklyn Bridge Park
Strategic Programming Plan

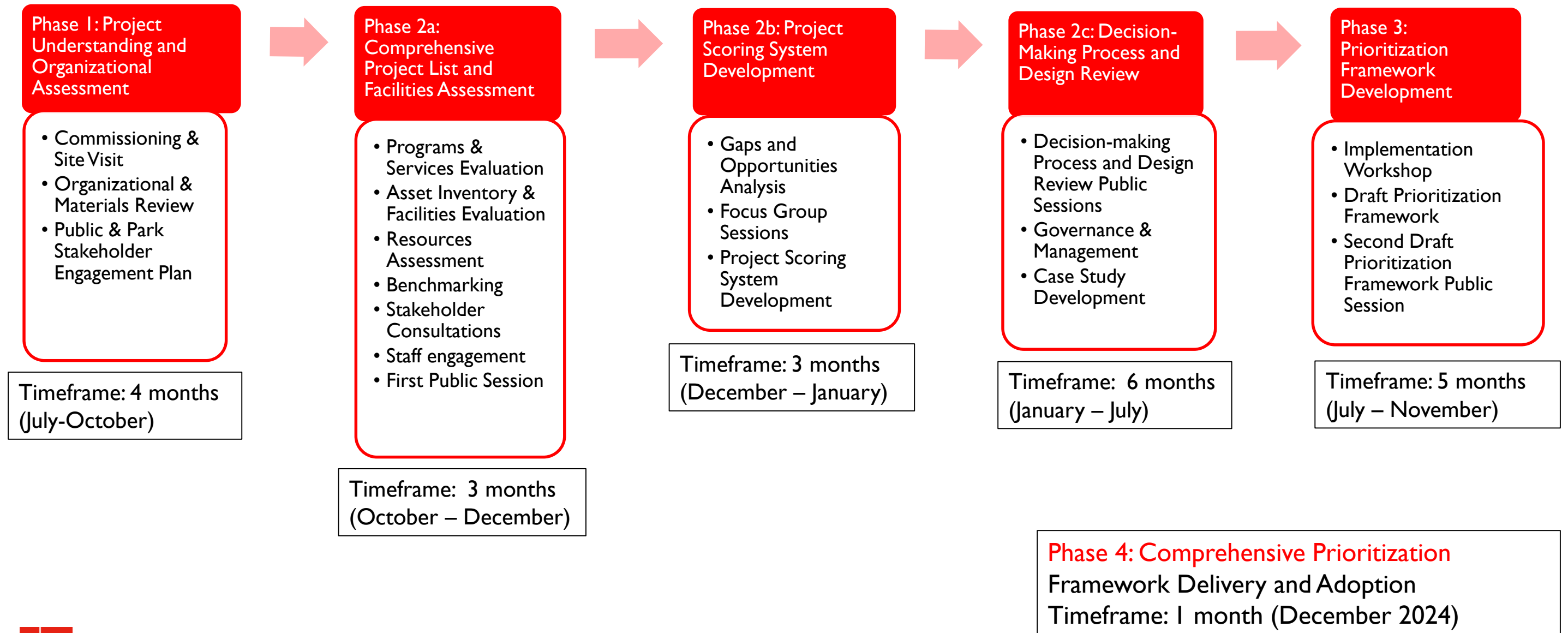**Obama Presidential Center**
Operational Planning

Stavros Niarchos Foundation Cultural Center
Business Planning and Programming Strategy

Barangaroo Development Authority
Concept Development and Feasibility Study

Process Overview

Phase 1: Project Understanding and Organizational Assessment

- Commissioning & Site Visit
- Organizational & Materials Review
- Public & Park Stakeholder Engagement Plan

Timeframe: 4 months (July-October)

Phase 2a: Comprehensive Project List and Facilities Assessment

- Programs & Services Evaluation
- Asset Inventory & Facilities Evaluation
- Resources Assessment
- Benchmarking
- Stakeholder Consultations
- Staff engagement
- First Public Session

Timeframe: 3 months (October – December)

Phase 2b: Project Scoring System Development

- Gaps and Opportunities Analysis
- Focus Group Sessions
- Project Scoring System Development

Timeframe: 3 months (December – January)

Phase 2c: Decision-Making Process and Design Review

- Decision-making Process and Design Review Public Sessions
- Governance & Management
- Case Study Development

Timeframe: 6 months (January – July)

Phase 3: Prioritization Framework Development

- Implementation Workshop
- Draft Prioritization Framework
- Second Draft Prioritization Framework Public Session

Timeframe: 5 months (July – November)

Phase 4: Comprehensive Prioritization Framework Delivery and Adoption
Timeframe: 1 month (December 2024)

Process to Date: Phase 1

Summary of work to date

- Organizational and materials review (includes city plans, Balboa Park plans and strategic priorities, lease agreements, and other similar documents)

- Stakeholder Consultations

As of now, the Parks and Recreation Department has identified 59 stakeholders for AEA to contact, which include umbrella organizations like the Balboa Park Committee, government entities, cultural institutions, community groups (including special use permit holders), and other partners. *Out of those 59, we have completed 7 so far, and 7 others have been scheduled. We will continue our stakeholder consultations after the site visit.*

Site Visit

Today

- Meeting with and site visit to the Old Globe with Tim Shields (Managing Director) and Barry Edelstein (AD)

- Walking tour of Balboa Park with Christina Chadwick, Steven Hill, and Andy Field
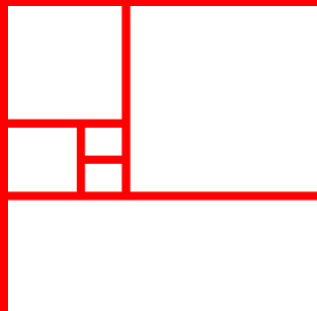
Tomorrow

- Meeting with and site visit to San Diego Zoo

- Meeting with and site visit to another cultural institutions (TBC)

- Meeting with World Beat Cultural Center and Centro Cultural de la Raza

Questions?

Thank You!

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