

City of San Diego
Balboa Park Prioritization Framework
Balboa Park Committee Meeting

October 3, 2024



AEA Consulting

The City of
SAN DIEGO
Parks and Recreation Department

Agenda

1. Process Overview – Next Steps
2. Update on Criteria and Scoring Framework
3. Facilities and Conditions Assessment Overview



Process and Timeline

Current

Month	Jul '23	Aug	Sept	Oct	Nov	Dec	Jan '24	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Phase 1: Project Understanding and Organizational Assessment																			
Commissioning Meeting																			
Project Schedule																			
Organizational & Materials Review																			
Stakeholder Consultations																			
Site Visit & BPAC Presentation																			
Public and Park Stakeholder Engagement Plan																			
Deliverable: Public and Park Stakeholder Engagement Plan																			
Deliverable: Cultural Plan Framework Public Presentations																			
Phase 2: Existing Conditions and Public Engagement																			
Phase 2a: Comprehensive Project List and Facilities Assessment																			
Programs and Services Evaluation																			
Asset Inventory																			
Facilities Evaluation																			
Resources Assessment																			
Benchmarking Research																			
December Nights OnSite Survey Collection																			
Phase 2b: Project Scoring System Development																			
Project Scoring System Development Public Sessions (5)																			
Focus Group Session with the Balboa Park Committee Meeting																			
Deliverable: Engagement Summary																			
Deliverable: Comprehensive Project List																			
Deliverable: Project Scoring System																			
Deliverable: Facilities Assessment and Building Conditions Report																			
Phase 2c: Decision-Making Process and Design Review																			
Decision-Making Process and Design Review Process																			
Deliverable: Decision-Making Process and Design Review Report and Flowchart																			
Phase 3: Prioritization Framework Development																			
Implementation Workshop																			
Governance and Management																			
Draft Prioritization Framework																			
Draft Prioritization Framework Presentation to Balboa Park Committee/Public																			
Phase 4: Comprehensive Prioritization Framework Delivery and Adoption																			
Deliverable: Final Prioritization Framework																			

On-Site

Deliverable



Draft Prioritization Framework

- Projects evaluated using this framework will be capital improvement projects – defined as the addition of a permanent structure, structural change, or the restoration of the City's assets that will either enhance the asset's overall value, prolong its useful life, or adapt it to new uses.
- Maintenance projects or services will not be considered for this framework.
- **Projects that pose a health / safety / legal risk may supersede all projects regardless of their score against the criteria below.**



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (1 out of 14)

Weighting

- 8 Capital Maintenance Need:** How long has this project been on the deferred maintenance backlog? Where does the subject facility or area rank in the facility condition index?



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (2-3 out of 14)

Weighting

- 6** **Equity and Accessibility:** Does this project prioritize access, either for structurally excluded communities or those with disabilities? Does this happen either directly or through organizations that operate in the park? Does the project create or increase opportunities that are affordable?

- 6** **Historical, Cultural, and Aesthetic Significance:** Does this project support the park's designation as a National Historic Landmark District or protect, maintain, or create beauty and awe?



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (5-7 out of 14)

Weighting

- 5** ***Visitor Experience in total, broken down into...***

- 2** **Visitor Experience A:** Does it improve the broader visitor experience? Does it enhance recreational and social activity? Does this project increase the number of visitors for active or passive use? Does it address mobility issues?

- 2** **Visitor Experience B:** Does it address mobility issues?

- 1** **Visitor Experience C:** Does this project increase the number of visitors for active or passive use?



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (8-10 out of 14)

Weighting

- 4 Community Engagement:** What is the extent of public support for this project? Does this project connect the park to the communities that surround it?

- 3 Alignment to City Priorities:** Does the project align with other City policies and plans, including Build Better SD, the Climate Action Plan, Mobility Plans, and Parks Master Plans?

- 3 Environmental Sustainability:** Does this project provide opportunities for enhanced environmental resiliency?



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (11-12 out of 14)

Weighting

2 **Co-Benefit and Partnership:** Does this project connect to other projects or initiatives either within the park or in the surrounding area? Does it lead to possible partnerships? Can it be bundled with adjacent projects? Is project completion needed before another project can be started?

2 **Innovation:** Does this project create the opportunity for something new and distinctive?



Note: Higher weighting = more important criteria in prioritization framework

Draft Prioritization Criteria (13-14 out of 14)

Weighting

- 1 Economic Impact:** Does this project generate additional revenue or decrease operational expenses, either for the city or for the not-for-profit organizations operating within the park?
- 1 Funding Plan:** Is there an appropriate funding plan to complete the project? Does this include a plan for ongoing maintenance or service requirements?



Draft Criteria

Example of Scoring

In the example of the four projects to the right, the prioritization order would be as follows:

1. Centro Cultural de la Raza – Roof and flooring repairs
2. Casa de Balboa – Roof and roof ornamentation repairs
3. Balboa Drive and Juniper – Improved restroom
4. Bankers Hill – Install park benches that are more inviting and attractive

Prioritization Framework Criteria	Weight	Balboa Drive and Juniper - Improved restroom at Balboa Drive and Juniper	Bankers Hill - Install park benches that are more inviting and attractive	Casa de Balboa - Roof and roof ornamentation repairs	Centro Cultural de la Raza - Roof and flooring repairs
Capital Maintenance Need	8	2	1	3	3
Equity and Accessibility	6	2	1	1	3
Historical, Cultural, and Aesthetic Significance	6	1	2	3	2
Visitor Experience: Enhances Recreational Activity	2	3	3	2	2
Visitor Experience: Addresses Mobility Issues	2	1	1	1	1
Visitor Experience: Increases the # of Visitors	1	2	2	1	1
Community Engagemnet	4	3	3	1	3
Alignment to City Priorities	3	1	1	3	1
Environmental Sustainability	3	1	1	1	1
Co-Benefit and Partnership	2	3	1	2	1
Feasibility	2	2	3	3	3
Innovation	2	1	1	1	1
Economic Impact	1	1	1	1	1
Funding Plan	1	1	1	1	1
Total		76	66	82	91



3. Facilities and Conditions Assessment

Overview



Developing the Master List

The initial stage of this process entailed a comprehensive review of the many plans, proposals, and RFPs that the City and the community have developed for Balboa Park over the last several decades. These plans include, but were not limited to:

- Central Mesa Precise Plan (1992)
- East Mesa Precise Plan (1993)
- Inspiration Point Precise Plan (1998)
- Balboa Park Facilities Condition Assessment (2016)
- General Facilities Fund (2017)
- 2018 Unfunded Park Improvements (2018)
- Balboa Park Parking & Circulation Plan (2020)
- Committee of 100 Strategic Plan (2021)
- Balboa Park Cultural Experience Plan RFP (2021)
- San Diego Climate Action Plan (2022)
- West Mesa Project Priorities (2023)
- Outstanding Balboa Park Notifications (2023)



Developing the Master List

After this initial review, the unfiltered list included over 500 items.

Have the projects in the 2017 General Facilities Fund been completed?

Are the projects in-progress?

Projects do not meet the scope of this project prioritization process (e.g. maintenance needs were removed from the list)

This process led to the refinement of the Master List down to **300 projects**.



Categorization of Projects for the Master List

Based on these conversations, along with visual inspections of facilities, AEA classified the remaining projects as follows:

- Active CIPs: A capital project currently funded (and sometimes in construction)
- Completed Projects: Closed-out CIPs
- General: General planning items that do not translate into a specific capital project
- Improvements: Potential new CIPs, but small enough that they might be Maintenance projects
- Maintenance/Operations: Staff-level items that do not require a CIP
- New CIPs: Plan-designated projects that require CIP designation and capital funding allocations
- Non-Profit Partner Projects: Projects that typically do not require a CIP and are wholly or partially funded by non-profit partners
- Out-of-Date: Projects that no longer reflect existing conditions
- Other Agency Projects: Potential CIP projects that fall under the jurisdiction of another City or State Agency
- Planning Amendments: Projects that have not been ratified under any existing plans and would therefore require a planning amendment before they could be added to the CIP list.
- Redundant: Items that came up multiple times in different plans
- Special Use Permits: Projects that would require a Special Use Permit
- Tenant Responsibility: Projects that require tenants to cover the costs of capital improvements



Categorization of Projects for the Master List Draft Final List

Out of the categories in the previous slide, the following 4 became the basis for the final project prioritization list:

- Improvements
- New CIPs
- Non-Profit Partner Projects
- Other Agency Projects

The Draft Final Master List has been reduced to **81 projects** that fall under these categories.

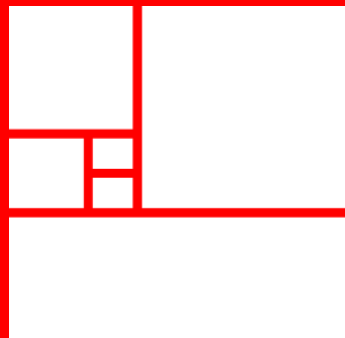
The full list of projects are in the draft report provided to the Committee in advance of this meeting



Discussion



Thank You!



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