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KEEPING BALBOA PARK MAGNIFICENT IN ITS SECOND CENTURY

A LOOK AT MANAGEMENT, FUNDRAISING, AND PRIVATE
PARTNERSHIPS AT FIVE OTHER MAJOR U.S. CITY PARKS



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Introduction

Covering 1,200 acres, containing an amazing 85 cultural, conservation and recreation organizations within its boundaries, and attracting upwards of 13 million visitors a year, San Diego's Balboa Park ranks as one of the very most significant urban parks in America.

Nevertheless, looking beyond the flamboyant Spanish architecture, exotic flora and manicured lawn bowling fields, a park is revealed that is facing huge challenges, including hundreds of millions of dollars of repairs, a crisis of invasive plant species, unresolved issues about automobiles, large areas of contaminated land, a population of homeless persons, erosion, conflicts between user groups and - worst - an inability to keep up with day-to-day park maintenance.

In order to help determine the best possible model for successfully and sustainably operating a park as large and complex as Balboa, the Legler Benbough Foundation commissioned the Center for City Park Excellence (CCPE) to produce a short study of public-private partnerships operating in four other major cities: New York, St. Louis, Houston and Atlanta. Following a summary discussion of Balboa Park, the report describes the private support structures developed for Central Park and Prospect Park in New York, Forest Park in St. Louis, Piedmont Park in Atlanta and Hermann Park in Houston.

The Legler Benbough Foundation and its founder have a long history of commitment to Balboa Park. The Foundation hopes that knowledge of the experiences gained from other signature parks will be helpful in addressing the current and future needs of Balboa Park.

Balboa Park

Background

In 1868, with stunning vision and generosity, Alonzo Horton set aside a 1,400-acre tract of land for a public park. It took almost 40 years for the first master plan to be prepared for park beautification, and at that time a tax was levied to support the improvements.

In 1915-1916 Balboa Park served as the site for the Panama-California Exposition, a huge fair commemorating the completion of the Panama Canal. Built for the event were several Spanish Colonial Revival style buildings and structures. In the next 20 years, the San Diego Zoo, San Diego Museum of Art, and the Natural History Museum all opened their doors in the park. In 1935-1936, Balboa hosted the California-Pacific International Exposition, another event that included significant building in the park, including a replica of London's 16th-century Elizabethan Globe Theater. Other park structures followed, including the opening of the Timken Museum of Art and the Fleet Science Center, further making Balboa Park the cultural center of the city.

When City Park was renamed Balboa Park in 1910, San Diego's population was 39,578. By 2000 the city had grown to 1,223,400 people. This has brought the city population alone served by the park from 33 residents per acre in 1910 to 1,020 residents per acre in

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Table I. Private Partner Support Organizations of Balboa Park

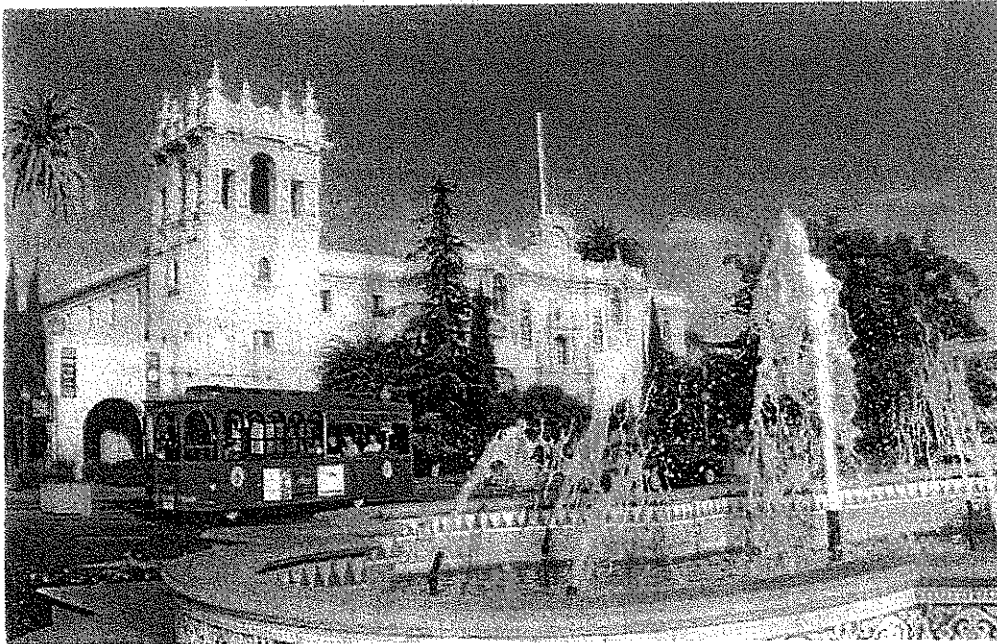
Organization	2004 Expenses
Friends of Balboa Park	\$119,410
Patrons of the Prado	\$130,212
Balboa Park Cultural Partnership	\$166,481
The Committee of 100	\$198,219
San Diego Foundation	*\$23,150
The Thursday Club	**\$50,000
Total	\$687,472

*Forever Park Endowment allocations
 **Estimate of annual fundraiser proceeds to Balboa Park
 Source: 2004 IRS Form 990, www.guidestar.org

2000. The park not only has become an increasingly important amenity for San Diego, it has become a regional and even an international tourist attraction. Because of rapidly increasing pressures of use and aspirations, combined with ecological realities and ever-tightening city budgetary pressures, now is the time to step back and look at how Balboa Park is funded and managed and how that might evolve in the future. In fact, because many people instinctively respond to anniversaries and centennials, there is an opportunity to use 2015, the hundredth anniversary of the Panama Exposition, as a target date to present San Diego -- and America and the world -- with a gorgeously rehabilitated and renewed Balboa Park.)

How the Park is Operated

Balboa Park is owned by the city of San Diego and technically is operated by the San Diego Department of Parks and Recreation. In fact, however, what the public thinks of as Balboa Park is a "bundle of twigs" operated by numerous different entities.



Approximately 120 acres are leased to and run by the Zoological Society of San Diego, a huge operation that attracts more than a million visitors and hundreds of thousands of cars. Another 90 acres are occupied by the U.S. Navy for a huge hospital complex. The 26 museums in the park also have leases and management contracts with their buildings, as do such recreational groups as the tennis and lawn bowling associations. There is also within the park a defunct 50-acre landfill, off-limits to the public and monitored by the city's Department of Environmental Services.

The governance of Balboa Park is complex, involving many different departments and decision-making bodies. Until recently, it was operated by the city manager under authority of the city council. Decisions (as for all parks in the city) were processed through the Park and Recreation Board. Recognizing that Balboa Park issues are more involved and need additional attention, an advisory Balboa Park Committee was also utilized in recent years.

However, major changes are under way. In 2006 San Diego completed the transition to a "strong mayor" form of government which eliminated the city manager and created new relationships between the mayor, council and committees. The new mayor, Jerry Sanders, has reorganized his staff, and new personnel is in place in leadership roles in park governance.

Because of the quilt of institutions in the park, there are a variety of single-purpose entities and multi-agency associations that provide the city with assistance and support. These include: Friends of Balboa Park, Patrons of the Prado, Balboa Park Cultural Partnership, Committee of One Hundred, "Forever Park" Endowment at the San Diego Foundation, and the Thursday Club. (For a description of the organizations see Appendix 1.)

The total annual budgets of the cultural, zoological and horticultural institutions for their park operations (not counting the Navy hospital) exceed \$175 million. The value to the city and the park of the programs of these institutions, the many park recreational activities and the countless hours of volunteer support is many millions. However, the dollar amount of private support for the Park itself is minimal considering its size and operational costs. In 2004, that dollar support was \$687,422. (See Table 1.)

The Experience in Other Cities

A dozen or so U.S. cities have large urban signature parks that attract millions of visitors and feature zoos, museums, meadows, water elements, natural areas, arboretums and botanical gardens, sports fields, children's facilities and other amenities. Of the total, TPL's Center for City Park Excellence selected five that had these features and also had one or more private support organizations. These five - Central Park and Prospect Park in New York, Forest Park in St. Louis, Piedmont Park in Atlanta and Hermann Park in Houston - seem to offer the best comparison with Balboa Park and the most fertile source of ideas and observations.

Central Park, New York, New York (843 acres)	
Private Partner	Central Park Conservancy
Year Created	1980
Total Expenses (2004)	\$24,150,471
Revenue (2004)	\$38,851,687
Source: IRS Form 990, 2004, www.guidestar.org	

Central Park, New York: The Central Park Conservancy

The best-known private park partner in the country is the Central Park Conservancy, founded in 1980. Over its lifetime the Conservancy has raised more than \$300 million and has transformed Central Park from a run-down, dangerous and shunned facility into arguably the most beautiful and successful urban park

in the country. Beginning primarily as a fundraising mechanism, the Central Park Conservancy has, over time, done everything from planning to design, management to

programming, overseeing volunteers to handling publicity. In 1998 the Conservancy entered into an agreement with the New York City Department of Parks and Recreation to fully manage the daily operations of Central Park.

Today about 85 percent of Central Park Conservancy's total expenses are covered by private fundraising revenue.



Through the contract with the city, the Conservancy also receives a fee for its services calculated annually based upon a formula that takes into account Conservancy funds raised and spent in the park as well as concession revenues generated in the previous year. (In 2004 the Conservancy received from the city \$3.65 million toward its \$24 million total expenses.) The Conservancy is responsible for all basic care of the park, including aerating and seed-

ing lawns, raking leaves, pruning trees, planting shrubs and flowers, maintaining ball fields and playgrounds, removing graffiti, cleaning monuments, bridges and buildings, and keeping the drainage system working.

The Conservancy pays the salaries of approximately 100 of a total 125 maintenance and operations personnel in Central Park. (The remaining 25 are paid by the city.) City staff assigned to Central Park work side-by-side with Conservancy employees and are overseen by a supervisor with dual reporting responsibility to the Conservancy and the Parks Department.

The city's Department of Parks and Recreation retains policy control over the park. Capital improvements are subject to public review at each stage of development with advice and consent from the Commissioner of Parks and Recreation, and the Department has ultimate discretion on user permits and events in the Park.

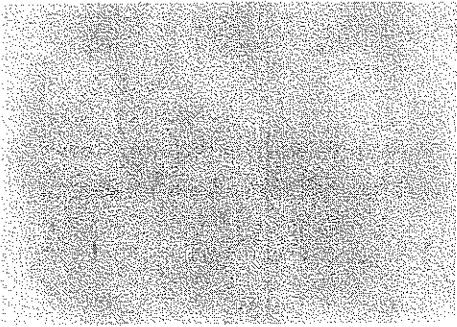
Prospect Park, New York, New York (526 acres)

Private Partner	Prospect Park Alliance
Year Created	1987
Expenses (2004)	\$6,485,641
Revenue (2004)	\$6,022,128

Source: IRS Form 990, 2004, www.guidestar.org

Prospect Park, Brooklyn, N.Y.:
The Prospect Park Alliance

By 1980, Prospect Park, the century-old, 526-acre park built by Frederick Law Olmsted and Calvert Vaux in the heart of Brooklyn, was underused and



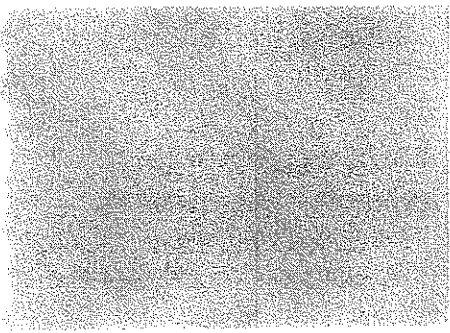
severely deteriorated. The park's grounds, including its woodlands and streams, historic buildings such as the Boathouse and Golden Arch, and other features were either closed or in desperate need of restoration. Most people were uneasy about even entering the grounds, and criminal and anti-social uses proliferated.

In that year, using Community Development Block Grant funding, the New York City Department of Parks and Recreation created an administrator position specifically for the park and hired a remarkable woman named Tupper Thomas. When Thomas began, she had three main responsibilities in addition to the normal coordination of maintenance and recreation in the park: 1) initiate a capital program to upgrade its neglected grounds and building facilities; 2) find ways to get people into the park; and 3) find money.

Thomas realized that there was no way that city resources alone could turn around such a large park, and that there would not be enough city commitment for a park in an "outer borough" (i.e., not Manhattan). So, in addition to her numerous normal duties, she began talking to Brooklyn activists about forming a private friends organization. It took seven years of negotiations, false starts and incubation, but in 1987 the Prospect Park Alliance was incorporated with a 32-member board of directors, including five members appointed by the mayor and Brooklyn borough president, and Tupper Thomas as president.

Thomas's simultaneous role as park administrator and Alliance president was a high-risk solution launched into uncharted waters. As administrator, Thomas is a civil servant who manages the park, oversees unionized city workers, sets and carries out policies and reports to the Parks Commissioner (and ultimately the mayor). As president, Thomas directs special-project fundraising, leads a publicity and outreach campaign, oversees non-union Alliance employees and reports to the Alliance chairman (and ultimately the board). While the two roles are spelled out in writing, in reality the job is more art than science, entailing political sensitivity and personal communication skills rather than a by-the-book legalistic approach.





The Prospect Park Alliance's original intent was to augment city dollars to pay for capital improvements and major repairs. But when New York's financial situation worsened in the late 1980s, the Alliance was forced to shift its fundraising toward more basic park maintenance. Today, in an unusual split, capital projects are paid for 80 percent by public dollars and 20 percent by private gifts, while private fundraising covers most of the on-going maintenance of the park. After the Alliance raised public funds to renovate and maintain Prospect Park's historic boathouse, it then contracted with the Audubon Society to run programming from the building.

The Alliance has contracts to run numerous facilities in the park -- the carousel, paddle boat concession, historic Lefferts House, tennis center and parade ground. It also raised \$9.5 million in public and private funds to restore the 250-acre woodlands and ravine, which it maintains. Interestingly, the Alliance does not have an overarching contract with the city that stipulates how capital improvements, maintenance and concession revenues will be spent.

Forest Park, St. Louis, Missouri (1293 acres)	
Private Partner	Forest Park Forever
Year Created	1986
Total Expenses (2004)	\$3,193,495
Revenue (2004)	\$7,839,250
Source: IRS Form 990, 2004, www.guidestar.org	

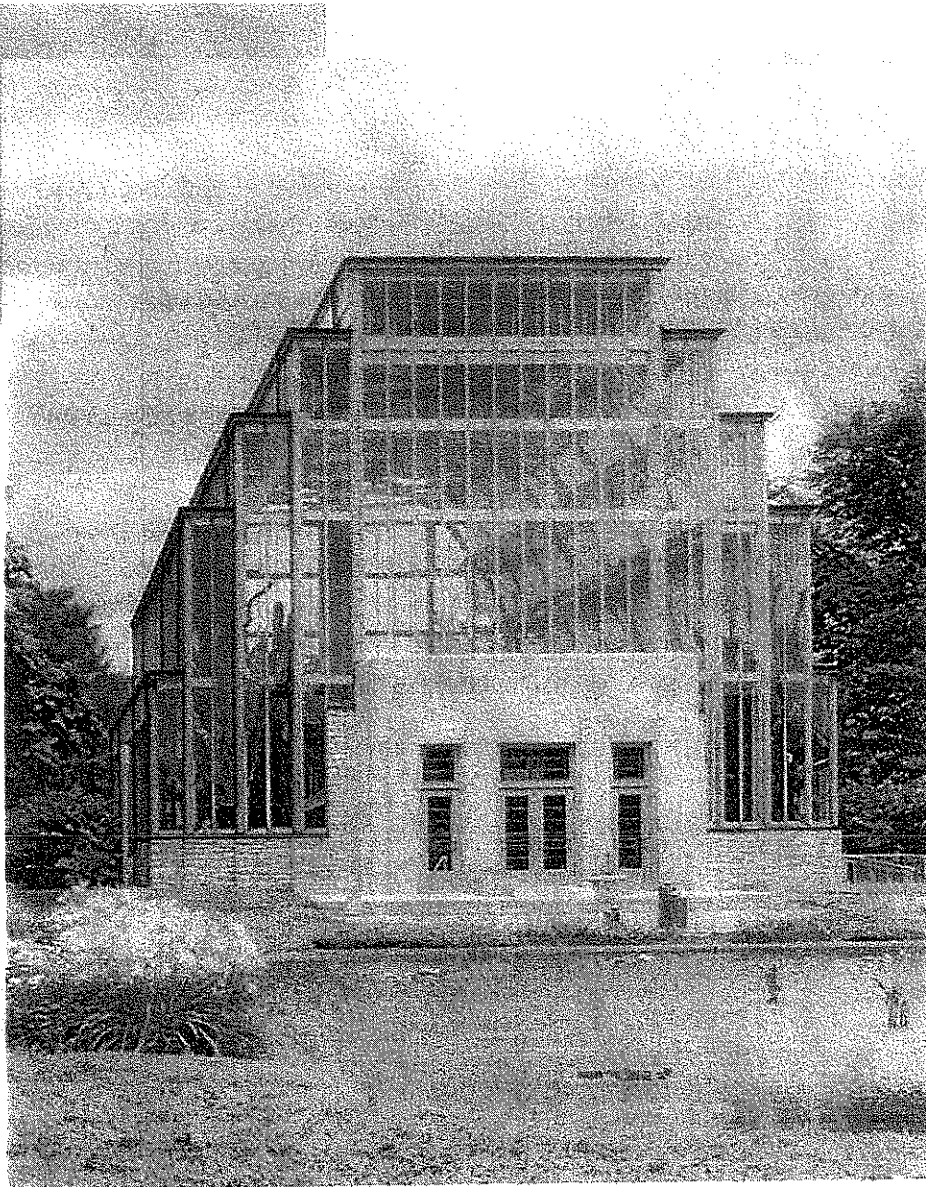
Forest Park, St. Louis, Missouri Forest Park Forever

Created in 1876, the rectangular 1350-acre park was the site of the 1904 Louisiana Purchase Exposition ("Meet Me in St. Louis") and today is home to the region's major cultural institutions -- the zoo, art museum, history museum, science center and the Muny outdoor theatre. The park also has four golf

courses, a forest, acres of meadows, scores of playing fields and courts, a lake and a river. Like Balboa Park, it is partly cut off from some of its neighbors by an interstate highway. And, like Balboa Park it is overwhelmingly popular, visited by roughly 12 million people (and their cars) each year. (On the other hand, Forest Park has one advantage over Balboa - builders of St. Louis's light rail system had the foresight to include a station at the park.)

Beginning in the 1970s Forest Park experienced significant decline. Despite the many cultural institutions and their support organizations, there was no entity looking out for the betterment of the park itself. In 1986, through the leadership of Mayor Vince Schoemehl and other community leaders, a private non-profit, Forest Park Forever (FPF), was founded to work in partnership with the city's Department of Park, Recreation and Forestry. The idea was to form a modest version of the Central Park Conservancy, and FPF began by raising money to simply renovate a statue, a Victorian bridge and a bandstand.

Early on, the city tried to adopt a plan for the park, but the effort did not take hold because of wrangling between different constituency groups. While everyone loved the



park, some loved it for its active recreation, others for its cultural institutions, still others for its bucolic natural features. Cars added to the problem - some groups wanted more parking spaces and some wanted fewer. Finally, in 1993 under the influence of newly elected Mayor Freeman Bosley, Jr., FPF and the city began developing a new Master Plan. Unifying separate factions, the plan called for significant investments in the park while abiding by a policy of "no net loss of parkland" to automobiles or buildings - any expansion of impermeable surface in one place would have to be compensated by de-paving an equivalent amount of roadway or parking area elsewhere.

When the master plan was finally approved in 1995, the city and Forest Park Forever agreed to embark on a campaign called "Restoring the Glory." The city committed \$43 million of public funds and FPF pledged to match that amount in private gifts. The

target date was 2004, the hundredth anniversary of the Fair and the 200th anniversary of the Louis and Clark expedition. To reach its goal the city passed a one-eighth-cent sales tax increase. Forest Park Forever launched a multi-level campaign that brought in everything from 2,004 pennies from grade school classes up to multi-million-dollar checks from businesses and foundations. (In fact, the campaign has far surpassed its goal.) One fundraising stimulus was a pledge by the Danforth Foundation to match all contributions made by medium-sized businesses.

Although the city retains ultimate authority over the park, responsibilities are divided. The master plan is overseen by a 25-member Forest Park Advisory Board, appointed by the Mayor, which reports to the director of the Department Parks, Recreation and Forestry. The board also serves to provide community input into the process. Actual implementation of the master plan is mostly handled by a California professional services firm, O'Brien-Kreitzberg, Inc. Day-to-day management of the park is handled by the Forest Park Executive, an employee of the city.

Forest Park Forever is governed by a 60-member board that includes the executive directors of the institutions within Forest Park, a local alderman, and a broad cross-section of prominent community members. It has an executive director, a staff of 12 and an operating budget of \$4.3 million in 2006. Primarily a fundraising outfit, the organization also employs a Director of Operations that oversees its park work.

Under an initial agreement signed in 1997, Forest Park Forever took responsibility for raising funds while the city oversaw capital projects. (To insure public confidence that contributions wouldn't be diverted for other needs, FPF made payments to a holding company instead of directly to the city.) However, the renovation effort fell behind schedule, and in 2002 FPF was authorized to manage construction. Park maintenance followed a similar path, and FPF is now increasingly involved in day-to-day operations.

The challenge of paying for the ongoing maintenance of Forest Park has not yet been solved. Operating the park costs an estimated \$75 million per year - \$4.5 million for direct maintenance and \$3 million for incidental expenses such as utilities, road repair and police. The city can afford the latter but not the former. (Unlike the zoo, art museum, history museum, and science center, Forest Park itself is not a member of the Zoo/Museum Property Tax District and does not receive joint city/county tax support.) FPF is currently developing a plan to establish a maintenance trust fund from which the city and FPF would jointly receive funds. Under the agreement, the city would undertake snow removal, trash collection and building and sidewalk repair, while FPF would handle mowing, turf management, horticultural plantings and litter pickup.

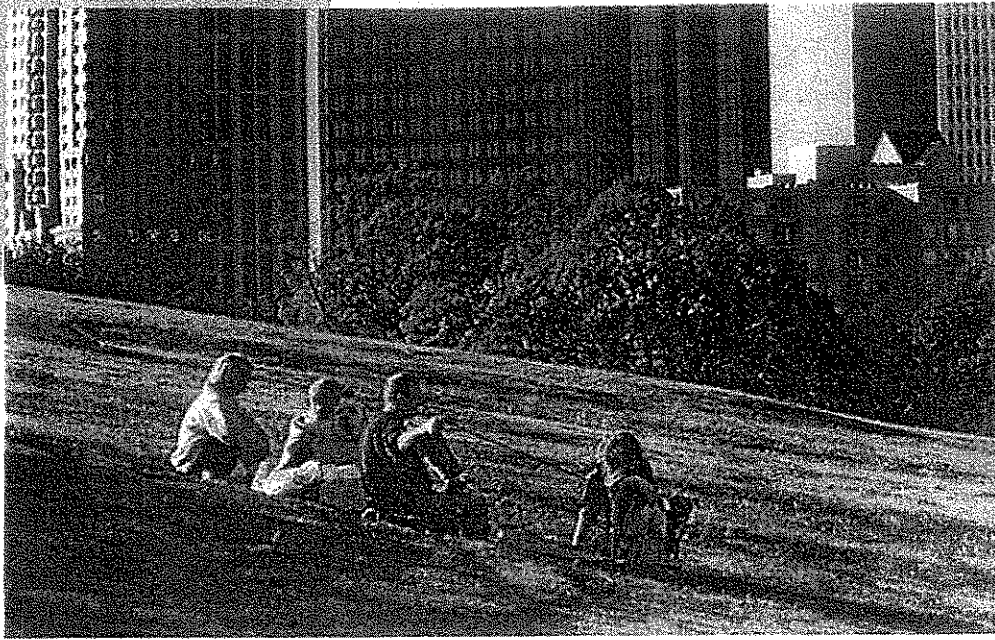
Piedmont Park, Atlanta, Georgia (180 acres)	
Private Partner	Piedmont Park Conservancy
Year Created	1989
Expenses (2004)	\$3,376,604
Revenue (2004)	\$3,384,817
Source: IRS Form 990, 2004, www.guidestar.org	

Piedmont Park, Atlanta, Georgia Piedmont Park Conservancy

Originally acquired as a "Gentleman's Driving Club" and used as exposition grounds for the 1895 Cotton States and International Exposition, Atlanta's 180-acre Piedmont Park was purchased by the city in 1909. The Olmsted Brothers firm created a vision for the park in 1912 but it was never fully implemented.

After years of park decline, a group called Friends of Piedmont Park was formed in 1986. The group sponsored clean-up days and addressed park zoning issues but had trouble raising money and in 1989 was superseded by the Piedmont Park Conservancy (PPC). Formed by neighbors and community leaders, the Conservancy announced that it would launch a privately-funded rebuilding effort for the park. After city officials expressed concern about potential privatization of the park, the two entities engaged in several years of negotiation over issues of decision-making and control, culminating in an agreement in 1992.

Under the memorandum, the city was responsible for basic maintenance, litter control



and utilities commitments while PPC was allowed to provide additional maintenance if it was deemed appropriate and necessary. Over time PPC has taken on more daily duties, now providing nearly 85 percent of Piedmont Park's daily care. The group employs six full-time landscape workers and contributes more than \$400,000 for maintenance and equipment per year. The city pays for utilities, maintains the water system,

removes trash, and cleans park roads. (But it is unable to determine exactly how many city workers, or full-time-equivalent employees, work in Piedmont Park.)

While the city retains ultimate authority on decisions about the park, PPC is responsible for planning and implementing the park's Master Plan. PPC planned and paid for a new park community center, and renovated the historic boathouse, the 3,200-square foot Magnolia Hall, and the wrought-iron gates at the park's entrances. It also is raising funds to complete dozens of improvement projects, including adding lighting, renovating restrooms, and refurbishing playgrounds. PPC also has the authority under the memorandum to operate concessions and to use the profits for maintenance of the park.

Hermann Park, Houston, Texas (445 acres)	
Private Partner	Hermann Park Conservancy
Year Created	1992
Expenses (2004)	\$3,707,539
Revenue (2004)	\$2,594,120
Source: IRS Form 990, 2004, www.guidestar.org	

Hermann Park, Houston, Texas Hermann Park Conservancy

445-acre Hermann Park is home to the Houston Zoo, the Houston Museum of Natural Science, an outdoor theatre, a public golf course, a lake and a botanical garden.

Donated to the city in 1914, the park gradually fell into disrepair. In response, in 1980 a group of committed and visionary Houstonians formed a nonprofit organization then known as the Friends of Hermann Park (now called Hermann Park Conservancy). The goal was to encourage the development of more attractive, usable green space in Hermann Park and to promote the restoration of the park to its originally intended standards of beauty.

In 1993, the conservancy commissioned a master plan for Hermann Park by a nationally recognized landscape architecture firm, Hanna/Olin Partnership. Created in consultation



with the city and other stakeholders, the master plan was adopted in 1997 by the Houston city council. (The most controversial element of the Master Plan called for the conversion of a large parking area in the center of the park into the "Great Lawn." Since the zoo, museum and theater rely heavily on cars and buses to bring visitors, a parking design charette was held in January, 2000 and a compromise parking plan was hammered out.) Since then the conservancy and the city have together spent over \$32 million on renovating McGovern Lake, creating a plaza and reflecting pool, improving the safety

and ecology of the isolated Brays Bayou area, and refurbishing the park's golf course. Programming activities undertaken by HPC include programs on horticulture and field studies for school children in Brays Bayou.

Under a memorandum of understanding signed in 1997, the city retains ultimate authority over the park. The agreement stipulates that the conservancy manage the design phase and pay all design costs. Construction costs are split 50-50.

The Hermann Park Conservancy's day-to-day role continues to expand. When a study revealed a gap of about 20,000 maintenance hours, the conservancy hired a manager of volunteer programs who stimulated the involvement of 1,200 volunteers in 2004, adding more than 14,000 hours of service in the park.

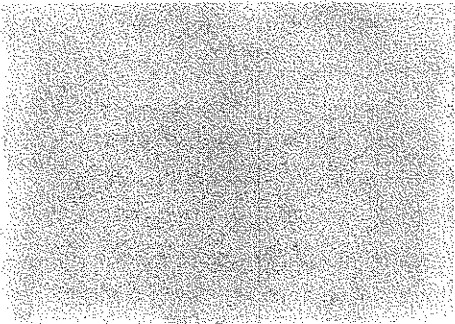
Some Lessons

While there are differences in the terms of agreements from city to city and, of course, differences in funding levels, there are instructive similarities from the case studies.

First, all the conservancies have undertaken (or are undertaking) master planning. The cities all retain the right and authority to review, modify, reject and approve the plans, but the planning work is initiated, carried out and often funded by the conservancy groups.

Second, all the private partners are raising funds for capital projects.

Third, although few of the conservancies had maintenance and management as their original mission, most have moved (or are moving) in this direction. They did not, however, take on substantial maintenance responsibilities until capital improvements were well under way.



On the other hand, there is no standard way to carry out capital projects. In St. Louis, the city has been largely responsible for overseeing implementation of the Forest Park Master Plan. In Brooklyn, implementation is handled by the Prospect Park Alliance (even while it pays for it using primarily public dollars from federal, state and local agencies). In Houston, the city and the non-profit split Hermann Park construction costs 50-50 while the actual project management is handled largely by the conservancy (although the city did manage all the initial earth moving and utility relocation).

Painful Realities in San Diego

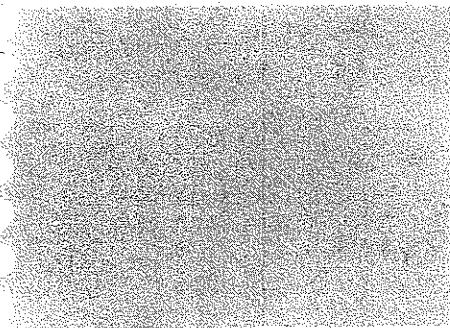
San Diego is in a period of change and self-analysis. Among numerous pressures -- growth, immigration, military base restructuring, skyrocketing housing prices, downtown development and more -- there is also the challenge of the municipal finance crisis. Revenue has not kept up with expenses, plus there is a billion-plus-dollar underfunding of the city's pension plan. As a result, the city has not been able to approve annual budgets for Balboa Park that fully cover ongoing operations, maintenance and repair, much less address the enormous amount of deferred maintenance in the park - a backlog estimated at a minimum of \$250 million.

This underfunding continues in the budget for the current year. With city finances under audit and investigation by a number of agencies, issuance of bonds has been deferred. Even after the audits are completed, it is not certain that a distrustful electorate would approve bond issues large enough to cover all municipal expenses. As a result, bond funding alone is not likely to address the challenges that the park faces in the near future.

A related issue is how the city reports its financial affairs. Since budgeting is by department, a separate analysis is required to ascertain how much any operation or project really costs. Preparing that analysis allows for considerable subjective allocation which may distort the true financial circumstances. All of this makes it extremely difficult for councils and commissions to reach decisions based on objective, realistic financial data. As a result, there are many "approved" plans for the park and more in the process of approval for which there is no realistic hope of financial support.

Conclusion

Balboa Park is one of the very most beloved institutions in Greater San Diego. Beyond its incalculable natural and cultural value, it is also an economic powerhouse, adding to the wealth of the region through tourism, property value, direct use and health value, environmental savings and more. It is like a goose with a constant stream of golden eggs, but it is a threatened goose which could fail if it is not replenished and revived. In this way, it is not unlike almost all the other great, signature urban parks in America - some of



which have been saved and some of which are still in perilous decline.

It is obvious that there is a large, generous community of San Diegans who love Balboa Park and who would be willing to contribute to its reconstruction and improvement. There is a city government that is similarly committed to the park - and which would almost certainly be able to float a successful bond issue if voters believed that the money were being spent wisely and only on the specific projects described in the bond issue with matching private funds. There are also many homeowners and corporations who, regardless of their conservation leanings, have a vested interest in keeping Balboa Park healthy, safe and beautiful. The combined approach of public and private interests on jointly agreed projects increases the likelihood of funding from outside sources including other governmental agencies.

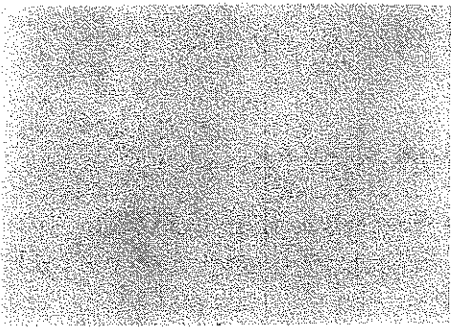
Balboa Park already has the makings of a private sector support structure. The Committee of 100 helps with the rejuvenation of the Spanish Colonial buildings; the Friends of Balboa Park has provided funding for numerous projects in the park; the Patrons of the Prado raises funds to benefit arts organizations and museums; and the Balboa Park Cultural Partnership looks out for the interests of all the major institutions in the park.

It is now time for San Diegans to do what leaders in all the above cities have done. They should create a unified private partner specifically for the park itself - an entity that helps plan and implement capital projects, do programming, solicit volunteers, and possibly even undertake maintenance. With the 100-year anniversary of the California-Panama Exposition just ahead, this is a perfect time to marshal the support necessary. San Diegans today have the opportunity to address the problems of the park while it is still a vibrant and effective cultural center of the city.

The experience of other cities in similar situations has shown that strong private support can be effectively obtained where carefully crafted public-private agreements are reached on issues of park planning, design, construction and maintenance. Donors must feel comfortable that the expenditure is necessary and appropriate, that the project being supported will be efficiently managed, that the money raised will be spent on the specific project and no other, and that the municipal government will not walk away from its underlying park responsibilities once the private sector begins to raise substantial funds.

The city needs to consider changes in its park governance, park planning and financial reporting so that there is an effective, informed and empowered group within the city focusing on Balboa Park with whom the private entities that are developed can relate and evolve.

From what we have seen, we strongly believe that the many committed individuals in the public and private sectors in San Diego, by working together, can provide the support that necessary to preserve and enhance Balboa Park for future generations.



Appendix

Private Organizations Involved with Balboa Park

The largest and most prominent of these groups is the Balboa Park Cultural Partnership, an organization comprised of the many museums located within the park. The group's mission is "to enrich the cultural life of San Diego by facilitating collaborative efforts among member institutions of the Balboa Park Cultural Partnership, as well as between the Partnership and community leaders and city staff; to enable Balboa Park cultural institutions to achieve their full individual and collective potential; and to preserve and enhance the cultural assets of Balboa Park for future generations."

Patrons of the Prado primarily raises funds for the benefit of the arts organizations and museums on the Prado of Balboa Park.

The Committee of One Hundred has worked to preserve Spanish Colonial architecture in the park. During the 1960s two buildings on the Prado were demolished, and four remaining buildings on the Prado may have also been destroyed. In 1967 the Committee of One Hundred formed and has saved all four of those remaining buildings.

The Friends of Balboa Park has a mission "to enhance the public's awareness and enjoyment of San Diego's Balboa Park, and its artistic, cultural, recreational and educational resources." Recent projects of the Friends of Balboa Park include funding information kiosks at entrances to Balboa Park and in areas which experience heavy pedestrian traffic. According to the group, the kiosks will use touch screen and wireless technology to tell visitors where they are, the location and hours of operation of each institution and attraction, how to get to their desired destination, and what programs are featured. The group also received funding from the Robert M. Golden Foundation to undertake a coordinated restoration of the balustrades and fountains near the Botanical Building, and it has also funded numerous other improvements in the park since its creation.

The San Diego Community Foundation established the "Forever Park" as a group of permanent funds begun by concerned citizens in 1985. The endowment supports the enrichment and enhancement of the park and its cultural and recreational programs through grants recommended by a volunteer advisory committee comprised of community leaders. Grants helped fund the informational kiosks mentioned above, the restoration of historic plaques and fountains, replacement of playground equipment and more. Since its first grants in 1990, the endowment has funded over \$2 million in projects for Balboa Park.