The Soul of San Diego

Keeping Balboa Park Magnificent In its Second Century

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THE TRUST *for* PUBLIC LAND

Table of Contents

Introduction ..... **page 1**

Background ..... **page 1**

Summary of Studies ..... **page 6**

Questions Raised ..... **page 11**

Conclusion ..... **page 17**

Appendix 1 **Morey Report on Balboa Park Usage Information**

Appendix 2 **Examples of Capital and Maintenance Needs**

Appendix 3 **Keston Report on Management and Funding Options**

Introduction

Covering 1,200 acres, containing an amazing 85 cultural, conservation and recreation organizations within its boundaries, and attracting upwards of 10 million visitors a year, San Diego's Balboa Park ranks as one of the most significant urban parks in America. Balboa Park is in many ways the physical and psychological soul of the city and even the region – an economic, ecological and spiritual engine that continuously pumps life into the metropolis. Other than the Pacific Ocean itself, there is probably no more universally beloved feature in San Diego.

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, 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 park and infrastructure maintenance.

At the same time the city of San Diego is in a period of profound change and self-analysis. Numerous pressures -- immigration, military base restructuring, declining but still-often-unaffordable housing prices, rapid downtown development and more – are exacerbated by the challenge of a municipal finance crisis. Revenues have not kept up with expenses. Moreover, 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 $238 million.

Background

Balboa Park is an intricate facility that is utilized variously as a destination site, a cultural setting, a venue for special events, a regular urban park and a community park. It is a multifaceted facility that is not easily administered due to the complex nature of the uses, tenants, lessees, and public expectations. To understand this requires a bit of history and context.

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 Park 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.

Balboa Park demonstrably has a major economic presence in the city of San Diego – even though that presence has never been fully quantified.[1] With at least 10 million visitor-days per year – the majority of which are by non-city residents – the park acts as a gigantic magnet that generates consumer spending both within its boundaries and also in other parts of the city, such as downtown, the Gaslamp District, Old Town and Little Italy. The park also boosts property values (and thus property taxes received annually) from the homes and apartments in a large circumferential belt of about two-fifths of a mile around the park. Additionally, the park has an economic impact by *saving* San Diegans tens of millions of dollars in recreational expenses that would otherwise be charged at private facilities for such activities as running, cycling, team sports, swimming, and even playgrounds – not to mention the additional medical bills due to unhealthiness from lack of park exercise. The taxpayers of San Diego are also saving money because of the free environmental services provided by Balboa Park's trees, shrubs and soils in trapping air pollutants and reducing stormwater runoff.

While Balboa Park looks like a large, unified entity, it is in fact more like a "bundle of twigs" operated by numerous different public and private agencies. Approximately 120 acres are leased to and run by the Zoological Society of San Diego, a huge operation that attracts more than three million visitors and hundreds of thousands of cars annually. Another 78 acres are occupied by the U.S. Navy for a major hospital complex. Thirty-one more acres are leased to the Boy Scouts and the Girl Scouts for camps. The 26 museums in the park also have leases and management contracts for their buildings, as do various recreational groups. There is also a defunct 77-acre landfill, off-limits to the public and monitored by the city's Environmental Services Department. And, of course, significant acreage is devoted to Interstate 5 and California 163, operated by California Department of Transportation.

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[1] In addition to the economic data provided in the Morey report referred to herein, The Center for City Park Excellence is currently in the process of quantifying the economic value of the entire park system of the city of San Diego. While Balboa Park constitutes only about one-fortieth of the acreage of the full system, its usership is disproportionately large and economically significant. The results of the citywide study are expected in Spring, 2008.

Balboa Park is owned by the city of San Diego and is operated by the Developed Regional Parks Division of the city's Department of Park and Recreation. Advisory input is provided by two official bodies, the San Diego Park and Recreation Board and the Balboa Park Committee. There are also a number of individual philanthropic organizations that provide support, including the Friends of Balboa Park, the Committee of 100 and various foundations.

The city is responsible for the upkeep and maintenance of Balboa Park including buildings and grounds. Utilizing city staff and charging fees, San Diego provides some facilities and services on its own, such as the golf course, the Bud Kearns pool and the Morley Field tennis courts. But in a greater number of cases, the city has signed lease agreements for facilities and services in the park. For example, the 23 members of the Balboa Park Cultural Partnership include such non-profit organizations as the Zoo, the Timken Museum, the Old Globe Theatre, the House of Hospitality, and the Museum of Man. Some of these lessees have to a considerable extent taken responsibility for the upkeep and maintenance of their own buildings and spaces beyond their legal responsibilities under their leases. In addition, these lessees have even gone so far as to build new wings and theatres from their own funds.

Other lessees provide numerous services and recreational activities on a smaller scale. Archers, horticulturalists, bicyclists, lawn bowlers, disc golfers and others have non-profit organizations concerned with one particular activity in the park. For-profit lessees include restauranteurs and other food vendors. The Park is also utilized for special events of all types. These are scheduled through the Developed Regional Parks Division and fees are charged according to a schedule enacted by the City Council. Some are free to the public, others involve a charge. Some involve taking over a portion of the park and even fencing it off. Others are for individual events such as weddings and large picnics. (All these are in addition, of course, to the normal use of the park as a pleasant community place to walk, run, bike, sunbathe, read, bring a dog or a child, and much more.)

Over the years there have been a number of significant planning efforts including park master plans and precise plans, some getting implemented, many not. Beginning in the mid-1980s, when the park was widely considered to have hit a low point, a significant number of upgrades were undertaken by individual museums and other institutions, although the natural areas of the park itself got less attention. Despite endless debate, virtually nothing was resolved about the problems of transportation to and within the park. Finally, in 2003, the city authorized a major new study. Led by the Seattle firm of Jones and Jones and the Denver firm of Civitas, it proposed a major reconceptualization of the circulation system in the park and the way parking is handled. Unfortunately, the plan with

its $500-million price tag was released just as the city was discovering a massive shortfall in the funding of its pension obligations.

In 2006, the citizens of San Diego undertook a major change to their municipal government, abolishing the old council-manager structure and replacing it with a mayor-council arrangement. This coincided with discovery of the pension fund shortfall and the need to make tough choices to balance the budget. Thus, when Jerry Sanders was elected mayor on a "no more taxes" platform, it became evident that as many as 1,000 city staff positions might have to be eliminated. Sanders and his staff instituted a program of "management re-engineering" which was to result in government that was "more efficient, responsive and transparent."

Unfortunately, San Diego was already near the bottom of the list of big cities as to the number of municipal employees per population. The re-engineering, while resulting in cost-savings, has centralized functions under broad departments, reversing the previous trends of decentralization and giving more authority to smaller government units. Within the parks and recreation department, this has included moving park planning into the city-wide planning department and giving many maintenance activities over to city-wide public works. Naturally, the redeployments, layoffs and retirements have resulted in a great loss of data, experience and institutional memory. This has added to the long-term challenge of making repairs in Balboa Park and improving its management. While it may be tempting to make judgments about the past, it is clear that the issues facing the city are and have been enormously complex. It is essential, therefore, that this complexity be understood in future discussion and decision.

Most San Diegans believe that it is important to assure that Balboa Park does not go through the kind of collapse that at one time or another befell New York's Central Park and many other great urban gathering places. In an effort to help, three foundations with a long and deep involvement in Balboa Park – the Legler Benbough Foundation, the San Diego Foundation and the Parker Foundation – have commissioned three studies that are the basis of this report. The purpose of these studies and this report is to provide the factual basis that is necessary to have an informed and robust public discussion about the future of the park. These studies are reproduced in their entirety as appendices. While none of the studies makes recommendations, the information provided is in the following areas:

1) *Basic Balboa Park usage information*. This analysis was carried out by the Morey Group of New York and Charleston, S.C. (*Appendix 1*)

2) *Examples of current capital and deferred maintenance needs in Balboa Park.* This analysis was carried out by a retired city budget analyst and community development coordinator with the assistance of city staff. (*Appendix 2*)

3) *Analysis of current management and planning issues in the park, including governance alternatives and funding options that could be considered for the future*. This analysis was carried out by the Keston Institute for Public Finance and Infrastructure Policy at the University of Southern California. (*Appendix 3*).

The studies collectively raise three important questions for public discussion:

1) *Can the city of San Diego provide the necessary financial support for Balboa Park in the future?*
2) *Even if it can, should it do so?*
3) *If it wishes to expand management and governance of the park, what are the alternatives for it to do so?*

The balance of this report summarizes the material in the studies commissioned by the foundations and, on the basis of that information, discusses the above questions.

SUMMARY OF STUDIES

Who uses Balboa Park and what do they do there?

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 (and the park had shrunk by 200 acres), bringing the city population served by the park from 33 residents per acre in 1910 to 1,020 residents per acre in 2000. Counting everyone in San Diego County, each acre of Balboa Park today supports 2,451 residents. The actual annual visitorship to the park is estimated to be about 10 million, making Balboa Park among the most heavily used city parks in the U.S. .

In August, September and November, 2007 the Morey group interviewed 1,955 persons in the park and 800 more by telephone. The study confirmed that the park is hugely important to the city. Of non-city residents interviewed, more than 75 percent stated that the park was the primary or one of several reasons for visiting San Diego. In addition it disclosed that these visitors spent an average of 3.1 nights (August survey) or 4.1 nights (September survey) in San Diego in connection with their park visit. The study also pinpointed who is visiting the park. Based on direct interviews, 6 percent were immediate neighbors (from zip codes surrounding the park), 18 percent lived in other places in San Diego City, 45 percent lived in San Diego County but outside the city, 11 percent lived outside the county in California, 15 percent were from other states and 4 percent were from outside the U.S. Thus, only 24 percent of persons in the Park actually live in the city of San Diego.

Also, while 69 percent of visitors come to the park because of a museum, a theatre or the zoo, a significant number visit because of a public event or festival (14 percent), leisure (17 percent) or recreation (20 percent). These percentages represent multiple usage. Among the activities engaged in are walking, picnicking, running, dog walking, bicycling, playing tennis, going to a playground, golfing, playing a team sport, swimming, playing disc golf, lawn bowling and roller skating.

Among other useful findings, the Morey Report revealed that:

* of those interviewed in the Park, in August, 52 percent of users were Hispanic, 27 percent Caucasian, 15 percent Asian, 15 percent Native American and 10 percent African American; in September, 38 percent were

Hispanic, 42 percent Caucasian, 9 percent Asian, 4 percent Native American, and 10 percent African American.;

* when onsite interviewees were given the option of responding to the survey in English or Spanish, 47 percent in August and 31 percent in September chose Spanish while only 2 percent of those interviewed over the telephone chose Spanish. Of those who took the interview in Spanish, 26 percent said their proficiency in English was very good and 48 percent said their proficiency was "pretty good."

* the median household income of visitors in the park in August was $59,416; in September it was $54,862;

* in August, 65 percent of users were in the park for the very first time; even in September, 41 percent were first-timers;

* among telephone interviewees, neighborhood residents visited the park an average of 20.1 times per year; for other city residents the number was 8.6 times; and for non-city residents of San Diego County the number was 5.8 times;

* in September, fully 9 percent of the people interviewed in the park were there because they worked there;

* in September, 55 percent of park visitors arrived in the park by automobile, 11 percent by tour bus, 11 percent by bicycle, 10 percent by foot, 5 percent by trolley, 4 percent by motorcycle and 3 percent by taxi.

* in August 52 percent entered the park via the Laurel Street Bridge. In September this number was 57 percent.

The survey included a considerable number of questions on the issue of parking. Parking is an issue for many – in August 50 percent, September 38 percent and by telephone 40 percent agreed or strongly agreed that parking negatively impacts their decision to visit Balboa Park. On the other hand, 56 percent in August, 72 percent in September and 55 percent by phone said that they found parking convenience to be good or excellent.

Is there a demonstrable need for capital repairs and improvements in Balboa Park and if so, what is the magnitude of the need? Balboa Park is still beautiful, but . . .

Unlike a wilderness area, an urban park is not a naturally self-perpetuating and self-correcting space that can operate without the investment of human resources. There are specimen trees, flowers, lawns and other plantings. There are roads, sidewalks, trails and bridges. There are retaining walls, fences, sports fields and water courses. There are buildings, lights, pipes and wires. There are signs, statues, sculptures and artwork.

The examples of capital and infrastructure needs listed in the report commissioned by the Foundations are not intended to be a complete list of capital needs or to create any suggestion of priority of projects. It is merely a representation of projects that have been in various stages of discussion and approval over a considerable period of time. Many of the projects have Capital Improvement Program (CIP) numbers. None of them, except to the extent noted, are funded. These projects total a minimum of approximately $238 million in 2007 dollars, not counting whatever might be needed to ameliorate parking problems and horticultural issues in the park. The study utilized the findings of the large number of reports carried out over the past decade for specific facilities and systems within Balboa Park. (*See Appendix 2).*

For instance, to mention just a few of the scores of items, repairing the heating/cooling system at the San Diego Museum of Art will cost $300,000 and removing asbestos there will cost another $500,000. Replacing the laterals to the sewer under the park will cost $1.4 million. Upgrading the irrigation system at the Balboa Park Golf Course will cost $1.8 million. Renovating the 6th Avenue playground will cost $2.75 million. Renovating the Bud Kearns Pool will cost $7.5 million. Retrofitting the buildings in the National Landmark District along the Prado for seismic protection will cost $51.3 million. Reclaiming the 77-acre Arizona Landfill on the East Mesa will cost $86.7 million. And the cost of carrying out a detailed horticultural survey and evaluation of the park so as to set guidelines for plant maintenance and replacement has not been calculated or estimated.

According to an article in the June 21, 2007 *San Diego Union-Tribune*, a study by city officials arrived at a similar figure to the above $238 million for Balboa Park's capital requirements, identifying $102 million in unfunded repairs and $157 million to complete priority projects in the park's master plan.

All of these projects have emerged from detailed investigations and all are important to the maintenance of Balboa Park as a safe, environmentally healthy,

beautiful and welcoming place. The sink hole that opened up in the middle of the Prado recently is just one reminder of the devastation that disrepair can bring. Underground utilities, for instance, are underground and out of mind – until they begin to leak. The golf course irrigation system is given little thought – until the turf dies. Cracked steps or non-accessible buildings seem like minor problems – until someone files a negligence or discrimination lawsuit against the city. Seismic retrofits seem like a waste of money – until the next earthquake hits. A horticultural survey seems unnecessary – until the quality of the landscaping declines so far that residents prefer to stay in their own backyards rather than visiting the park.

Park Governance Issues

Quite aside from the issue of specific repairs that are needed in the Park, the commissioned studies raise significant issues about the governance of the Park.

While Balboa Park is the flagship property of the San Diego Park and Recreation Department, the agency also has more than 400 other properties under its jurisdiction; understanding how decisions are made, how money is spent and how work crews are deployed in Balboa is difficult for both the average citizen and even for agency staff themselves. (Over the years, according to research by the Center for City Park Excellence, the department evolved a particularly opaque budgetary and accounting system when compared with other urban park and recreation departments across the country.) In addition, because of the large number of cultural and recreational organizations operating in the park, a vast and often informal web of agreements and *de facto* processes came into being to make decisions, solve problems and get things done. Unfortunately, while numerous people and institutions are interested in assuring that Balboa Park can help *them* be successful, there is no official body with the focus on Balboa Park and the authority to help the park *itself* be successful. Thus, there is no way to put the park onto solid footing for the future without a clear understanding of mission, roles, authority, responsibility and decision-making structures for Balboa Park.

The Keston report says: "Serious doubts exist regarding the current park management structure and these must be addressed if there is any hope of engaging the citizenry and the donor community….[A] successful park governance program must provide an effective and transparent planning and decision making process, clear lines of authority and responsibility, mechanisms for ensuring the availability of adequate funds, and improved processes for procurement, contracting, and project management."

The combination of these factors – too little funding and too little clarity about leadership and authority – represents a powder keg. But Balboa Park is far

too important to the economy and psyche of San Diego to allow this powder keg to explode. Although no individual bears the blame for the current situation, every San Diegan today can share in the responsibility to be part of the solution.

Yet, most San Diegans do not perceive much of a problem at Balboa Park. Whether it is the balmy climate, the fact that even invasive species tend to look beautiful in the park, or the fact that ornate architecture is particularly adept at hiding crumbling plaster, a walk through Balboa still inspires enjoyment for the vast majority of visitors. In the Morey Group's telephone survey, 95 percent of the respondents rated their overall satisfaction with Balboa Park as "excellent" or "good." Results from in-person interviews were not quite as stellar but were also highly positive – 88 percent in September, 2007 and 66 percent in August, 2007. (Ratings of the park's landscaping reflected similar levels of approval.)

But, like the famous experiment which showed that frogs will ignore the gradual heating of their water until they suddenly succumb, the deterioration of the park is proceeding despite the lack of a public outcry. This quiescence mirrors the pattern that previously occurred in other cities with iconic parks – New York, San Francisco, St. Louis, Boston and elsewhere – until a crisis erupted.

Balboa Park's problems are due not to frogs and hot water, of course, but to the interrelated scourges of inadequate funding and disjointed management.

QUESTIONS RAISED

Can the city of San Diego solve these problems on its own?

Underfunding continues in the budget for the current year. With city finances under audit, issuance of bonds has been deferred. Even after the audits are completed, it is not certain that a distrustful electorate would approve bonds 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 problem making it difficult for those who have decisionmaking authority to do their job effectively 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 for which there is no realistic financial support.

The Keston report found that the governance issues must be addressed first because a decision on them affects all planning and fund allocation . The report states: "Subsequent to the implementation of governance decisions, improved planning and an effective framework for identifying and allocating funds – a vital, coherent Master Plan and a realistic Capital Improvements Program – are absolutely necessary for effective Park management." (*See Appendix 3*.)

The Keston report does not mince words: "Past funding of the park, the number and cost of approved but unfunded projects, and the current, well-publicized financial difficulties of the city of San Diego strongly suggest that the city is unlikely to be able to appropriately maintain and make necessary future investments in the park as it is presently organized and funded."

The Keston Institute report includes an analysis of whether the city of San Diego on its own has the fiscal wherewithal to fix Balboa Park and keep it successfully operating. The findings are not promising. After testing various scenarios that would result in an additional $8 million per year – such as increasing the city sales tax by one-half cent or the transient occupancy tax by one cent (the latter of which has twice been rejected by voters recently) – the report says:

> "[T]he city's fiscal condition is expected to remain guarded for years to come. This is likely to have several limiting effects on the

> availability of city funding for Balboa Park. First, general fund revenues will probably not be adequate to make noticeable inroads into the maintenance and repair backlog. Second, even when the city's fiscal condition improves to the point where it will be feasible to re-enter the municipal debt market, there is no guarantee that voters will approve bonds….Recent city experience with tax measure initiatives has indicated reluctance on the part of voters to increase current taxes or approve new revenue sources."

Keston notes that the city's current poor debt rating would necessitate yearly payments of about $8 million to service only $80 million worth of bonds; again, this would require voter approval.

Finally, the city council could require one form or another of development exactions, whereby new development projects would pay a fee to cover the external impacts generated by new residents on the city. Of course, Balboa Park represents only a small portion of all the city facilities that would be impacted by new residents, and slotting the exactions only to Balboa would leave other facilities without revenue support. Keston says, "Park projects would be in competition with other needed improvements."

The city could also attempt to procure funding assistance from other governments, such as the state of California or the United States. However, the record on this approach is not encouraging. To this point in time, very few municipal parks anywhere have received significant payments from state or federal governments, aside from an incidental project of regional concern like a highway or sewage treatment plant in the park. (One exception is in Missouri where the state gives modest assistance to signature parks in St. Louis and Kansas City. Another occurred in New York City where, during a municipal financial crisis in 1972, Congress acquired about 8,000 acres of city parkland to form a part of Gateway National Recreation Area.)

Realistically, while the city of San Diego theoretically has the ability on its own to generate the money needed to save Balboa Park, the city's large number of other needs and current significant revenue shortfall make that scenario unlikely. It is more probable that the status quo funding situation would continue, or that the level of park support would decline.

Even if the city can tackle the challenge on its own, should it?

The city of San Diego is justifiably proud of Balboa Park, which is one of the greatest urban parks in the country. In an ideal situation, the city would be the sole owner and manager of the park, would cover all the costs, and would derive

all the credit and plaudits from visitors and park reviewers. But the situation facing San Diego is not unique. In fact, almost every city with a large, beautiful, iconic destination park has either dealt with this challenge in the past or is facing it now.

It is important to note who the park serves and how the costs are borne. Only 24 percent of visits to Balboa Park are made by city residents, according to the Morey Group report. Almost half of visits are from non-city residents of San Diego County, and another 10 percent are from Californians who live outside San Diego County. With more than three out of every four visits made by a non resident of the city, Balboa Park is clearly a regional facility.

The regional nature of Balboa Park is further indicated by the fact that the entire region benefits economically from the park. As an example, the recent Dead Sea Scrolls exhibit in the park brought almost 150,000 out-of-towners who spent $32 million in the San Diego region. The exhibit ranked third after the 1996 Republican National Convention and the 2003 Super Bowl in regional visitor economic impact.

Meanwhile, the city has numerous other non-park infrastructure needs to deal with – needs which may be perceived to have a higher priority and which are more difficult to justify paying for on a regional basis. Since the park provides tremendous benefits to residents of the region, it is reasonable to contemplate a support mechanism that involves other governments or the private sector. All such arrangements entail a broadening of responsibility and authority to citizens or governments of the region when it comes to setting policies and making decisions. A discussion of these alternatives follows.

If the funding and management of Balboa Park were broadened, what are the alternatives?

Aside from transferring Balboa Park to a larger entity such as the state of California or the federal government (neither likely nor desirable), there are three basic scenarios for a more broad-based management of the park: (1) retaining city ownership and signing an agreement with a private non-profit entity to assist as a partner; (2) signing a joint powers agreement with one or more government agencies, such as San Diego County and/or other cities within the county; or (3) creating a brand new park district specifically to run it.

Across the country in different cities, generally in response to fiscal crises, each of these three scenarios has been adopted.

1) ***Public Private Partnership***. Most common has been the formation of a private non-profit support entity, often called a conservancy. The first and most influential was the Central Park Conservancy, formed in New York in 1980. Following that have been many others, including the Piedmont Park Conservancy (Atlanta), the Hermann Park Conservancy (Houston), the Emerald Necklace Conservancy (Boston), the Pittsburgh Parks Conservancy, Forest Park Forever (St. Louis), the Fairmount Park Conservancy (Philadelphia) and several others.

By and large, these institutions have been extraordinarily successful in improving the parks while allowing overall decision-making authority to remain with the city. In a few cases the conservancy's role is primarily fundraising – bringing in significant sums of money to carry out major reconstruction and replanting programs developed through a city-led master planning process. In other cases, once a conservancy proves itself a successful and trustworthy partner, the city signs a contract allowing the non-profit to take on specified day-to-day management and programming responsibilities with the park.

In every case of a successful conservancy, it has joined with the city in undertaking a master planning process. The cities all retained the right and authority to review, modify, reject and approve the plans, but the planning work was initiated, carried out and often funded by the conservancy group. Also, in every case the fundraising done by the private conservancy partner is for capital projects. Finally, although few of the conservancies had maintenance and management as their original mission, most have moved gradually to take up this responsibility. However, they did not take on substantial maintenance chores until capital improvements were completed or well under way.

Of all parks in the U.S., the one that is probably most similar to Balboa Park is 1,350-acre Forest Park in St. Louis, site of the 1904 World's Fair. Beginning in the 1970s Forest Park experienced significant decline. After years of crisis, in 1986, through the efforts of community leaders and the mayor, a private non-profit was formed to work in partnership with the city park department to produce a master plan for the park. Named Forest Park Forever, the group ultimately launched a massive, $86-million capital campaign called "Restoring the Glory." The effort was so successful that the goal was surpassed. Today most of the work has been completed and the city has delegated much of the day-to-day management of the park to Forest Park Forever.

Naturally, the existence of a conservancy implies a loss of some city control over the park, practically if not legally. This reality has been dealt with and negotiated in every city, sometimes painlessly, sometimes otherwise. Ultimately, in the overwhelming number of cases the citizenry has felt the tradeoffs have been worthwhile. And, in fact, San Diego already has considerable

experience in this realm with the many non-profit organizations that operate facilities, within Balboa Park – raising funds, collecting fees, undertaking improvements, making policy decisions and more. One of the great benefits of partnering with a non-profit or a conservancy is that the relationship can be prescribed in a contract or memorandum of understanding rather than in legislation. By their nature, contracts are of shorter duration and are much more flexible to amend, based on life lessons and changing circumstances. Legislation, on the other hand, is much more cumbersome to create, modify or terminate in the event of an unforeseen problem or opportunity. The relationship with a conservancy can be built incrementally and gradually as all parties find increasing trust levels with each other. On the negative side of the equation, conservancies have no guaranteed source of revenue and are only as strong as the combined power of their leaders and board members. While most big-city park conservancies have excelled, a few have gone through an initial period of floundering as their leadership sought to get into alignment.

2) ***Joint Powers Agreements***. These agreements are made with one or more governmental agencies to operate a park. A version of this has been successfully implemented in Hartford, Connecticut, where a four-way partnership was organized to operate urban parkland along the Connecticut River. The agreement was signed by the cities of Hartford and East Hartford, the Metropolitan District Commission (a water agency) and Riverfront Recapture (a non-profit corporation) and deals with such issues as maintenance, safety, publicity and programming. Closer to home, a joint powers authority was created for the development of the San Dieguito River Park. The San Dieguito River Park Joint Powers Authority was formed as a separate agency on June 12, 1989, by the County of San Diego and the Cities of Del Mar, Escondido, Poway, San Diego and Solana Beach. It was empowered to acquire, plan, design, improve, operate and maintain the San Dieguito River Park. As the Keston Report notes:

> "JPAs have been used for a wide variety of public purposes in California, though their adaptation for parks is relatively new....Once a JPA is incorporated, it can employ staff, enter into contracts, own property, and establish policies independently of the founding government agencies."

A joint powers agreement between government agencies allows each of them to use their taxing authority and tax base to cover costs. This also has the major advantage of enabling the issuance of bonds that are backed by the full faith and credit of the jurisdictions. On the other hand, it is not possible to establish a joint powers agreement incrementally; since it is a binding political connection, all facets of the interplay need to be specified in advance and locked in. Modifying them later may be difficult.

An additional obstacle to the creation of a joint powers agreement is that it requires a degree of cooperation between the local governmental agencies that is often not present. If, however, a joint power agreement can be achieved, it has the distinct advantage of being a long-standing arrangement with a sustainable funding option.

3) ***A New Governmental Entity***. A third approach is to create a new governmental entity to run the park. In California and elsewhere this has been a major strategy for regional park systems in metropolitan areas that encompass multiple jurisdictions or unincorporated areas. Though less common within a single city, this structure has been utilized in several places. In Atlanta, Centennial Olympic Park is not managed by the city's park department but rather by the Georgia World Congress Center Authority, an agency of the state. In Louisville, Ky. the Waterfront Development Corporation rather than the park department owns and operates Waterfront Park. In Miami, when venerable Bayfront Park fell on hard times and could not be supported by the city park agency, the city formed the Bayfront Park Management Trust with a mandate to make the park more self-sustaining. The Trust receives some public funding but relies mostly on earned revenue.

The Keston Report notes that either a park district or a joint powers authority could improve park management and administration by centralizing decision-making, allowing for more effective planning, empowering an experienced executive, and encouraging greater accountability. Additionally, a public body would be governed by individuals who were either elected or appointed by elected officials (depending on the language of the founding legislation), thus ensuring that those making the decisions are responsible to the people.

In San Diego, under California law, the most common way of creating a new entity would be by the use of a Recreation and Park District. The District would be an independent entity with its own appointed or elected directors; a drawback is that its funding – a special property tax surcharge, or sales or transient occupancy tax – would require the approval of two-thirds of affected property owners, which is often difficult to achieve.

What should the city do to implement an appropriate solution?

There is no "given" structure for Balboa Park's management. In its first 140 years the park has already operated in many different ways. Looking to the future, it should be managed so as to maximize its great attributes and also fit with the history and culture of the people of San Diego. It is obvious that any change to

the management structure of Balboa Park – or even a decision to make no changes – would need to be thoroughly aired and discussed by San Diegans. Change has repercussions and it will be critically important to understand what impacts might occur. Naturally, if changes are pursued, the public's wisdom will help assure that benefits are enhanced and drawbacks minimized.

Ultimately it will be up to the mayor and the city council to make a decision about Balboa Park. To do so, they need a good deal of input from the people of San Diego. It would make most sense for the Mayor and Council to agree to a public process that will define the roles of all of the players and set out a timeline for decision. Since the Balboa Park Committee appointed by the Mayor and the Natural Resources Committee of the City Council are already tasked with processing these issues, it would seem to be the logical place to delegate the responsibility for the public process.

We suggest that the process insures that the public and all park stakeholders have an adequate opportunity to participate. In addition, it is important that the role of the decision makers be defined and that the process conclude in a reasonable time. There is a limit beyond which discussion and deliberation are no longer helpful to an appropriate decision. One thing is clear. As pointed out in the Keston report, doing nothing is not an option.

Conclusion

The challenges being faced today by Balboa Park are not unique. In fact, San Diego would be unique among large cities if its destination park did *not* need millions of dollars of upgrades in an environment of ever-more-stretched municipal finances. All across the U.S., the legacy of decades of underinvestment in urban infrastructure has taken a toll on parks.

However, bringing parks back to excellence *can* be done. Cities all over the nation have risen to the challenge, redesigned funding mechanisms and partnerships, and brought their facilities up to standards of beauty and functionality not seen for decades. With proper leadership, this can also occur here, and Balboa Park can continue to serve as the "Soul of San Diego" for centuries to come.

Time is not on our side. No one knows how close to the "tipping point" Balboa Park is – the point when repairs become truly overwhelming and when the park's condition begins to negatively impact on the health of the city at large. We do know that the year 2015 will mark a grand milestone – the 100th anniversary of the great California-Panama Exposition, the event that put both the park and the city on the map and began San Diego's rise to prominence. This is the kind of

milestone around which the people of the region can rally with enthusiasm and focus. With a clear plan of action and unified support, there is just enough time to make the improvements that will reestablish Balboa Park's greatness in the centennial year.

USER SURVEY REPORT

2007

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TABLE OF CONTENTS

I BACKGROUND AND APPROACH	1
II KEY RESULTS AND CONCLUSIONS	3
III VISITATION	6
IV REVIEW OF RESULTS	8
Survey Characteristics	8
User Characteristics	11
Parking	18
Experience at Balboa Park	27
Inconveniences	33
Places Visited/Activities Participated In	34
San Diego Visitors	41
Party Characteristics & Respondent Demographics	43
QUESTIONNAIRE	51
APPENDIX	54

LIST OF FIGURES

Figure 1	Location of Interview	6
Figure 2	Language in Which Survey Was Administered	7
Figure 3	English Proficiency of Respondents Who Took Survey in Spanish	8
Figure 4	Percentage of First-Time Visitors	9
Figure 5	Average Number of Repeat Visits in Last 12 Months	10
Figure 6	Reasons for Visiting Balboa Park	11
Figure 7	Average Number of Hours Respondents Plan to Spend or Spent In Balboa Park (By Day)	12
Figure 8	Where Respondents Entered Balboa Park	13
Figure 9	Method of Transportation	14
Figure 10	Where Respondents Who Drove Parked	15
Figure 11	Excellent/Good Ratings of Availability of Parking	16
Figure 12	Excellent/Good Ratings of Signage to Parking	17
Figure 13	Excellent/Good Ratings of Convenience of Parking	18
Figure 14	Excellent/Good Ratings of Parking Shuttle	19
Figure 15	Percent Agree With “Parking Negatively Impacts My Decision To Visit Balboa Park”	20
Figure 16	Percent Agree with “I Would Prefer More Open Space and Gardens to More Centralized Parking”	21
Figure 17	Percent Agree with “I Would Prefer More Centralized Parking”	22
Figure 18	Percent Agree with “The Balance Between Open Space and Parking Is About Right”	23
Figure 19	Percentage of Respondents Who Used or Will Use The Red Shuttle on Day of Visit	24
Figure 20A	Excellent/Good Ratings of Overall Satisfaction	25
Figure 20B	Excellent/Good Ratings of Landscaping	26
Figure 20C	Excellent/Good Ratings of Road Upkeep	27
Figure 20D	Excellent/Good Ratings of Sidewalk Upkeep	28
Figure 20E	Excellent/Good Ratings of Personal Safety	29
Figure 20F	Excellent/Good Ratings of Ability to Find Way Around	30

LIST OF FIGURES (Continued)

Figure 21	Percentage of Respondents Who Experienced an Inconvenience	31
Figure 22A	Places Visited	32
Figure 22B	Places Visited	33
Figure 23A	Recreational Activities Respondents Participated in or Intend To Do on Day of Visit	34
Figure 23B	Recreational Activities Respondents Participated in or Intend To Do on Day of Visit	35
Figure 24	Did or Will Visit the Balboa Park Visitor Center	36
Figure 25	Did or Will Visit A Public Event or Festival	37
Figure 26	Aware of Organization Responsible for Operating Balboa Park	38
Figure 27	Balboa Park Primary Reason for Visiting San Diego (Of Non-Residents)	39
Figure 28	Average Number of Nights Staying in San Diego (Of Respondents Visiting San Diego)	40
Figure 29	Origin of Visitors	41
Figure 30	Average Number of Adults/Children in Party	42
Figure 31	Parties With Children	43
Figure 32	Average Number of Adults/Children in Party	44
Figure 33	Age Categories of Respondents	45
Figure 34	Ethnicity of Respondents	46
Figure 35	Average Median Household Income	47
Figure 36	Household Income Levels	48

BALBOA PARK

USER SURVEY REPORT

2007

I BACKGROUND AND APPROACH

Morey Group was retained by the Legler Benbough Foundation, Parker Foundation, and the San Diego Foundation to identify Balboa Park user characteristics and impressions of Balboa Park.

A two-fold approach was used to obtain user information. In the most heavily used portion of the Park, an on-site intercept survey was conducted during a one week period in August and again in September. Four interviewers conducted interviews at four different locations in the center portion of the Park. Surveyors were positioned at the Prado, Eastern Fountain, Bay Tree, and the Palisades parking.

Additionally, a telephone survey of San Diego County was conducted. The purpose of the survey was to ascertain information from users of other parts of the park which would be difficult and otherwise costly to obtain.

This report summarizes the findings from both projects.

A total of 703 interviews were conducted August 19 – 26 and 1252 interviews were conducted September 24 – 30 by Friedman Marketing. The percent error based on a sample size of 703 is ±3.7% and of 1252 respondents is ±2.8%; the combined the percent error based on a total of 1,955 is ±2.2%. Interviews were conducted at four different locations between the hours of 10 am and 7 pm. Interviewers were bilingual; 39% of surveys conducted were conducted in Spanish. The questionnaire was designed by Morey Group with input from the Benbough Foundation. A copy of the questionnaire is attached.

1237 households were contacted to conduct 800 surveys in which a member of the household visited Balboa Park in the last 12 months. This suggests that within 65% of San Diego County households, someone visited the Park in the last 12 months. The percentage visiting as described here is likely skewed upwards due to participation bias in which survey participants are more likely to participate in a survey in which they have a predisposed interest. The percent error based on a sample size of 800 is ±3.5%.

In summary, 1955 on-site surveys were conducted and 800 SD County surveys were conducted.

II KEY RESULTS AND CONCLUSIONS

Visit Characteristics

65% of August users and 41% of September users were visiting the Park for the first time. This is a result we would expect to see due to fewer tourists visiting in September.

Survey respondents from zip codes neighboring the Park used the Park with the greatest frequency. Based on the telephone survey, neighbors visit on average 20.1 times a year, other San Diego City residents visit an average of 8.6 times a year, and other San Diego County residents visit an average of 5.8 times a year.

Roughly half of the users enter Balboa Park via the Laurel Street Bridge.

Among County residents, the primary reason for visiting the Park is to visit a museum, the zoo, or attend the theater (69%), 20% visit for recreational activity, 17% visit for leisure activity, and 14% visit for public events or festivals.

20% of August users and 15% of September users were visiting San Diego to go to the Park. This suggests the Park (or the attractions or events within the Park) drive a significant amount of visitation to San Diego. In both months, more than 75% of users said the Park was the primary or one of several reasons for visiting San Diego.

August tourists were staying in San Diego an average of 3.1 nights compared to September tourists who stayed an average of 4.6 nights.

6% of users were from neighboring zip codes, 18% were from other areas in San Diego City, 45% were from other areas in San Diego County, 11% were from other areas in California, 15% were from other states outside California, and 4% were from outside the US. The percentage of users from outside California was significantly higher in August (25%) than in September (6%).

The average party size was 2.1 adults and .8 children.

48% were visiting with children. The percentage visiting with children was higher in August (56%) than in September (42%). 54% of County residents use the Park with children.

The average age of adults is 36.0 years and the average age of children is 9.9 years.

52% of August users were Hispanic or Latino which decreased to 38% in September, while the percentage of Caucasian users increased from 27% in August to 42% in September. In contrast, 76% of telephone survey respondents were Caucasian. In August, a higher percentage of other races also visited, 15% were Asian, 15% Native American, and 10% were African-American. These decreased to 9% and 4% respectively; while the percentage of African-American respondent remained unchanged.

> Interviewees were given an opportunity to take the interview in English or Spanish. 53% of August respondents conducted the survey in English compared to 70% of September respondents.
>
> 26% of on-site survey respondents and 29% of telephone survey respondents speak English "very well", and respectively, 48% and 17% speak English "pretty well."

Park Ratings

The Park is highly rated.

95% of County residents rated overall satisfaction with the Park as excellent or good. On-site users rated overall satisfaction lower, particularly in August.

98% of County residents rated Park landscaping as excellent or good. On-site users rated landscaping lower, particularly in August.

86% of County residents rated road upkeep as excellent or good. On-site users rated road upkeep higher in September.

88% of County residents rated sidewalk upkeep as excellent or good. On-site users rated sidewalk upkeep higher in September.

82% of County residents rated personal safety as excellent or good. On-site users rated personal safety higher in September.

A significant percentage of County residents and August users experienced an inconvenience while visiting. The most common inconvenience was related to parking.

Parking

Nearly all San Diego County residents (96%) drive to the Park. Roughly, 40% park in an internal lot, 20% park at the Zoo, 15% park on or around 6th Street, 11% park on Park Boulevard, and 12% park someplace else.

Parking ratings are not particularly high, but they are similar to parking ratings of urban destinations which suggests parking at the Park is not more problematic than it is for other urban destinations. This certainly does not mean parking is not inconvenient on certain days, but overall, it is generally acceptable.

Ratings of parking availability were higher in September. 40% of County residents rated parking availability as excellent or good.

Ratings of parking signage improved negligibly in September as compared to August. 56% of County residents rated parking signage as excellent.

Rating of parking convenience was higher in September. 55% of County residents rated parking convenience as excellent.

40% of County residents believe parking negatively impacts their decision to visit the Park.

59% of County residents would prefer to have more open space than centralized parking. At the same time, 54% of County residents would prefer to have more centralized parking. This suggests that while residents would prefer to have more centralized parking, they would rather have more open space.

74% of County residents believe the balance between open space and parking is about right.

Roughly 30% used the Red Parking Shuttle on the day of their visit.

III VISITATION

We project Balboa Park receives approximately **9.5 million** annual visits. This figure was achieved using two separate models.

On-Site Survey and Real Attendance Model

Using the on-site user survey and real attendance figures at 19 different museums, theaters, and the zoo we project there are **9,471,755** annual visits.

This figure was achieved by multiplying the annual attendance at 19 different museums, theaters, and the zoo (5,569,392) by the percentage of survey respondents visiting Balboa Park to visit a museum, theater, or zoo (49%), which results in 11,366,106 visits. However, visitors visit more than one facility per visit. The on-site survey suggests visitors visit 2.4 facilities per visit, but we believe this number is inflated since the survey was not conducted as an exit survey (by design) and we believe survey respondents intended to visit 2.4 facilities but in fact, did not. The average length of stay at the park was approximately 3.5 hours and the average length of stay at a museum is 2.0 hours. Factoring in parking time, walking time, and other activity time, we believe visitors actually visited 1.2 facilities during their visit (it is important to note this is an assumption).

	2.4 Visit Model	1.2 Visit Model
Total Attendance at 19 Museums, Zoo, Theater	5,569,392	5,569,392
Percent Visiting for Another Reason	49%	51%
Total # of Visits	11,366,106	11,366,106
# of Museums, Zoo, or Theater Visited	2.4	1.2
Total # of Visitors	4,735,878	9,471,755

SD County Survey Household Models

Using results from the San Diego County Telephone, census data, and the on-site survey we project there are **9,611,901** annual visits.

This figure was achieved by multiplying the total number of households in SD County (1,039,619) by the percentage of households who have visited Balboa Park in the last year (65%) and the average number of persons visiting per party (2.8) which results in 1,892,107 SD County visitors. These visitors visit more than once a year. We applied two different approaches to obtain visitation numbers, the first used the average number of visits (7.8) and the second used the median number of visits (4.0). We believe the median number approach is more accurate. Using the total number of visits and multiplying it by the percentage of Balboa Park users from SD County we obtain the 9,611,901 visits figure.

	Average Visits Model	Median Visits Model
# of SD County Housing Units	1,039,619	1,039,619
% Visiting Balboa Park	65%	65%
# of Household Visiting Balboa Park	675,752	675,752
Average # of Visitors per Household	2.8	2.8
Total SD County Visitors	1,892,107	1,892,107
Average Number of Visits	7.8	
Median Number of Visits		4.0
Total SD County Visits	14,758,431	7,568,426
Percent of SD County Visitors	73%	73%
Total	**18,743,208**	**9,611,901**

IV REVIEW OF RESULTS

SURVEY CHARACTERISTICS

Figure 1

LOCATION OF INTERVIEW

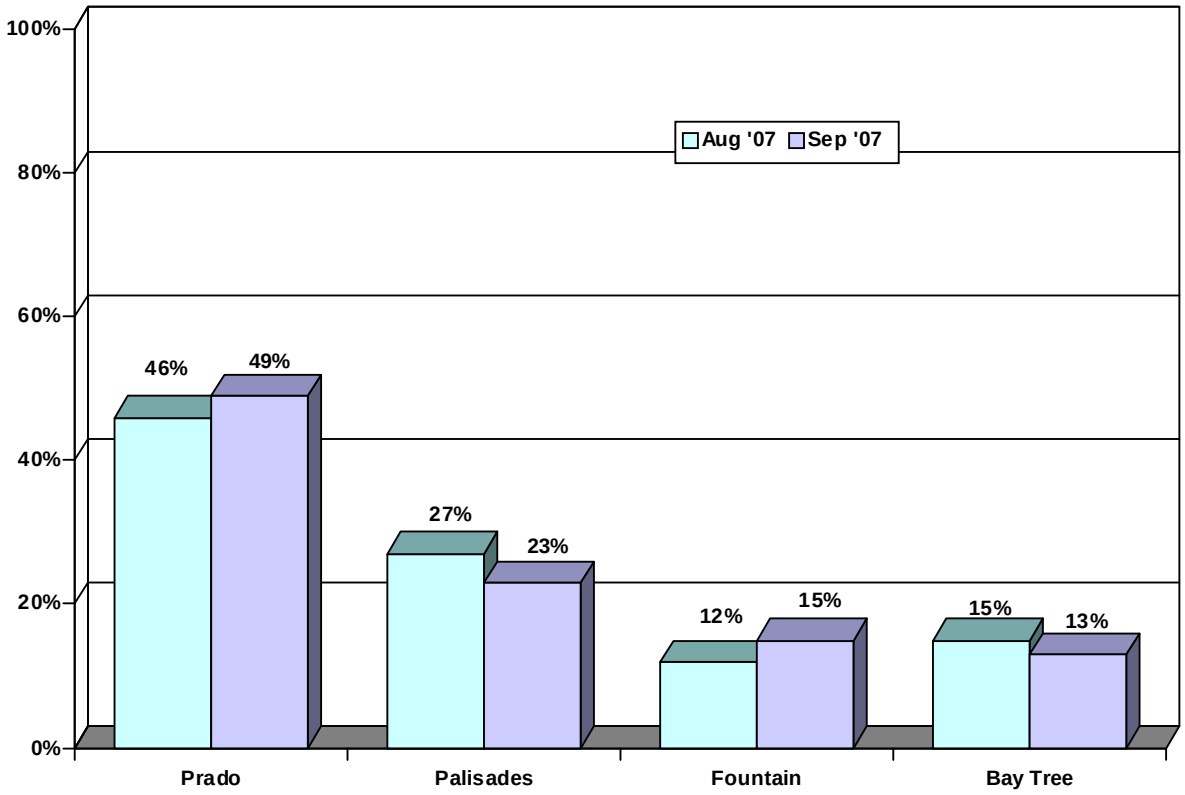


Figure 2

LANGUAGE IN WHICH SURVEY WAS ADMINISTERED

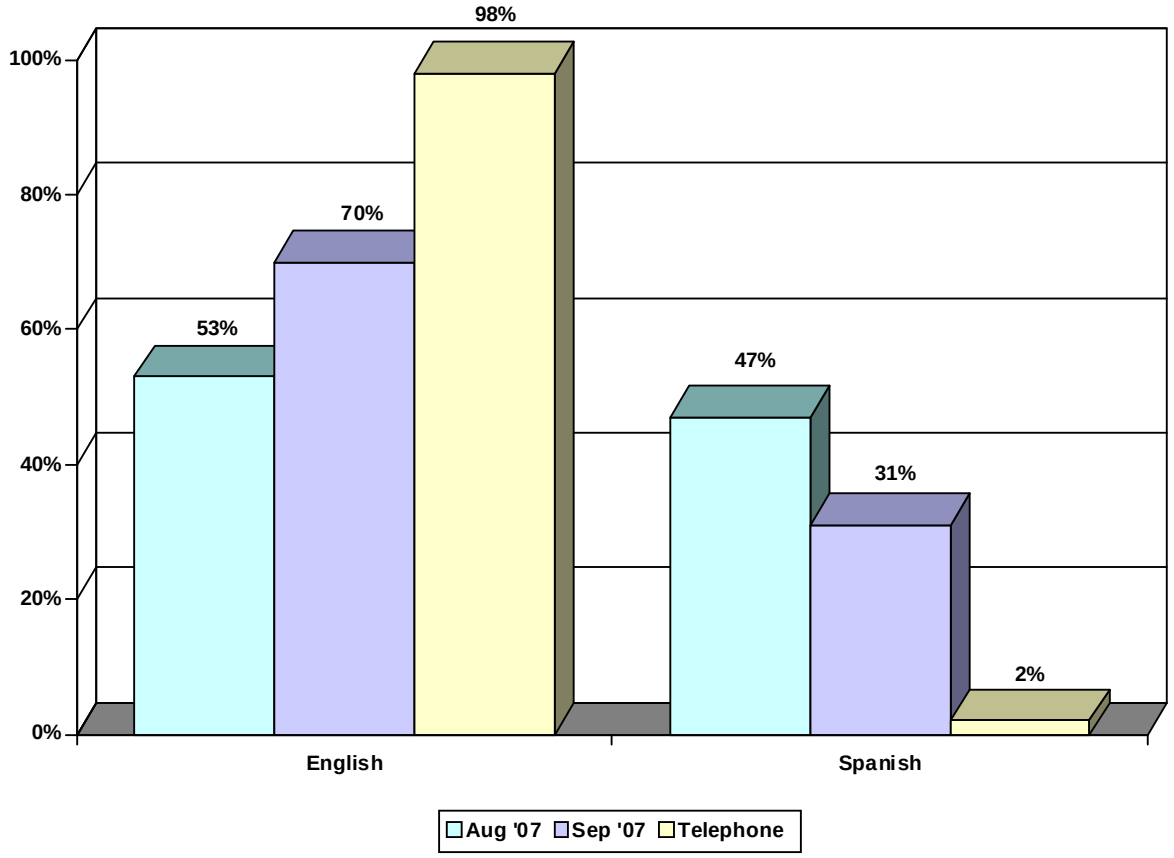
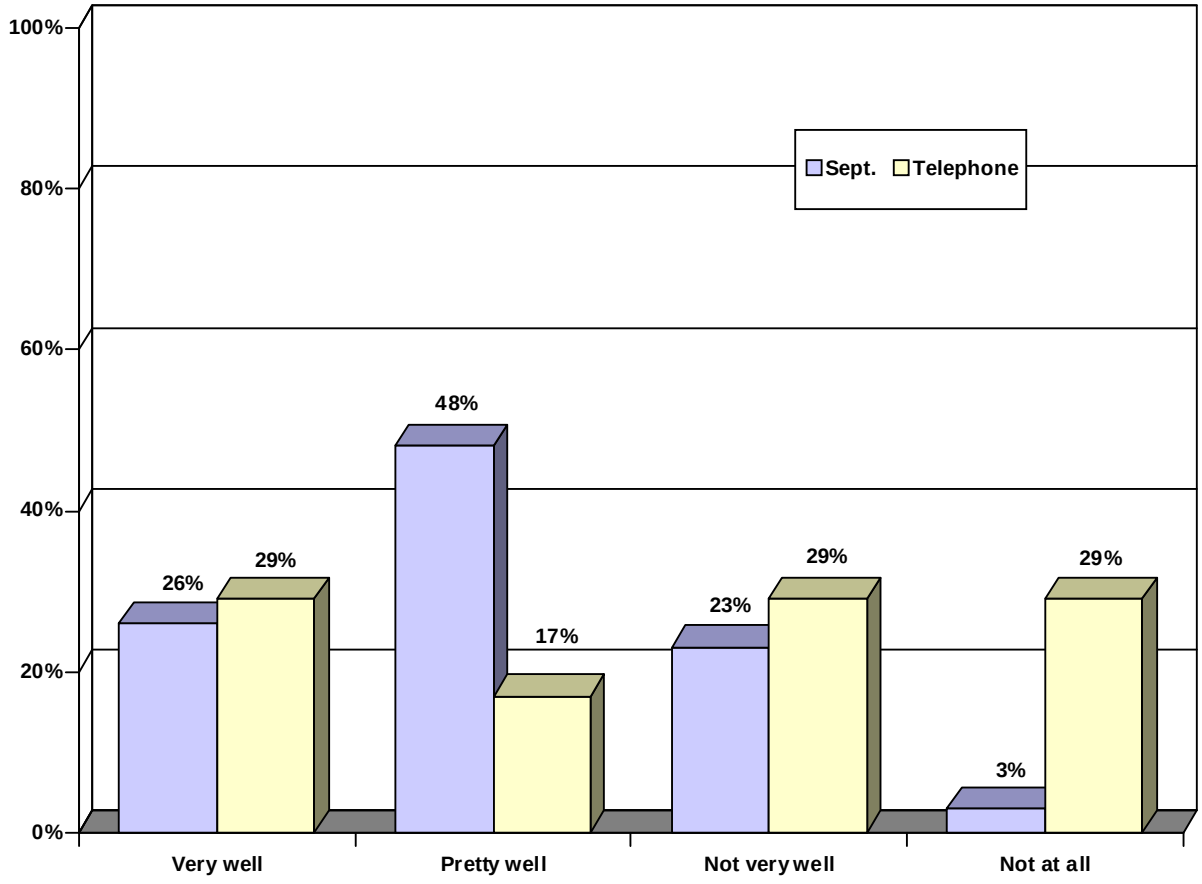


Figure 3

ENGLISH PROFICIENCY OF RESPONDENTS WHO TOOK SURVEY IN SPANISH



USER CHARACTERISTICS

Figure 4

PERCENTAGE OF FIRST-TIME VISITORS

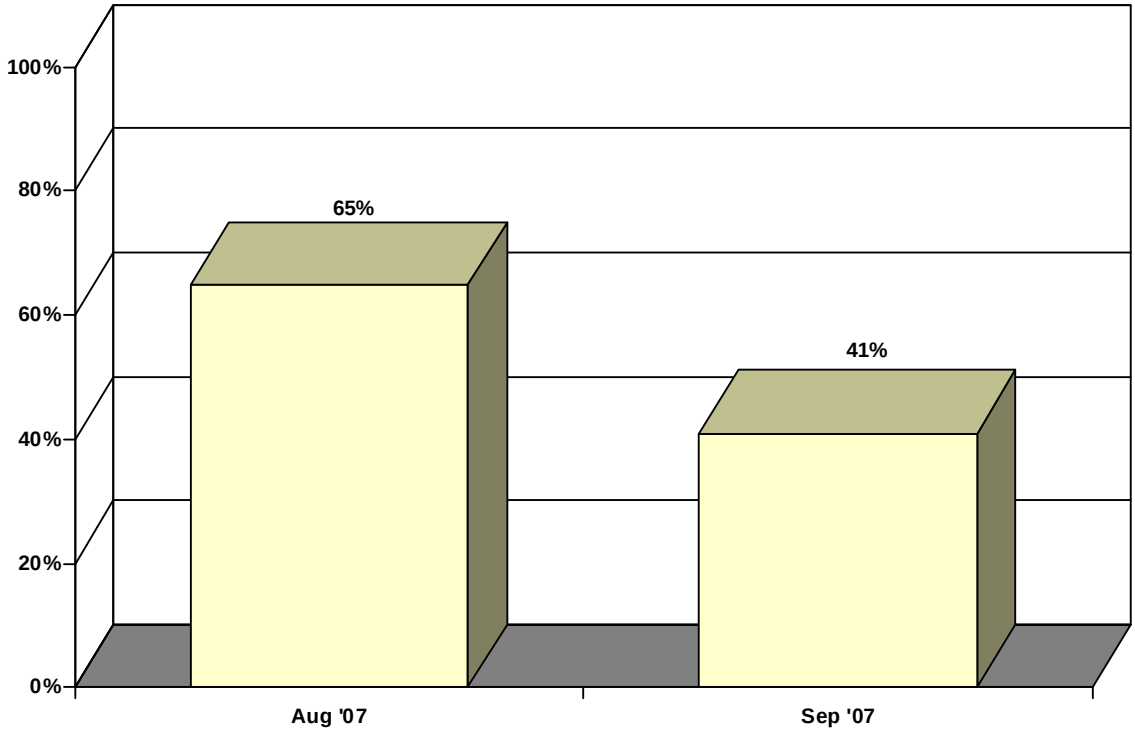


Figure 5

AVERAGE NUMBER OF REPEAT VISITS IN LAST 12 MONTHS

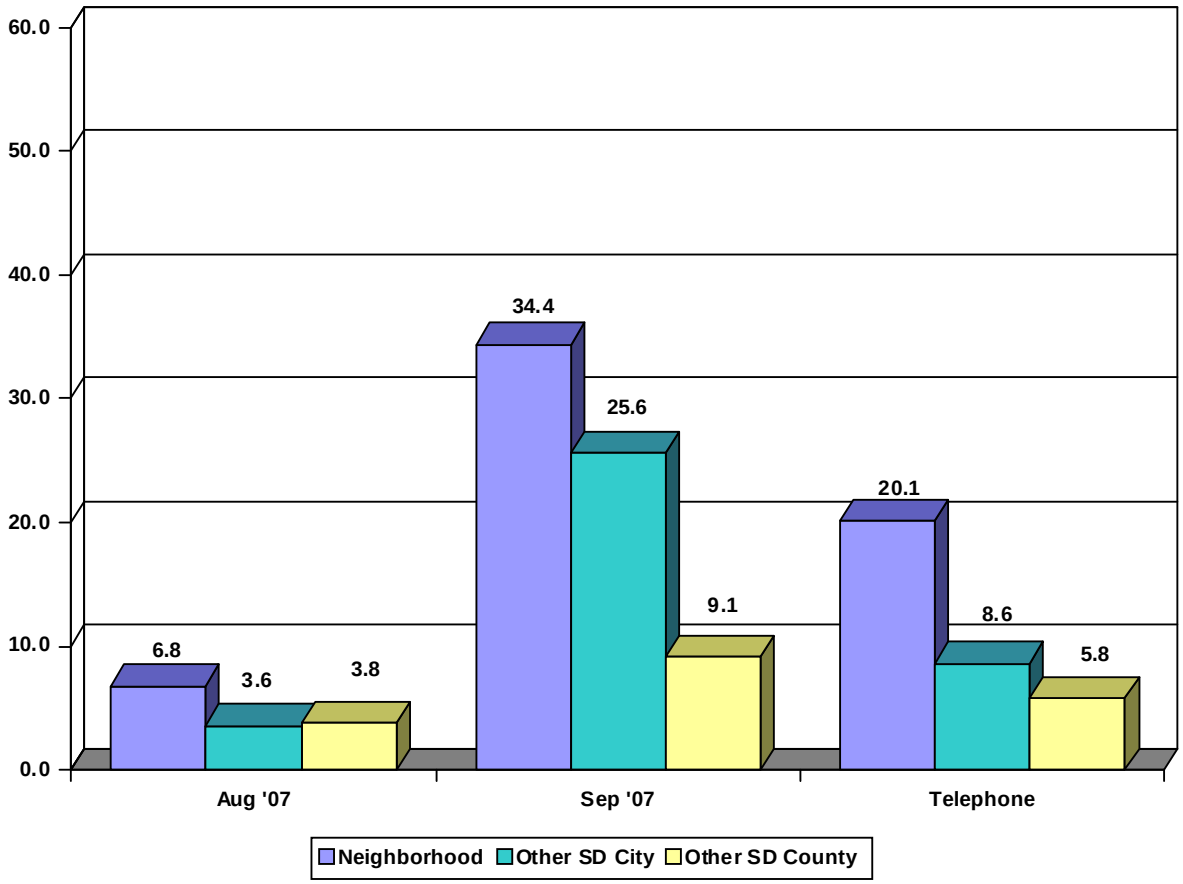


Figure 6

REASONS FOR VISITING BALBOA PARK

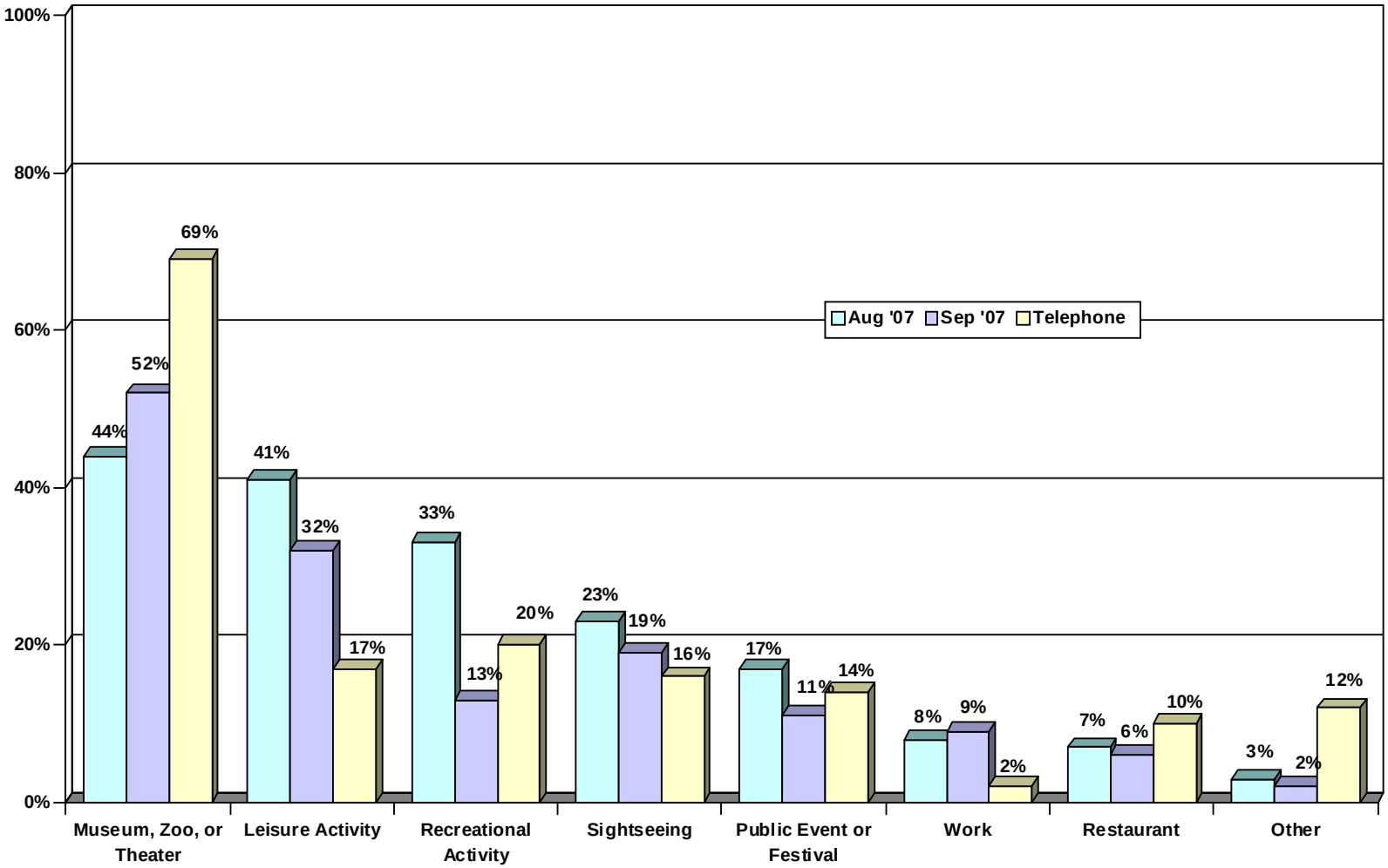


Figure 7

AVERAGE NUMBER OF HOURS RESPONDENTS PLAN TO SPEND OR SPENT IN BALBOA PARK (BY DAY)

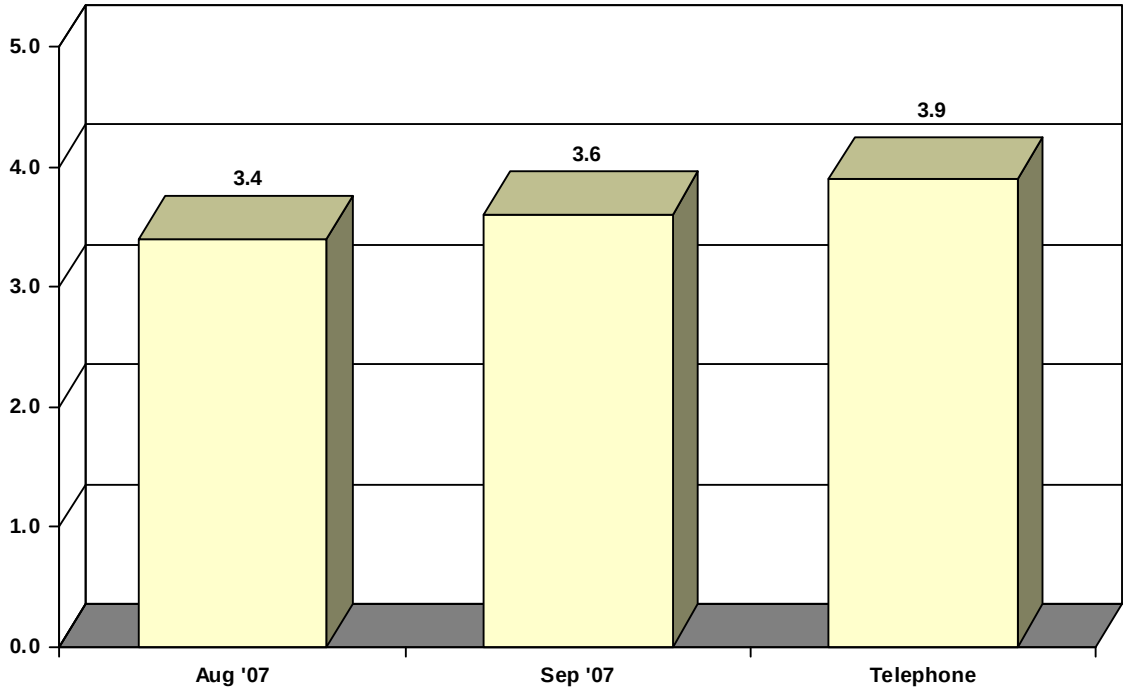


Figure 8

WHERE RESPONDENTS ENTERED BALBOA PARK

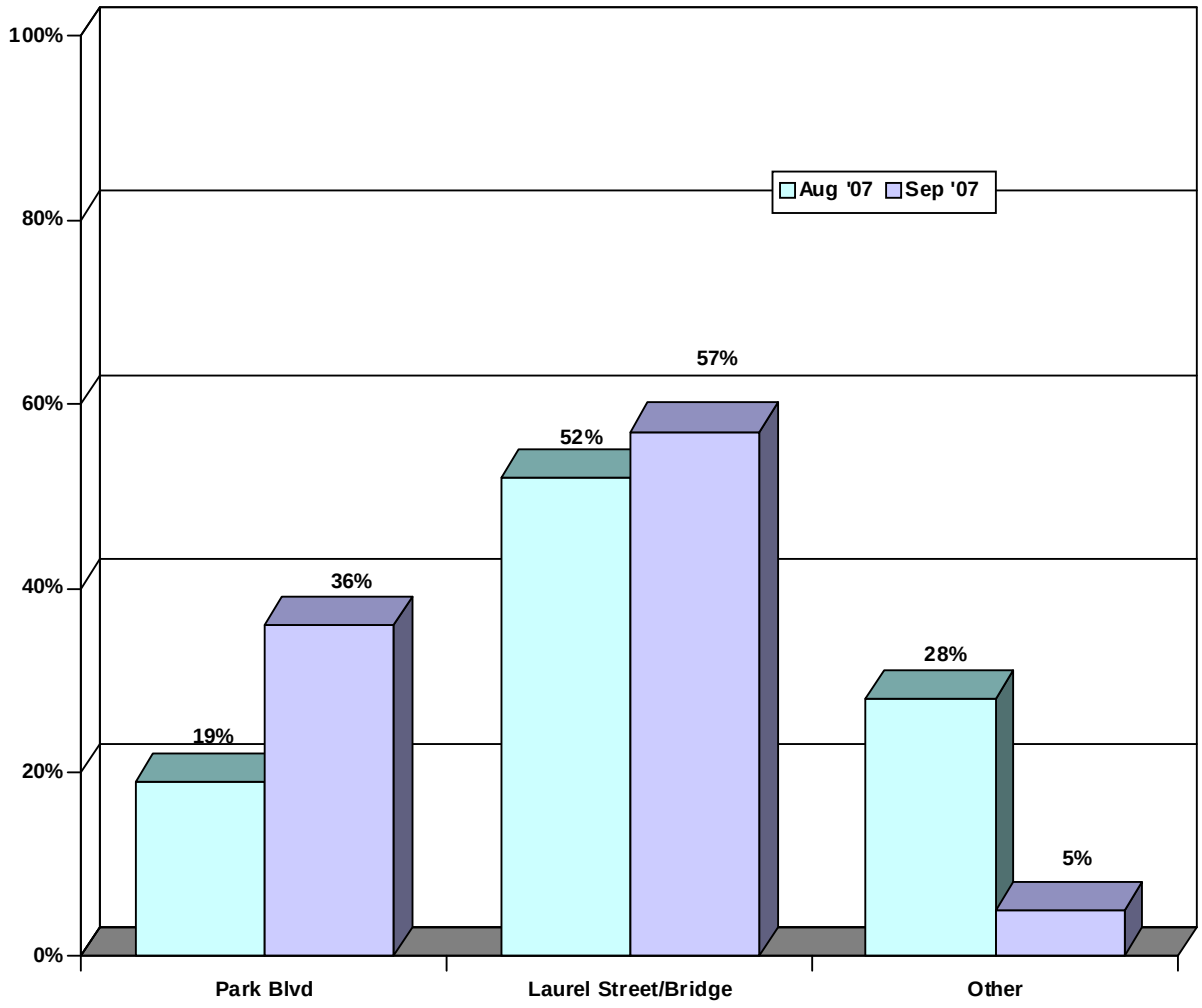


Figure 9

METHOD OF TRANSPORTATION

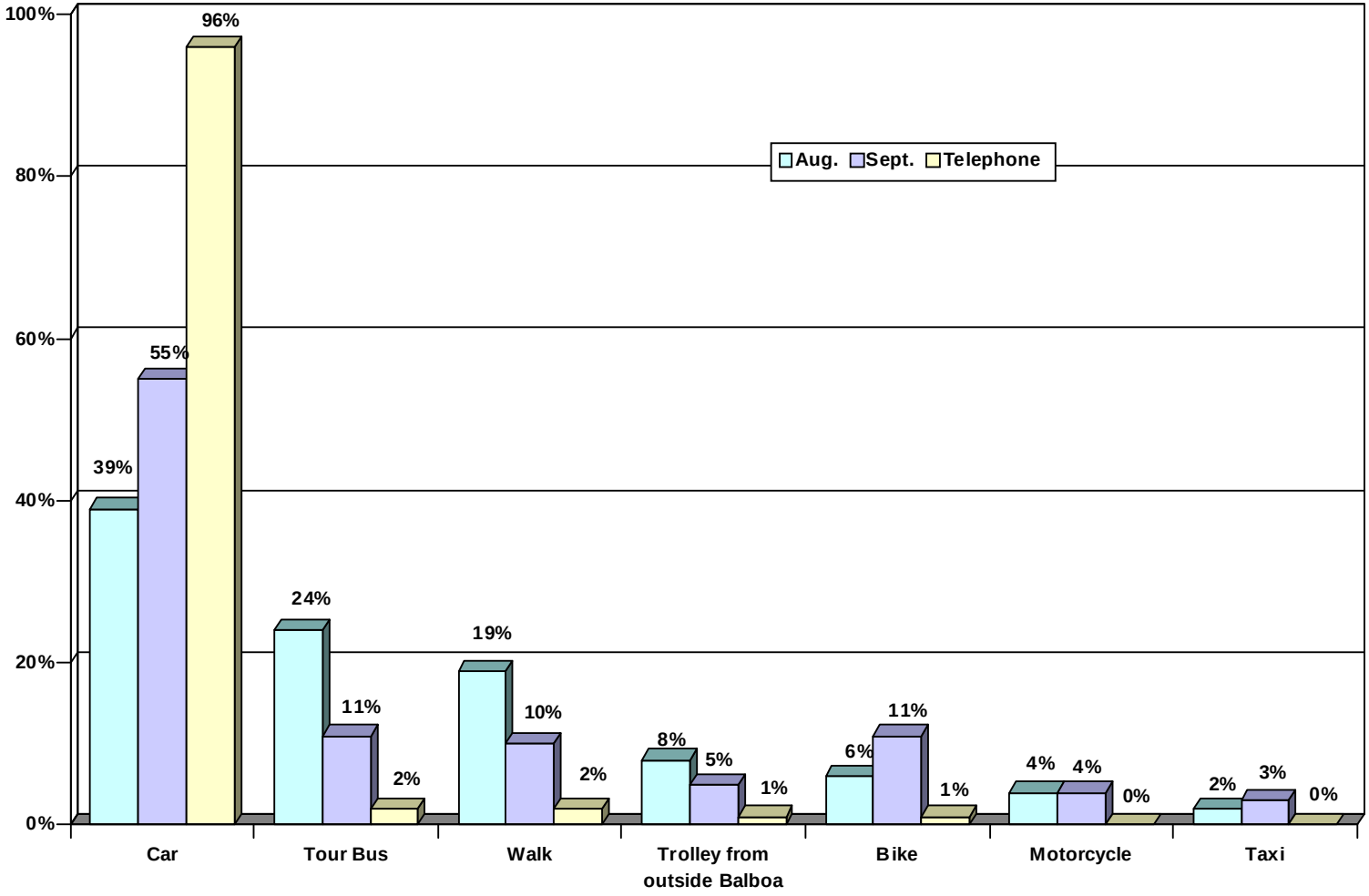
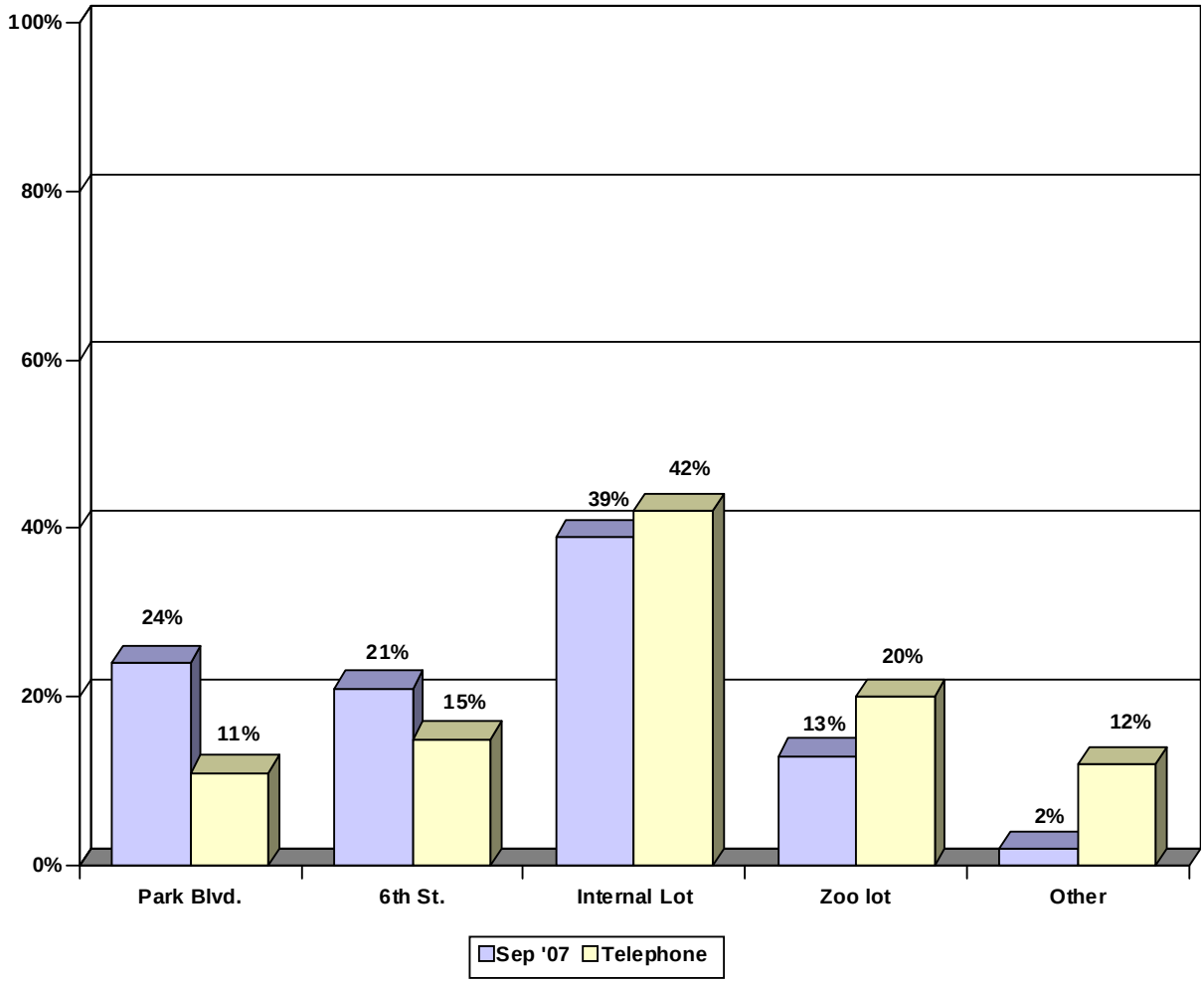


Figure 10

WHERE RESPONDENTS WHO DROVE PARKED



PARKING

Figure 11

EXCELLENT/GOOD RATINGS OF AVAILABILITY OF PARKING (OF RESPONDENTS WHO DROVE & PARKED)

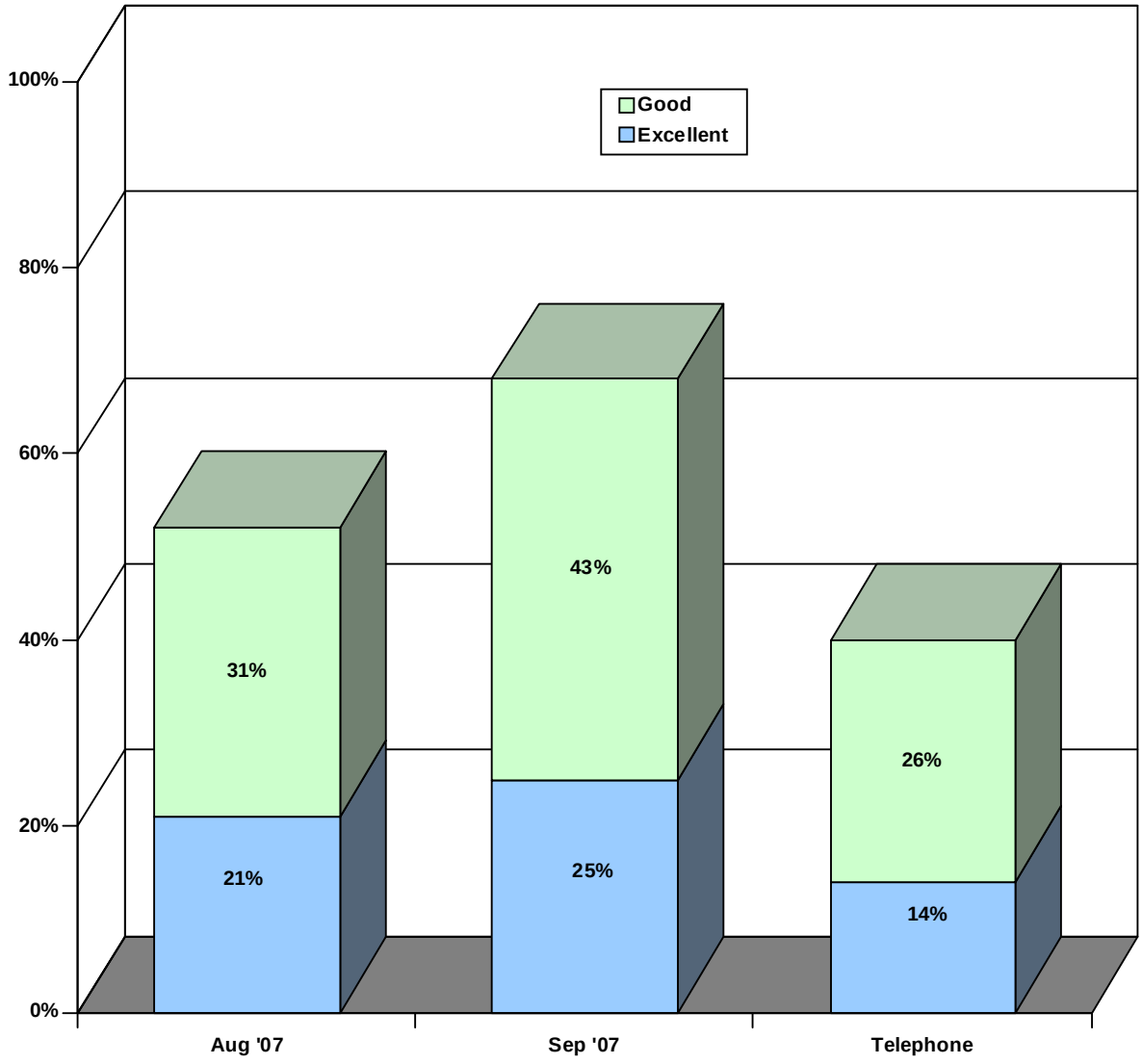


Figure 12

EXCELLENT/GOOD RATINGS OF SIGNAGE TO PARKING (OF RESPONDENTS WHO DROVE & PARKED)

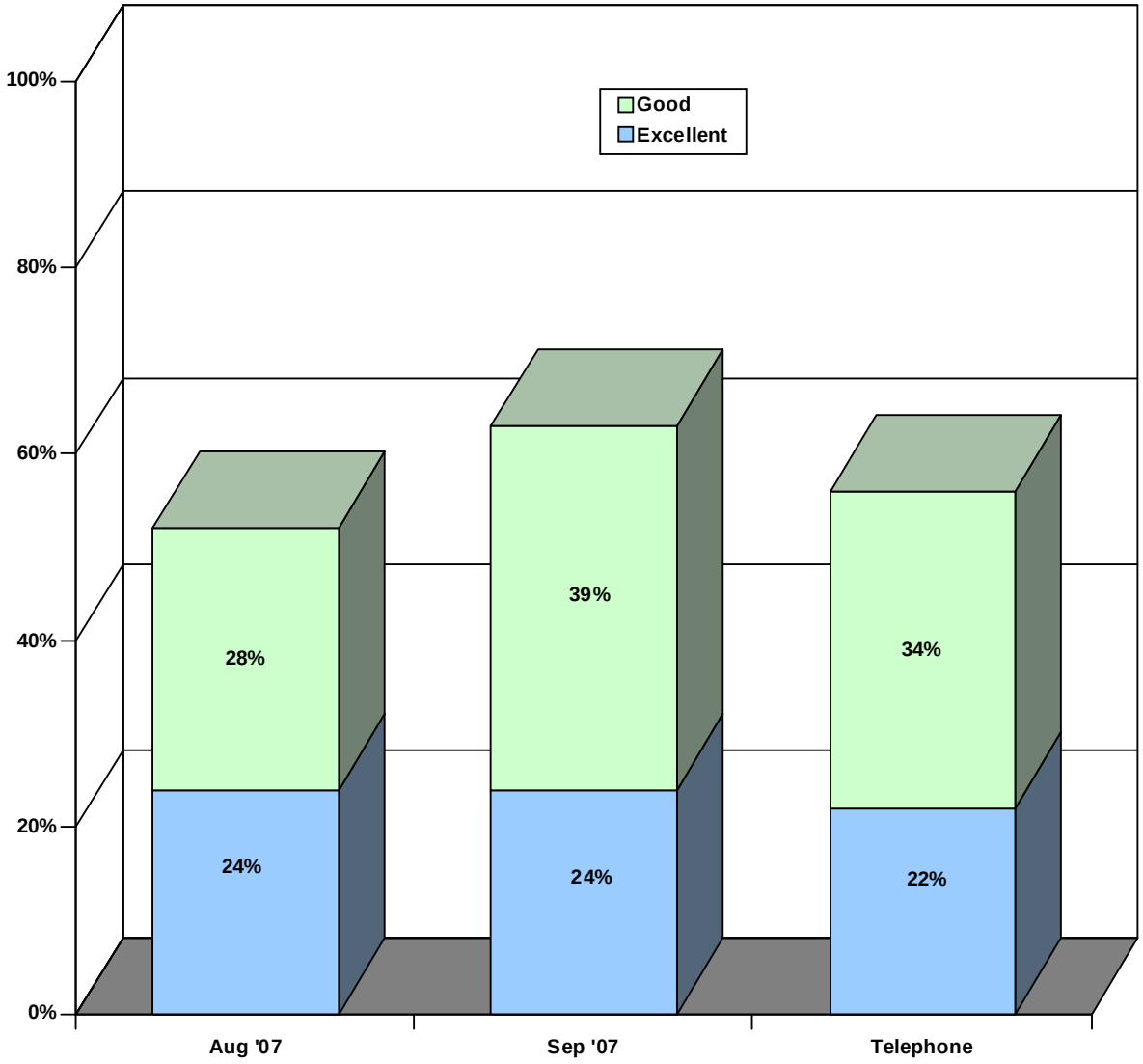


Figure 13

EXCELLENT/GOOD RATINGS OF CONVENIENCE OF PARKING (OF RESPONDENTS WHO DROVE & PARKED)

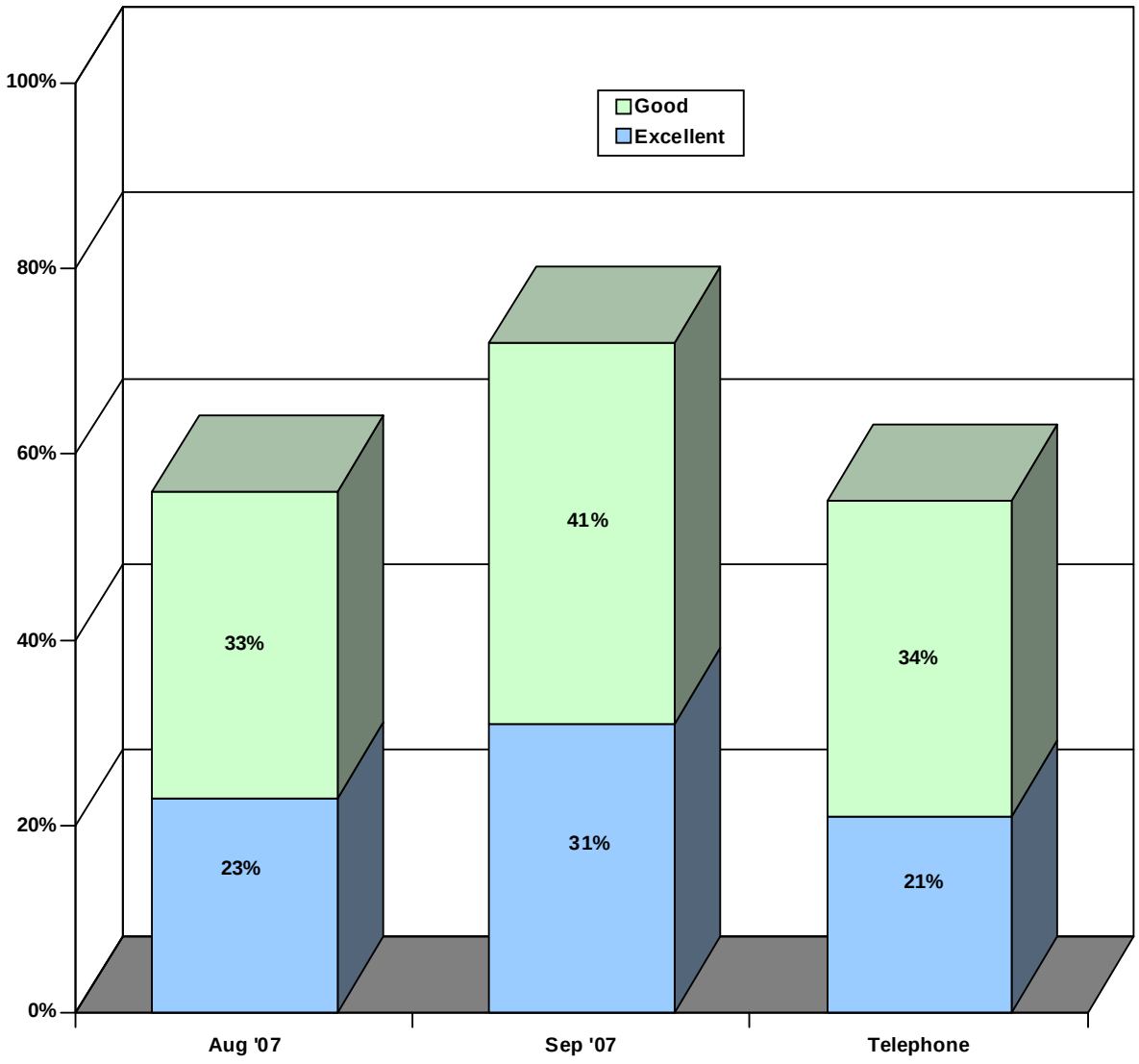


Figure 14

EXCELLENT/GOOD RATINGS OF PARKING SHUTTLE (OF RESPONDENTS WHO DROVE & PARKED)

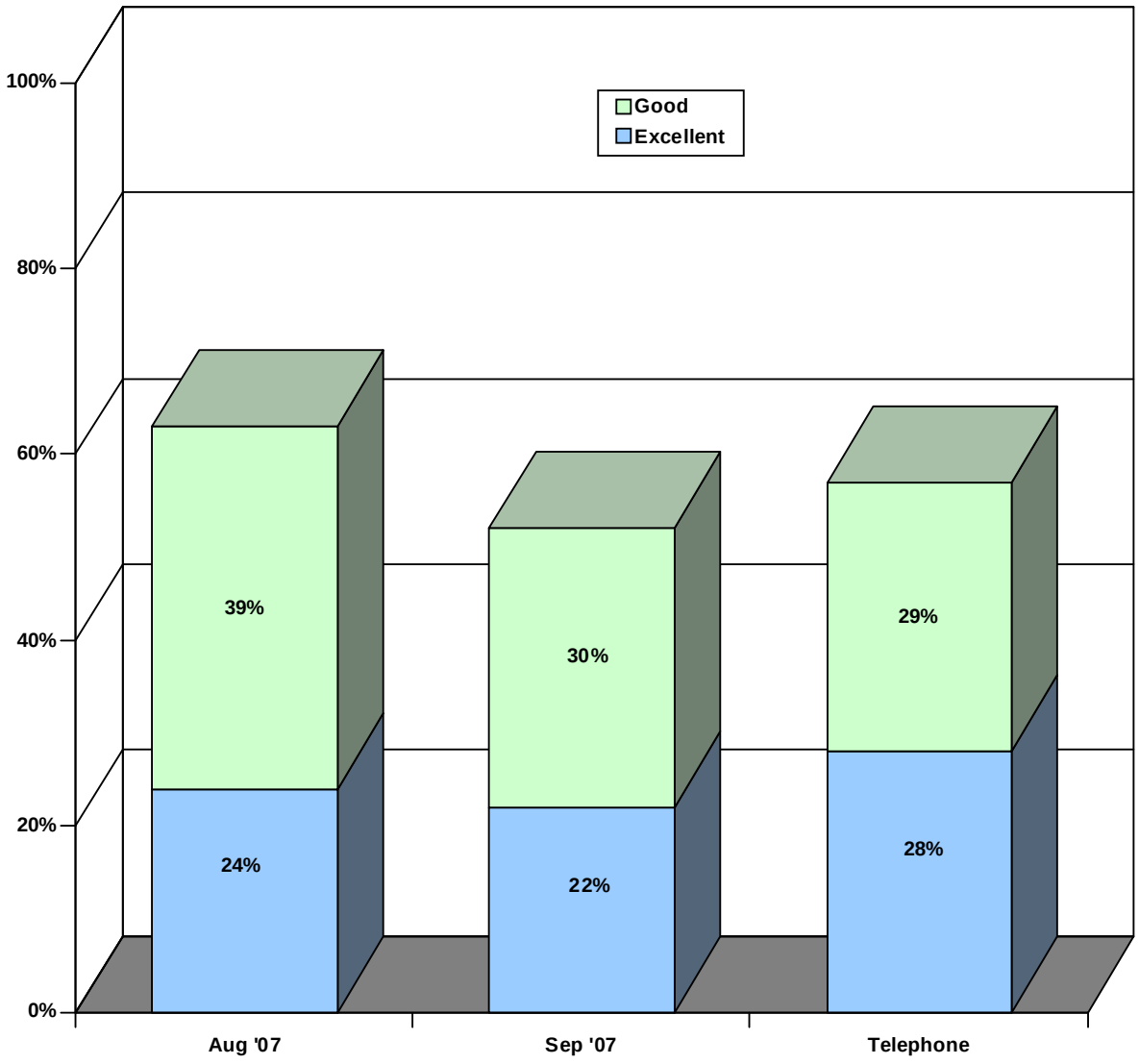


Figure 15

PERCENT AGREE WITH "PARKING NEGATIVELY IMPACTS MY DECISION TO VISIT BALBOA PARK"

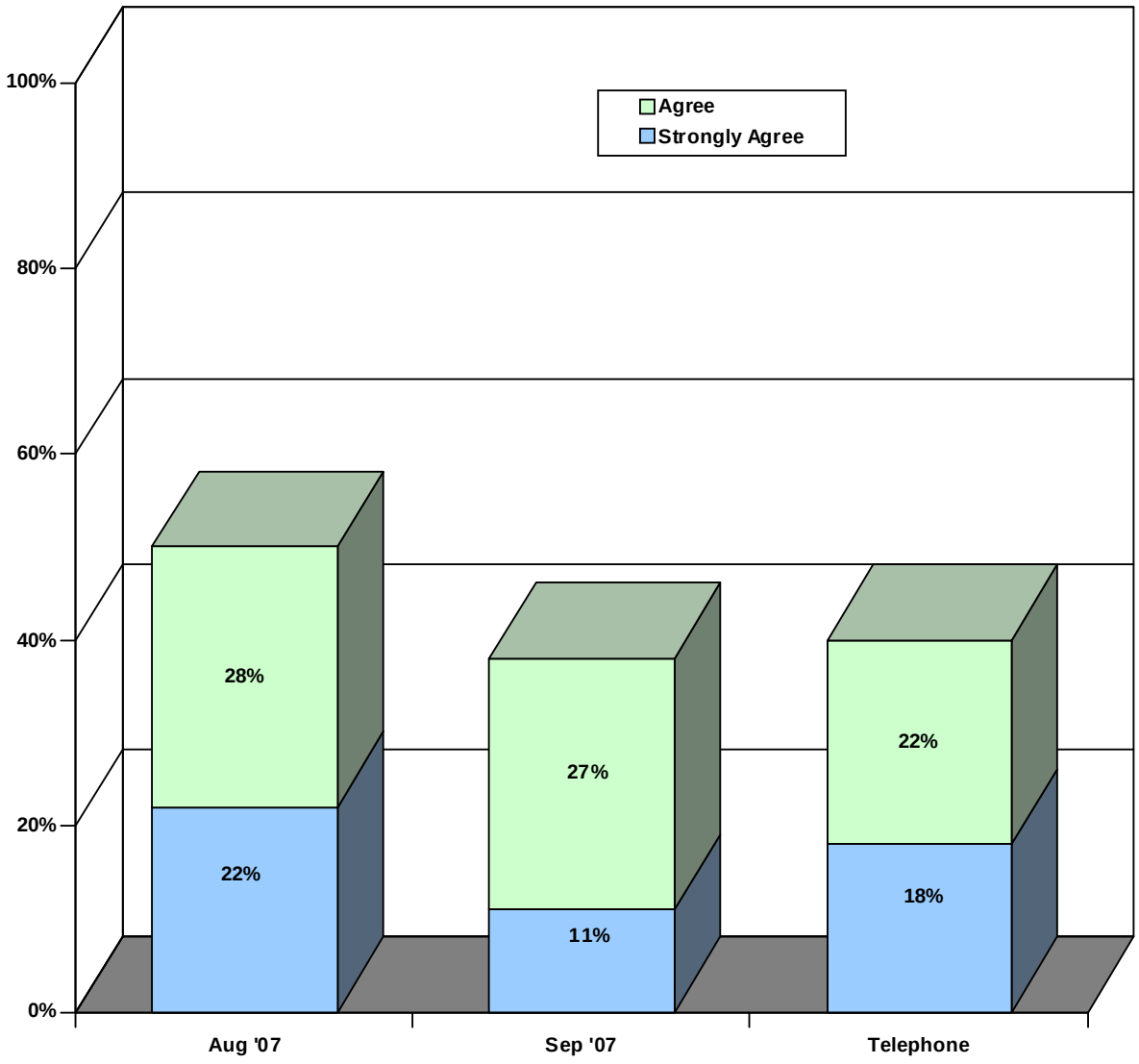


Figure 16

PERCENT AGREE WITH "I WOULD PREFER MORE OPEN SPACE AND GARDENS TO MORE CENTRALIZED PARKING"

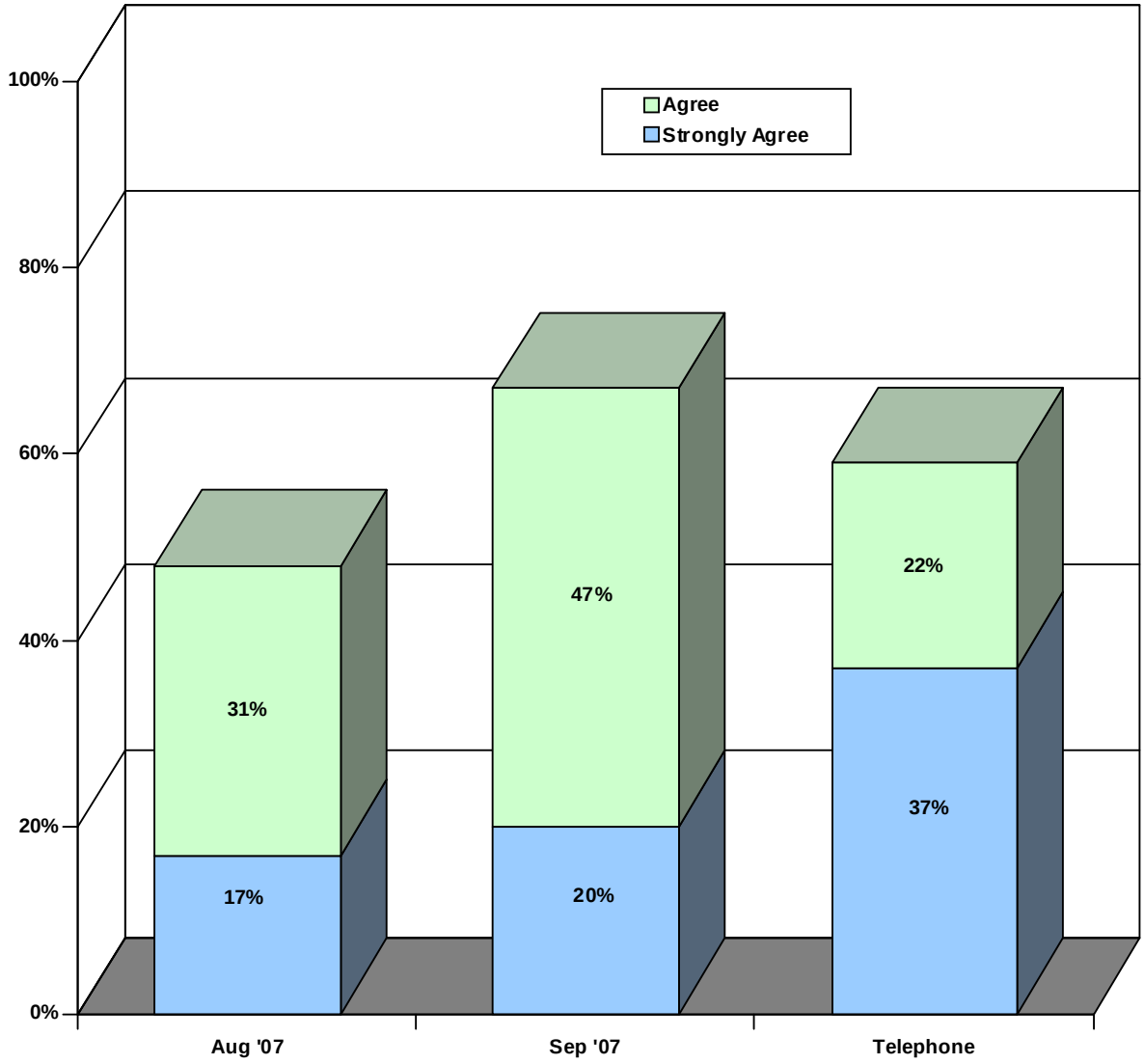


Figure 17

PERCENT AGREE WITH "I WOULD PREFER MORE CENTRALIZED PARKING"

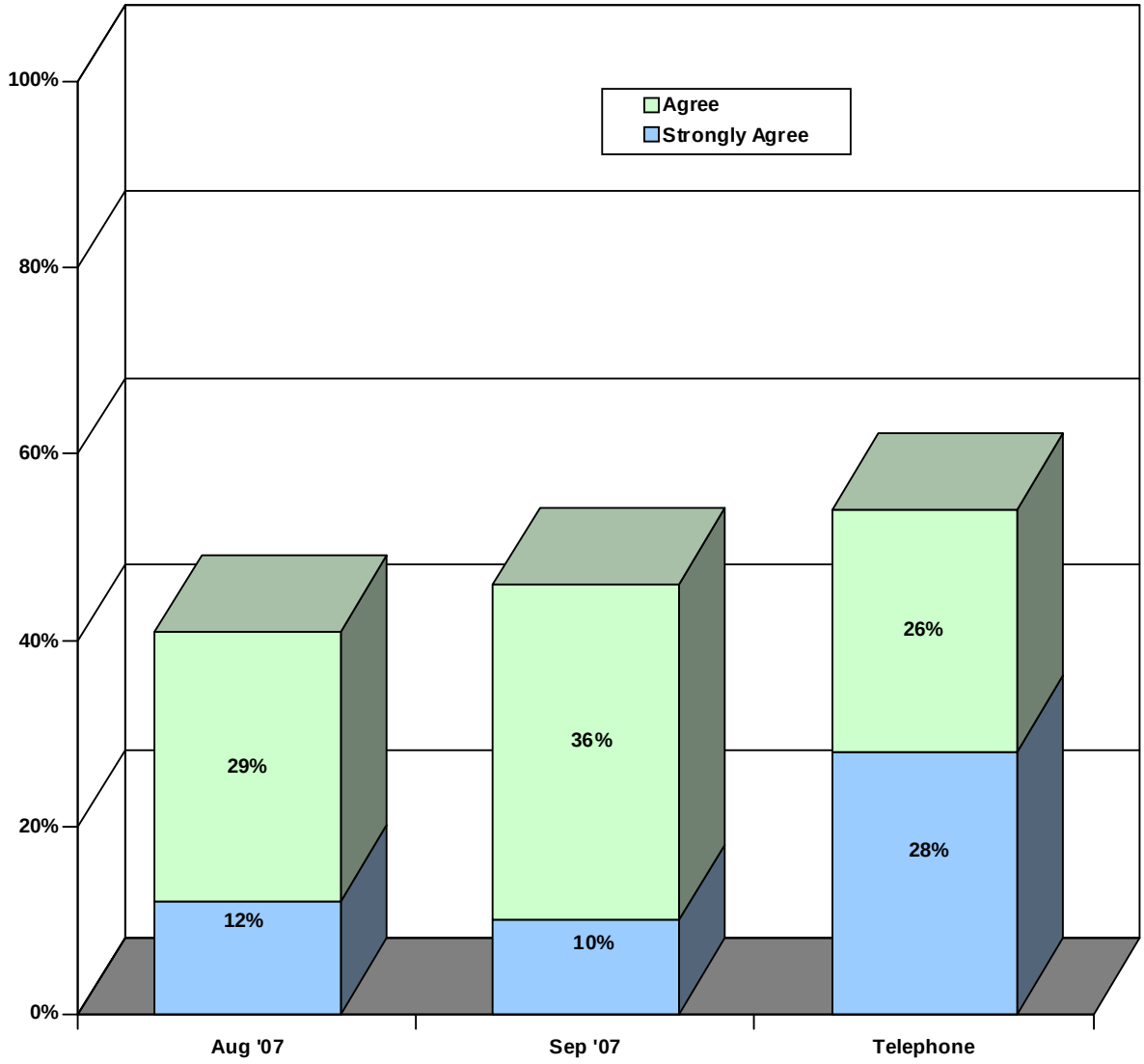


Figure 18

PERCENT AGREE WITH "THE BALANCE BETWEEN OPEN SPACE AND PARKING IS ABOUT RIGHT"

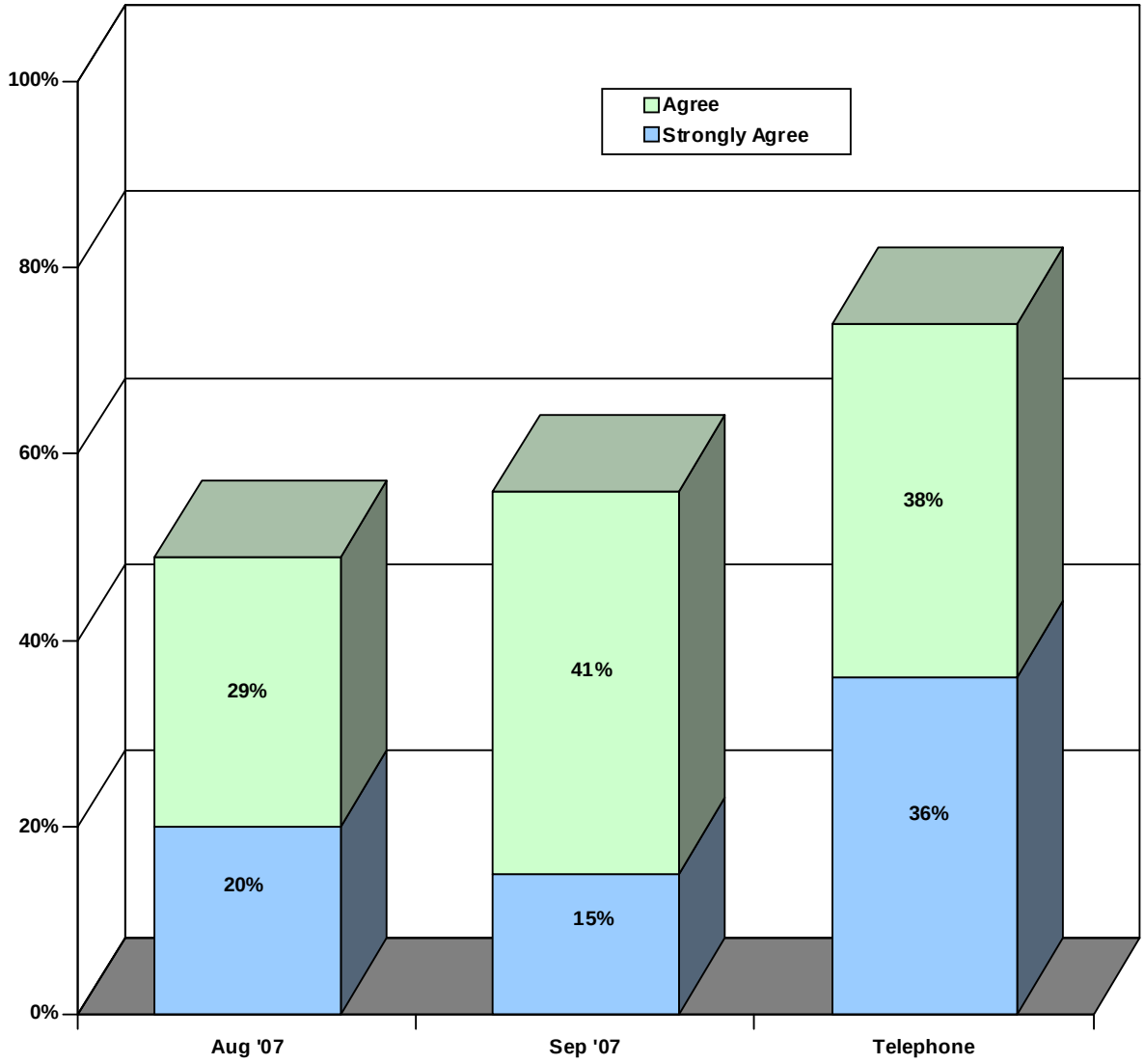
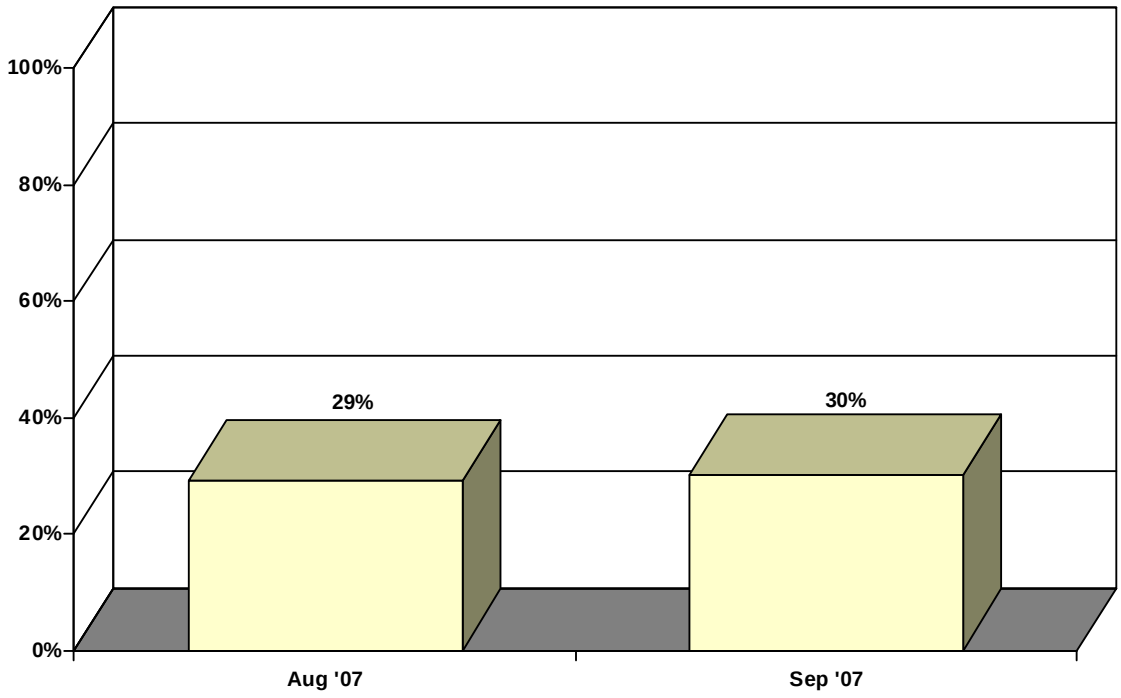


Figure 19

PERCENTAGE OF RESPONDENTS WHO USED OR WILL USE THE RED PARKING SHUTTLE ON DAY OF VISIT



9% of telephone survey respondents used the red shuttle in the last 12 months. The average number of times was .43.

EXPERIENCE AT BALBOA PARK

Figure 20A

EXCELLENT/GOOD RATINGS OF OVERALL SATISFACTION

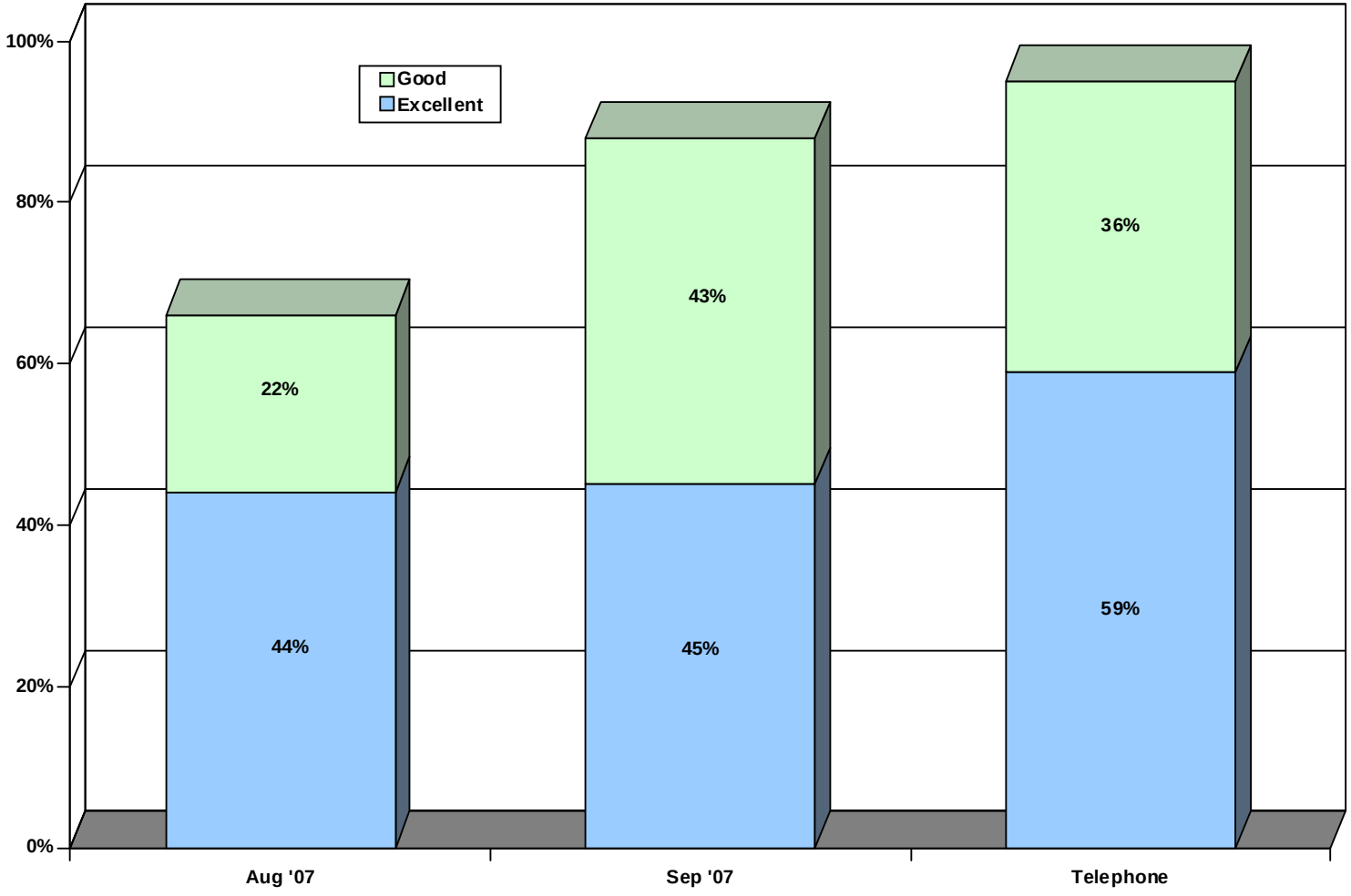


Figure 20B

EXCELLENT/GOOD RATINGS OF LANDSCAPING

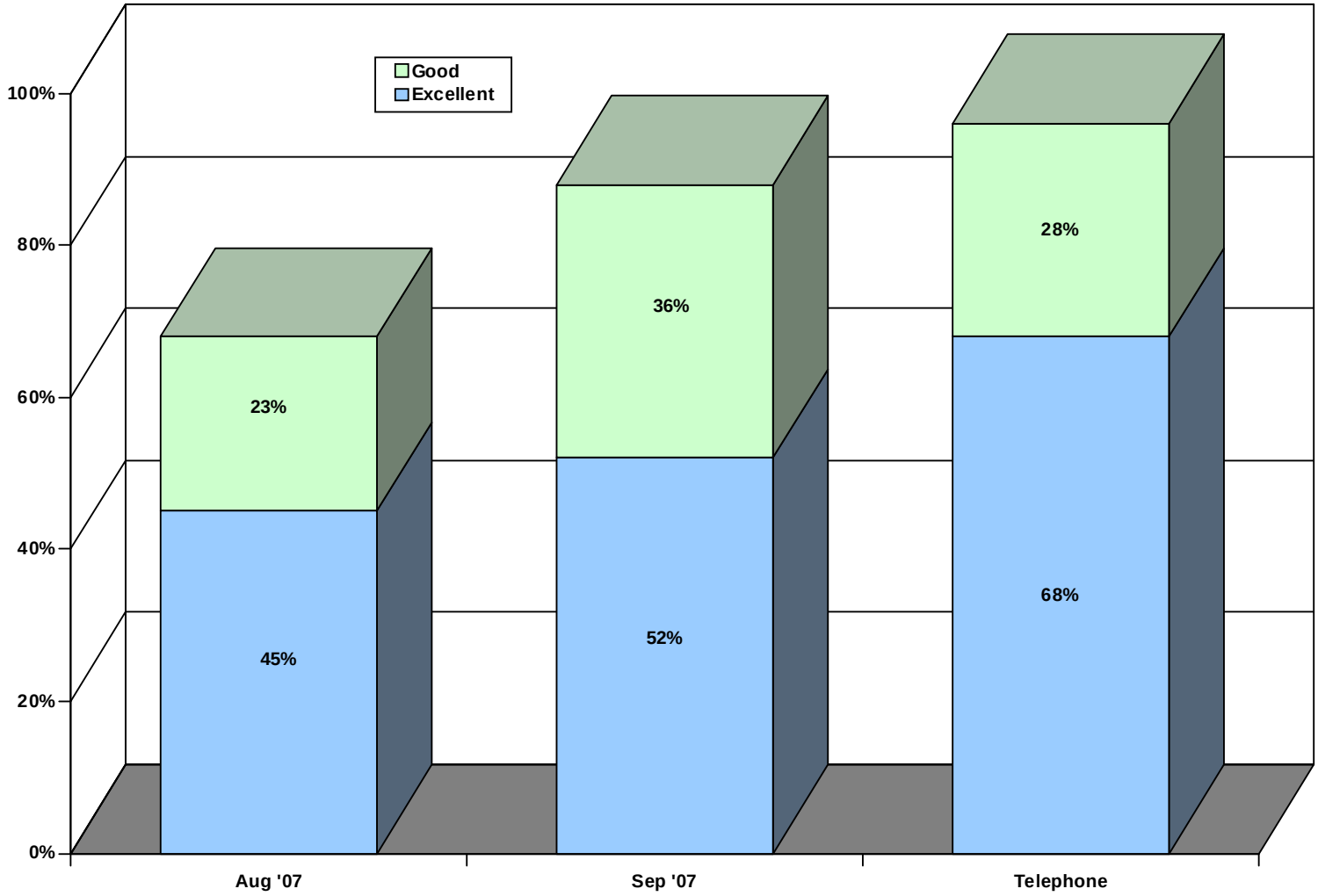


Figure 20C

EXCELLENT/GOOD RATINGS OF ROAD UPKEEP

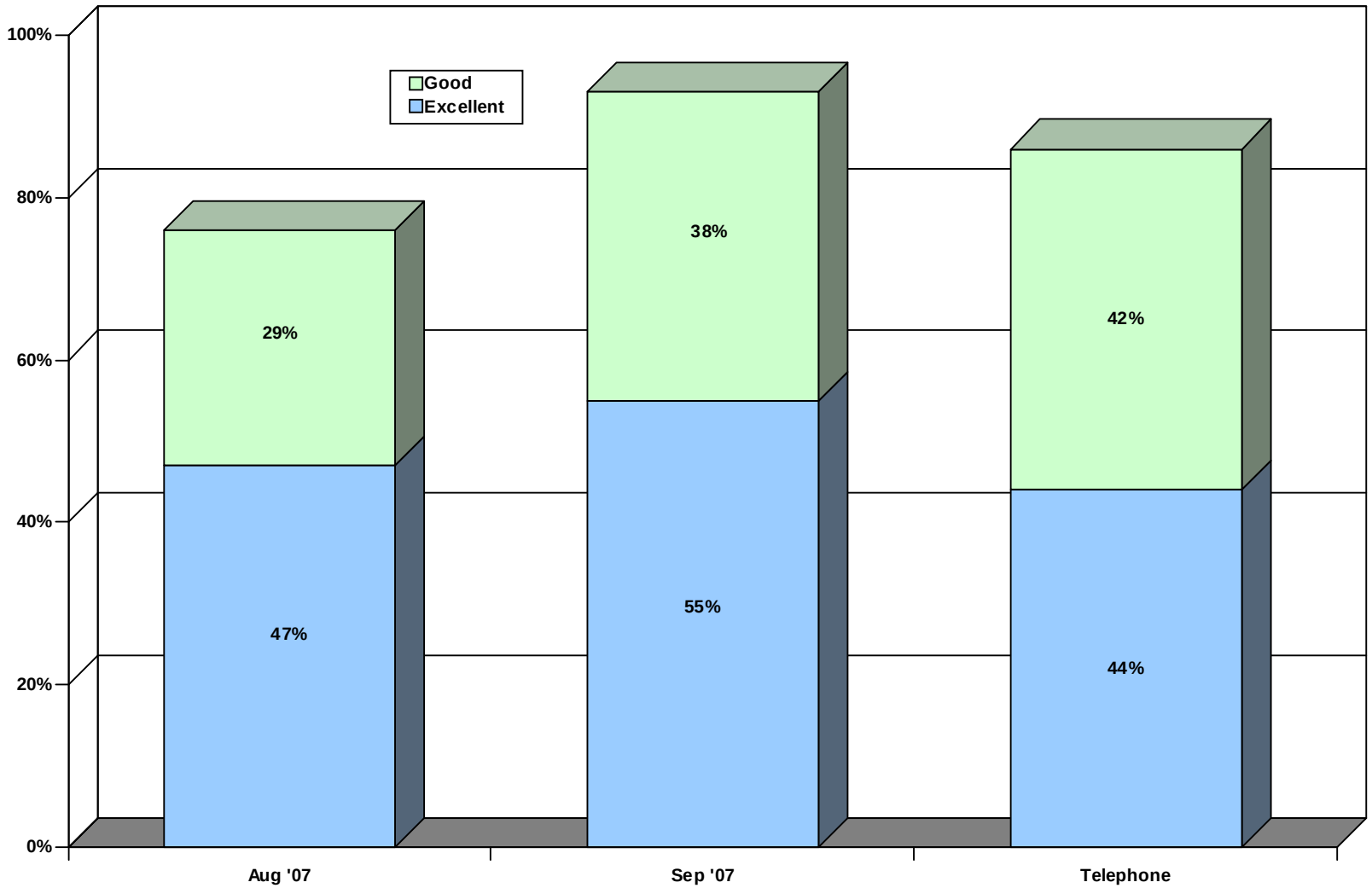


Figure 20D

EXCELLENT/GOOD RATINGS OF SIDEWALK UPKEEP

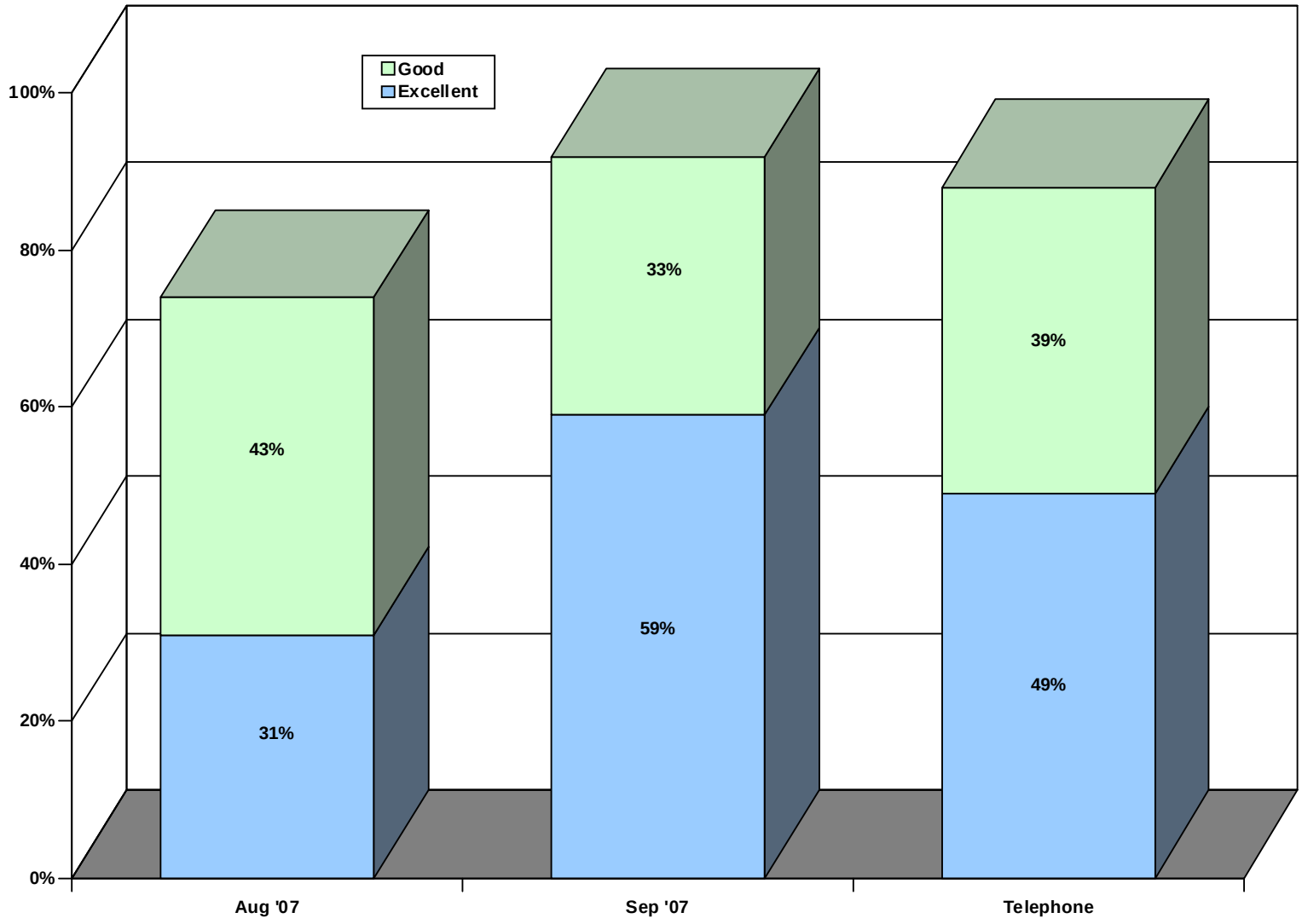


Figure 20E

EXCELLENT/GOOD RATINGS OF PERSONAL SAFETY

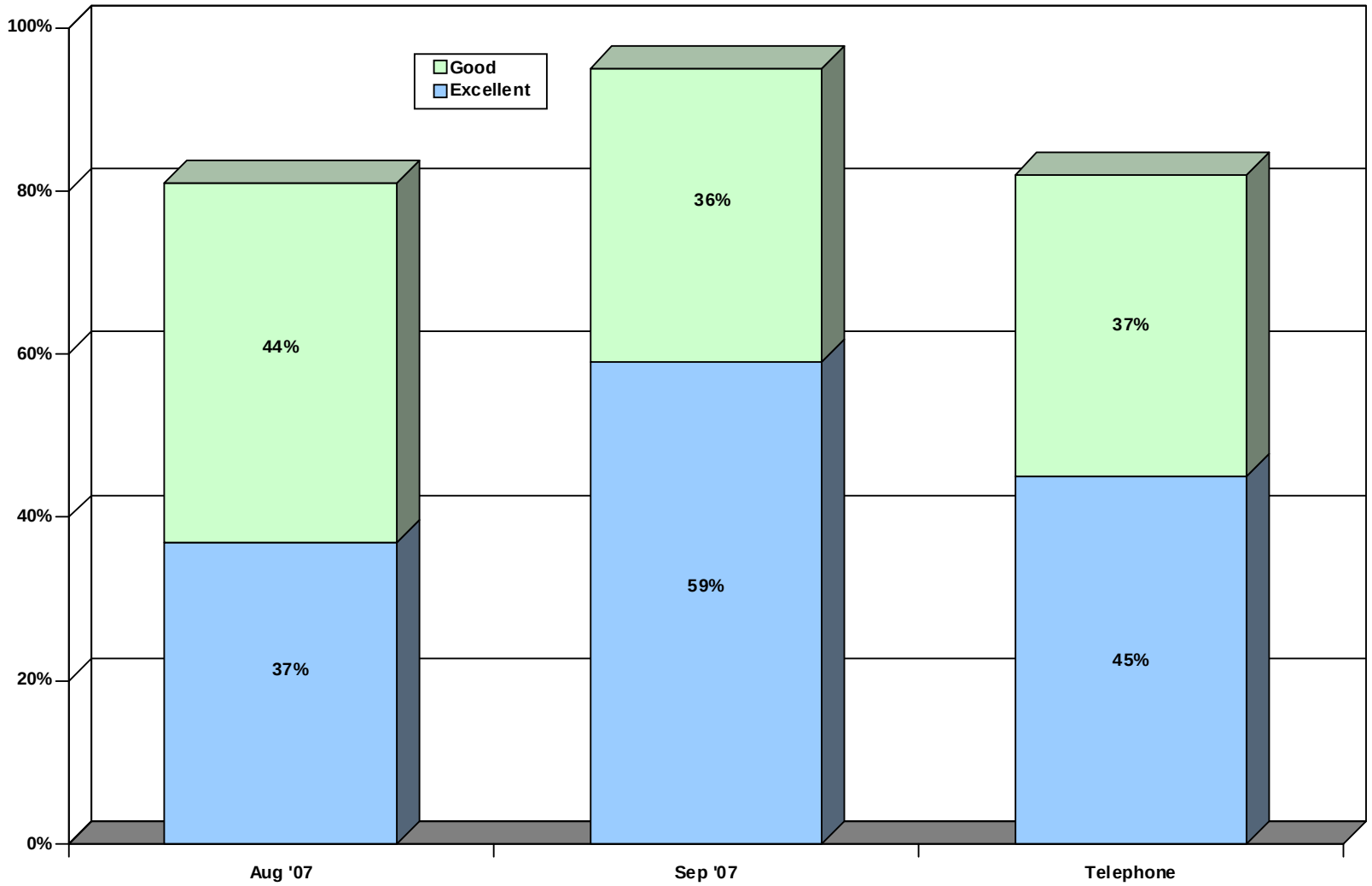
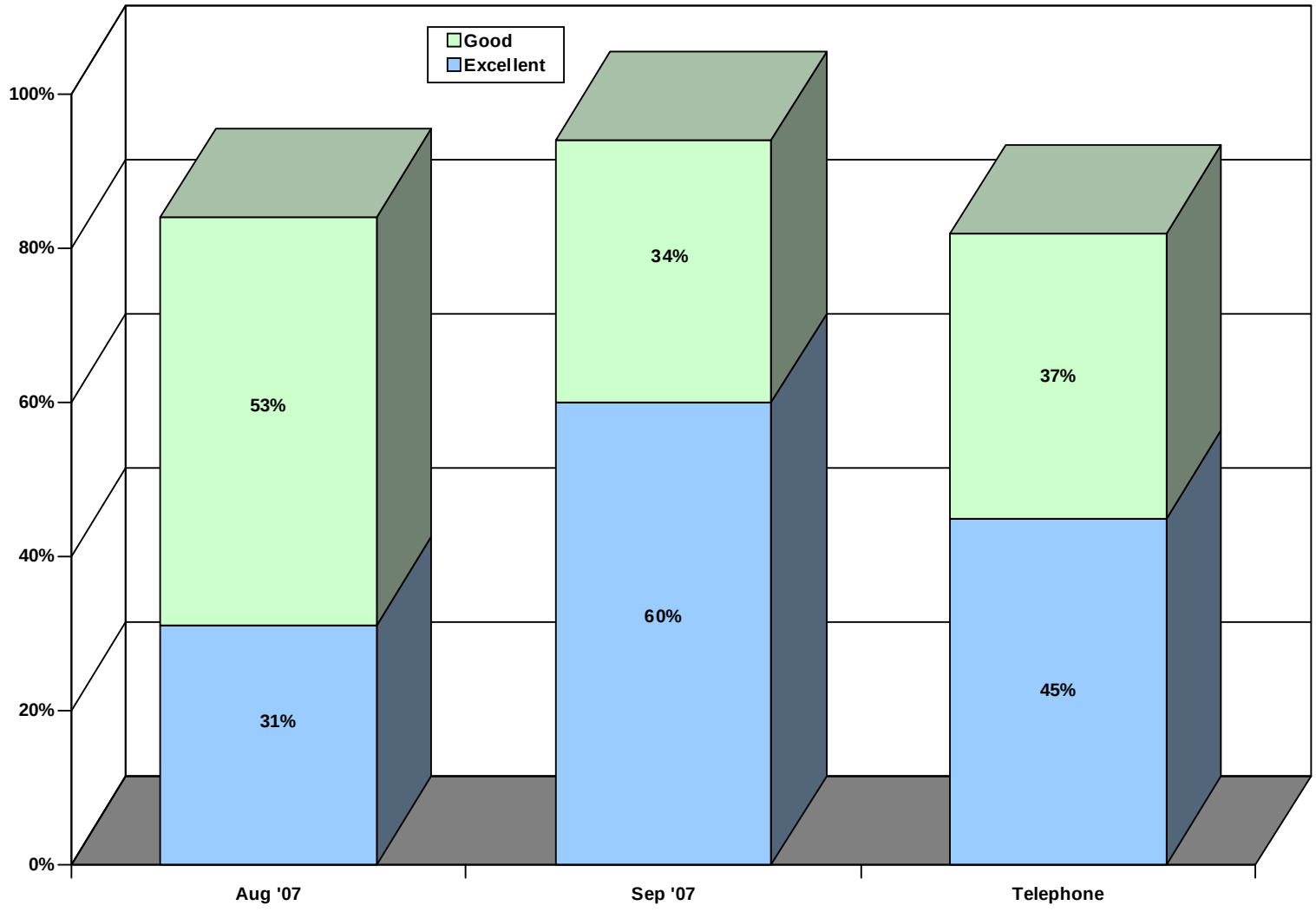


Figure 20F

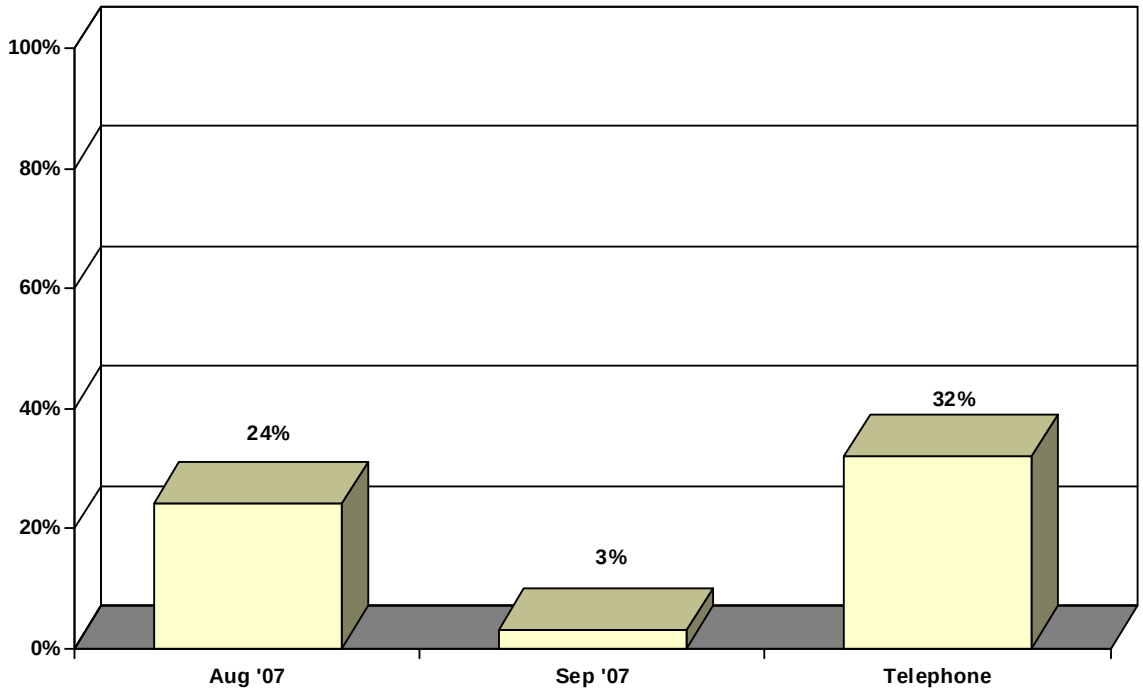
EXCELLENT/GOOD RATINGS OF ABILITY TO FIND WAY AROUND



INCONVENIENCES

Figure 21

PERCENTAGE OF RESPONDENTS WHO EXPERIENCED AN INCONVENIENCE



PLACES VISITED/ACTIVITIES PARTICIPATED IN

Figure 22A

PLACES VISITED

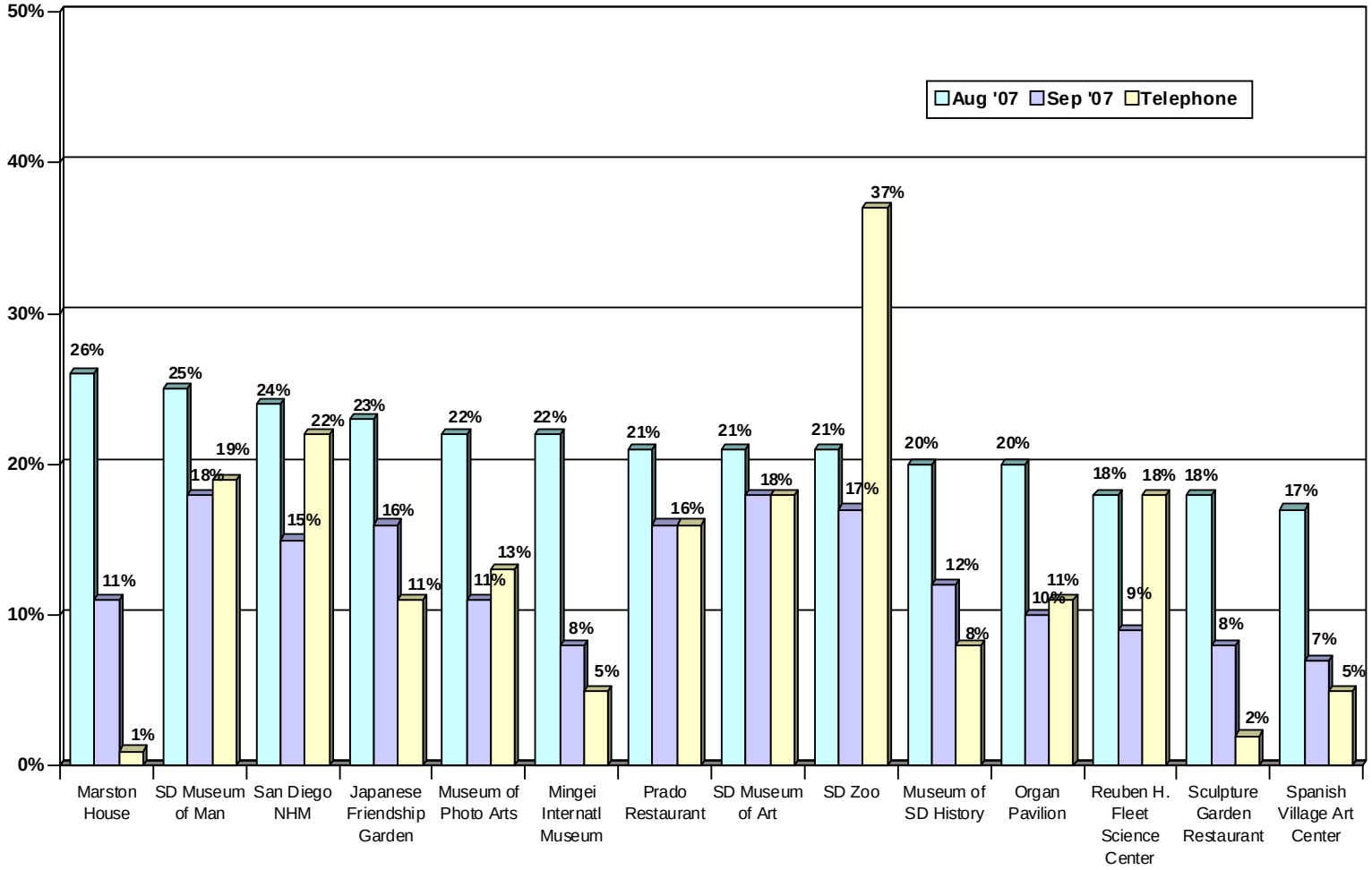


Figure 22B

PLACES VISITED

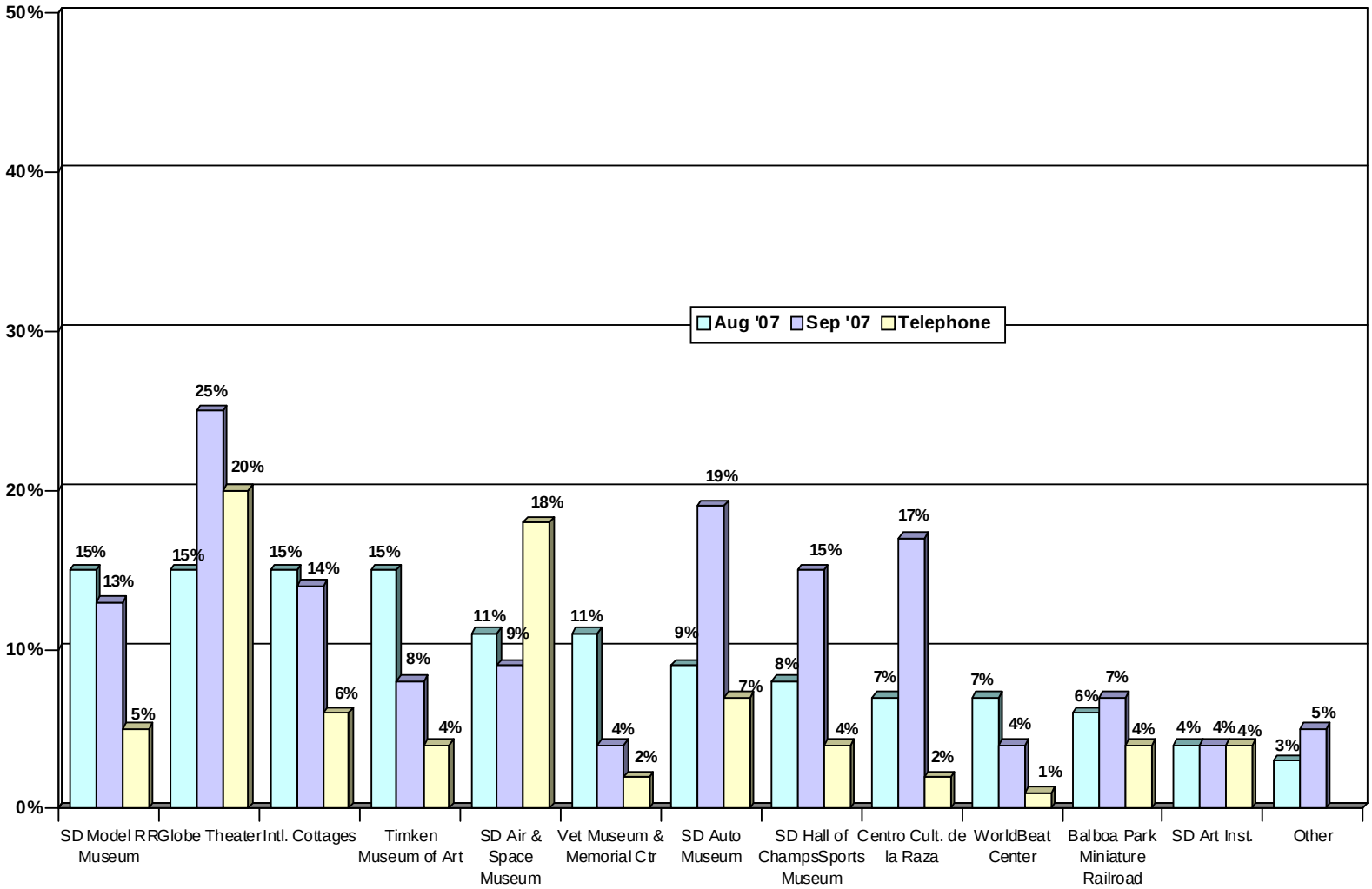


Figure 23A

RECREATIONAL ACTIVITIES RESPONDENTS PARTICIPATED IN OR INTEND TO DO ON DAY OF VISIT

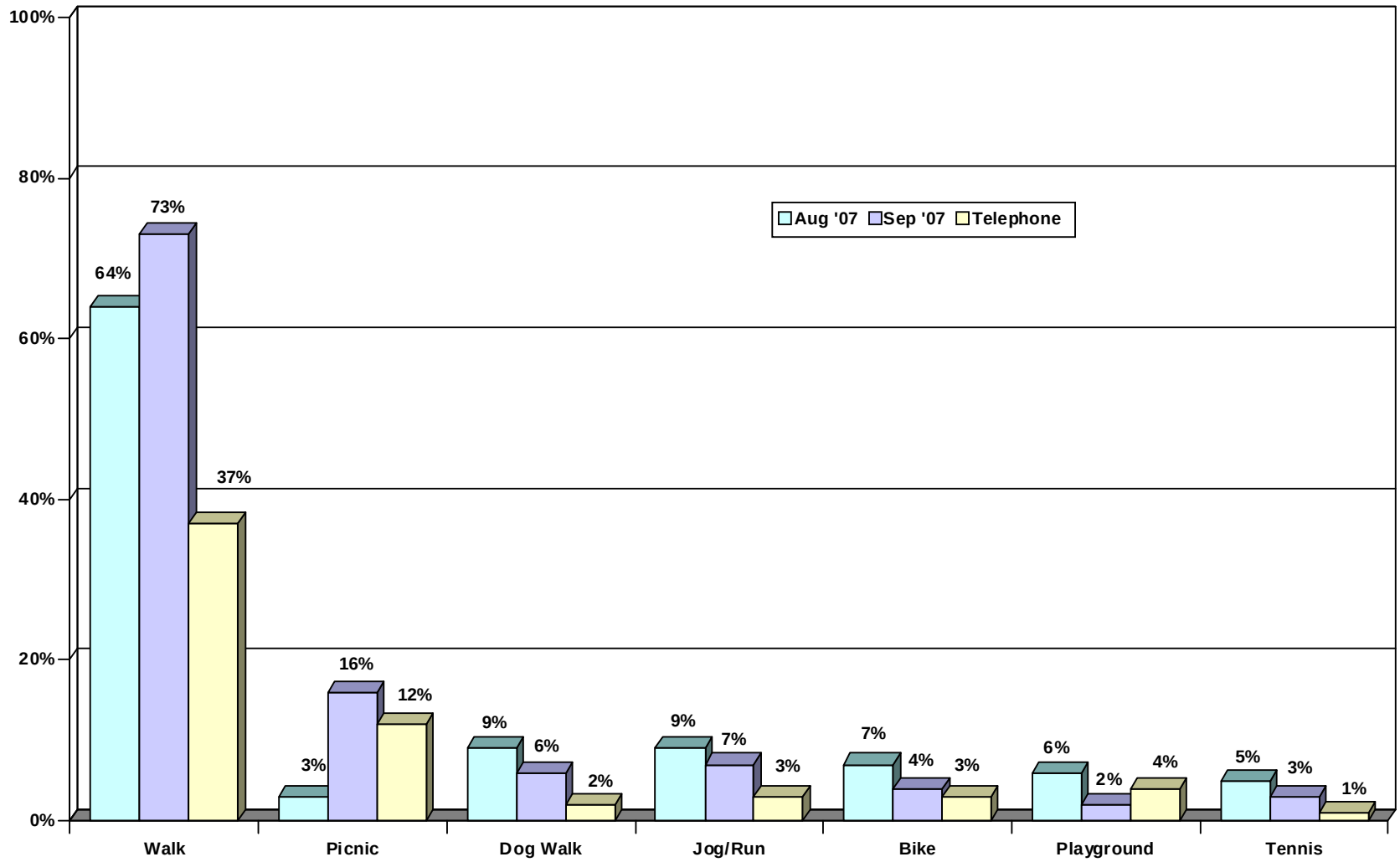


Figure 23B

RECREATIONAL ACTIVITIES RESPONDENTS PARTICIPATED IN OR INTEND TO DO ON DAY OF VISIT

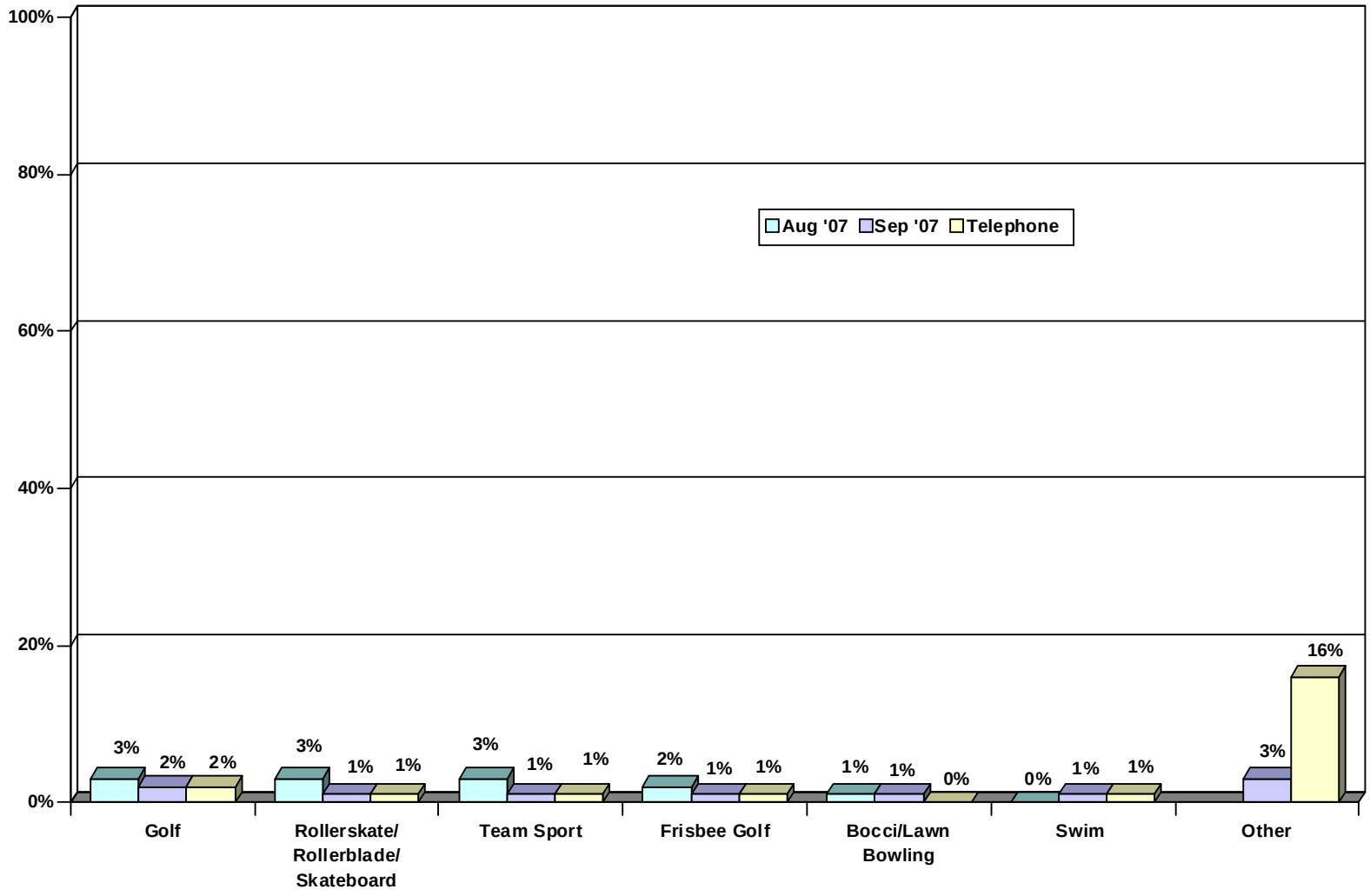


Figure 24

DID OR WILL VISIT THE BALBOA PARK VISITOR CENTER

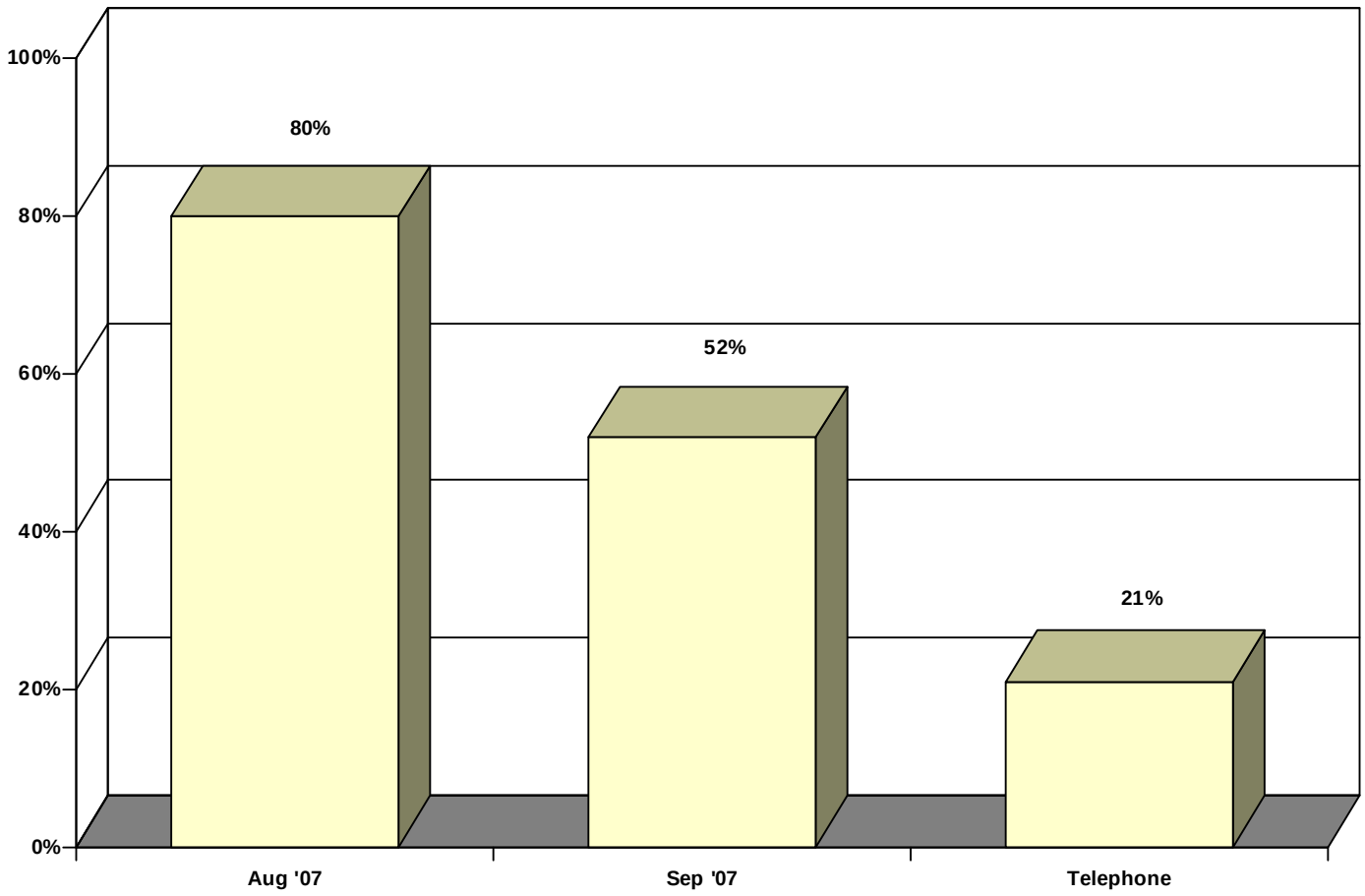


Figure 25

DID OR WILL VISIT A PUBLIC EVENT OR FESTIVAL

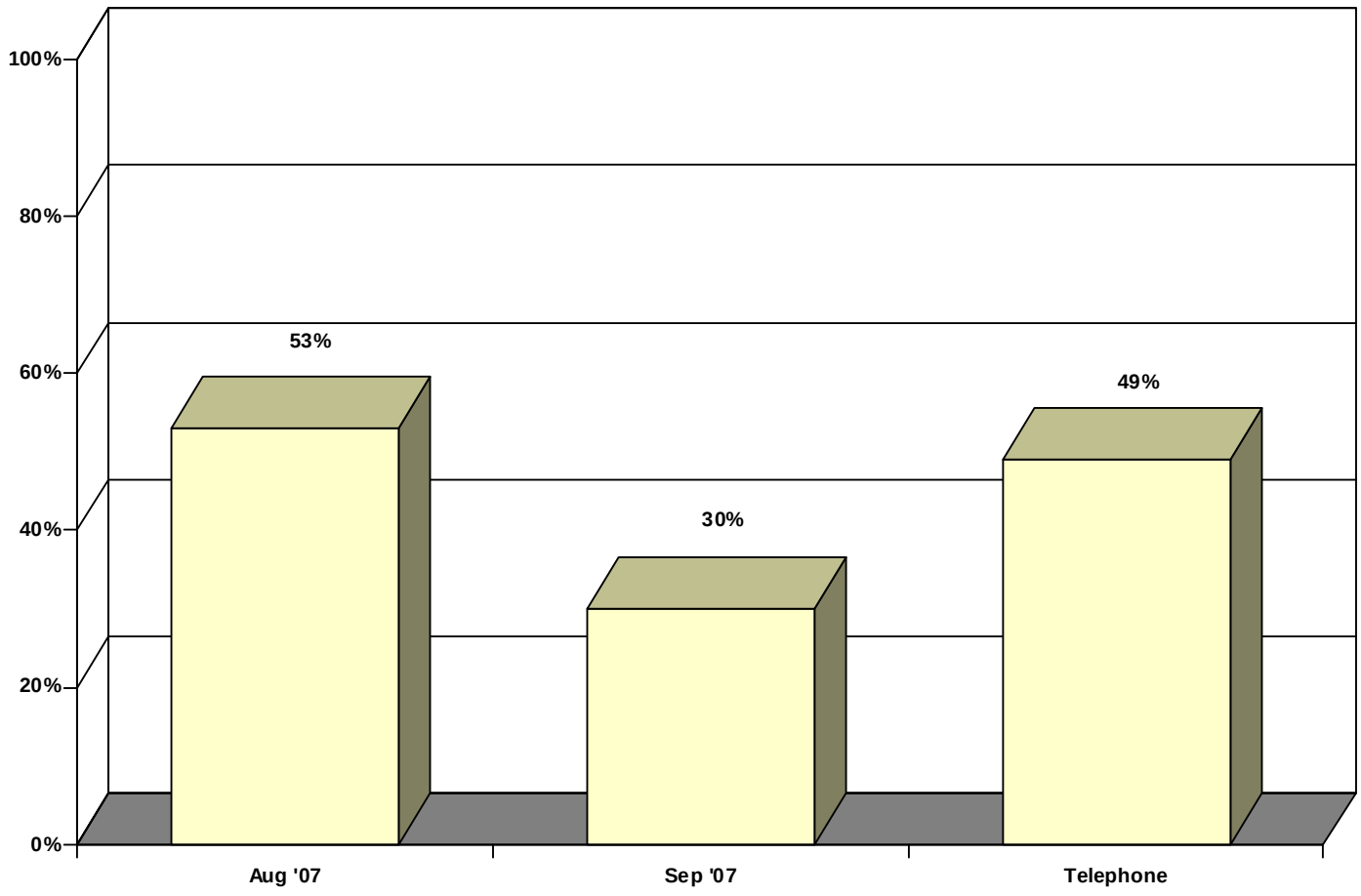
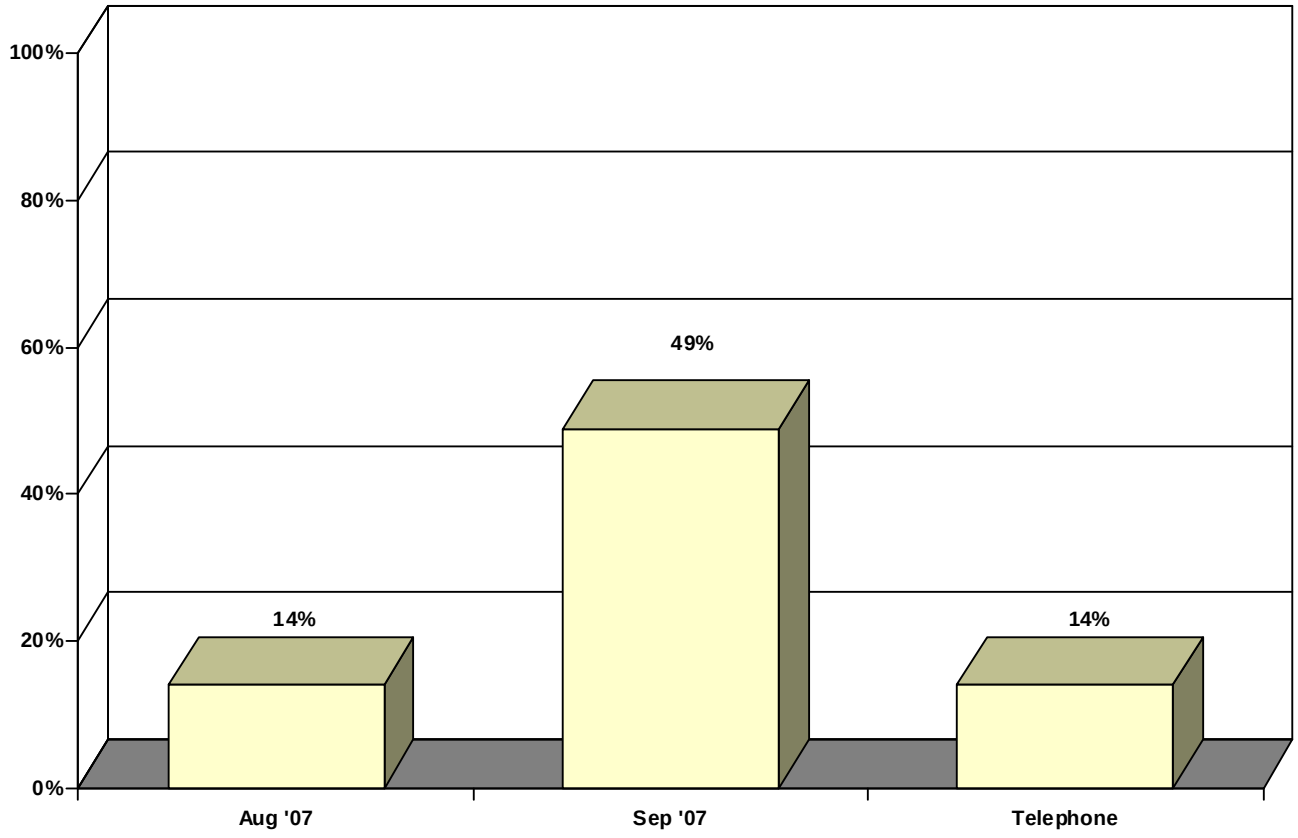


Figure 26

AWARE OF ORGANIZATION RESPONSIBLE FOR OPERATING BALBOA PARK



In August, this question read "Are you aware of who operates and maintains Balboa Park?"

SAN DIEGO VISITORS

Figure 27

BALBOA PARK PRIMARY OR ONE OF SEVERAL REASONS FOR VISITING SAN DIEGO (OF NON-RESIDENTS)

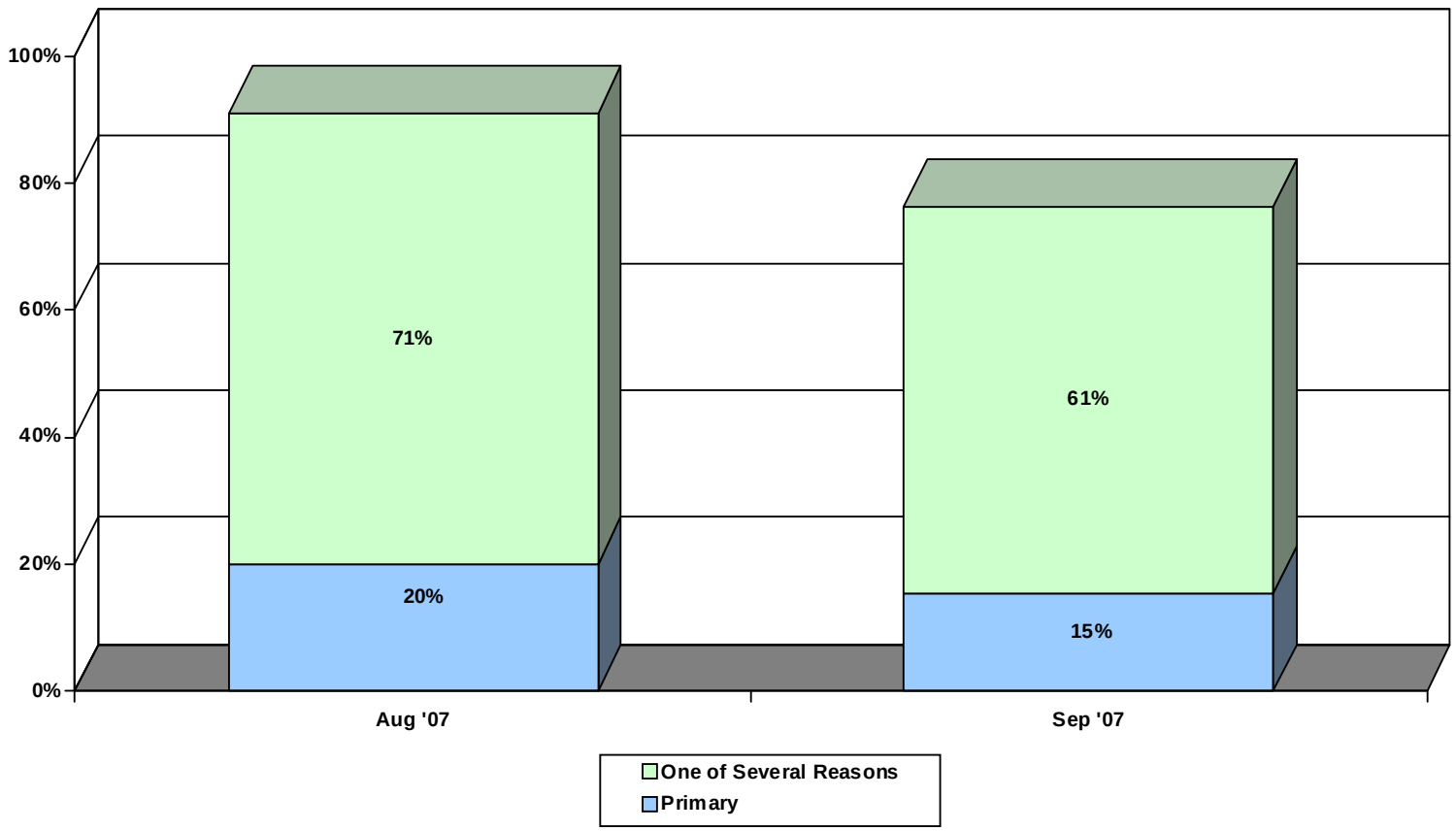
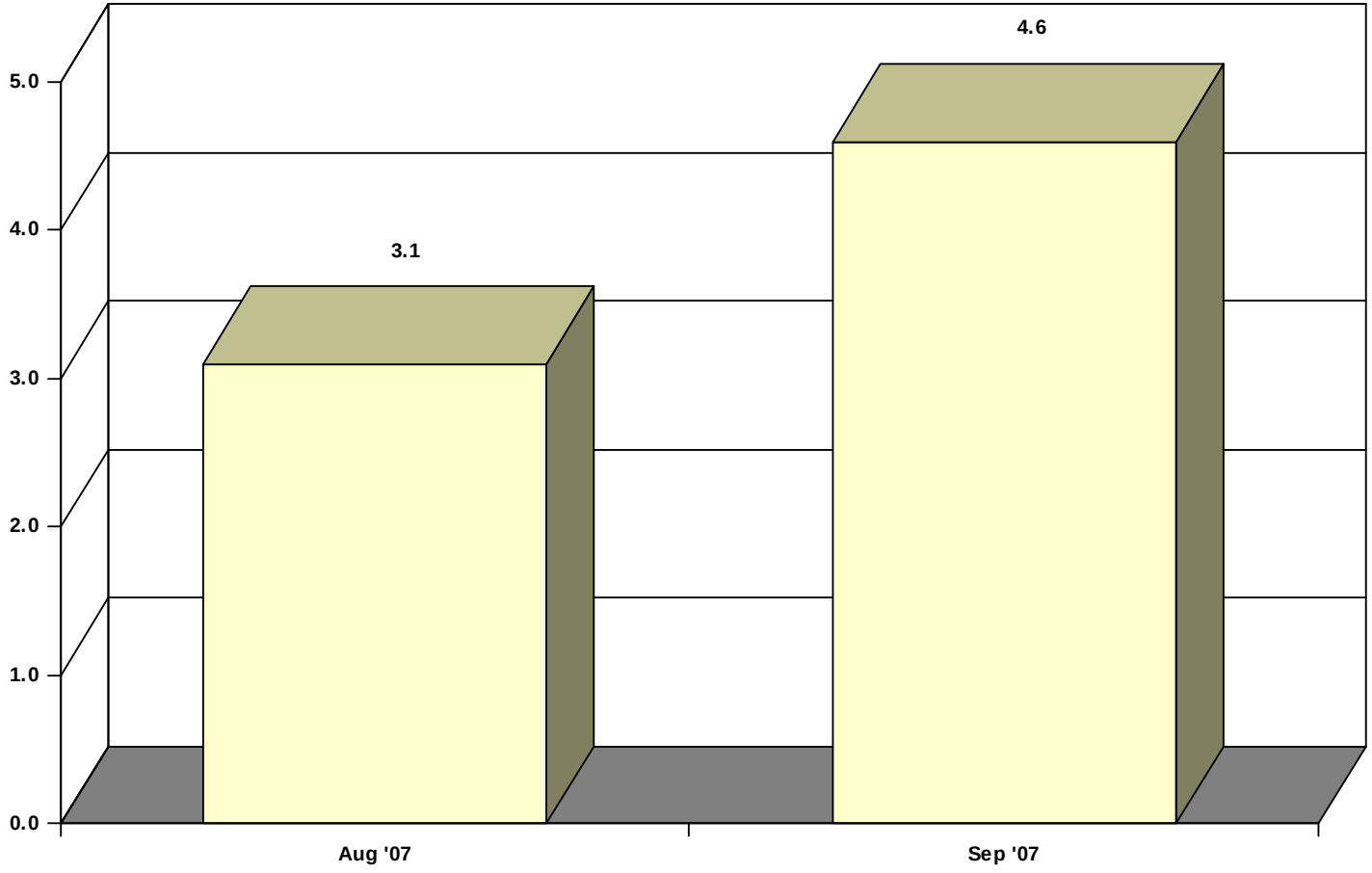


Figure 28

AVERAGE NUMBER OF NIGHTS STAYING IN SAN DIEGO (OF RESPONDENTS VISITING SAN DIEGO)



PARTY CHARACTERISTICS & RESPONDENT DEMOGRAPHICS

Figure 29

ORIGIN OF VISITORS

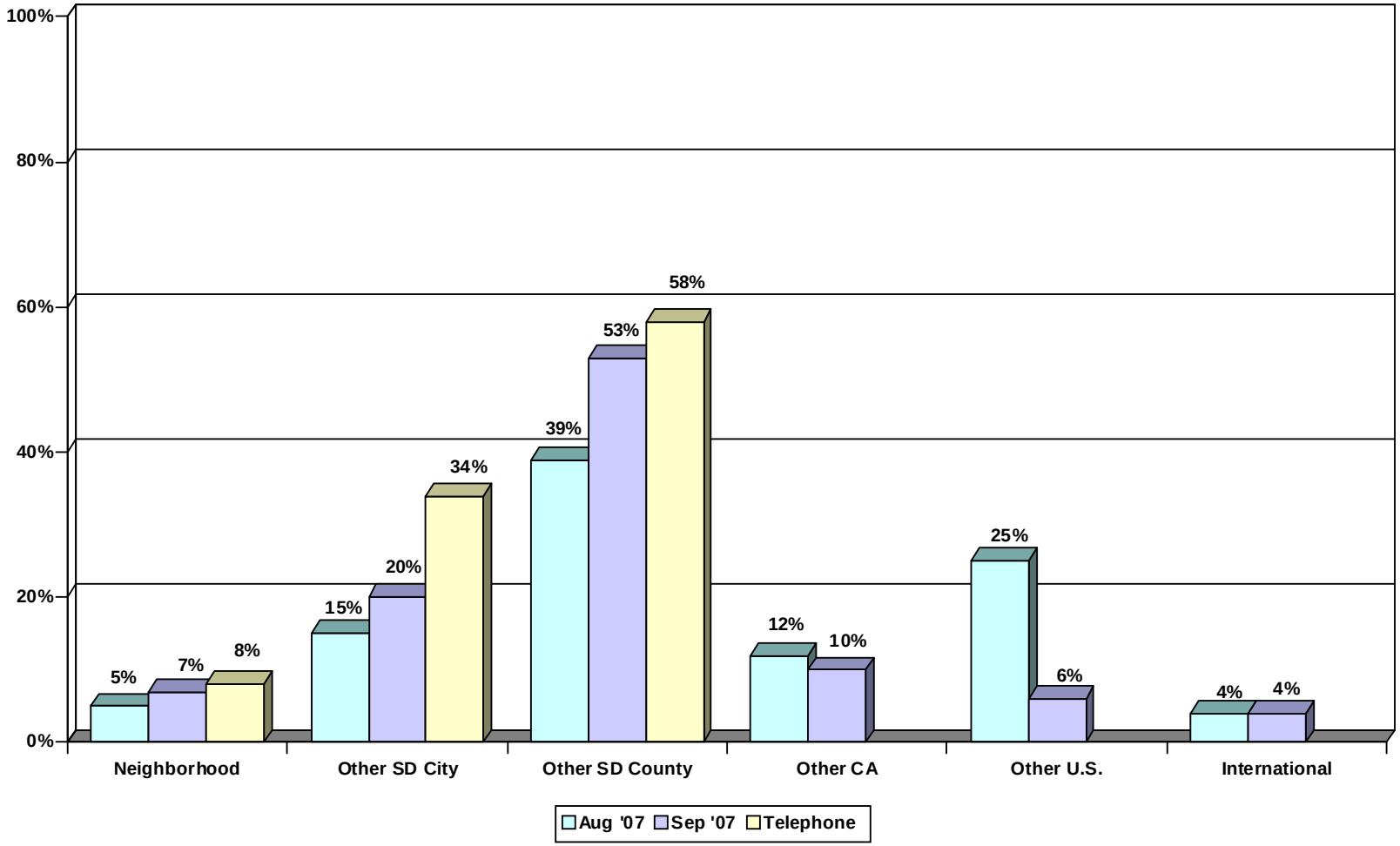


Figure 30

AVERAGE NUMBER OF ADULTS/CHILDREN IN PARTY

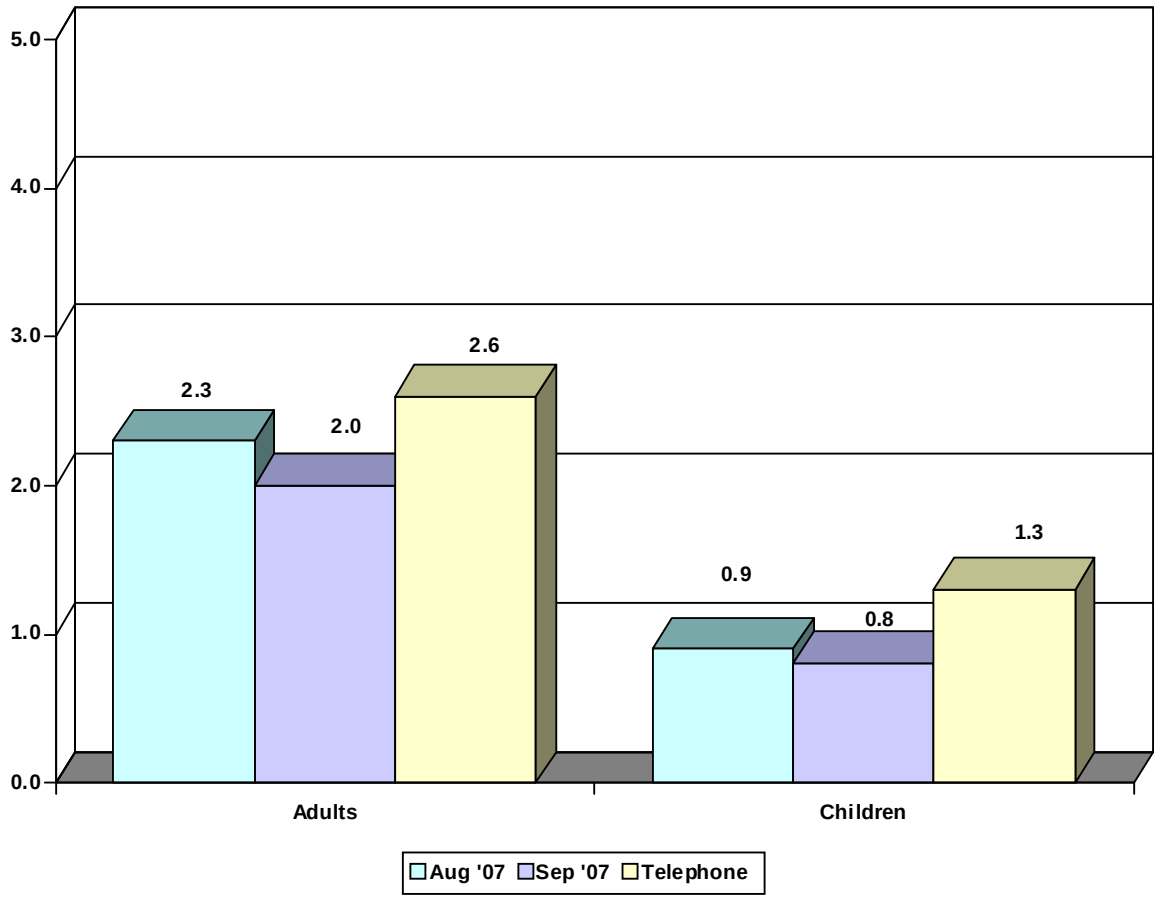


Figure 31

PARTIES WITH CHILDREN

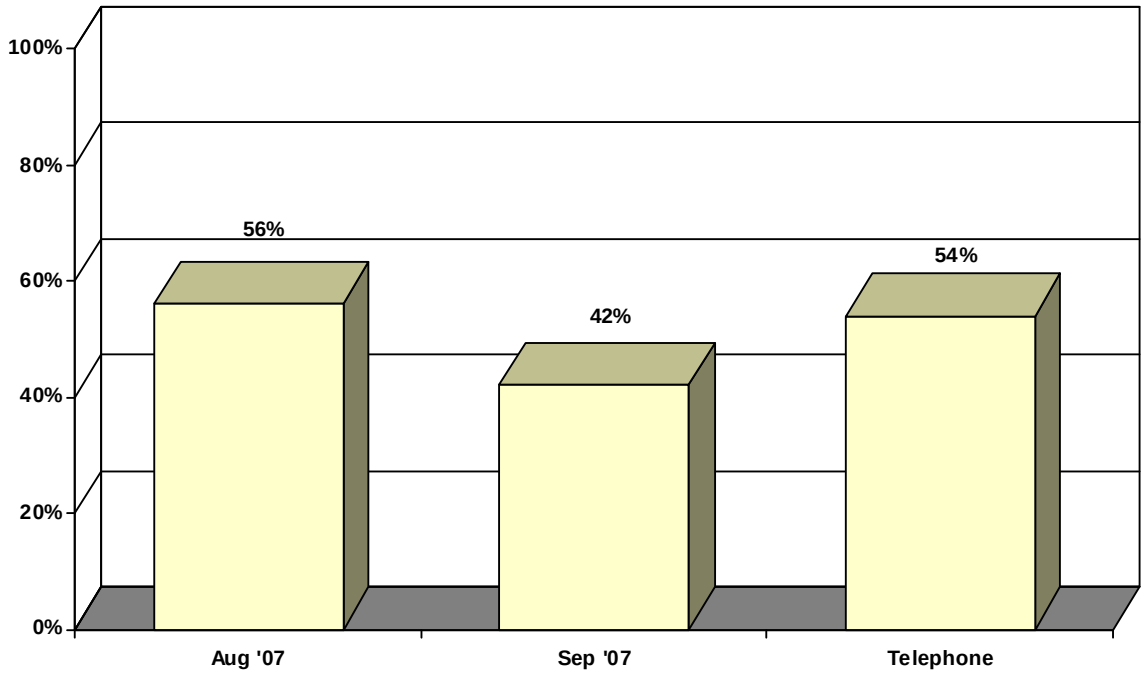


Figure 32

AVERAGE AGE OF ADULTS/CHILDREN IN PARTY

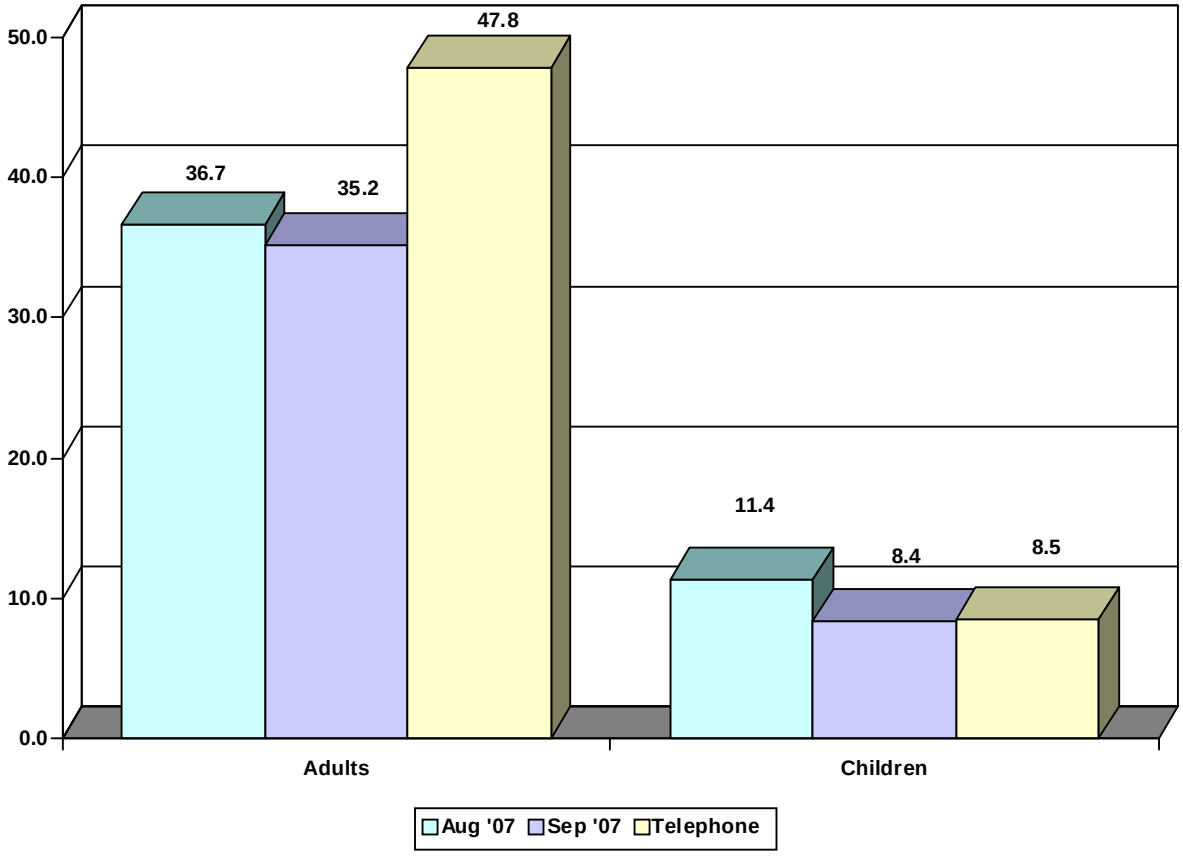


Figure 33

AGE CATEGORIES OF RESPONDENTS

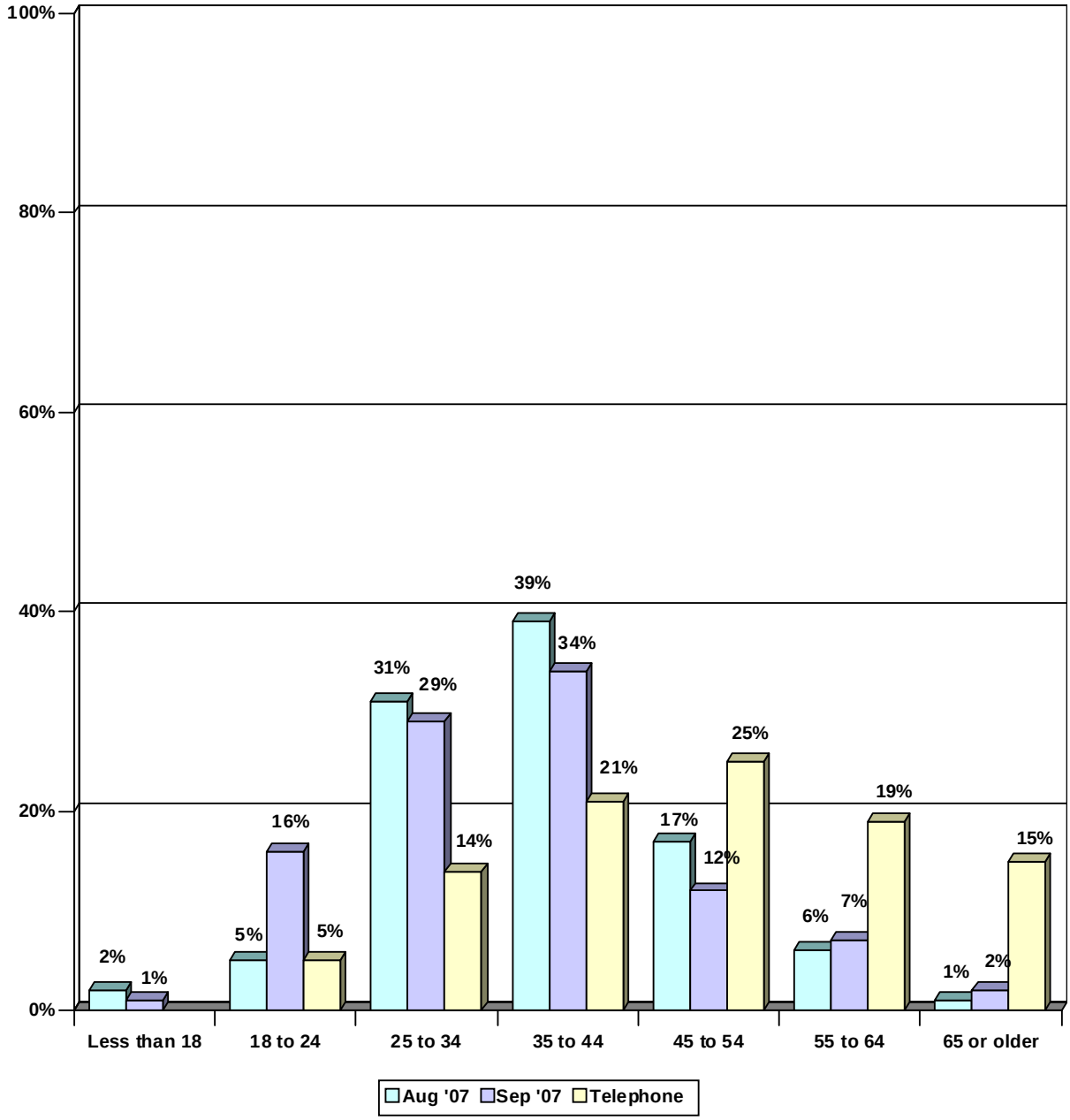


Figure 34

ETHNICITY OF RESPONDENTS

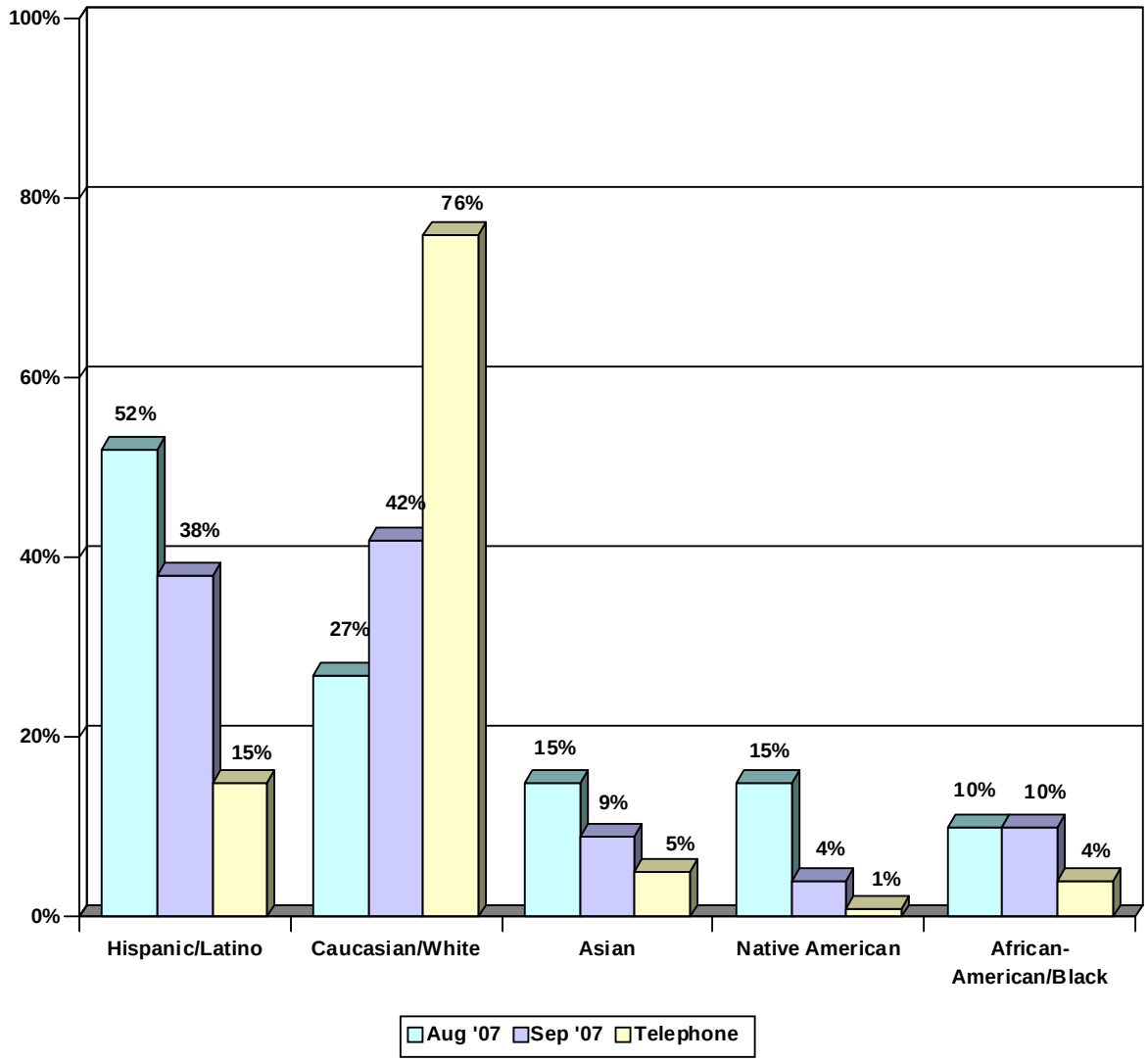


Figure 35

AVERAGE MEDIAN HOUSEHOLD INCOME

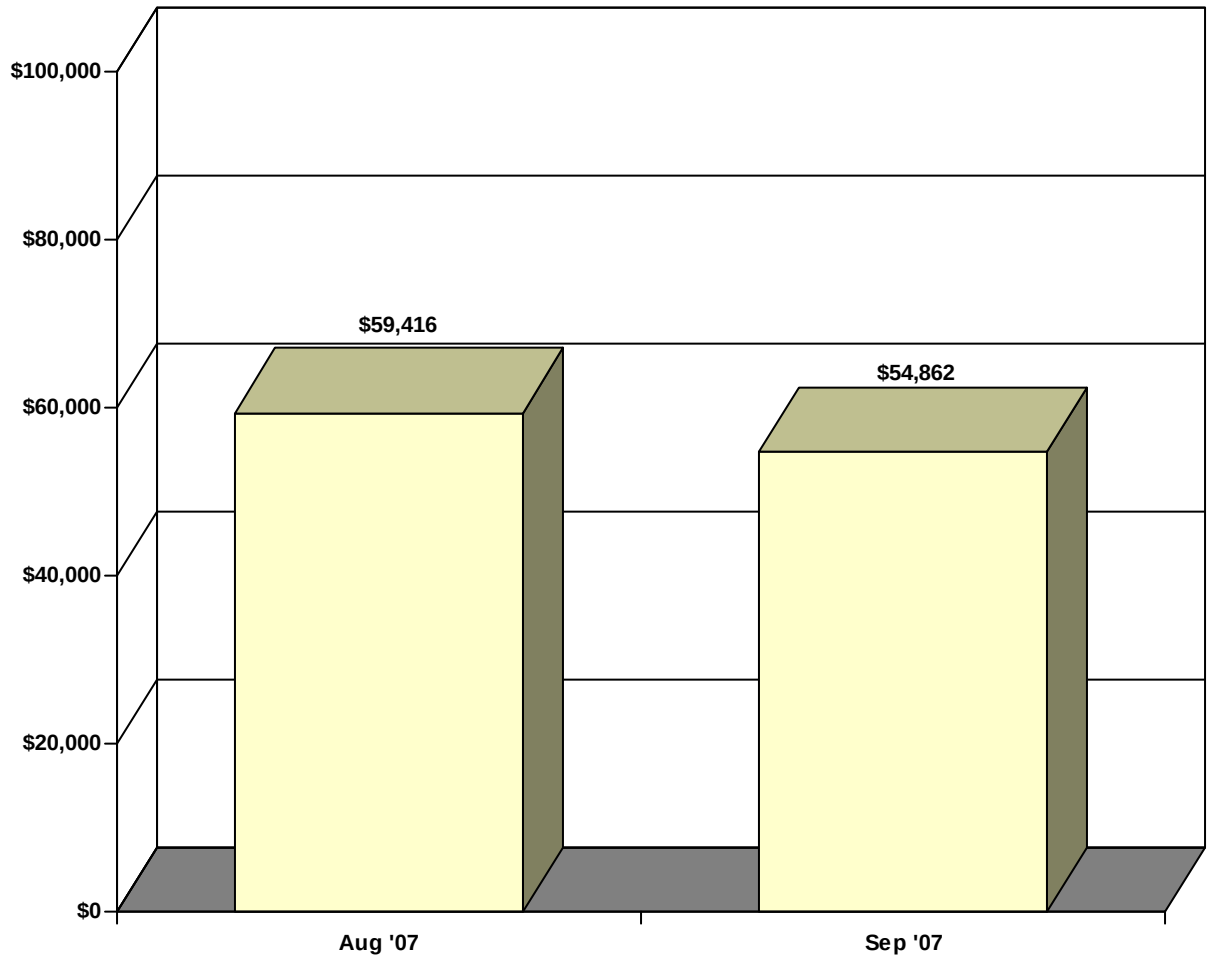
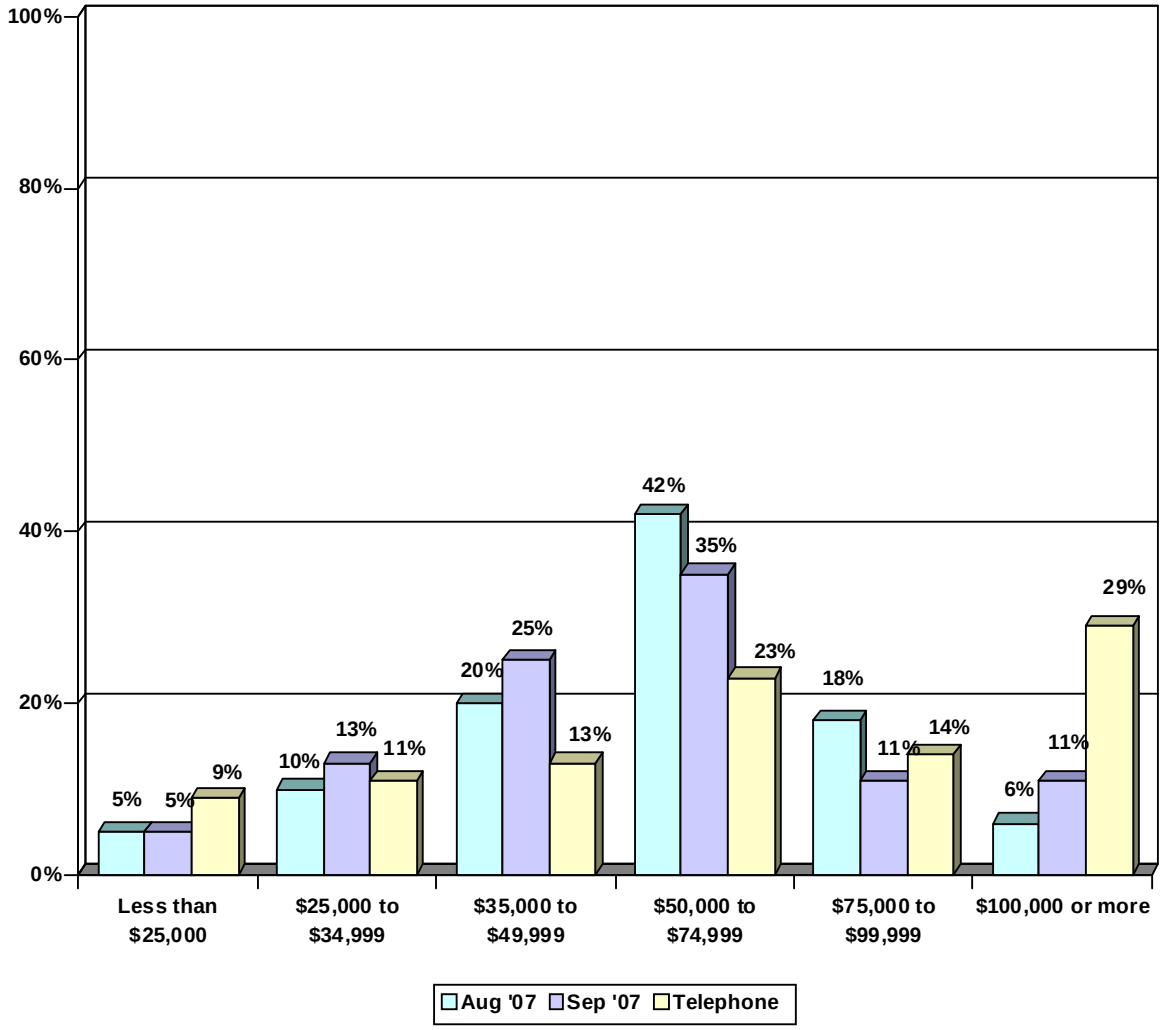


Figure 36

HOUSEHOLD INCOME LEVELS



Foundation Balboa Park Visitor Survey

Thank you for visiting Balboa Park today. We are conducting a survey of visitors to Balboa Park. Would you have a moment to answer a few questions?

Q1 **Location (TBD)**
Prado *Palisades* *Fountain* *Bay Tree*

Q2 **DATE:**_____

Q3 **TIME:**_____

Q4 **Language Barrier: TALLY**_____

Q5 **Language** *English* *Spanish*

Q6 **Is this your first visit to Balboa Park?** *Yes* *No*

Q7 **IF NO: How many times in the last 12 months have you visited Balboa Park including today's visit?**

Q8 **Did you enter Balboa Park today from Park Boulevard or Laurel Street/Cabrillo Bridge?**
Park Blvd *Laurel Street/Bridge* *Other*
Other _____

Q9 **How did you get to Balboa Park today?**
Bike
Car
Motorcycle
Taxi
Tour Bus
Trolley from outside Balboa Park
Walk
Other
OTHER: _____

Q10 **IF DROVE: Where did you park?**
Park Blvd. *Street parking on or around 6th* *Internal parking lot* *Zoo lot* *Other*
IF CAR: Where did you park? _____

Q11 **IF DROVE AND PARKED: Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following as it relates to parking today?**

	1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Availability of Parking										
Signage to Parking										
Convenience of Parking										
Parking Shuttle										

Q12 **Please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the following statements?**

	Strongly Agree	*Somewhat Agree*	*Somewhat Disagree*	*Strongly Disagree*	*DNK*
Parking negatively impacts my decision to visit Balboa Park					
I would prefer more open space and gardens to more centralized parking					
I would prefer to have more centralized parking					
The balance between open space and parking is about right					

Q13 **Did you or will you use the Red Parking Shuttle today?** *Yes* *No*

Q14 **Why are you visiting Balboa Park today?**

Recreational Activity
Museum, Zoo, or Theater
Public Event or Festival
Restaurant
Leisure activity
Work
Sightseeing
Other

Other: _____

Q15 **Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?**

	1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Overall Satisfaction										
Landscaping										
Road upkeep										
Sidewalk upkeep										
Personal Safety										
Ability to find your way around										

Q16 **Did you experience any inconveniences today? If so, what?**_____

_____

_____

Q17 **How many hours do you plan to be or how many hours did you spend in Balboa Park today?**

Q18 **Please tell me all of the places you visited in Balboa Park today? DO NOT READ**

Balboa Park Miniature Railroad
Centro Cultural de la Raza
Globe Theater
International Cottages
Japanese Friendship Garden
Marston House
Mingei International Museum
Museum of Photographic Arts
Museum of San Diego History
Organ Pavilion
Prado Restaurant
Reuben H. Fleet Science Center
San Diego Air & Space Museum
San Diego Art Institute
San Diego Automotive Museum
San Diego Hall of Champions Sports Museum
San Diego Model Railroad Museum
San Diego Museum of Art
San Diego Museum of Man
San Diego Natural History Museum
San Diego Zoo
Sculpture Garden Restaurant
Spanish Village Art Center
Timken Museum of Art
Veterans Museum & Memorial Center
World Beat Center
Other:

Other _____

Q19 **And please tell me if you have participated in or intend to do any recreational activities at Balboa Park today, which ones? DO NOT READ**

Bike	*Walk*
Bocci/Lawn Bowling	*Dog Walk*
Picnic	*Jog/Run*
Tennis	*Rollerskate/Rollerblade/Skateboard*
Golf	*Playground*
Frisbee Golf	*Play a team sport*
Swim	*Other:*

Other: _____

Q20 **Did you or will you visit the Balboa Park Visitor Center today?** *Yes* *No*

Q21 **Did you or will you attend a public event or festival today?** *Yes* *No*

Q22 **Are you aware of the organization responsible for operating Balboa Park?** *Yes* *No*

Q23 **Are you a resident of San Diego County?** *Yes* *No*

Q24 **Is Balboa Park or one of the attractions or activities in Balboa Park the primary, one of several reasons, or not at all a reason for visiting San Diego?**

Primary *One of Several* *Not at all a reason*

Q25 **How many nights are you staying in San Diego?**

Q26 **What is your zip code or country of origin?**_____

Q27 **How many adults and children under the age of 18 are in your party?**

Adults _____

Children _____

Q28 **What are the approximate ages of the people in your party?**_____

Q29 **What are the approximate ages of the children in your party?**_____

Q30 **In which of the following categories is your age?**

Less than 18	*35 to 44*	*65 or older*
18 to 24	*45 to 54*	
25 to 34	*55 to 64*	

Q31 **In which of the following is your ethnicity? (MAY RECORD MORE THAN 1)**

African-American/Black	*Caucasian/White*	*Native American*
Asian	*Hispanic/Latino*	*Other*

Q32 **In which of the following is your annual household income?**

Less than $25,000	*$35,000 to $49,999*	*$75,000 to $99,999*
$25,000 to $34,999	*$50,000 to $74,999*	*$100,000 or more*

Q33 **IF CONDUCTED IN SPANISH: Do you speak English very well, pretty well, not very well, or not at all?**

Very Well *Pretty Well* *Not Very Well* *Not at all*

APPENDIX

Location?

Absolute Break % Respondents		Base	Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		700	66	111	128	115	81	101	98	323	186	85	106	468	216
Location	Prado	323 46.1%	38 57.6%	48 43.2%	52 40.6%	58 50.4%	39 48.1%	53 52.5%	35 35.7%	323 100.0%	- -	- -	- -	204 43.6%	116 53.7%
	Palisades	186 26.6%	10 15.2%	32 28.8%	49 38.3%	42 36.5%	12 14.8%	22 21.8%	19 19.4%	- -	186 100.0%	- -	- -	136 29.1%	38 17.6%
	Fountain	85 12.1%	10 15.2%	10 9.0%	12 9.4%	4 3.5%	15 18.5%	10 9.9%	24 24.5%	- -	- -	85 100.0%	- -	64 13.7%	21 9.7%
	Bay Tree	106 15.1%	8 12.1%	21 18.9%	15 11.7%	11 9.6%	15 18.5%	16 15.8%	20 20.4%	- -	- -	- -	106 100.0%	64 13.7%	41 19.0%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1241	135	173	220	194	175	142	202	613	286	185	157	1064	173
Location	Prado	613 49.4%	75 55.6%	80 46.2%	118 53.6%	105 54.1%	97 55.4%	50 35.2%	88 43.6%	613 100.0%	- -	- -	- -	537 50.5%	74 42.8%
	Palisades	286 23.0%	20 14.8%	31 17.9%	49 22.3%	39 20.1%	59 33.7%	40 28.2%	48 23.8%	- -	286 100.0%	- -	- -	248 23.3%	37 21.4%
	Fountain	185 14.9%	18 13.3%	35 20.2%	28 12.7%	24 12.4%	9 5.1%	26 18.3%	45 22.3%	- -	- -	185 100.0%	- -	152 14.3%	32 18.5%
	Bay Tree	157 12.7%	22 16.3%	27 15.6%	25 11.4%	26 13.4%	10 5.7%	26 18.3%	21 10.4%	- -	- -	- -	157 100.0%	127 11.9%	30 17.3%

Language:

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		702	66	111	127	115	81	101	98	326	185	85	106	470	216
Language	English	375 53.4%	40 60.6%	62 55.9%	70 55.1%	60 52.2%	41 50.6%	55 54.5%	44 44.9%	163 50.0%	120 64.9%	42 49.4%	50 47.2%	257 54.7%	105 48.6%
	Spanish	327 46.6%	26 39.4%	49 44.1%	57 44.9%	55 47.8%	40 49.4%	46 45.5%	54 55.1%	163 50.0%	65 35.1%	43 50.6%	56 52.8%	213 45.3%	111 51.4%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1249	135	176	221	198	175	141	203	612	284	185	157	1073	172
Language	English	868 69.5%	109 80.7%	164 93.2%	135 61.1%	101 51.0%	175 100.0%	65 46.1%	119 58.6%	433 70.8%	187 65.8%	119 64.3%	122 77.7%	723 67.4%	143 83.1%
	Spanish	381 30.5%	26 19.3%	12 6.8%	86 38.9%	97 49.0%	- -	76 53.9%	84 41.4%	179 29.2%	97 34.2%	66 35.7%	35 22.3%	350 32.6%	29 16.9%

IF CONDUCTED IN SPANISH: Do you speak English very well, pretty well, not very well, or not at all?

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		365	25	11	83	90	-	76	80	169	96	64	33	336	27
IF CONDUCTED IN SPANISH: Do you speak English very well, ...	Very well	94 25.8%	7 28.0%	4 36.4%	21 25.3%	7 7.8%	- -	15 19.7%	40 50.0%	39 23.1%	24 25.0%	25 39.1%	6 18.2%	88 26.2%	6 22.2%
	Pretty well	175 47.9%	15 60.0%	6 54.5%	43 51.8%	40 44.4%	- -	33 43.4%	38 47.5%	83 49.1%	48 50.0%	25 39.1%	18 54.5%	164 48.8%	11 40.7%
	Not very well	85 23.3%	3 12.0%	1 9.1%	18 21.7%	37 41.1%	- -	24 31.6%	2 2.5%	42 24.9%	20 20.8%	13 20.3%	9 27.3%	73 21.7%	10 37.0%
	Not at all	11 3.0%	- -	- -	1 1.2%	6 6.7%	- -	4 5.3%	- -	5 3.0%	4 4.2%	1 1.6%	- -	11 3.3%	- -

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		18	10	7	1	16	2
IF CONDUCTED IN SPANISH: Do you speak English very well, ...	Very well	5 27.8%	3 30.0%	2 28.6%	- -	5 31.3%	- -
	Not very well	5 27.8%	2 20.0%	3 42.9%	- -	5 31.3%	- -
	Not at all	5 27.8%	3 30.0%	1 14.3%	1 100.0%	4 25.0%	1 50.0%
	Pretty well	3 16.7%	2 20.0%	1 14.3%	- -	2 12.5%	1 50.0%

Is this your first visit to Balboa Park?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		660	65	104	107	106	81	99	95	319	150	85	106	439	206
Is this your first visit to Balboa Park?	Yes	426 64.5%	39 60.0%	61 58.7%	69 64.5%	73 68.9%	48 59.3%	65 65.7%	69 72.6%	171 53.6%	125 83.3%	54 63.5%	76 71.7%	274 62.4%	141 68.4%
	No	234 35.5%	26 40.0%	43 41.3%	38 35.5%	33 31.1%	33 40.7%	34 34.3%	26 27.4%	148 46.4%	25 16.7%	31 36.5%	30 28.3%	165 37.6%	65 31.6%

Absolute Break % Respondents		Base	Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1248	135	176	221	198	175	142	201	613	285	185	154	1072	172
Is this your first visit to Balboa Park?	Yes	505 40.5%	50 37.0%	60 34.1%	107 48.4%	74 37.4%	50 28.6%	51 35.9%	113 56.2%	237 38.7%	96 33.7%	98 53.0%	70 45.5%	383 35.7%	122 70.9%
	No	743 59.5%	85 63.0%	116 65.9%	114 51.6%	124 62.6%	125 71.4%	91 64.1%	88 43.8%	376 61.3%	189 66.3%	87 47.0%	84 54.5%	689 64.3%	50 29.1%

How many times have you or someone in your household visited Balboa Park in the last 12 months?

All respondents – 7.8

Outside SD City

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many times have you or someone in your household visi...	468	5.854701	2	3	1	80

SD City

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many times have you or someone in your household visi...	267	8.64794	2	5	1	52

Neighboring Zip Codes

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many times have you or someone in your household visi...	58	20.12069	2	10	1	90

Is this your first visit to Balboa Park?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		660	65	104	107	106	81	99	95	319	150	85	106	439	206
Is this your first visit to Balboa Park?	Yes	426 64.5%	39 60.0%	61 58.7%	69 64.5%	73 68.9%	48 59.3%	65 65.7%	69 72.6%	171 53.6%	125 83.3%	54 63.5%	76 71.7%	274 62.4%	141 68.4%
	No	234 35.5%	26 40.0%	43 41.3%	38 35.5%	33 31.1%	33 40.7%	34 34.3%	26 27.4%	148 46.4%	25 16.7%	31 36.5%	30 28.3%	165 37.6%	65 31.6%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1248	135	176	221	198	175	142	201	613	285	185	154	1072	172
Is this your first visit to Balboa Park?	Yes	505 40.5%	50 37.0%	60 34.1%	107 48.4%	74 37.4%	50 28.6%	51 35.9%	113 56.2%	237 38.7%	96 33.7%	98 53.0%	70 45.5%	383 35.7%	122 70.9%
	No	743 59.5%	85 63.0%	116 65.9%	114 51.6%	124 62.6%	125 71.4%	91 64.1%	88 43.8%	376 61.3%	189 66.3%	87 47.0%	84 54.5%	689 64.3%	50 29.1%

IF NO: How many times in the last 12 months have you visited Balboa Park including today's visit?

Resident – August

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
IF NO: How many times in the last 12 months have you visi...	471	165	4.084848	3	3	0	23

Resident - September

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
IF NO: How many times in the last 12 months have you visi...	1075	689	15.51234	3	4	0	360

Non-Resident – August

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
IF NO: How many times in the last 12 months have you visi...	216	65	2.753846	3	3	0	12

Non-Resident – September

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
IF NO: How many times in the last 12 months have you visi...	173	50	4.84	3	3	0	30

Did you enter Balboa Park today from Park Boulevard or Laurel Street/Cabrillo Bridge?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		703	66	111	128	115	81	101	98	326	186	85	106	471	216
Missing	Other	193 27.5%	1 1.5%	25 22.5%	126 98.4%	6 5.2%	3 3.7%	5 5.0%	27 27.6%	54 16.6%	90 48.4%	32 37.6%	17 16.0%	140 29.7%	45 20.8%
Did you enter Balboa Park today from Park Boulevard or La…	Park Blvd	132 18.8%	3 4.5%	33 29.7%	1 0.8%	31 27.0%	27 33.3%	20 19.8%	14 14.3%	85 26.1%	8 4.3%	10 11.8%	29 27.4%	85 18.0%	46 21.3%
	Laurel Street/Bridge	378 53.8%	62 93.9%	53 47.7%	1 0.8%	78 67.8%	51 63.0%	76 75.2%	57 58.2%	187 57.4%	88 47.3%	43 50.6%	60 56.6%	246 52.2%	125 57.9%

Absolute Break % Respondents		Base	Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1252	135	177	221	198	175	142	204	613	286	185	157	1075	173
Missing	Other	16 1.3%	- -	7 4.0%	4 1.8%	1 0.5%	1 0.6%	1 0.7%	2 1.0%	7 1.1%	2 0.7%	3 1.6%	3 1.9%	15 1.4%	1 0.6%
Did you enter Balboa Park today from Park Boulevard or La…	Park Blvd	454 36.3%	54 40.0%	78 44.1%	68 30.8%	77 38.9%	106 60.6%	35 24.6%	36 17.6%	224 36.5%	102 35.7%	61 33.0%	64 40.8%	378 35.2%	74 42.8%
	Laurel Street/Bridge	719 57.4%	79 58.5%	73 41.2%	141 63.8%	114 57.6%	46 26.3%	103 72.5%	163 79.9%	356 58.1%	166 58.0%	108 58.4%	83 52.9%	640 59.5%	77 44.5%
	Other	63 5.0%	2 1.5%	19 10.7%	8 3.6%	6 3.0%	22 12.6%	3 2.1%	3 1.5%	26 4.2%	16 5.6%	13 7.0%	7 4.5%	42 3.9%	21 12.1%

How did you get to Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		688	66	110	125	109	80	98	97	322	176	85	105	463	210
How did you get to Balboa Park today?	Car	270 39.2%	26 39.4%	48 43.6%	54 43.2%	50 45.9%	28 35.0%	22 22.4%	39 40.2%	132 41.0%	85 48.3%	22 25.9%	31 29.5%	174 37.6%	90 42.9%
	Tour Bus	160 23.3%	13 19.7%	17 15.5%	17 13.6%	29 26.6%	22 27.5%	29 29.6%	33 34.0%	60 18.6%	31 17.6%	35 41.2%	34 32.4%	108 23.3%	49 23.3%
	Walk	130 18.9%	9 13.6%	23 20.9%	30 24.0%	20 18.3%	11 13.8%	20 20.4%	17 17.5%	58 18.0%	31 17.6%	16 18.8%	25 23.8%	91 19.7%	34 16.2%
	Trolley from outside Balboa Park	57 8.3%	5 7.6%	7 6.4%	7 5.6%	5 4.6%	10 12.5%	18 18.4%	5 5.2%	36 11.2%	6 3.4%	7 8.2%	8 7.6%	36 7.8%	21 10.0%
	Bike	33 4.8%	9 13.6%	6 5.5%	10 8.0%	1 0.9%	6 7.5%	1 1.0%	- -	21 6.5%	8 4.5%	1 1.2%	3 2.9%	26 5.6%	6 2.9%
	Motorcycle	24 3.5%	1 1.5%	5 4.5%	5 4.0%	2 1.8%	2 2.5%	7 7.1%	2 2.1%	11 3.4%	10 5.7%	2 2.4%	1 1.0%	19 4.1%	5 2.4%
	Taxi	13 1.9%	3 4.5%	4 3.6%	1 0.8%	2 1.8%	1 1.3%	1 1.0%	1 1.0%	3 0.9%	5 2.8%	2 2.4%	3 2.9%	9 1.9%	4 1.9%
	Other	1 0.1%	- -	- -	1 0.8%	- -	- -	- -	- -	1 0.3%	- -	- -	- -	- -	1 0.5%

Absolute Break % Respondents		Base	Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1251	135	177	221	198	175	141	204	613	286	185	156	1074	173
How did you get to Balboa Park today?	Car	686 54.8%	67 49.6%	103 58.2%	122 55.2%	101 51.0%	113 64.6%	69 48.9%	111 54.4%	340 55.5%	171 59.8%	86 46.5%	86 55.1%	581 54.1%	104 60.1%
	Bike	142 11.4%	29 21.5%	14 7.9%	31 14.0%	30 15.2%	6 3.4%	24 17.0%	8 3.9%	82 13.4%	32 11.2%	14 7.6%	13 8.3%	133 12.4%	7 4.0%
	Tour Bus	134 10.7%	6 4.4%	11 6.2%	25 11.3%	20 10.1%	3 1.7%	27 19.1%	42 20.6%	49 8.0%	23 8.0%	41 22.2%	19 12.2%	118 11.0%	15 8.7%
	Walk	126 10.1%	6 4.4%	20 11.3%	9 4.1%	17 8.6%	47 26.9%	5 3.5%	22 10.8%	60 9.8%	38 13.3%	14 7.6%	12 7.7%	120 11.2%	6 3.5%
	Trolley from outside Balboa Park	61 4.9%	5 3.7%	10 5.6%	12 5.4%	13 6.6%	1 0.6%	6 4.3%	14 6.9%	38 6.2%	5 1.7%	11 5.9%	5 3.2%	47 4.4%	14 8.1%
	Motorcycle	51 4.1%	15 11.1%	4 2.3%	11 5.0%	11 5.6%	- -	5 3.5%	5 2.5%	23 3.8%	11 3.8%	8 4.3%	9 5.8%	42 3.9%	9 5.2%
	Taxi	33 2.6%	6 4.4%	7 4.0%	6 2.7%	6 3.0%	1 0.6%	5 3.5%	2 1.0%	18 2.9%	3 1.0%	8 4.3%	4 2.6%	18 1.7%	15 8.7%
	Other	18 1.4%	1 0.7%	8 4.5%	5 2.3%	- -	4 2.3%	- -	- -	3 0.5%	3 1.0%	3 1.6%	8 5.1%	15 1.4%	3 1.7%

How do you usually get to Balboa Park?

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		795	468	268	58	419	362
How do you usually get to Balboa Park?	Car	751 94.5%	454 97.0%	258 96.3%	38 65.5%	405 96.7%	332 91.7%
	Walk	17 2.1%	3 0.6%	3 1.1%	11 19.0%	3 0.7%	14 3.9%
	Tour Bus	12 1.5%	7 1.5%	3 1.1%	2 3.4%	4 1.0%	8 2.2%
	Bike	7 0.9%	2 0.4%	1 0.4%	4 6.9%	2 0.5%	5 1.4%
	Trolley from outside Balboa Park	4 0.5%	2 0.4%	1 0.4%	1 1.7%	3 0.7%	1 0.3%
	Taxi	2 0.3%	- -	1 0.4%	1 1.7%	1 0.2%	1 0.3%
	Motorcycle	1 0.1%	- -	1 0.4%	- -	1 0.2%	- -
	Public Transportation	1 0.1%	- -	- -	1 1.7%	- -	1 0.3%

IF DROVE: Where did you park?

SEPTEMBER

Absolute Break % Respondents		Base	Resident		Location			
			Yes	No	Prado	Palisades	Fountain	Bay Tree
Base		737	623	113	363	182	94	95
Missing	Other	8 1.1%	7 1.1%	1 0.9%	2 0.6%	2 1.1%	2 2.1%	2 2.1%
IF DROVE: Where did you park?	Park Blvd.	173 23.5%	152 24.4%	20 17.7%	99 27.3%	36 19.8%	18 19.1%	20 21.1%
	Street parking on or around 6th	155 21.0%	120 19.3%	35 31.0%	80 22.0%	31 17.0%	17 18.1%	26 27.4%
	Internal parking lot	289 39.2%	244 39.2%	45 39.8%	131 36.1%	84 46.2%	40 42.6%	33 34.7%
	Zoo lot	98 13.3%	90 14.4%	8 7.1%	46 12.7%	27 14.8%	12 12.8%	12 12.6%
	Other	14 1.9%	10 1.6%	4 3.5%	5 1.4%	2 1.1%	5 5.3%	2 2.1%

Where do you usually park?

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		704	428	242	33	383	309
IF DRIVE: Where do you usually park?	Park Blvd.	79 11.2%	46 10.7%	29 12.0%	4 12.1%	45 11.7%	32 10.4%
	Street parking on or around 6th	106 15.1%	57 13.3%	36 14.9%	13 39.4%	57 14.9%	48 15.5%
	Internal parking lot	296 42.0%	180 42.1%	104 43.0%	11 33.3%	151 39.4%	139 45.0%
	Zoo lot	137 19.5%	94 22.0%	41 16.9%	2 6.1%	87 22.7%	47 15.2%
	Other	86 12.2%	51 11.9%	32 13.2%	3 9.1%	43 11.2%	43 13.9%

Did you or will you use the Red Parking Shuttle today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		562	58	82	67	85	77	98	92	261	130	78	93	368	187
Did you or will you use the Red Parking Shuttle today?	Yes	201 35.8%	14 24.1%	34 41.5%	16 23.9%	38 44.7%	30 39.0%	29 29.6%	39 42.4%	151 57.9%	38 29.2%	5 6.4%	7 7.5%	120 32.6%	79 42.2%
	No	361 64.2%	44 75.9%	48 58.5%	51 76.1%	47 55.3%	47 61.0%	69 70.4%	53 57.6%	110 42.1%	92 70.8%	73 93.6%	86 92.5%	248 67.4%	108 57.8%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1237	134	170	219	198	174	141	201	605	283	183	155	1062	171
Did you or will you use the Red Parking Shuttle today?	Yes	378 30.6%	53 39.6%	38 22.4%	89 40.6%	46 23.2%	77 44.3%	35 24.8%	40 19.9%	173 28.6%	105 37.1%	53 29.0%	46 29.7%	320 30.1%	57 33.3%
	No	859 69.4%	81 60.4%	132 77.6%	130 59.4%	152 76.8%	97 55.7%	106 75.2%	161 80.1%	432 71.4%	178 62.9%	130 71.0%	109 70.3%	742 69.9%	114 66.7%

OUTSIDE SD CITY

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many times have you used the Red Parking Shuttle in t...	469	457	0.435449	0	0	0	15

SD CITY

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many times have you used the Red Parking Shuttle in t...	269	256	0.488281	0	0	0	15

NEIGHBORING ZIP CODES

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many times have you used the Red Parking Shuttle in t...	269	256	0.488281	0	0	0	15

PARKING RATINGS

IF DROVE AND PARKED: Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following as it relates to parking today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		291	27	53	59	51	30	28	40	142	94	24	31	190	95
Availability of Parking	1	7 2.4%	- -	- -	- -	1 2.0%	5 16.7%	1 3.6%	- -	7 4.9%	- -	- -	- -	6 3.2%	1 1.1%
	2	19 6.5%	1 3.7%	- -	2 3.4%	5 9.8%	4 13.3%	3 10.7%	4 10.0%	18 12.7%	1 1.1%	- -	- -	11 5.8%	8 8.4%
	3	28 9.6%	- -	- -	2 3.4%	10 19.6%	1 3.3%	10 35.7%	5 12.5%	22 15.5%	6 6.4%	- -	- -	13 6.8%	14 14.7%
	4	45 15.5%	2 7.4%	5 9.4%	4 6.8%	11 21.6%	3 10.0%	2 7.1%	18 45.0%	28 19.7%	17 18.1%	- -	- -	26 13.7%	18 18.9%
	5	25 8.6%	- -	2 3.8%	6 10.2%	8 15.7%	2 6.7%	2 7.1%	4 10.0%	12 8.5%	12 12.8%	- -	1 3.2%	15 7.9%	10 10.5%
	6	15 5.2%	- -	3 5.7%	4 6.8%	1 2.0%	4 13.3%	1 3.6%	1 2.5%	10 7.0%	1 1.1%	- -	4 12.9%	7 3.7%	8 8.4%
	7	27 9.3%	6 22.2%	10 18.9%	4 6.8%	1 2.0%	3 10.0%	2 7.1%	1 2.5%	14 9.9%	7 7.4%	1 4.2%	5 16.1%	24 12.6%	3 3.2%
	8	63 21.6%	11 40.7%	22 41.5%	17 28.8%	2 3.9%	2 6.7%	4 14.3%	4 10.0%	19 13.4%	30 31.9%	6 25.0%	8 25.8%	47 24.7%	13 13.7%
	9	30 10.3%	6 22.2%	7 13.2%	13 22.0%	1 2.0%	1 3.3%	1 3.6%	1 2.5%	6 4.2%	11 11.7%	11 45.8%	2 6.5%	24 12.6%	5 5.3%
	10	32 11.0%	1 3.7%	4 7.5%	7 11.9%	11 21.6%	5 16.7%	2 7.1%	2 5.0%	6 4.2%	9 9.6%	6 25.0%	11 35.5%	17 8.9%	15 15.8%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		732	82	106	132	110	113	74	115	360	181	94	94	618	113
Availability of Parking	1	3 0.4%	2 2.4%	- -	- -	- -	- -	1 1.4%	- -	- -	2 1.1%	- -	1 1.1%	3 0.5%	- -
	2	17 2.3%	10 12.2%	1 0.9%	2 1.5%	3 2.7%	- -	- -	1 0.9%	8 2.2%	3 1.7%	3 3.2%	3 3.2%	9 1.5%	8 7.1%
	3	22 3.0%	7 8.5%	3 2.8%	4 3.0%	4 3.6%	- -	1 1.4%	3 2.6%	12 3.3%	7 3.9%	2 2.1%	1 1.1%	17 2.8%	5 4.4%
	4	34 4.6%	7 8.5%	6 5.7%	7 5.3%	4 3.6%	2 1.8%	3 4.1%	5 4.3%	21 5.8%	8 4.4%	2 2.1%	3 3.2%	29 4.7%	5 4.4%
	5	57 7.8%	5 6.1%	6 5.7%	17 12.9%	10 9.1%	1 0.9%	6 8.1%	12 10.4%	15 4.2%	20 11.0%	8 8.5%	14 14.9%	46 7.4%	11 9.7%
	6	102 13.9%	13 15.9%	11 10.4%	22 16.7%	23 20.9%	4 3.5%	11 14.9%	18 15.7%	48 13.3%	39 21.5%	9 9.6%	5 5.3%	86 13.9%	15 13.3%
	7	169 23.1%	14 17.1%	28 26.4%	34 25.8%	34 30.9%	12 10.6%	28 37.8%	19 16.5%	95 26.4%	30 16.6%	27 28.7%	16 17.0%	141 22.8%	28 24.8%
	8	147 20.1%	10 12.2%	22 20.8%	30 22.7%	27 24.5%	30 26.5%	19 25.7%	9 7.8%	62 17.2%	42 23.2%	24 25.5%	19 20.2%	129 20.9%	18 15.9%
	9	80 10.9%	9 11.0%	19 17.9%	13 9.8%	4 3.6%	27 23.9%	5 6.8%	3 2.6%	39 10.8%	16 8.8%	11 11.7%	13 13.8%	66 10.7%	14 12.4%
	10	101 13.8%	5 6.1%	10 9.4%	3 2.3%	1 0.9%	37 32.7%	- -	45 39.1%	60 16.7%	14 7.7%	8 8.5%	19 20.2%	92 14.9%	9 8.0%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		736	444	253	38	397	326
Availability of Parking	1	38 5.2%	25 5.6%	13 5.1%	- -	23 5.8%	14 4.3%
	2	45 6.1%	27 6.1%	16 6.3%	2 5.3%	27 6.8%	18 5.5%
	3	72 9.8%	48 10.8%	20 7.9%	3 7.9%	36 9.1%	35 10.7%
	4	43 5.8%	29 6.5%	12 4.7%	2 5.3%	24 6.0%	18 5.5%
	5	156 21.2%	91 20.5%	54 21.3%	11 28.9%	74 18.6%	78 23.9%
	6	88 12.0%	50 11.3%	33 13.0%	5 13.2%	52 13.1%	35 10.7%
	7	90 12.2%	47 10.6%	37 14.6%	6 15.8%	43 10.8%	47 14.4%
	8	103 14.0%	70 15.8%	31 12.3%	2 5.3%	62 15.6%	41 12.6%
	9	35 4.8%	23 5.2%	12 4.7%	- -	24 6.0%	10 3.1%
	10	66 9.0%	34 7.7%	25 9.9%	7 18.4%	32 8.1%	30 9.2%

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		290	27	53	59	50	30	28	40	140	94	24	32	189	95
Signage to Parking	1	3 1.0%	- -	- -	- -	2 4.0%	- -	1 3.6%	- -	1 0.7%	2 2.1%	- -	- -	1 0.5%	2 2.1%
	2	17 5.9%	- -	- -	1 1.7%	4 8.0%	1 3.3%	7 25.0%	4 10.0%	16 11.4%	1 1.1%	- -	- -	10 5.3%	7 7.4%
	3	47 16.2%	2 7.4%	4 7.5%	3 5.1%	11 22.0%	11 36.7%	3 10.7%	13 32.5%	35 25.0%	12 12.8%	- -	- -	23 12.2%	23 24.2%
	4	36 12.4%	1 3.7%	- -	10 16.9%	7 14.0%	3 10.0%	6 21.4%	8 20.0%	24 17.1%	12 12.8%	- -	- -	20 10.6%	16 16.8%
	5	14 4.8%	- -	2 3.8%	2 3.4%	3 6.0%	2 6.7%	1 3.6%	3 7.5%	9 6.4%	5 5.3%	- -	- -	9 4.8%	4 4.2%
	6	21 7.2%	- -	6 11.3%	5 8.5%	4 8.0%	1 3.3%	1 3.6%	4 10.0%	12 8.6%	7 7.4%	- -	2 6.3%	15 7.9%	6 6.3%
	7	33 11.4%	11 40.7%	6 11.3%	6 10.2%	5 10.0%	3 10.0%	- -	2 5.0%	9 6.4%	11 11.7%	5 20.8%	8 25.0%	27 14.3%	5 5.3%
	8	50 17.2%	11 40.7%	16 30.2%	12 20.3%	- -	2 6.7%	5 17.9%	3 7.5%	18 12.9%	18 19.1%	9 37.5%	5 15.6%	41 21.7%	8 8.4%
	9	59 20.3%	1 3.7%	16 30.2%	17 28.8%	12 24.0%	7 23.3%	3 10.7%	3 7.5%	13 9.3%	23 24.5%	7 29.2%	16 50.0%	36 19.0%	21 22.1%
	10	10 3.4%	1 3.7%	3 5.7%	3 5.1%	2 4.0%	- -	1 3.6%	- -	3 2.1%	3 3.2%	3 12.5%	1 3.1%	7 3.7%	3 3.2%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		733	82	105	133	110	113	74	116	361	182	93	94	619	113
Signage to Parking	1	9 1.2%	4 4.9%	5 4.8%	- -	- -	- -	- -	- -	2 0.6%	1 0.5%	- -	6 6.4%	7 1.1%	2 1.8%
	2	7 1.0%	2 2.4%	2 1.9%	- -	1 0.9%	- -	2 2.7%	- -	1 0.3%	3 1.6%	2 2.2%	1 1.1%	5 0.8%	2 1.8%
	3	24 3.3%	10 12.2%	3 2.9%	2 1.5%	4 3.6%	1 0.9%	2 2.7%	2 1.7%	13 3.6%	6 3.3%	3 3.2%	2 2.1%	19 3.1%	5 4.4%
	4	39 5.3%	10 12.2%	1 1.0%	8 6.0%	6 5.5%	1 0.9%	5 6.8%	8 6.9%	16 4.4%	11 6.0%	5 5.4%	7 7.4%	26 4.2%	12 10.6%
	5	80 10.9%	7 8.5%	13 12.4%	28 21.1%	8 7.3%	1 0.9%	3 4.1%	20 17.2%	28 7.8%	32 17.6%	11 11.8%	8 8.5%	64 10.3%	16 14.2%
	6	105 14.3%	7 8.5%	23 21.9%	23 17.3%	25 22.7%	3 2.7%	6 8.1%	18 15.5%	49 13.6%	27 14.8%	14 15.1%	15 16.0%	92 14.9%	13 11.5%
	7	122 16.6%	11 13.4%	18 17.1%	31 23.3%	31 28.2%	3 2.7%	16 21.6%	12 10.3%	66 18.3%	27 14.8%	19 20.4%	9 9.6%	104 16.8%	18 15.9%
	8	168 22.9%	17 20.7%	23 21.9%	26 19.5%	30 27.3%	32 28.3%	33 44.6%	7 6.0%	86 23.8%	40 22.0%	18 19.4%	24 25.5%	140 22.6%	28 24.8%
	9	80 10.9%	6 7.3%	11 10.5%	11 8.3%	4 3.6%	36 31.9%	7 9.5%	5 4.3%	39 10.8%	22 12.1%	12 12.9%	7 7.4%	71 11.5%	9 8.0%
	10	99 13.5%	8 9.8%	6 5.7%	4 3.0%	1 0.9%	36 31.9%	- -	44 37.9%	61 16.9%	13 7.1%	9 9.7%	15 16.0%	91 14.7%	8 7.1%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		605	361	210	33	334	262
Signage to Parking	1	20 3.3%	13 3.6%	6 2.9%	1 3.0%	8 2.4%	11 4.2%
	2	21 3.5%	13 3.6%	5 2.4%	3 9.1%	11 3.3%	9 3.4%
	3	40 6.6%	27 7.5%	13 6.2%	- -	24 7.2%	16 6.1%
	4	38 6.3%	23 6.4%	14 6.7%	- -	24 7.2%	12 4.6%
	5	97 16.0%	51 14.1%	42 20.0%	4 12.1%	49 14.7%	46 17.6%
	6	55 9.1%	32 8.9%	18 8.6%	5 15.2%	32 9.6%	23 8.8%
	7	70 11.6%	40 11.1%	27 12.9%	3 9.1%	42 12.6%	27 10.3%
	8	133 22.0%	84 23.3%	42 20.0%	7 21.2%	67 20.1%	66 25.2%
	9	54 8.9%	34 9.4%	18 8.6%	2 6.1%	33 9.9%	21 8.0%
	10	77 12.7%	44 12.2%	25 11.9%	8 24.2%	44 13.2%	31 11.8%

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		291	27	53	59	50	30	28	41	141	94	24	32	190	95
Convenience of Parking	1	6 2.1%	- -	- -	1 1.7%	5 10.0%	- -	- -	- -	3 2.1%	3 3.2%	- -	- -	2 1.1%	3 3.2%
	2	12 4.1%	- -	- -	1 1.7%	3 6.0%	5 16.7%	2 7.1%	1 2.4%	10 7.1%	2 2.1%	- -	- -	7 3.7%	5 5.3%
	3	20 6.9%	1 3.7%	- -	3 5.1%	6 12.0%	2 6.7%	4 14.3%	3 7.3%	15 10.6%	5 5.3%	- -	- -	12 6.3%	8 8.4%
	4	22 7.6%	- -	1 1.9%	3 5.1%	6 12.0%	4 13.3%	4 14.3%	4 9.8%	17 12.1%	5 5.3%	- -	- -	15 7.9%	6 6.3%
	5	30 10.3%	- -	6 11.3%	3 5.1%	5 10.0%	- -	5 17.9%	11 26.8%	21 14.9%	8 8.5%	- -	1 3.1%	14 7.4%	16 16.8%
	6	35 12.0%	2 7.4%	2 3.8%	4 6.8%	4 8.0%	9 30.0%	3 10.7%	10 24.4%	23 16.3%	8 8.5%	- -	4 12.5%	22 11.6%	13 13.7%
	7	37 12.7%	6 22.2%	7 13.2%	12 20.3%	3 6.0%	4 13.3%	1 3.6%	4 9.8%	15 10.6%	11 11.7%	5 20.8%	6 18.8%	23 12.1%	14 14.7%
	8	63 21.6%	9 33.3%	12 22.6%	18 30.5%	8 16.0%	2 6.7%	8 28.6%	5 12.2%	17 12.1%	22 23.4%	14 58.3%	10 31.3%	49 25.8%	13 13.7%
	9	56 19.2%	7 25.9%	22 41.5%	11 18.6%	10 20.0%	3 10.0%	1 3.6%	2 4.9%	17 12.1%	25 26.6%	5 20.8%	9 28.1%	38 20.0%	15 15.8%
	10	10 3.4%	2 7.4%	3 5.7%	3 5.1%	- -	1 3.3%	- -	1 2.4%	3 2.1%	5 5.3%	- -	2 6.3%	8 4.2%	2 2.1%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		734	82	106	133	110	113	74	116	361	182	94	94	620	113
Convenience of Parking	1	5 0.7%	5 6.1%	- -	- -	- -	- -	- -	- -	1 0.3%	2 1.1%	1 1.1%	1 1.1%	3 0.5%	2 1.8%
	2	14 1.9%	9 11.0%	1 0.9%	- -	2 1.8%	1 0.9%	1 1.4%	- -	4 1.1%	4 2.2%	2 2.1%	4 4.3%	7 1.1%	7 6.2%
	3	19 2.6%	3 3.7%	3 2.8%	6 4.5%	3 2.7%	- -	- -	4 3.4%	10 2.8%	3 1.6%	3 3.2%	3 3.2%	15 2.4%	4 3.5%
	4	24 3.3%	6 7.3%	5 4.7%	3 2.3%	5 4.5%	- -	2 2.7%	3 2.6%	16 4.4%	5 2.7%	2 2.1%	1 1.1%	20 3.2%	4 3.5%
	5	69 9.4%	6 7.3%	11 10.4%	21 15.8%	10 9.1%	1 0.9%	9 12.2%	11 9.5%	29 8.0%	21 11.5%	7 7.4%	12 12.8%	59 9.5%	10 8.8%
	6	70 9.5%	7 8.5%	18 17.0%	13 9.8%	15 13.6%	2 1.8%	4 5.4%	11 9.5%	34 9.4%	17 9.3%	10 10.6%	9 9.6%	60 9.7%	10 8.8%
	7	153 20.8%	16 19.5%	23 21.7%	32 24.1%	34 30.9%	8 7.1%	18 24.3%	22 19.0%	80 22.2%	39 21.4%	23 24.5%	9 9.6%	120 19.4%	32 28.3%
	8	151 20.6%	19 23.2%	18 17.0%	34 25.6%	28 25.5%	9 8.0%	29 39.2%	14 12.1%	73 20.2%	40 22.0%	20 21.3%	18 19.1%	135 21.8%	16 14.2%
	9	113 15.4%	4 4.9%	17 16.0%	20 15.0%	10 9.1%	46 40.7%	10 13.5%	6 5.2%	47 13.0%	35 19.2%	15 16.0%	16 17.0%	95 15.3%	18 15.9%
	10	116 15.8%	7 8.5%	10 9.4%	4 3.0%	3 2.7%	46 40.7%	1 1.4%	45 38.8%	67 18.6%	16 8.8%	11 11.7%	21 22.3%	106 17.1%	10 8.8%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		736	443	254	38	399	324
Convenience of Parking	1	26 3.5%	17 3.8%	9 3.5%	- -	12 3.0%	13 4.0%
	2	30 4.1%	18 4.1%	8 3.1%	4 10.5%	16 4.0%	13 4.0%
	3	57 7.7%	39 8.8%	15 5.9%	2 5.3%	33 8.3%	23 7.1%
	4	61 8.3%	39 8.8%	17 6.7%	5 13.2%	26 6.5%	34 10.5%
	5	119 16.2%	73 16.5%	39 15.4%	7 18.4%	66 16.5%	51 15.7%
	6	82 11.1%	40 9.0%	40 15.7%	2 5.3%	47 11.8%	35 10.8%
	7	107 14.5%	58 13.1%	43 16.9%	6 15.8%	60 15.0%	46 14.2%
	8	133 18.1%	88 19.9%	41 16.1%	4 10.5%	73 18.3%	59 18.2%
	9	39 5.3%	24 5.4%	13 5.1%	2 5.3%	23 5.8%	13 4.0%
	10	82 11.1%	47 10.6%	29 11.4%	6 15.8%	43 10.8%	37 11.4%

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		290	27	53	58	51	30	28	41	141	94	24	31	189	95
Parking Shuttle	1	2 0.7%	- -	- -	- -	2 3.9%	- -	- -	- -	- -	2 2.1%	- -	- -	1 0.5%	1 1.1%
	2	10 3.4%	1 3.7%	- -	- -	6 11.8%	1 3.3%	2 7.1%	- -	9 6.4%	1 1.1%	- -	- -	4 2.1%	6 6.3%
	3	12 4.1%	- -	- -	- -	4 7.8%	1 3.3%	6 21.4%	1 2.4%	10 7.1%	2 2.1%	- -	- -	7 3.7%	5 5.3%
	4	20 6.9%	- -	- -	2 3.4%	6 11.8%	2 6.7%	3 10.7%	7 17.1%	18 12.8%	2 2.1%	- -	- -	7 3.7%	12 12.6%
	5	33 11.4%	2 7.4%	4 7.5%	4 6.9%	6 11.8%	7 23.3%	4 14.3%	6 14.6%	29 20.6%	3 3.2%	- -	1 3.2%	20 10.6%	13 13.7%
	6	30 10.3%	- -	3 5.7%	10 17.2%	5 9.8%	5 16.7%	2 7.1%	4 9.8%	20 14.2%	7 7.4%	2 8.3%	1 3.2%	21 11.1%	9 9.5%
	7	45 15.5%	7 25.9%	4 7.5%	13 22.4%	4 7.8%	5 16.7%	3 10.7%	9 22.0%	11 7.8%	18 19.1%	6 25.0%	10 32.3%	31 16.4%	13 13.7%
	8	70 24.1%	9 33.3%	16 30.2%	12 20.7%	13 25.5%	5 16.7%	6 21.4%	8 19.5%	17 12.1%	31 33.0%	9 37.5%	13 41.9%	50 26.5%	19 20.0%
	9	55 19.0%	7 25.9%	21 39.6%	14 24.1%	5 9.8%	1 3.3%	1 3.6%	6 14.6%	22 15.6%	24 25.5%	3 12.5%	6 19.4%	42 22.2%	11 11.6%
	10	13 4.5%	1 3.7%	5 9.4%	3 5.2%	- -	3 10.0%	1 3.6%	- -	5 3.5%	4 4.3%	4 16.7%	- -	6 3.2%	6 6.3%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		533	60	67	100	68	92	44	102	265	120	73	73	461	71
Parking Shuttle	1	29 5.4%	5 8.3%	22 32.8%	1 1.0%	1 1.5%	- -	- -	- -	3 1.1%	1 0.8%	13 17.8%	12 16.4%	21 4.6%	8 11.3%
	2	3 0.6%	2 3.3%	- -	- -	- -	1 1.1%	- -	- -	2 0.8%	1 0.8%	- -	- -	2 0.4%	1 1.4%
	3	6 1.1%	- -	1 1.5%	2 2.0%	- -	- -	- -	3 2.9%	4 1.5%	1 0.8%	- -	1 1.4%	5 1.1%	1 1.4%
	4	21 3.9%	5 8.3%	3 4.5%	4 4.0%	4 5.9%	1 1.1%	- -	4 3.9%	14 5.3%	4 3.3%	- -	3 4.1%	14 3.0%	7 9.9%
	5	48 9.0%	14 23.3%	8 11.9%	10 10.0%	3 4.4%	1 1.1%	6 13.6%	6 5.9%	16 6.0%	11 9.2%	9 12.3%	12 16.4%	34 7.4%	14 19.7%
	6	41 7.7%	7 11.7%	1 1.5%	13 13.0%	5 7.4%	- -	1 2.3%	14 13.7%	12 4.5%	22 18.3%	5 6.8%	1 1.4%	36 7.8%	5 7.0%
	7	106 19.9%	8 13.3%	9 13.4%	29 29.0%	26 38.2%	2 2.2%	18 40.9%	14 13.7%	54 20.4%	23 19.2%	17 23.3%	11 15.1%	97 21.0%	9 12.7%
	8	114 21.4%	11 18.3%	14 20.9%	26 26.0%	23 33.8%	15 16.3%	14 31.8%	11 10.8%	58 21.9%	33 27.5%	12 16.4%	11 15.1%	99 21.5%	15 21.1%
	9	63 11.8%	3 5.0%	6 9.0%	12 12.0%	3 4.4%	29 31.5%	5 11.4%	5 4.9%	36 13.6%	8 6.7%	12 16.4%	7 9.6%	57 12.4%	6 8.5%
	10	102 19.1%	5 8.3%	3 4.5%	3 3.0%	3 4.4%	43 46.7%	- -	45 44.1%	66 24.9%	16 13.3%	5 6.8%	15 20.5%	96 20.8%	5 7.0%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		204	118	74	12	111	89
Parking Shuttle	1	15 7.4%	6 5.1%	9 12.2%	- -	10 9.0%	5 5.6%
	2	11 5.4%	6 5.1%	4 5.4%	1 8.3%	6 5.4%	4 4.5%
	3	13 6.4%	7 5.9%	5 6.8%	1 8.3%	6 5.4%	6 6.7%
	4	8 3.9%	6 5.1%	1 1.4%	1 8.3%	7 6.3%	1 1.1%
	5	31 15.2%	20 16.9%	7 9.5%	4 33.3%	14 12.6%	17 19.1%
	6	8 3.9%	4 3.4%	3 4.1%	1 8.3%	6 5.4%	2 2.2%
	7	26 12.7%	17 14.4%	9 12.2%	- -	14 12.6%	12 13.5%
	8	34 16.7%	19 16.1%	15 20.3%	- -	15 13.5%	19 21.3%
	9	18 8.8%	14 11.9%	3 4.1%	1 8.3%	12 10.8%	6 6.7%
	10	40 19.6%	19 16.1%	18 24.3%	3 25.0%	21 18.9%	17 19.1%

Please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the following statements.

AUGUST

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		692	318	184	84	106	464	212
Parking negatively impacts my decision to visit Balboa Park	Strongly Agree	151 21.8%	62 19.5%	68 37.0%	9 10.7%	12 11.3%	110 23.7%	37 17.5%
	Somewhat Agree	193 27.9%	97 30.5%	51 27.7%	24 28.6%	21 19.8%	121 26.1%	67 31.6%
	Somewhat Disagree	131 18.9%	55 17.3%	42 22.8%	10 11.9%	24 22.6%	86 18.5%	44 20.8%
	Strongly Disagree	34 4.9%	17 5.3%	4 2.2%	5 6.0%	8 7.5%	25 5.4%	9 4.2%
	DNK	183 26.4%	87 27.4%	19 10.3%	36 42.9%	41 38.7%	122 26.3%	55 25.9%

SEPTEMBER

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1212	596	273	176	156	1052	156
Parking negatively impacts my decision to visit Balboa Park	Strongly Agree	128 10.6%	82 13.8%	21 7.7%	12 6.8%	12 7.7%	114 10.8%	13 8.3%
	Somewhat Agree	332 27.4%	129 21.6%	69 25.3%	84 47.7%	48 30.8%	288 27.4%	43 27.6%
	Somewhat Disagree	490 40.4%	275 46.1%	137 50.2%	35 19.9%	39 25.0%	442 42.0%	46 29.5%
	Strongly Disagree	212 17.5%	80 13.4%	46 16.8%	34 19.3%	48 30.8%	193 18.3%	19 12.2%
	DNK	50 4.1%	30 5.0%	- -	11 6.3%	9 5.8%	15 1.4%	35 22.4%

TELEPHONE

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
Parking negatively impacts my decision to visit Balboa Park	Strongly Agree	144 18.0%	88 18.8%	49 18.2%	7 11.5%	80 19.0%	64 17.5%
	Somewhat Agree	174 21.8%	92 19.6%	67 24.9%	15 24.6%	95 22.6%	74 20.3%
	Somewhat Disagree	178 22.3%	117 24.9%	47 17.5%	14 23.0%	103 24.5%	71 19.5%
	Strongly Disagree	278 34.8%	161 34.3%	96 35.7%	20 32.8%	133 31.6%	141 38.6%
	DNK	26 3.3%	11 2.3%	10 3.7%	5 8.2%	10 2.4%	15 4.1%

AUGUST

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		689	317	183	83	106	462	211
I would prefer more open space and gardens to more centralized parking	Strongly Agree	115 16.7%	56 17.7%	42 23.0%	7 8.4%	10 9.4%	74 16.0%	35 16.6%
	Somewhat Agree	211 30.6%	99 31.2%	59 32.2%	21 25.3%	32 30.2%	148 32.0%	59 28.0%
	Somewhat Disagree	151 21.9%	55 17.4%	61 33.3%	17 20.5%	18 17.0%	98 21.2%	51 24.2%
	Strongly Disagree	30 4.4%	19 6.0%	4 2.2%	2 2.4%	5 4.7%	19 4.1%	11 5.2%
	DNK	182 26.4%	88 27.8%	17 9.3%	36 43.4%	41 38.7%	123 26.6%	55 26.1%

SEPTEMBER

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1224	597	277	184	155	1059	161
I would prefer more open space and gardens to more centralized parking	Strongly Agree	246 20.1%	78 13.1%	57 20.6%	65 35.3%	45 29.0%	216 20.4%	29 18.0%
	Somewhat Agree	577 47.1%	311 52.1%	124 44.8%	72 39.1%	64 41.3%	498 47.0%	77 47.8%
	Somewhat Disagree	248 20.3%	129 21.6%	58 20.9%	35 19.0%	23 14.8%	215 20.3%	32 19.9%
	Strongly Disagree	131 10.7%	69 11.6%	38 13.7%	5 2.7%	19 12.3%	118 11.1%	13 8.1%
	DNK	22 1.8%	10 1.7%	- -	7 3.8%	4 2.6%	12 1.1%	10 6.2%

TELEPHONE

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
I would prefer more open space and gardens to more centralized parking	Strongly Agree	294 36.8%	173 36.9%	99 36.8%	22 36.1%	163 38.7%	128 35.1%
	Somewhat Agree	179 22.4%	102 21.7%	56 20.8%	21 34.4%	99 23.5%	74 20.3%
	Somewhat Disagree	152 19.0%	93 19.8%	50 18.6%	9 14.8%	71 16.9%	79 21.6%
	Strongly Disagree	112 14.0%	64 13.6%	41 15.2%	6 9.8%	58 13.8%	53 14.5%
	DNK	63 7.9%	37 7.9%	23 8.6%	3 4.9%	30 7.1%	31 8.5%

AUGUST

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		691	317	184	84	106	465	210
I would prefer to have more centralized parking	Strongly Agree	86 12.4%	42 13.2%	29 15.8%	9 10.7%	6 5.7%	59 12.7%	22 10.5%
	Somewhat Agree	201 29.1%	87 27.4%	68 37.0%	18 21.4%	28 26.4%	144 31.0%	52 24.8%
	Somewhat Disagree	153 22.1%	59 18.6%	57 31.0%	16 19.0%	21 19.8%	100 21.5%	52 24.8%
	Strongly Disagree	67 9.7%	39 12.3%	14 7.6%	5 6.0%	9 8.5%	38 8.2%	28 13.3%
	DNK	184 26.6%	90 28.4%	16 8.7%	36 42.9%	42 39.6%	124 26.7%	56 26.7%

SEPTEMBER

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1221	597	276	182	155	1057	160
I would prefer to have more centralized parking	Strongly Agree	119 9.7%	57 9.5%	32 11.6%	19 10.4%	11 7.1%	110 10.4%	7 4.4%
	Somewhat Agree	439 36.0%	189 31.7%	86 31.2%	89 48.9%	70 45.2%	396 37.5%	43 26.9%
	Somewhat Disagree	490 40.1%	266 44.6%	113 40.9%	56 30.8%	50 32.3%	405 38.3%	83 51.9%
	Strongly Disagree	148 12.1%	72 12.1%	45 16.3%	11 6.0%	19 12.3%	133 12.6%	15 9.4%
	DNK	25 2.0%	13 2.2%	- -	7 3.8%	5 3.2%	13 1.2%	12 7.5%

TELEPHONE

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
I would prefer to have more centralized parking	Strongly Agree	223 27.9%	146 31.1%	62 23.0%	15 24.6%	123 29.2%	97 26.6%
	Somewhat Agree	205 25.6%	124 26.4%	69 25.7%	12 19.7%	114 27.1%	87 23.8%
	Somewhat Disagree	155 19.4%	79 16.8%	66 24.5%	10 16.4%	78 18.5%	75 20.5%
	Strongly Disagree	162 20.3%	87 18.6%	54 20.1%	20 32.8%	80 19.0%	79 21.6%
	DNK	55 6.9%	33 7.0%	18 6.7%	4 6.6%	26 6.2%	27 7.4%

AUGUST

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		691	318	183	84	106	464	211
The balance between open space and parking is about right	Strongly Agree	139 20.1%	64 20.1%	35 19.1%	14 16.7%	26 24.5%	98 21.1%	39 18.5%
	Somewhat Agree	197 28.5%	79 24.8%	66 36.1%	24 28.6%	28 26.4%	136 29.3%	54 25.6%
	Somewhat Disagree	113 16.4%	55 17.3%	44 24.0%	7 8.3%	7 6.6%	75 16.2%	36 17.1%
	Strongly Disagree	52 7.5%	27 8.5%	19 10.4%	3 3.6%	3 2.8%	27 5.8%	24 11.4%
	DNK	190 27.5%	93 29.2%	19 10.4%	36 42.9%	42 39.6%	128 27.6%	58 27.5%

SEPTEMBER

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1220	591	279	183	156	1056	160
The balance between open space and parking is about right	Strongly Agree	184 15.1%	67 11.3%	36 12.9%	49 26.8%	30 19.2%	164 15.5%	17 10.6%
	Somewhat Agree	494 40.5%	225 38.1%	124 44.4%	81 44.3%	59 37.8%	416 39.4%	78 48.8%
	Somewhat Disagree	363 29.8%	207 35.0%	67 24.0%	41 22.4%	45 28.8%	324 30.7%	38 23.8%
	Strongly Disagree	150 12.3%	77 13.0%	47 16.8%	6 3.3%	19 12.2%	135 12.8%	15 9.4%
	DNK	29 2.4%	15 2.5%	5 1.8%	6 3.3%	3 1.9%	17 1.6%	12 7.5%

TELEPHONE

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
The balance between open space and parking is about right	Strongly Agree	288 36.0%	163 34.8%	103 38.3%	21 34.4%	159 37.8%	124 34.0%
	Somewhat Agree	303 37.9%	178 38.0%	103 38.3%	22 36.1%	157 37.3%	142 38.9%
	Somewhat Disagree	115 14.4%	72 15.4%	36 13.4%	7 11.5%	64 15.2%	49 13.4%
	Strongly Disagree	55 6.9%	31 6.6%	15 5.6%	9 14.8%	30 7.1%	23 6.3%
	DNK	39 4.9%	25 5.3%	12 4.5%	2 3.3%	11 2.6%	27 7.4%

Why are you visiting Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		703	66	111	128	115	81	101	98	326	186	85	106	471	216
Missing	Other	15 2.1%	1 1.5%	1 0.9%	4 3.1%	5 4.3%	1 1.2%	- -	3 3.1%	6 1.8%	9 4.8%	- -	- -	14 3.0%	1 0.5%
Reason Visiting	Museum, Zoo, or Theater	308 43.8%	28 42.4%	39 35.1%	43 33.6%	58 50.4%	44 54.3%	46 45.5%	47 48.0%	131 40.2%	44 23.7%	65 76.5%	68 64.2%	189 40.1%	114 52.8%
	Leisure activity	286 40.7%	18 27.3%	18 16.2%	40 31.3%	62 53.9%	44 54.3%	50 49.5%	53 54.1%	68 20.9%	83 44.6%	63 74.1%	72 67.9%	191 40.6%	90 41.7%
	Recreational Activity	235 33.4%	18 27.3%	40 36.0%	35 27.3%	42 36.5%	38 46.9%	29 28.7%	32 32.7%	48 14.7%	56 30.1%	58 68.2%	73 68.9%	145 30.8%	87 40.3%
	Sightseeing	160 22.8%	2 3.0%	29 26.1%	32 25.0%	42 36.5%	16 19.8%	18 17.8%	21 21.4%	116 35.6%	38 20.4%	2 2.4%	4 3.8%	97 20.6%	56 25.9%
	Public Event or Festival	121 17.2%	12 18.2%	10 9.0%	22 17.2%	20 17.4%	16 19.8%	29 28.7%	12 12.2%	37 11.3%	34 18.3%	23 27.1%	27 25.5%	79 16.8%	39 18.1%
	Work	57 8.1%	6 9.1%	5 4.5%	16 12.5%	8 7.0%	8 9.9%	12 11.9%	2 2.0%	25 7.7%	24 12.9%	4 4.7%	4 3.8%	50 10.6%	4 1.9%
	Restaurant	48 6.8%	5 7.6%	9 8.1%	9 7.0%	8 7.0%	10 12.3%	3 3.0%	3 3.1%	15 4.6%	25 13.4%	2 2.4%	6 5.7%	30 6.4%	16 7.4%
	Other	22 3.1%	2 3.0%	3 2.7%	5 3.9%	5 4.3%	- -	- -	7 7.1%	2 0.6%	15 8.1%	3 3.5%	2 1.9%	17 3.6%	4 1.9%

Absolute Break % Respondents		Base	Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1252	135	177	221	198	175	142	204	613	286	185	157	1075	173
Missing	Other	5 0.4%	1 0.7%	- -	2 0.9%	- -	2 1.1%	- -	- -	3 0.5%	1 0.3%	1 0.5%	- -	5 0.5%	- -
Reason Visiting	Museum, Zoo, or Theater	647 51.7%	71 52.6%	99 55.9%	112 50.7%	105 53.0%	97 55.4%	88 62.0%	75 36.8%	336 54.8%	124 43.4%	111 60.0%	71 45.2%	532 49.5%	113 65.3%
	Leisure activity	396 31.6%	15 11.1%	63 35.6%	61 27.6%	51 25.8%	96 54.9%	54 38.0%	56 27.5%	180 29.4%	54 18.9%	94 50.8%	66 42.0%	347 32.3%	48 27.7%
	Sightseeing	239 19.1%	11 8.1%	57 32.2%	44 19.9%	33 16.7%	13 7.4%	14 9.9%	67 32.8%	89 14.5%	63 22.0%	42 22.7%	44 28.0%	170 15.8%	69 39.9%
	Recreational Activity	165 13.2%	20 14.8%	28 15.8%	16 7.2%	32 16.2%	39 22.3%	17 12.0%	13 6.4%	59 9.6%	45 15.7%	31 16.8%	27 17.2%	149 13.9%	16 9.2%
	Public Event or Festival	135 10.8%	8 5.9%	9 5.1%	27 12.2%	36 18.2%	5 2.9%	20 14.1%	30 14.7%	59 9.6%	28 9.8%	23 12.4%	22 14.0%	124 11.5%	10 5.8%
	Work	111 8.9%	7 5.2%	11 6.2%	18 8.1%	31 15.7%	1 0.6%	13 9.2%	30 14.7%	65 10.6%	22 7.7%	11 5.9%	11 7.0%	105 9.8%	5 2.9%
	Restaurant	72 5.8%	8 5.9%	19 10.7%	19 8.6%	9 4.5%	5 2.9%	3 2.1%	9 4.4%	35 5.7%	16 5.6%	7 3.8%	13 8.3%	53 4.9%	19 11.0%
	Other	26 2.1%	4 3.0%	3 1.7%	4 1.8%	- -	15 8.6%	- -	- -	10 1.6%	12 4.2%	3 1.6%	1 0.6%	24 2.2%	2 1.2%

TELEPHONE

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		792	464	266	61	417	361
Reason Visiting	Museum, Zoo, or Theater	549 69.3%	333 71.8%	184 69.2%	32 52.5%	298 71.5%	241 66.8%
	Recreational Activity	155 19.6%	74 15.9%	64 24.1%	17 27.9%	80 19.2%	73 20.2%
	Leisure activity	138 17.4%	69 14.9%	52 19.5%	17 27.9%	78 18.7%	60 16.6%
	Sightseeing	127 16.0%	66 14.2%	47 17.7%	14 23.0%	65 15.6%	57 15.8%
	Public Event or Festival	111 14.0%	62 13.4%	37 13.9%	12 19.7%	56 13.4%	55 15.2%
	Other	96 12.1%	58 12.5%	31 11.7%	7 11.5%	49 11.8%	45 12.5%
	Restaurant	81 10.2%	46 9.9%	26 9.8%	9 14.8%	37 8.9%	43 11.9%
	Work	15 1.9%	7 1.5%	5 1.9%	2 3.3%	3 0.7%	12 3.3%

How many hours do you plan to be or how many hours did you spend in Balboa Park today?

August

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many hours do you plan to be or how many hours did yo...	703	595	3.435294	3	3	1	17

September

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many hours do you plan to be or how many hours did yo...	1252	1211	3.554088	3	3	1	9

How many hours do you usually stay at Balboa Park?

OUTSIDE SD CITY

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many hours do you usually stay in Balboa Park?	464	3.851293	4	4	0	10

SD CITY

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many hours do you usually stay in Balboa Park?	265	3.460377	3	3	0	9

NEIGHBORING ZIP CODES

Absolute Respondents	Base	Descriptive Statistics				
		Mean	Mode	Median	Minimum	Maximum
How many hours do you usually stay in Balboa Park?	60	2.866667	2	2.5	1	9

SATISFACTION RATINGS

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		703	66	111	128	115	81	101	98	326	186	85	106	471	216
Overall Satisfaction	1	7 1.0%	- -	- -	- -	6 5.2%	- -	- -	1 1.0%	1 0.3%	6 3.2%	- -	- -	5 1.1%	1 0.5%
	2	12 1.7%	- -	1 0.9%	1 0.8%	1 0.9%	6 7.4%	1 1.0%	2 2.0%	10 3.1%	2 1.1%	- -	- -	6 1.3%	6 2.8%
	3	38 5.4%	1 1.5%	2 1.8%	1 0.8%	9 7.8%	7 8.6%	13 12.9%	5 5.1%	32 9.8%	6 3.2%	- -	- -	20 4.2%	18 8.3%
	4	73 10.4%	2 3.0%	6 5.4%	10 7.8%	13 11.3%	15 18.5%	13 12.9%	14 14.3%	53 16.3%	20 10.8%	- -	- -	53 11.3%	20 9.3%
	5	66 9.4%	3 4.5%	5 4.5%	2 1.6%	19 16.5%	7 8.6%	9 8.9%	21 21.4%	50 15.3%	16 8.6%	- -	- -	35 7.4%	30 13.9%
	6	41 5.8%	4 6.1%	3 2.7%	8 6.3%	14 12.2%	3 3.7%	4 4.0%	5 5.1%	30 9.2%	9 4.8%	- -	2 1.9%	28 5.9%	12 5.6%
	7	52 7.4%	4 6.1%	19 17.1%	17 13.3%	5 4.3%	1 1.2%	2 2.0%	1 1.0%	37 11.3%	12 6.5%	3 3.5%	- -	37 7.9%	12 5.6%
	8	103 14.7%	25 37.9%	32 28.8%	19 14.8%	6 5.2%	4 4.9%	14 13.9%	3 3.1%	44 13.5%	43 23.1%	9 10.6%	7 6.6%	82 17.4%	18 8.3%
	9	107 15.2%	15 22.7%	17 15.3%	37 28.9%	2 1.7%	4 4.9%	23 22.8%	9 9.2%	34 10.4%	43 23.1%	13 15.3%	17 16.0%	72 15.3%	29 13.4%
	10	204 29.0%	12 18.2%	26 23.4%	33 25.8%	40 34.8%	34 42.0%	22 21.8%	37 37.8%	35 10.7%	29 15.6%	60 70.6%	80 75.5%	133 28.2%	70 32.4%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1248	134	176	221	197	175	141	204	612	285	184	156	1074	170
Overall Satisfaction	1	2 0.2%	2 1.5%	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1.3%	1 0.1%	1 0.6%
	2	2 0.2%	- -	- -	- -	1 0.5%	- -	- -	1 0.5%	2 0.3%	- -	- -	- -	2 0.2%	- -
	3	2 0.2%	- -	- -	1 0.5%	- -	- -	1 0.7%	- -	2 0.3%	- -	- -	- -	2 0.2%	- -
	4	5 0.4%	2 1.5%	- -	- -	1 0.5%	- -	1 0.7%	1 0.5%	2 0.3%	3 1.1%	- -	- -	2 0.2%	3 1.8%
	5	49 3.9%	8 6.0%	- -	11 5.0%	5 2.5%	3 1.7%	3 2.1%	19 9.3%	18 2.9%	19 6.7%	7 3.8%	5 3.2%	45 4.2%	4 2.4%
	6	82 6.6%	6 4.5%	1 0.6%	14 6.3%	19 9.6%	2 1.1%	6 4.3%	34 16.7%	42 6.9%	30 10.5%	3 1.6%	4 2.6%	75 7.0%	7 4.1%
	7	213 17.1%	36 26.9%	6 3.4%	43 19.5%	60 30.5%	12 6.9%	29 20.6%	27 13.2%	105 17.2%	68 23.9%	20 10.9%	19 12.2%	194 18.1%	17 10.0%
	8	328 26.3%	24 17.9%	36 20.5%	66 29.9%	61 31.0%	34 19.4%	67 47.5%	40 19.6%	156 25.5%	78 27.4%	55 29.9%	35 22.4%	299 27.8%	29 17.1%
	9	245 19.6%	16 11.9%	39 22.2%	57 25.8%	26 13.2%	47 26.9%	26 18.4%	34 16.7%	115 18.8%	38 13.3%	58 31.5%	33 21.2%	208 19.4%	37 21.8%
	10	320 25.6%	40 29.9%	94 53.4%	29 13.1%	24 12.2%	77 44.0%	8 5.7%	48 23.5%	170 27.8%	49 17.2%	41 22.3%	58 37.2%	246 22.9%	72 42.4%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		793	462	269	61	416	364
Overall Satisfaction	1	3 0.4%	1 0.2%	2 0.7%	- -	1 0.2%	2 0.5%
	2	1 0.1%	- -	1 0.4%	- -	- -	1 0.3%
	3	1 0.1%	- -	- -	1 1.6%	1 0.2%	- -
	4	7 0.9%	2 0.4%	5 1.9%	- -	3 0.7%	4 1.1%
	5	9 1.1%	7 1.5%	2 0.7%	- -	2 0.5%	7 1.9%
	6	15 1.9%	9 1.9%	6 2.2%	- -	11 2.6%	4 1.1%
	7	72 9.1%	41 8.9%	25 9.3%	6 9.8%	29 7.0%	42 11.5%
	8	215 27.1%	126 27.3%	75 27.9%	13 21.3%	120 28.8%	93 25.5%
	9	172 21.7%	101 21.9%	57 21.2%	14 23.0%	90 21.6%	79 21.7%
	10	298 37.6%	175 37.9%	96 35.7%	27 44.3%	159 38.2%	132 36.3%

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		700	66	109	128	114	81	101	98	324	185	85	106	468	216
Landscaping	1	8 1.1%	- -	- -	1 0.8%	3 2.6%	2 2.5%	1 1.0%	1 1.0%	3 0.9%	5 2.7%	- -	- -	3 0.6%	3 1.4%
	2	22 3.1%	- -	1 0.9%	1 0.8%	4 3.5%	4 4.9%	8 7.9%	4 4.1%	15 4.6%	7 3.8%	- -	- -	16 3.4%	6 2.8%
	3	56 8.0%	2 3.0%	6 5.5%	4 3.1%	12 10.5%	13 16.0%	8 7.9%	11 11.2%	42 13.0%	14 7.6%	- -	- -	38 8.1%	18 8.3%
	4	49 7.0%	3 4.5%	4 3.7%	3 2.3%	8 7.0%	8 9.9%	8 7.9%	15 15.3%	38 11.7%	11 5.9%	- -	- -	22 4.7%	26 12.0%
	5	57 8.1%	1 1.5%	2 1.8%	9 7.0%	18 15.8%	8 9.9%	8 7.9%	11 11.2%	48 14.8%	9 4.9%	- -	- -	35 7.5%	21 9.7%
	6	26 3.7%	- -	3 2.8%	6 4.7%	8 7.0%	2 2.5%	3 3.0%	4 4.1%	17 5.2%	9 4.9%	- -	- -	17 3.6%	9 4.2%
	7	57 8.1%	12 18.2%	10 9.2%	10 7.8%	12 10.5%	1 1.2%	7 6.9%	3 3.1%	34 10.5%	16 8.6%	3 3.5%	4 3.8%	42 9.0%	13 6.0%
	8	109 15.6%	23 34.8%	32 29.4%	22 17.2%	5 4.4%	3 3.7%	19 18.8%	4 4.1%	50 15.4%	41 22.2%	11 12.9%	7 6.6%	86 18.4%	20 9.3%
	9	225 32.1%	17 25.8%	29 26.6%	48 37.5%	34 29.8%	26 32.1%	27 26.7%	44 44.9%	51 15.7%	58 31.4%	53 62.4%	63 59.4%	154 32.9%	67 31.0%
	10	91 13.0%	8 12.1%	22 20.2%	24 18.8%	10 8.8%	14 17.3%	12 11.9%	1 1.0%	26 8.0%	15 8.1%	18 21.2%	32 30.2%	55 11.8%	33 15.3%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1248	134	176	221	197	175	141	204	612	285	184	156	1074	170
Landscaping	3	2 0.2%	2 1.5%	- -	- -	- -	- -	- -	- -	1 0.2%	1 0.4%	- -	- -	- -	2 1.2%
	4	28 2.2%	7 5.2%	- -	7 3.2%	- -	- -	2 1.4%	12 5.9%	5 0.8%	15 5.3%	4 2.2%	3 1.9%	24 2.2%	4 2.4%
	5	37 3.0%	2 1.5%	- -	8 3.6%	2 1.0%	2 1.1%	- -	23 11.3%	11 1.8%	21 7.4%	2 1.1%	3 1.9%	33 3.1%	4 2.4%
	6	72 5.8%	3 2.2%	4 2.3%	21 9.5%	12 6.1%	3 1.7%	8 5.7%	21 10.3%	33 5.4%	24 8.4%	4 2.2%	9 5.8%	64 6.0%	8 4.7%
	7	148 11.9%	16 11.9%	16 9.1%	24 10.9%	37 18.8%	7 4.0%	21 14.9%	27 13.2%	91 14.9%	32 11.2%	12 6.5%	10 6.4%	140 13.0%	8 4.7%
	8	305 24.4%	37 27.6%	28 15.9%	61 27.6%	73 37.1%	48 27.4%	37 26.2%	21 10.3%	158 25.8%	79 27.7%	34 18.5%	32 20.5%	277 25.8%	27 15.9%
	9	310 24.8%	36 26.9%	21 11.9%	74 33.5%	48 24.4%	46 26.3%	57 40.4%	28 13.7%	148 24.2%	65 22.8%	64 34.8%	31 19.9%	259 24.1%	50 29.4%
	10	346 27.7%	31 23.1%	107 60.8%	26 11.8%	25 12.7%	69 39.4%	16 11.3%	72 35.3%	165 27.0%	48 16.8%	64 34.8%	68 43.6%	277 25.8%	67 39.4%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		793	464	267	61	416	363
Landscaping	1	1 0.1%	1 0.2%	- -	- -	1 0.2%	- -
	2	- -	- -	- -	- -	- -	- -
	3	- -	- -	- -	- -	- -	- -
	4	2 0.3%	1 0.2%	1 0.4%	- -	- -	2 0.6%
	5	13 1.6%	6 1.3%	5 1.9%	2 3.3%	7 1.7%	6 1.7%
	6	16 2.0%	11 2.4%	4 1.5%	1 1.6%	9 2.2%	7 1.9%
	7	53 6.7%	34 7.3%	15 5.6%	4 6.6%	36 8.7%	17 4.7%
	8	171 21.6%	91 19.6%	70 26.2%	10 16.4%	91 21.9%	79 21.8%
	9	166 20.9%	100 21.6%	49 18.4%	16 26.2%	78 18.8%	85 23.4%
	10	371 46.8%	220 47.4%	123 46.1%	28 45.9%	194 46.6%	167 46.0%

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		694	65	110	128	110	81	101	96	319	185	84	106	468	210
Road upkeep	1	1 0.1%	- -	- -	- -	1 0.9%	- -	- -	- -	- -	1 0.5%	- -	- -	1 0.2%	- -
	2	10 1.4%	- -	- -	- -	5 4.5%	3 3.7%	- -	2 2.1%	7 2.2%	3 1.6%	- -	- -	3 0.6%	7 3.3%
	3	19 2.7%	- -	- -	3 2.3%	4 3.6%	7 8.6%	4 4.0%	1 1.0%	13 4.1%	6 3.2%	- -	- -	12 2.6%	7 3.3%
	4	37 5.3%	1 1.5%	1 0.9%	4 3.1%	12 10.9%	3 3.7%	8 7.9%	8 8.3%	30 9.4%	7 3.8%	- -	- -	20 4.3%	15 7.1%
	5	39 5.6%	- -	3 2.7%	1 0.8%	7 6.4%	13 16.0%	9 8.9%	6 6.3%	32 10.0%	7 3.8%	- -	- -	25 5.3%	13 6.2%
	6	54 7.8%	5 7.7%	4 3.6%	9 7.0%	8 7.3%	5 6.2%	9 8.9%	14 14.6%	41 12.9%	13 7.0%	- -	- -	36 7.7%	18 8.6%
	7	74 10.7%	3 4.6%	9 8.2%	13 10.2%	19 17.3%	9 11.1%	7 6.9%	13 13.5%	49 15.4%	22 11.9%	3 3.6%	- -	48 10.3%	23 11.0%
	8	133 19.2%	25 38.5%	28 25.5%	25 19.5%	16 14.5%	5 6.2%	24 23.8%	8 8.3%	59 18.5%	37 20.0%	18 21.4%	19 17.9%	93 19.9%	39 18.6%
	9	243 35.0%	19 29.2%	57 51.8%	56 43.8%	37 33.6%	21 25.9%	22 21.8%	31 32.3%	64 20.1%	71 38.4%	45 53.6%	63 59.4%	177 37.8%	60 28.6%
	10	84 12.1%	12 18.5%	8 7.3%	17 13.3%	1 0.9%	15 18.5%	18 17.8%	13 13.5%	24 7.5%	18 9.7%	18 21.4%	24 22.6%	53 11.3%	28 13.3%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1246	134	176	220	197	175	140	204	611	285	184	155	1073	169
Road upkeep	1	2 0.2%	1 0.7%	- -	- -	- -	1 0.6%	- -	- -	1 0.2%	- -	- -	1 0.6%	2 0.2%	- -
	2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
	3	1 0.1%	1 0.7%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 0.6%	- -	1 0.6%
	4	2 0.2%	1 0.7%	1 0.6%	- -	- -	- -	- -	- -	1 0.2%	- -	1 0.5%	- -	1 0.1%	1 0.6%
	5	17 1.4%	4 3.0%	1 0.6%	1 0.5%	- -	3 1.7%	- -	8 3.9%	9 1.5%	7 2.5%	- -	1 0.6%	14 1.3%	3 1.8%
	6	53 4.3%	12 9.0%	3 1.7%	11 5.0%	1 0.5%	2 1.1%	4 2.9%	20 9.8%	22 3.6%	20 7.0%	4 2.2%	6 3.9%	45 4.2%	8 4.7%
	7	163 13.1%	11 8.2%	20 11.4%	39 17.7%	32 16.2%	7 4.0%	15 10.7%	39 19.1%	73 11.9%	45 15.8%	21 11.4%	18 11.6%	148 13.8%	15 8.9%
	8	315 25.3%	44 32.8%	38 21.6%	73 33.2%	61 31.0%	20 11.4%	47 33.6%	32 15.7%	176 28.8%	59 20.7%	49 26.6%	29 18.7%	274 25.5%	40 23.7%
	9	380 30.5%	38 28.4%	25 14.2%	67 30.5%	79 40.1%	69 39.4%	54 38.6%	48 23.5%	168 27.5%	96 33.7%	66 35.9%	48 31.0%	336 31.3%	43 25.4%
	10	313 25.1%	22 16.4%	88 50.0%	29 13.2%	24 12.2%	73 41.7%	20 14.3%	57 27.9%	161 26.4%	58 20.4%	43 23.4%	51 32.9%	253 23.6%	58 34.3%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		762	444	258	59	405	345
Road upkeep	1	2 0.3%	2 0.5%	- -	- -	2 0.5%	- -
	2	5 0.7%	2 0.5%	3 1.2%	- -	2 0.5%	3 0.9%
	3	2 0.3%	2 0.5%	- -	- -	2 0.5%	- -
	4	6 0.8%	6 1.4%	- -	- -	3 0.7%	2 0.6%
	5	48 6.3%	26 5.9%	19 7.4%	3 5.1%	25 6.2%	23 6.7%
	6	40 5.2%	26 5.9%	13 5.0%	1 1.7%	21 5.2%	18 5.2%
	7	113 14.8%	70 15.8%	37 14.3%	6 10.2%	62 15.3%	49 14.2%
	8	210 27.6%	125 28.2%	69 26.7%	16 27.1%	108 26.7%	98 28.4%
	9	137 18.0%	73 16.4%	46 17.8%	17 28.8%	80 19.8%	56 16.2%
	10	199 26.1%	112 25.2%	71 27.5%	16 27.1%	100 24.7%	96 27.8%

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		691	66	110	125	112	81	100	94	319	182	85	105	462	214
Sidewalk upkeep	1	10 1.4%	- -	- -	1 0.8%	5 4.5%	2 2.5%	- -	2 2.1%	3 0.9%	7 3.8%	- -	- -	7 1.5%	3 1.4%
	2	10 1.4%	1 1.5%	1 0.9%	- -	6 5.4%	2 2.5%	- -	- -	7 2.2%	3 1.6%	- -	- -	7 1.5%	3 1.4%
	3	21 3.0%	- -	- -	1 0.8%	5 4.5%	4 4.9%	9 9.0%	2 2.1%	14 4.4%	7 3.8%	- -	- -	11 2.4%	10 4.7%
	4	36 5.2%	- -	1 0.9%	3 2.4%	7 6.3%	10 12.3%	10 10.0%	5 5.3%	31 9.7%	5 2.7%	- -	- -	22 4.8%	12 5.6%
	5	45 6.5%	3 4.5%	6 5.5%	6 4.8%	8 7.1%	6 7.4%	4 4.0%	12 12.8%	34 10.7%	11 6.0%	- -	- -	22 4.8%	23 10.7%
	6	45 6.5%	2 3.0%	2 1.8%	10 8.0%	10 8.9%	8 9.9%	5 5.0%	8 8.5%	39 12.2%	6 3.3%	- -	- -	27 5.8%	18 8.4%
	7	66 9.6%	6 9.1%	10 9.1%	12 9.6%	11 9.8%	5 6.2%	12 12.0%	9 9.6%	38 11.9%	17 9.3%	4 4.7%	7 6.7%	44 9.5%	21 9.8%
	8	238 34.4%	29 43.9%	30 27.3%	33 26.4%	42 37.5%	35 43.2%	30 30.0%	39 41.5%	69 21.6%	56 30.8%	53 62.4%	60 57.1%	162 35.1%	73 34.1%
	9	174 25.2%	17 25.8%	47 42.7%	47 37.6%	16 14.3%	5 6.2%	28 28.0%	13 13.8%	60 18.8%	60 33.0%	25 29.4%	29 27.6%	128 27.7%	40 18.7%
	10	46 6.7%	8 12.1%	13 11.8%	12 9.6%	2 1.8%	4 4.9%	2 2.0%	4 4.3%	24 7.5%	10 5.5%	3 3.5%	9 8.6%	32 6.9%	11 5.1%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1244	134	176	221	197	174	140	202	612	283	183	155	1070	170
Sidewalk upkeep	1	1 0.1%	1 0.7%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 0.6%	1 0.1%	- -
	3	1 0.1%	1 0.7%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 0.6%	- -	1 0.6%
	4	6 0.5%	3 2.2%	1 0.6%	- -	- -	1 0.6%	- -	1 0.5%	3 0.5%	2 0.7%	1 0.5%	- -	3 0.3%	3 1.8%
	5	33 2.7%	8 6.0%	- -	9 4.1%	1 0.5%	2 1.1%	2 1.4%	11 5.4%	10 1.6%	13 4.6%	4 2.2%	5 3.2%	28 2.6%	5 2.9%
	6	49 3.9%	7 5.2%	3 1.7%	6 2.7%	4 2.0%	2 1.1%	- -	27 13.4%	18 2.9%	25 8.8%	2 1.1%	3 1.9%	41 3.8%	8 4.7%
	7	113 9.1%	8 6.0%	12 6.8%	27 12.2%	26 13.2%	2 1.1%	14 10.0%	24 11.9%	52 8.5%	33 11.7%	14 7.7%	10 6.5%	102 9.5%	11 6.5%
	8	303 24.4%	41 30.6%	42 23.9%	78 35.3%	60 30.5%	14 8.0%	35 25.0%	33 16.3%	181 29.6%	52 18.4%	38 20.8%	29 18.7%	266 24.9%	36 21.2%
	9	368 29.6%	39 29.1%	25 14.2%	68 30.8%	70 35.5%	72 41.4%	65 46.4%	29 14.4%	167 27.3%	102 36.0%	56 30.6%	43 27.7%	326 30.5%	41 24.1%
	10	370 29.7%	26 19.4%	93 52.8%	33 14.9%	36 18.3%	81 46.6%	24 17.1%	77 38.1%	181 29.6%	56 19.8%	68 37.2%	63 40.6%	303 28.3%	65 38.2%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		766	449	258	58	407	348
Sidewalk upkeep	1	- -	- -	- -	- -	- -	- -
	2	3 0.4%	3 0.7%	- -	- -	3 0.7%	- -
	3	4 0.5%	3 0.7%	1 0.4%	- -	2 0.5%	2 0.6%
	4	5 0.7%	4 0.9%	1 0.4%	- -	2 0.5%	2 0.6%
	5	50 6.5%	31 6.9%	15 5.8%	4 6.9%	25 6.1%	25 7.2%
	6	36 4.7%	20 4.5%	15 5.8%	1 1.7%	16 3.9%	20 5.7%
	7	95 12.4%	52 11.6%	37 14.3%	6 10.3%	57 14.0%	35 10.1%
	8	200 26.1%	130 29.0%	59 22.9%	11 19.0%	99 24.3%	99 28.4%
	9	146 19.1%	84 18.7%	43 16.7%	18 31.0%	83 20.4%	61 17.5%
	10	227 29.6%	122 27.2%	87 33.7%	18 31.0%	120 29.5%	104 29.9%

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		692	64	110	126	112	81	100	96	321	184	85	102	462	214
Personal Safety	1	2 0.3%	- -	- -	- -	1 0.9%	- -	- -	1 1.0%	- -	2 1.1%	- -	- -	1 0.2%	1 0.5%
	2	6 0.9%	- -	- -	1 0.8%	4 3.6%	- -	1 1.0%	- -	2 0.6%	4 2.2%	- -	- -	3 0.6%	2 0.9%
	3	14 2.0%	1 1.6%	- -	1 0.8%	6 5.4%	2 2.5%	2 2.0%	2 2.1%	10 3.1%	4 2.2%	- -	- -	8 1.7%	6 2.8%
	4	15 2.2%	- -	- -	1 0.8%	1 0.9%	6 7.4%	3 3.0%	4 4.2%	12 3.7%	3 1.6%	- -	- -	8 1.7%	7 3.3%
	5	29 4.2%	- -	- -	4 3.2%	9 8.0%	8 9.9%	5 5.0%	3 3.1%	23 7.2%	6 3.3%	- -	- -	16 3.5%	12 5.6%
	6	54 7.8%	- -	7 6.4%	6 4.8%	12 10.7%	7 8.6%	11 11.0%	11 11.5%	39 12.1%	14 7.6%	1 1.2%	- -	34 7.4%	18 8.4%
	7	74 10.7%	3 4.7%	2 1.8%	14 11.1%	19 17.0%	11 13.6%	13 13.0%	12 12.5%	31 9.7%	21 11.4%	9 10.6%	13 12.7%	48 10.4%	25 11.7%
	8	233 33.7%	27 42.2%	43 39.1%	46 36.5%	43 38.4%	20 24.7%	29 29.0%	25 26.0%	96 29.9%	53 28.8%	33 38.8%	51 50.0%	161 34.8%	71 33.2%
	9	227 32.8%	26 40.6%	47 42.7%	39 31.0%	13 11.6%	26 32.1%	36 36.0%	38 39.6%	84 26.2%	66 35.9%	41 48.2%	36 35.3%	156 33.8%	63 29.4%
	10	38 5.5%	7 10.9%	11 10.0%	14 11.1%	4 3.6%	1 1.2%	- -	- -	24 7.5%	11 6.0%	1 1.2%	2 2.0%	27 5.8%	9 4.2%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1243	133	176	221	197	175	141	200	612	282	183	155	1069	170
Personal Safety	1	1 0.1%	1 0.8%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 0.6%	- -	1 0.6%
	2	1 0.1%	1 0.8%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 0.6%	1 0.1%	- -
	3	1 0.1%	- -	1 0.6%	- -	- -	- -	- -	- -	1 0.2%	- -	- -	- -	1 0.1%	- -
	4	8 0.6%	4 3.0%	- -	2 0.9%	- -	- -	- -	2 1.0%	4 0.7%	2 0.7%	- -	2 1.3%	7 0.7%	1 0.6%
	5	12 1.0%	1 0.8%	- -	2 0.9%	- -	2 1.1%	- -	7 3.5%	4 0.7%	6 2.1%	- -	2 1.3%	11 1.0%	1 0.6%
	6	34 2.7%	6 4.5%	1 0.6%	4 1.8%	3 1.5%	2 1.1%	2 1.4%	16 8.0%	14 2.3%	14 5.0%	2 1.1%	4 2.6%	28 2.6%	6 3.5%
	7	122 9.8%	11 8.3%	10 5.7%	29 13.1%	29 14.7%	1 0.6%	14 9.9%	28 14.0%	62 10.1%	33 11.7%	14 7.7%	8 5.2%	115 10.8%	7 4.1%
	8	323 26.0%	42 31.6%	33 18.8%	74 33.5%	62 31.5%	23 13.1%	41 29.1%	48 24.0%	167 27.3%	66 23.4%	52 28.4%	35 22.6%	286 26.8%	36 21.2%
	9	362 29.1%	36 27.1%	29 16.5%	76 34.4%	73 37.1%	48 27.4%	56 39.7%	44 22.0%	178 29.1%	84 29.8%	62 33.9%	37 23.9%	312 29.2%	49 28.8%
	10	379 30.5%	31 23.3%	102 58.0%	34 15.4%	30 15.2%	99 56.6%	28 19.9%	55 27.5%	182 29.7%	77 27.3%	53 29.0%	65 41.9%	308 28.8%	69 40.6%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		781	459	261	60	412	356
Personal Safety	1	1 0.1%	1 0.2%	- -	- -	1 0.2%	- -
	2	7 0.9%	5 1.1%	2 0.8%	- -	4 1.0%	1 0.3%
	3	13 1.7%	6 1.3%	5 1.9%	2 3.3%	8 1.9%	4 1.1%
	4	18 2.3%	13 2.8%	5 1.9%	- -	6 1.5%	12 3.4%
	5	47 6.0%	29 6.3%	13 5.0%	5 8.3%	19 4.6%	26 7.3%
	6	51 6.5%	34 7.4%	14 5.4%	3 5.0%	26 6.3%	25 7.0%
	7	93 11.9%	50 10.9%	40 15.3%	3 5.0%	52 12.6%	40 11.2%
	8	199 25.5%	111 24.2%	67 25.7%	21 35.0%	113 27.4%	85 23.9%
	9	114 14.6%	67 14.6%	36 13.8%	10 16.7%	58 14.1%	53 14.9%
	10	238 30.5%	143 31.2%	79 30.3%	16 26.7%	125 30.3%	110 30.9%

Using a scale of 10 to 1 with 10 being excellent and 1 being poor, how would you rate the following in Balboa Park today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		699	66	110	128	115	81	100	96	325	183	85	106	468	215
Ability to find your way around	1	3 0.4%	- -	- -	- -	2 1.7%	- -	- -	1 1.0%	1 0.3%	2 1.1%	- -	- -	2 0.4%	1 0.5%
	2	5 0.7%	- -	- -	1 0.8%	3 2.6%	- -	1 1.0%	- -	2 0.6%	3 1.6%	- -	- -	3 0.6%	2 0.9%
	3	5 0.7%	- -	- -	1 0.8%	2 1.7%	2 2.5%	- -	- -	3 0.9%	2 1.1%	- -	- -	3 0.6%	2 0.9%
	4	16 2.3%	1 1.5%	1 0.9%	1 0.8%	4 3.5%	3 3.7%	5 5.0%	1 1.0%	11 3.4%	5 2.7%	- -	- -	11 2.4%	4 1.9%
	5	26 3.7%	- -	2 1.8%	3 2.3%	10 8.7%	2 2.5%	3 3.0%	6 6.3%	15 4.6%	10 5.5%	1 1.2%	- -	18 3.8%	7 3.3%
	6	54 7.7%	1 1.5%	10 9.1%	13 10.2%	12 10.4%	5 6.2%	9 9.0%	4 4.2%	27 8.3%	12 6.6%	8 9.4%	7 6.6%	31 6.6%	22 10.2%
	7	190 27.2%	8 12.1%	20 18.2%	29 22.7%	29 25.2%	35 43.2%	26 26.0%	43 44.8%	63 19.4%	26 14.2%	46 54.1%	55 51.9%	120 25.6%	69 32.1%
	8	181 25.9%	22 33.3%	25 22.7%	29 22.7%	26 22.6%	18 22.2%	37 37.0%	24 25.0%	81 24.9%	50 27.3%	20 23.5%	30 28.3%	123 26.3%	57 26.5%
	9	155 22.2%	26 39.4%	33 30.0%	35 27.3%	18 15.7%	11 13.6%	17 17.0%	13 13.5%	72 22.2%	64 35.0%	8 9.4%	11 10.4%	108 23.1%	39 18.1%
	10	64 9.2%	8 12.1%	19 17.3%	16 12.5%	9 7.8%	5 6.2%	2 2.0%	4 4.2%	50 15.4%	9 4.9%	2 2.4%	3 2.8%	49 10.5%	12 5.6%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1247	134	176	221	197	174	141	204	611	285	184	156	1073	170
Ability to find your way around	1	2 0.2%	2 1.5%	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1.3%	1 0.1%	1 0.6%
	2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
	3	3 0.2%	- -	1 0.6%	- -	- -	- -	- -	2 1.0%	- -	2 0.7%	- -	1 0.6%	3 0.3%	- -
	4	7 0.6%	2 1.5%	1 0.6%	1 0.5%	- -	- -	- -	3 1.5%	2 0.3%	3 1.1%	1 0.5%	1 0.6%	5 0.5%	2 1.2%
	5	21 1.7%	4 3.0%	4 2.3%	2 0.9%	- -	2 1.1%	- -	9 4.4%	5 0.8%	10 3.5%	2 1.1%	4 2.6%	14 1.3%	7 4.1%
	6	44 3.5%	7 5.2%	3 1.7%	10 4.5%	5 2.5%	1 0.6%	2 1.4%	16 7.8%	17 2.8%	17 6.0%	5 2.7%	5 3.2%	35 3.3%	9 5.3%
	7	119 9.5%	8 6.0%	13 7.4%	18 8.1%	29 14.7%	4 2.3%	14 9.9%	33 16.2%	50 8.2%	32 11.2%	23 12.5%	11 7.1%	110 10.3%	9 5.3%
	8	302 24.2%	28 20.9%	44 25.0%	74 33.5%	55 27.9%	20 11.5%	43 30.5%	38 18.6%	169 27.7%	59 20.7%	41 22.3%	28 17.9%	268 25.0%	33 19.4%
	9	387 31.0%	40 29.9%	29 16.5%	79 35.7%	78 39.6%	55 31.6%	63 44.7%	43 21.1%	185 30.3%	91 31.9%	63 34.2%	46 29.5%	337 31.4%	49 28.8%
	10	362 29.0%	43 32.1%	81 46.0%	37 16.7%	30 15.2%	92 52.9%	19 13.5%	60 29.4%	183 30.0%	71 24.9%	49 26.6%	58 37.2%	300 28.0%	60 35.3%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		791	466	264	60	418	360
Ability to find your way around	1	5 0.6%	2 0.4%	2 0.8%	1 1.7%	2 0.5%	3 0.8%
	2	6 0.8%	5 1.1%	1 0.4%	- -	4 1.0%	1 0.3%
	3	5 0.6%	3 0.6%	1 0.4%	1 1.7%	3 0.7%	2 0.6%
	4	24 3.0%	18 3.9%	6 2.3%	- -	15 3.6%	9 2.5%
	5	46 5.8%	31 6.7%	13 4.9%	2 3.3%	26 6.2%	19 5.3%
	6	58 7.3%	31 6.7%	24 9.1%	3 5.0%	35 8.4%	23 6.4%
	7	101 12.8%	66 14.2%	31 11.7%	4 6.7%	54 12.9%	45 12.5%
	8	191 24.1%	112 24.0%	62 23.5%	16 26.7%	96 23.0%	92 25.6%
	9	110 13.9%	59 12.7%	40 15.2%	11 18.3%	54 12.9%	56 15.6%
	10	245 31.0%	139 29.8%	84 31.8%	22 36.7%	129 30.9%	110 30.6%

Please tell me all of the places you visited in Balboa Park today?

Absolute Break % Respondents		Base	Day							Location			
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree
Base		1159	135	149	217	194	123	138	203	572	262	171	144
Places Visited	Globe Theater	293 25.3%	40 29.6%	13 8.7%	61 28.1%	53 27.3%	16 13.0%	42 30.4%	68 33.5%	172 30.1%	53 20.2%	38 22.2%	28 19.4%
	San Diego Automotive Museum	223 19.2%	15 11.1%	36 24.2%	33 15.2%	37 19.1%	49 39.8%	17 12.3%	36 17.7%	125 21.9%	47 17.9%	25 14.6%	23 16.0%
	San Diego Museum of Man	213 18.4%	33 24.4%	6 4.0%	38 17.5%	42 21.6%	17 13.8%	27 19.6%	50 24.6%	102 17.8%	37 14.1%	46 26.9%	25 17.4%
	San Diego Museum of Art	204 17.6%	17 12.6%	12 8.1%	43 19.8%	32 16.5%	15 12.2%	39 28.3%	46 22.7%	79 13.8%	39 14.9%	49 28.7%	37 25.7%
	Centro Cultural de la Raza	202 17.4%	30 22.2%	5 3.4%	43 19.8%	46 23.7%	3 2.4%	45 32.6%	30 14.8%	96 16.8%	45 17.2%	29 17.0%	28 19.4%
	San Diego Zoo	201 17.3%	11 8.1%	7 4.7%	40 18.4%	29 14.9%	37 30.1%	24 17.4%	53 26.1%	99 17.3%	29 11.1%	45 26.3%	27 18.8%
	Japanese Friendship Garden	182 15.7%	29 21.5%	29 19.5%	36 16.6%	19 9.8%	9 7.3%	19 13.8%	41 20.2%	74 12.9%	28 10.7%	44 25.7%	36 25.0%
	Prado Restaurant	182 15.7%	25 18.5%	27 18.1%	52 24.0%	16 8.2%	8 6.5%	18 13.0%	36 17.7%	82 14.3%	34 13.0%	36 21.1%	29 20.1%
	San Diego Hall of Champions Sports Museum	169 14.6%	12 8.9%	23 15.4%	30 13.8%	34 17.5%	28 22.8%	15 10.9%	27 13.3%	97 17.0%	33 12.6%	11 6.4%	26 18.1%
	San Diego Natural History Museum	168 14.5%	19 14.1%	21 14.1%	31 14.3%	33 17.0%	9 7.3%	25 18.1%	30 14.8%	69 12.1%	29 11.1%	45 26.3%	23 16.0%
	International Cottages	158 13.6%	13 9.6%	8 5.4%	36 16.6%	19 9.8%	7 5.7%	20 14.5%	55 27.1%	66 11.5%	38 14.5%	32 18.7%	20 13.9%
	San Diego Model Railroad Museum	146 12.6%	15 11.1%	7 4.7%	36 16.6%	26 13.4%	9 7.3%	19 13.8%	34 16.7%	61 10.7%	32 12.2%	35 20.5%	17 11.8%
	Museum of San Diego History	137 11.8%	15 11.1%	16 10.7%	29 13.4%	16 8.2%	9 7.3%	19 13.8%	33 16.3%	67 11.7%	19 7.3%	32 18.7%	19 13.2%
	Museum of Photographic Arts	132 11.4%	10 7.4%	19 12.8%	25 11.5%	23 11.9%	9 7.3%	11 8.0%	35 17.2%	51 8.9%	28 10.7%	31 18.1%	20 13.9%
	Marston House	131 11.3%	9 6.7%	4 2.7%	26 12.0%	19 9.8%	13 10.6%	17 12.3%	43 21.2%	62 10.8%	27 10.3%	32 18.7%	10 6.9%
	Organ Pavilion	111 9.6%	13 9.6%	5 3.4%	25 11.5%	10 5.2%	9 7.3%	19 13.8%	30 14.8%	55 9.6%	20 7.6%	22 12.9%	12 8.3%
	Reuben H. Fleet Science Center	109 9.4%	5 3.7%	20 13.4%	30 13.8%	17 8.8%	11 8.9%	13 9.4%	13 6.4%	60 10.5%	11 4.2%	21 12.3%	15 10.4%
	San Diego Air & Space Museum	100 8.6%	7 5.2%	34 22.8%	12 5.5%	15 7.7%	22 17.9%	1 0.7%	9 4.4%	53 9.3%	12 4.6%	21 12.3%	14 9.7%
	Mingei International Museum	96 8.3%	13 9.6%	4 2.7%	15 6.9%	13 6.7%	8 6.5%	12 8.7%	31 15.3%	52 9.1%	11 4.2%	19 11.1%	12 8.3%
	Sculpture Garden Restaurant	95 8.2%	16 11.9%	8 5.4%	27 12.4%	10 5.2%	3 2.4%	16 11.6%	15 7.4%	40 7.0%	25 9.5%	19 11.1%	11 7.6%
	Timken Museum of Art	90 7.8%	12 8.9%	6 4.0%	12 5.5%	12 6.2%	7 5.7%	14 10.1%	27 13.3%	28 4.9%	25 9.5%	16 9.4%	20 13.9%
	Spanish Village Art Center	84 7.2%	11 8.1%	2 1.3%	17 7.8%	16 8.2%	5 4.1%	16 11.6%	17 8.4%	39 6.8%	7 2.7%	24 14.0%	13 9.0%
	Balboa Park Miniature Railroad	79 6.8%	19 14.1%	7 4.7%	13 6.0%	6 3.1%	8 6.5%	7 5.1%	19 9.4%	31 5.4%	27 10.3%	9 5.3%	11 7.6%
	Other:	63 5.4%	15 11.1%	23 15.4%	6 2.8%	2 1.0%	12 9.8%	1 0.7%	4 2.0%	24 4.2%	23 8.8%	8 4.7%	8 5.6%
	Veterans Museum & Memorial Center	49 4.2%	8 5.9%	2 1.3%	8 3.7%	6 3.1%	11 8.9%	3 2.2%	11 5.4%	28 4.9%	3 1.1%	8 4.7%	10 6.9%
	WorldBeat Center	47 4.1%	3 2.2%	7 4.7%	8 3.7%	1 0.5%	6 4.9%	7 5.1%	15 7.4%	23 4.0%	8 3.1%	8 4.7%	7 4.9%
	San Diego Art Institute	44 3.8%	2 1.5%	2 1.3%	1 0.5%	4 2.1%	29 23.6%	- -	6 3.0%	31 5.4%	5 1.9%	4 2.3%	4 2.8%

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		696	64	111	127	112	81	100	98	325	182	84	105	466	215
Places Visited	Marston House	179 25.7%	13 20.3%	22 19.8%	23 18.1%	31 27.7%	31 38.3%	26 26.0%	33 33.7%	65 20.0%	26 14.3%	48 57.1%	40 38.1%	119 25.5%	57 26.5%
	San Diego Museum of Man	175 25.1%	15 23.4%	24 21.6%	30 23.6%	26 23.2%	30 37.0%	26 26.0%	24 24.5%	57 17.5%	48 26.4%	28 33.3%	42 40.0%	116 24.9%	57 26.5%
	San Diego Natural History Museum	167 24.0%	7 10.9%	28 25.2%	23 18.1%	35 31.3%	25 30.9%	23 23.0%	26 26.5%	59 18.2%	41 22.5%	32 38.1%	35 33.3%	101 21.7%	64 29.8%
	Japanese Friendship Garden	157 22.6%	13 20.3%	29 26.1%	18 14.2%	23 20.5%	28 34.6%	26 26.0%	20 20.4%	63 19.4%	32 17.6%	22 26.2%	40 38.1%	104 22.3%	50 23.3%
	Museum of Photographic Arts	151 21.7%	12 18.8%	25 22.5%	28 22.0%	23 20.5%	22 27.2%	22 22.0%	18 18.4%	56 17.2%	36 19.8%	29 34.5%	30 28.6%	100 21.5%	49 22.8%
	Mingei International Museum	150 21.6%	13 20.3%	22 19.8%	21 16.5%	26 23.2%	17 21.0%	23 23.0%	27 27.6%	51 15.7%	28 15.4%	29 34.5%	42 40.0%	96 20.6%	52 24.2%
	Prado Restaurant	148 21.3%	11 17.2%	31 27.9%	24 18.9%	17 15.2%	25 30.9%	18 18.0%	20 20.4%	62 19.1%	32 17.6%	21 25.0%	33 31.4%	91 19.5%	55 25.6%
	San Diego Museum of Art	145 20.8%	17 26.6%	14 12.6%	15 11.8%	26 23.2%	19 23.5%	30 30.0%	24 24.5%	69 21.2%	29 15.9%	23 27.4%	24 22.9%	95 20.4%	48 22.3%
	San Diego Zoo	143 20.5%	10 15.6%	19 17.1%	28 22.0%	28 25.0%	17 21.0%	21 21.0%	19 19.4%	51 15.7%	30 16.5%	25 29.8%	37 35.2%	94 20.2%	45 20.9%
	Museum of San Diego History	138 19.8%	12 18.8%	32 28.8%	22 17.3%	22 19.6%	17 21.0%	17 17.0%	16 16.3%	46 14.2%	38 20.9%	19 22.6%	35 33.3%	92 19.7%	43 20.0%
	Organ Pavilion	136 19.5%	9 14.1%	18 16.2%	32 25.2%	18 16.1%	10 12.3%	27 27.0%	22 22.4%	47 14.5%	28 15.4%	28 33.3%	33 31.4%	79 17.0%	55 25.6%
	Reuben H. Fleet Science Center	123 17.7%	8 12.5%	20 18.0%	20 15.7%	20 17.9%	17 21.0%	18 18.0%	20 20.4%	39 12.0%	23 12.6%	29 34.5%	32 30.5%	83 17.8%	40 18.6%
	Sculpture Garden Restaurant	123 17.7%	7 10.9%	22 19.8%	30 23.6%	14 12.5%	15 18.5%	17 17.0%	17 17.3%	46 14.2%	28 15.4%	22 26.2%	27 25.7%	85 18.2%	36 16.7%
	Spanish Village Art Center	120 17.2%	3 4.7%	15 13.5%	11 8.7%	29 25.9%	16 19.8%	23 23.0%	22 22.4%	44 13.5%	30 16.5%	22 26.2%	24 22.9%	82 17.6%	33 15.3%
	San Diego Model Railroad Museum	107 15.4%	7 10.9%	17 15.3%	18 14.2%	18 16.1%	12 14.8%	19 19.0%	16 16.3%	50 15.4%	22 12.1%	18 21.4%	17 16.2%	72 15.5%	34 15.8%
	Globe Theater	103 14.8%	8 12.5%	22 19.8%	17 13.4%	10 8.9%	13 16.0%	15 15.0%	18 18.4%	63 19.4%	18 9.9%	8 9.5%	14 13.3%	64 13.7%	39 18.1%
	International Cottages	101 14.5%	5 7.8%	20 18.0%	14 11.0%	10 8.9%	11 13.6%	21 21.0%	20 20.4%	41 12.6%	17 9.3%	21 25.0%	22 21.0%	68 14.6%	32 14.9%
	Timken Museum of Art	101 14.5%	4 6.3%	14 12.6%	18 14.2%	23 20.5%	17 21.0%	13 13.0%	12 12.2%	39 12.0%	19 10.4%	21 25.0%	22 21.0%	58 12.4%	42 19.5%
	San Diego Air & Space Museum	79 11.4%	7 10.9%	9 8.1%	11 8.7%	24 21.4%	14 17.3%	6 6.0%	8 8.2%	28 8.6%	15 8.2%	15 17.9%	21 20.0%	47 10.1%	30 14.0%
	Veterans Museum & Memorial Center	78 11.2%	3 4.7%	7 6.3%	9 7.1%	17 15.2%	14 17.3%	12 12.0%	16 16.3%	34 10.5%	10 5.5%	14 16.7%	20 19.0%	47 10.1%	30 14.0%
	San Diego Automotive Museum	60 8.6%	6 9.4%	5 4.5%	7 5.5%	9 8.0%	6 7.4%	13 13.0%	13 13.3%	48 14.8%	8 4.4%	2 2.4%	2 1.9%	28 6.0%	30 14.0%
	San Diego Hall of Champions Sports Museum	53 7.6%	8 12.5%	7 6.3%	8 6.3%	4 3.6%	7 8.6%	11 11.0%	7 7.1%	29 8.9%	11 6.0%	7 8.3%	6 5.7%	37 7.9%	15 7.0%
	Centro Cultural de la Raza	50 7.2%	5 7.8%	10 9.0%	6 4.7%	5 4.5%	9 11.1%	6 6.0%	9 9.2%	39 12.0%	6 3.3%	2 2.4%	3 2.9%	31 6.7%	19 8.8%
	WorldBeat Center	46 6.6%	4 6.3%	6 5.4%	10 7.9%	12 10.7%	9 11.1%	3 3.0%	2 2.0%	17 5.2%	10 5.5%	8 9.5%	11 10.5%	29 6.2%	17 7.9%
	Balboa Park Miniature Railroad	44 6.3%	9 14.1%	5 4.5%	9 7.1%	4 3.6%	5 6.2%	6 6.0%	5 5.1%	38 11.7%	5 2.7%	- -	1 1.0%	31 6.7%	13 6.0%
	San Diego Art Institute	29 4.2%	1 1.6%	7 6.3%	9 7.1%	2 1.8%	5 6.2%	2 2.0%	2 2.0%	11 3.4%	6 3.3%	7 8.3%	5 4.8%	19 4.1%	10 4.7%
	Other:	18 2.6%	- -	3 2.7%	2 1.6%	4 3.6%	1 1.2%	5 5.0%	3 3.1%	9 2.8%	2 1.1%	5 6.0%	2 1.9%	14 3.0%	4 1.9%

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Balboa Park Miniature Railroad	800	30	5	1	2	1	50
Centro Cultural de la Raza	800	16	3.44	1	1	1	30
Globe Theater	800	163	3.13	1	2	1	36
International Cottages	800	51	4.02	1	2	1	30
Japanese Friendship Garden	800	88	2.80	1	1.5	1	45
Marston House	800	7	1.71	1	1	1	6
Mingei International Museum	800	42	2.62	1	1.5	1	20
Museum of Photographic Arts	800	105	3.17	1	1	1	99
Museum of San Diego History	800	64	3.27	1	1	1	99
Organ Pavilion	800	90	3.34	1	2	1	25
Prado Restaurant	800	131	3.02	1	2	1	20
Reuben H. Fleet Science Center	800	141	2.88	1	2	1	20
San Diego Air & Space Museum	800	140	2.26	1	1	1	20
San Diego Art Institute	800	35	2.03	1	1	1	15
San Diego Automotive Museum	800	56	2.09	1	1	1	6
San Diego Hall of Champions	800	29	2.38	1	2	1	12
Sports Museum	800	19	1.95	1	1	1	12
San Diego Model Railroad Museum	800	40	2.6	1	1	1	20
San Diego Museum of Art	800	142	3.87	1	2	1	99
San Diego Museum of Man	800	152	3.16	1	1	1	100
San Diego Natural History Museum	800	175	2.8	1	1	1	50
San Diego Zoo	800	297	5.27	1	2	1	300
Sculpture Garden Restaurant	800	19	3.11	1	1	1	25
Spanish Village Art Center	800	42	5.26	3	3	1	50
Timken Museum of Art	800	31	2.90	1	2	1	25
Veterans Museum & Memorial Center	800	17	4.12	1	1	1	24
WorldBeat Center	800	9	2.78	1	1	1	15

And please tell me if you have participated in or intend to do any recreational activities at Balboa Park today, which ones?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		688	64	111	123	111	81	99	97	321	176	85	106	457	215
Activities	Walk	442 64.2%	42 65.6%	78 70.3%	74 60.2%	69 62.2%	47 58.0%	65 65.7%	66 68.0%	147 45.8%	121 68.8%	76 89.4%	98 92.5%	289 63.2%	142 66.0%
	Picnic	150 21.8%	14 21.9%	18 16.2%	8 6.5%	28 25.2%	31 38.3%	27 27.3%	24 24.7%	108 33.6%	15 8.5%	12 14.1%	15 14.2%	88 19.3%	60 27.9%
	Dog Walk	64 9.3%	6 9.4%	16 14.4%	12 9.8%	16 14.4%	7 8.6%	3 3.0%	4 4.1%	24 7.5%	13 7.4%	13 15.3%	14 13.2%	43 9.4%	21 9.8%
	Jog/Run	64 9.3%	3 4.7%	24 21.6%	11 8.9%	13 11.7%	4 4.9%	6 6.1%	3 3.1%	45 14.0%	3 1.7%	6 7.1%	10 9.4%	48 10.5%	14 6.5%
	Bike	47 6.8%	9 14.1%	9 8.1%	11 8.9%	4 3.6%	5 6.2%	6 6.1%	3 3.1%	22 6.9%	20 11.4%	3 3.5%	2 1.9%	38 8.3%	9 4.2%
	Tennis	38 5.5%	8 12.5%	8 7.2%	7 5.7%	2 1.8%	1 1.2%	7 7.1%	4 4.1%	19 5.9%	13 7.4%	1 1.2%	5 4.7%	27 5.9%	10 4.7%
	Playground	38 5.5%	9 14.1%	9 8.1%	10 8.1%	2 1.8%	4 4.9%	2 2.0%	2 2.1%	26 8.1%	5 2.8%	4 4.7%	3 2.8%	23 5.0%	15 7.0%
	Golf	23 3.3%	6 9.4%	2 1.8%	5 4.1%	3 2.7%	2 2.5%	2 2.0%	3 3.1%	8 2.5%	11 6.3%	2 2.4%	2 1.9%	16 3.5%	5 2.3%
	Rollerskate/Rollerblade/Skateboard	21 3.1%	4 6.3%	2 1.8%	4 3.3%	4 3.6%	1 1.2%	4 4.0%	2 2.1%	11 3.4%	5 2.8%	4 4.7%	1 0.9%	16 3.5%	5 2.3%
	Play a team sport	17 2.5%	- -	6 5.4%	10 8.1%	- -	- -	1 1.0%	- -	11 3.4%	1 0.6%	3 3.5%	2 1.9%	10 2.2%	6 2.8%
	Frisbee Golf	10 1.5%	1 1.6%	4 3.6%	1 0.8%	4 3.6%	- -	- -	- -	7 2.2%	2 1.1%	- -	1 0.9%	4 0.9%	6 2.8%
	Bocci/Lawn Bowling	9 1.3%	2 3.1%	- -	- -	4 3.6%	1 1.2%	1 1.0%	1 1.0%	4 1.2%	3 1.7%	2 2.4%	- -	5 1.1%	4 1.9%
	Other:	3 0.4%	- -	- -	1 0.8%	1 0.9%	- -	1 1.0%	- -	3 0.9%	- -	- -	- -	1 0.2%	2 0.9%
	Swim	1 0.1%	- -	- -	- -	- -	- -	1 1.0%	- -	1 0.3%	- -	- -	- -	- -	1 0.5%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1110	109	123	190	181	172	132	203	544	271	154	130	985	122
Activities	Walk	806 72.6%	63 57.8%	89 72.4%	113 59.5%	141 77.9%	137 79.7%	106 80.3%	157 77.3%	377 69.3%	197 72.7%	125 81.2%	99 76.2%	711 72.2%	94 77.0%
	Picnic	174 15.7%	23 21.1%	28 22.8%	36 18.9%	18 9.9%	14 8.1%	18 13.6%	37 18.2%	78 14.3%	54 19.9%	22 14.3%	19 14.6%	151 15.3%	21 17.2%
	Jog/Run	74 6.7%	10 9.2%	5 4.1%	13 6.8%	1 0.6%	41 23.8%	1 0.8%	3 1.5%	37 6.8%	28 10.3%	5 3.2%	4 3.1%	68 6.9%	6 4.9%
	Dog Walk	68 6.1%	14 12.8%	6 4.9%	14 7.4%	5 2.8%	13 7.6%	4 3.0%	12 5.9%	38 7.0%	15 5.5%	4 2.6%	10 7.7%	63 6.4%	5 4.1%
	Bike	47 4.2%	9 8.3%	11 8.9%	17 8.9%	3 1.7%	- -	4 3.0%	3 1.5%	20 3.7%	9 3.3%	8 5.2%	10 7.7%	42 4.3%	5 4.1%
	Other:	33 3.0%	3 2.8%	13 10.6%	1 0.5%	1 0.6%	10 5.8%	- -	5 2.5%	17 3.1%	8 3.0%	2 1.3%	6 4.6%	26 2.6%	7 5.7%
	Tennis	32 2.9%	4 3.7%	1 0.8%	14 7.4%	5 2.8%	- -	3 2.3%	5 2.5%	14 2.6%	9 3.3%	4 2.6%	5 3.8%	29 2.9%	3 2.5%
	Playground	27 2.4%	6 5.5%	1 0.8%	10 5.3%	5 2.8%	1 0.6%	3 2.3%	1 0.5%	12 2.2%	4 1.5%	9 5.8%	2 1.5%	18 1.8%	9 7.4%
	Golf	23 2.1%	4 3.7%	2 1.6%	7 3.7%	3 1.7%	2 1.2%	1 0.8%	4 2.0%	15 2.8%	2 0.7%	3 1.9%	2 1.5%	21 2.1%	2 1.6%
	Play a team sport	13 1.2%	4 3.7%	- -	4 2.1%	3 1.7%	1 0.6%	- -	1 0.5%	7 1.3%	3 1.1%	3 1.9%	- -	11 1.1%	2 1.6%
	Swim	12 1.1%	2 1.8%	2 1.6%	3 1.6%	2 1.1%	1 0.6%	2 1.5%	- -	8 1.5%	1 0.4%	1 0.6%	2 1.5%	11 1.1%	1 0.8%
	Frisbee Golf	9 0.8%	- -	- -	6 3.2%	2 1.1%	- -	1 0.8%	- -	6 1.1%	1 0.4%	2 1.3%	- -	8 0.8%	1 0.8%
	Bocci/Lawn Bowling	8 0.7%	2 1.8%	- -	3 1.6%	- -	1 0.6%	1 0.8%	1 0.5%	4 0.7%	2 0.7%	- -	2 1.5%	7 0.7%	1 0.8%
	Rollerskate/Rollerblade/Skateboard	7 0.6%	4 3.7%	- -	3 1.6%	- -	- -	- -	- -	5 0.9%	1 0.4%	- -	1 0.8%	7 0.7%	- -

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Bike	800	26	12.38	2	4	1	100
Bocci/Lawn Bowling	800	1	1	1	1	1	1
Picnic	800	96	3.63	1	2	1	50
Tennis	800	6	27.5	1	26	1	52
Golf	800	13	11.69	2	2	1	85
Frisbee Golf	800	7	1.14	1	1	1	2
Swim	800	5	22.4	3	3	1	99
Walk Dog	800	19	33.89	1	4	1	300
Walk	800	297	10.00	2	3	1	300
Jog/Run	800	24	26.5	1	10	1	250
Rollerskate/Rollerblade/Skateboard	800	4	12	2	8	2	30
Playground	800	31	6	2	3	1	48
Play a team sport	800	10	2	1	1	1	5
other	800	127	8.52	1	2	1	150

Did you or will you visit the Balboa Park Visitor Center today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		702	66	111	127	115	81	101	98	326	185	85	106	471	215
Did you or will you visit the Balboa Park Visitor Center ...	Yes	557 79.3%	45 68.2%	84 75.7%	104 81.9%	88 76.5%	58 71.6%	86 85.1%	91 92.9%	269 82.5%	162 87.6%	60 70.6%	66 62.3%	381 80.9%	161 74.9%
	No	145 20.7%	21 31.8%	27 24.3%	23 18.1%	27 23.5%	23 28.4%	15 14.9%	7 7.1%	57 17.5%	23 12.4%	25 29.4%	40 37.7%	90 19.1%	54 25.1%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1251	135	177	220	198	175	142	204	613	286	184	157	1075	172
Did you or will you visit the Balboa Park Visitor Center ...	Yes	650 52.0%	75 55.6%	78 44.1%	137 62.3%	131 66.2%	8 4.6%	95 66.9%	126 61.8%	335 54.6%	107 37.4%	124 67.4%	78 49.7%	534 49.7%	113 65.7%
	No	601 48.0%	60 44.4%	99 55.9%	83 37.7%	67 33.8%	167 95.4%	47 33.1%	78 38.2%	278 45.4%	179 62.6%	60 32.6%	79 50.3%	541 50.3%	59 34.3%

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many times have you visited the Balboa Park Visitor C...	800	768	0.53	0	0	0	14

Did you or will you attend a public event or festival today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		701	66	111	126	115	81	101	98	325	185	85	106	470	215
Did you or will you attend a public event or festival to...	Yes	369 52.6%	15 22.7%	56 50.5%	47 37.3%	67 58.3%	58 71.6%	58 57.4%	67 68.4%	223 68.6%	34 18.4%	47 55.3%	65 61.3%	233 49.6%	133 61.9%
	No	332 47.4%	51 77.3%	55 49.5%	79 62.7%	48 41.7%	23 28.4%	43 42.6%	31 31.6%	102 31.4%	151 81.6%	38 44.7%	41 38.7%	237 50.4%	82 38.1%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1248	134	176	221	197	175	142	203	613	286	183	155	1072	172
Did you or will you attend a public event or festival to...	Yes	369 29.6%	52 38.8%	21 11.9%	84 38.0%	56 28.4%	15 8.6%	64 45.1%	77 37.9%	189 30.8%	56 19.6%	76 41.5%	42 27.1%	331 30.9%	37 21.5%
	No	879 70.4%	82 61.2%	155 88.1%	137 62.0%	141 71.6%	160 91.4%	78 54.9%	126 62.1%	424 69.2%	230 80.4%	107 58.5%	113 72.9%	741 69.1%	135 78.5%

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many times have you attended a public event or festiv...	800	774	1.36	0	1	0	60

Are you aware of the organization responsible for operating Balboa Park?

Absolute Break % Respondents		Base	Resident	
			Yes	No
Base		686	471	215
Are you aware of the organization responsible for operati...	Yes	99 14.4%	61 13.0%	38 17.7%
	No	587 85.6%	410 87.0%	177 82.3%

Absolute Break % Respondents		Base	Resident	
			Yes	No
Base		1244	1071	173
Are you aware of the organization responsible for operati...	Yes	605 48.6%	553 51.6%	52 30.1%
	No	639 51.4%	518 48.4%	121 69.9%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
Are you aware of the organization responsible for operati...	Yes	110 13.8%	59 12.6%	33 12.3%	18 29.5%	53 12.6%	53 14.5%
	No	690 86.3%	410 87.4%	236 87.7%	43 70.5%	368 87.4%	312 85.5%

101 CLUB
A PRIVATE COLLECTION OF CITY PEOPLE PARKS AND RECREATION FUNDS.
ASSERT FOR OLDER VOLUNTEERS.
BAGLEY
BALBOA PARK ASSOCIATION.
C OF 100
C3
CABREO
CANT REMEMBER NAME
CANT REMEMBER.
CHECK OUT IS GOING ON OR HAPPENING
CITIZENS
CITY
CITY
CITY
CITY
CITY
CITY
CITY
CITY OF SAN DIEGO.
CITY GOVERNMENT
CITY OF SAN DIEGO.
CITY OF SAN DIEGO.
CITY OF SAN DIEGO.
CITY OF SAN DIEGO.
CITY PARK
CITY PARK COMMISSION
CITY PARKS DEPARTMENT
CITY SAN DIEGO PARKS AND REC
CITY.
COMMITTEE OF 100, CITY OF SAN DIEGO
COMMITTEE OF 100.
COMMITTEE OF HUNDRED, CITIZEN CITY PARK DEPT
COMMUNITY
COMMUNITY
COMMUNITY
COMMUNITY
COMMUNITY
COMMUNITY
COMMUNITY
COMMUNITY AFFAIRS AND GOVERNMENT PRIVATE ORGANIZATIONS.
CORPORATIONS
CULTURAL SOCIETY.
DK
DONATIONS
DONATIONS
DONATORS
DON'T KNOW
DON'T KNOW
DON'T KNOW THE NAME.
DON'T KNOW.
DON'T KNOW.
DON'T KNOW.
DON'T KNOW.
DON'T RECALL
DON'T REMEMBER
ENDOWMENT GROUP.
EVERYONE
EVERYONE
EVERYONE
EVERYONE THAT IS INTERESTED
FRIENDS IS IN THE ORGANIZATION
FRIENDS OF BALBOA PARK
FRIENDS OF BALBOA PARK FOUNDATION
GOVERNEMENT
GOVERNEMENT
GOVERNMENT
GOVT.
HISTORICAL SOCIETY
I AM NOT SURE
I CAN'T REMEMBER THE NAME.
I CAN'T REMEMBER.
I DON'T KNOW
I DON'T KNOW
I DON'T KNOW THE NAME. I KNOW THERE IS ONE.
I DON'T KNOW WHAT IT IS ACTUALLY CALLED.
I KNOW ITS A PRIVATE GROUP HANDLED BY DONATIONS BUT I DON'T KNOW THE NAME.
I REALLY DON'T KNOW THE NAME, BUT I MEET PEOPLE ALL THE TIME.
IDA
LOTS OF PEOPLE
NICE PEOPLE
NIT THE CITY MAYBE BALBOA PARK FOUNDATION.
NO
NO
NOT AT THE MOMENT.
NOT SURE
NOT SURE OF THE NAME.
PARK AND REC
PARK AND REC DEPT.

PARK AND RECREATION
PARK AND RECREATION
PARK AND RECREATION DEPARTMENT, SAN DIEGO FOUNDATION.
PARK AND RECREATION DEPARTMENT.
PARK AND RECREATION.
PARK DEPARTMENT
PARK DEPARTMENT.
PARK IN RECREATION DEPARTMENT AND CITY COUNCIL
PARK PATROL AND ALSO THE RSVP PATROL AND PARK RECREATIONS.
PARKS AND RECREATION
PARKS AND RECREATION DEPARTMENT
PARKS AND RECREATION.
PARKS AND RECREATION.
PARKS AND RESOURCES.
PARKS, RANGERS
PECKO.
PEOPLE WHO LIKE TO MAINTAIN THE PLACE
POLICE
PRIVATE MUSEUMS.
PRIVATE ORGANIZATION.
PROFESSIONAL TEACHER
PUBLIC, WILD LIFE FOREST.
RETIRED CITIZENS
RETIRED SENIORS
SAN DIEGO
SAN DIEGO CITY
SAN DIEGO CITY
SAN DIEGO CITY
SAN DIEGO CITY.
SAN DIEGO COUNTY PARK.
SAN DIEGO COUNTY PARKS AND RECS
SANDIEGO CITIZENS
SCHOOL DISTRICT.
SCRIPTS FAMILY FOUND.
SECURITIES
SECURITIES
SECURITIES
SECURITIES
SECURITIES
SECURITY
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SECURITY
SECURITY
SECURITY
SECURITY
SELL THINGS, SWEDISH FOOD
STATE PARKS
STUDENTS
STUDENTS
THE CITY.
THE BORDER DIRECTORS IS ONE OF MY FRIENDS.
THE BOSS
THE CITY
THE CITY
THE CITY
THE CITY OF SAN DIEGO
THE CITY OF SAN DIEGO
THE CITY OF SAN DIEGO
THE CITY OF SAN DIEGO, I THINK.
THE CITY.
THE CITY.
THE GARDENERS
THE SAN DIEGO RECREATIONAL DEPARTMENT
THE SECURITY
THE SHRINERS.
THE SOMETHING.
THINK IT'S THE CITY OF SAN DIEGO.
UNSURE.
VIGLY
VOLUNTEER
VOLUNTEER
VOLUNTEER GROUP THAT RUNS IT.
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS

VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS
VOLUNTEERS, PEOPLE
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
WORKERS
ZOOLOGICAL SOCIETY
ZOOLOGICAL SOCIETY.

How many nights are you staying in San Diego?
AUGUST

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many nights are you staying in San Diego?	216	207	3.125604	3	3	0	15

SEPTEMBER

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
How many nights are you staying in San Diego?	173	173	4.618497	0	4	0	30

Is Balboa Park or one of the attractions or activities in Balboa Park the primary, one of several reasons, or not at all a reason for visiting San Diego?

Absolute Break % Respondents		Base	Location			
			Prado	Palisades	Fountain	Bay Tree
Base		210	113	35	21	41
Is Balboa Park or one of the attractions or activities in...	Primary	42 20.0%	38 33.6%	4 11.4%	- -	- -
	One of Several	149 71.0%	68 60.2%	27 77.1%	18 85.7%	36 87.8%
	Not at all a reason	19 9.0%	7 6.2%	4 11.4%	3 14.3%	5 12.2%

Absolute Break % Respondents		Base	Location			
			Prado	Palisades	Fountain	Bay Tree
Base		160	70	35	29	26
Is Balboa Park or one of the attractions or activities in...	Primary	24 15.0%	9 12.9%	3 8.6%	5 17.2%	7 26.9%
	One of Several	98 61.3%	48 68.6%	19 54.3%	15 51.7%	16 61.5%
	Not at all a reason	38 23.8%	13 18.6%	13 37.1%	9 31.0%	3 11.5%

Did you experience any inconveniences today?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		703	66	111	128	115	81	101	98	326	186	85	106	471	216
Experience Inconveniences	Yes	166 23.6%	4 6.1%	40 36.0%	25 19.5%	34 29.6%	28 34.6%	20 19.8%	15 15.3%	99 30.4%	10 5.4%	24 28.2%	33 31.1%	109 23.1%	55 25.5%
	No	537 76.4%	62 93.9%	71 64.0%	103 80.5%	81 70.4%	53 65.4%	81 80.2%	83 84.7%	227 69.6%	176 94.6%	61 71.8%	73 68.9%	362 76.9%	161 74.5%

Absolute Break % Respondents		Base	Day sept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1252	135	177	221	198	175	142	204	613	286	185	157	1075	173
Experience Inconveniences	Yes	31 2.5%	14 10.4%	9 5.1%	2 0.9%	1 0.5%	3 1.7%	1 0.7%	1 0.5%	15 2.4%	7 2.4%	4 2.2%	5 3.2%	18 1.7%	13 7.5%
	No	1221 97.5%	121 89.6%	168 94.9%	219 99.1%	197 99.5%	172 98.3%	141 99.3%	203 99.5%	598 97.6%	279 97.6%	181 97.8%	152 96.8%	1057 98.3%	160 92.5%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	469	269	61	421	365
Experience Inconveniences	Yes	258 32.3%	158 33.7%	79 29.4%	21 34.4%	141 33.5%	116 31.8%
	No	542 67.8%	311 66.3%	190 70.6%	40 65.6%	280 66.5%	249 68.2%

If so, what?

ABILTY TO FIND WAY AROUND
BAD FOOD
BAD FOOD
BAD FOOD
BAD FOOD
BAD FOOD
BAD FOOD
BAD RESTAURANTS
BAD SERVICE
BAD SERVICE ON TROLLEY
BAD WEATHER
BATHROOM
BATHROOMS ARE FAR AWAY
BATHROOMS DIRTY
BATHROOMS FAR
CAN'T FIND MY WAY AROUND
CAN'T FIND THE WAY AROUND
CAN'T FIND WAY AROUND
CAN'T FIND WAY AROUND
CONVIENCE OF PARKING
COULDN'T FID A PARKING LOT
COULDN'T FIND A CONVIENT PARKING LOT
COULDN'T FIND A PARKING LOT
COULDN'T FIND A RESTURANT (FAST FOOD)
COULDN'T FIND ANY CHILDREN DISTRACTION
COULDN'T FIND ANY SODA MACHINES
COULDN'T FIND RESTROOMS
COULDN'T FIND SNACK SHOP
CROWDED
CROWDED
CROWDED
CROWDED MUSEUMS
CROWDED MUSEUMS
CROWDED PARK
CROWDED TROLLY
DIRTY BATHROOMS
DIRTY BATHROOMS
DIRTY RESTROOMS

EXPENSIVE ENTRY FEES TO MUSEUMS
EXPENSIVE FOOD
EXPENSIVE FOOD
EXPENSIVE FOOD
EXPENSIVE FOOD
EXPENSIVE FOOD
EXPENSIVE MUESUMS
EXPENSIVE MUSEUMS
EXPENSIVE MUSEUMS
EXPENSIVE RESTAURANTS
EXPENSIVE RESTURANTS
EXPENSIVE STORES
EXPENSIVE STORES AT MUSEUMS
EXPENSIVE THINGS
FELL FROM TROLLEY
FEW PARKING LOTS
FINDING PARKING
FINDING THE BATHROOMS
HARD TO FIND A FEW MUSEUMS
HARD TO FIND A LOCATION
HARD TO FIND A PARKING LOT
HARD TO FIND A PARKING LOT
HARD TO FIND A PARKING LOT
HARD TO FIND A PARKING LOT
HARD TO FIND A PARKING LOT
HARD TO FIND A RESTAURANT
HARD TO FIND A SNACK BAR
HARD TO FIND INTERESTING MUSEUMS
HARD TO FIND PARKING
HARD TO FIND PARKING
HARD TO GET AROUND THE PARK
HIGH PRICES IN STORES AND MEUSEUMS
IN A RESTURANT THEY WERE TAKING A LONG TIME TO BRING MY FOOD.
LONG LINES
LONG LINES IN STORES
LOOKING FOR A MUSEUM AND A LADY FROM BALBOA GAVE ME WRONG DIRECTIONS
NASTY BATHROOM
NO BATHROOMS
NO CONVIENT PARKING LOT
NO PARKING
NO PARKING AVAILABLE AFTER 20 MINUTES.
NO PARKING LOTS
NO TOLIET PAPER IN RESTROOMS
NO WATER OR SODA MACHINES
NOT A LOT OF ACCESS TO WHEELCHAIRS
NOT A LOT OF SPACE FOR BIKES.
NOT ENOUGH BALBOA PARK MAPS
NOT ENOUGH DISTRACTIONS FOR TEENS
NOT ENOUGH DRINKING FOUNTAINS
NOT ENOUGH MONEY
NOT ENOUGH MUESUM MAPS
NOT ENOUGH PARKS
NOT ENOUGH RESTROOMS
NOT ENOUGH RESTROOMS
NOT ENOUGH RESTURANTS
NOT ENOUGH RESTURANTS
NOT ENOUGH RESTURANTS
NOT ENOUGH RESTURANTS
NOT ENOUGH RESTURANTS
NOT ENOUGH RESTURANTS
NOT ENOUGH S PACE TO RUN
NOT ENOUGH SHADE
NOT ENOUGH SNACK STORES
NOT ENOUGH SPACE IN TROLLEY
NOT ENOUGH SPACE TO RUN
NOT ENOUGH SPANISH INFORMATION
NOT ENOUGH STORES
NOT ENOUGH TIME TO VISIT A LOT
NOT ENOUGH WATER FOUNTAINS
NOT INTERESTING MUSEUMS FOR TEENS
NOT TOO MANY SNACK PLACES
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING
PARKING INCONVIENCE
PARKING IS A PROBLEM
PARKING LOT NOT AVAILABLE
PARKING PROBLEMS
PARKING SHUTTLE

PARKING WAS AN ISSUE
PEOPLE WHO GET LOST CAN'T GO WHERE THEY WANT TO
RESTURANTS ARE FAR AWAY
ROAD UNKEEP
RUDE MAN DIDN'T ANSWER MY QUESTIONS
SHORT TIME
SLOW TROLLEY
THE BATHROOMS
THE BIG LINES IN STORES
THE DIRTY BATHROOMS
THE FOOD WASN'T THAT GOOD
THE MAN IN THE TROLLY WAS RUDE
THE PARKING
THE PARKING
THE PARKING
THE PARKINGS WERE FULL
THE RESTROOMS ARE DIRTY
THE SERVICE IN RESTURANTS
TO HARD TO FIND SOMETHINGS
TOO CROWDED
TOO HOT
TOO LITTLE TIME
TOO MANY CARS
TOO MANY PEOPLE
TOO MANY PEOPLE IN THE STORES
TOO MUCH TRAFFIC
TOO NOISY
TOO SUNNY
TRAFFIC
TRAFFIC
TRASH ON THE GRASS
TROLLEY CROWDED
TROUBLE FINDING A PARKING LOT
UNCLEAN GARDENS
UNCLEAN GARDENS
UNCLEAN LANDSCAPING
WASN'T WHAT I EXPECTED
WEATHER
WEATHER
COULDN'T FIND MY WAY AROUND AND PARKING WASN'T GOOD AT ALL
FINDING A PARKING SPACE
FINDING A PARKING SPACE
FINDING A PARKING SPACE
FINDING A PLACE TO PARK
FINDING THE RESTAURANT
HAD A HARD TIME FINDING THE RESTROOM
HAD TO WAIT FOREVER FOR SHUTTLE AND IT WAS FULL SO WE WALKED
I GOT LOST TRYING TO GET TO THE PARK
I JUST DIDN'T HAVE A GOOD TIME
I TRIPPED ON A SIDEWALK CRACK
IT WAS PRETTY EASY TO GET LOST
MY HEEL GOT CAUGHT IN THE SIDEWALK BY THE RESTAURANT.
NEED MORE SIGNS ONCE YOU GET OFF THE FREEWAY ON HOW TO GET TO THE PARK
NOT ENOUGH RESPECT TO VISITORS LIKE ME
NOT SIGNAGE FOR SHUTTLE OR TOUR SHUTTLES
PARK WAS CROWDED WITH CHILDREN
PARKING
PEOPLE WHO WORK HERE DO NOT GIVE GOOD DIRECTIONS
RUDE PEOPLE IN THE RESTAURANT
SOME OF THE AREAS ARE HIDDEN AND HARDER TO FIND
THE PARK WAS SOMEWHAT CROWDED
THE SIDEWALKS ARE VERY CRACKED AND HARD TO RUN ON
TOOK A WHILE TO FIND PARKING
WAY TOO CROWDED
WE GOT LOST IN THE PARK TODAY
A FEW MORE EATERIES.
A MINOR, LOOKING FOR A PARKING PLACE.
AT NIGHT TIME.
AT NIGHT TRYING TO GET TO YOUR CAR IS UNCOMFORTABLE.
BALLET PEOPLE TAKING PARKING SPOTS.
BIG EVENT.
CAN'T REMEMBER
CAR STOLEN
CHRISTMAS IN THE PRODO
CHRISTMAS PARKING
CONFUSION WHERE YOU ARE GOING.
CONSTRUCTION OF NEW ENTRANCE, AT THE GLOBE
COULD NOT FIND PARKING SPACE HAD TO PARK IN THE HOSPITAL. ANOTHER TIME I GOT SICK AND MY BACK GAVE OUT.
COULDN'T FIND A PARKING SPACE.

CROWDS, HOMELESS, PANHANDLERS.
CROWDS.
DIDN'T UNDERSTAND WHERE I WANTED TO GO, SO I PARKED TOO FAR AWAY.
DON'T HAVE ENOUGH TIME TO SPEND THERE.
DON'T KNOW WAY AROUND THE PARK.
DON'T UNDERSTAND.
DRINKING FOUNTAINS.
DRIVE AROUND FOR PARKING.
FIND PARKING
FINDING PARKING AT THE ZOO. TOOK 40 MINUTES TO FIND PARKING.
FINDING PARKING, WHEN YOU HAVE ELDERLY PEOPLE YOU HAVE TO HIKE TO FIND THE CAR.
FINDING PARKING.
FINDING PLACES
FINDING PLACES.
FINDING WAY AROUND
FIRE ON BRIDGE, REMODELING CLOSED SIDEWALKS.
FLOWER DISPLAY WAS CLOSED.
GONE DOWN AT LATER TIME AND PARKING LOT WAS FULL AT ZOO.
GONE TO EVENTS WITHOUT KNOWING ALL THE PEOPLE THAT WERE GOING TO BE THERE IT TAKES TO LONG TO GET TO A CERTAIN PLACE.
HARD TO GET PARKING IN CASA DEL PLADO, NEAR FLEET BUILDING
HARD TO PARK AND PLACES THAT WERE CLOSED.
HAVING TO WALK A LONG WAYS.
HOLIDAY OR FESTIVAL PARKING.
HOMELESS
HOMELESS, AND PAN HANDLERS
I CAN'T FIND WAY AROUND.
I DO GET LOST.
I HAVE BEEN LOST A COUPLE OF TIMES.
I HAVE HAD TIMES WHEN I'VE HAD TO DRIVE AROUND FOR PARKING FOR A PLAY OR SOMETHING, FOR A GROUP EVENT.
I THINK THAT THEY CAN USE ANOTHER RESTAURANT.
IF DIFFICULT TO FIND DINNING.
IF I TRY TO PARK ON THE EAST SIDE, IT IS DIFFICULT.
IN PARKING BEFORE I HAD MY HANDICAP STICKER.
IT ID HARD TO FIND PARKING SPACE
IT RELATES WITH PARKING, PARKING IS THE NUMBER ONE INCONVENIENCE.
IT WAS GETTING MY MOTHER WHO HAS A WALKER AROUND. ITS HARDER FOR THOSE WITH DISABILITIES.
IT WOULD BE NICE IF THEY HAD PARKING FOR PREGNANT WOMEN.
ITS ABOUT THE PARKING SPACE THEY HAVE TO PARK. PARKING IS A LONG WAY OFF FROM THE PARK.
IT'S DIFFICULT FOR ELDERLY TO GET TO SOME OF THE PLACES.
IT'S NOT WHEELCHAIR FRIENDLY.
JUST NOT KNOWING WHERE I AM.
JUST PARKING
JUST PARKING
JUST PARKING
JUST PARKING
JUST PARKING
JUST PARKING AND THE PRICE OF ADMISSION.
JUST PARKING PROBLEM.
JUST PARKING.
JUST THE PARKING
JUST THE PARKING, BUT USUALLY GO AT UNCROWDED TIMES.
JUST THE PARKING.
JUST THE PARKING.
KNOWING WERE TO GO FINDING THINGS
LACK OF PARKING
LACK OF PARKING AT PEAK TIMES.
LACK OF PARKING ON MAJOR SPECIAL EVENT.
LACK OF PARKING.
LOT OF CONSTRUCTION IN BETWEEN THE ART, AND SCULPTURE GARDEN, WITH PEDESTRIAN ACCESS BLOCKED.
MORE ACTIVITIES, MORE OF EVERYTHING.
MORE SHUTTLE SERVICE, A LITTLE SLOW. IT WOULD BE BETTER IF THEY WERE MORE CONSTANT. IT NOT INCONVENIENT, IT WOULD JUST BE MORE CONVENIENT IF THEY HAD MORE!
MY CAR GOT BROKEN INTO THERE.
MY DAUGHTER PARTICIPATED IN THE COUNTY SCIENCE FAIR AND IT TOOK ME OVER AN HOUR TO GET OUT OF THE

PARKING LOT.
MY HUSBAND GOT A TICKET FROM A PLACE THAT WAS MARKED PARK.
NEED A SMOKING AREA.
NEED MORE BATHROOMS.
NEED MORE DIRECTION SIGNS.
NO HANDICAP PARKING.
NO PARKING
NO PARKING DIRECTLY IN LOCATION OF GLOBE THEATER DURING CONCERT.
NO PARKING, LACK OF PARKING.
NO PARKING.
NO PARKING.
NO PLACE TO EAT.
NO PUBLIC NEAR OR GOING INTO PUBLIC TRANSPORTATION
NO PUBLIC TRANSPORT TO THE PARK.
NO RAMPS FOR BABY STROLLERS.
NO SMOKING. NEED BETTER SIGNS GIVING YOU DIRECTIONS.
NOT ABLE TO FIND PARKING.
NOT ANY CLOSE PARKING TO ANY OF THEATER'S
NOT BEING ABLE TO FIND PARKING.
NOT DRINKING A LOT.
NOT ENOUGH BATHROOMS.
NOT ENOUGH BATHROOMS.
NOT ENOUGH HANDICAP PARKING SPACES.
NOT ENOUGH HANDICAPPED PARKING.
NOT ENOUGH PARKING WHERE I NEED TO GO.
NOT FINDING PARKING, TOO FAR AWAY PARKING.
NOT KNOW WHERE TO GO.
NOT PARKING.
OCCASIONAL PARKING PROBLEMS
ON A HEAVY TRAFFIC DAY.
ONE OR TWO. YOU CAN ONLY GET 2 IN FREE.
ONE TIME WHEN THE BRIDGE WAS CLOSED
ONE, THEY HAD A MARATHON
ONLY FIND PARKING AT TIMES
ONLY IN PARKING.
ONLY ON CITY WIDE ACTIVITIES
ONLY ONE ROAD THOUGH THE WHOLE PARK.
ONLY WHEN I COULDN'T PARK, ITS UNDERSTANDABLE.
PANHANDLERS
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PARKING
PARKING AND OCCASIONALLY SEEDY CHARACTERS.
PARKING AND PUBLIC REST ROOMS.
PARKING AT EVENS OR FESTIVALS.
PARKING AT THE GLOBE
PARKING DURING EVENT
PARKING DURING EVENTS
PARKING DURING MAJOR ADVENTS.
PARKING DURING THE EVENT
PARKING FOR HANDICAPPED
PARKING FOR SPECIAL EVENTS.

PARKING HANDICAP OR OLDER PEOPLE IS BAD.
PARKING IN GENERAL.
PARKING IS HORRIBLE ON WEEKENDS.
PARKING IS NOT AVAILABLE IN CENTRAL PARKING AFTER 8
PARKING IS VERY FAR AWAY.
PARKING LOT
PARKING ON BUSY DAYS.
PARKING PROBLEMS
PARKING PROBLEMS
PARKING SITUATION
PARKING SOMETIMES, FOOD IS NOT VERY GOOD, SOME EXPENSIVE, AND THE REST IS CRAPPY.
PARKING, IN TIMELY MANNER.
PARKING, IS A HUGE INCONVENIENCE, IT DOESN'T MATTER WHAT TIME OF YEAR, BECAUSE I GO THERE EVERY MONTH. THE BATHROOMS, EVERY TIME I COME OUT OF THE BATHROOM I SAY TO MY COMMITTEE THAT THIS AN INTERNATIONAL PARK, AND THEY HAVE THESE DISGUSTING LITTLE-SERVICED RESTROOMS.
PARKING, LOST IN THE PARK, HOMELESS PERSON.
PARKING, RIDING.
PARKING, SIDEWALKS ARE TOO NARROW.
PARKING.
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PARKING.
PARTS OF THE PARK ARE USED FOR PROSTITUTION
POLICE GET RID OF BUMS.
RESTAURANT CHOICE, MORE DINNER CHOICES NEEDED.
RESTROOMS HARD TO FIND.
RIDING THE BUS MAKES FOR A LONG WALK TO THE MUSEUMS. ETC.
SEASON TICKET HOLDER, NOT ABLE TO PARK IN TIME FOR INTERMISSION AND GET BACK IN.
SOME CONSTRUCTION
SOMETHING LIKE MCDONALD'S, IN THE PARK
SOMETIME WHEN THERE ARE BIG EVENTS, YOU HAVE TO PARK IN THE NAVY PARKING LOT, AND TO GET FROM THERE TO THE THEATER AND THE TROLLEY DOESN'T RUN LATE ENOUGH, SOMETIMES NEED TO LEAVE THE THEATER EARLY TO CATCH IT
SOMETIMES BATHROOMS ARE CROWDED
SOMETIMES FINDING A PLACE TO PARK.
SOMETIMES I WISH THERE WAS MORE PLACES TO GET A SNACK.
SOMETIMES IN PARKING.
SOMETIMES PARKING
SOMETIMES PARKING
SOMETIMES TRYING TO PARK AROUND THE REUBEN FLEET SCIENCE THEATER AREA CAN BE DIFFICULT
THE EARTH DAY EVENT. I CAN'T FIND PARKING.
THE FACT THAT THEY TAKE DOWN THE NATIVITY SCENES IN THE PARK.
THE FIRST TIME I LOOKED FOR THE POTTERS GUILD IT WAS HARD TO FIND
THE HIGHWAY BEING THERE.
THE MUSEUM OF MAN DOESN'T HAVE ENTRANCE FOR HANDICAP. MORE ACCESS TO HANDICAP PEOPLE.
THE PARKING.
THE POLICE GIVE TO MANY TICKETS TO THE TOURIST.
THE RESTROOMS AREN'T ALWAYS CLEAN.
THE SCHEDULING IN THE FREE DAYS WERE CHANGED AND DIDN'T SEE WHEN THEY WERE CHANGED.
THE SIGNS ARE NOT CLEAR. TO FIND YOUR WAY AROUND.

THE VALET PARKING WAS INCONVENIENT.
THERE ARE A COUPLE OF AREAS WITH STAIRS AND NO RAMPS FOR STROLLERS.
THERE IS NEVER ANY PARKING, STREET CONSTRUCTION.
THERE WAS TO MANY PEOPLE IN TRAFFIC, WAS BAD AT THE EARTH DAY.
THEY DON'T OPEN THE BATHROOMS, THEY ARE LOCKED. EVERYBODY WANTS TO USE THEM AND PEOPLE HAVE TO GO TO MCDONALD'S TO USE THEM.
THEY TAKEN WHAT LITTLE BIT OF INTERNAL PARKING THAT THEY HAD AND TURNED IT INTO VALET PARKING, AND ITS MADE IT BAD.
WE WERE REALLY BUMMED WHEN THEY CLOSED TO THE PUBLIC THE RUBEN FLEET CENTER.
THEY USE THE PARKING LOTS FOR NON PARKING USAGE.
TIMES AVAILABLE FOR THE DISPLAYS.
TO MANY PEOPLE.
TOO MANY PEOPLE.
TRAFFIC
TRAFFIC
TRAFFIC AND PARKING
TRANSIENTS ALONG THE JOGGING PATH NEAR DOG PARK
TRYING TO FIND A PLACE TO PARK.
TRYING TO FIND PARKING AT CHRISTMAS.
TRYING TO FIND PARKING.
TRYING TO GET AROUND.
TRYING TO GO TO A PLAY ON CHRISTMAS, NO PARKING.
TWO SPREAD OUT AND I'M A DISABLED PERSON AND YOU HAVE TO WALK A LONG DISTANCE.
UNEVEN SIDEWALKS.
WAITING FOR THE SHUTTLE, ESPECIALLY WHEN ITS COLD.
WAITING PARKING LOTS FULL.
WAITING TO FIND A PARKING SPACE.
WANTING TO GO TO A MUSEUM AND NOT BEING ABLE TO FIND A PARKING SPOT
WASHROOMS ARE HARD TO FIND, INCONVENIENT, THE SIGNAGE IS POOR.
WEEKEND, ESPECIALLY SUNDAY, NOT ENOUGH PARKING CLOSE BY. MOSTLY THE PARKING PROBLEM, ESPECIALLY WITH SMALL KIDS.
WHEELCHAIR ACCESS
WHEN THERE IS BUILDING GOING ON AT NIGHT THEY CLOSE THE SIDE WALKS.
WHEN THEY CLOSE THE CENTER OF THE PARK AND CLOSE THE BRIDGE.
WHEN THEY HAVE ACTIVITIES, IT'S TOO CROWDED.
WHEN THEY HAVE CERTAIN SHOWS IT IS DIFFICULT TO FIND A PLACE TO PARK.
WHEN THEY WERE WORKING ON THE BRIDGE TRAFFIC GETS BACKED UP.
WHEN THEY'RE DOING CONSTRUCTION AT THE MUSEUM OF MAN AND THE OLD GLOBE.
BECAUSE SOMETIMES YOU HAVE TO CROSS THE STREET TO GET TO THE BRIDGE.
WHERE I COULD PARK.
WITH THE ACTIVITIES IT IS HARD TO FIND A PARKING SPOT.
WITH THE BRIDGE WAS BLOCKED OFF AND THE SIGNS WERE MISLEADING.
YEAH, GETTING LOST.

REGION OF RESIDENCE

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		662	66	104	119	100	81	97	92	325	146	85	106	446	210
Residence	Neighorhood	32 4.8%	- -	5 4.8%	9 7.6%	5 5.0%	4 4.9%	7 7.2%	2 2.2%	26 8.0%	2 1.4%	3 3.5%	1 0.9%	32 7.2%	- -
	SD City	101 15.3%	2 3.0%	20 19.2%	18 15.1%	15 15.0%	22 27.2%	15 15.5%	9 9.8%	52 16.0%	19 13.0%	16 18.8%	14 13.2%	100 22.4%	1 0.5%
	SD County	259 39.1%	29 43.9%	38 36.5%	49 41.2%	33 33.0%	28 34.6%	35 36.1%	46 50.0%	108 33.2%	70 47.9%	37 43.5%	44 41.5%	240 53.8%	17 8.1%
	Other CA	80 12.1%	24 36.4%	7 6.7%	11 9.2%	11 11.0%	5 6.2%	12 12.4%	8 8.7%	35 10.8%	17 11.6%	13 15.3%	15 14.2%	51 11.4%	28 13.3%
	Outside CA	166 25.1%	8 12.1%	32 30.8%	30 25.2%	32 32.0%	20 24.7%	19 19.6%	25 27.2%	92 28.3%	32 21.9%	13 15.3%	29 27.4%	20 4.5%	143 68.1%
	International	24 3.6%	3 4.5%	2 1.9%	2 1.7%	4 4.0%	2 2.5%	9 9.3%	2 2.2%	12 3.7%	6 4.1%	3 3.5%	3 2.8%	3 0.7%	21 10.0%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1237	130	176	219	194	175	142	201	601	285	183	157	1065	168
Residence	Neighorhood	80 6.5%	2 1.5%	8 4.5%	3 1.4%	6 3.1%	24 13.7%	2 1.4%	35 17.4%	38 6.3%	22 7.7%	11 6.0%	9 5.7%	80 7.5%	- -
	SD City	250 20.2%	4 3.1%	22 12.5%	30 13.7%	58 29.9%	41 23.4%	18 12.7%	77 38.3%	99 16.5%	89 31.2%	39 21.3%	18 11.5%	241 22.6%	7 4.2%
	SD County	660 53.4%	86 66.2%	90 51.1%	135 61.6%	96 49.5%	87 49.7%	93 65.5%	73 36.3%	353 58.7%	128 44.9%	88 48.1%	85 54.1%	646 60.7%	13 7.7%
	Other CA	117 9.5%	9 6.9%	16 9.1%	24 11.0%	20 10.3%	15 8.6%	21 14.8%	12 6.0%	57 9.5%	26 9.1%	16 8.7%	18 11.5%	93 8.7%	24 14.3%
	Outside CA	79 6.4%	21 16.2%	20 11.4%	20 9.1%	10 5.2%	2 1.1%	2 1.4%	4 2.0%	33 5.5%	16 5.6%	19 10.4%	11 7.0%	3 0.3%	75 44.6%
	International	51 4.1%	8 6.2%	20 11.4%	7 3.2%	4 2.1%	6 3.4%	6 4.2%	- -	21 3.5%	4 1.4%	10 5.5%	16 10.2%	2 0.2%	49 29.2%

Absolute Break % Respondents		Base	August Day							Location			
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree
Base		662	66	104	119	100	81	97	92	325	146	85	106
Missing	Outside SD County	270 40.8%	35 53.0%	41 39.4%	43 36.1%	47 47.0%	27 33.3%	40 41.2%	35 38.0%	139 42.8%	55 37.7%	29 34.1%	47 44.3%
San Diego County	San Diego	94 14.2%	1 1.5%	20 19.2%	18 15.1%	15 15.0%	16 19.8%	15 15.5%	9 9.8%	45 13.8%	19 13.0%	16 18.8%	14 13.2%
	Oceanside	54 8.2%	7 10.6%	13 12.5%	12 10.1%	6 6.0%	3 3.7%	5 5.2%	8 8.7%	15 4.6%	22 15.1%	8 9.4%	9 8.5%
	El Cajon	41 6.2%	4 6.1%	5 4.8%	6 5.0%	3 3.0%	7 8.6%	6 6.2%	10 10.9%	21 6.5%	4 2.7%	7 8.2%	9 8.5%
	Escondido	36 5.4%	2 3.0%	7 6.7%	7 5.9%	2 2.0%	6 7.4%	4 4.1%	8 8.7%	9 2.8%	9 6.2%	7 8.2%	11 10.4%
	San Diego	32 4.8%	- -	5 4.8%	9 7.6%	5 5.0%	4 4.9%	7 7.2%	2 2.2%	26 8.0%	2 1.4%	3 3.5%	1 0.9%
	Lemon Grove	28 4.2%	- -	5 4.8%	9 7.6%	1 1.0%	5 6.2%	4 4.1%	4 4.3%	9 2.8%	6 4.1%	7 8.2%	6 5.7%
	Vista	16 2.4%	2 3.0%	3 2.9%	3 2.5%	2 2.0%	- -	4 4.1%	2 2.2%	4 1.2%	10 6.8%	1 1.2%	1 0.9%
	Lakeside	13 2.0%	- -	1 1.0%	- -	6 6.0%	2 2.5%	1 1.0%	3 3.3%	12 3.7%	- -	1 1.2%	- -
	San Ysidro	12 1.8%	1 1.5%	- -	1 0.8%	3 3.0%	2 2.5%	2 2.1%	3 3.3%	7 2.2%	1 0.7%	1 1.2%	3 2.8%
	Chula Vista	11 1.7%	1 1.5%	- -	4 3.4%	2 2.0%	2 2.5%	1 1.0%	1 1.1%	7 2.2%	3 2.1%	- -	1 0.9%
	National City	8 1.2%	- -	- -	1 0.8%	3 3.0%	- -	2 2.1%	2 2.2%	2 0.6%	2 1.4%	3 3.5%	1 0.9%
	Carlsbad	7 1.1%	1 1.5%	- -	- -	2 2.0%	- -	2 2.1%	1 1.1%	3 0.9%	4 2.7%	- -	- -
	Poway	7 1.1%	6 9.1%	- -	1 0.8%	- -	- -	- -	- -	4 1.2%	2 1.4%	- -	1 0.9%
	Encinitas	6 0.9%	1 1.5%	- -	2 1.7%	- -	1 1.2%	- -	2 2.2%	2 0.6%	2 1.4%	1 1.2%	1 0.9%
	Ramona	4 0.6%	- -	1 1.0%	1 0.8%	2 2.0%	- -	- -	- -	3 0.9%	1 0.7%	- -	- -
	San Marcos	4 0.6%	1 1.5%	1 1.0%	1 0.8%	1 1.0%	- -	- -	- -	4 1.2%	- -	- -	- -
	San Diego	3 0.5%	- -	- -	- -	- -	3 3.7%	- -	- -	3 0.9%	- -	- -	- -
	Coronado	2 0.3%	1 1.5%	- -	- -	- -	- -	1 1.0%	- -	1 0.3%	- -	- -	1 0.9%
	Fallbrook	2 0.3%	1 1.5%	- -	- -	- -	- -	- -	1 1.1%	1 0.3%	- -	1 1.2%	- -
	La Jolla	2 0.3%	- -	- -	- -	- -	- -	1 1.0%	1 1.1%	2 0.6%	- -	- -	- -
	Pacific Beach	2 0.3%	- -	1 1.0%	- -	- -	- -	1 1.0%	- -	1 0.3%	1 0.7%	- -	- -
	San Diego	2 0.3%	1 1.5%	- -	- -	- -	1 1.2%	- -	- -	2 0.6%	- -	- -	- -
	San Diego	2 0.3%	- -	- -	- -	- -	2 2.5%	- -	- -	2 0.6%	- -	- -	- -
	Julian	1 0.2%	- -	- -	- -	- -	- -	1 1.0%	- -	- -	1 0.7%	- -	- -
	La Mesa	1 0.2%	- -	1 1.0%	- -	- -	- -	- -	- -	- -	1 0.7%	- -	- -
	Mt. Palomar	1 0.2%	1 1.5%	- -	- -	- -	- -	- -	- -	1 0.3%	- -	- -	- -
	Warner Springs	1 0.2%	- -	- -	1 0.8%	- -	- -	- -	- -	- -	1 0.7%	- -	- -

Absolute Break % Respondents		Base	Daysept							Location			
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree
Base		1237	130	176	219	194	175	142	201	601	285	183	157
Missing	Other	896 72.4%	98 75.4%	118 67.0%	138 63.0%	143 73.7%	138 78.9%	94 66.2%	167 83.1%	403 67.1%	216 75.8%	152 83.1%	116 73.9%
San Diego County	Escondido	59 4.8%	5 3.8%	8 4.5%	17 7.8%	8 4.1%	5 2.9%	9 6.3%	7 3.5%	37 6.2%	12 4.2%	2 1.1%	8 5.1%
	El Cajon	39 3.2%	1 0.8%	15 8.5%	4 1.8%	3 1.5%	7 4.0%	6 4.2%	3 1.5%	21 3.5%	7 2.5%	6 3.3%	5 3.2%
	Carlsbad	32 2.6%	1 0.8%	3 1.7%	7 3.2%	8 4.1%	6 3.4%	4 2.8%	3 1.5%	19 3.2%	5 1.8%	4 2.2%	4 2.5%
	La Jolla	30 2.4%	2 1.5%	9 5.1%	11 5.0%	5 2.6%	2 1.1%	- -	1 0.5%	18 3.0%	9 3.2%	1 0.5%	2 1.3%
	Chula Vista	25 2.0%	3 2.3%	5 2.8%	9 4.1%	4 2.1%	1 0.6%	1 0.7%	2 1.0%	12 2.0%	2 0.7%	5 2.7%	5 3.2%
	Imperial Beach	17 1.4%	1 0.8%	1 0.6%	7 3.2%	4 2.1%	2 1.1%	2 1.4%	- -	11 1.8%	3 1.1%	1 0.5%	2 1.3%
	Coronado	16 1.3%	2 1.5%	3 1.7%	6 2.7%	1 0.5%	1 0.6%	1 0.7%	2 1.0%	11 1.8%	1 0.4%	2 1.1%	2 1.3%
	La Mesa	13 1.1%	1 0.8%	3 1.7%	3 1.4%	2 1.0%	1 0.6%	1 0.7%	2 1.0%	8 1.3%	3 1.1%	- -	2 1.3%
	Encinitas	12 1.0%	- -	4 2.3%	1 0.5%	1 0.5%	3 1.7%	3 2.1%	- -	6 1.0%	4 1.4%	1 0.5%	1 0.6%
	Fallbrook	11 0.9%	- -	1 0.6%	1 0.5%	1 0.5%	2 1.1%	5 3.5%	1 0.5%	5 0.8%	1 0.4%	4 2.2%	- -
	Bonita	10 0.8%	2 1.5%	- -	- -	4 2.1%	- -	3 2.1%	1 0.5%	7 1.2%	2 0.7%	- -	1 0.6%
	Bonsall	9 0.7%	- -	- -	2 0.9%	2 1.0%	- -	3 2.1%	2 1.0%	5 0.8%	2 0.7%	1 0.5%	1 0.6%
	Del Mar	9 0.7%	1 0.8%	4 2.3%	1 0.5%	2 1.0%	1 0.6%	- -	- -	6 1.0%	1 0.4%	- -	2 1.3%
	Lemon Grove	9 0.7%	2 1.5%	- -	3 1.4%	1 0.5%	- -	2 1.4%	1 0.5%	5 0.8%	3 1.1%	1 0.5%	- -
	Alpine	8 0.6%	- -	- -	1 0.5%	- -	- -	6 4.2%	1 0.5%	2 0.3%	5 1.8%	- -	1 0.6%
	Cardiff-by-the-Sea	7 0.6%	3 2.3%	- -	1 0.5%	1 0.5%	1 0.6%	- -	1 0.5%	5 0.8%	1 0.4%	1 0.5%	- -
	MCAS Miramar	7 0.6%	1 0.8%	- -	- -	1 0.5%	1 0.6%	2 1.4%	2 1.0%	3 0.5%	4 1.4%	- -	- -
	Camp Pendelton	6 0.5%	3 2.3%	- -	- -	1 0.5%	1 0.6%	- -	1 0.5%	4 0.7%	- -	1 0.5%	1 0.6%
	Lakeside	6 0.5%	- -	1 0.6%	1 0.5%	1 0.5%	2 1.1%	- -	1 0.5%	2 0.3%	2 0.7%	- -	2 1.3%
	Campo	4 0.3%	- -	- -	2 0.9%	1 0.5%	- -	- -	1 0.5%	2 0.3%	1 0.4%	- -	1 0.6%
	Boulevard	3 0.2%	- -	1 0.6%	1 0.5%	- -	1 0.6%	- -	- -	2 0.3%	1 0.4%	- -	- -
	Dulzura	3 0.2%	2 1.5%	- -	- -	- -	- -	- -	1 0.5%	3 0.5%	- -	- -	- -
	Julian	3 0.2%	1 0.8%	- -	2 0.9%	- -	- -	- -	- -	1 0.2%	- -	1 0.5%	1 0.6%
	Borrego Springs	2 0.2%	1 0.8%	- -	1 0.5%	- -	- -	- -	- -	2 0.3%	- -	- -	- -
	Jamul	1 0.1%	- -	- -	- -	- -	- -	- -	1 0.5%	1 0.2%	- -	- -	- -

Absolute Break % Respondents		Base	Daysept							Location			
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree
Base		1237	130	176	219	194	175	142	201	601	285	183	157
Missing	Other	588 47.5%	70 53.8%	114 64.8%	132 60.3%	85 43.8%	60 34.3%	77 54.2%	50 24.9%	309 51.4%	115 40.4%	76 41.5%	86 54.8%
San Diego County	San Diego	145 11.7%	1 0.8%	19 10.8%	17 7.8%	33 17.0%	25 14.3%	7 4.9%	43 21.4%	57 9.5%	48 16.8%	26 14.2%	11 7.0%
	Oceanside	113 9.1%	12 9.2%	5 2.8%	35 16.0%	15 7.7%	10 5.7%	15 10.6%	21 10.4%	55 9.2%	19 6.7%	24 13.1%	13 8.3%
	San Diego	80 6.5%	2 1.5%	8 4.5%	3 1.4%	6 3.1%	24 13.7%	2 1.4%	35 17.4%	38 6.3%	22 7.7%	11 6.0%	9 5.7%
	San Diego	72 5.8%	- -	2 1.1%	8 3.7%	22 11.3%	9 5.1%	7 4.9%	24 11.9%	24 4.0%	31 10.9%	11 6.0%	5 3.2%
	Vista	59 4.8%	10 7.7%	8 4.5%	7 3.2%	13 6.7%	9 5.1%	7 4.9%	5 2.5%	33 5.5%	8 2.8%	10 5.5%	8 5.1%
	Pacific Beach	29 2.3%	3 2.3%	8 4.5%	2 0.9%	4 2.1%	7 4.0%	2 1.4%	3 1.5%	14 2.3%	6 2.1%	5 2.7%	4 2.5%
	San Diego	18 1.5%	- -	- -	1 0.5%	3 1.5%	4 2.3%	2 1.4%	8 4.0%	11 1.8%	4 1.4%	1 0.5%	1 0.6%
	Ocean Beach	17 1.4%	- -	2 1.1%	1 0.5%	4 2.1%	5 2.9%	2 1.4%	3 1.5%	8 1.3%	4 1.4%	3 1.6%	1 0.6%
	San Diego	15 1.2%	3 2.3%	1 0.6%	4 1.8%	- -	3 1.7%	2 1.4%	2 1.0%	7 1.2%	6 2.1%	1 0.5%	1 0.6%
	San Marcos	15 1.2%	4 3.1%	1 0.6%	1 0.5%	2 1.0%	6 3.4%	- -	1 0.5%	9 1.5%	5 1.8%	1 0.5%	- -
	Santee	10 0.8%	5 3.8%	- -	- -	1 0.5%	2 1.1%	2 1.4%	- -	6 1.0%	- -	- -	4 2.5%
	Valley Center	10 0.8%	3 2.3%	- -	3 1.4%	2 1.0%	- -	2 1.4%	- -	2 0.3%	2 0.7%	1 0.5%	5 3.2%
	Rancho Santa Fe	8 0.6%	- -	4 2.3%	- -	- -	3 1.7%	- -	1 0.5%	5 0.8%	3 1.1%	- -	- -
	San Ysidro	8 0.6%	6 4.6%	- -	- -	- -	1 0.6%	1 0.7%	- -	4 0.7%	3 1.1%	- -	1 0.6%
	Pala	7 0.6%	3 2.3%	1 0.6%	- -	- -	- -	3 2.1%	- -	3 0.5%	1 0.4%	2 1.1%	1 0.6%
	Rancho Bernardo	7 0.6%	1 0.8%	- -	1 0.5%	- -	2 1.1%	2 1.4%	1 0.5%	2 0.3%	2 0.7%	2 1.1%	1 0.6%
	National City	6 0.5%	- -	1 0.6%	- -	1 0.5%	1 0.6%	1 0.7%	2 1.0%	4 0.7%	- -	1 0.5%	1 0.6%
	Poway	6 0.5%	- -	1 0.6%	1 0.5%	2 1.0%	- -	- -	2 1.0%	2 0.3%	3 1.1%	- -	1 0.6%
	Solana Beach	6 0.5%	2 1.5%	- -	3 1.4%	- -	- -	1 0.7%	- -	2 0.3%	- -	4 2.2%	- -
	Spring Valley	5 0.4%	1 0.8%	1 0.6%	- -	- -	1 0.6%	2 1.4%	- -	3 0.5%	1 0.4%	- -	- -
	Santa Ysabel	4 0.3%	1 0.8%	- -	- -	- -	1 0.6%	2 1.4%	- -	1 0.2%	1 0.4%	1 0.5%	1 0.6%
	Warner Springs	4 0.3%	3 2.3%	- -	- -	- -	- -	1 0.7%	- -	2 0.3%	- -	1 0.5%	1 0.6%
	Ramona	3 0.2%	- -	- -	- -	- -	1 0.6%	2 1.4%	- -	- -	- -	1 0.5%	2 1.3%
	Mt. Palomar	1 0.1%	- -	- -	- -	1 0.5%	- -	- -	- -	- -	- -	1 0.5%	- -
	Potrero	1 0.1%	- -	- -	- -	- -	1 0.6%	- -	- -	- -	1 0.4%	- -	- -

Absolute Break % Respondents		Base	Missing	Region			Child	
			Other	Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	-	469	269	61	421	365
Missing	Other	589 73.6%	- -	258 55.0%	269 100.0%	61 100.0%	306 72.7%	274 75.1%
San Diego County	Alpine	6 0.8%	- -	6 1.3%	- -	- -	5 1.2%	1 0.3%
	Bonita	1 0.1%	- -	1 0.2%	- -	- -	- -	1 0.3%
	Bonsall	1 0.1%	- -	1 0.2%	- -	- -	1 0.2%	- -
	Borrego Springs	1 0.1%	- -	1 0.2%	- -	- -	1 0.2%	- -
	Boulevard	3 0.4%	- -	3 0.6%	- -	- -	3 0.7%	- -
	Campo	2 0.3%	- -	2 0.4%	- -	- -	1 0.2%	1 0.3%
	Camp Pendelton	- -	- -	- -	- -	- -	- -	- -
	Cardiff-by-the-Sea	7 0.9%	- -	7 1.5%	- -	- -	- -	7 1.9%
	Carlsbad	28 3.5%	- -	28 6.0%	- -	- -	14 3.3%	14 3.8%
	Chula Vista	42 5.3%	- -	42 9.0%	- -	- -	29 6.9%	13 3.6%
	Coronado	10 1.3%	- -	10 2.1%	- -	- -	3 0.7%	7 1.9%
	Del Mar	6 0.8%	- -	6 1.3%	- -	- -	4 1.0%	2 0.5%
	Dulzura	3 0.4%	- -	3 0.6%	- -	- -	2 0.5%	1 0.3%
	El Cajon	33 4.1%	- -	33 7.0%	- -	- -	19 4.5%	14 3.8%
	Encinitas	16 2.0%	- -	16 3.4%	- -	- -	6 1.4%	8 2.2%
	Escondido	35 4.4%	- -	35 7.5%	- -	- -	24 5.7%	10 2.7%
	Fallbrook	7 0.9%	- -	7 1.5%	- -	- -	1 0.2%	5 1.4%
	Imperial Beach	7 0.9%	- -	7 1.5%	- -	- -	2 0.5%	4 1.1%
	Jacumba	- -	- -	- -	- -	- -	- -	- -
	Jamul	3 0.4%	- -	3 0.6%	- -	- -	- -	3 0.8%

Absolute Break % Respondents		Base	Missing	Region			Child	
			Other	Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	-	469	269	61	421	365
Missing	Other	292 36.5%	- -	291 62.0%	- -	- -	170 40.4%	117 32.1%
San Diego County	Julian	2 0.3%	- -	2 0.4%	- -	- -	1 0.2%	1 0.3%
	La Jolla	23 2.9%	- -	23 4.9%	- -	- -	13 3.1%	10 2.7%
	La Mesa	24 3.0%	- -	24 5.1%	- -	- -	11 2.6%	12 3.3%
	Lakeside	9 1.1%	- -	9 1.9%	- -	- -	4 1.0%	5 1.4%
	Lemon Grove	6 0.8%	- -	6 1.3%	- -	- -	3 0.7%	3 0.8%
	MCAS Miramar	- -	- -	- -	- -	- -	- -	- -
	Mt. Palomar	- -	- -	- -	- -	- -	- -	- -
	National City	10 1.3%	- -	10 2.1%	- -	- -	5 1.2%	5 1.4%
	Ocean Beach	10 1.3%	- -	10 2.1%	- -	- -	4 1.0%	6 1.6%
	Oceanside	26 3.3%	- -	26 5.5%	- -	- -	12 2.9%	12 3.3%
	Pacific Beach	16 2.0%	- -	16 3.4%	- -	- -	5 1.2%	11 3.0%
	Pala	- -	- -	- -	- -	- -	- -	- -
	Pine Valley	- -	- -	- -	- -	- -	- -	- -
	Potrero	- -	- -	- -	- -	- -	- -	- -
	Poway	20 2.5%	- -	20 4.3%	- -	- -	13 3.1%	7 1.9%
	Ramona	9 1.1%	- -	9 1.9%	- -	- -	5 1.2%	4 1.1%
	Rancho Bernardo	22 2.8%	- -	22 4.7%	- -	- -	9 2.1%	13 3.6%
	Rancho Santa Fe	1 0.1%	- -	1 0.2%	- -	- -	1 0.2%	- -
	Balboa Park Border	61 7.6%	- -	- -	- -	61 100.0%	19 4.5%	41 11.2%
	Other SD City	269 33.6%	- -	- -	269 100.0%	- -	146 34.7%	118 32.3%

Absolute Break % Respondents		Base	Missing	Region			Child	
			Other	Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		800	-	469	269	61	421	365
Missing	Other	720 90.0%	- -	389 82.9%	269 100.0%	61 100.0%	366 86.9%	340 93.2%
San Diego County	San Marcos	16 2.0%	- -	16 3.4%	- -	- -	12 2.9%	4 1.1%
	Santa Ysabel	- -	- -	- -	- -	- -	- -	- -
	Santee	15 1.9%	- -	15 3.2%	- -	- -	10 2.4%	5 1.4%
	San Ysidro	3 0.4%	- -	3 0.6%	- -	- -	2 0.5%	1 0.3%
	Solana Beach	7 0.9%	- -	7 1.5%	- -	- -	5 1.2%	2 0.5%
	Spring Valley	16 2.0%	- -	16 3.4%	- -	- -	11 2.6%	5 1.4%
	Valley Center	2 0.3%	- -	2 0.4%	- -	- -	1 0.2%	1 0.3%
	Vista	20 2.5%	- -	20 4.3%	- -	- -	14 3.3%	6 1.6%
	Warner Springs	1 0.1%	- -	1 0.2%	- -	- -	- -	1 0.3%

How many adults and children under the age of 18 are in your party?

August

Absolute Respondents	Base	Missing	Descriptive Statistics					
		Other	Count	Mean	Mode	Median	Minimum	Maximum
Adults	700	27	673	2.283804	2	2	0	38

Absolute Respondents	Base	Missing	Descriptive Statistics					
		Other	Count	Mean	Mode	Median	Minimum	Maximum
Children	700	28	672	0.934524	0	1	0	5

September

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Adults	1252	1230	1.950407	2	2	0	9

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Children	1252	1230	0.762602	0	0	0	8

Telephone

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Adults	758	758	2.57	2	2	1	30

Absolute Respondents	Base	Descriptive Statistics					
		Count	Mean	Mode	Median	Minimum	Maximum
Children (17 and younger)	736	736	1.29	0	1	0	12

VISIT WITH CHILDREN

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		675	66	108	125	95	80	101	97	317	167	85	106	449	213
Child	Yes	380 56.3%	37 56.1%	59 54.6%	57 45.6%	55 57.9%	54 67.5%	66 65.3%	51 52.6%	171 53.9%	94 56.3%	45 52.9%	70 66.0%	229 51.0%	144 67.6%
	No	295 43.7%	29 43.9%	49 45.4%	68 54.4%	40 42.1%	26 32.5%	35 34.7%	46 47.4%	146 46.1%	73 43.7%	40 47.1%	36 34.0%	220 49.0%	69 32.4%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1230	135	160	221	194	175	142	203	610	285	180	144	1056	170
Child	Yes	519 42.2%	48 35.6%	45 28.1%	113 51.1%	84 43.3%	25 14.3%	80 56.3%	124 61.1%	262 43.0%	90 31.6%	99 55.0%	67 46.5%	438 41.5%	78 45.9%
	No	711 57.8%	87 64.4%	115 71.9%	108 48.9%	110 56.7%	150 85.7%	62 43.7%	79 38.9%	348 57.0%	195 68.4%	81 45.0%	77 53.5%	618 58.5%	92 54.1%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		786	461	264	60	421	365
Child	Yes	421 53.6%	256 55.5%	146 55.3%	19 31.7%	421 100.0%	- -
	No	365 46.4%	205 44.5%	118 44.7%	41 68.3%	- -	365 100.0%

In which of the following categories is your age?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		692	65	111	128	114	81	101	90	323	178	85	106	461	215
In which of the following categories is your age?	Less than 18	11 1.6%	- -	3 2.7%	2 1.6%	3 2.6%	3 3.7%	- -	- -	8 2.5%	2 1.1%	- -	1 0.9%	7 1.5%	4 1.9%
	18 to 24	37 5.3%	5 7.7%	7 6.3%	8 6.3%	3 2.6%	6 7.4%	2 2.0%	6 6.7%	22 6.8%	13 7.3%	- -	2 1.9%	32 6.9%	4 1.9%
	25 to 34	216 31.2%	18 27.7%	31 27.9%	42 32.8%	40 35.1%	17 21.0%	42 41.6%	24 26.7%	103 31.9%	59 33.1%	26 30.6%	28 26.4%	148 32.1%	62 28.8%
	35 to 44	267 38.6%	27 41.5%	31 27.9%	35 27.3%	39 34.2%	42 51.9%	44 43.6%	49 54.4%	108 33.4%	66 37.1%	43 50.6%	50 47.2%	169 36.7%	91 42.3%
	45 to 54	117 16.9%	11 16.9%	33 29.7%	27 21.1%	21 18.4%	9 11.1%	8 7.9%	8 8.9%	57 17.6%	25 14.0%	14 16.5%	21 19.8%	71 15.4%	45 20.9%
	55 to 64	38 5.5%	4 6.2%	6 5.4%	10 7.8%	6 5.3%	4 4.9%	5 5.0%	3 3.3%	23 7.1%	9 5.1%	2 2.4%	4 3.8%	30 6.5%	7 3.3%
	65 or older	6 0.9%	- -	- -	4 3.1%	2 1.8%	- -	- -	- -	2 0.6%	4 2.2%	- -	- -	4 0.9%	2 0.9%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1228	135	168	209	196	175	142	203	598	285	181	154	1057	167
In which of the following categories is your age?	Less than 18	12 1.0%	1 0.7%	2 1.2%	2 1.0%	3 1.5%	2 1.1%	1 0.7%	1 0.5%	3 0.5%	4 1.4%	- -	5 3.2%	12 1.1%	- -
	18 to 24	194 15.8%	30 22.2%	31 18.5%	20 9.6%	24 12.2%	55 31.4%	16 11.3%	18 8.9%	96 16.1%	43 15.1%	32 17.7%	18 11.7%	168 15.9%	25 15.0%
	25 to 34	353 28.7%	30 22.2%	49 29.2%	57 27.3%	57 29.1%	58 33.1%	40 28.2%	62 30.5%	169 28.3%	78 27.4%	48 26.5%	55 35.7%	330 31.2%	22 13.2%
	35 to 44	415 33.8%	36 26.7%	46 27.4%	84 40.2%	64 32.7%	35 20.0%	58 40.8%	92 45.3%	206 34.4%	91 31.9%	70 38.7%	46 29.9%	346 32.7%	67 40.1%
	45 to 54	146 11.9%	19 14.1%	20 11.9%	28 13.4%	31 15.8%	12 6.9%	14 9.9%	22 10.8%	64 10.7%	45 15.8%	21 11.6%	16 10.4%	116 11.0%	30 18.0%
	55 to 64	81 6.6%	15 11.1%	15 8.9%	10 4.8%	15 7.7%	10 5.7%	8 5.6%	8 3.9%	48 8.0%	14 4.9%	7 3.9%	12 7.8%	63 6.0%	18 10.8%
	65 or older	27 2.2%	4 3.0%	5 3.0%	8 3.8%	2 1.0%	3 1.7%	5 3.5%	- -	12 2.0%	10 3.5%	3 1.7%	2 1.3%	22 2.1%	5 3.0%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		676	401	223	51	368	299
In which of the following categories is your age?	18 to 24	35 5.2%	24 6.0%	9 4.0%	2 3.9%	17 4.6%	17 5.7%
	25 to 34	104 15.4%	51 12.7%	39 17.5%	14 27.5%	50 13.6%	53 17.7%
	35 to 44	139 20.6%	77 19.2%	55 24.7%	6 11.8%	108 29.3%	30 10.0%
	45 to 54	166 24.6%	97 24.2%	57 25.6%	12 23.5%	101 27.4%	62 20.7%
	55 to 64	129 19.1%	85 21.2%	32 14.3%	12 23.5%	52 14.1%	75 25.1%
	65 or older	103 15.2%	67 16.7%	31 13.9%	5 9.8%	40 10.9%	62 20.7%

In which of the categories is your ethnicity?

Absolute Break % Respondents		Base	August Day							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		699	66	111	127	113	81	101	97	325	183	85	106	468	215
In which of the following is your ethnicity? (MAY RECORD …	Hispanic/Latino	359 51.4%	27 40.9%	52 46.8%	60 47.2%	63 55.8%	41 50.6%	55 54.5%	61 62.9%	172 52.9%	70 38.3%	51 60.0%	66 62.3%	237 50.6%	116 54.0%
	Caucasian/White	188 26.9%	21 31.8%	35 31.5%	22 17.3%	24 21.2%	23 28.4%	30 29.7%	30 30.9%	124 38.2%	43 23.5%	11 12.9%	10 9.4%	130 27.8%	53 24.7%
	Asian	107 15.3%	9 13.6%	21 18.9%	17 13.4%	16 14.2%	20 24.7%	13 12.9%	11 11.3%	41 12.6%	34 18.6%	14 16.5%	18 17.0%	71 15.2%	35 16.3%
	Native American	107 15.3%	9 13.6%	11 9.9%	27 21.3%	21 18.6%	13 16.0%	14 13.9%	12 12.4%	74 22.8%	18 9.8%	5 5.9%	10 9.4%	64 13.7%	42 19.5%
	African-American/Black	72 10.3%	5 7.6%	15 13.5%	14 11.0%	18 15.9%	7 8.6%	11 10.9%	2 2.1%	42 12.9%	21 11.5%	5 5.9%	4 3.8%	47 10.0%	22 10.2%
	Other	52 7.4%	1 1.5%	1 0.9%	13 10.2%	15 13.3%	8 9.9%	10 9.9%	4 4.1%	51 15.7%	1 0.5%	- -	- -	32 6.8%	19 8.8%

Absolute Break % Respondents		Base	Daysept							Location				Resident	
			Mon	Tues	Wed	Thur	Fri	Sat	Sun	Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1249	135	175	220	198	175	142	204	612	286	185	155	1072	173
In which of the following is your ethnicity? (MAY RECORD …	Caucasian/White	524 42.0%	45 33.3%	110 62.9%	92 41.8%	69 34.8%	106 60.6%	34 23.9%	68 33.3%	256 41.8%	108 37.8%	77 41.6%	77 49.7%	423 39.5%	99 57.2%
	Hispanic/Latino	474 38.0%	48 35.6%	23 13.1%	86 39.1%	87 43.9%	70 40.0%	76 53.5%	84 41.2%	213 34.8%	138 48.3%	74 40.0%	46 29.7%	431 40.2%	42 24.3%
	African-American/Black	121 9.7%	15 11.1%	19 10.9%	21 9.5%	17 8.6%	12 6.9%	12 8.5%	25 12.3%	70 11.4%	20 7.0%	16 8.6%	15 9.7%	108 10.1%	13 7.5%
	Asian	112 9.0%	20 14.8%	12 6.9%	19 8.6%	17 8.6%	12 6.9%	14 9.9%	18 8.8%	67 10.9%	14 4.9%	16 8.6%	14 9.0%	94 8.8%	17 9.8%
	Native American	52 4.2%	13 9.6%	2 1.1%	11 5.0%	8 4.0%	1 0.6%	6 4.2%	11 5.4%	29 4.7%	15 5.2%	2 1.1%	5 3.2%	47 4.4%	5 2.9%
	Other	21 1.7%	- -	11 6.3%	2 0.9%	- -	5 2.9%	3 2.1%	- -	6 1.0%	8 2.8%	3 1.6%	4 2.6%	13 1.2%	8 4.6%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		766	446	262	57	403	350
In which of the following is your ethnicity? (MAY RECORD ...	Caucasian/White	585 76.4%	347 77.8%	194 74.0%	43 75.4%	285 70.7%	290 82.9%
	Hispanic/Latino	112 14.6%	73 16.4%	33 12.6%	6 10.5%	82 20.3%	27 7.7%
	Asian	35 4.6%	13 2.9%	18 6.9%	4 7.0%	20 5.0%	15 4.3%
	African-American/Black	31 4.0%	8 1.8%	20 7.6%	3 5.3%	16 4.0%	15 4.3%
	Other	11 1.4%	6 1.3%	2 0.8%	3 5.3%	5 1.2%	6 1.7%
	Native American	10 1.3%	6 1.3%	4 1.5%	- -	4 1.0%	5 1.4%

In which of the following is your annual household income?

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		699	322	186	85	106	469	214
In which of the following is your annual household income?	Less than $25,000	31 4.4%	23 7.1%	7 3.8%	- -	1 0.9%	26 5.5%	4 1.9%
	$25,000 to $34,999	73 10.4%	33 10.2%	37 19.9%	1 1.2%	2 1.9%	54 11.5%	16 7.5%
	$35,000 to $49,999	136 19.5%	64 19.9%	29 15.6%	17 20.0%	26 24.5%	88 18.8%	48 22.4%
	$50,000 to $74,999	293 41.9%	91 28.3%	87 46.8%	53 62.4%	62 58.5%	204 43.5%	80 37.4%
	$75,000 to $99,999	122 17.5%	81 25.2%	14 7.5%	12 14.1%	15 14.2%	75 16.0%	45 21.0%
	$100,000 or more	44 6.3%	30 9.3%	12 6.5%	2 2.4%	- -	22 4.7%	21 9.8%

Absolute Break % Respondents		Base	Location				Resident	
			Prado	Palisades	Fountain	Bay Tree	Yes	No
Base		1246	612	285	184	154	1070	172
In which of the following is your annual household income?	Less than $25,000	65 5.2%	29 4.7%	9 3.2%	17 9.2%	8 5.2%	56 5.2%	9 5.2%
	$25,000 to $34,999	166 13.3%	100 16.3%	32 11.2%	17 9.2%	16 10.4%	144 13.5%	21 12.2%
	$35,000 to $49,999	307 24.6%	136 22.2%	89 31.2%	43 23.4%	36 23.4%	273 25.5%	31 18.0%
	$50,000 to $74,999	437 35.1%	212 34.6%	102 35.8%	72 39.1%	47 30.5%	393 36.7%	44 25.6%
	$75,000 to $99,999	135 10.8%	68 11.1%	26 9.1%	13 7.1%	27 17.5%	111 10.4%	24 14.0%
	$100,000 or more	136 10.9%	67 10.9%	27 9.5%	22 12.0%	20 13.0%	93 8.7%	43 25.0%

Absolute Break % Respondents		Base	Region			Child	
			Outside SD City	SD City	Balboa Park Border Zips	Yes	No
Base		573	341	188	43	310	256
In which of the following is your annual household income?	Less than $25,000	54 9.4%	27 7.9%	19 10.1%	8 18.6%	26 8.4%	28 10.9%
	$25,000 to $34,999	64 11.2%	36 10.6%	25 13.3%	3 7.0%	33 10.6%	30 11.7%
	$35,000 to $49,999	77 13.4%	51 15.0%	20 10.6%	6 14.0%	44 14.2%	32 12.5%
	$50,000 to $74,999	133 23.2%	91 26.7%	34 18.1%	7 16.3%	64 20.6%	68 26.6%
	$75,000 to $99,999	80 14.0%	46 13.5%	28 14.9%	6 14.0%	48 15.5%	31 12.1%
	$100,000 or more	165 28.8%	90 26.4%	62 33.0%	13 30.2%	95 30.6%	67 26.2%

Balboa Park Data for a Sample of Projects
January 2008

The following represents a sample of some of the projects, maintenance and upkeep in Balboa Park. The costs are as of 2007 unless otherwise noted. THIS LIST IS NOT INTENDED TO BE COMPLETE OR TO PRIORITIZE PROJECTS.

1. Arizona Landfill Reclamation

• *Project Description:* Approximately 77 acres on East Mesa that were formerly City land fill, proposal is to reestablish area as active parkland.
• *Reference: East Mesa Precise Plan 1993*
• *Funding:* Cost estimate 2000: $61,600,000, cost estimate 2007: $86,700,000
• *Current Status:* No CIP, budget, or funding, or mention of project in budget documents except for **1a** below.

1a. Test Plot

• *Project Description:* Two-acre test area to be completed and analyzed prior to undertaking total landfill project.
• *Reference:* CIP 21.875.0
• *Funding:* $300,000 funded FY2008 from Environmental Growth Fund
• *Current Status:* Funding not allocated as of 11/01/07

2. Balboa Park Golf Course

• Two municipal golf courses (18 and 9 hole) occupy about 220 acres of the Park's East Mesa; the following projects would enhance/improve courses.

2a. Clubhouse and parking lot

• *Project Description:* Build a new Clubhouse with adequate parking facilities
• *Reference: East Mesa Precise Plan 1993*
• *Funding:* FY2008 San Diego City Budget $8,038,120
• *Current Status:* $504,000 from Golf Course Enterprise Fund and $7,534,120 is unidentified.

2b. Concrete Step and Hand Railing Replacement

• *Project Description:* Replace current damaged wooden steps with concrete
• *Reference:* CIP 25.008.0
• *Funding:* $100,000 from Golf Course Enterprise Fund
• *Current Status:* Construction is scheduled to begin in FY2008.

2c. Clubhouse Roof Replacement

• *Project Description:* Roof cannot be repaired and must be replaced
• *Reference:* Added, mid-year FY2007 per City Council Resolution R-30210.
• *Funding:* $100,000 from Golf Course Enterprise Fund
• *Current Status:* Construction is scheduled to begin in FY2008.

2d. Irrigation System Upgrades

• *Project Description:* Replacement of the existing, antiquated, deteriorated and inefficient irrigation system for 18-hole course.

• *Reference:* CIP 25.019.0
• *Funding:* $1,800, 000 from Golf Course Enterprise Fund
• *Current Status:* Construction is scheduled to begin in FY2008.

3. Balboa Park Improvements (formerly Sewer Lateral Replacement)

• *Project Description:* This project provides for permanent public capital improvements and deferred maintenance of existing facilities in Balboa Park to relieve the backlog of needed improvements including sewer lateral replacement.
• *Reference:* Ordinance 0-19113 and Municipal Code section 22.0229, CIP 21.865.0.
• *Funding:* A total cost of $1,338,172 has been established for this project through 2013. Starting in FY2009 through FY2013 an annual allocation of $182,933—providing a total of $914,665—has been established from the Mission Bay Improvement Fund.
• *Current Status:* No funding for FY2008

The name of this project was changed in 2007 from Sewer Lateral Replacement for Balboa Park to Balboa Park Improvements due to a change in project scope that recognized "a backlog of needed improvements" within Balboa Park in addition to the sewer lateral replacements.

4. Bud Kearns Pool

• *Project Description:* Renovate and refurbish facility
• *Reference: North Park Financial Plan 2007*
• *Funding:* Cost estimate 2007: $7,500,000
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

5. Central Operations Station Master Plan

• *Project Description:* Of the approximately 15.5 acres utilized as the City Operations Station at 20th and B streets 9.8 acres are within the Park boundary. In order to recover this area the City facility would need to be moved and the land reclaimed for Park use; costs include the relocation of the facility and reclamation of the land for Park use.
• *Reference:* Staff recommendation is a response to Councilmember Atkins request 2004.
• *Funding:* Cost estimate 2004 $20,000,000, Cost estimate 2007, $22,050,000
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

6. Centralize Park Irrigation

• *Project Description:* Replace and automate Park central control irrigation system.
• *Reference: San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $10,000,000; cost estimate 2007: $11,000,000.
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

7. Golden Hill Community Park

• *Project Description:* Consolidation of recreation and sports activities for Golden Hill Community including upgrading of Golden Hill Recreation Center, parking, enclosed patio area, gazebo for senior clubhouse, skateboard facility, outdoor stage and performance facility and security cameras.
• *Reference: Balboa Park Master Plan Amendment, 1997; San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $6,500,000; cost estimate 2007: $7,188,000.
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

8. Golden Hill Soccer Facility

• *Project Description:* Soccer fields that would consolidate special use recreation activities and sports activities for East Mesa.
• *Reference: Balboa Park Master Plan Amendment 1997*
• *Funding:* Cost estimate 1997: $900,000; cost estimate 2007: $1,466,000.
• *Current Status:* No CIP, budget, or funding, or mention of project in budget documents.

9. Horticulture

• *Project Description:* In 1992 there were 139 species of "valuable plants and trees" on the Central Mesa of which 58 were considered "to be significant." The *Plan* recommends detailed horticulture surveys and evaluations, and guidelines for maintenance and replacement.
• *Reference: Balboa Park Central Mesa Precise Plan 1992*
• *Funding:* There are no cost figures attached to these functions.
• *Current Status:* FY2007 City General Fund Budget allocates 20 positions and $1,563,162 in actual expenditures for "Park Management of Horticulture Collection" personnel including positions such as: Horticulturist, Nursery Gardeners, and Grounds Maintenance Workers.

10. Historical/Cultural Structures Central Mesa

• The City of San Diego owns most of the buildings in the Central Mesa Area of the Park. Repair and maintenance of these buildings is the obligation of the City, however, the tenants themselves, including those listed below, have spent millions of dollars of their own money to maintain and improve these City structures. The following are some of the outstanding projects.

• **San Diego Air and Space Museum:**

• Exterior building painting / repairs	$150,000 to $200,000
• Weather damage to wooden materials	$20,000 to $100,000
• Roadway around building is failing	$30,000 to $50,000
• Tree root is pushing concrete slab up	$500 to $ 5,000
• Lighting on front of building doesn't work.	$25,000 to $50,000

• Slope of parking lot directs rain run-off into Museum's front door $10,000 to $20,000
• Insufficient drainage at front entrance. $7,500 to $15,000

• **San Diego Automotive Museum:**
• Decorative lighting on corners of building not functional, cost $4,000
• The basic lighting service inside the museum is from 1935 and certain circuits are not able to provide full loads as needed. Estimated cost to upgrade lighting $100,000
• Plumbing, sewer and water leaking in need of upgrade. Estimated cost to repair $2,000
• Floor damaged due to Ficus tree. Estimated cost $50,000
• Brush management along the edge of the mesa. Estimated cost $10,000-$15,000

• **San Diego Hall of Champions:**
Roof repair, mold mitigation and drywall replacement and miscellaneous repairs: $588,5000

San Diego Junior Theatre:
Miscellaneous refurbishing, painting, re carpeting and communications equipment replacement: $295,000

• **San Diego Museum of Art:**
Necessary maintenance and repairs, details available by request:

Museum Fluorescent Lighting	$50,000.00
West Wing Foyer (Galleries 14 & 15) Ceilings	$75,000.00
Refinish Metalwork	$25,000.00
Skylights	$500,000.00
Illumination of Main Building Ornamental Façade (Up-Lighting)	$15,000.00
Library Toilets	$7,500.00
Water Pressure Regulators	$10,000.00
East Wing Galleries Suspended Ceiling System	$50,000.00
HVAC	$300,000.00
Asbestos Removal	$500,000.00
Brace Unsafe Walls	$250,000.00
Library Fire Suppression	$100,000.00
Brace Unsafe Plaster Ceilings	$75,000.00
Fire Exit	$250,000.00
Fire Alarm System Replacement	$400,000.00
Auditorium Door Closers	$7,500.00
Main Building ADA Restrooms	$150,000.00
Exterior Walls	$10,000.00
Front Steps	$5,000.00
Cast Iron Storm Drain	$10,000.00

• **San Diego Museum of Man:**
Maintenance and repairs that are the responsibility of the City under the lease that need to be accomplished:
• Repair of the Domes over the Main Museum Cost: To be determined
Water has clearly penetrated the roof structure which includes tile-work, windows, and cement.
• Stucco Repair of Exterior Walls Cost: To be determined
Stucco all around the California Quadrangle of the Museum is falling off.
• Window and Railing Repair and Paining Cost: To be determined
Although some windows and railings around the Museum of Man and Gill Administration Building have been painted, most need repair and to be painted—properly
Maintenance and repairs that are the responsibility of the City under the lease that have been deferred because neither the City nor the Museum has the money to accomplish these tasks:
• Repair/Replace Flooring in Main Museum Cost: To be determined
Areas of the flooring in the main rotunda of the Museum are popping-up with brown marks. Some are potential hazards for tripping.
Other building projects that the Museum feels the City should undertake in order to allow us to better perform our function:
• ADA Elevators in South Wing of Building Cost: $1,000,000
• ADA Double Drinking Fountains Cost: $1,000
• Electrical Survey Cost: To be determined
The electrician for Balboa Park has explained to me that much of the electrical wiring is failing and will soon no longer be functional throughout the Museum of Man.
• Plumbing Survey Cost: To be determined
Similar to the electrical needs of the Museum, the plumbing should be reviewed.

• **Timken Museum of Art**
Replace lighting system, dimming switches and replace ceilings. Estimated cost $275,000 to $300,000.

11. Inspiration Point

• *Project Description:* Preliminary design for 32 acre Master Plan for Inspiration Point includes: parking, lawns, play and picnic areas. The existing buildings and some courtyards have been upgraded but cost estimate is for additional landscaping and improvements.
• *Reference: Balboa Park Master Plan Amendment, 1997; San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $19,200,000; cost estimate 2007: $20,160,000
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

12. Land Use Circulation and Parking

• *Project Description:* Parking space, tram, and parking structures recommended to improve accessibility to Park and circulation of vehicles in the Park.
• *Reference: Land use, Circulation and Parking Study* (Popularly referred to as the Jones and Jones Study, 2004)
• *Funding:* Estimates have been made as high as $500,000,000
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

13. Marston House

• The San Diego Historical Society oversees the use and maintenance of the former home of one of San Diego's leading citizens.
• *Project Description:* A number of maintenance projects are outstanding per Reggie Cabanilla of SDHS:
  • Repair of leaking kerosene tank in basement—$3,000 to $10,000
  • Mold and asbestos problems—cost unknown
  • Roofing problems due to wooden shingles—$3,000 to $10,000
• *Funding:* CIP 21.871.0 funded from park fees, state and TOT, $78,000 was spent in FY2006 for roofing and repair of stucco and plaster.
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

13a Two additional projects are included in the City's Unfunded Park Improvements:
• *Project Description:*
  • Carriage House brick restoration
  • Miscellaneous improvements, including: reconstruction of brick garden walls, patio reconstruction, and construction of viewing platform or deck.
• *Reference: San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $750,000; cost estimate 2007: $826,875
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

14. Miscellaneous Projects:

14a. • *Project Description:* This project provides for approximately seven art elements and accessibility upgrades to the existing Bird Park
• *Reference:* CIP 21.861.0
• *Funding:* Cost estimate 2007: $1,000,000
• *Current Status:* Scheduled for FY2009

14b. • *Project Description:* This project provides for reconstruction of the Myrtle Way Pergola, that collapsed in 2005
• *Reference:* CIP 21.870.0
• *Funding:* Cost estimate 2007: $400,000
• *Current Status:* Design began in FY2006. Construction is scheduled to begin when funding is identified

15. Palm Canyon

• *Project Description:* Extension of Park urban trail system through Palm Canyon
• *Reference: San Diego Unfunded Park Improvements, 2005*

• *Funding:* Cost estimate 2005: $500,000; cost estimate 2007: $551,000
• *Current Status:* No CIP, budget, or funding, or mention of project in budget documents.

16. Parking Management Action Plan

• *Project Description:* This Action Plan details recommended steps to implement a Parking Management Plan for portions of the Central Mesa and Inspiration Point. It is intended for implementation primarily using existing parking, shuttle and financial resources. It includes: signage, re-striping of existing lots to increase parking, designation of bus loading and parking areas, long term employee parking, parking controls on Park Blvd., traffic control officers, and use of Old Town Trolley.
• *Reference: Parking Management Action Plan for Balboa Park: Central Mesa and Inspiration Point, 2006*
• *Funding:* Cost estimate 2006: $1,078,474; cost estimate 2007: $1,132.397.
• *Current Status:* Except for optioning the second five year operation of the Trolley (2008 cost $341,442 from Transient Occupancy Tax (TOT) funds) there is no CIP, budget, or funding, or mention of project(s) in budget documents.

17. Seismic Retrofit of Buildings in the National Landmark District

• *Project Description:* Seismic retrofit of existing structures within the National Landmark District, which is primarily the Central Mesa.
• *Reference: San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $46,500,000; cost estimate 2007: $51,266,250
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

18. Spanish Village

• *Project Description:* Renovation/construction/expansion/of buildings, replace tile roofs
• *Reference: San Diego Unfunded Park Improvements 2005*; CIP 21.845.8
• *Funding:* Cost estimate 2001: $2,000,000; cost estimate 2007: $2,800,000
• *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents.

19. Upgrading Park Restrooms

• *Project Description:* Retrofit 16 outdoor Park restrooms to meet state and national accessibility standards.
• *Reference: San Diego Unfunded Park Improvements, 2005*
• *Funding:* Cost estimate 2005: $3,200,000; cost estimate 2007: $3,528,000.
• *Current Status:* No CIP, budget, or funding, or mention of project(s) for Balboa Park in budget documents. City plans to spend $12,200,597 in FY2008 ($3,813,824 from Community Development Block Grant (CDBG) funds and $8,386,773 from sale proceeds of City land and buildings), for retrofitting City buildings; but none is allocated for Balboa Park.

20. War Memorial Building

- *Project Description:* Improvements/rehabilitation/landscaping
- *Reference: Balboa Park Central Mesa Precise Plan 1992*
- *Funding:* Cost estimate 1992: $890, 000; cost estimate 2007: $1,850,000
- *Current Status:* No CIP, budget, or funding, or mention of project(s) in budget documents—some projects, under $20, 000, such as interior painting, electrical upgrades and floor replacement and carpeting have been accomplished.

21. West Mesa Sixth Avenue Playground

- *Project Description:* A complete renovation of the existing playground has been requested. Current playground and amenities do not meet accessibility standards, and updated playground equipment is needed. The community is requesting a park similar to the well-regarded Pepper Grove playground, on Park Blvd.
- *Reference: San Diego Unfunded Park Improvements, 2005*
- *Funding:* Cost estimate 2005: $2,500,000; cost estimate 2007: $2,750,000
- *Current Status:* No CIP, budget, or funding, or mention of project in budget documents.

Notes:

- All costs are increased to 2007 values by compounding available figures by a factor of 5%/yr.

- "The Capital Improvements Program (CIP) budget supports construction projects, such as the development of park land, the construction of sewer pump plants, the acquisition of land for City use, the installation of traffic signals or street lighting systems, and the construction and remodeling of City facilities. These funds are derived from various sources, including sewer and water fees, a one half-cent local sales tax for transportation improvements (TransNet), development impact fees, and State and federal grants. The issuance of bonds is typically made for large and costly projects such as sewer treatment plants and pump stations." *City of San Diego Capital Improvements Program FY2008 Summary*

Options and Opportunities:
New Management Paradigms for Balboa Park

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The Keston Institute for Public Finance and Infrastructure Policy
University of Southern California
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The Keston Institute for Public Finance and Infrastructure Policy

The Keston Institute for Public Finance and Infrastructure Policy was established at USC in 2002 to address the economic, financial, demographic, and other policy issues affecting public infrastructure in California. Housed within the School of Policy, Planning and Development (SPPD), the Keston Institute seeks to transfer knowledge from the University's interdisciplinary educational resources to decision-makers in the public and private sectors. Within the context of public and private finance, the Keston Institute focuses on transportation, water, power, and related municipal public works. Central to the Keston Institute's purpose is the identification, research, and dissemination of the most imaginative financing strategies for the range of infrastructure challenges that California will face in the 21st century.

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Background

Balboa Park occupies 1200 acres in the City of San Diego, California and is among the nation's largest urban cultural parks. Its cultural features, which include fifteen major museums, several performing arts venues, gardens, and the San Diego Zoo, attract almost 14 million visitors annually. In addition to its cultural attributes, the Park provides numerous recreational amenities including golf, tennis, swimming, and other indoor and outdoor sports in addition to play areas and picnic facilities. The Park is administered by the City of San Diego through the Parks and Recreation Department and policy guidance is provided by the San Diego Park & Recreation Board and the Balboa Park Committee. Funding for the Park is provided through the city's general fund, various enterprise funds, Transit Occupancy Taxes, state bond funds, and private organizations.

The Legler Benbough, The Parker Foundation, and the San Diego Foundation (The Foundations) have been major contributors to the Park and its institutions for many years, and they have a longstanding interest in efforts to address the Park's deferred maintenance and unfunded capital improvements. The Foundations requested the Keston Institute for Public Finance and Infrastructure Policy at the University of Southern California to prepare this background paper to present an overview of funding and management options for the improvement and maintenance of Balboa Park and possible models for their implementation. The report was to identify and discuss potential options for leveraging available city funding for the park including alternative governance options and involvement of the private sector. This report presents the results of that effort, discusses various options to enhance investment in the physical assets of Balboa Park and their potential policy implications, but does not offer any specific recommendations for action.

Findings and Conclusions

The administration, funding, and financial structure of Balboa Park have not met maintenance requirements or provided significant new investment or improvements.

Past funding of the Park, the number and cost of approved but unfunded projects, and the current, well-publicized financial difficulties of the City of San Diego strongly suggest that the City is unlikely to be able to appropriately maintain and make necessary future investments in the Park as it is presently organized and funded,

A long-term solution for Balboa Park must holistically address the linked issues of governance, planning, and finance.

The development of recommendations for the Park's governance and administration is a critical first step in the review process. Whether based on a more centralized and accountable form of public administration, a public-private partnership, or some other model, the implementation of a comprehensive and transparent system of governance that provides improved efficiency, creditworthiness, and accountability will be necessary to attract increased investment.

- Governance decisions will determine the framework of Park administration and define a revitalized planning process.

- The planning process must embrace all stakeholders, generate a clear vision for the future, and produce a product that allows for effective park leadership and decision-making.
- Financial stability—including increased revenues for maintenance and new investment—can be achieved only when the public is satisfied that a functional and efficient governance structure and a visionary yet achievable plan are in place.

Subsequent to the implementation of governance decisions, improved planning and an effective framework for identifying and allocating funds—a vital, coherent Master Plan and a realistic Capital Improvements Program—are absolutely necessary for effective Park management.

- The ultimate governing entity for Balboa Park, in conjunction with the Park's many stakeholders, needs to reexamine the Park Master Plan for Park to determine if it remains feasible under current and anticipated financial circumstances and that it includes a clear vision for the future.
- A Capital Improvements Program (CIP) should prioritize needs and identify specific potential revenue sources and pragmatic strategies for their effective use. An updated CIP that identifies needs and potential sources of funding and sets clear priorities for park development is long overdue. Options for raising new revenue or strategies for investment will depend upon the governance structures adopted.

Fiscal Conditions in San Diego

The City of San Diego has been under fiscal stress for many years. As a result, services or projects not deemed essential have been funded at reduced levels or not at all. Despite an aggressive program of organizational streamlining and Business Process Re-engineering begun in 2006, the City's fiscal condition is expected to remain guarded for years to come. This is likely to have several limiting effects on the availability of City funding for Balboa Park. First, general fund revenues will probably not be adequate to make noticeable inroads into the maintenance and repair (M&R) backlog. Second, even when the City's fiscal condition improves to the point where it will be feasible to re-enter the municipal debt market, there is no guarantee that voters will approve bonds in the amounts and on the schedules necessary either to address the M&R backlog or fund capital improvements. Recent City experience with tax measure initiatives has indicated reluctance on the part of voters to increase current taxes or approve new revenue sources. Finally, there is considerable anecdotal evidence that private donors or foundations that might be predisposed to contributing financially to the Park have been hesitant to do so out of concern that funds donated to the City for park purposes could be reallocated to other programs. This concern could also spill over and affect the willingness of voters to approve new funding mechanisms or dedicated funding sources for the Park. Whether this concern is justified is irrelevant. If it has the potential to cause donations to be withheld or dedicated tax measures to be defeated, it becomes a *de facto* reality that must be addressed together with any discussion of alternative models for governance or finance.

San Diego is not unique in being constrained from addressing the fiscal needs of its iconic park resources. New York City, St. Louis, Atlanta, and Houston among other U.S. cities have all faced similar challenges and although the unreliability of funding was a factor in all cases, the issue of how the Parks were managed and funds raised, allocated, and spent (i.e., governance) were equally important. For this reason, governance and finance issues and options associated with Balboa Park will be discussed separately

The Master Plan and Capital Improvements Program

Before increased revenues and alternative funding models for Balboa Park can be identified and cultivated, a framework for identifying and allocating how funds will be raised and spent must be developed. This framework consists of two distinct but equally important parts, the **Master Plan** and the **Capital Improvements Program** or CIP. The Master Plan translates the goals and objectives for the Park into the physical manifestation of the various elements necessary to achieve those goals. Master Plans are typically long-range documents, often covering periods of 10 to 20 years. However, they frequently lack discussion of implementation mechanisms. The CIP addresses implementation, identifying capital projects (new constructions and major repair and renovation), sequencing the projects over a multi-year planning horizon (typically 4-6 years), and describing options for financing.

The park master planning process varies by jurisdiction but generally the Master Plan provides a basis for decision making regarding the management, development, and use of the Park. It generally consists of a management element which establishes the purpose(s) of the Park, describes existing conditions and constraints, and details the desired visitor experience and how to manage visitation. It also includes a Development Plan that serves as a blueprint for development and describes the planned park elements, identifies design concerns, and illustrates the general location of existing and proposed facilities.

The Capital Improvements Program (CIP) identifies how the Master Plan will be implemented, prioritizes projects, and projects cumulative cash requirements for capital improvements, maintenance and repair, and operations for the multi-year planning period. It identifies the sources of revenue over a period of time, and provides the longer term view necessary to match expected revenue to projected needs. The CIP is not a "wish list." To the contrary, it is the mechanism that links the desired and the possible. A typical CIP process is shown in Figure 1.

The context and purpose of every park is unique and constantly changing, as are its challenges and problems. As a result, the master planning process must be dynamic, allowing for flexibility as situations and circumstances change. Periodically, the master plan must be reviewed to determine if it continues to meet the needs of the City and its citizens. This includes reassessing the overall goals and the feasibility of achieving those goals. This requires an evaluation the condition of built facilities, and an examination of the long range vision for the Park and its role in the community. Such comprehensive reviews should occur at least every 10-15 years but could occur sooner if circumstances warrant. The Master Plan can be inspired and can set forth ambitious goals, but at the same time it should be within the realm of the possible and in line with the expectations based on the parameters of the CIP. If it is not, it becomes superfluous. Consequently, a major review and revision of the master plan should follow basic decisions about administration and financing.

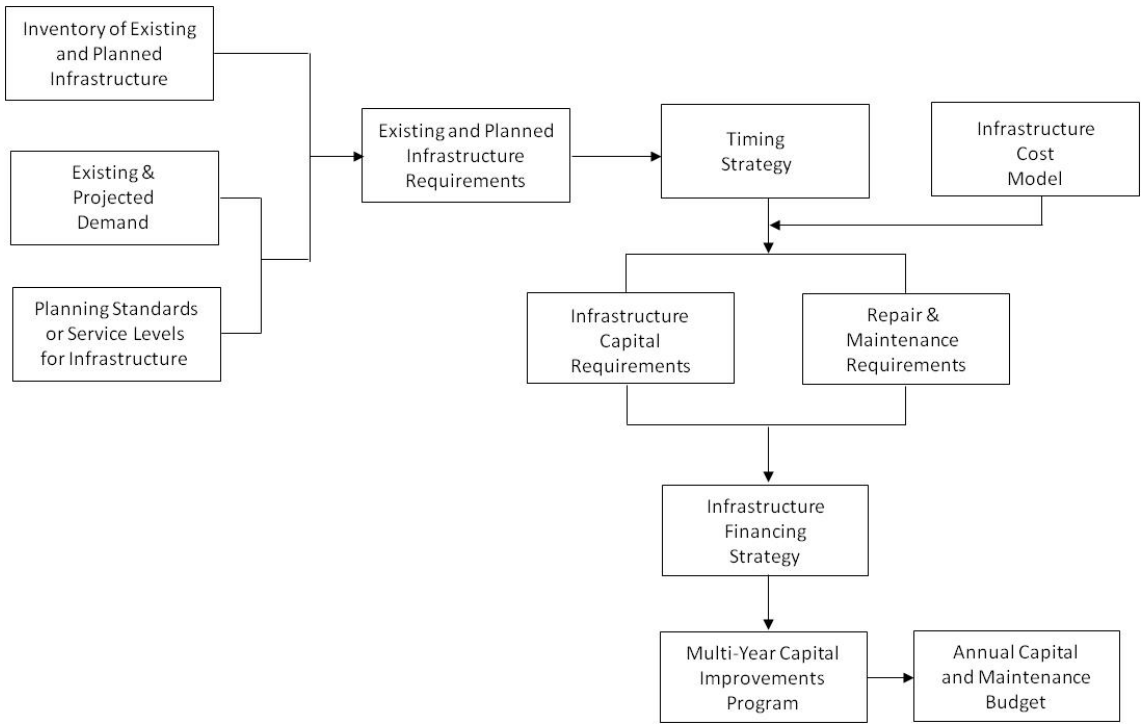

Figure 1: Typical Capital Improvement Plan Development Process

Major Sources of Park Funding

Capital improvements in public parks are typically funded from a combination of sources including direct transfers from the general fund, sales and special taxes, enterprise revenues from admission fees, ground rents, vendor concessions, parking, etc., grants from the state and federal governments, and private foundations, and general obligation and revenue bonds. The Capital Improvements Program developed as part of the City of San Diego Fiscal Year 2008 Proposed Budget lists more than 12 separate funding sources for Balboa Park capital improvements, some of which are shown in Table 1. For many projects, no source of funding was identified in the CIP. The need to tap into so many different funds to complete projects is indicative of the fundamental weakness of Balboa Park's finances. Simply put, the City is unable to reliably connect needs and revenues on a multi-year basis to address the unfunded backlog of maintenance and repair and other capital improvements at Balboa Park.

The obvious solution to inadequate funding is some combination of increased revenues and reduced expectations and expenditures. According to a press account, the city has identified $102 million in unfunded repairs and an additional $157 million to complete priority projects in the Park's master plan.[1] Needs this massive can only be addressed through a robust mix of master planning, capital improvement programming, and budgeting which can separate that which is truly needed from what is merely desirable and prioritize, schedule, and finance the

[1] "Park model could work for Balboa, official says," by Jeanette Steele, *San Diego-Union Tribune*, June 21, 2007.

work. On the revenue side, the question becomes how many options reasonably exist to raise funds needed to complete this work or to secure additional partners to participate financially in park activities.

Balboa Park Historical Project California Tower
Balboa Park Historical Project Casa Del Prado
Balboa Park Historical Project Museum of Art
Capital Outlay Fund/Sales Tax
Contributions from 100 Fund
Golf Enterprise Funds
Infrastructure Improvements Fund
Mission Bay Revenues
Private Donations
Public/Private Partnership
Regional Parks Infrastructure Fund
Transient Occupancy Tax

Table 1. Multiple Funding Sources for Balboa Park Capital Projects
(source: City of San Diego Fiscal Year 2008 Proposed Budget)

This report does not make any attempt to determine how much of the pending capital projects are required or to make recommendations for prioritizing them. However, for discussion purposes, it is certainly arguable that the lower bound of capital improvements over the next ten years would be in the neighborhood of $150 million to $300 million. Therefore, over 10 years, the capital needs of Balboa Park are on the order of $15-$30 million annually. This is certainly a conservative range as it does not include revenue needed for maintenance and operations, or underlying infrastructure needs such as water and sewer system improvements.

There are three primary ways to finance major capital improvements through the public sector:

- "Pay as you go" – current revenues from sales and other taxes, general revenue, and user fees
- Debt – selling bonds or notes backed by "full faith and credit" of government, including property taxes (general obligation bonds), or by user fees and other revenue streams (revenue bonds)
- Intergovernmental transfers – grants from one level of government to another

Table 2 summarizes potential funding sources for a Balboa Park capital improvements program. In light of the magnitude of funding required, debt financing would normally be the method of choice to attack Balboa Park's capital requirements. However, given the poor credit rating and high existing debt of the City, pay-as-you-go funding may be the necessary choice unless park governance and administration is significantly altered.

In any case, significant new revenue streams in the form of new taxes or user fees will be required to address the Park's capital investment backlog. To the extent that grants in aid or

private donations can offset some of the costs, these sources should certainly be utilized, and there are various ways in which nonprofit entities can be integrated into park management and decision-making to facilitate this. Another possibility is to develop Public-Private Partnerships (PPP), wherein the private sector agrees to provide certain services that can offset some operations and capital costs.

Alternative Public Sector Park Administration

The creation of new, independent governmental entities, including special districts or authorities (including joint powers authorities), has been a major strategy for public financing and management of parks in California and throughout the country. They are particularly popular for regional park systems in metropolitan areas that encompass multiple jurisdictions or unincorporated areas, but they can also operate as independent agencies separate from but corresponding with a single city or county. While Balboa Park is owned and operated directly by the City of San Diego now, there is a good case to be made that other jurisdictions that benefit from the Park should contribute to its funding and should also take some responsibility for its administration and management. According to survey of 2000 park users, about 25% of park users are from the City of San Diego, 45% are from San Diego County outside the City, 11% are from elsewhere in California, 15% are from States outside of California and 4% are from outside of the United States.[2] Visitation statistics are just one indication of Balboa Park's role as a major public asset—the benefits of its improvement and maintenance will accrue to the residents of the entire region through tourism, property value increases, and various environmental and health benefits.

The creation of a new, independent entity would allow for the incorporation of a broader set of stakeholders into the decision-making process for the Park, broaden its funding base, and facilitate the improvement of park administration. Currently, Balboa Park is administered by the San Diego Department of Parks and Recreation as one of many local and regional parks and other recreational facilities. The responsibility for different aspects of park administration and infrastructure stewardship are assigned to a number of different departments and entities. The complexity of this administrative structure leads to opaque accounting, redundancy, and management responsibilities that often overlap or fail to address an issue at all. This complexity hinders clear accountability, coordination within the park, the development and implementation of plans and priorities, and operational efficiency. Consolidation of its administration into a single-purpose entity would centralize management for efficacy and accountability and help improve transparency. It could also increase the confidence of potential benefactors and voters that increased funding for Balboa Park would be used effectively and efficiently.

The California Public Resources Code provides for the creation of locally-controlled **Recreation and Park Districts** by one or more cities or counties.[3] A park district would be an independent entity with its own appointed or elected directors who would represent San Diego as well as surrounding areas. Such an agency would consolidate and simplify the administration of Balboa Park, and facilitate improved relationships with community groups and benefactors. Traditionally, park districts are funded with special property taxes levied by benefit assessment

[2] [Numbers based on Benbough Foundation survey]

[3] *Parks, Progress, and Public Policy: A Legislative History of Senate Bill 707 and the 'Recreation and Parks District Law'* California Senate Committee on Local Government, 2001.

districts that require the approval of two-thirds of property owners which is often difficult to achieve.

When multiple government jurisdictions are involved, another possible way to create a new public agency in California is to incorporate a **Joint Powers Authority** (JPA), as was done for the development of the San Dieguito River Park[4]. JPAs have been used for a wide variety of public purposes in California, though their adaptation for parks is relatively new. They can be created though the voluntary agreement of existing governmental entities under the California Joint Exercise of Powers Act. This law allows the founding agencies to endow a new agency with some of the powers that they have at their discretion, establishing provisions for its governance and deciding its functional limits in the process. A JPA is a separate and independent entity with is own board of directors to be appointed as agreed by its creators. Once a JPA is incorporated, it can employ staff, enter into contracts, own property, and establish policies independently of the founding government agencies. A JPA can help foster intergovernmental cooperation and can sometimes benefit from the support of multiple constituencies. If such an agency is created through an agreement with the City and County of San Diego, it can be expected that both entities would contribute funds for its capital programs and operations.

A park district or JPA could improve park management and administration by centralizing decision-making, allowing for more effective planning, empowering an experienced executive, and encouraging greater accountability. These agencies are eligible for the same governmental grants and subsidies as city park departments. A JPA would also have the important advantage of being able to issue revenue bonds based on its own credit profile as an independent agency, absolving the city from potential debt burdens and facilitating the financing of capital improvements. Under this sort of management, park administration would remain public. But like other governmental agencies, these entities can make contracts and form partnerships with the private sector.

There are many examples of independent public agencies operating major park systems throughout the country that have characteristics similar to a JPA or a recreation and park district, including the Chicago Park District, Philadelphia's Fairmount Park Commission, the Minneapolis Park and Recreation Board, and Oakland's East Bay Regional Park District.

Nonprofit Groups and Public Parks

In response to funding shortfalls and other failings of municipal park management, nonprofit groups are increasingly becoming involved as co-managers of a single park or entire urban systems. These groups work with the local parks department in a number of ways, from jointly sharing oversight of planning, design, and construction and maintenance, to providing staff and funds for these functions, to taking over full responsibility for management and operations of the Park. The Central Park Conservancy in New York is perhaps the best known model in the U.S.

[4] The San Dieguito River Park Joint Powers Authority was formed as a separate agency on June 12, 1989, by the County of San Diego and the Cities of Del Mar, Escondido, Poway, San Diego and Solana Beach. It was empowered to acquire, plan, design, improve, operate and maintain the San Dieguito River Park.

for nonprofit co-management[5] while The Bryant Park Corporation, also in New York is an example of a private management model.

With the exception of the ability to tax, the funding of nonprofit park organizations mirrors in many ways that of the public parks organization. In addition to direct governmental transfers or subsidies, these sources include private donations, foundation grants, operating concessions, and interest from investment or endowments. The report *Public Parks, Private Partners*, developed by the New York-based Project for Public Spaces, Inc., lists local foundations, and private individuals and corporations as the most likely and primary sources of funding for nonprofit park management organization. These groups typically operate in a tax-exempt status under Section 501 (c) (3) of the U.S. Internal Revenue Code. Probably the most famous example of successful nonprofit urban park management in the United States is New York City's Central Park Conservancy. The Conservancy has contributed more than $450 million dollars since 1980 to revitalize the historic park, and began participating directly in its management in 1997. The City of New York contracts park maintenance to the Conservancy for an annual fee, and the Conservancy works in collaboration with the city in planning, contracting, and investment decisions. Similar relationships have been developed in urban parks throughout the country in recent years, many of them based on the Central Park model. They include Forest Park in St. Louis, Missouri, Hermann Park in Houston, Texas, and Prospect Park in Brooklyn, New York.

Public Private Partnerships

Public Private Partnerships (PPP) have received increasing attention in the U.S. as a means of procuring services traditionally provided by the public sector. A PPP is a contractual agreement between a public agency (federal, state or local) and a private sector entity that can be drafted to insure that specific public concerns are addressed and that restrictions are placed on the private partner to be sure that the public interest is served and protected. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.[6]

There are a range of models for public-private partnerships that progressively engage the expertise or capital of the private sector. "Contracting out" represents one end, where the private sector delivers traditional public services. At the other end, there are arrangements that are publicly administered but within a framework that allows for private finance, design, building, operation and possibly temporary ownership of an asset. Public-private partnerships are not "privatization" which is the case when a specific function is turned over to the private sector and the public sector is responsible only for regulatory control.

For example, several municipalities across the country (including cities in California) have contracted out golf course operations to the private sector with reported cost savings and

[5] *Public Parks, Private Partners.* Project for Public Spaces, Inc. 2000.
[6] National Council on Public Private Partnerships. http://ncppp.org/howpart/index.shtml#define. [November 16, 2007]

improvements in operations.[7] Los Angeles contracts 16 out of 19 courses and of these 16 courses, nine are leased to small firms or groups of individuals (mostly local golf pros) and the other seven to larger management firms. Detroit and New York have also leased out municipal course primarily because of their financial inability to make capital improvements. Improvements in course conditions have been reported and in these cities no municipal workers lost employment. They were either hired by the contractor or transferred to other city positions.

Terms of Reference

The following terms refer to commonly used partnership agreements although this list is not exhaustive[8]:

> *Design-Build (DB):* The private sector designs and builds infrastructure to meet public sector performance specifications, often for a fixed price, so the risk of cost overruns is transferred to the private sector. (Many do not consider DB's to be within the spectrum of P3's).
>
> *Operation & Maintenance Contract (O & M):* A private operator, under contract, operates a publicly-owned asset for a specified term. Ownership of the asset remains with the public entity.
>
> *Design-Build-Finance-Operate (DBFO):* The private sector designs, finances and constructs a new facility under a long-term lease, and operates the facility during the term of the lease. The private partner transfers the new facility to the public sector at the end of the lease term.
>
> *Build-Own-Operate (BOO):* The private sector finances, builds, owns and operates a facility or service in perpetuity. The public constraints are stated in the original agreement and through on-going regulatory authority.
>
> *Build-Own-Operate-Transfer (BOOT):* A private entity receives a franchise to finance, design, build and operate a facility (and to charge user fees) for a specified period, after which ownership is transferred back to the public sector.
>
> *Buy-Build-Operate (BBO):* Transfer of a public asset to a private or quasi-public entity usually under contract that the assets are to be upgraded and operated for a specified period of time. Public control is exercised through the contract at the time of transfer.
>
> *Finance Only:* A private entity, usually a financial services company, funds a project directly or uses various mechanisms such as a long-term lease or bond issue.
>
> *Concession Agreement:* An agreement between a government and a private entity which grants the private entity the right to operate and maintain a publicly-owned asset in exchange for a fee. Although ownership usually does not transfer, certain rights of ownership may.

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[7] Segal, G.F., A.B. Summers, L.C. Gilroy, and W.E. Bruvold. *Streamlining San Diego: Achieving Taxpayer Savings and Government Reforms Through Managed Competition*. San Diego Institute for Policy Research and Reason Foundation. September 2007.

[8] The Canadian Council for Public Private Partnerships. http://www.pppcouncil.ca/aboutPPP_definition.asp. [November 16, 2007].

Source of Funds	Advantages	Disadvantages
REVENUE SOURCES AMENABLE TO CONTINUED CITY ADMINISTRATION		
Sales Tax	Potential to raise significant revenue (½¢ ~ $8 million); collection mechanism already in place	Would require voter approval; resistance to tax increases
Transient Occupancy Tax	Potential to raise significant revenue (1¢ ~ $8 million); collection mechanism already in place	Would require voter approval; resistance to tax increases
Development Exactions	Would engage selected private development such as commercial and multi-use projects in the City in support of an urban resource that conveys broad benefit; could produce in-kind as opposed to cash contributions	Park projects would be in competition with other needed improvements
General Obligation Bonds	Potential to produce significant capital to undertake a program of the magnitude needed ($8 million per year could pay debt service for an $80 million bond issue)	Would require voter approval of GO bonds; City debt is poorly rated – The most recent General Obligation Bond ratings (as of March, 2007) • Moody's Investors Service: A3 Negative Outlook • Fitch Ratings: BBB+ Rating Watch Negative • Standard & Poor's: Suspended, Negative Credit Watch
REVENUE SOURCES AMENABLE TO OTHER PUBLIC ADMINISTRATION		
Revenue Bonds/User Fees	Would directly engage users of the Park in its upkeep and repair; creation of public authority or special district increases accountability, centralized park administration and allows for greater public sector initiative and flexibility	Requires significant oversight and monitoring by competent and adequately empowered public authorities. Transparency and accountability vital.
Special Assessments	Would spread costs of improvements over broad base of beneficiaries	Requires 2/3 voter approval; 1¢ ~ $3 million for the City
REVENUE SOURCES AMENABLE TO PRIVATE SECTOR ADMINISTRATION		
Grants and Donations/Non-profit Administration	Does not impact City finances; willing and engaged donor community; encouraged by shift to non-profit administration or partnership.	Limitations of types of projects that can be undertaken; reluctance to entrust City with resources targeted to Balboa Park with current park management structure in place
Public-Private Partnerships	Could move certain functions off City books while still providing services (golf, parking)	Services provided by a private sector entity will charge fees that provide full cost recovery and return on investment

Table 2. Possible options to fund a Balboa Park Capital Improvements Program

Table 3 presents financial information for some of the California conversions.

Descriptive Information			Revenue		
Course Name	**City**	**Last Year Public**	**Public Operation**	**Private Operation (first year)**	**1995-96 Fiscal Year**
El Dorado	Long Beach	FY/83	(68,918)	201,087	609,714
La Mirada Golf Course	Los Angeles	FY/81	155,547	182,558	1,006,537
Los Verdes	Los Angeles	FY/81	94,553	56,412	1,187,307
Mountain Meadow	Los Angeles	FY/88	569,233	708,704	1,407,377
Rec Park 18	Long Beach	FY/83	126,249	201,087	690,532
Rec Park 9	Long Beach	FY/83	24,403	67,029	187,155

Table 3. Revenue Comparison for Selected Golf Course Conversions

Figure 2 depicts how the level of private sector involvement and risk vary for different type of partnering arrangements.

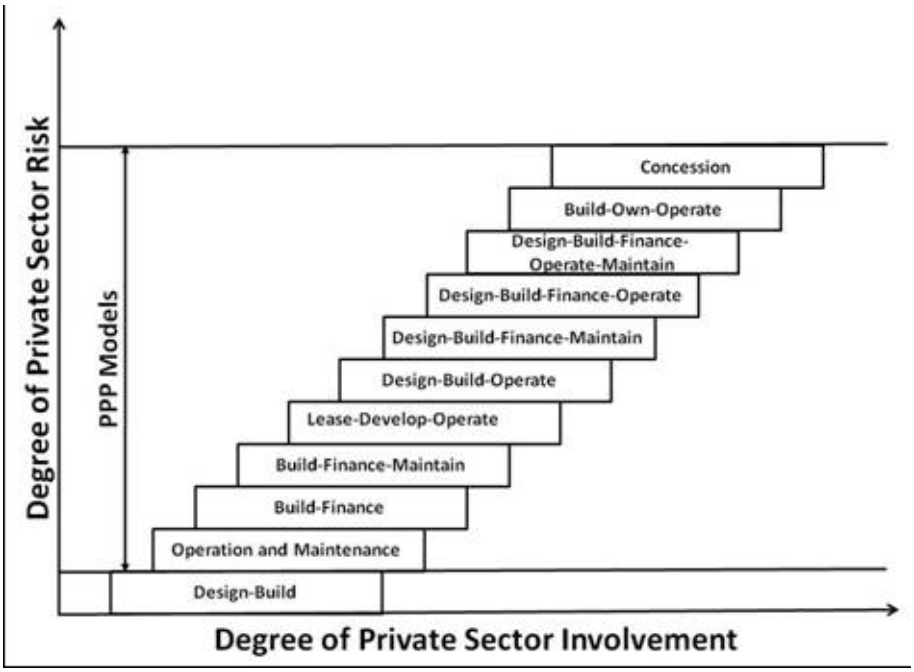

Figure 2. The scale of public-private partnerships
(Source: The Canadian Council for Public Private Partnerships)

Conclusions

There is no question that Balboa Park and the City of San Diego are at a crossroads. For various reasons, the City does not have the financial ability to make the capital investments necessary to maintain the Park as the world class urban amenity and tourist attraction that it has become. Inaction, however, is not an option. Absent significant investment, the Park's physical plant is likely to deteriorate to the point where it can no longer serve the demands of its visitors or the needs of San Diegans. Our recent national experience with infrastructure has shown that once this tipping point is reached, the pace of additional decay and loss of amenity accelerates.

This short paper has tried to demonstrate that there are viable options, both for finance and governance. Despite San Diego's poor credit rating, the potential exists to derive significant additional revenue through the taxation process. These revenues could be used to underwrite bonds to address the most urgent and costly projects. Increased park fees also could be harnessed for the same purpose. Neither of these options is liable to be popular but that should not preclude their consideration. At the same time, the opportunities to capitalize on the generosity of a concerned and active citizenry should not be overlooked. Across the nation, private philanthropy has been the salvation of America's urban parks and Balboa Park has already benefited to some degree. Finally, there is a role for the private sector to provide services that are not central to the core mission of the Park, increasing the overall resources available for investment in new and improved facilities and providing for adequate maintenance. Although daunting, the Park's financial condition is not unsolvable. Hard times call for hard choices but a sufficient number of options exist to develop a workable financing plan.

Financing alone will not ensure the Park a sustainable future, however. Serious doubts exist regarding the current park management structure and these must be addressed if there is any hope of engaging the citizenry and the donor community. This paper has briefly mentioned some of the successes that other cities have achieved by partnering with the nonprofit sector. There is an extensive literature on this topic and there is nothing that would preclude San Diego and Balboa Park from pursuing a similar approach. At the same time, a Joint Powers Authority could be created that would provide for independent management of the Park while retaining primary decision-making authority in public hands. The primary benefit these models bring to park management is a firewall between park financial resources and the financial needs of the host city. Without such a firewall in place, doubts and concerns will cloud all decisions and very likely lead to negative voter reactions to tax and fee proposals and continued reluctance on the part of private donors to contribute to the Park. In addition, a successful park governance program must provide an effective and transparent planning and decision making process, clear lines of authority and responsibility, mechanisms for ensuring the availability of adequate funds, and improved processes for procurement, contracting, and project management. If a decision is made to effect real change what has been accomplished elsewhere can be duplicated in San Diego.