

**2015 CENTENNIAL CELEBRATION OF SAN DIEGO'S
1915 PANAMA-CALIFORNIA EXPOSITION**

**PLANNING FRAMEWORK
2010 – 2015**

Prepared for the
San Diego Tourism Marketing District
TMD Steering Committee
for the 2015 Centennial Celebration

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Intent of this Planning Framework

This planning framework is designed to provide a logical and integrated path to achieve the stated mission of the 2015 Centennial Celebration, and should serve *as a blueprint* for organizing the 2015 event. It identifies an overall mission, guiding principles, and specific objectives.

Like any blueprint, this Planning Framework will be modified in the field. That is, the Plan *is not* intended as a rigid document to be followed precisely. To be successful, the 2015 Centennial Celebration organizers must be realistic, nimble, and opportunistic. If the Plan is to remain relevant, it must be modified at least annually to assure it reflects current thinking in regard to objectives, priorities, and approaches.

INTRODUCTION

The 2015 Event

The 2015 Centennial Celebration of the 1915 Panama-California Exposition will be a 12-month world-class event that focuses on Balboa Park and extends to include 2015 events in the entire region. It will be marketed to local, national, and international visitors and will generate short- and long-lasting positive impacts on the regions' economy, stature, and reputation. It will be a spectacular celebration producing an extraordinary visitor experience.

Planning for the 2015 Centennial Celebration

Informal conversations to initiate the planning for a 2015 Centennial Celebration began in 2003. Those discussions – and a number of subsequent planning endeavors – laid out proposals, programs and strategies for 2015. Still, none of those efforts yielded a comprehensive and generally agreed-upon blueprint, direction and approach.

In early 2010, the San Diego Tourism Marketing District (SDTDM), after consultation with the Office of the Mayor of the City of San Diego, formed a TMD Steering Committee.¹ The TMD Steering Committee was charged with articulating a framing vision for the 2015 Balboa Park Centennial Celebration and developing guiding documents for organizing a Host Committee. In July 2010, a consultant was retained to help prepare the framing vision and associated documents.

The principal methodology used in creating the framing vision and organizational structure for the 2015 event was an intensive and typically one-on-one interview process. Since considerable work and extensive thought had been expended in earlier planning for the 2015 Centennial, the interview process sought to capture aspirations, perceptions, ideas, concerns, challenges, and products, as well as planning, organizational and institutional histories relevant to 2015.

Over a six-week period, more than 40 interviews² were conducted by the consultant, with each interview lasting between one hour and two-and-a-half hours. Results of those interviews were presented to the TMD Steering Committee, which focused principally on areas of agreement and areas of divergence among respondents.

Those interviews, along with discussions held among TMD Steering Committee members during July, August, September, and October 2010, yielded this planning framework for the 2015 Centennial Celebration. This planning document lays out a vision, a set of guiding principals, and a series of objectives and actions recommended for the implementation of the 2015 Centennial Celebration.

¹ TMD Steering Committee members include: Gerry Braun, Director of Special Projects, Office of The Mayor, City of San Diego; Carol Chang, President of the Board, Fleet Science Center; Peter Ellsworth, President, Legler Benbough Foundation; Bob Kelley, President & CEO, The San Diego Foundation; Mike McDowell, Executive Vice President/CEO, San Diego Lodging Industry Association; Minnie Rzeslawski, Board Member, San Diego County Hispanic Chamber of Commerce; Lorin Stewart, Executive Director, San Diego Tourism Marketing District. New members added to this committee in October 2010 who reviewed this document include: Mick Hager, President of the Balboa Park Cultural Partnership and President & CEO of the San Diego Natural History Museum; Tom Fetter, former President of the Board of Trustees of the San Diego Zoological Society; and Joe Terzi, President & CEO of the San Diego Convention & Visitors Bureau. An advisory panel is made up of: Victoria Hamilton, Executive Director, City of San Diego Commission For Arts and Culture; Carolyn Wormser, Director of Special Events, City Of San Diego; and Stephen Hill, Senior Policy Advisor for Councilmember Todd Gloria. It is anticipated that new members may be added as this process moves forward.

² See Appendix A1 for a list of interviewees.

Additional documents include: 1) a job description for the position of Executive Director; 2) a recommended search process for the Executive Director; and 3) an interim draft Memorandum of Understanding to be negotiated between the 2015 Centennial Celebration Corporation (whose Board of Directors is the “Host Committee”) and the City of San Diego.

Considerations in Planning for 2015

1. The 1915 Exposition was funded by a general obligation bond of about \$1 million, and donations of about \$7 million. For comparison purposes, \$8 million in 1915 represents approximately \$170 million³ today.
2. San Francisco will be holding the 100th celebration of its 1915 World’s Fair in 2015.
3. A World’s Fair event lasts 6 months.
4. ConVis consultants estimate that 75% of the visitors for a 2015 San Diego celebration will come from Southern California.
5. Balboa Park now hosts approximately 10 million visits a year. With success, 2015 could double the number of visits to the Park.
6. A truly transformation event should have impacts that last at least 50 years. (Many say the results of the 1915 Exposition lasted a century.)
7. The Zoo will be celebrating its 100th Anniversary in 2016.

³ Historical dollar value cost Source: <http://mykindred.com/cloud/TX/Documents/dollar/>;
<http://www.dollartimes.com/calculators/inflation.htm>

I - MISSION

Why we exist, who our customers are, and what we produce as an outcome.

We will create an event honoring the 100th anniversary of the 1915 Panama-California Exposition in Balboa Park to attract local, national, and international visitors.

To accomplish this, we will organize the celebration, showcase and advance the importance of Balboa Park and its institutions, and promote the economy and reputation of the region. We will produce an extraordinary visitor experience.

II - GUIDING PRINCIPALS

What guides our efforts?

In organizing a celebration, we will:

- Create an administrative and organizational framework for the 2015 Centennial Celebration;
- Produce an event that rivets local, national, and international attention;
- Facilitate programming that entertains and enriches;
- Focus on Balboa Park while linking with activities, institutions, and opportunities throughout the region;
- Support a theme that allows participation by entities inside and outside of Balboa Park;
- Market the event aggressively.

In enhancing Balboa Park, we will:

- Elevate the prominence of and facilitate long term support for Balboa Park and its institutions and organizations;
- Work with institutions and organizations in the Park in support of common goals, and use the centennial celebration as an opportunity to streamline and improve the operation and management of the Park through improved coordination and cooperation.
- Strengthen the reputation and financial stability of Park institutions by focusing on their programming as the essential content of the 2015 Celebration;
- Collaborate with major Park initiatives such as returning Plaza de Panama to pedestrian use and supporting Park governance through the Balboa Park Conservancy; and
- Assure that all facilities constructed for the Centennial are temporary, unless otherwise determined

In promoting the region, we will:

- Increase awareness among locals and visitors of the diversity, opportunity, and appeal of San Diego;
- Establish San Diego as an important arts and culture destination; and
- Create both short- and long-term economic benefits for the Region.

III - OBJECTIVES SUMMARIZED

- A. Establish an organizational and administrative framework for creating, planning, governing, operating, and eventually dissolving the entity taking overall responsibility for the 2015 event.
- B. Formulate a Master Memorandum of Understanding (MOU) with the City of San Diego
- C. Support, promote, and help implement two major Balboa Park initiatives – the Plaza de Panama and the Balboa Park Conservancy – so they are in place and functioning by 2015.
- D. Establish a Funding and Financing Committee.
- E. Identify and assess the legal, regulatory, and operational framework associated with the 2015 event.
- F. Create an event that appeals to locals and out-of-area visitors.
- G. Establish mechanisms for marketing the celebration and its events.
- H. Create opportunities for visitors to link with business, recreational, educational, cultural, residential, and other opportunities within the San Diego region.
- I. Develop and implement a comprehensive circulation, parking, and pedestrian/bicycle access plan appropriate to the 2015 event.

IV – OBJECTIVES DETAILED

How we get from where we are to where we want to be.

- A. Establish an organizational and administrative framework for planning, governing, operating, and eventually dissolving the entity taking overall responsibility for the 2015 event.**
1. Create a 2015 Centennial Celebration Corporation (CC CORP) to operate the 2015 event. In so doing:
 - a. Determine the functions and responsibilities of the CC CORP.
 - b. Determine the duties and responsibilities of the CC CORP officers and Board of Directors.
 - c. Identify a Board of Directors for the CC CORP.⁴
 - d. Designate the Board of Directors as the Host Committee for the 2015 event.
 2. Seek an existing 501(c)(3) to act as fiscal agent for the 2015 event.⁵
 3. Hire an Executive Director for the 2015 event who will report to the Host Committee and whose responsibilities include:
 - Overseeing day-to-day activity regarding the 2015 event, including planning, coordination, operations, funding and financing, programming, marketing, and quality control;
 - Creating and/or refining the job descriptions of all principal staff who will report to the Executive Director and participate in their hiring;⁶
 - Implementing event, funding and revenue goals;
 - Acting as the primary representative of the 2015 event to the community as well as to public, quasi-public, and private institutions, agencies, businesses, and organizations.
 - Developing a process for sanctioning of all 2015 events.
 4. Assure a role for community/public input and engagement as part of the overall 2015 planning process, which could include establishment of a Community Advisory Committee.

⁴ Board membership of the CC CORP should be a joint decision of the City of San Diego and the Centennial Celebration Steering Committee. Identification of candidate Board members should consider representations from the City of San Diego, the County of San Diego, the Balboa Park Cultural Partnership, the Tourism Marketing District, organizations and institutions active within the Park, and individuals experience with Park organizations and institutions.

⁵ Initially, a request will be made to the San Diego Foundation to function as fiscal agents for 2015. Their 501(c)(3) status means that donations given for the 2015 event are tax deductible. As well, there is assurance that funds will be spent exclusively on the 2015 celebration.

⁶ A summary chart of the proposed organizational structure and preliminary responsibilities of the management staff is included in Appendix A-3.

B. Formulate a Master Memorandum of Understanding (MOU) between the CC CORP and the City of San Diego which includes:

1. Description of the role and responsibilities of the CC CORP
2. Description of the role and responsibilities of the City of San Diego.
3. Description of the process by which additions and/or amendments are made to the Master MOU agreement.

C. Support, promote, and help implement two major Balboa Park initiatives – the Plaza de Panama and the Balboa Park Conservancy – so they are in place and functioning by 2015.

1. Work with the leadership of the Plaza de Panama and Balboa Park Conservancy to identify opportunities
 - a. for linking these two initiatives with the 2015 Centennial Celebration;⁷
 - b. for facilitating achievement of Plaza and Conservancy objectives by 2015 or before;
 - c. for mutually supportive public relations, promotions, and outreach efforts;
 - d. for casting Plaza and Conservancy objectives as Balboa Park legacies.
2. Consider having members of the Plaza de Panama and Conservancy leadership participate on the CC CORP Board.

D. Establish a Funding and Financing Committee that identifies and implements funding strategies.

1. Identify San Diego County's most influential philanthropists, foundations, investment institutions/businesses, and invite them to develop a finance strategy for the 2015 event.
2. Request the Committee to evaluate the potential for:
 - a. Public financing through bonding⁸ or other measures;
 - b. Foundation and grant funding;
 - c. Local individual, institutional, organizational, and business funding;
 - d. TOT and individual support from City Council and Board of Supervisors;
 - e. State funding, including the California Cultural and Historical Endowment;
 - f. Federal funding, including NEA, NEH, DOT, NSF, IMLS, NOAA;
 - g. In-Kind contributions;

⁷ Linkage opportunities include: assuring that the same resources and donor base is not solicited repeatedly for Balboa Park funding; identifying the Plaza de Panama as the central outdoor focal point for the 2015 celebration; creating an organizational structure and affiliations within the 2015 event that can transfer, in whole or part, to the Conservancy following the celebration; agreeing on consistent donor recognition, pricing, and parking policies/strategies; promoting the Plaza, the Conservancy, and the 2015 event in an integrated manner so the public is not confused by separate news articles, endorsements, or progress reports; and agreeing on signage, "wayfinding," and other park improvements relevant to the Plaza, the Conservancy, and the 2015 event.

⁸ The 1915 general obligation bond was repaid by a four-year tax on residents. It has been suggested that a bond that supports the 2015 event and also includes specific improvements within many San Diego communities may have a greater possibility for success.

h. Earned revenue through sponsorships, gate receipts, concessions, merchandising, sanctioning, etc.⁹

3. Create a funding strategy based on the evaluation (#2 above).
4. Work with the 2015 Executive staff to implement the funding strategy.

E. Identify and assess the legal, regulatory, and operational framework associated with the 2015 event and take appropriate action.

1. Determine the permits, agreements, and/or authorizations that must be secured in order to conduct the 2015 Event, including:
 - a. Environmental Analysis for holding a temporary event;
 - b. Department of Interior approvals for activities/facilities proposed within a site listed on the National Register for Historic Places.
 - c. Union agreements, allowances, and dispensations for volunteer work and/or contributed material associated with the 2015 event.¹⁰
2. Establish coordination with public agencies, institutions, and organizations which, through their independent programming and activities, could be undertaking projects which impact and/or support the 2015 event, such as:
 - a. U. S. State Department
 - b. Trilateral Commission
 - c. Government of Panama
 - d. Government of Mexico
 - e. Government of the City of Tijuana
 - f. State of California, including
 - California Department of Transportation (CalTrans), District 11
 - California Travel and Tourism Division
 - g. San Diego Association of Governments (SANDAG)
 - h. San Diego Metropolitan Transit System (MTS)
 - i. City of San Diego
 - j. County of San Diego
 - k. Cities within the Region

F. Create an event that appeals to locals and out-of-area visitors.

1. Support establishment of a theme that:
 - a. Represents a “big idea”;
 - b. Works from a marketing perspective;
 - c. Is immediately understood by the public;

⁹ It is recommended that between one-quarter and one-third of total expenses be generated through earned revenue, with the remaining balance coming from sources identified as items 2a-f in this list.

¹⁰ There is a need to approach the San Diego Municipal Employees Association (SDMEA) and the American Federation of State, County, and Municipal Employees (AFSCME) to discuss allowing material donations and volunteer labor to occur within the Park as part of the 2015 event to relieve already-overburdened park employees. Toni Atkins volunteered to participate in the discussions with the union representatives.

- d. Has relevance for institutions, organizations, and businesses within and outside the Park;
 - e. Can be the source of multiple sub-themes so that, e.g., each month during the 2015 event, programming can focus on a different aspect of the theme;
 - f. Lends itself to branding and logo development;
 - g. May include Del Mar Fairgrounds, Liberty Station, the San Diego waterfront, and locations in Mexico and Panama as satellite venues.
2. Plan for a celebration that runs from January 1 through December 31, 2015.
 3. Establish a programming concept based on attracting visitors in uniform numbers throughout the year and consider scheduling major events at what are normally non-peak Park attendance periods.
 4. Celebrate Balboa Park in all its diversity, including cultural, botanic, recreational, geographic, and historic aspects.
 5. Acknowledge that within Balboa Park, core programming for the 2015 event will be the exhibitions organized and presented by the cultural institutions of Balboa Park.
 6. Create programming ancillary to the core institutional programming that is¹¹:
 - a. Enriching and entertaining;
 - b. Financially sustainable;
 - c. Appealing to diverse audiences¹²;
 - d. Inclusive of free and fee events;
 7. Stake out a cultural middle and upper-middle ground for ancillary programming so the celebration resembles neither a street fair nor an event for the culturally elite.
 8. Assure an extraordinary visitor experience that begins immediately on arrival in San Diego (e.g., at Lindbergh Field and Santa Fe Depot, as well as at major roadways entering the County), as well as at the Park or at the parking facilities set up for the event.
 9. Encourage jurisdictions, organizations, and businesses outside the Park to participate in 2015 with programming of their own that evidences the richness and innovation of the region, e.g., art and culture organizations and venues, the Port District (especially along the waterfront/North Embarcadero), the Airport Authority, the County, cities and communities throughout the region, the military, and industry.¹³

¹¹ Specific programmatic recommendations include: major opening and closing events that are significant and memorable; daily closing events, e.g., laser light or holographic shows;

¹² This includes sectors stratified not merely by age, ethnicity, income and culture, but also includes the military, high tech/green tech, cultural tourists,

¹³ Suggestions have included: Completion of Phase 1 of the North Embarcadero Visionary Plan; Implementation of the County's plan to build parks around the County Administration Building; Specially-created public art along the waterfront; a miniature Balboa Park created at Legoland.

10. Provide easily accessible public information regarding programming in and out of the Park.¹⁴

11. Establish a formal public involvement program so that before, during, and after the 2015 celebration, an opportunity for public ideas, comments, and participation exists.

G. Establish mechanisms for marketing the celebration and its events, including the creation of a comprehensive marketing plan.

1. Develop a comprehensive marketing plan for the 2015 event which, among other elements, defines the audiences considered most likely to attend the event, such as:
 - a. Local/regional residents;
 - b. San Diego visitors, especially those attending conventions;¹⁵
 - c. Southern California residents (drive market; easy fly market);
 - d. Cultural tourists (U.S. and international);
 - e. Green tourists;
 - f. Tourists from Mexico and Panama.
2. Work with Balboa Park institutions to identify target markets for their programming, with consideration given to clustering markets such as “science,” “arts,” “transportation,” etc.
3. Coordinate the comprehensive marketing plan with the San Diego Convention and Visitors Bureau and other appropriate organizations.
4. Establish an implementation program and schedule for the comprehensive marketing plan.

H. Create opportunities for visitors to link with business, recreational, educational, cultural, residential, and other opportunities within the San Diego region.

As part outreach activities, develop a process and program by which visitors to the 2015 event may follow up their interests in the San Diego region.

I. Develop and implement a comprehensive circulation, parking, and pedestrian/bicycle access plan appropriate to the 2015 event.

1. Identify basic objectives of the entire 2015 celebration that are to be applied in the formulation of the circulation, parking, and pedestrian/bicycle access plan for 2015, including at least:
 - a. The visitor experience begins en route to the 2015 event;
 - b. Arrival at the Park, and the manner/method/technique/mechanism by which that is achieved, is the beginning of the desired “awesome” visitor experience;
 - c. Circulation to and within the Park, whether by foot or by vehicle, should be logical, reasonable, and comprehensible to the average visitor;

¹⁴ A universal calendar of events, accessible through *BalboaPark.org*, could identify in-Park programming, sanctioned events, and include events and activities independently organized around the 2015 theme that are taking place around the region.

¹⁵ Moreover, any business or organization without the region holding meetings, conferences, or events during 2015 should be encouraged to use the 2015 celebration in promoting its own undertaking.

- d. Information on access and parking must be made available to Park visitors through, print, broadcast, and electronic media, as well as signage;
 - e. Routes within the Park should allow easy access to all institutions, venues, and staging areas; and
 - f. Reliability and frequency must be the hallmarks of public transit to and within the Park.
2. Develop a comprehensive circulation, parking, and pedestrian/bicycle access plan for the 2015 celebration that includes at least:
 - a. Creation of plans for circulation and parking in the Park and in areas outside the Park affected by the 2015 celebration¹⁶
 - b. Consideration of peak and off-peak demand;
 - c. Incorporation of the needs of circulation “stakeholders” such as Park employees, 2015 visitors, VIPs, individuals with disabilities, institutions within the Park, pedestrians, and cyclists;
 - d. Identification of the role of public transit, which may include special vehicles, routes, scheduling, and priority access within the Park; and
 - e. Recognition that certain existing parking sites may be used for pavilions, staging areas, event spaces, etc., and are therefore not available for vehicular parking.
 3. Consult with entities in the creation of the circulation, parking, and pedestrian/bicycle access plan for 2015 such as:
 - a. City of San Diego (especially the Engineering and Capital Projects Department, Park and Recreation Department, and City Planning and Community Investment Department),
 - b. Metropolitan Transit System (MTS),
 - c. San Diego Association of Governments (SANDAG),
 - d. California Department of Transportation (CalTrans),
 - e. Balboa Park Committee,
 - f. Neighborhoods immediately surrounding the Park;
 - g. WALKSan Diego; and
 - h. Move San Diego.
 4. Development a program and schedule for implementing the circulation, parking, and pedestrian/bicycle access plan for 2015.

¹⁶ Roads most affected by 2015 events are anticipated to include Sixth Avenue, Park Boulevard, SR 163, I-8, and in neighborhoods surrounding the Park.

IV – RECOMMEND ACTIONS AND TIMELINE

A. Dissolve the TMD Steering Committee

The TMD Steering Committee was formed under the auspices of the City of San Diego and the San Diego Tourism Marketing District. Following adoption of three work products (i.e., the 2015 Planning Framework, the Executive Director Job Description, and the Interim Memorandum of Understanding), the TMD Steering Committee has completed its work and the Tourism Marketing District should no longer be responsible for convening meetings of the TMD Steering Committee.

Since there is much work to be accomplished to implement the 2015 Planning Framework, the TMD Steering Committee, as its last formal act, should consider reformulating itself as the 2015 Balboa Park Centennial Celebration Steering Committee (“2015 Steering Committee”) and broaden its membership to include greater representation from Balboa Park institutions.

B. Establish the 2015 Balboa Park Centennial Celebration Steering Committee

A newly established 2015 Steering Committee would have very specific objectives that must be achieved in the short term. In the long term, the 2015 Steering Committee may find its usefulness diminished and may choose to dissolve itself. Alternatively, its members may join other 2015 committees, or additional responsibilities could be added to the role of the Steering Committee. For now, however, the actions needed of the 2015 Steering Committee are to:

1. Search for and find an Executive Director¹⁷;
2. Create a 2015 Centennial Celebration Corporation (CC CORP), including recommending to the Mayor potential candidates for the CC CORP Board of Directors;
3. Solicit and formulate an agreement with a 501(c)(3) to act as fiscal agent for the 2015 event;
4. Secure preliminary funding for planning and implementing the 2015 Celebration¹⁸;
5. Prepare an initial MOU;
6. In a timely fashion, hand off all responsibilities for the 2015 event to the CC CORP.

¹⁷ The TMD Steering Committee, acting as the Executive Director Search Committee, would be responsible for defining and implementing the Executive Director selection process. This includes: creating a process timeline; authorizing a final Executive Director job description and salary; promoting the availability of the position; selecting and interviewing qualified candidates; and recommending a specific candidate for the Executive Director position, for approval by the Host Committee.

¹⁸ Unless volunteer services are secured, preliminary funding is necessary to underwrite the Executive Director search process, to pay the Executive Director salary/benefits until the CC CORP is formed and has raised funds, to establish an office for the ED and provide appropriate technical and administrative support in the short term, and perhaps come up with gap funding to support operations of the CC CORP until such time when the CC CORP can underwrite its own activities.

C. Recommended Timeline for Steering Committee Actions:

ACTIVITY		MONTHS				
		Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011
1	Search/find an Executive Director					
2	Create a 2015 Centennial Celebration Corporation					
3	Solicit a 501(c)(3) to act as fiscal agent					
4	Secure preliminary funding					
5	Prepare initial MOU					
6	Hand off responsibilities to CC CORP.					

A. Recommended Role for the Centennial Celebration Corporation:

All actions proposed in this Strategic Plan shall be the responsibility of the CC CORP Board of Directors, except as noted in A and B immediately above.

V – APPENDIX

A1 – INDIVIDUALS INTERVIEWED

A2 – SELECTED IDEAS/RECOMMENDATIONS FROM INTERVIEWS

A3 – EXAMPLE OF ORGANIZATIONAL STRUCTURE AND RESPONSIBILITIES

A4 – 2015 AT-A-GLANCE

A1 - INDIVIDUALS INTERVIEWED (July 1 to August 11, 2010)

- Gerry Braun (TMD Steering Committee)
- Carol Chang (TMD Steering Committee)
- Pete Ellsworth (TMD Steering Committee)
- Steve Hall (TMD Steering Committee)
- Victoria Hamilton (TMD Steering Committee)
- Bob Kelly (TMD Steering Committee)
- Mike McDowell (TMD Steering Committee)
- Minnie Rzeslawski (TMD Steering Committee)
- Lorin Stewart (TMD Steering Committee)
- Carolyn Wormser (TMD Steering Committee)
- Tony Atkins (Former member, City Council)
- Ann Berchtold, David Malmuth (Art San Diego)
- Howard Blackson, Jack Carpenter, Simon Andrews, Robert Moser, Stefan Vance, Nick DeLorenzo, Neil Larsen, Jay Schumaker, Dave Strickland (Council of Design Professionals)
- Charlotte Cagan (Mingei)
- Rich Cherry (BalboaPark.org)
- David Cohn (Prado Restaurant)
- Berit Durler (Zoo)
- Vicki Estrada (Consultant)
- Fred Frye (Zoo)
- Todd Gloria (City Council)
- Tom Hall (Consultant)
- David Kahn (History Center)
- Mike Kelley, Welton Jones (Committee of 100)
- David Kinney, Vicki Granowitz (Balboa Park Central)
- Stacy LoMedico (Director, City Park & Recreation Department)
- Julia Marciari-Alexander (San Diego Museum of Art)
- Mick Hager, Jeff Kirsch, David Lang (BPCP)
- Betty Peabody, Maureen Lamberti (Friends of Balboa Park)
- Robert Price (Price Charities)
- Ron Roberts (County Board of Supervisors)
- Jerry Sanders (Mayor)
- Roger Showley (SD Union Tribune)
- Dalouge Smith (Youth Symphony)
- Mike Stepner (Consultant)
- Iris Strauss (Mayor's Liaison for Arts and Culture)
- Joe Terzi (Convis)
- John Venekamp (Commission for Arts and Culture)
- Steve Wall (Head, Millennium Committee)
- John Wilson (Timkin Museum)

A2 – SELECTED IDEAS/RECOMMENDATIONS FROM INTERVIEWS

In General:

There needs to be a high profile champion for the 2015 event if it's to succeed.

2015 must be about creating an extraordinary visitor experience, one that begins the moment visitors arrive at parking lots, staging areas, or celebration access points. This includes the airport, the port, highways, and the international border.

Do something site specific that can only occur here.

Balboa Park is under-leveraged as a destination. Its great value is as a Park and as a museum *campus*.

Create an internal physical link between the Zoo and pedestrian routes within Balboa Park.

Establish an iconic visual symbol of the fair, such as a Ferris wheel or a Nancy Rubens sculpture.

Employ leading edge technology within the Park.

Partner with Sister Cities.

Actively engage primary, secondary, and university students in the events of 2015; make 2015 part of local school curricula.

Market 2015, in part, based on job creation, educating kids, and pointing to a brighter future.

2015 cannot be all things to all people.

Homeland security needs to be involved since there will be large crowds present.

Regarding Programming:

Programming for 2015 should include a "talk fest" where the future of San Diego and the region is discussed and debated. Include public forums.

Perhaps museum general admission could be free, with charges made for special exhibitions.

Develop marketing packages that may include a Centennial One Week Pass.

Get countries from around the world to set up pavilions in Balboa Park.

Have exhibitions around the County that promote the arts, science, and technology of the region: create art, architecture, theatre, dance, technology exhibitions, and have them scattered throughout the County so that the region becomes the showcase.

Programming needs to be family-oriented.

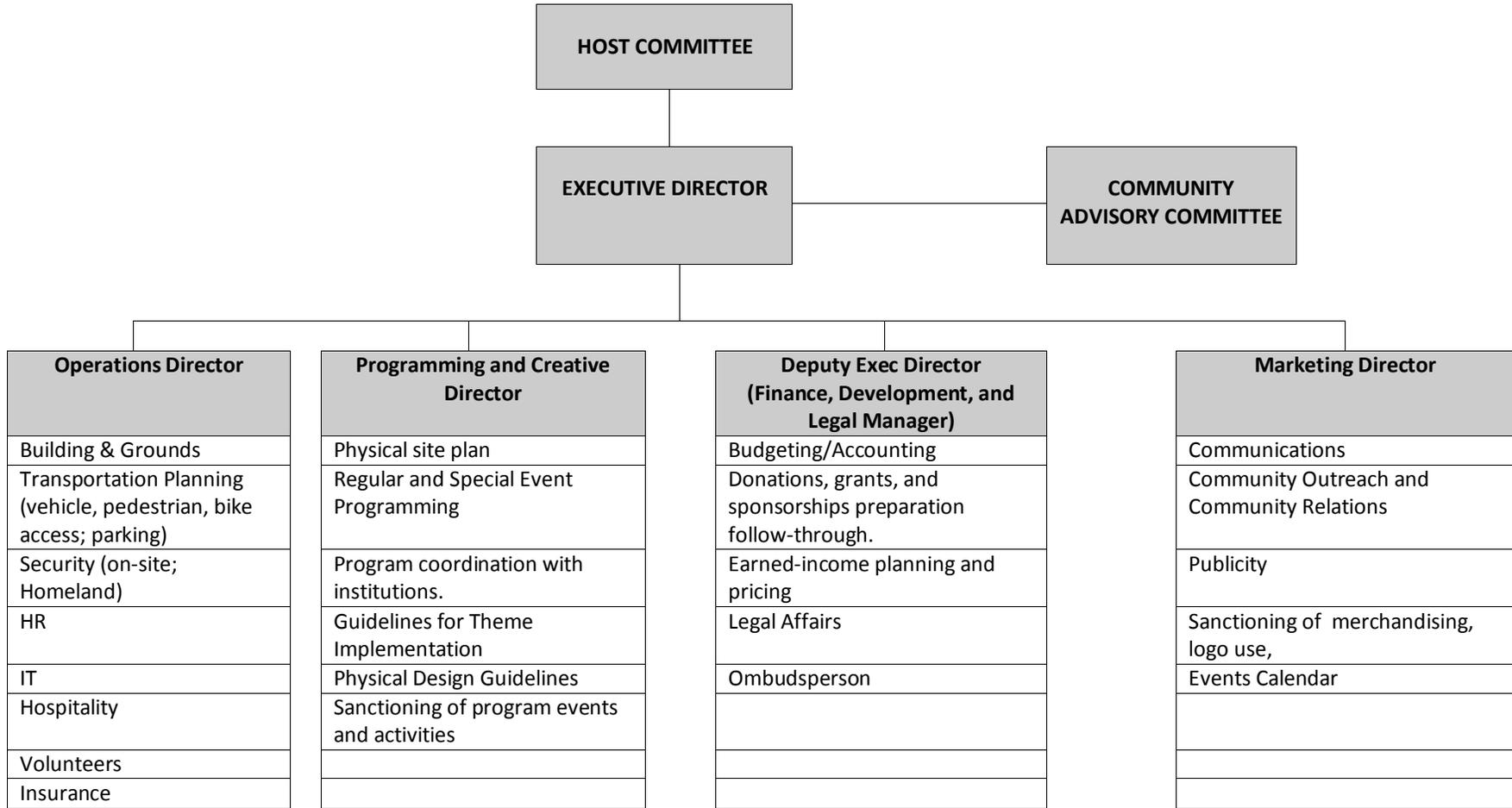
Institutions within Balboa Park should work with businesses, organizations, and high tech companies in the region to come up with new ways to look at museum collections. *Institutions should become showplaces for the impossible.*

Organizations that normally have major activities in the Park (e.g., foot races, cultural celebrations) should be invited to merge, tailor, or otherwise coordinate their event with the 2015 Centennial celebration.

Include a booth where people can come in and record oral histories of San Diego.

Balboa Park institutions should connect with the Smithsonian Institution to borrow collections.

A-3 EXAMPLE OF ORGANIZATIONAL STRUCTURE/RESPONSIBILITIES



NOTES ON THE ORGANIZATIONAL STRUCTURE EXAMPLE

1. The *Operations Director* would be responsible for all operations regarding the 2015 event, which may include: building and grounds improvement and maintenance; coordinating maintenance with the City's Park and Recreation Department; creating plans for security, transportation, hospitality, and accommodations; organizing and overseeing volunteers; taking over all Human Resources functions, including policies, procedures, and practices for personnel hiring, termination, benefits, and other customary HR responsibilities. Information Technology functions includes jurisdiction over hardware, software, and communication systems for 2015.
2. The *Programming and Creative Director* would be responsible for: developing a physical site plan for the event; conceiving, supporting and coordinating event programming; preparing guidelines for theme implementation; and maintaining a unified visual character throughout the Park. Responsibilities may also include: evaluating and planning for physical improvements such as restoration of structures and ornamentation; creating design standards for wayfinding signage, pavilions, kiosks, and other structures; and establishing and implementing a process for the sanctioning of events and activities.
3. *The Deputy Executive Director* also functions as the Finance, Development, and Legal Manager. In addition to being second in command under the Executive Director, responsibilities of this position may include: overseeing accounting practices, budget preparation, financial reports, tax and audit functions, billing, payroll, and disbursement; donation, grant, and sponsorship solicitation; legal affairs such as MOU and contract preparation and processing for goods and services; and ombudsman functions, including the investigation and resolution of complaints and problems that don't fit neatly under any other Director position.
4. The *Marketing Director* is responsible for developing and implementing the marketing, advertising, public relations, community outreach, and overall communications strategies. The Marketing and Communications Manager: creates, oversees, and supplies content for the website; manages the master calendar of 2015-related events in and out of the Park, including both sanctioned and non-sanctioned events; and develops, processes, and authorizes sanctioning and licensing agreements with merchants.

ENGAGING THE CREATIVE COMMUNITY

The Executive Director should consider establishing a process to access the creativity present in San Diego. The objective is not just to showcase the intelligence and imagination of San Diego residents and businesses, but also to forge relationships between business and intuitions outside the Park with those in the Park. To do so might involve:

1. Identifying the region's most creative thinkers and inviting them to join a team to help plan the 2015 event.
2. Requesting the team to:
 - a. Develop ideas for making 2015 an extraordinary event, including presenting the park and institutional collections in new ways;
 - b. Identify individuals, businesses, and other organizations to work with the 2015 Executive Director and Park institutions in implementing ideas; and
 - c. Contribute time and resources to demonstrate how art, science, and technology coalesce within the region.

A-4 – 2015 AT-A-GLANCE

GOVERNANCE	Centennial Celebration Corporation (CC CORP) [aka “The Host Committee”]
FISCAL AGENT	San Diego Foundation [501(c)(3)]
INTERIM ORGANIZER	2015 Centennial Celebration Steering Committee
PARTNER INITIATIVES	Plaza de Panama reconstruction; Balboa Park Conservancy
COMMITTEES CREATED	Creative Think Tank; Funding and Financing; Marketing; Community Advisory.
FINANCING	66% contributed revenue; 34% earned income.
GEOGRAPHIC FOCUS	Balboa Park and venues within the San Diego region.
THEME	TBD
EVENT DURATION	12 months, from January through December 2015
CORE PROGRAMMING	Principal responsibility of Balboa Park institutions.
ANCILLARY PROGRAMMING	Principle responsibility of CC CORP.
CHARACTER OF CC CORP PROGRAMMING	Entertaining and enriching; free and fee; celebrating the entire Park; appealing to diverse audiences.
PARK IMPROVEMENTS REQUIRED	Essential maintenance of buildings and grounds with selected facility upgrades.
AUDIENCE	75% Southern California, 25% National and International
VISITOR EXPERIENCE GOAL	Awesome