



January 17, 2014

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**Dear Presidio Trust Board of Directors,**

The Golden Gate National Parks Conservancy is pleased to provide the enclosed supplement to its September 17, 2013 proposal for the Presidio Exchange (PX) at the Mid-Crissy Field site. Based on comments and questions offered in interviews with the board, discussions with the Presidio Trust's Executive Director and key staff, and feedback from the general public, we have updated and revised selected aspects of our original proposal. Key components of this supplement include:

- **PX Mission and Purpose:** Additional information about the focus of the Presidio Exchange, its master narrative, and how it will serve as a star attraction for the Presidio
- **Program Offerings:** A more streamlined description of what will happen at the PX, how programs will be provided, and how they differ from other Presidio program offerings
- **Youth Engagement:** How the PX will fulfill the mission of the Presidio and Golden Gate National Recreation Area through expanded programming reaching inner city youth and families, while leveraging strong connections to the award-winning youth programs of the Crissy Field Center
- **Visitor Offerings:** A changed emphasis on basic visitor amenities, to avoid overlap with other key Presidio visitor destinations
- **Architectural Scale:** A revised building plan, limited to Phase I of the original proposal (now 55,000 square feet rather than 97,000 square feet)

Together, these changes strengthen the overall purpose and quality of the PX, and help ensure that it will be distinctive, relevant, and attractive to new audiences. We appreciate your consideration of our proposal and would be honored to work with the Trust to realize the vision for the Presidio Exchange.

Sincerely,

Greg Moore  
President & CEO



## THE PRESIDIO EXCHANGE COMMUNITY

*Bringing National and Bay Area Distinction  
Through Program Partnerships, Expert Advice, and Creative Support*

Listed below are institutions and leaders who champion the values embodied in the Presidio Exchange (PX) proposal, are familiar with the Parks Conservancy's proven track record, and have confidence in the Conservancy's ability to execute the PX vision. Many nonprofit organizations and institutions at the national, regional, and local level see the exciting potential of being a program partner of the PX. Many individuals and institutions have served as PX advisors or have endorsed the PX vision. A broad and growing base of individuals and institutions stands ready to help advance this exciting project, which most closely reflects the Presidio's natural and cultural history and values.

Walter Isaacson, President and CEO  
**The Aspen Institute**

Cheryl Haines, Founding Executive Director  
**FOR-SITE Foundation**

Mark di Suvero, Sculptor

Andy Goldsworthy, Sculptor

Maya Lin, Architect/Artist

Olga Viso, Executive Director  
**Walker Art Center**

Bruce Cain, Faculty Director  
**Bill Lane Center for the American West,  
Stanford University** (*potential partner*)

David Kennedy, Donald J. McLachlan Professor of  
History, Emeritus  
**Stanford University**

John Francis, Ph.D., Vice President, Research,  
Conservation, and Exploration  
**National Geographic Society**

Neville Agnew, Principal Project Specialist  
**The Getty Conservation Institute**

Richard Moe, President Emeritus  
**National Trust for Historic Preservation**

Anthea Hartig, Executive Director  
**California Historical Society**

Charles Granquist, Executive Director  
**The Pocantico Center of the Rockefeller Brothers Fund**

Dayton Duncan, Writer and Producer  
**The National Parks: America's Best Idea**

Elizabeth Gore, Resident Entrepreneur  
**United Nations Foundation**

Milton Chen, Fellow for Good, Institute for the Future; Senior  
Fellow (honorary), George Lucas Educational Foundation;  
**National Park Service Advisory Board Member**

Lorrae Rominger, Deputy Director  
**Goldman Environmental Prize**

Ted Trzyna, Founder and Co-Chair,  
Urban Specialist Group  
**IUCN World Commission on Protected Areas**

Joe D'Alessandro, President and CEO  
**San Francisco Travel Association**

Lori Fogarty, Executive Director  
**Oakland Museum of California**

Cynthia Vernon, Vice President of Education and  
Guest Programs  
**Monterey Bay Aquarium**

Greg Farrington, Executive Director  
**California Academy of Sciences**

Alex Zwissler, Executive Director and CEO  
**Chabot Space & Science Center**

Jon Christensen, Assistant Professor and Pritzker Fellow,  
**University of California, Los Angeles** (Former Executive  
Director, Bill Lane Center for the American West)

Dan Puskar, Executive Director  
**Association of Partners for Public Lands**

Jenn Fox, Executive Director  
**Bay Area Open Space Council**

Brian O'Donnell, Executive Director  
**Conservation Lands Foundation**

Judy Agnew, Senior Director, Development  
**Conservation International**

Berit Ashla, Executive Director  
**David Brower Center**

Beth Pratt, California Director  
**National Wildlife Federation**

Douglas Blonsky, President and CEO  
**Central Park Conservancy**

Robert Hammond, Co-Founder  
**Friends of the High Line**

Sharon Maidenberg, Executive Director  
**Headlands Center for the Arts**

Sarah Jesse, Vice President for Education  
**Los Angeles County Museum of Art**

Lucas Cowan, Senior Curator  
**Millennium Park**

Sheetal Prajapati, Associate Educator  
**Museum of Modern Art**

Kirsten Reoch, Senior Project Director and Historian  
**Park Avenue Armory**

Rebecca Moore, Engineering Manager  
**Google Earth Outreach and Earth Engine**

David Kelley, Founder  
**IDEO**

George Oates, Director, Interactive Design  
**Stamen Design**

Yves Behar, Founder and Principal Designer  
**fuseproject**

Daniel Woods, Vice President  
**TechShop**

Kenneth Kaplan, Senior Health System Advisor, PTSI  
Project, and Co-Founder, MIT Collaborative Initiatives  
**Massachusetts Institute of Technology**

Dan Shine, Curator  
**Innovation Hangar**

Alice Waters, Chef and Founder  
**Chez Panisse Foundation and Edible Schoolyard**

Jill Isenbarger, Executive Director  
**Stone Barns Center for Food and Agriculture**

Dave Stockdale, Executive Director  
**Center for Urban Education about Sustainable  
Agriculture (CUESA)**

Caleb Zigas, Executive Director  
**La Cocina Incubator Kitchen**

Matthew Tiews, Executive Director of Arts Programs  
**Stanford University**

Jeannene Przyblyski, Provost  
**California Institute of the Arts**

Megan Callan, Assistant Curator of Museum Affairs  
**San Francisco International Airport Museum**

Susan Smartt, President and CEO  
**NatureBridge**

Stephen Lockhart, M.D., Ph.D., Former Board Chair  
**NatureBridge**

Matt James, President and Co-Founder  
**Next Generation**

Karyn Flynn, CEO and Executive Director  
**Bay Area Discovery Museum**

Brigitte Griswold, National LEAF Program Director  
**The Nature Conservancy**

Judy Braus, Executive Director  
**North American Association for Environmental  
Educators**

Dale Penny, President and CEO  
**Student Conservation Association**

Nicole Ardoin, Assistant Professor, Graduate School of  
Education and Woods Institute for the Environment  
**Stanford University**

Marcelo Bonta, Executive Director  
**Center for Diversity and the Environment**

Rosalyn Tonai, Executive Director  
**National Japanese Historical Society**

Jose González, Founder and Lead  
**Latino Outdoors**

Rue Mapp, Founder and Executive Director  
**Outdoor Afro**

Tony Cerda, Chief  
**Costanoan Rumsen Carmel Tribe of Ohlone**

Deborah McKoy, Executive Director and Founder,  
Center for Cities and Schools,  
**University of California, Berkeley**

Nora Silver, Director of the Center for Nonprofit and  
Public Leadership  
**Haas School of Business, University of California,  
Berkeley**

Marc Freedman, CEO and Founder  
**encore.org**

Ava Roy, Founding Artistic Director  
**We Players**



## FULFILLING THE PARK'S MISSION TO SERVE YOUTH

### The Parks Conservancy's Track Record

The youth programs of the Crissy Field Center and the Golden Gate National Parks Conservancy have become national models for how parks and their partners can work together to provide urban youth with transformative learning and leadership experiences. Many Conservancy programs specifically target underserved, inner-city youth and their families as their primary audiences. Over more than a decade, the Parks Conservancy, in collaboration with the National Park Service and Presidio Trust, has:

- Reached more than **60,000 inner-city youth annually**
- Partnered with more than **135 community-based organizations, 85 public schools, and 9 colleges and universities**
- Employed over **700 youth in green jobs**
- Offered **\$650,000 in transportation scholarships** to community groups and schools
- Provided more than **2.2 million hours of enriching experiences to San Francisco youth** and their families
- Won **local and national awards and recognition** for ground-breaking work connecting youth with nature, culture, and their role as future leaders and stewards of their communities, their parks, and the environment

These results have been achieved working with the following partner organizations and schools.

### Selected National and Community Partners

Afterschool Alliance	Chinatown Beacon Center	Lawrence Hall of Science
Aim High	City of Dreams	Lazarus House
AmeriCorps	CommunityGrows	Learning for Action (LFA)
Arab Cultural and Community Center	Compass Family Services	Literacy for Environmental Justice (LEJ)
Asian Neighborhood Design	Costanoan Rumsen Carmel Tribe of Ohlone	Mission Graduates
Bayview Hunters Point Youth Foundation	Earned Assets Resource Network	Mission Neighborhood Centers
Bayview MAGIC (B-MAGIC)	East Bay Asian Youth Center (EBAYC)	Mo'MAGIC
Big City Mountaineers	GirlVentures	National Japanese Historical Society
Booker T. Washington Community Service Center	GLIDE - Janice Mirikitani Family, Youth and Childcare Center	Ohlone Profiles Project
Boys and Girls Clubs of San Francisco	Goldman Environmental Prize	Opportunity Impact
BuildOn	Good Samaritan Family Resource Center	Outdoor Afro
Cameron House	Growth and Learning Opportunities	Outward Bound
Center for Cities and Schools, University of California, Berkeley	Hamilton Family Center	Pacific Leadership Institute
Center for Diversity and the Environment	Ingleside Community Center	Peabody Family Community Group
Central American Resource Center	Intersection for the Arts	People Organizing to Demand Environmental and Economic Rights
Chico State University, Department of Recreation and Tourism	Jamestown Community Center	Portola Family Connections
	Jewish Community Center of San Francisco	Raphael House
		REC-CONNECT
		Refugee Transitions



Richmond District Neighborhood Center	Claire Lilienthal, Marina and Pacific Heights	Metropolitan Arts & Tech High School
San Francisco Police Department Youth Services Wilderness Program	Clarendon Elementary School	Miraloma Elementary School
San Francisco Recreation and Parks Department	Commodore Sloat Elementary	Mission Education Center Elementary School
San Francisco Summer Learning Network	Cornerstone Academy	Mission High School
Seven Tepees	Downtown High School	Monroe Elementary School
St. Francis Yacht Club	E. R. Taylor Elementary School	New Traditions Elementary School
Sunset Beacon Initiative	El Dorado Elementary School	Notre Dame des Victoires School
Telegraph Hill Neighborhood Center	Everett Middle School	Paul Revere Elementary School
Tenderloin Neighborhood Development Corporation	Francis Scott Key Elementary School	Presidio Middle School
United Playaz	Frank McCoppin Elementary School	Robert Louis Stevenson Elementary School
University of California, San Francisco Camps	Galileo Academy of Science and Technology	Roosevelt Middle School
Up on Top	Gateway Community School	San Francisco City Academy
Urban Sprouts	Gordon Lau Elementary School	San Francisco Community School
West Bay Filipino Multi-Service Center	Grattan Elementary School	San Francisco University High School
Western Addition Community Technology Center	Guadalupe Elementary School	Sanchez Elementary School
Westside Community Services	Hillcrest Elementary School	Sheridan Elementary School
Wilderness Arts and Literacy Collaborative (WALC)	International Studies Academy	Spring Valley School
	Jean Parker Elementary School	St. Brigid Elementary School
	Jefferson Elementary School	St. Mary's Chinese Day School
	John Muir Elementary School	Star of the Sea School
	June Jordan School	Starr King Elementary School
	Katherine Delmar Burke School	Sutro Elementary School
	Kinder-Haus Preschool	Sweet Pea Preschool
	Lafayette Elementary School	The San Francisco School
	Lawton Alternative School	Thurgood Marshall High School
	Lick-Wilmerding High School	Town School for Boys
	Lincoln High School	Urban School
	Lowell High School	Wallenberg High School
	Malcolm X Elementary School	Washington High School
	Marina Middle School	West Portal Lutheran School
	Marshall Elementary School	Zion Lutheran School
	McKinley Elementary School	
<b>Schools Served</b>		
Alvarado Elementary School		
Aptos Middle School		
Balboa High School		
Bret Harte Elementary School		
Bryant Child Development Center		
Burton High School		
City Arts and Technology High School		

## The PX and Youth

The youth programs contained in the PX proposal will build upon the Conservancy's expertise, track record, proven experience, community connections, and partners in this arena. With its programming recognized as a national prototype by every Secretary of the Interior since the Crissy Field Center was founded, the Conservancy is well-prepared to expand and augment its impact at the PX.

The PX will expand the reach of the Crissy Field Center—and the youth campus planned for this site, adjacent to the PX. Together, their programs will:

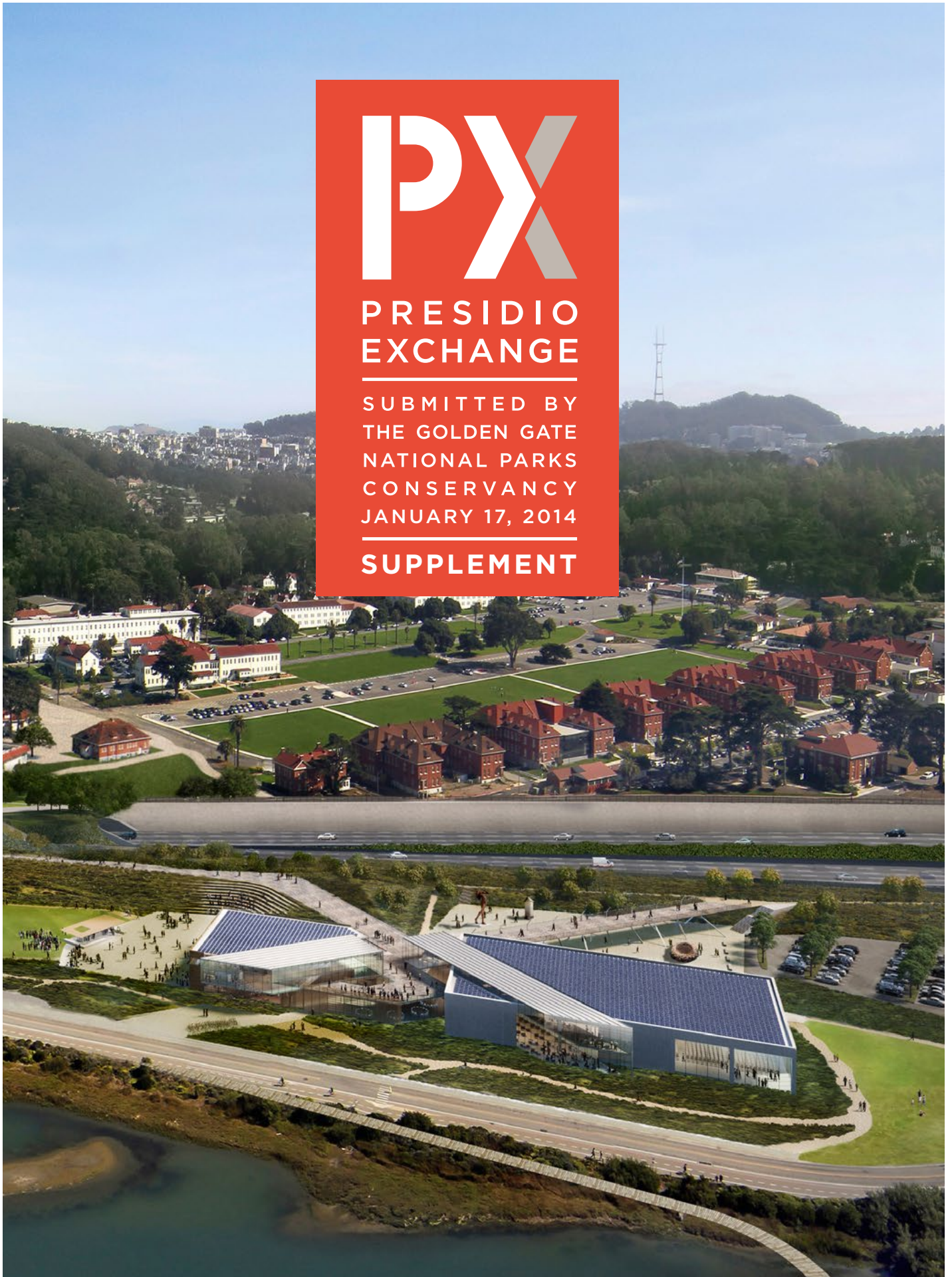
- **Prepare and inspire thousands of young people** to make positive impacts on their communities and their world
- **Connect inner-city youth, their families, and communities to the Presidio**
- Provide **a bridge to the next generation** of national park visitors and supporters



# PRESIDIO EXCHANGE

SUBMITTED BY  
THE GOLDEN GATE  
NATIONAL PARKS  
CONSERVANCY  
JANUARY 17, 2014

## SUPPLEMENT







View of PX from Mason Street (Rendering by EHDD)

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# PX MASTER NARRATIVE

The PX is a contemporary center for exploring the intersection of human culture and the natural world through creative expression and compelling exchange.

The relationship of humankind to the global environment is one of the most critical issues of the 21st century. The Presidio and its surroundings have long been a magnificent showcase of the intersection of nature and culture.

Whether through the blend of natural and cultural resources within the Presidio's boundaries, the graceful span of the Golden Gate Bridge that adds to the scenic beauty of our harbor entrance, or the expansive green spaces at the doorstep of one of the world's great cities, this landmark location powerfully illustrates the interrelationship of human culture and the natural world.

On this site, we propose to create the Presidio Exchange (PX), a modern, participatory cultural institution. Unlike traditional museums based on a collection of objects, the PX will be a platform for artists, thinkers, innovators, young leaders, and visitors to create, celebrate, and inspire deep connections to place. It will be a center for thought leadership and innovative programs, most in partnership with nationally regarded organizations. And it will be a stunning setting for exhibitions, art installations, performances, and festivals—all in view of the Golden Gate.

With the caliber of its programs, the reach and talents of its partners, and the world-class setting it occupies, the PX will be a star attraction among the constellation of Presidio visitor offerings.

CULTURE  
NATURE

# IMAGINE THE PX

There are few places on this earth that are like diamonds, pushing themselves to the surface, waiting for the right time to be discovered and built or formed into something that every person desires to have. The PX is one of these rare places.

Imagine:

**An inspiring open canvas where artists** from around the world interpret this iconic place—illuminating themes of nature, culture, and human expression.

**A world stage where thought leaders and innovators** address key issues of our time—seeking the sustainable balance of human endeavor, cultural exchange, and environmental stewardship.

**A place for generations to reinvent**—creating strong connections to place and to the world that sustains us through art, expression, and exchange.

**A campus that welcomes and engages young people**—helping them discover their connection to the intersection of nature and culture and broadening their horizons, encouraging their leadership, and supporting their civic engagement.

**A “must-see” destination for visitors** from afar and a setting that is loved by the Bay Area community—reflecting the democratic mission of our national parks.

## WHAT HAPPENS AT THE PX

Cultural institutions can be passive and predictable—or they can be cultural catalysts, helping to inspire and bring positive change to our world. The PX will be a cultural catalyst, designed in parallel with the seismic shift in cultural programs to be more participatory, convivial, relevant, and inclusive.

We see the iconic location of the PX as a source of inspiration for art, creative expression, and thought leadership on the intersection of nature and culture.

### Signature Programs Bring Distinction

The main programmatic emphasis at the PX is on signature events, exhibitions, and convenings that draw new audiences to the Presidio and attract visitors from beyond the Bay Area. Generally offered in partnership with prominent organizations, these events and installations will bring distinction to the PX and the Presidio.

These offerings will include:

- **Signature Programs and Events:** Major convenings, ideas festivals, expositions, performances, and other programs scheduled throughout the year, fostering the exchange of ideas, innovations, and solutions to critical global problems.
- **Signature Exhibitions:** Two or three major exhibitions per year featuring renowned and cutting-edge artists, photographers, conservationists, scholars, scientists, and others.
- **Institute at the Golden Gate Conferences:** Annual convenings on topics that connect parks to broader societal challenges, including public health, food systems, climate change, and urban livability.
- **Major Installations:** A collection of contemporary, large-scale installations by well-known and emerging artists. These include the Presidio Wall, a digital work which connects the Presidio to national parks and World Heritage Sites around the globe, and potentially a major work by acclaimed artist James Turrell. These works may be permanent or temporary.

## Ongoing Programs Add Vitality

The PX also offers a suite of programs, performances, celebrations, festivals, and other activities that appeal to local and regional audiences and enliven the space. Ongoing programs of the PX are essential to consistently draw a variety of key audiences and engage visitors in new ways. Like Friday Nights at the de Young, NightLife at the California Academy of Sciences, or Off the Grid Picnics at the Presidio, these programs will become fixtures in Bay Area culture and on community calendars.

Potential offerings include:

- **Youth Programs:** Ongoing programs to make the PX, the Presidio, and the Golden Gate National Parks relevant to the next generation of leaders, environmental stewards, and innovators. These programs, mostly for inner-city youth, will be offered in collaboration with the Crissy Field Center.
- **Community Events:** Education programs, small-scale exhibitions, and workshops that expand upon the themes of signature PX programs, as is common practice at cultural institutions. The PX will offer classes, demonstrations, and hands-on events to community members, many of whom traditionally have not experienced national parks. PX Residents (visiting artists, scientists, thought leaders, chefs and more) will offer programs for the public on a regular basis.
- **Beyond the Presidio:** Programs sponsored by the PX and offered at other parks and institutions, reaching new, underserved audiences.

Nearly all major cultural institutions seek a balance between global and local relevance. For example, major exhibitions serve as international attractions, as well as the backdrop for numerous events for locals, including public forums and education programs. Similarly, major events (music, film, and ideas festivals) with international appeal are offered periodically and are punctuated by daily, weekly, and monthly events for locals. No matter the audience, PX programs are designed to help visitors understand the intersection of nature and culture, foster creativity, and inspire action on issues of global significance.

## Digital Exchange Promotes Global Reach

The PX Digital Exchange (PXDX) is an online platform engaging the Bay Area's tech community and drawing on the latest technology to extend the PX experience, involve audiences globally, and amplify the reach of PX programs. A collection of digital experiences, including a full documentation of all PX programs and visitors' reflections on them, will be collected, curated, and broadcast over time.



## What Will the PX Be Known For?

There are four categories of signature programs, each exploring the intersection of nature and culture.

### CREATIVE EXPRESSION

Contemporary art is moving out of the frame, off of the wall, and into the realm of nature and culture. Many of today's leading artists explore "land art," which uses nature's setting and forces to guide creativity. Performance artists and musicians are experimenting in unconventional settings. Many artists spark public engagement to make their work participatory, immersive and relevant. Others address key issues of our time and illuminate an environmental or social challenge. These are the kind of artists who will bring distinction to the PX.

**Program Example:** One key partner that will elevate PX programming is the FOR-SITE Foundation. FOR-SITE has demonstrated its national and international reach by bringing emerging and world-renowned artists to the Presidio and the Golden Gate National Parks, focusing on art about place. At the intersection of nature and culture, FOR-SITE has curated pieces by Andy Goldsworthy and many other world-class artists in the parks, including the recently announced exhibition by Chinese artist Ai Weiwei on Alcatraz (see Appendix A). At the PX, FOR-SITE would continue to bring artists of distinguished drawing power, such as James Turrell, an artist internationally known for his use of natural light in public lands, parks, museums, and civic spaces.



Knight Rise, a skyscape by James Turrell at the Scottsdale Museum of Contemporary Art (Photo by Sean Deckert)

## THOUGHT LEADERSHIP

Many of today's pressing opportunities and challenges center on the Earth's ability to support the global human population. The planet is increasingly human-dominated and resource-scarce; human habitation is increasingly urbanized and disconnected from nature; and society is increasingly diversified across race, income levels, and degrees of access to education and opportunity. The PX will host forums, convenings, and events addressing these key issues—and fueling inspirational exchanges to find solutions.

**Program Example:** One key partner in achieving this vision is the Aspen Institute, an international nonprofit organization dedicated to fostering enlightened leadership and open-minded dialogue. The Aspen Institute advances leadership based on enduring values and provides venues to discuss critical issues. Over the last five years, the Aspen Institute has hosted various forums and convenings in the Golden Gate National Parks and the Presidio, including meetings of its Energy and Environment program, a collaborator with the Parks Conservancy's Institute at the Golden Gate. The PX would be the ideal space for the Aspen Institute to host larger-scale convenings at the Presidio and amplify their West Coast programming and presence; as an example, the Aspen Institute may consider holding a version of its renowned Ideas Festival at the Presidio, focusing on technology and the environment.



Renowned environmental changemaker Majora Carter, winner of a MacArthur "genius" fellowship, delivers the keynote address at the Healthy Parks, Healthy People conference hosted by the Institute at the Golden Gate

## CONSERVATION AND STEWARDSHIP

Our world's most precious and treasured places are the inheritance of all humankind, representing the best of nature and culture. These places need to be understood, celebrated, and preserved. Beyond that, the entire planet needs careful stewardship to ensure that our common resources of clean air, water, and food are protected. The PX will bring inspiration, education, and awareness to these issues and serve as the nexus of parks/protected areas with sustainability.

**Program Examples:** One key partner in this work is the National Geographic Society, one of the world's preeminent organizations focusing on the preservation of nature and culture. Through its mission of "inspiring people to care about the planet," the Society offers an array of programs focusing on exploration, education, and stewardship of the world's premier natural and cultural treasures. At the PX, the Society would bring forums, events, and exhibits focused on this vision.

In addition, the Institute at the Golden Gate will bring its portfolio of successful programs, research, and policy work—as well as ties to thought leaders in parks and protected open space from around the world—to the PX. Established by the Parks Conservancy in 2008, the Institute contributes to a more sustainable and healthy world by harnessing the power of parks and public lands to advance environmental stewardship and human wellbeing. It connects the Presidio and Golden Gate National Parks to the global community of parks, protected areas, and World Heritage sites.



A conceptual sketch for an interactive display, potentially created in partnership with the National Geographic Society, connecting parks and World Heritage sites across the planet (Rendering by EHDD)

## THE NEXT GENERATION

America's young people constitute a new generation: more diverse, more technologically savvy—and more disconnected from nature and culture. This generation is multicultural, with a range of diverse perspectives about nature, heritage, and the environment. A lack of awareness, a lack of relevance, or economic barriers can often contribute to the disconnection of young people from the outdoors, the environment, national parks, and cultural sites.

For more than 12 years, the Parks Conservancy, in partnership with the National Park Service and Presidio Trust, has taken a collaborative approach to engaging local youth in their national park by fostering next-generation leadership and inviting youth to co-design programs that create connections between culture and nature for young people—with a strong focus on underserved, inner-city youth and their families.



Crissy Field Center programs engage more than 20,000 youth annually

Youth programs at the PX will build upon the Conservancy's expertise, track record, community connections, and partners in this arena. With its programming recognized as a national model for youth engagement with national parks and public lands by every Secretary of the Interior since the Crissy Field Center was founded, the Conservancy is well-prepared to expand and augment its impact at the PX.

Together, the PX and the Crissy Field Center will:

- Prepare and inspire thousands of young people to make positive impacts on their communities and their world.
- Connect youth, their families, and their communities to the Presidio.
- Provide a bridge to the next generation of national park visitors and supporters.

**Program Example:** A new Youth Exchange will work alongside the Conservancy's existing 135 youth-serving partners to create relevant and meaningful experiences for youth at the PX. The Youth Exchange will develop year-round, monthly programming that invites high school and college students, families, and youth-serving organizations to explore the intersection of culture and nature. Offered more than just a visit to the PX, youth will be invited to share their perspectives through performance, art installations, forums, and convenings—and will be given opportunities to meet and exchange ideas with leading scientists, authors, performers, and thinkers.



# PROGRAMS AT THE INTERSECTION OF NATURE AND CULTURE

PX programs are based around the connection of human experience and the natural world. The emphases of these programs are balanced on two axes: culture–nature, and creative expression–compelling exchange. This chart shows the framework for some potential signature, PX programs.



# A SAMPLE YEAR AT THE PX

Each year, the PX will present a balance of events and installations for local and international audiences. This calendar represents a sampling of programs throughout a year.

## EVENTS

### COMPELLING EXCHANGE

JAN	FEB	MAR	APR	MAY
	<b>IDEAS FESTIVAL WEST</b> with the Aspen Institute		<b>ANNUAL GOLDMAN ENVIRONMENTAL PRIZE YOUTH SUMMIT</b> with the Goldman Environmental Prize	
<b>WORLD WAR II 75TH ANNIVERSARY</b> with Bill Lane Center for the American West and Presidio Heritage Center				

## EVENTS

### CREATIVE EXPRESSION

<b>RE-MAPPING THE PRESIDIO RESIDENCY</b> with Headlands Center for the Arts and Presidio Visitor Center			<b>MILITARY CRAFTS RESIDENCY</b> with Allison Smith	
<b>MAKER FAIR PRESIDIO</b> with Innovation Hangar		<b>OPEN FIELD</b> with the Walker Art Center		

## MAJOR

### INSTALLATIONS AND EXHIBITS

<b>CLIMATE CHANGE IN NATIONAL PARKS EXHIBITION</b> with the California Academy of Sciences				
<b>JAMES TURRELL INSTALLATION   ANDY GOLDSWORTHY INSTALLATION</b> <b>NED KAHN INSTALLATION</b> with the FOR-SITE Foundation				

## STANDING

### PROGRAMS

<b>MONTHLY PROGRAMS</b> First Saturday: Recycle, Reuse, and Barter Day   Second Sunday: Presidio Performers Third Thursday: Good Cause Exchange   Last Friday: Community Camp-out, Music, and Film Night				
<b>WEEKLY PROGRAMS</b> Presidio Art, History, and Nature Walks   Lunch with PX Residents and Thought Leaders Cooking Classes   Arts Workshops   Stargazing   Dance Lessons				

The exact mix of programs will be refreshed every year in collaboration with our partner institutions. For a more in-depth look at signature, annual, monthly, and weekly programs, see the PX proposal submitted on September 16, 2013.

JUN	JUL	AUG	SEP	OCT	NOV	DEC
HEALTH AND PARKS GLOBAL CONFERENCE with the Institute at the Golden Gate		BIOBLITZ with National Geographic and California Academy of Sciences		SOCIAL GOOD SUMMIT WEST with United Nations Foundation		
WORLD WAR II 75TH ANNIVERSARY with Bill Lane Center for the American West and Presidio Heritage Center						
	PRESIDIO MUSIC AND DANCE FESTIVAL			AUTUMN THEATER AT THE PX with We Players		
IMMIGRATION FILM FESTIVAL with local cultural centers and film centers		ENVIRONMENTAL POETRY SERIES			OHLONE CULTURE FESTIVAL with Ohlone Profiles Project	
STEPHANIE SYJUCO EXHIBITION with the FOR-SITE Foundation			CAMILLE UTTERBACK INSTALLATION with the FOR-SITE Foundation			
JAMES TURRELL INSTALLATION   ANDY GOLDSWORTHY INSTALLATION NED KAHN INSTALLATION with the FOR-SITE Foundation						
MONTHLY PROGRAMS First Saturday: Recycle, Reuse, and Barter Day   Second Sunday: Presidio Performers Third Thursday: Good Cause Exchange   Last Friday: Community Camp-out, Music, and Film Night						
WEEKLY PROGRAMS Presidio Art, History, and Nature Walks   Lunch with PX Residents and Thought Leaders Cooking Classes   Arts Workshops   Stargazing   Dance Lessons						



## PROGRAM CURATION

The PX director and program managers will curate the full suite of program offerings. Prior to the opening of the PX, the director and program managers—in consultation with PX program advisors, Presidio Trust staff, and Parks Conservancy program managers—will develop a three-year program plan. The plan will include criteria for selecting national and local programs, and outline the roles of partners and PX Residents in program delivery.

The program delivery strategy is described below.

- **Signature Programs:** The PX director and program staff will develop the schedule of high-profile programs and events to be offered in collaboration with nationally recognized institutions. Staff of partner organizations will be expected to contribute to the delivery and marketing of the programs.
- **Exhibitions and Installations:** The FOR-SITE Foundation will play a major role in curation and implementation of exhibitions and installation, with oversight by PX program managers.
- **Institute at the Golden Gate Programs:** The PX director and program managers will work with the seven-member staff at the Institute at the Golden Gate to develop and offer one or two signature programs annually.
- **Programs for Youth:** The PX director and program managers will work with Crissy Field Center program experts and youth leaders to offer ongoing programs for inner-city youth and other youth audiences. ChangeScale, the regional collaborative of environmental education providers, will advise on PX youth programming.
- **Community Programs:** The PX director and program staff will develop criteria and plans for community programs. PX Residents will be invited to engage the public in the creation and delivery of their work. The PX may establish an advisory group, including Presidio Trust staff, to provide guidance on engaging local and regional organizations in its work.

## PROGRAM DIFFERENTIATION

The PX clearly adds to the Presidio visitor experience. With its emphasis on signature programs, unique mission, large-scale spaces, and world-class views, the PX will offer programming and a venue that no other Presidio facility provides (see Appendix B for program differentiation matrix).

Some PX offerings will directly complement, but not duplicate, programs at other Presidio visitor destinations. The Conservancy has revised some program objectives: the PX will not serve as a hub for general Presidio programs nor is it envisioned as a portal facility for visitors to the Presidio and Crissy Field.

### Complementing Other Presidio Programming

There are many ways in which the PX can complement the offerings of other Presidio centers and visitor facilities, particularly those at the Main Post. PX program staff will work closely with Presidio Trust, Conservancy, and National Park Service staff to conceive and offer programs that span multiple venues. A few examples are provided for illustrative purposes only.

- **World War II and the American West:** This collaboration with the Bill Lane Center for the American West would include lectures, exhibits, and a film festival. Presidio audiences would be encouraged to explore WWII-era structures in the Presidio and WWII veterans and their families could share their memories with the public. This multi-faceted program could span the PX, Heritage Center, and Presidio Visitor Center.



The authentic settings of the Presidio (such as Crissy Field, shown here in 1941) serve to illuminate World War II history in the American West

- **Re-Mapping the Presidio**  
**Residency:** In collaboration with Headlands Center for the Arts, the PX will host an artist, writer, scientist, or collective to create new ways to orient visitors to the Presidio—and allow visitors to be participatory agents in their own discovery of the Presidio. The product of this creation—a map, 3-D model, written piece, or digital media—could be promoted and displayed in the Presidio Visitor Center.

- **Ohlone Festival:** The PX could offer a festival on Ohlone lifeways at the Presidio, the Presidio Visitor Center could offer guided hikes to El Polín Spring and the Tennessee Hollow watershed, and the Heritage Center could offer a concurrent lecture series.
- **Hispanic Immigrant Heritage:** To complement an exhibit about the Spanish settlement of the Presidio and the 18th century migration of Spaniards, the PX could host a series of major events and exhibits during National Hispanic Heritage Month exploring the relationship that today's Latino population has with the American landscape. These could include film screenings on immigration and farming, land art and the archaeological sites of Latin America, art exhibits by contemporary Latino artists, poetry readings, and music and dance performances.
- **Resident's Workshop:** A PX Resident's public workshop could involve photography, drawing, and sound recording on the trails and around historic structures of the Presidio.
- **Presidio Music Festival:** Outdoor music performances could be offered simultaneously at multiple venues in the Presidio, and the PX could offer opportunities to meet the musicians at an evening salon.
- **Art-a-thon at the PX:** The Crissy Field Center could bring numerous youth art organizations from across the Bay Area together with 500 inner-city youth for a 24-hour celebration of dance, improvisation, music, poetry, and art-making related to the intersection of nature and culture.



The PX offers the opportunity to enhance the creative programs at the neighboring youth campus, and to provide a platform for large-scale events

## Avoiding Duplication and Overlap

The Parks Conservancy understands that the Presidio Trust does not wish to have duplicative or overlapping visitor services in the area encompassing the Main Post and Crissy Field. As a result, the Parks Conservancy is proposing four revisions to its original PX plan:

- **Repurpose the Living Room.** The Living Room space on the ground and second floors was originally envisioned to serve the thousands of casual visitors to Crissy Field and the Presidio. Now, the Living Room space is repurposed as galleries, providing dramatic open areas for art installations, immersive displays, and other engaging programmatic activities. This space also will fulfill an important goal of 21st century cultural institutions—offering a convivial space for visitors.
- **Scale back the visitor welcome and orientation function.** Because the revised proposal does not call for the PX to serve as a portal to the Presidio for the general public, the 3,000-square-foot Trailhead (information and welcome area) will be repurposed. A small reception area will be established in the entry lobby. The former Trailhead area will be converted to work space for the PX Residency program.
- **Redefine the restaurant.** The food services of the PX are not simply a revenue generator, but rather one of the most universally accessible programmatic offerings. A meal is not just an occasion for refueling, but also a time for reconsidering our connection to the plants, animals, and people we depend upon to survive. It is also a crucial communal and social time—as food and drink contribute to a lively and memorable exchange.

In lieu of a café on the ground level and a restaurant with a lounge on the second level, the Conservancy is open to including an informal café with seating on both ground and second levels and a small lounge on the second level. A self-service café could feature an affordably priced assortment of food and beverages, along with grab-and-go items. This change may be necessitated by any future Trust plans calling for more formal restaurant service in the area. The PX will provide catering services for programs and events held on-site.



Alice Waters, a champion of healthy, seasonal, local foods, serves as an advisor to the PX

- **Refocus retail offerings.** The PX store (workSHOP) will be unlike any other in the Golden Gate National Parks. The Conservancy's retail offerings at Alcatraz, the Golden Gate Bridge, the Presidio, Lands End, and Muir Woods are all specifically focused on the park site and the broader park. In contrast, the PX store will be focused on the more global mission of the PX and onsite exhibitions, installations, and programs. It also will function as a crafts studio where people make products and exchange skills. Only a limited number of Presidio and/or park-related items will be offered for sale at the PX. This will help ensure that sales of interpretive items at the PX do not directly compete with retail sales at the Presidio Visitor Center.

The revisions to earned income sources outlined in this document do not materially affect the financial plan; Any unforeseen shortfall could be covered with the addition of other income sources not previously estimated (such as outdoor venue rental).



## A SEAMLESS CONNECTION TO THE SITE

One of the key features of the PX design is its strong connection to the surrounding landscape, the new tunnel top parklands, and the nearby Main Post. More than just an “island attraction,” the PX is a harmonious addition to the Mid-Crissy Field zone, complementing nearby facilities and open space.

With many windows and openings, the PX architectural design invites visitors to connect with other parts of the Presidio, both visually and physically. This connection is reinforced by major pedestrian pathways that connect to the Main Post and tunnel top parklands in a dramatic and intuitive manner. The site plan also unifies the Mid-Crissy Field site with the Crissy Field Center and forthcoming youth campus, so this area will be viewed as a whole, rather than as separate, unrelated experiences.

### Scaled to Purpose and Place

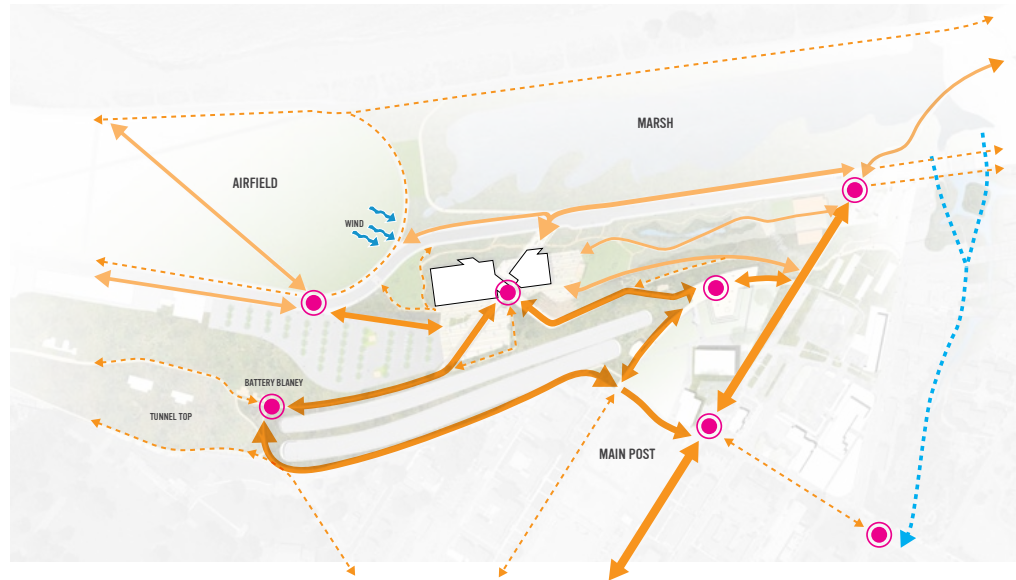
The key site revision proposed in this document is a reduction of the building size. In response to questions from the Presidio Trust Board and follow-up discussion with Trust staff, the Conservancy will complete only Phase I of the building plan. This will result in a 55,000-square-foot facility, rather than the 97,000-square-foot facility originally envisioned in full build-out of Phases I and II.

In addition, the Conservancy is proposing new uses for various outdoor features and interior spaces so they are more closely linked to PX programs and youth-serving activities. The proposed revisions are detailed on the following pages.



View of the PX in its broader environmental context, looking southeast toward the Main Post and the heart of San Francisco (Rendering by steelblue)

Finally, the Conservancy is open to the possibility of relocating the PX closer to the Presidio Parkway (portions of the existing building would not be reused). This relocation would offer more open space between the building and Mason Street and could provide more visual continuity in the Mid-Crissy corridor.



A linchpin between Crissy Field and the Main Post, the PX design facilitates circulation through the Presidio and directly to the new tunnel top parklands (Rendering by CMG Landscape Architecture)

## Key Revisions to the Site Plan

- The major change to the site plan is the repurposing of the area originally identified for construction in Phase II. In the revised plan, the footprint for the Phase II building becomes multi-purpose space, usable for events, outdoor art installations, parking, and a work yard.
- A portion of the new space, adjacent to the building, is designated the World Stage Plaza, which will connect seamlessly to the World Stage.
- To strengthen the linkage to the adjacent youth campus, the trail from the PX to the Crissy Field Center is enhanced and additional directional and interpretive signage is provided. The trail could be named the Crissy Field Center Promenade.
- The Picnic Pavilion is renamed the PX Pavilion and used primarily for programs such as cooking demonstrations or small food-related classes. It serves as an informal area for visitors to gather and eat during non-program times.
- Some pathways and earthworks on the bluff are slightly reconfigured.





### PRESIDIO EXCHANGE

- |                    |                      |
|--------------------|----------------------|
| ① ENTRY PLAZA      | ⑧ MID CRISSY PARKING |
| ② CRISSY COMMONS   | ⑨ WEST MEADOW        |
| ③ PX PAVILION      | ⑩ PLANTED BUFFER     |
| ④ AMPHITHEATER     | ⑪ LANDFORM BUFFER    |
| ⑤ EAST LAWN        | ⑫ WORLD STAGE PLAZA  |
| ⑥ ROOFTOP TERRACES | ⑬ ELEVATED WALKWAY   |
| ⑦ BRIDGEWAY        |                      |

### ADJACENT PARKLANDS (CURRENT AND FUTURE)

- |   |                        |                  |
|---|------------------------|------------------|
| Ⓐ CEMETERY TUNNEL TOP                           | Ⓔ LEARNING LANDSCAPE   | Ⓐ BUILDING 211   |
| Ⓑ MILITARY INTELLIGENCE SERVICE LEARNING CENTER | Ⓕ CRISSY FIELD CENTER  | Ⓑ VISITOR CENTER |
| Ⓒ BATTERY BLANEY                                | Ⓖ TUNNEL TOP PARKLANDS | Ⓒ TRANSIT CENTER |
| Ⓓ NEW PROMENADE CONNECTION                      | Ⓗ PROMONTORY OVERLOOK  |                  |
| Ⓔ MARSH OVERLOOK                                | Ⓘ GARDENS/PLAY AREA    |                  |
| Ⓕ BLUFF PLAYScape                               |                        |                  |



View of the PX and surrounding landscape, showing the tunnel top parklands, Bridgeway, East Lawn, Crissy Commons, Amphitheater, PX Pavilion, elevated walkway to the future Cemetery tunnel top parklands, and the World Stage Plaza (Rendering by steelblue)

## Key Revisions to the Building Plan

The Conservancy has made several changes to the exterior and interior of the PX to better meet program needs, avoid duplication with other Presidio visitor facilities, and provide venues for youth programming.

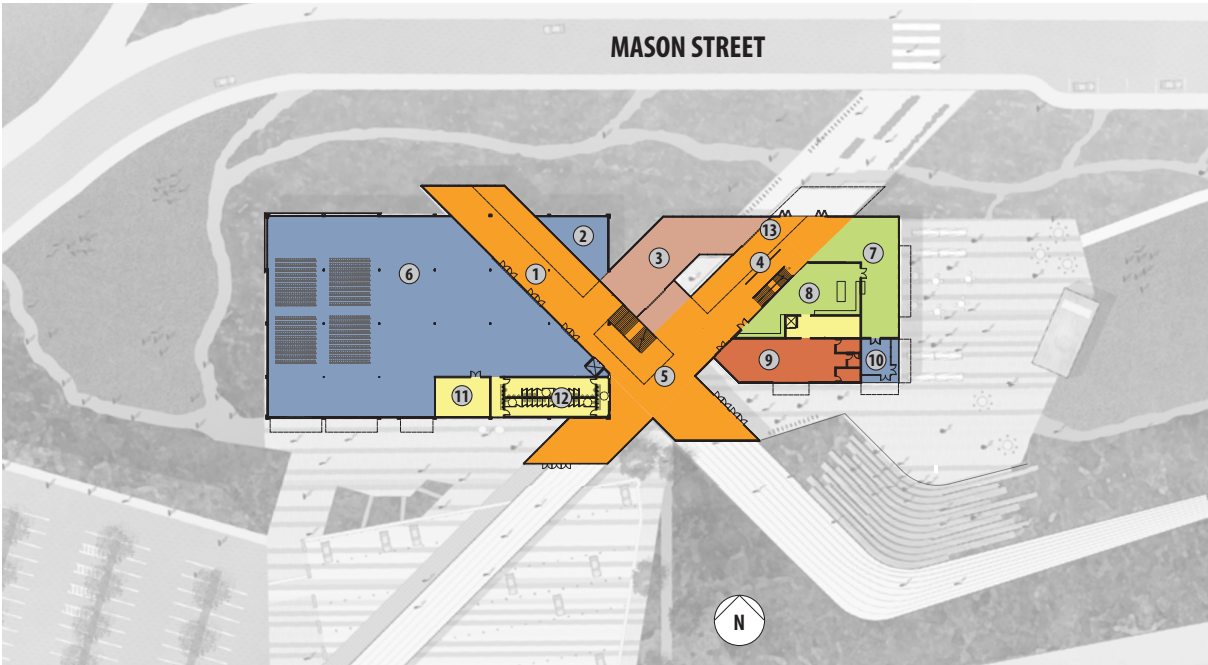
### Exterior

- The World Stage program space, formerly known as the Open Space, is fitted with large roll-up doors and opens to the new World Stage Plaza, an outdoor gallery and event space.
- An elevated pedestrian walkway extends southwest from the building to the future Cemetery tunnel top parklands. This segment of the X-shaped walkway system was originally planned for Phase II.

### Interior

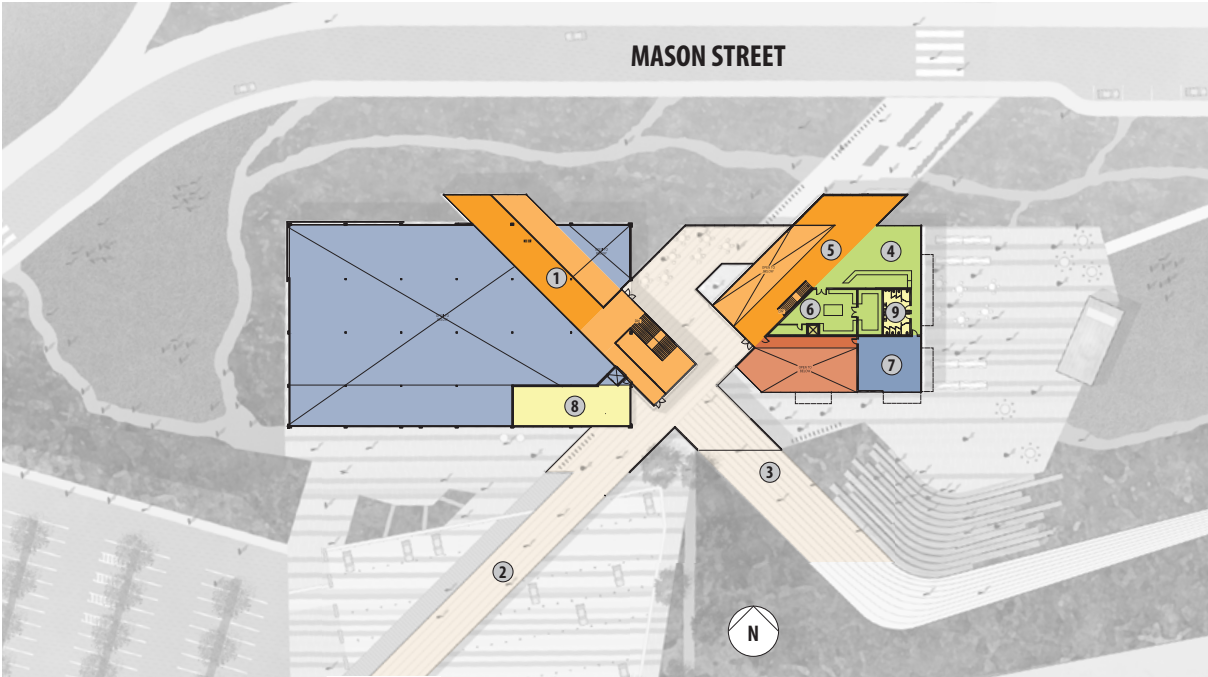
- The Living Room spaces are converted to gallery/exhibition spaces and are now known as the Lower Gallery and Upper Gallery.
- The flexible space called the Open Space is renamed the World Stage.
- The area formerly called the Trailhead is converted from a visitor information space to a space for the Residency Lab.
- A reception desk is located in the entry lobby.
- Located on the second level, the Restaurant is potentially converted to informal café space, to serve as an extension of the café on the ground level. The Lounge remains on the second level.
- The Spiral, an interactive exhibit primarily about the Presidio, is replaced by a major art installation, such as an immersive piece by James Turrell that more broadly connects art and place.
- The demonstration kitchen is moved to the café, the outdoor PX Pavilion, and a potential pop-up facility.
- The Upper and Lower Gathering Spaces, renamed Classrooms, are more strongly linked to youth campus programming for inner-city and underserved youth. These spaces are also available for rental.

Ground Level Floor Plan



- |                           |                            |                            |
|---------------------------|----------------------------|----------------------------|
| ① LOWER GALLERY 14,000 SF | ⑥ WORLD STAGE 15,000 SF    | ⑪ STAGING / STORAGE 800 SF |
| ② PARK PLACE 900 SF       | ⑦ CAFE 2,500 SF            | ⑫ RESTROOMS 2,500 SF       |
| ③ RESIDENCY LAB 3,000 SF  | ⑧ KITCHEN 2,000 SF         | ⑬ RECEPTION DESK           |
| ④ PRESIDIO WALL           | ⑨ WORKSHOP 2,500 SF        |                            |
| ⑤ MAJOR ART INSTALLATION  | ⑩ LOWER CLASSROOM 1,000 SF |                            |

Second Level Floor Plan



- |                          |                    |                            |
|--------------------------|--------------------|----------------------------|
| ① UPPER GALLERY 2,250 SF | ④ CAFE 2,000 SF    | ⑦ UPPER CLASSROOM 1,000 SF |
| ② EXTERIOR GALLERY       | ⑤ LOUNGE 1,000 SF  | ⑧ ADMIN 1,700 SF           |
| ③ BRIDGEWAY 20,000 SF    | ⑥ KITCHEN 1,500 SF | ⑨ RESTROOMS                |





View of the World Stage Plaza, an event and outdoor gallery space on the south side of the PX World Stage, and the elevated walkway from the PX to the future Cemetery tunnel top parklands (Rendering by EHDD)



View of Golden Gate Bridge, San Francisco Bay, and Crissy Field from the future Main Post Bluff, looking northwest; visible are the Bridgeway, Amphitheater, café, PX Pavilion, and elevated walkway to the future Cemetery tunnel top parklands (Rendering by steelblue)

## A PARTNERSHIP SUCCESS

The Presidio Trust manages one of the nation's most innovative parks—renowned for its partnerships with the public, private, and nonprofit sectors.

### Working with the Presidio Trust

The success of the PX depends upon a deeply collaborative relationship with the Trust. We welcome the Trust's guidance on program and physical design to ensure that the PX enhances visitor offerings at the Presidio and achieves a shared vision for this landmark public destination. We remain willing to expand, scale back, or modify components of our PX proposal to appropriately reflect the Trust's plans and preferences.

### Phasing

The Parks Conservancy is willing to work with the Presidio Trust on either of these phasing approaches:

- **Early Implementation of the PX:** Pending Trust approval of the PX, the Conservancy is prepared to move to early stages of implementation, including fundraising work and more detailed physical and program design. The goal would be to open the PX in concert with other park improvements planned for the Mid-Crissy and Main Post zones of the Presidio. Additionally, the Conservancy would be ready to prototype and deliver programs in advance of the full PX facility renovation and construction.
- **Delayed Development of the Mid-Crissy Field Site:** If the Trust determines that it is prudent to first implement other visitor improvements planned for this park zone—such as the new Presidio Visitor Center, tunnel top parklands, and expanded youth campus—and then evaluate the best use of the Mid-Crissy Site, the Conservancy would respect and unreservedly endorse that decision.

## A GIFT FOR GENERATIONS

“The Presidio Trust is an innovative federal agency created to save the Presidio and transform it for a new national purpose. The Trust’s vision is that the Presidio will be forever a public place: vital to the Bay Area, important to all Americans, and recognized for achieving broad benefits for the nation.”

– Presidio Trust Mission + Vision

As one of America’s most innovative and treasured public places, the Presidio represents an iconic blending of nature and culture, and a bold history of cultural expression and exchange. The PX will leverage the Presidio’s well-known assets, offering contemporary programs that distinguish this place as unique in the world.

The Presidio is poised to take the next step in its evolution as a place of distinction. The Parks Conservancy would be honored to be a part of that future.



Current view of the Presidio's zone of major park-building connecting Crissy Field to the Main Post with new public places, facilities, and programs at the gateway to the Bay Area

## APPENDICES



# APPENDIX A

## AI WEIWEI ON ALCATRAZ: A PX CASE STUDY

### @LARGE: AI WEIWEI ON ALCATRAZ

The upcoming @Large: Ai Weiwei on Alcatraz exhibition is a useful case study of the program model for the PX. Like the PX programs, it is site-specific, participatory, and multi-disciplinary. Like the PX signature programs, the six-month exhibition will offer rich material for a wide variety of public programs and attract visitors from around the world. And like the PX programs, it is done in partnership—in this case between the FOR-SITE Foundation, Golden Gate National Parks Conservancy, and National Park Service.

#### What It Is

Chinese artist and activist Ai Weiwei responds to the layered history of Alcatraz—a notorious federal penitentiary, a site of Native American heritage and protest, and now a national park—with a major new body of work. Ai is creating site-specific sculpture, sound, and multimedia works for spaces throughout the island, including regularly restricted areas that will be opened to the public especially for this exhibition. Revealing new perspectives on



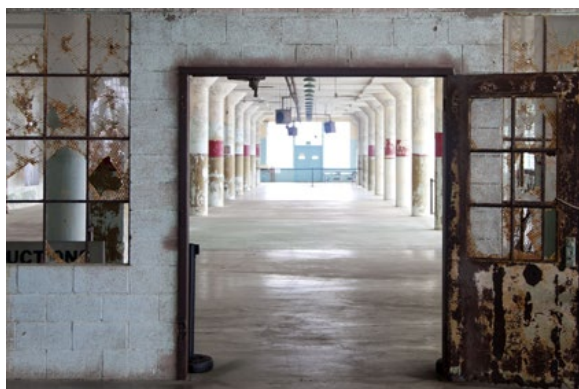
Ai Weiwei in the elevator when taken into custody by the police, Sichuan, China, 2009 (Photo courtesy the artist)

Alcatraz, the exhibition also raises urgent questions about the role of the individual and creative freedom. It examines incarceration as a tool of political control and art as an act of resistance. Associated public programming will include curator and docent tours, a film series presenting the films of Ai Weiwei, films related to the exhibition themes, and panel discussions with internationally recognized art historians, specialists in Chinese art, and social scientists who study art and activism.

For Ai, these are not just artistic themes; they are facts of life. A vocal critic of the Chinese government, Ai was taken into custody by Chinese authorities in 2011 and secretly detained for 81 days on charges of tax evasion. Although his bail was lifted in 2012, he is still not permitted to leave China. As a result, Ai is currently unable to visit Alcatraz; he is developing the artwork for the exhibition from his studio in Beijing with the help of exhibition curator and FOR-SITE Foundation Executive Director Cheryl Haines and a team of international collaborators.

## International Media

The exhibition has been ranked as one of the most anticipated art exhibitions of 2014 internationally. Nine months before the opening, the project has been covered in major media outlets around the world, including the New York Times, Los Angeles Times, San Francisco Chronicle, San Francisco Magazine, KQED, ABC, New York Magazine, TED, Flavorpill Media, The International New York Times (formerly the International Herald Tribune), El País, La Stampa, Corriere Della Sera, Istanbul '74 Gazette, Dagens Nyheter, and many more.



Interior of the New Industries Building at Alcatraz, site of the exhibition @Large: Ai Weiwei on Alcatraz, September 27, 2014–April 26, 2015 (Photo by Jan Stürmann, courtesy FOR-SITE Foundation)

## About the Artist

Ai Weiwei is a Beijing-based artist and activist whose work encompasses sculpture, installation, photography, film, architecture, curation, and social criticism. His art has been featured in major solo exhibitions including the retrospective Ai Weiwei: According to What?, organized by the Hirshhorn Museum and Sculpture Garden, Washington, DC, traveling to the Pérez Art Museum Miami in 2013 and to the Brooklyn Museum in 2014; Circle of Animals/Zodiac Heads at the Pulitzer Fountain, New York, 2011; and Sunflower Seeds at Tate Modern,

London, 2010. Ai collaborated with architects Herzog & de Meuron on the design for the 2012 Serpentine Pavilion in London and on the “bird’s nest” stadium for the 2008 Beijing Olympics. Ai received the Václav Havel Prize for Creative Dissent from the Human Rights Foundation in 2012, among numerous awards and honors.

## About the FOR-SITE Foundation

The FOR-SITE Foundation advances art about place. At the Presidio, FOR-SITE has commissioned more than 30 artists to develop new art works offering fresh, unique interpretations of this national park and national landmark. Artistic installations have represented the Presidio’s natural heritage (Presidio Habitats: 2010-2011), its human history (International Orange: 2012) and its historic forest (Andy Goldsworthy’s Spire, Wood Line, and Tree Fall: ongoing). The FOR-SITE Foundation is dedicated to the idea that art can inspire fresh thinking and important dialogue about our natural and cultural environment.

At the Presidio Exchange, the FOR-SITE Foundation will collaborate as a partner in a variety of ways, bringing the inspiration and creativity of artists to the Presidio’s many settings, themes, and stories.

## APPENDIX B

### PROGRAM DIFFERENTIATION AT A GLANCE

VENUE	PRIMARY VISITOR EXPERIENCE	DESIRED OUTCOMES	TYPICAL PROGRAMS
<b>Presidio Exchange</b>	<p>Creative, participatory expression through art, music, dance, theater, film, and other art forms</p> <p>Immersive displays and presentations</p> <p>Thought leadership and exchange of ideas</p> <p>Connections to and greater awareness of the adjacent youth campus and park-based programs for inner-city and underserved youth</p>	<p>Inspire and make connections around natural/cultural themes</p> <p>Advance solutions to challenging issues</p> <p>Create relevancy between national landmarks/parks and larger societal issues</p> <p>Introduce more youth to the parks and environmental issues</p> <p>Elevate the park's nationally recognized programs for urban youth, which serve as a model for parks worldwide</p>	<p>World-class exhibitions, performances, festivals, celebrations, and events</p> <p>Permanent and temporary art installations by celebrated artists, innovators, and others, many in partnership with nationally regarded groups such as the FOR-SITE Foundation</p> <p>For invited audiences and the general public, forums, convenings, symposia, and other programs focused on contemporary issues of national and global concern—many offered in partnership with leading organizations such as the Aspen Institute and National Geographic</p> <p>Unique, large-scale programs and convenings by and for underserved youth</p>
<b>Visitor Center</b>	<p>Information and orientation hub</p> <p>Portal to the Presidio</p>	<p>Starting point for people to plan their visit, understand the Presidio's basic significance, and learn about options offered at the Presidio</p>	<p>Guided walks and talks by NPS rangers, Trust and Conservancy staff members and docents</p>
<b>Heritage Center</b>	<p>Interpretation and education</p> <p>Community gathering place</p>	<p>Interpret Presidio history</p> <p>Provide social space and food service for visitors and the Presidio community</p>	<p>Exhibits and displays</p> <p>Programs for visitors and youth that focus on the Presidio's history</p>
<b>Crissy Field Center</b>	<p>Youth development, leadership training, and environmental education</p>	<p>Bring national park experiences to inner-city and underserved youth</p> <p>Train a new generation of environmental stewards</p>	<p>School programs</p> <p>Youth leadership programs</p> <p>Summer camps</p> <p>Community group programs</p> <p>Programs for educators</p>
<b>Main Post/ Main Parade</b>	<p>Community commons</p> <p>Interpretation/Education via tenants</p>	<p>Contribute to quality of urban life</p> <p>Build appreciation and stewardship of Presidio</p> <p>Offer specialized learning opportunities (Disney Museum, other)</p>	<p>Large outdoor gatherings, such as Picnic at the Presidio, Film in the Fog, farmers' markets</p> <p>Annual heritage festivals</p> <p>Programs by tenants, such as film festivals and themed exhibits</p>



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To learn more about the Presidio Exchange:  
[www.presidioexchange.org](http://www.presidioexchange.org)