



Presented by Greg Moore, President and CEO, Golden Gate National Parks Conservancy
January 27, 2014

Good evening everyone. It is my honor to present the Parks Conservancy's updated proposal for the Mid-Crissy Field Site – the Presidio Exchange. I thank the Presidio Trust Board for their comments and questions on our last proposal, which we have responded to in our submitted supplement. And I extend the Conservancy's appreciation, respect and collegiality to all involved in this chapter of park-making at the Presidio – and the process to determine the best future for this site.

We have journeyed together over the past year of this process. And I will begin my presentation this evening in the same way I began almost one year ago – quoting from the "Request for Proposals" document of the Presidio Trust and its first three words:

POWER OF PLACE

POWER OF PLACE. For this process has confirmed the power of this place.

POWER OF PLACE



It has captured our imaginations. It has generated many options for its future of this site. And it has fueled a robust public debate about what is best for this place we all treasure, the Presidio.

NATURE



The Presidio is a place defined by nature – at the entrance to one of the world's largest estuaries where fresh and salt water exchange.

CULTURE



And the Presidio is a place defined by culture – shaped by a diversity of people over the centuries.

CULTURE
NATURE

Our master narrative for the Presidio Exchange is inspired by this place – a place at the intersection of NATURE & CULTURE. And our revised proposal embraces this theme and this focus.



The Presidio Exchange is a Contemporary Center of Nature and Culture.



Explores the relationship of
human culture and the natural world
through creative expression
and compelling exchange

The PX explores the relationship of human culture to the natural world through creative expression and compelling exchange. The PX responds to one of the most important issues of our time.



In a world of decreasing nature and increasing human population, we have the 21st century challenge to help nature and culture co-exist and prosper.

CULTURAL INSTITUTIONS

Temples to culture
or
cultural catalysts

With the many challenges facing us in the 21st century, today's cultural institutions face a choice: they can either be temples to culture – or they can be cultural catalysts.

CULTURAL INSTITUTIONS

Passive and predictable
or
unpredictably idea-driven

They can be passive and predictable – or unpredictably idea-driven.

CULTURAL INSTITUTIONS

Watch the world pass by
or
shape its trajectory

They can watch the world pass them by – or they can shape the trajectory of its course.



A CONTEMPORARY CENTER OF
NATURE + CULTURE

A catalyst

The PX seeks to be a catalyst.



The PX will be a place that challenges minds, melds environments and cultures, and responds to the uncertainties of the future.



It will reach across continents, disciplines, and media.



It will unite thinkers, artists, and innovators to create, celebrate, and shape ideas about human interactions with global environments.



With its array of programs and its world class location, the PX will become a “must-see” destination.

What happens at the PX?

So what happens at the PX? Let's imagine the range of experiences as well as specific examples of what you might find there when you visit.

IMAGINE

A n O p e n C a n v a s

Imagine an inspiring open canvas where artists from around the world interpret this iconic place.



EXPERIENCE JAMES TURRELL



Where you might experience a major installation of internationally renowned environmental artist James Turrell – an installation that uses the unique and changing natural light of the Golden Gate as its artistic medium.

IMAGINE

A W o r l d S t a g e

Imagine 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.



EXPERIENCE



Where you could take part in the Ideas Festival "West" of the Aspen Institute – joining renowned international leaders and entrepreneurs to explore the links of environment and technology.

IMAGINE

A Place to Reinvent

Imagine a place that each generation reinvents – creating strong connections with the world that sustains us.

EXPERIENCE ALLISON SMITH



Where through an ever-changing program of artistic, scholarly and innovator residencies, you might participate in recreating objects that reflect the Army's long legacy at the Presidio – in collaboration with celebrated artist Allison Smith (now at New York's MOMA).

IMAGINE

The Next Generation

Imagine welcoming and engaging the next generation – helping young people discover their connections to the worlds of nature and culture, while encouraging their leadership and civic engagement.

EXPERIENCE



THE
GOLDMAN
ENVIRONMENTAL
PRIZE



Where you might attend the Goldman Environmental Prize international youth summit – where young leaders can meet with award-winning change makers recognized for their grassroots efforts to protect the environment across the globe.

IMAGINE

A P l a c e f o r A l l

Imagine a place for all – for visitors from afar and from the Bay Area community – reflecting the democratic mission of our national parks.

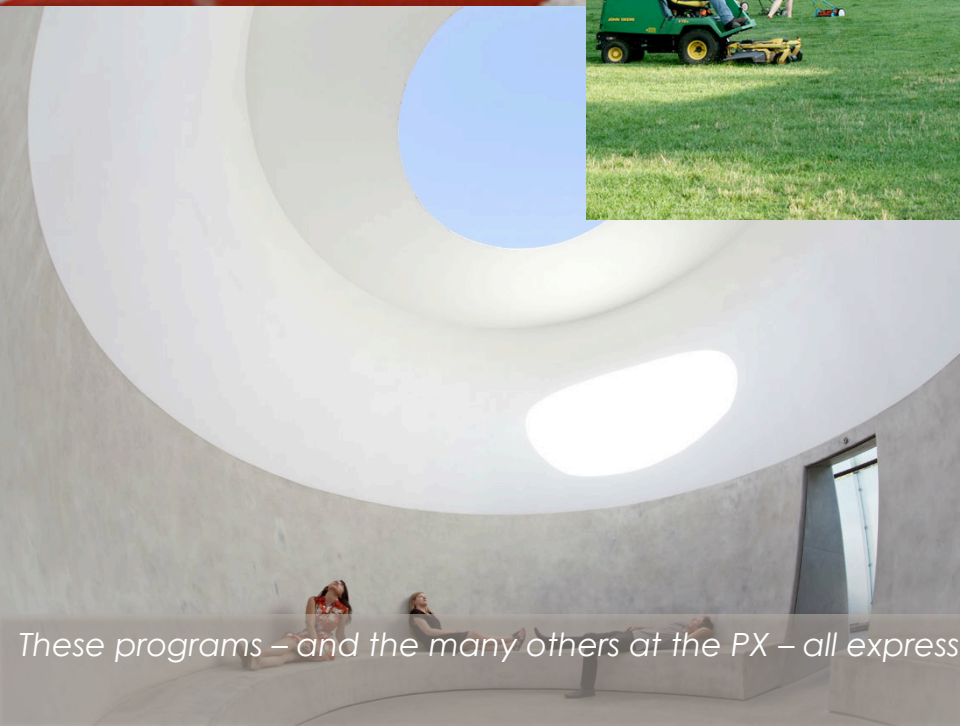
EXPERIENCE



**OPEN FIELD
IS WHAT WE MAKE
TOGETHER.**

WALKER ART CENTER

Where you can enjoy the PX Open Field Program – produced in collaboration with the Walker Art Center – whose nationally-awarded program engages the community in creative expression and idea exchange.



These programs – and the many others at the PX – all express its mission and master narrative.

CULTURE



● Allison Smith
R e s i d e n c y



● Aspen Ideas Festival



Open Field

COMPELLING EXCHANGE



● Goldman Prize
Youth Summit

NATURE



● James Turrell
Installation

CREATIVE EXPRESSION

This diagram demonstrates our curatorial approach and plots these signature programs by content theme and program focus. The PX theme lies along a continuum of culture to nature. PX program focus ranges from creative expression to compelling exchange.

Ongoing Programs



These signature programs are augmented by many ongoing programs and offerings – including permanent exhibits and installations, a Youth Exchange program and a speaker series.



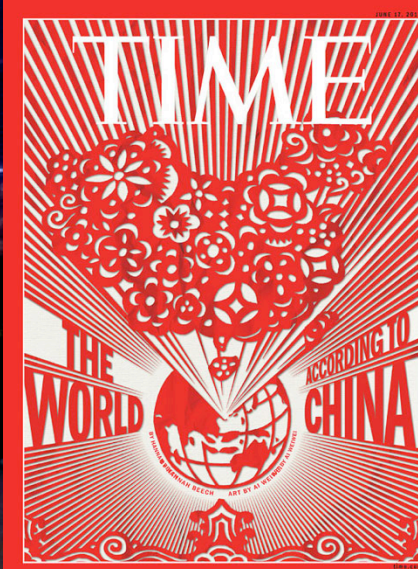
as well as indoor and outdoor spaces to enjoy the setting, a meal or your family and friends.

**GOLDEN GATE
NATIONAL
PARKS
CONSERVANCY**



The Conservancy brings experience to this exciting arena of nature and culture.

Ai Weiwei



We have recently announced an installation of internationally renowned Chinese artist and activist Ai Weiwei – in partnership with the FOR-SITE Foundation and the National Park Service. Ai Weiwei's art ranges from his design of an Olympic Stadium to magazine covers to installations around the world.

@Large: Ai Weiwei on Alcatraz



Ai Weiwei's planned installation on Alcatraz has garnered international media as the world anticipates this artist, now under house arrest in China, opening an exhibition at a park site that in its penitentiary past, incarcerated various political prisoners.



The Presidio is the park it is today because of robust partnerships.

PX PARTNERSHIPS

ARTS

California Institute of the Arts
FOR-SITE Foundation
Headlands Center for the Arts
Mural Music & Arts Project
Stanford Arts Institute
Walker Art Center

NATURE/SCIENCE

Bay Area Open Space Council
California Academy of Sciences
Chabot Space and Science Center
Conservation International
David Brower Center
National Wildlife Federation
National Geographic Society
NatureBridge
Outdoor Afro
Student Conservation Association

CULTURE/HERITAGE

Bill Lane Center for the American West
California Historical Society
Center for Diversity & the Environment
National Geographic Society
Oakland Museum of California
Ohlone Profiles Project

INNOVATION/IDEAS

The Aspen Institute
encore.org
IDEO
The Innovation Hangar
National Equity Project
Next Generation
Stamen Design
TechShop
United Nations Foundation

Over 30 partners and advisors have joined the PX Community – ranging from the international to the local; in fields from the arts to nature to culture to innovation. With these partners, the PX has a broad and talented team.



Embraces the Park



It's not just what happens at the PX, but how the PX embraces and connects with the parklands surrounding it.



Connects to Main Post



These connections draw people visually and functionally [Cue] between the Main Post and Crissy Field and to the two new tunnel top parklands. Our updated design celebrates the nearby landscape with a very permeable building, offering even more openings to the outdoors than our previous design.



Outdoor Programs



And we have determined that many of our PX programs can occur in the outdoors – exposing more people to the park's beauty and other visitor offerings.



55,000 ft²



As a result, we have reduced the scale of our building to 55,000 square feet – about half the size of the other proposals being presented tonight.



World Stage Plaza



We have added a new outdoor public space entitled the World Stage Plaza – a venue for programs, events and art installations.



Let's take a moment to move outside this building, rise above the Presidio and take a look at the magnificent national park saved by all of you – and by visionary people before us. It is a sublime intersection of nature and culture – where the blend of geography, ecology, and human development has become a national park.

We can enhance this treasured place by connecting the Main Post to Crissy Field, by connecting the Presidio to visitors from around the world and by connecting this park to future generations. Now, as we glance over Crissy Field toward the Main Post, we find ourselves at an important chapter in the Presidio's evolution as new roadways, bulldozers and construction crews cover the site. This 8-acre site at Mid-Crissy Field is central to this park-building chapter.



Everyone in this room knows the importance of the decision being considered for this pivotal site. We all recognize its long-term effect on our beloved national park. And now: we face a choice.



A CONTEMPORARY CENTER OF
NATURE + CULTURE

THE BEST CHOICE

We believe the Presidio Exchange is the best choice. Here are five reasons for our conviction.



National Distinction



First: the PX will have national distinction.



National Distinction



Through signature programs, renowned artists, thought leaders, creators and problem solvers will actively engage with PX visitors at a world class location.



National Distinction



**NATIONAL
GEOGRAPHIC**

**CONSERVATION
INTERNATIONAL**



**CALIFORNIA
ACADEMY OF
SCIENCES**



THE ASPEN INSTITUTE

**OAK
LAND
MUSEUM
OF
FCA**

WALKER ART CENTER

Our partners and advisors include distinguished people and institutions.



National Distinction



Our proposal is based on solid research and current trends about what makes a modern, nationally-distinctive cultural institution successful in a world of constant change.



National Distinction



Second: the PX connects most directly to the park setting and mission. The PX does not duplicate what the Presidio has to offer, but augments and builds upon it.



Connects to Park Setting



Our updated proposal carefully describes how the PX differs from the other programs and facilities planned for the Presidio, yet it compliments their intended purpose and anticipated audience.



REQUEST FOR
CONCEPT
PROPOSALS

**CULTURAL
INSTITUTION**

AT THE FORMER
COMMISSARY SITE

Crissy Field District
Presidio of San Francisco
November 15, 2012

National Park Service • U.S. Department of the Interior

**GOLDEN GATE NATIONAL RECREATION AREA
MUIR WOODS NATIONAL MONUMENT**

DRAFT GENERAL MANAGEMENT PLAN/ENVIRONMENTAL IMPACT STATEMENT
SUMMARY EDITION

*Presidio Trust
Management Plan*

Land Use Policies for Area B of the Presidio of San Francisco

Executive Summary

MAY 2002

The Secretary of the Interior's Standards
for the Treatment of Historic Properties

with Guidelines for
Preserving, Rehabilitating
Restoring & Reconstructing
Historic Buildings

The PX meets every Presidio Trust guideline and is in compliance with all published plans – and exceeds many of the requirements.

Presidio of San Francisco
Interpretive Plan

**MID-CRISSY
AREA**

Design Guidelines

DECEMBER 2011
FINAL

Presidio
San Francisco



Connects to Park Setting



Its architecture embraces the outdoors and, of the three proposals, the PX is lightest on the land. Its landscape design connects to the nearby parklands in all directions.



Connects to Park Setting



Rather than block views, the PX opens to the view.



Contemporary & Adaptable



Third: The PX is contemporary and adaptable over time. We have made the case many times –



Contemporary & Adaptable



Audiences to museums increasingly want participation and engagement, not passive artifacts and displays. And our children and grandchildren will have preferences and needs we cannot foresee.



Contemporary & Adaptable



The PX is focused on its mission and themes, yet inherently designed for adaptation – an important ecological principle not only for the survival of species, but for the survival of cultural institutions as well. Through each generation's participation, the PX concept will grow, rather than fade, in relevancy over time.



Inclusive



Fourth: The PX is inclusive. The PX will be welcoming to all – in keeping with the ethos of our national parks.



Inclusive



With the Conservancy's decades of experience engaging diverse audiences and young people in our programs, the PX will reach all types of visitors –



Inclusive



From out of town guests to inner city youth.



Commitment to the Presidio



Fifth: The Conservancy is committed to the Presidio and a partnership approach. We are committed to achieving a result at the Presidio that will be celebrated locally, nationally, even internationally.



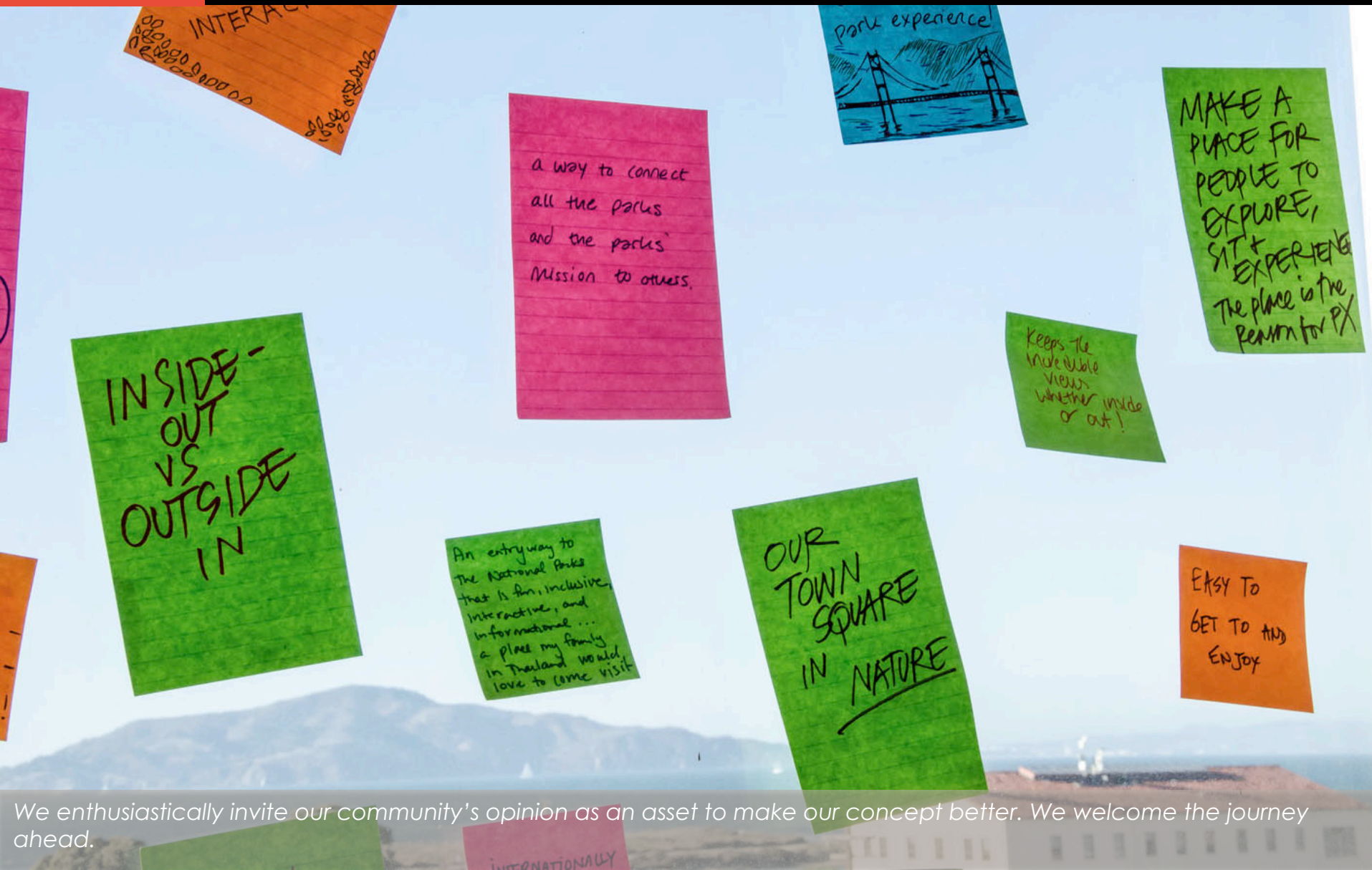
Presidio Trust



We embrace the viewpoints of the Presidio Trust and Park Service with deep respect for their jurisdictions and keen interest in their wisdom.



Commitment to the Presidio



We enthusiastically invite our community's opinion as an asset to make our concept better. We welcome the journey ahead.

THE JOURNEY AHEAD

And this journey will reach its destination with the most success when our community is unified and supportive of the vision for the Mid-Crissy Field Site. This takes time – but we have learned the wisdom of that investment;

TEST OF TIME

Especially when the decision needs to stand the test of time.

OPTIONS GOING FORWARD

Therefore, if selected by the Trust, we are open to many phasing options as we go forward – from piloting programs now; to beginning the next phase of PX implementation; or to waiting until we can see the results of current park building efforts in this zone to fully verify the vision, need and plan for the PX.

A HIGH BAR

We support the expectation of the Trust and of our community to achieve a high bar of public purpose at this site. We all believe in this destiny.

DO NO HARM

And we probably all believe that our stewardship obligation should also be guided by a principle of DO NO HARM to this pivotal location and the beloved parklands that surround it.



REQUEST FOR
PROPOSALS

CULTURAL INSTITUTION

AT THE FORMER
COMMISSARY SITE

Crissy Field District
Presidio of San Francisco
May 2013

In the Presidio Trust's "Request for Proposals" a challenge was given to us all. For the past year, we have pursued that challenge together – with determination, hard work, robust discussion and differences of opinion.

“... befitting its location
at the Golden Gate and
honoring the power of place.”

- Presidio Trust Request for Proposals

But on one thing we all agree: we should achieve the goal for the Mid-Crissy Field Site that the Presidio Trust has asked us for: “befitting its location at the Golden Gate and honoring the power of place.” This place deserves nothing less.



We can be patient to achieve a unified result in this national park At a place that is so important to us all, and At a time when future generations are counting on us to pass along a lasting legacy. Thank you.