



Presented by Greg Moore, President and CEO, Golden Gate National Parks Conservancy
September 23, 2013

Hello everyone. It's great to see so many people here who are committed to best future for the Presidio – and I am honored to join the two other finalists this evening. I'd like to extend a special thanks to the Presidio Trust for creating such a participatory process for the reuse of the Mid-Crissy Field site.

All of you in this room represent the story of the Presidio – a place saved and restored for all time by an entire community. The beauty of the Presidio is that no one person, no one event, no one tenant and no one organization has saved this landmark place and made it a thriving national park. It is an accomplishment we all share – a national park right in our own backyard.

America's Best Idea

In fact, the late Bay Area author and environmentalist Wallace Stegner expressed it well when he said, "National parks are the best idea we ever had."

Absolutely American

Absolutely democratic

Reflecting us at our best

Do we have the best idea for the site?

Is it absolutely democratic?

Does it reflect us at our best?



PRESIDIO
EXCHANGE

We believe that the Presidio Exchange answers that call.



This is an amazing site with the most amazing opportunity...



PRESIDIO EXCHANGE

To enrich this national park with new spaces and new programs that bring the Presidio's full meaning and public benefit to the forefront.



We believe that the best idea is often the most obvious one. The Presidio deserves something relevant to the mission and purpose of this national park and historic landmark.



Crissy Field merits an idea that makes this already beloved space even more welcoming, enjoyable, connected to the Main Post – and of public service to us all. This pioneering national park calls for something innovative and new.

PX

PRESIDIO
EXCHANGE

SUBMITTED BY
THE GOLDEN GATE
NATIONAL PARKS
CONSERVANCY

Our proposal, the Presidio Exchange, is not something you've seen before – and that is its magic. No other national park has a place that blends nature, history and art in a participatory and convivial way.



No other national park has moved in such a dramatic and determined way into the 21st century of public engagement and stewardship.



No other national park is so dedicated to ensuring its relevancy to all audiences and promote participation by everyone.



America's Most Innovative & Contemporary National Park

The PX proposal provides for a new exchange: infusing the Presidio, one of America's most innovative and contemporary national parks with



America's Most Innovative & Contemporary Cultural Programming

America's most innovative and contemporary cultural programming.

EXCHANGE TRADITIONAL CONCEPTS



National Park



Cultural Institution

PX programming exchanges your preconceptions of what a national park can be, and what a cultural institution should be, for an entirely new concept

FOR A NEW CONCEPT



A pioneering interactive place that is sure to become San Francisco's next great visitor destination and have relevancy to an increasingly diverse America.



So let me welcome you to the Presidio Exchange – a place that considers the entire Golden Gate National Parks as its museum collection. A place that connects to the creativity and innovative spirit of the Bay Area.

MADE FOR EVERYONE. REMADE EVERYDAY.



A place that offers an ever changing array of public experiences celebrating the themes and stories of our parks.



A new civic space
that curates and creates unique
visitor experiences at the Presidio.

The Presidio Exchange is not just a building. It is a new civic space. It curates and creates unique visitor experiences at the Presidio. And it connects this space to the Bay Area and the world.



1. Program Hub 2. Gathering Space 3. Gateway to the Parks

In its simplest terms, the PX is a vibrant program hub for the Presidio, a welcoming park gathering place and a gateway to the remarkable assets of the entire Golden Gate National Parks.



OPEN SPACE. OPEN SOURCE. OPEN FOR ALL.
A cultural center of community creativity and global appeal

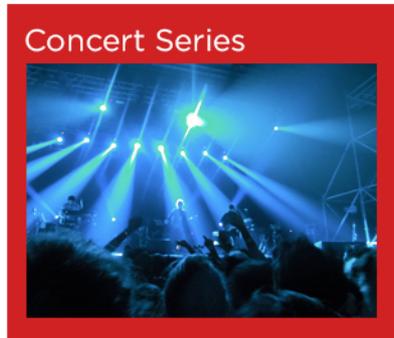
ABOUT | PROGRAMS | EVENTS | NEWS



FILM FESTIVAL OF "THE AMERICAN WEST"
Celebrating heritage and place



Featured Artist



Concert Series



Yoga in the Park

Keep in Touch

Connect
[f](#) [t](#) [t](#)

Information
Hours and More

What does a program hub do? It presents an array of public programs and events designed with many program partners, all relevant to this national park setting.



Conservation & Stewardship



Technology & Change



Youth & Leadership



Heritage & History



Arts & Culture



Health & Wellness



Recreation & Fun



Service & Volunteerism



Innovation & Ideas

The PX programs are site-based and authentic and address the many themes of our parks and the Golden Gate.

ART



As a program hub, the PX will provide a venue for a constantly changing mix of park-based cultural programs, including art and exhibits, public festivals, tech expos, environmental gatherings, youth summits, lectures,

PERFORMANCES



dance performances, convenings and more – all inspired by and grounded within this park setting.



PROGRAMS

1. Installations and Exhibits
2. Events and Programs
3. Residencies



JAMES TURRELL

The PX Installations and exhibits include place-based works by world renowned artists such as James Turrell, Ned Kahn and more.



SPIRAL

There's the Spiral, a two-story interactive exhibit that provides real time interpretation of park features and responds to each visitor's interest.

An architectural rendering of a modern museum interior. On the left, a large, multi-panel interactive wall displays a world map and lists of World Heritage Sites. A group of people, including children and adults, are gathered around the wall, looking at the information. Above them, a mezzanine level with a glass railing shows people walking, a dog on a leash, and a person with a bicycle. In the foreground, a large, tilted display case contains historical photographs and documents. The space is bright and open, with a high ceiling and large windows.

PRESIDIO WALL

There's the Presidio Wall, an interactive orientation wall where one not only learns about the Presidio but visits World Heritage Sites and national parks across the globe.



PARK PLACE

There's Park Place, an indoor space featuring the work of artists such as Andy Goldsworthy and others who have created pieces in the Presidio.

WEEKLY & MONTHLY PROGRAMS

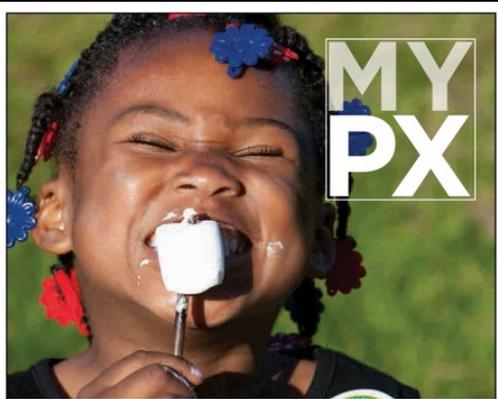


Weekly and monthly programs include community campouts, cooking classes, stargazing parties, and more.

RESIDENCIES



There will also be opportunities to interact with artists, chefs, historians, poets, scientists and many others who will be invited to participate in the PX Residency program.



Introducing the PX, a dynamic new cultural destination uniquely matched to this spectacular Presidio place.

It's a new hub in the Presidio for fun and participatory programs that combine art, science, technology, recreation, and the environment. It's a new and free public gathering space, featuring exciting indoor/outdoor facilities and the latest in interactive exhibits. And it's your new favorite place.

Meet up with friends and launch a Presidio excursion. Grab a bite in the Café or Restaurant. Lounge in the Living Room. Find inspiration in the art pieces and historical exhibits. And make plans to come back again and again. The PX is a place where you can be yourself and express yourself. After all, it's YOUR PX.

PX Made for Everyone. Remade Every Day.
PRESIDIO EXCHANGE



Introducing the PX, a dynamic new cultural destination uniquely matched to this spectacular Presidio place.

It's a new hub in the Presidio for fun and participatory programs that combine art, science, technology, recreation, and the environment. It's a new and free public gathering space, featuring exciting indoor/

outdoor facilities and the latest in interactive exhibits. And it's your new favorite place.

Meet up with friends and launch a Presidio excursion. Grab a bite in the Café or Restaurant. Lounge in the Living Room. Find inspiration in the art pieces and historical exhibits. And make plans to come back again and again. The PX is a place where you can be yourself and express yourself. After all, it's YOUR PX.

PX Made for Everyone. Remade Every Day.
PRESIDIO EXCHANGE



Made for Everyone. Remade Every Day.

**MY
PX**



Introducing the PX, a dynamic new cultural destination uniquely matched to this spectacular Presidio place.

It's a new hub in the Presidio for fun and participatory programs that combine art, science, technology, recreation, and the environment. It's a new and free public gathering space, featuring exciting indoor/outdoor facilities and the latest in interactive exhibits. And it's your new favorite place.

Meet up with friends and launch a Presidio excursion. Grab a bite in the Café or Restaurant. Lounge in the Living Room. Find inspiration in the art pieces and historical exhibits. And make plans to come back again and again. The PX is a place where you can be yourself and express yourself. After all, it's YOUR PX.

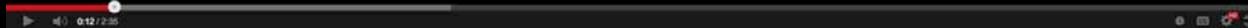
PX Made for Everyone. Remade Every Day.
PRESIDIO EXCHANGE



Each person will feel that the PX is "MY PX." So let's check in with some PX visitors and supporters to get their reactions.

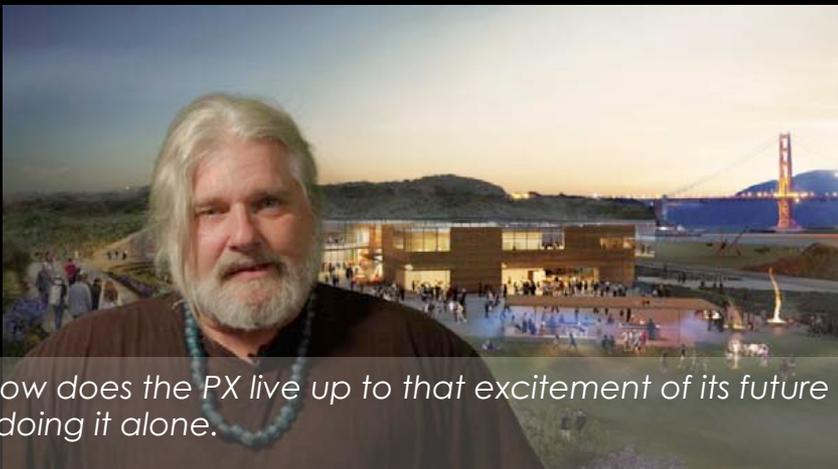


José Gonzalez
Founder, Latino Outdoors



<http://youtu.be/rkMBzUzjS08>

Each person will feel that the PX is "MY PX." So let's check in with some PX visitors and supporters to get their reactions.



So how does the PX live up to that excitement of its future visitors – and deliver on its promise? The answer is simple: by not doing it alone.

PX PARTNERSHIPS

ART

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
Center for Diversity & the Environment
Chabot Space and Science Center
Conservation International
Environmental Education Collaborative
National Wildlife Federation
National Geographic Society
NatureBridge
Outdoor Afro
Student Conservation Association

HISTORY/CULTURAL HERITAGE

Bill Lane Center for the American West
California Historical Society
National Geographic Society
Ohlone Profiles Project
Pacific West Immigration Museum

INNOVATION/IDEAS/POLICY

The Aspen Institute
The Center for the Next Generation
encore.org
IDEO
The Innovation Hangar
National Equity Project
The Tech Museum of Innovation
TechShop
United Nations Foundation

FOOD/SUSTAINABLE AGRICULTURE

La Cocina Incubator Kitchen
Pie Ranch

Our proposal includes over 30 national and Bay Area partners renowned for their programming related to key Presidio themes. Each partner brings its own creativity, audience and connections. Each partner keeps the PX fresh.



**NATIONAL
GEOGRAPHIC**



BioBlitz



National Geographic Society has agreed to be a partner in interpreting the Presidio's natural and cultural history, for example, sponsoring a BioBlitz where people participate in discovering and cataloging the Presidio's biodiversity.



FOR-SITE FOUNDATION *art about place*



The FOR-SITE Foundation, known for the Andy Goldsworthy installations at the Presidio, has agreed to be a partner in interpreting the Power of Place through art, helping curate and display artistic installations at the PX and the Presidio.



STANFORD UNIVERSITY
THE BILL LANE CENTER
FOR THE AMERICAN WEST



The Bill Lane Center for the American West at Stanford has agreed to partner regarding the Presidio's heritage and its place in the West, for example, teaming up for an array of public programs commemorating the 75th anniversary of WWII.



WALKER ART CENTER

The Walker Art Center in Minneapolis, renowned for their Open Field program, will team up in bringing the PX's outdoor spaces to life in fun, participatory and innovative ways, like with their celebrated lawnmower symphony – a musical piece designed by visitors helping mow the lawn at Open Field.



These examples give a taste of the place-relevant programming the PX will offer.



A PARK GATHERING PLACE



Besides serving as a program hub, the PX will be a celebrated gathering place. It will offer an indoor setting to enjoy the park with family & friends by providing a comfortable living room to complement the City's front yard at Crissy Field.



This living room is a place to simply relax within, participate with or be inspired by the park – and share that experience with others.

THIRD PLACE

1. Home

2. Work

3. The logo consists of a red square containing the letters 'P' and 'X' in white. The 'P' is on the left and the 'X' is on the right, both in a bold, sans-serif font.

Sociologists have identified something called the third place – a place separate from where we live and where we work – that we enjoy and share with others. The PX will be such a spot. This is a cherished tradition of our national parks.



Spectacular publicly accessible indoor spaces embrace the view and majestic setting. The great lounges of our national park lodges, open to all, create a foundation for memorable experiences.



And here instead of Yosemite's Half Dome in view
www.do-floose.com



we have the Golden Gate Bridge. Family and friends can gather, get out of the cold, and get into warm conversation.



Where people can enjoy the park's beauty, play cards, launch a scavenger hunt and discover cutting-edge exhibits. Where you can participate in daily informal programs, gatherings, readings, cooking demonstrations and more.



Or you can browse the store and view artisans at work or grab a bite at the restaurant and café featuring views of surrounding park lands.



Park visitors can derive inspiration from the Presidio and from one another – the ultimate exchange.

PX

CONCEPT DEVELOPMENT

NOT A
DISTRACTION.
AN
INTERACTIVE

Where I will
GET MORE
out of my
park experience!

a way to connect
all the parks
and the parks'
Mission to others.

MAKE A
PLACE FOR
PEOPLE TO
EXPLORE,
SIT &
EXPERIENCE
The place is the
Reason for PX

INSIDE-
OUT
VS
OUTSIDE
IN

Keeps the
incredible
views
whether inside
or out!

An entry way to
the National Parks
that is fun, inclusive,
interactive, and
informational ...
a place my family
in Thailand would
love to come visit

OUR
TOWN
SQUARE
IN NATURE

EASY TO
GET TO AND
ENJOY

INTERNATIONALLY

How did we develop the PX concept?



Visitor Surveys

We surveyed Crissy Field visitors.

Neighbor Engagement



We talked to Presidio neighbors.

Bay Area Institutions



Weekly and monthly programs include community campouts, cooking classes, stargazing parties, and more.



American
Alliance of
Museums

TRENDSWATCH 2013

Back to the Future

the James Irvine foundation
Expanding Opportunity for the People of California

FOCUS

Research Findings

Getting In On the Act

*How arts groups are creating opportunities
for active participation*

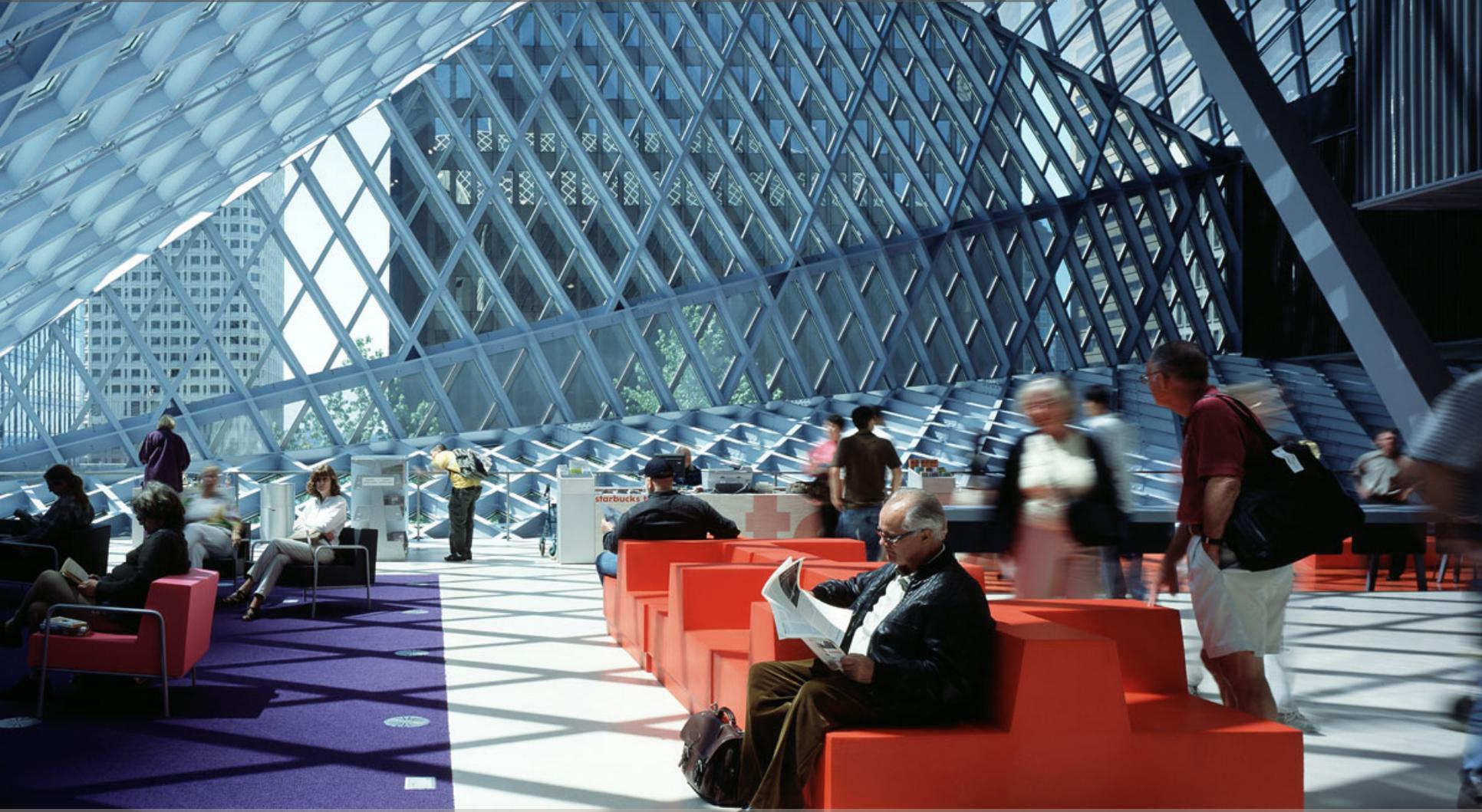
Alan S. Brown and Jennifer L. Novak-Leonard,
in partnership with Shelly Gilbride, Ph.D.



OCTOBER 2011

We delved into current research and studies – by the James Irvine Foundation, the Institute for the Future of Museums, and more

SEATTLE CENTRAL LIBRARY A Convivial Public Space

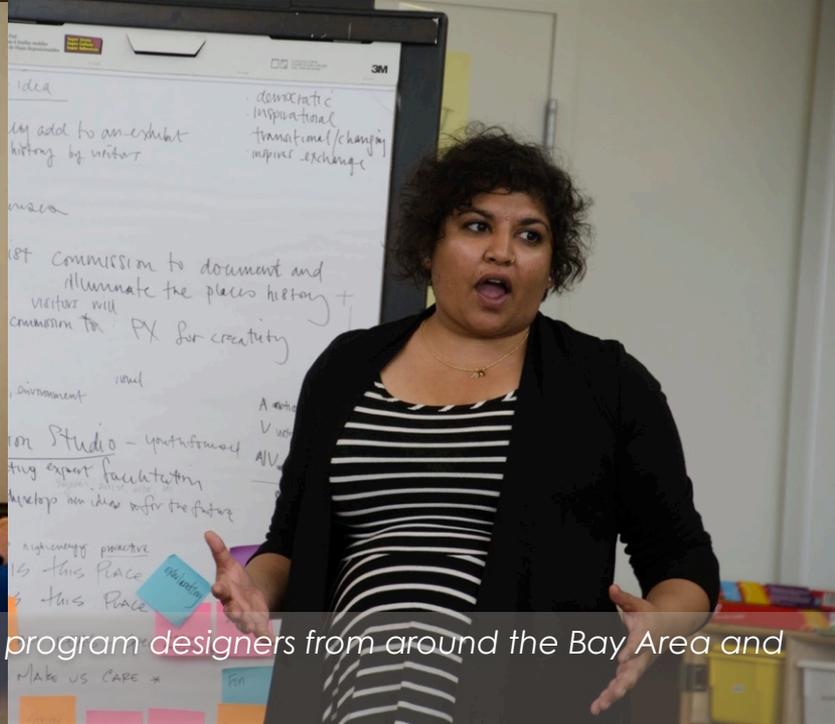


and discovered that the model for a 21st century cultural institution is one that is convivial, participatory, spontaneous, adaptable and purposefully relevant to a more diverse population.

INNOVATIVE PUBLIC PLACES



And we visited and studied → America's most innovative parks and most visionary cultural institutions.



We reached out to trend-setting, highly successful place-makers and program designers from around the Bay Area and across the country.



They came to the Presidio to help inform our vision.



They stood in awe of our place and its promise – and we came away with our imaginations soaring.

HIGH LINE

Dynamic Park Programming



We imagined merging the buzz and excitement of the High Line in New York City – with its 450 public programs each year

PARK AVENUE ARMORY Adaptable Space



with the adaptability of the historic Park Avenue Armory in New York

PARK AVENUE ARMORY

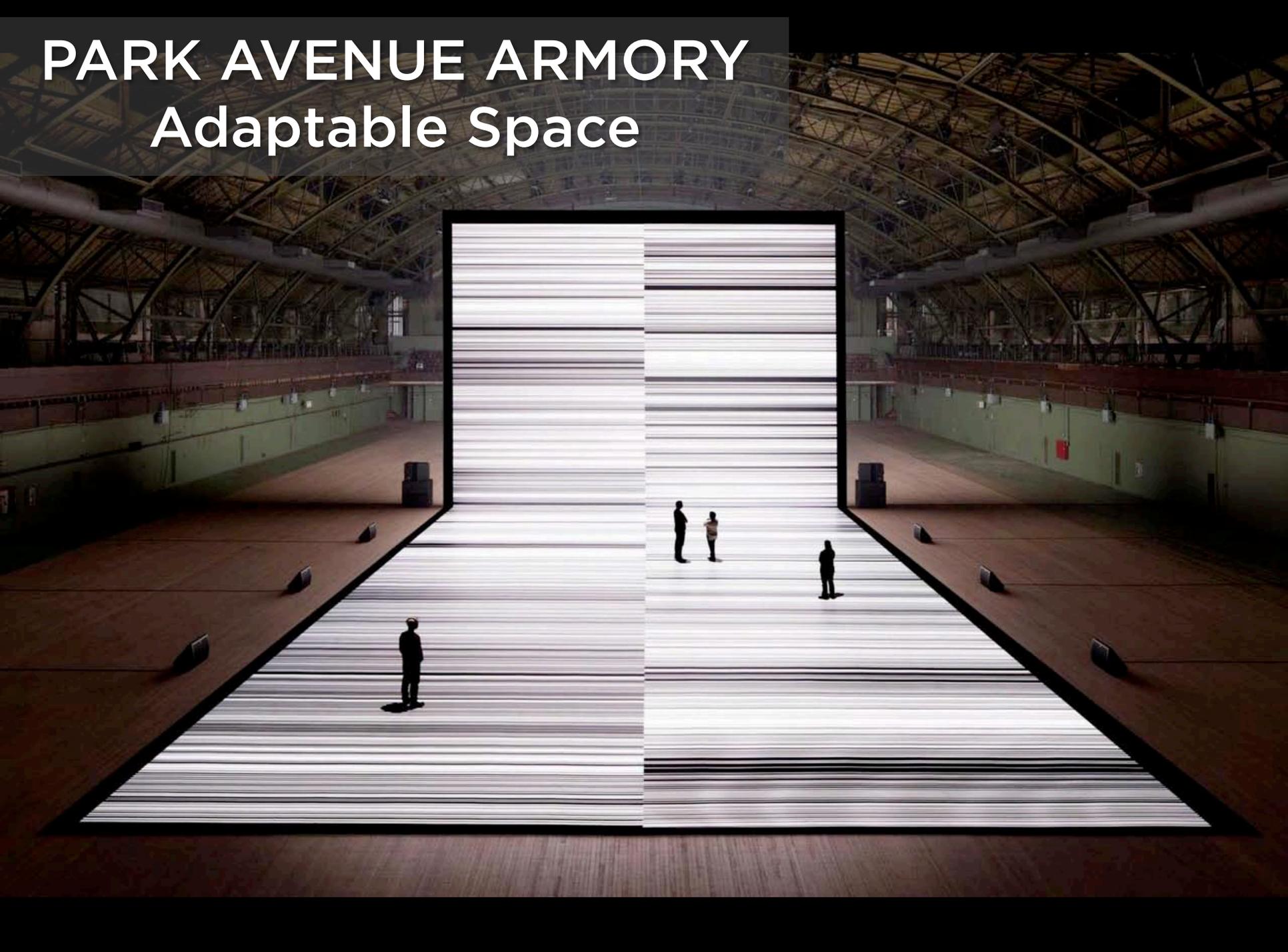
Adaptable Space



as a stunning cultural center.

PARK AVENUE ARMORY

Adaptable Space



Olympic Sculpture Park



We imagined the mixing the artistic beauty of Olympic Sculpture Park in Seattle



Los Angeles County Museum of Art

with the vibrant community programs of LACMA.

An aerial photograph of Millennium Park in Chicago. The park's green lawn is the central focus, with the iconic Cloud Gate sculpture (The Bean) to its right. The surrounding cityscape is dense with skyscrapers, including the Prudential building. A semi-circular walkway and tennis courts are visible in the lower right. A semi-transparent dark grey box is overlaid on the right side of the image, containing the title text.

Millennium Park

We imagined the blending the of the grand civic spaces of Millennium Park in Chicago

Walker Art Center

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



Chicago with the creativity of the Open Field program at the Walker Art Center.



And we imagined all of this, right here, in this national park, at the Golden Gate – continuing the Presidio's momentum as one of the most forward thinking national parks and landmarks in the world.



<http://youtu.be/-KfBrB7xaW8>

Let's listen to those some of our advisors



A civic space open to all

With this enthusiastic endorsement and encouragement of these experts from across the country, we were even more motivated to create a civic space that is open to all – a free gathering space for park visitors.

Deep Respect for the Past

But how do you place a building in a location as beautiful and iconic as Crissy Field? With both deep respect for the past

Bold Excitement About the Future

and bold excitement about the future.

Lives Up to this Iconic Location

With architecture that lives up to this iconic location

But Does Not Overwhelm It

but does not overwhelm it.



TEAM



We've assembled a talented design team for the PX project. All have been inspired by our parks.

ehdd.

Our architect, EHDD, designed the new Exploratorium as well as the park's Lands End Lookout, awarded the best new building in San Francisco last year.



CMG

CONGER MOSS GUILLARD

landscape architecture

Our landscape architect, CMG, includes team members that worked with us to transform Crissy Field a decade ago.



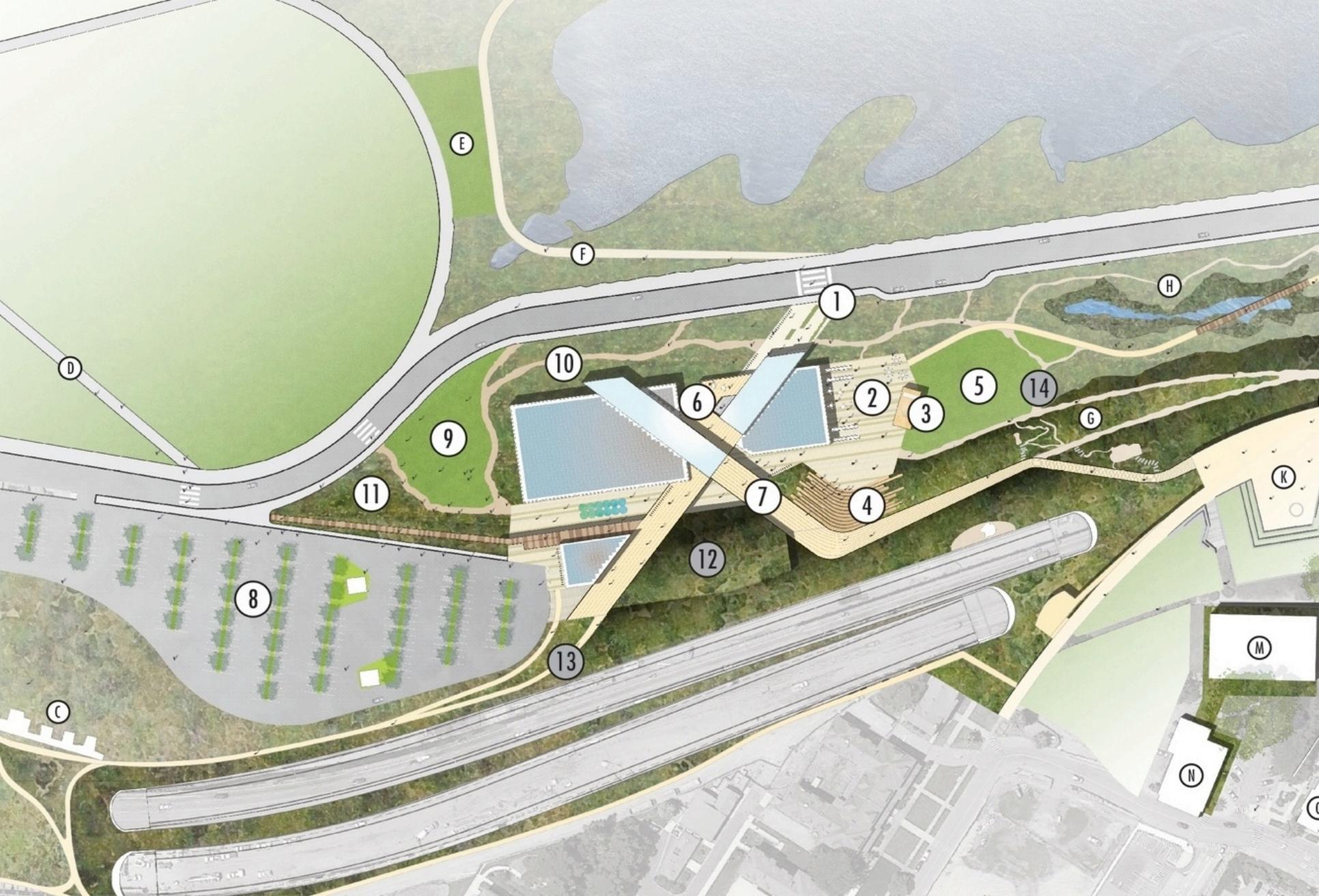
Our design for the site and the PX embraces and illuminates its unique setting but sits gently on the land and seamlessly into the environment. Imagine this construction site



giving way to the PX and the new parklands it creates and connects to.



The PX shows its fit to place. It is centered around a pedestrian "Xchange"



a grand walkway that leads to the east to the new Main Post tunnel top parklands and to the west to the new Cemetery Tunnel Top parklands. Surrounding this exchange are welcoming outdoor spaces of all types:



Wind-protected plazas and a picnic pavilion;



an amphitheater for taking in vistas and performances;



And lawns and meadows both for relaxing and public programs – with places to learn, create & enjoy the park's beauty.



MID-CRISSY AREA

Design Guidelines

DECEMBER 2011
FINAL

Presidio
of San Francisco

*How do we prove our reverence to this parkland?
By meeting all the RFP requirements and Mid-Crissy Area Design Guidelines.*



HEIGHT LIMIT

45'-0"

ROOF LEVEL

43'-0"

LEVEL 2

25'-0"

LEVEL 1

10'-0"

SEA LEVEL

0'-0"

MASON STREET

603

TRAILHEAD

33'-0"

By building below the height limit. By restoring views. And by embracing sustainability. We are aiming for a LEED Platinum status building – the highest level of LEED.



What is the magic of the PX design? It embraces the parklands around it. The X-shaped configuration maximizes the views, the porousness to the outdoors, the light coming into the building and the adaptability of the interior spaces.



The X creates the convivial gathering place in the PX – Crissy Field's much needed living room.



RESTAURANT VIEW FACING WEST



THE SPIRAL VIEW FACING WEST



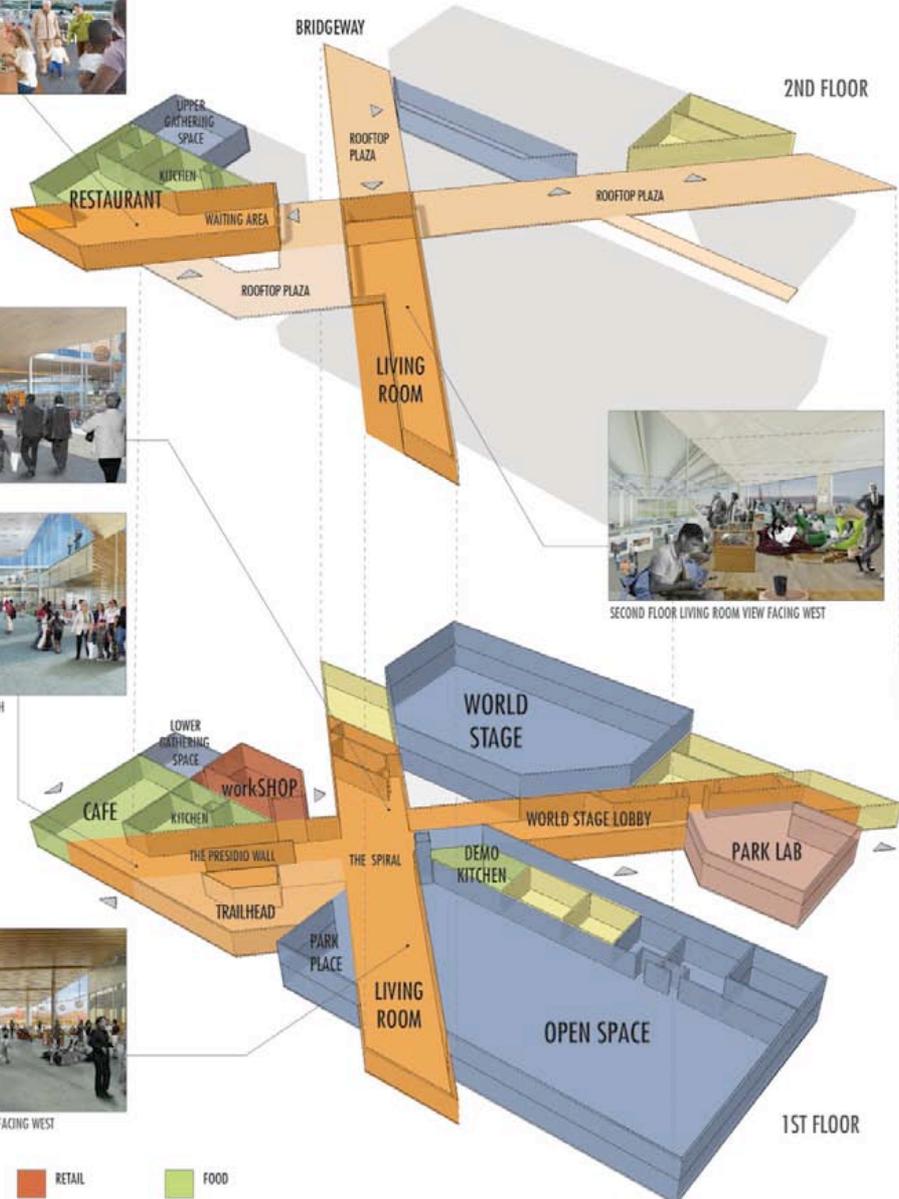
NORTH ENTRY VIEW FACING SOUTH



FIRST FLOOR LIVING ROOM VIEW FACING WEST



SECOND FLOOR LIVING ROOM VIEW FACING WEST



- THE 'X'
- RETAIL
- FOOD
- PROGRAM SPACES
- BACK OF HOUSE

The Living Room connects directly to other visitor facilities:



RESTAURANT VIEW FACING WEST



THE SPIRAL VIEW FACING WEST



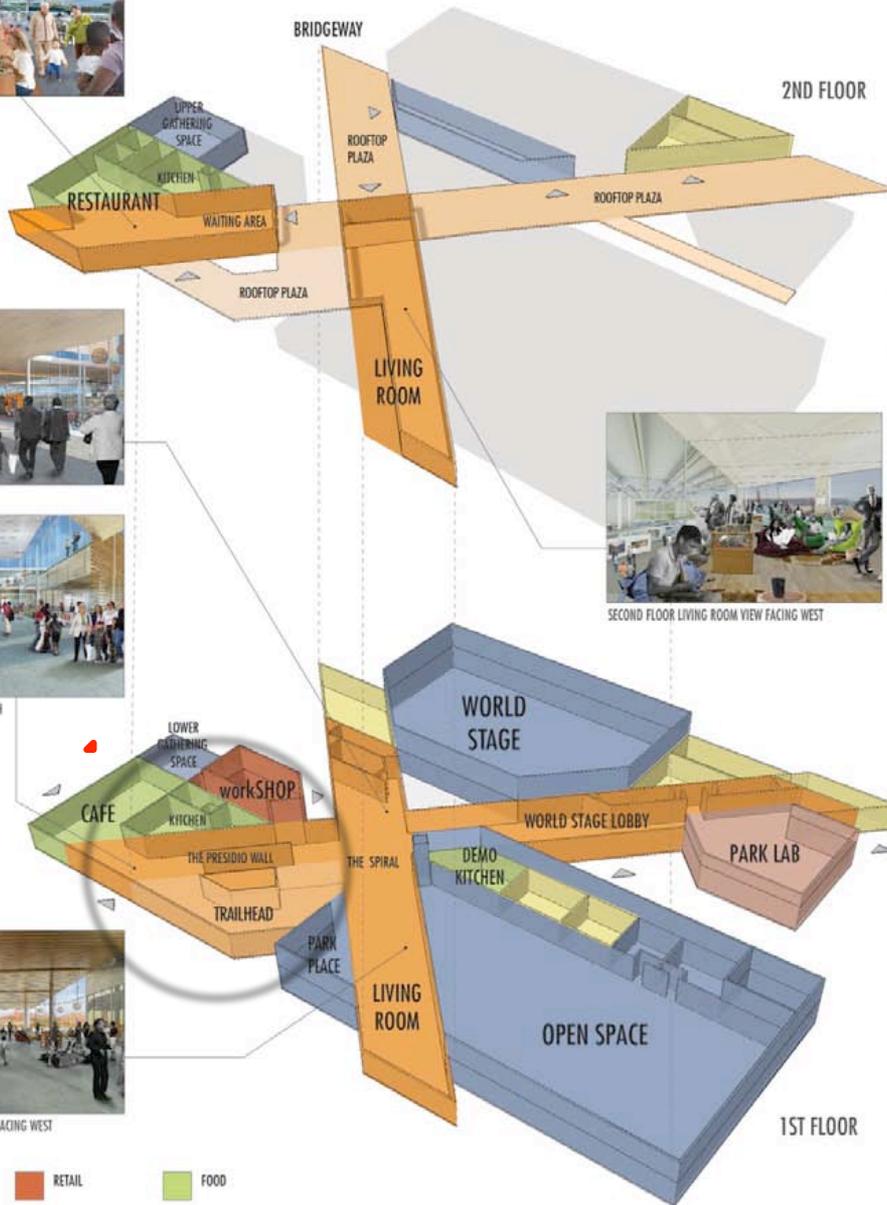
NORTH ENTRY VIEW FACING SOUTH



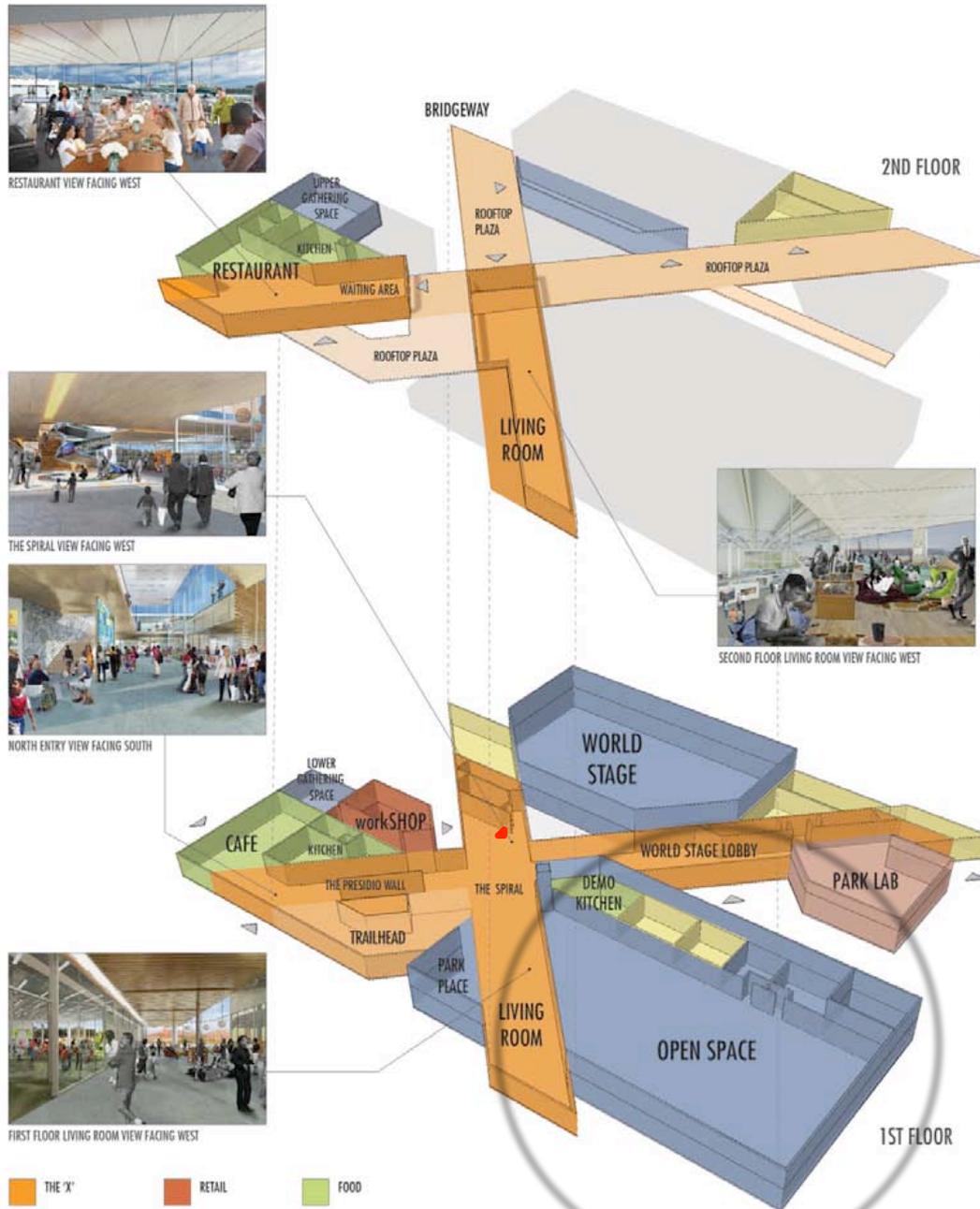
FIRST FLOOR LIVING ROOM VIEW FACING WEST



SECOND FLOOR LIVING ROOM VIEW FACING WEST



The Trailhead – a place to welcome and orient park visitors – with its a digital wall connecting to global national parks.



The Open Space, a multi-purpose room capable of handling a small group or a large crowd, ready to host an artistic installation, a lecture, a dance or musical performance or a public convening around an important world issue.



RESTAURANT VIEW FACING WEST



THE SPIRAL VIEW FACING WEST



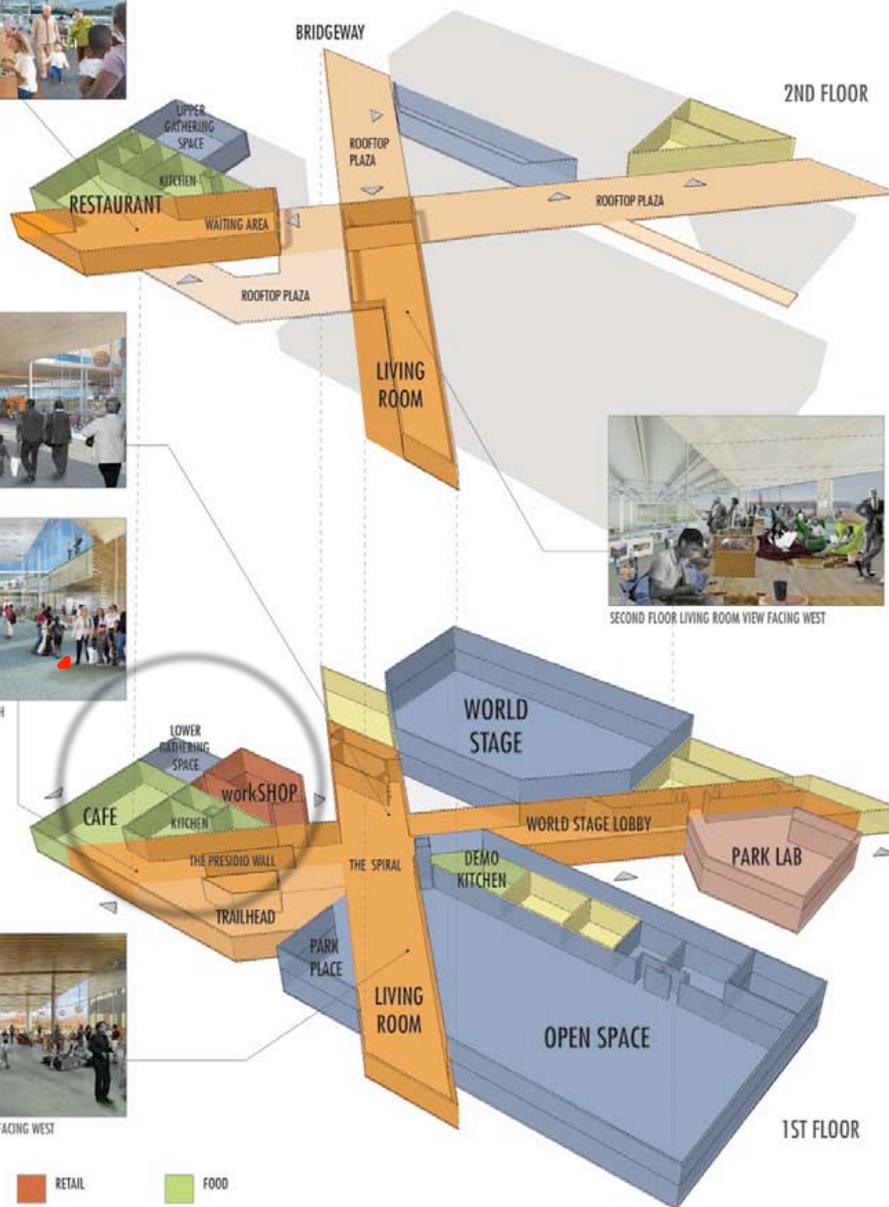
NORTH ENTRY VIEW FACING SOUTH



FIRST FLOOR LIVING ROOM VIEW FACING WEST



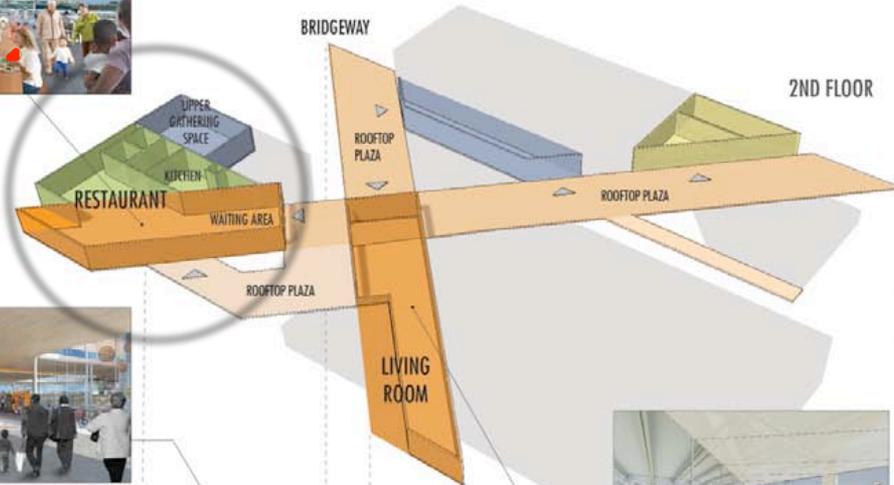
SECOND FLOOR LIVING ROOM VIEW FACING WEST



A café and retail space, called the WorkSHOP



RESTAURANT VIEW FACING WEST



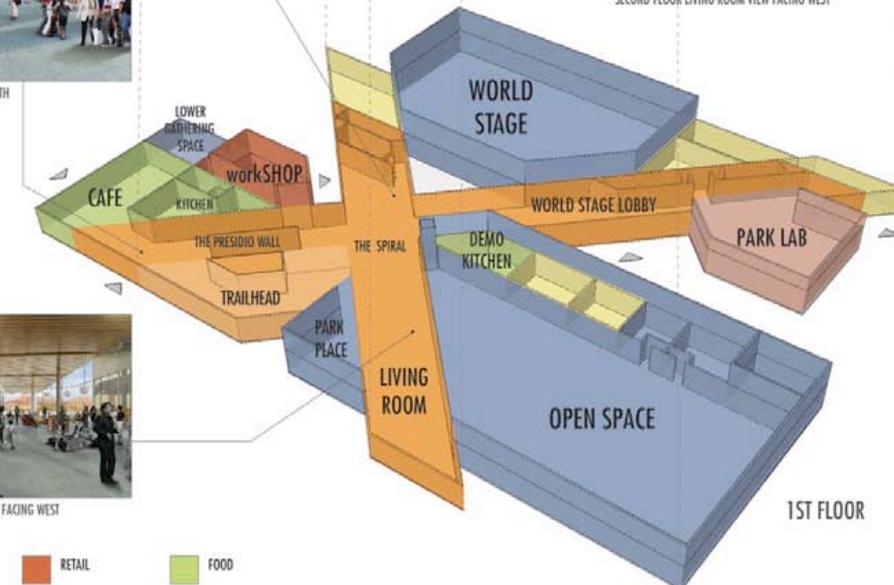
THE SPIRAL VIEW FACING WEST



NORTH ENTRY VIEW FACING SOUTH



SECOND FLOOR LIVING ROOM VIEW FACING WEST



FIRST FLOOR LIVING ROOM VIEW FACING WEST

- THE 'X'
- RETAIL
- FOOD
- PROGRAM SPACES
- BACK OF HOUSE

A restaurant on the second floor, following the park's guidelines on healthy food, sustainably produced.



RESTAURANT VIEW FACING WEST



THE SPIRAL VIEW FACING WEST



NORTH ENTRY VIEW FACING SOUTH



FIRST FLOOR LIVING ROOM VIEW FACING WEST



SECOND FLOOR LIVING ROOM VIEW FACING WEST



- THE 'X'
- RETAIL
- FOOD
- PROGRAM SPACES
- BACK OF HOUSE



RESTAURANT VIEW FACING WEST



THE SPIRAL VIEW FACING WEST



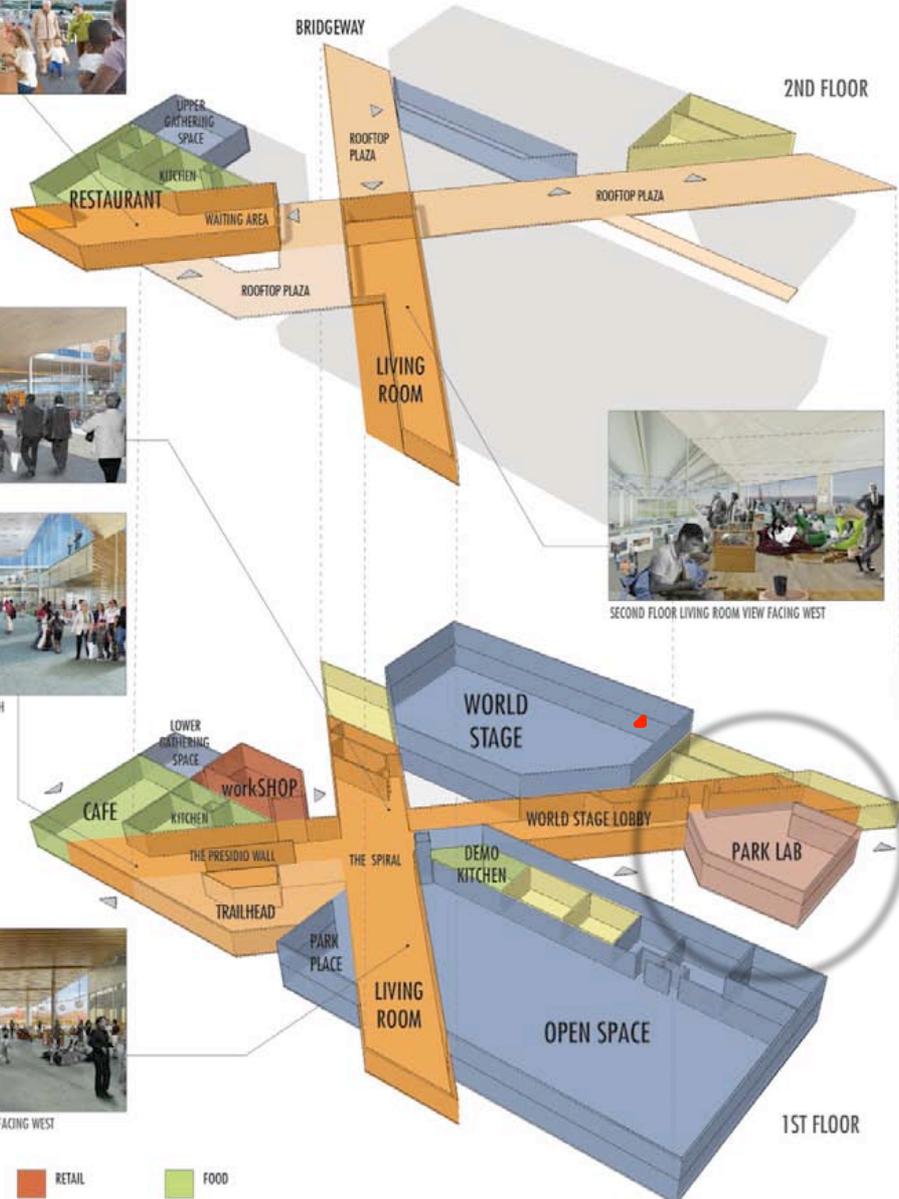
NORTH ENTRY VIEW FACING SOUTH



FIRST FLOOR LIVING ROOM VIEW FACING WEST



SECOND FLOOR LIVING ROOM VIEW FACING WEST





From every vantage point we have worked to ensure that the PX fits within the site, restores views, and never blocks a precious angle or view to the Bridge, the Bay, the City skyline or the Main Post.



Approaching the PX on Mason Street, we can see the elegant beauty of the PX design.

Bold Vision

But is the bold vision just a dream?

Reality

Can the Conservancy make this vision a reality?



That is what the Conservancy does. First, we create a park vision with ongoing public input and dialogue and a strong sense of innovation and quality. We take our time to get it right, to listen to the public and to build community ownership.



Then, just as we did at Crissy Field, we make the vision a reality.

GOLDEN GATE
NATIONAL
PARKS



HELP GROW
CRISSY FIELD

crissyfield.org • (415) 4-CRISSY

We remain tenaciously committed to our dream and ask people who believe in the parks to contribute to the community's vision.

Inclusive Public Vision

Inclusive Public Results

For over three decades, the Conservancy has followed this simple pathway from inclusive public vision to inclusive public results.



<http://youtu.be/rC8V2GUgSo8>

So let me introduce you, once again, to the Parks Conservancy and the track record we will bring to the PX.

\$300 Million support for park
\$100 Million for the Presidio

The people of the Bay Area have shown how much they care about these parklands by growing the Conservancy's contributions to the parks – more than \$300 million in support for park projects and programs over the past 32 years.



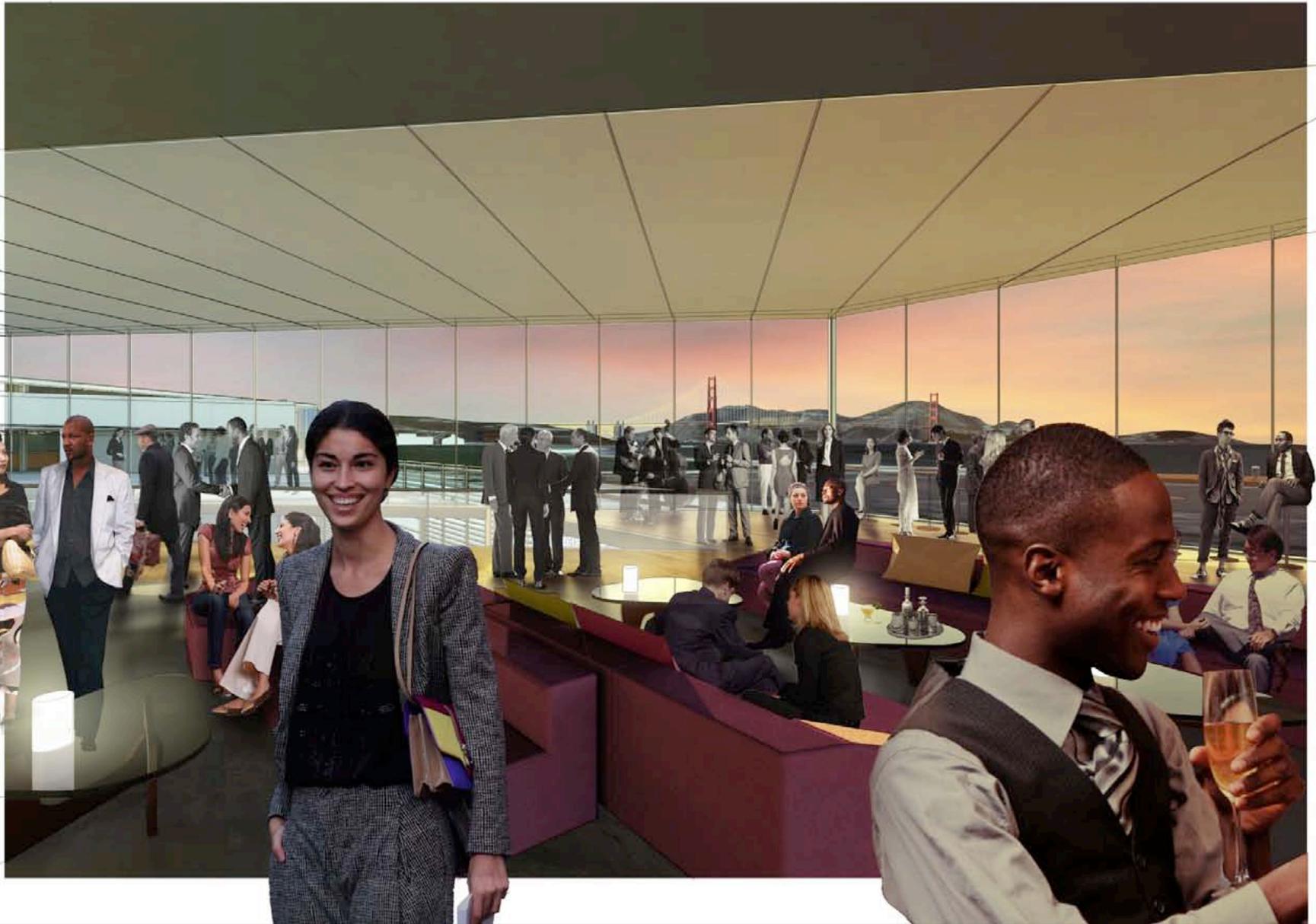
By drawing from a broad base of philanthropic support, more people in our community will invest in the PX, financially and spiritually, and have a stake in its long-term success.

For the People

Thus the PX is not just a cultural center for the people—

By the People

it is also by the people.

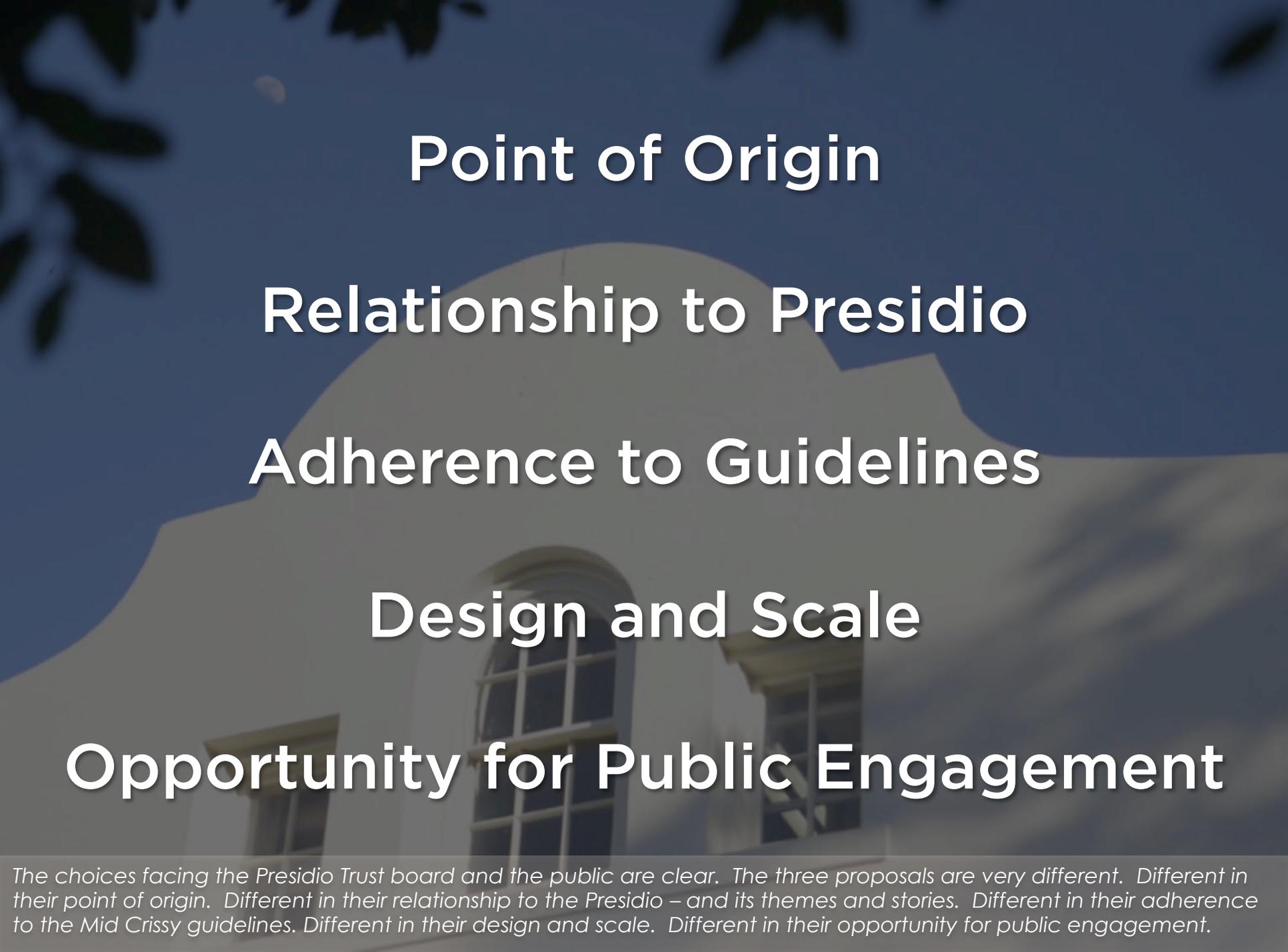


While philanthropy will help build the PX, our business model provides for operational self-sufficiency by relying upon multiple earned-revenue streams

Trails Forever Dinner, 2012



So our philanthropic and business model is sound. Instead of one donor, we will have many. Instead of an endowment, we will have self-sufficient operations. Instead of an admission price, we are primarily a free facility.



Point of Origin

Relationship to Presidio

Adherence to Guidelines

Design and Scale

Opportunity for Public Engagement

The choices facing the Presidio Trust board and the public are clear. The three proposals are very different. Different in their point of origin. Different in their relationship to the Presidio – and its themes and stories. Different in their adherence to the Mid Crissy guidelines. Different in their design and scale. Different in their opportunity for public engagement.



But the PX is the only proposal so intrinsically connected to this park setting that it could not exist in any other venue, city or state.



From the beginning, we have believed that Crissy Field does not need a new anchor tenant, an overly bold architectural statement or a star attraction.



It needs a place that fits beautifully into the purpose and setting of these treasured parklands in an innovative and contemporary way.



PRESIDIO
EXCHANGE

With your support, the Parks Conservancy is poised to create the Presidio Exchange. I'd like to leave you with five reasons we believe the Parks Conservancy's proposal is the best fit for this Mid-Crissy Field site.



First, the PX has broad public appeal, with ever-changing programs attracting people of all backgrounds and with a wide array of interests. The PX's buildings and grounds are free to the public and most of its programs will be also be free.



REQUEST FOR
PROPOSALS

CULTURAL INSTITUTION

AT THE FORMER
COMMISSARY SITE

Crissy Field District
Presidio of San Francisco
May 2013

Second, the PX fulfills all six project goals outlined in the Presidio Trust's RFP and requires no exemptions to existing guidelines.



GOLDEN GATE
NATIONAL
PARKS
CONSERVANCY



Third, the Conservancy has a three decade track record in this park. We've transformed parklands, provided programs for young people, served diverse communities, and successfully raised funds for all our ambitious projects and programs.



Fourth, in a region known for its innovative spirit, within a national park site that was formed and sustained through an innovative model, the Presidio should have nothing less than a totally new and truly innovative destination.



And fifth, Crissy Field deserves a place that elegantly and creatively fits the purpose and setting of this treasured park.



PRESIDIO
EXCHANGE

JOIN US

We are inviting the public – all of you – to participate in the PX, to make it your own place.



POWER OF PLACE

The Presidio Exchange is not only about the power of place;



POWER OF PEOPLE
TO MAKE A PLACE

it is also about the power of people to make that place.



Our place. Our national park.

America's Best Idea

The PX fulfills the values of our national parks as America's Best Idea.

AN ABSOLUTELY DEMOCRATIC PLACE



As we've done many times before in the evolution of these park lands, let's continue to be a proud contributor to America's Best Idea by creating an absolutely democratic place

THAT REFLECTS US AT OUR BEST



that reflects us at our best.



The PX.



PRESIDIO
EXCHANGE