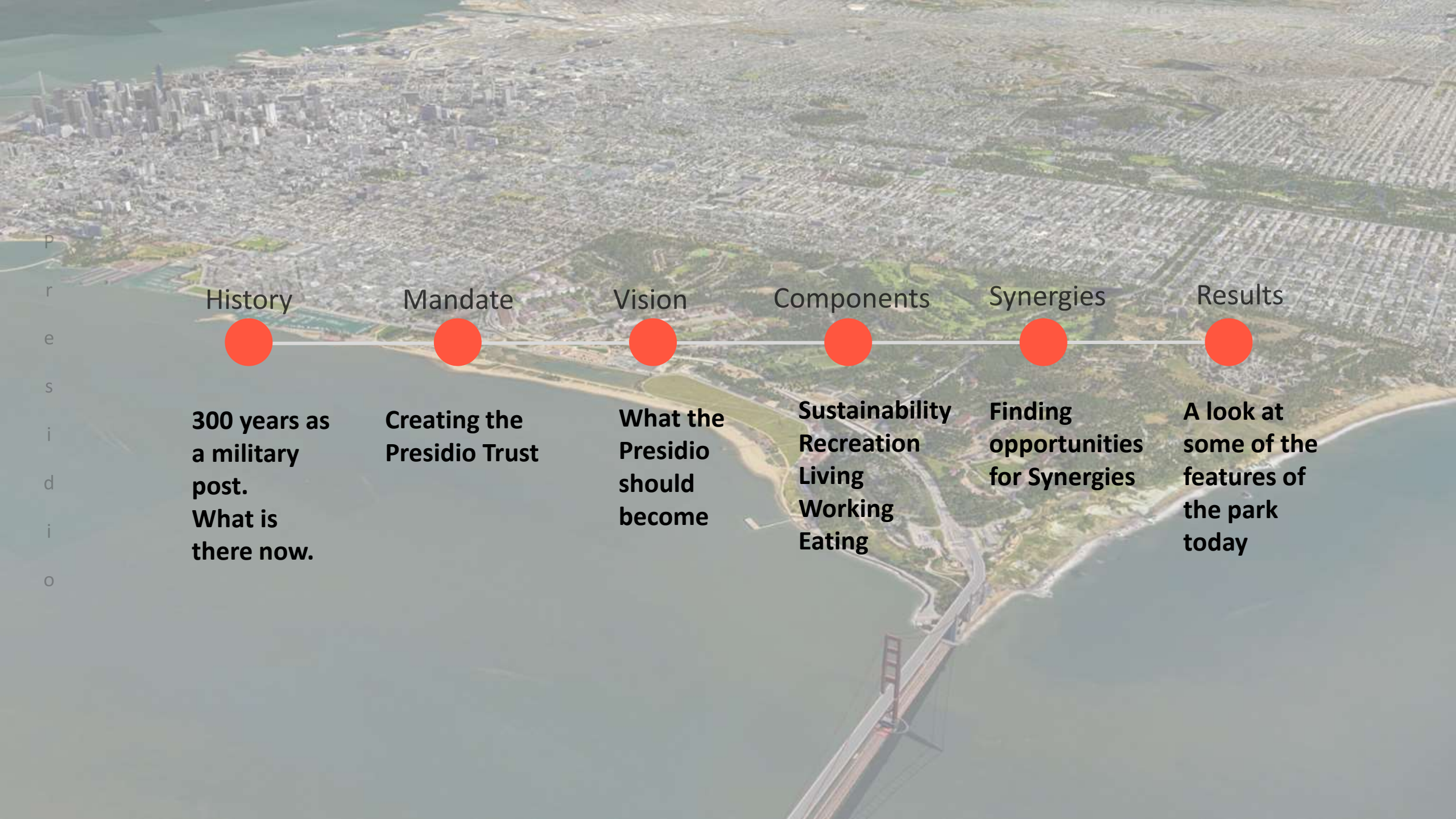




TELOS

# Case Study: Presidio of San Francisco



P  
r  
e  
s  
i  
d  
i  
o

### History

**300 years as a military post.  
What is there now.**

### Mandate

**Creating the Presidio Trust**

### Vision

**What the Presidio should become**

### Components

**Sustainability  
Recreation  
Living  
Working  
Eating**

### Synergies

**Finding opportunities for Synergies**

### Results

**A look at some of the features of the park today**

San Francisco  
city center

3

Golden Gate Park

# The Presidio of San Francisco

The Presidio

A large land area in the city of San Francisco –  
6km<sup>2</sup> [600 Ha]

As the landing point in San Francisco of the  
Golden Gate Bridge, it is a key gateway into the  
city.

A complex tapestry of unique infrastructure,  
water areas, forests, history, and beauty.

Integrated into the urban fabric of the city.

*Pacific Ocean*

Golden Gate Bridge



# Military Post for 300+ years history

P  
r  
e  
s  
i  
d  
i  
o





Sausalito

Berkeley

Marin Headlands

Golden Gate National  
Recreation Area

Alcatraz

*Golden Gate*

Oakland

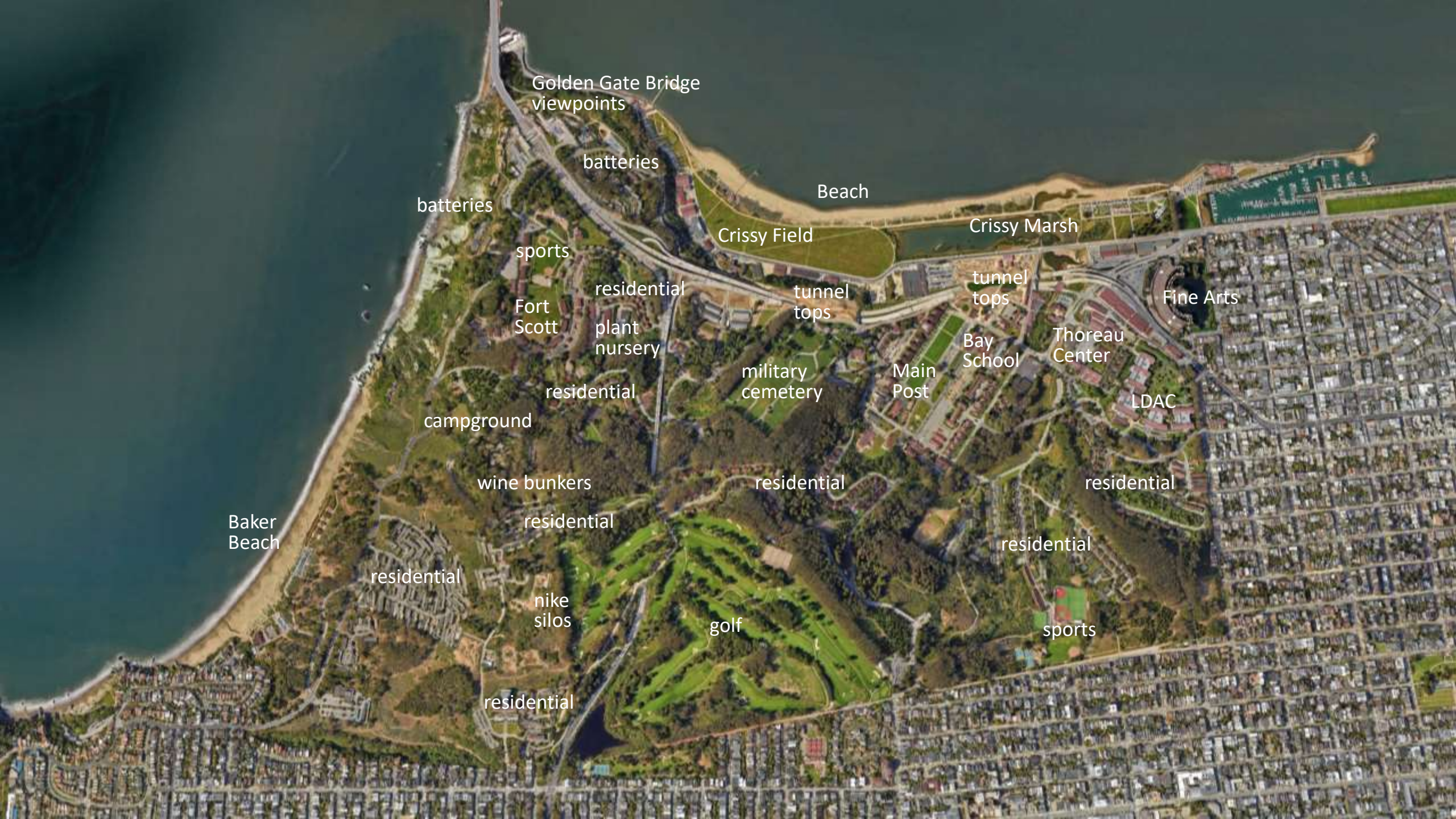
*Pacific  
Ocean*

San Francisco

*San Francisco  
Bay*

© 2014 Google  
Data: NOAA, US Army, MGA, GEBCO  
Map: Bing, ESRI, CA, DFC  
Imagery: Maxar, Airbus

Google Earth



Golden Gate Bridge viewpoints

batteries

Beach

batteries

Crissy Field

Crissy Marsh

sports

Fort Scott

residential

tunnel tops

tunnel tops

Fine Arts

plant nursery

military cemetery

Main Post

Bay School

Thoreau Center

LDAC

residential

campground

wine bunkers

residential

residential

Baker Beach

residential

residential

residential

nike silos

golf

sports

residential



Baker Beach

Old Hospital

Rob Hill Campground

Fort Scott

National Cemetery

Crissy Field

Crissy Marsh

Main Post

Letterman Digital Arts Center

Palace of Fine Arts

Golf Course

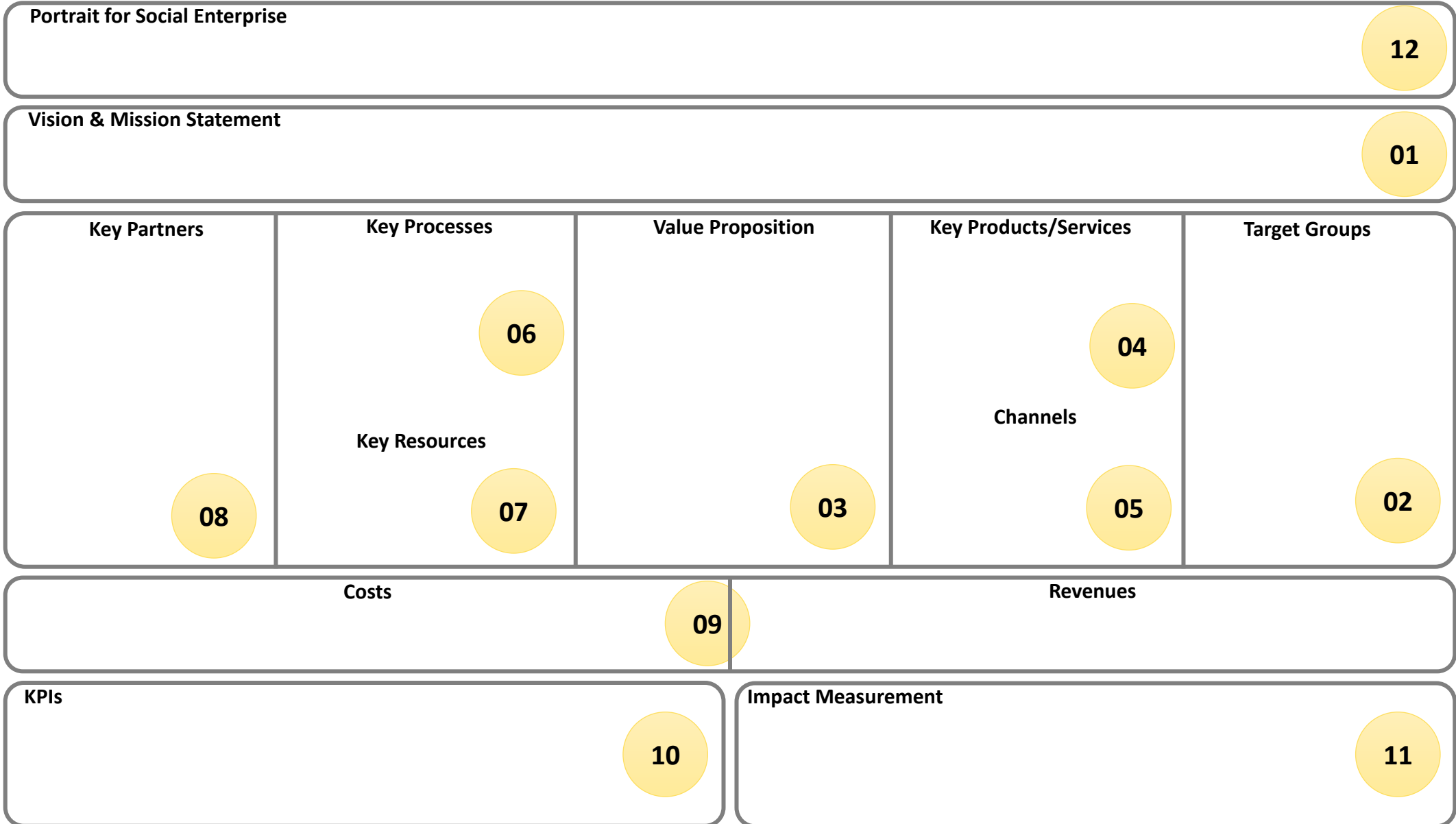
Playground

Sport/recreation fields

3600 m ±

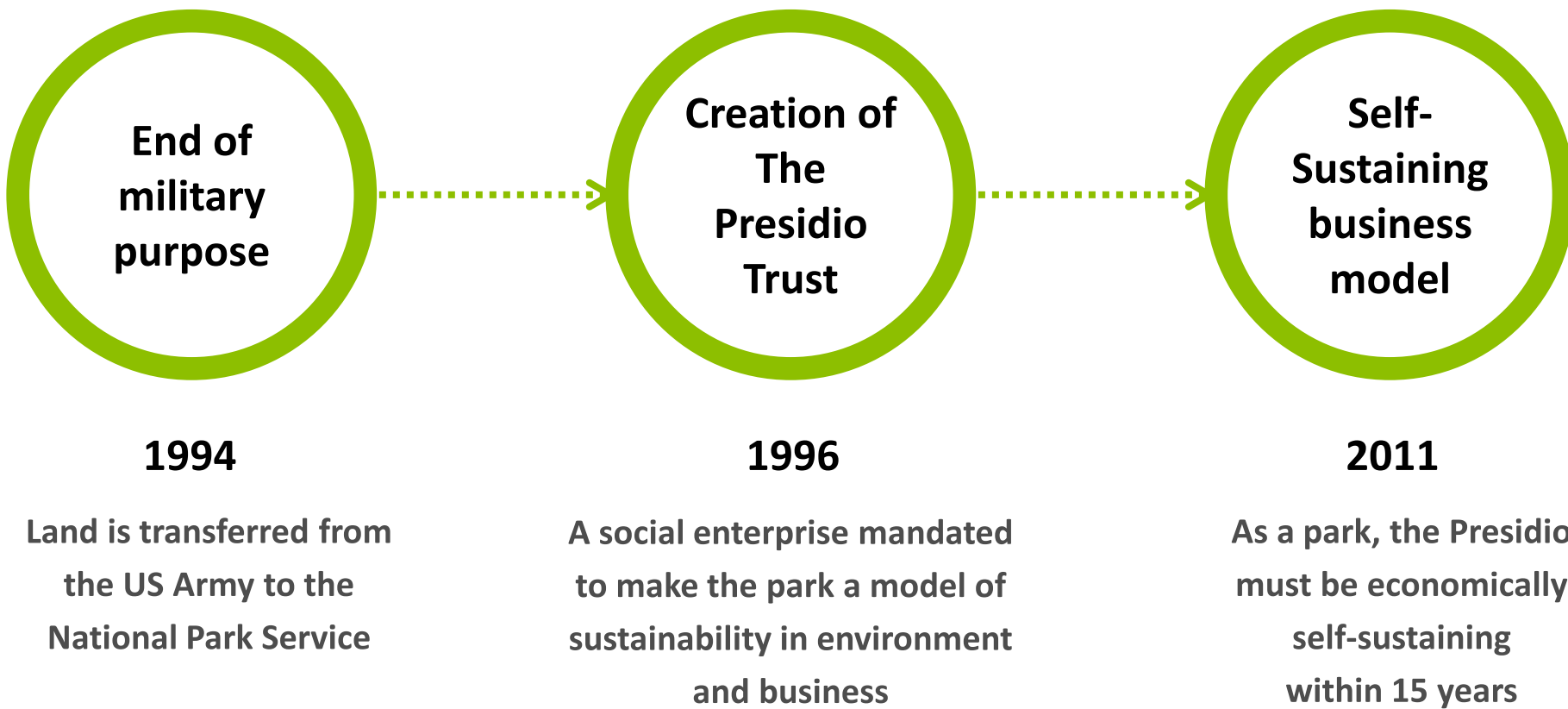
2000 m ±

# Social business model canvas



# Creation of Presidio as a park

P  
r  
e  
s  
i  
d  
i  
o



### Presidio Trust Act

Gave authority to an **independent organisation** (the Trust),  
Outside the normal wheels of government bureaucracy,  
to **set values & goals**, and the **strategies** to achieve them.  
Created a **Board of Directors** and general organization structure.

## Mandate

**The Presidio has 15 years [from 1996] to become economically self-sustaining.**

**IF it has not succeeded, then the land of the Presidio will be liquidated.**  
[meaning the land would be sold at auction to the highest bidder]

### Decreasing Funds over 15 years

At start, the government funds the Trust.  
Each year afterwards the funding is gradually decreased  
At the end, the Trust is funding all operations.

# “Forever Park” Strategy

## People

Visited and loved by all

## Planet

A model of environmental stewardship

## Performance

Operational for economic viability



# Partnership for The Presidio



01

## Presidio Trust

Lead management organization: created as a unique entity with the ability to **operate as a profit-making business proposition on public land**, for the benefit of the general public.

02

## National Park Service

Government organization that brings a wealth of **experience and knowledge in managing natural and historical parks** for values of environment, sustainability, and recreation.

03

## Parks Conservancy

A non-profit NGO that works with donors, partner orgs, and the community “to support and preserve the parks, enhance the visitor experience, and build a community dedicated to conserving the park”. **A conduit for community outreach, media visibility, volunteer coordination, and donors.**

# Operating Model

## EARN REVENUE

### Leasing

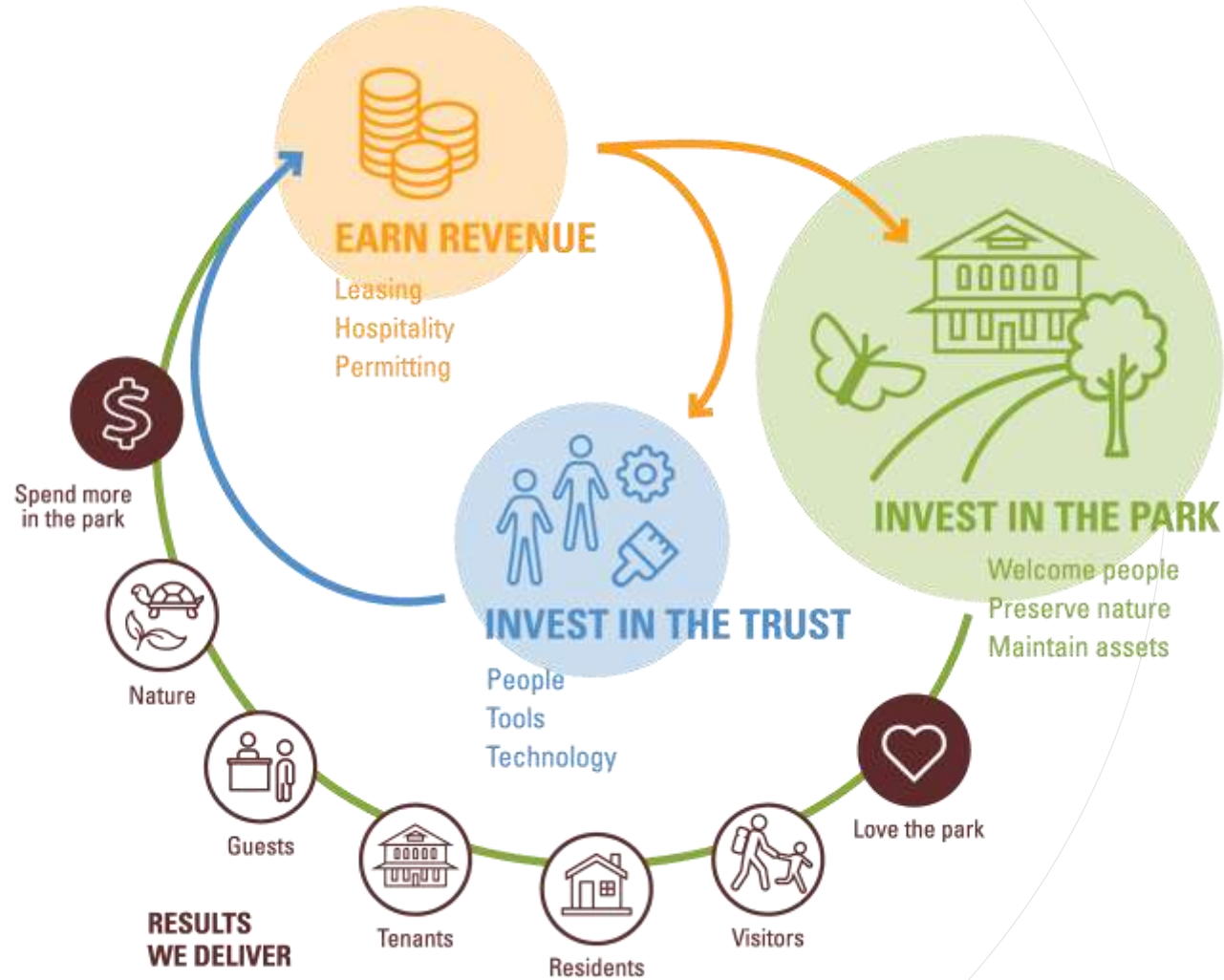
Residential, Business

### Hospitality

Hotels, eating, recreation, tourism

### Event Permits

Permits rent areas of the park to use for special events



P  
r  
e  
s  
i  
d  
i  
o

# Legacy of Military History

- **Environment**  
Bay infill,  
Toxic wastes,  
Water contam.
- **Structures**  
Celebrate  
history,  
Antiquated
- **Tree Planting**  
Eucalyptus &  
Mont. Cypress  
as camouflage

Nuclear missile launch silos were also part of the landscape of the Presidio



**Government takes responsibility for cleaning up dangerous conditions during transition to be a public space. Pays all costs for the clean-up.**

P  
r  
e  
s  
i  
d  
e  
n  
t

# Tree management & Native species restoration



Ecology vs.  
History



**Eucalyptus trees not native but historic**

Native trees

**Buckeye  
Live Oak  
Monterrey cypress**

Sand dune grasses

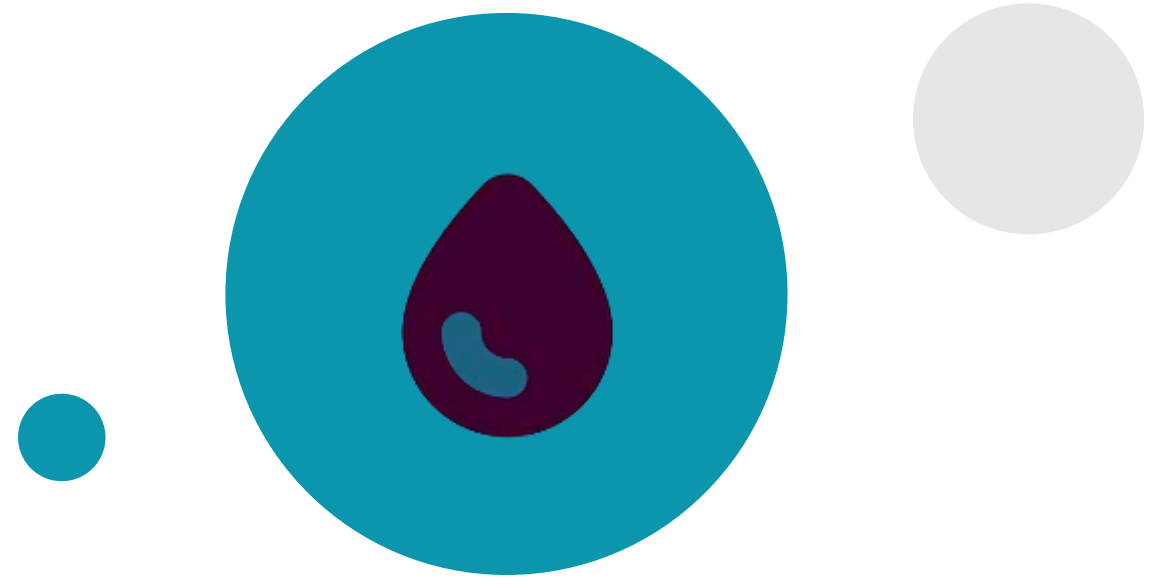
**Restore original natural grass dunes ecology**

Special tree management division created to assess trees, remove old declining trees, restore native trees **while protecting historic character**

P  
r  
e  
s  
i  
d  
i  
o

# Restoration of aquatic ecosystems

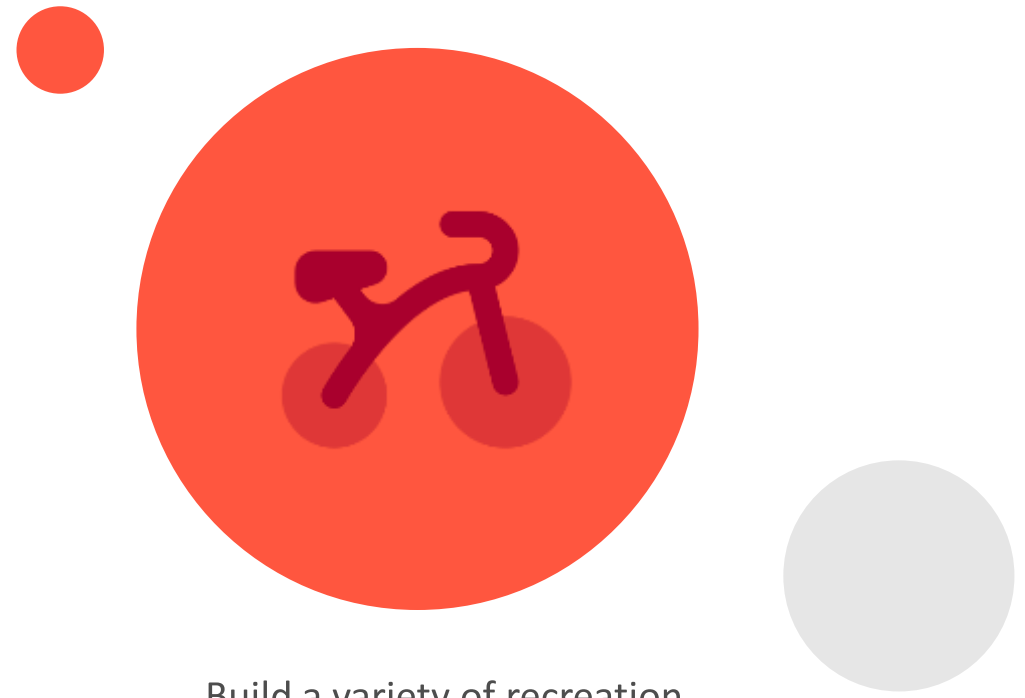
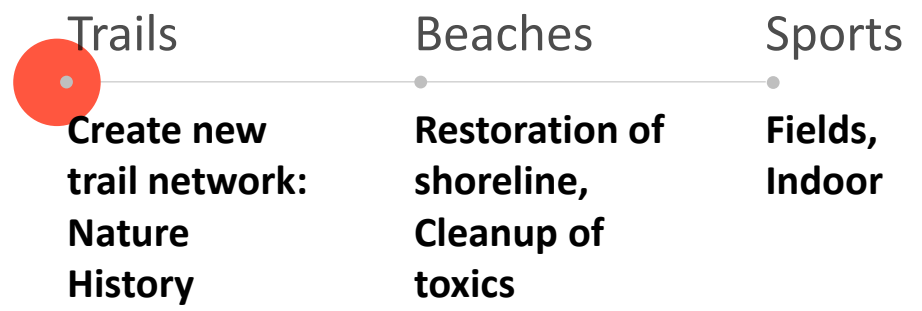
- Streams**  
Streams were toxic waste dumps
- Shoreline**  
Bay shoreline was destroyed, How to restore
- Beaches**  
Clean-up, Restore public access



There was a legacy of natural water systems abuse that needed to be cleaned and restored to ecological health

P  
r  
e  
s  
i  
d  
i  
o

# Create and enhance recreation opportunities



Build a variety of recreation opportunities that people want, and that draws people in. Then they want services to enhance their experiences.

# TELOS components

P  
r  
e  
s  
i  
d  
i  
o



## Housing

Significantly **increase housing stock** and unique options in San Francisco, where housing can be scarce and expensive.



## Commons

The land is publicly owned as a national park. All **commercial use serves the mission of protecting and enhancing the commons.**



## Health & Recreation

A network of **trails** was constructed for a variety of use levels. **Sports fields** for children and adults. **Beaches.** Dog walking. **Fishing.** **Gyms.** **Playgrounds.**



## Mobility

**City bus routes** cover the Presidio, plus the creation of a separate **PresidiGo shuttle** to cover other areas. **Bike lanes.**



## Production

**Creative intellectual enterprises** (like LDAC) and Sustainability NGO think-tanks, that draw daily worker and generate leasing income.



## Forestry

Replenish aging historical forests, replace exotic species with natives, transition some forests to native open sand dune grass ecologies.

# Education

P  
r  
e  
s  
i  
d  
e  
n  
t  
i  
o



## Environmental interpretation

Signs and walking tours teach about the natural environment of the region



## Historical interpretation

Signs and walking tours teach about the history of the Presidio, of California, and more.



## Campground learning

School children have an immersive learning experience by camping at an environmental education center.



## Bay School secondary education

High school education focused on sustainability, community, and citizenship.



## Museums

Several museums focus on creative arts, film, military history, and natural history.




## Sustainability research

An NGO enclave where philanthropic organisations interact to reach a worldwide audience to reverse climate change and restore the planet.

# Trails & Viewpoints

Trail network and scenic vistas draw visitors into the park for recreation and nature. Those visitors seek hospitality services such as restaurants while they are in the park



 = notable scenic view <sup>22</sup>



P  
r  
e  
s  
i  
d  
i  
o

# Synergies

100s of opportunities were identified for synergies with other regional stakeholders and projects to create mutual benefit.

Bay Area  
Ridge Trail



San Francisco  
Public Transit



## Tunnel Tops

**Highway feeding GG Bridge** needed replacement by Department of Transportation. Presidio had a **cost-share arrangement** to cover part of the highway to **restore connectivity to the Bay**.



## Plant Nursery

On-site plant nursery to grow **native plants & trees** for ecological restorations – also sell plants to public and provide native plants to other regional ecological restorations.



## Sand Pile

Nearby **excavation of sand** soil for construction project needed a place to put sand. **Presidio accepted sand** for habitat restoration projects

# Tunnel Tops

## Cover the Highway

- Re-connect core of Presidio to shoreline of the Bay
- Buffer the highway noise



# Native Plant Nursery

- A plant nursery integrated into the fabric and mission of the Presidio.
- Creates a pipeline of trees and plants to restore native ecology landscapes around the park.
- As a business, provides a variety of native plants for people to buy and use on home projects.



# Crissy Field & Crissy Marsh

01

## Nature Restoration

- Restored tidal marsh ecosystem
- Restored stream corridor
- Restored shoreline

02

## Recreation

- Airport converted to recreation field
- Beach
- Running/Walking trails
- Tunnel Tops
- Wildlife viewing
- Fishing
- School and Community events

03

## Businesses for Sports

- Outdoor sporting goods store
- Climbing gym
- Yoga
- Warming Hut

# Baker Beach

**01 Beach Recreation**

- Beach area cleaned and restored
- Public access improved
- Public transit access

**02 Tourism**

- Historic defensive batteries
- Great views of GG Bridge and Marin Headlands
- Dramatic cliffs scenery

**03 Residential**

- Largest enclave of residential housing is a short walk from beach
- Public transit connection to access all of San Francisco





Palace of Fine Arts

Letterman Digital Arts Center

Thoreau Center

Yoda Fountain

P  
r  
e  
s  
i  
d  
e  
n  
t

P  
r  
e  
s  
i  
d  
i  
o

# Main Post

Restaurant

Bowling/Eating

National Cemetery

Parade Ground

Hotel

Fitness Gym

Museum

Bay School

Sports Store

Cafe

Tunnel Tops

Crissy Marsh ecological restoration

Stream restoration



# Fort Scott

Robb Hill Campground

Park Maintenance

Park Police

World Economic Forum

Plant Nursery

Historic Batteries

Sport fields

Historic Batteries

"Log Cabin"  
rental hall

Historic Batteries

Residential

Cafe

Rock Climbing Gym

GG Bridge trail  
links

# Robb Hill Campground

P  
r  
e  
s  
i  
d  
i  
o



Sand Piles

Residential

Historic Batteries

Nike Missile Silos

Baker Beach

Residential

Dune Restorations

Scenic Overlook

Robb Hill Campground  
Group camping in the city

Historic Batteries

Forest Restoration

# Robb Hill Campground

P  
r  
e  
s  
i  
d  
i  
o

Sand Piles

Residential

Historic Batteries

Nike Missile Silos

Baker Beach

Residential

Dune Restorations

Scenic Overlook

Wine Bunkers

Robb Hill Campground  
Group camping in the city

Historic Batteries

Forest Restoration



# Social business model canvas

