



Partnership with the Golden Gate Bridge District
National Park Service, and Golden Gate National Parks
Conservancy presented at the

Bridge District Board of Directors Meeting

March 11, 2011





THE GOLDEN GATE – Global Symbol, Bay Area Spirit



Centerpiece of Our Region



Centerpiece of Our National Park



Nonprofit Partner for the Parks

- Public Engagement
- Philanthropy
- Park Improvements
- Visitor Services
- Public Programs



Our Public Agency Partners



- Created in 1916 to preserve America's natural, cultural, and scenic treasures
- Manages 392 national park sites across the country



- Established in 1996 to preserve the Presidio as an enduring resource for the American people
- Manages interior 1,168 acres of the former army post



Our Track Record

- \$200 million in support to park projects & programs
- \$100 million in federal support secured
- Nearly 100 enhancement & restoration projects completed
- 6 visitors centers designed & constructed
- 3.1 million visitors served each year through bookstores, fee-programs, and cafes
- 31,400 Volunteers in 2010
- 1,000s of park products

Enhance Landmark Places

- Vision
- Planning and design
- Public and agency approvals
- Construction and restoration



Landmark Places

Selected Accomplishments



- Crissy Field restoration
- Fort Baker restoration
- Alcatraz enhancements
- Presidio enhancements
- Lands End improvements
- Six Park Visitor Centers
- Trails Forever













Fort Baker

From Post to Park



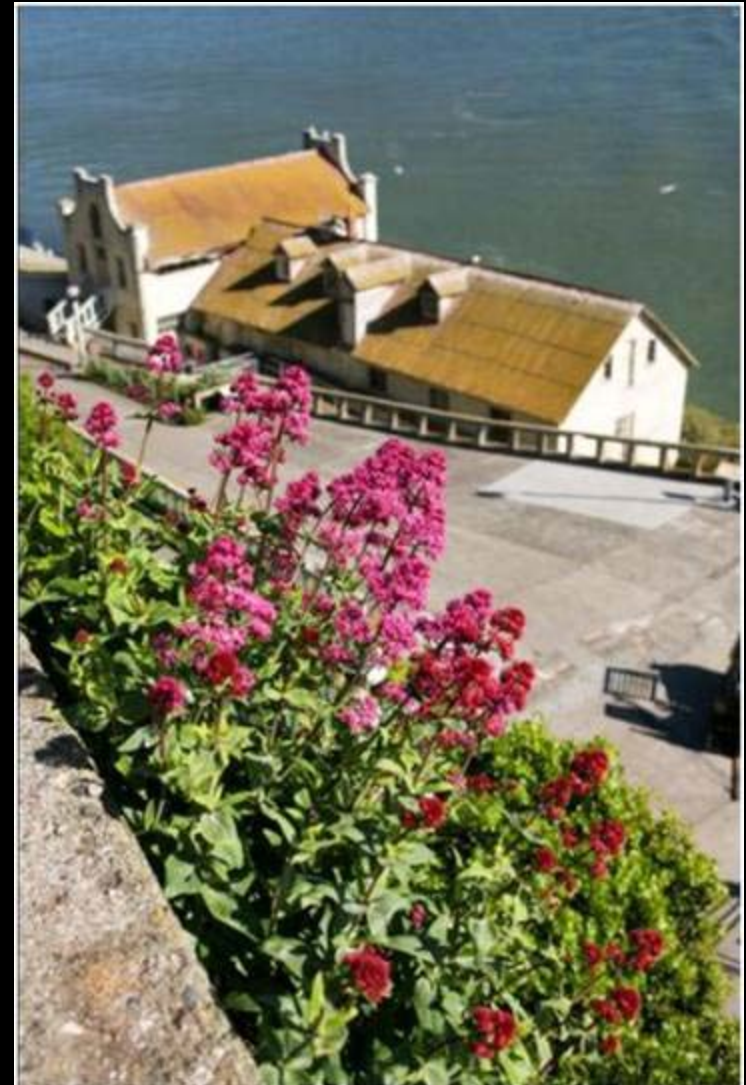
- Public Private Partnership
- \$150 million restoration effort
- National Landmark Buildings; LEED Gold Certification



Alcatraz: National Historic Landmark

Alcatraz Gardens

Receives State's Top Historic Preservation Award



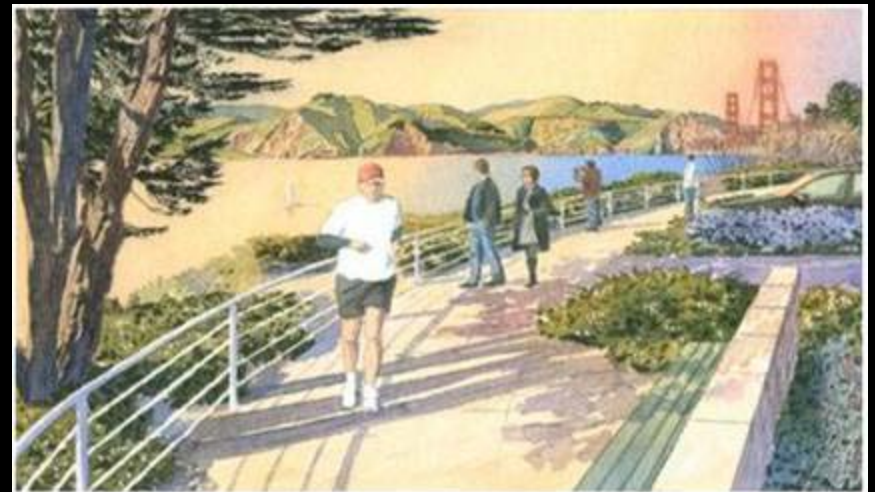
Presidio Trails

At the Golden Gate



Presidio Overlooks

Eight Scenic Places at the Golden Gate



Lands End

Trails, Heritage and Nature



\$5 million gift: Designing a New Visitor Facility at the Trailhead

To Enjoy

Visitor Centers, Information, Bookstores, Cafes

- Seven visitor centers and bookstores
- Visitor center and fee collection at Muir Woods
- Cafes at Crissy Field
- Visitor information
- Over 2.5 million park visitors reached



Visitor Tours

Alcatraz

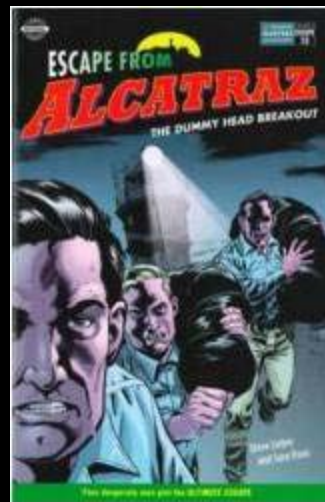
- Alcatraz cellhouse tours
- Alcatraz night tours
- 1.4 million served yearly



Park Products

Telling the Park Story

- Books, maps, and guides
- Award-winning products



To Engage

2010 Volunteers – Conservancy, NPS, Trust

- 31,425 volunteers
- 490,300 hours
- 390 corporate/civic groups
- Equal to 236 positions
- \$10.2 million in value



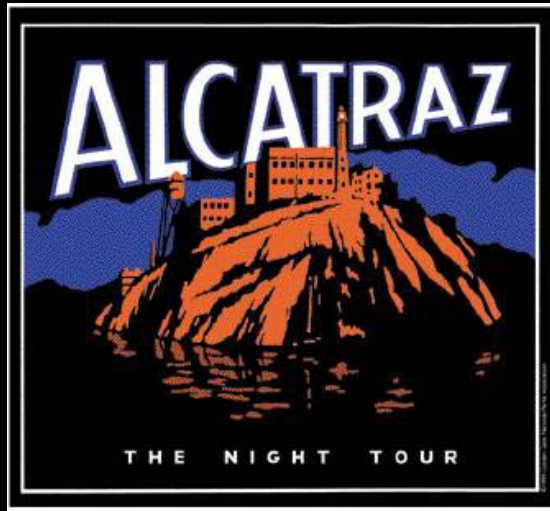
To Celebrate Events and Anniversaries



To Celebrate Fundraising Events



To Commemorate Marketing and Branding



Golden Gate Bridge

Intrinsic Connection to Visitors and Parks



PARTNERSHIP: Many Opportunities and Common Vision

We Share a Vision

World Class Experience at the Golden Gate Bridge

- View Points
- Access and Trails
- Visitor Facilities
- Visitor Services and Programs
- Permanent visitor center/museum



Phasing of the Vision

75th Anniversary (Phase 1)

75th Anniversary program, various site improvements and visitor services by May 2012.

Beyond the Anniversary (Beyond 2012)

More comprehensive site improvements, interpretive exhibits, programs and visitor services after the 75th Anniversary including permanent visitor center/museum.



75th Anniversary: Phase 1 Celebration

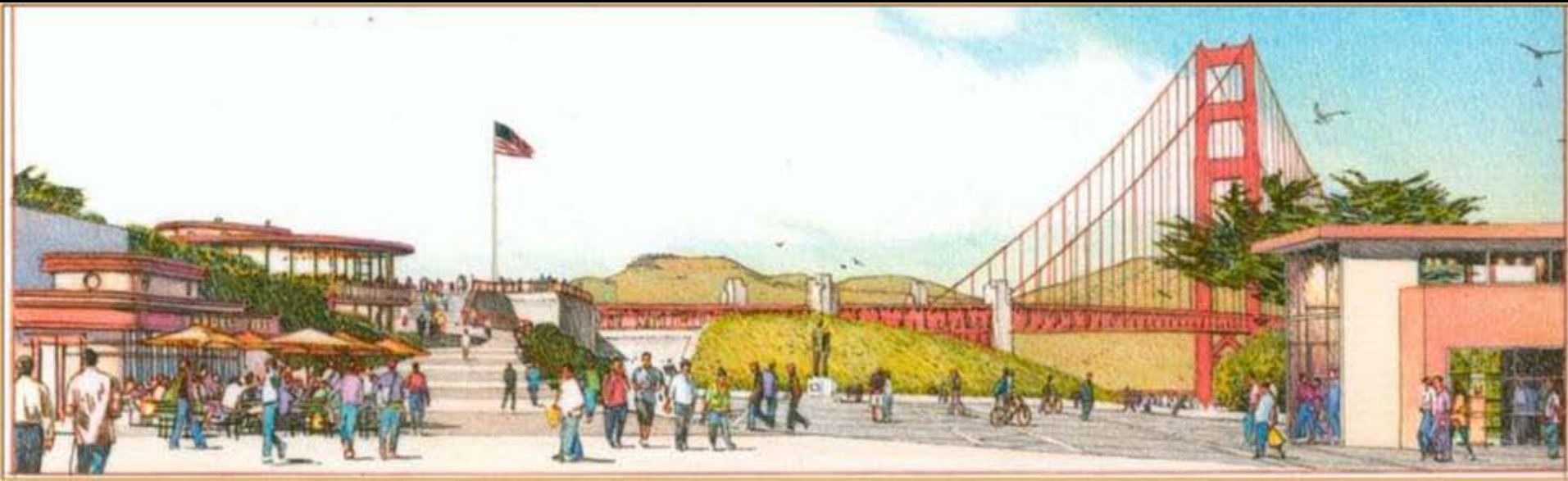
- Envisions region-wide programs and events for many audiences
- Leverages interests and capabilities of civic organizations
- Promotes participation in six counties representing District
- Features marketing and social media campaigns



75th Anniversary: Phase 1

Visitor Services/Site Improvements

- 75th Anniversary Pavilion
- Roundhouse converted to program/event space
- Plaza and signage improvements
- Commemorative items, visitor services



Partnership Outcomes

- Increased awareness and appreciation of the Bridge and adjacent parklands
- Opportunities to learn about and celebrate the Bridge's history
- Broad use of the parks and trails from which visitors can view the Bridge
- Increased stewardship of the parklands at the Bridge



Highlights of the Partnership

Relative to the Memorandum of Understanding

1. Enunciates broad statement of shared mutual goals
 - Provide for enhanced visitor enjoyment of the Bridge and adjacent national park lands
 - Provide for the interpretation and stewardship of these public assets
 - Interpret the Bridge as an international landmark of great cultural, aesthetic, engineering, architectural, social, scientific and historic significance
2. Establishes specific goals consisting of
 - Short-term: Development of programs and services to celebrate 75th anniversary
 - Long-term: Construction and operation of a Golden Gate Bridge visitor and history center/museum

Highlights of the Partnership

Relative to the Memorandum of Understanding

3. Establishes a framework for achieving the goals through a cooperative and coordinated planning and implementation process
4. Recognizes that the Conservancy is uniquely qualified to serve as the lead agency to formulate programs and services and to generate funding necessary to implement the goals subject to District and NPS review and approval of specific undertakings
5. Anticipates that additional specific project agreements will be entered into between the District and the Conservancy, as well as with NPS, to delineate specific terms and conditions governing implementation of specific projects

Highlights of the Partnership

Relative to the Memorandum of Understanding

6. Provides that all planned visitor improvements must be compatible with District operations, the functioning of the Bridge and with safety and security requirements
7. States that NPS will review and approve any major modifications of use or alteration of facilities within the GGNRA while working collaboratively and providing timely review of all proposed plans
8. Establishes an initial 10-year term of the agreement, while contemplating a longer-term relationship subject to a negotiated renewal process

Highlights of the Partnership

Relative to the Agreement

- Agreement for Golden Gate Bridge 75th anniversary, visitor experience projects and activities and merchandising activities
 1. Parties to Agreement: District and Conservancy
 2. The Project
 - Conservancy to develop a plan for anniversary activities for review and approval by District
 - Conservancy responsible for implementing each component of the approved anniversary plan, including fundraising and securing sponsorships

Highlights of the Partnership Relative to the Agreement

2. The Project (continued)

- Conservancy to develop a plan for the visitor experience programs and activities for District review and approval addressing:
 - a) Remodel of and capital improvements to the Round House and Café
 - b) Design and construction of additional visitor-serving facilities, including a 75th anniversary pavilion and ultimately a permanent Golden Gate Bridge visitor center/museum, including retail, tour and interpretive functions

Highlights of the Partnership

Relative to the Agreement

2. The Project (continued)

- c) Conservancy to be responsible for staffing, including providing first consideration for employment to existing District employees who work in the Gift Center and Café
- d) Conservancy to prepare and implement a broad-based merchandising plan

Highlights of the Partnership

Relative to the Agreement

3. Costs and revenue sharing principles
 - a) Broad definition of revenues attributable to the project--- includes revenues from tours and other fee-based on site experiences and sales of Golden Gate Bridge-related materials, both on District property and offsite, inclusive of website-based sales
 - b) Conservancy responsible for financing the project and will be reimbursed its capital and operating costs first out of sponsorships and donations and thereafter out of project revenues
 - c) Net revenues to be set aside for design and construction of a permanent visitor center/museum

Highlights of the Partnership Relative to the Agreement

3. Costs and revenue sharing principles (continued)
 - d) Following construction of museum, future project revenues will be allocated to the District and the Conservancy on a formula to be negotiated with the understanding that the District may use its share for any purpose consistent with its mission and the Conservancy will reinvest its share at the site in the form of capital improvements or interpretive programs
 - e) Comprehensive budget-setting, financial accounting system, financial reporting system and audit rights provisions are included in the agreement

Highlights of the Partnership Relative to the Agreement

4. Term of Agreement

- a) Initial term of 10 years, automatically renewed unless either party advises of its election not to renew by giving notice to the other party
- b) Either party may terminate for breach of the other party or for convenience. If District were to terminate for convenience, Conservancy may recoup any unrecovered investment



Creating a Memorable Experience at the Golden Gate