

## Chapter Two - Park Land Uses, Transportation, & Infrastructure



*“As part of the GGNRA, the Presidio’s significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner... consistent with sound principles of land use planning and management...” Presidio Trust Act*

Unlike the wilderness areas of many national parks, the Presidio was built and landscaped to serve the needs of an active military community. To preserve qualities that define the Presidio's character, the Presidio Trust must preserve this sense of community. Preservation will require active intervention and opportunities for people to live and work, as well as play.

The Presidio's long-term management and care requires that buildings be filled, that systems be maintained and improved, and that a variety of land uses be accommodated. This chapter sets forth a framework to guide the Presidio's future, including planned building square footage, open space acreage, and park-wide land uses. The chapter also describes the type and location of resident and visitor amenities, housing, and access and circulation improvements, as well as infrastructure and maintenance programs.

## Land Use

This Plan envisions a Presidio with substantially more open space of higher quality than exists today, and with fewer buildings and less overall building square footage. Almost 75 percent of the park will be open space - much of it providing valuable natural habitat - and 360,000 square feet or more of building space will be eliminated.

Approximately one-third of the Presidio's building space will be devoted to public uses, including educational and cultural uses, interpretation sites, small-scale lodging, recreation, and other visitor amenities. About one-third will provide housing, with priority for people who work in the park, and about another third will be used for office space. All park activities will benefit from the sustainable transportation and infrastructure systems that will keep the park functioning smoothly.

## Open Space

This Plan calls for an additional 99 acres of open space in Area B. "Open space" is defined as any area that is largely unoccupied by buildings, roads, sidewalks, parking areas, other paved areas, and landscaping around buildings. Open space encompasses, for example, forest, some landscaped areas, dunes, wetlands and riparian areas, native plant communities, trails, and the Presidio Golf Course. It also includes small, informal open areas within more developed parts of the Presidio that are available for public use. The Vegetation Management Plan (VMP) zoning categories - native plant communities, historic forest, and landscaped areas - provide a tool for describing open space and for examining the compatibility of recreation and open space activities with resource management objectives.

*"One of the planning goals is to concentrate developed areas in the north (including program, residential, community, and commercial facilities) and to remove residential areas in the south and expand open space there. This overall change in land use patterns will provide a more parklike setting in many parts of the Presidio." (General Management Plan Amendment (GMPA), page 35)*

### *Increased Open Space*

Ultimately, almost 75 percent of the Presidio's 1,491 acres is planned to be open space. The increase in open space by almost 100 acres will allow for restoration and enhancement of native plant and forest habitats, larger contiguous bands of natural systems, and more space for recreation.

Since 1994, the amount of open space at the Presidio has been increased by approximately 65 acres, mainly through restoration of Lobos Dunes and Crissy Field (Area A) and demolition of 58 units of Wherry Housing (Baker Beach Apartments). The restoration of Crissy Field by the National Park

Service and the Golden Gate National Parks Association increased wildlife activity along the Presidio’s bay shore and encouraged greater public use of the area. Restoration of the Lobos Dunes provided 13 more acres of native plant habitat and created more opportunities for public enjoyment of the area.

Planned demolition of the Wherry Housing complex (Baker Beach Apartments) and some non-historic housing along West Washington Boulevard would make the most substantial contribution to the Presidio’s open space acreage in the future. Some non-historic housing in the East Housing area is also planned for removal to allow for the restoration of the Tennessee Hollow stream corridor.

<b>Increase in Open Space</b>			
	<b>Area A</b>	<b>Area B</b>	<b>Presidio-Wide</b>
Existing Total Acreage	323	1,168	1,491
Existing Open Space Acreage	296	695	991
Planned Open Space Acreage	296	794	1,090
Net Gain	0	99	99

***Reductions in Building Space***

The Presidio Trust plans to reduce the building area in Area B by 360,000 square feet or more, notwithstanding the possibility of some new construction, as discussed further in Chapters Three and Four. Building area will be reduced mainly by removing nearly 680,000 square feet of non-historic housing in the South Hills district over time. Further demolition and all new construction beyond the most minor building additions would be subject to additional planning, analysis, and public input, in conformance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA).

<b>Reductions in Building Space</b>	
Existing Square Footage	5,960,000
Future Square Footage	5,600,00
Net Change	-360,000



NATURAL AREAS PROVIDE BOTH WILDLIFE HABITAT AND RECREATIONAL OPPORTUNITIES

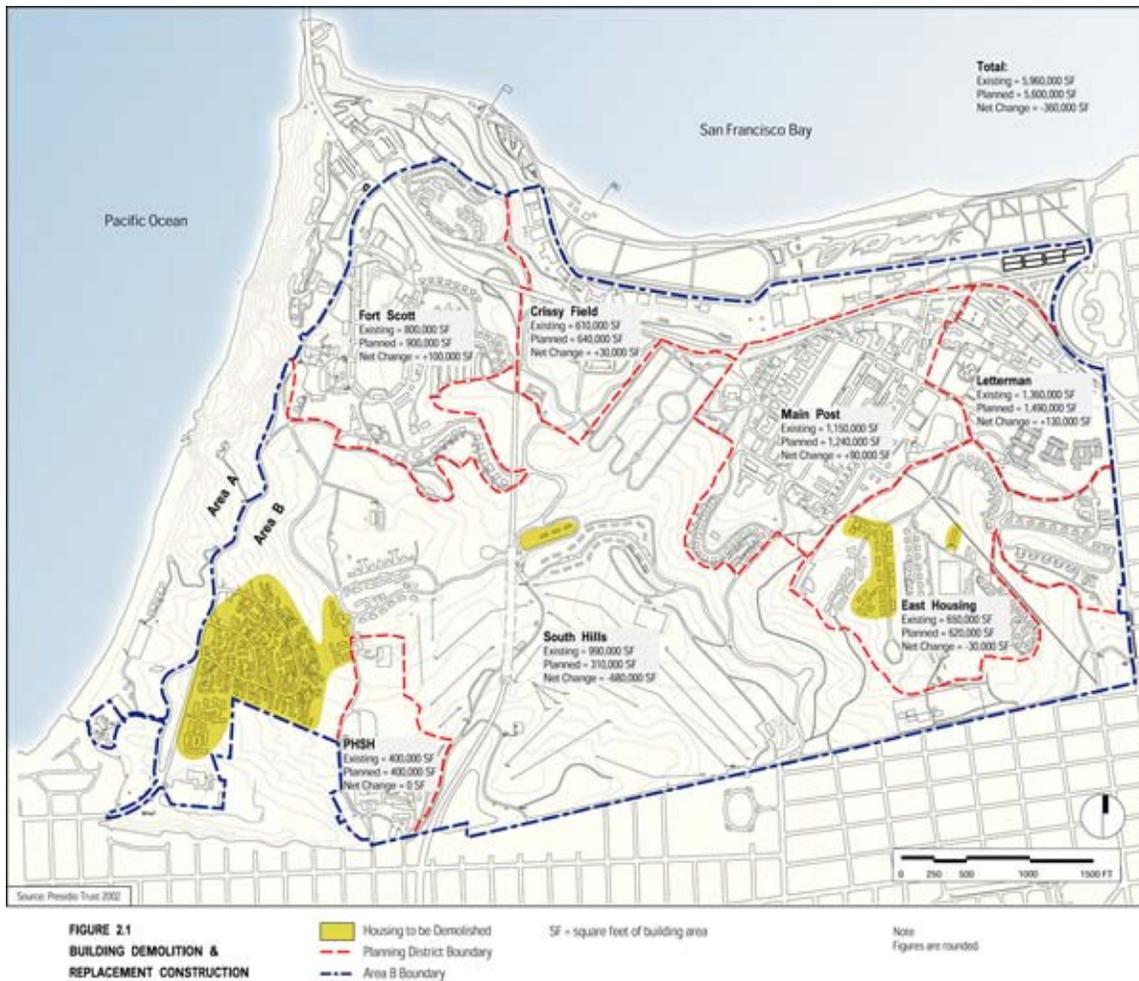


FIGURE 2.1  
 BUILDING DEMOLITION AND REPLACEMENT CONSTRUCTION

**Main Post**

The amount of building space may increase modestly. Some non-historic buildings may be demolished to restore historic settings and views. Additions to historic buildings and stand-alone new construction may be considered where appropriate - for example, to provide visitor amenities and to facilitate reuse of historic buildings.

**Crissy Field (Area B)**

Some non-historic buildings in this district may be demolished to increase open space and to enhance the visual and historic setting. Limited new construction would be considered, primarily to make reuse of historic structures possible. For example, a low-scale annex to Stilwell Hall could enable the building's reuse as lodging. Overall, the increase in building space will be kept to a minimum.

### *Letterman*

The future Letterman Digital Arts Center will be the largest physical change to the Presidio's built environment. Other changes in the Letterman district may include demolishing non-historic buildings and replacing them with more compatible structures that would reinforce the historic setting of the old hospital buildings and create a more pedestrian-scaled environment.

### *Fort Scott*

Demolition of minor buildings will be considered at Fort Scott, as will additions to historic buildings or building clusters to facilitate their reuse. For example, a meeting space may be required to support the educational programs envisioned for Fort Scott. Non-historic housing may be replaced with more compatible structures in the area behind the Pilots Row houses (North Fort Scott). The Golden Gate Bridge District may also relocate its maintenance functions from the bridge toll plaza to both existing and new buildings in this district.

### *Public Health Service Hospital*

The major change in building area that may occur in this district would be replacement of the non-historic wings of the former hospital with buildings elsewhere on the site. Removing the wings would support the district's revitalization, and would allow restoration of the building's original façade.

### *East Housing*

The Trust plans to reduce building square footage by removing some non-historic housing in this district if required to restore the Tennessee Hollow riparian corridor. Some replacement housing could be constructed in remaining non-historic building clusters.

### *South Hills*

The amount of building space will be reduced dramatically over time. The phased removal of the non-historic Wherry Housing complex (Baker Beach Apartments) and some of the East and West Washington Boulevard housing will allow for restoration of open space, native plant habitat, and wildlife corridors.

## Building Uses

The Presidio will continue to accommodate a variety of land uses, including housing, office, and public uses intended to serve park visitors and the Presidio community. The Trust’s goal is to use one-third of the available building space to accommodate public uses, one-third to accommodate residential uses, and one-third to accommodate office uses.



THE HISTORIC PRESIDIO THEATRE WAS TRADITIONALLY A VENUE FOR LIVE PERFORMANCES AND FILM PRESENTATIONS

<b>Building Use Summary</b>		
<b>Building Use</b>	<b>Targeted Square Footage</b>	<b>Percent of Total</b>
Public Uses	1.58 Million	28%
Housing	1.96 Million	35%
Office	1.82 Million	33%
Other	0.24 Million	4%
<b>Total</b>	<b>5.60 Million</b>	<b>100%</b>
Notes: All figures are rounded. “Other Uses” include historic batteries, industrial, warehouse, and park infrastructure facilities.		

## Public Uses

Visitor-serving uses are expected to be accommodated in about one-third of the building space at the Presidio, and could include a variety of cultural and educational uses, small-scale lodging, and other amenities to make the park welcoming to a wide range of visitors. The park will have places for people to stay, to relax, and to get something to eat, as well as places for recreation, entertainment, and learning. Public uses will be located and sized to respect the Presidio’s distinctive resources and character.

### *Cultural and Educational Uses*

Many places in the Presidio are appropriate settings for cultural and educational uses such as visitor facilities, major interpretive sites, performing arts facilities, museums, education centers, schools, institutes, training facilities, libraries, archives, classrooms, and day care facilities. It is estimated that approximately 920,000 square feet of building space will ultimately be used for a wide variety of cultural and educational uses. (See Figure 2.2.) Cultural use is preferred in approximately 530,000 square feet, largely concentrated at Crissy Field and the Main Post. Educational use is preferred in approximately 390,000 square feet, largely at the Public Health Service Hospital and Fort Scott. The Main Post and Crissy Field will continue to be the primary sites for cultural activities, in large part

due to the existing built environment and open spaces in these areas, as well as current visitor use patterns and ease of transit access. The precise nature of cultural and educational facilities will depend largely on opportunities offered by tenants and park partners, and by the buildings themselves.

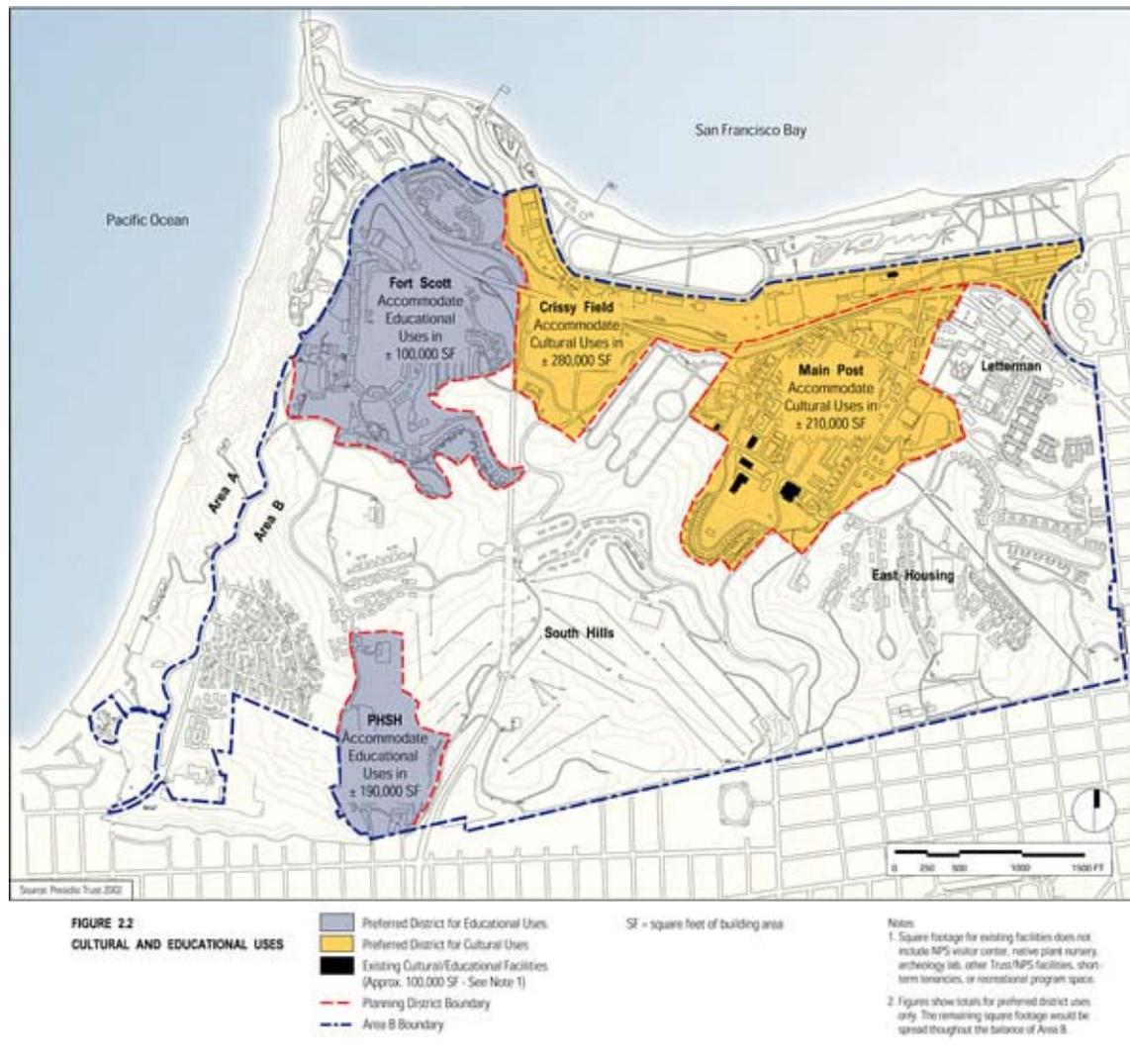


FIGURE 2.2  
CULTURAL AND EDUCATIONAL USES

### Cultural Use

The Presidio will be home to a variety of cultural venues, including interpretive sites, museums, artist studios, performing arts spaces, and more. Cultural activities may include lectures, discussions, performances, exhibits, festivals, building tours, and celebrations. The Trust will continue its collaboration with the National Park Service (NPS) and will develop partnerships with other organizations that can bring program expertise to the Presidio.

The largest cultural facility at the Presidio is the William Penn Mott Jr. NPS Visitor Center, operated by the NPS and located in Building 102 at the Main Post. This facility provides visitors with orientation services, including opportunities to talk with park rangers and to view exhibits, films, audiovisuals, and other media that describe the Presidio's resources and available activities. The

Visitor Center also serves as the staging area for most Presidio tours. Approximately 100,000 square feet of building space in Area B are currently used or dedicated for cultural programs. Primarily located at the Main Post, these facilities and programs include:

- The Officers' Club (35,000 square feet), which serves as a meeting, event, and exhibit venue.
- The Presidio Theatre (15,000 square feet), which is unoccupied but planned for reuse as a theatre.
- The Post Chapel (7,000 square feet), which hosts numerous events.
- The Herbst Exhibition Hall (11,000 square feet), which serves as a small-scale exhibition space.
- The Crissy Center (12,000 square feet), an environmental education and community facility.
- The Park Archives and Records Center (19,000 square feet), operated by the NPS.

In addition, several park operation facilities offer cultural/educational programs. These facilities and programs include the following:

- The U.S. Park Police's Cavalry Stables hosts educational and interpretive programs about the Buffalo Soldiers and the Ninth Cavalry at the Presidio.
- The Recycling/Compost Center is open to visitors, provides job training for young adults, and is a destination for city school children learning about waste reduction, composting, and sustainability. The center is managed in partnership with the San Francisco Conservation Corps and the Golden Gate National Parks Association.
- The Presidio Native Plant Nursery hosts full-time staff, volunteers, and students who propagate Presidio native plants; introduces visitors to nursery operations, plant biology and techniques; and supports Presidio restoration efforts. The nursery is managed by the National Park Service and the Golden Gate National Parks Association.
- The Archeology Lab hosts a volunteer program to catalog, protect, and manage artifacts.

To augment these ongoing programs, cultural uses would be preferred in approximately 430,000 additional square feet. The 100,000 square-foot Commissary is the preferred location for a large museum. The hangars at the west end of Crissy Field (Area B) are another possible museum location. Museums and other cultural institutions are expensive to establish and operate, and would require funding by sponsoring organizations or other outside sources.

In Fiscal Year 2002, the U.S. Congress requested that the NPS collaborate with the Trust to study the feasibility of establishing a Pacific Coast Immigration Museum (PCIM) at the Commissary building or at another nearby site, as well as the feasibility of rehabilitating Building 640 (about 10,000 square feet) as a museum. The PCIM would offer interpretive and educational programs about migration, immigration, and initial settlement on the Pacific Coast, and provide information on related historic sites and educational experiences on the West Coast.

The National Japanese American Historical Society is a key partner in the feasibility study of Building 640. The study will assess the building's potential use as a museum focusing on its historical associations and the role of Japanese-Americans in the history of the American West. In 1941, Building 640 became the site of the first secret U.S. Military Intelligence Service Language School, where Japanese-American soldiers were trained to become translators. Other sites of importance to the Japanese-American experience are close by at the Main Post.

Important historical features, such as those related to Native Americans and Buffalo Soldiers, exist at the Presidio and will be interpreted for the public. Other projects may include rehabilitating the former Army Museum or using the former airfield hangars and smaller spaces around the Main Post for small museums or exhibits, if financially feasible. Any future cultural activities at Crissy Field

(Area B) or the Main Post would complement those already in place at the Fort Point National Historic Site, the Crissy Field Center, and the Exploratorium.

### *Educational Use*

The Presidio Trust will seek tenants who provide educational services, including formal curriculum-based programs for children or adults, or less formal programs offering periodic workshops or tutorials. Both public and private institutions will be considered, with preference given to tenants who use Presidio resources as an educational tool (for example, as an “outdoor classroom”), who offer services to park visitors, or whose constituencies are national in scope.

The preferred locations for educational programs are Fort Scott and the Public Health Service Hospital (PHSH). (See Figure 2.2.) Fort Scott, with its tranquil, campus-like setting, could host an organization or group of organizations with resident staff and visiting experts dedicated to research and the exchange of ideas. In addition to programs at Fort Scott and the PHSH, the child care center at the Main Post will continue to operate, and the Cavalry Stables area near Crissy Field might offer additional space for hands-on learning and other educational programs. Existing research and training programs will be enhanced where feasible, and the Trust will encourage model educational and demonstration programs on environmental practices, natural resource management, and historic preservation. Through efforts with the NPS and other partners, the Trust can help local, national, and international participants to develop an understanding and appreciation of the Presidio’s resources.

The Presidio can also become a showcase for demonstration projects on environmental sustainability, historic preservation, and natural resources. Today, new ideas, technologies, and products are being tested in the park, and case studies are being developed that can become working models for other communities. For example, in the course of adaptive reuse of historic buildings, the Presidio Trust is testing various sustainable “green” building materials and energy conservation techniques. These projects can inform other groups working on similar projects involving historic preservation and sustainable building practices.



FIGURE 2.3  
LODGING

The Presidio Trust will also promote research and education through partnerships and internship programs that explore the Presidio’s natural and cultural landscapes and the systems that maintain them. Several partnerships with local educational and scientific institutions are already in place. The Trust will seek other partners to assist in these activities, which may include resource inventories and monitoring.

### *Lodging and Other Visitor Amenities*

National parks have traditionally provided lodging, and part of the visitor experience at the Presidio will include the opportunity to stay overnight in an historic building, such as historic barracks or officers’ quarters. Historic buildings could be rehabilitated to give guests a first-hand experience of elements of former Presidio military life and to provide a limited amount of lodging, estimated at 200,000 to 260,000 square feet or between 180 and 250 rooms.

Dormitory-style accommodations could provide affordable options for school and educational groups, as well as participants in park volunteer and stewardship programs and youth or elder hostels. Small inns and bed-and-breakfast accommodations may be the best use of some historic buildings.

Building additions or annexes may be necessary to make reuse of historic structures as lodging functionally and financially feasible.

Lodging will be located in an attempt to ensure that visitors will not need to use their vehicles during their stay. Preferred locations for lodging will be at the Main Post (potentially at Pershing Hall, a former guesthouse), and at Stilwell Hall in west Crissy Field (Area B). Some accommodations at Fort Scott may be established to support conference and educational programs. (See Figure 2.3.)

Meeting or conference space will also be considered to support educational, lodging, and office uses. Community meeting facilities will be available for park and program staff, visitors, and Bay Area residents. Existing meeting facilities, such as the Golden Gate Club and Officers' Club at the Main Post and the historic Log Cabin at Fort Scott, will be retained. Expansion of indoor recreational use will also be considered, either at existing locations or at other locations that complement opportunities for outdoor recreation.

Other visitor services, such as cafes and restrooms, will be appropriately located throughout the Presidio. Services at the Main Post already include a bank, post office, and cafes. Fort Scott, Crissy Field (Area B), and the Letterman district will also offer some services for tenants and visitors.



THE GOLDEN GATE CLUB ON THE MAIN POST IS A POPULAR MEETING FACILITY

## Housing

Housing has always been an essential feature of the Presidio landscape and is critical to the character of the place. One-third of the Presidio's building space will likely be used for housing, maintaining an important link to the Presidio's past and allowing the Trust to meet Plan goals. Residential use is a cost-effective way to preserve buildings and the most reliable long-term source of revenue available to the Trust; housing Presidio-based employees can minimize auto traffic through the park; and residents add to the vitality, safety, and security of the park.

### *Existing Housing Supply and Management*

Today, there are 1,116 conventional dwelling units and 538 group quarters (e.g. barracks, dormitories) in the park. (See Appendix E.) Approximately 80 percent of the dwellings and 25 percent of the group quarters are either currently occupied or have been occupied within the last year. Of the total occupied housing units at the Presidio, about 35 percent are occupied by Presidio-based employees. All of the housing units were occupied when the Presidio was a military post, and are reflected in the 1990 Census, which reported a residential population of 4,700.

Most of the Presidio dwelling units are large, and must be rehabilitated before they can be occupied. The Trust has rehabilitated 840 units in the past three years, and expects to complete rehabilitation of the existing units in 2004. All historic properties are rehabilitated in compliance with *The Secretary of the Interior's Standards for the Treatment of Historic Properties and the Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*.

The Presidio Trust will continue to give housing preference to full-time Presidio-based employees as a way to accommodate employee housing demand and reduce automobile traffic in and out of the park. Presidio-based employees are those who work a minimum of 32 hours per week for businesses, organizations, or institutions located in the park. Remaining units will be made available to the general public.

The Trust currently provides rent discounts for some Presidio-based employees who earn less than median income, in order to enable them to live in the park. Rents for these units are set at rates that are consistent with national affordability standards. A public safety housing program provides discounted rents to Presidio firefighters and U.S. Park Police officers. Dormitories and other single-room-occupancy or studio units accommodate one- and two-person households at a variety of rental levels. These housing programs will be maintained and adjusted as necessary to accommodate a diverse tenant mix.

### *Housing Removal and Replacement*

The Plan provides for changes in the composition of housing at the Presidio over time through removal of most non-historic dwelling units to allow natural resource enhancements, and through creation of smaller dwelling units. These actions will be aimed at preserving a broad spectrum of housing opportunities, and accommodating a range of income levels. Clustering housing close to major activity areas will contribute to community vitality, help reduce traffic and pollution, and support park operations such as transit and community policing.

To achieve natural resource goals, the Plan provides for the phased elimination of some clusters of non-historic residential buildings as restoration planning is completed and as funding becomes available both for building demolition and habitat restoration. For example, the Wherry Housing complex (Baker Beach Apartments) is scheduled for removal over a 30-year period in order to expand

open space and restore native plant communities, furthering the recovery of the San Francisco lessingia, an endangered plant species.

The Trust will also consider converting residential buildings to other uses, such as lodging or offices, if this strategy is justified by market demand and offers a cost-effective means for preserving historic buildings. Conversion of group housing to conventional dwellings is likely to result in fewer “units” (i.e., fewer apartments than rooms). Nonetheless, conversions will be considered as a way to meet Presidio housing demand for conventional units, as long as some amount of group housing rooms are maintained.

Subdividing non-historic dwelling units is an important strategy for replacing housing, as is the conversion of non-residential buildings to residential use. Based on preliminary study, it is estimated that between 270 and 570 dwelling units or dormitory-type accommodations can be created within existing buildings.<sup>1</sup> The actual extent and feasibility of conversions, as well as the precise location and configuration of these units, requires further building-specific analyses. Subdivision of historic units will only be undertaken if it can be accomplished in a manner that is consistent with The Secretary of the Interior’s Standards for the Treatment of Historic Properties and the Guidelines for Rehabilitating Buildings at the Presidio of San Francisco.

Between about 200 and 400 housing units may be replaced within new structures if required to meet Plan objectives. In all cases, new construction would be located within already developed areas, at transit-accessible locations, and would be compatible with the National Historic Landmark District. Some new construction could replace existing non-historic buildings, improve the aesthetic and historic qualities of the park, and make more housing accessible to public transit. For example, Building 1028, located west of the Thoreau Center and containing 58 dormitory rooms, may be removed and replaced with between 100 and 160 conventional dwelling units in a new building that is more compatible with the historic hospital complex. New residential construction will not be undertaken without additional planning, public input, and environmental analysis.

Rehabilitating and converting historic non-residential buildings to residential use may prove to be an excellent historic preservation strategy regardless of the demand for housing by Presidio-based employees. For example, residential use may be the best way to ensure that historic portions of the Public Health Service Hospital are sensitively rehabilitated. For that reason, senior housing or other residential uses are preferred for the hospital building. Similarly, barracks and non-residential buildings at Fort Scott may be effectively preserved by allowing housing that supports an educational institution. Both group housing and co-housing may also be considered as a way to reuse a limited number of large historic homes.

*1 The Presidio Housing Conversion Study by Page & Turnbull, Inc. and Solomon E.T.C., dated October 19, 2000, evaluated a subset of all Presidio buildings and concluded that “some building types offer the Trust a good opportunity” for subdivision or conversion, “and can be reasonably pursued,” that others “are worthy of more study...but may be more suited to other uses,” and that some appear “quite unpromising.” Of the 135 buildings examined, 57 were considered to have “high” suitability, potentially resulting in 243 new units. This conclusion was “intended only to suggest which buildings are more promising than others...[and was not intended to] be used for budgeting.”*

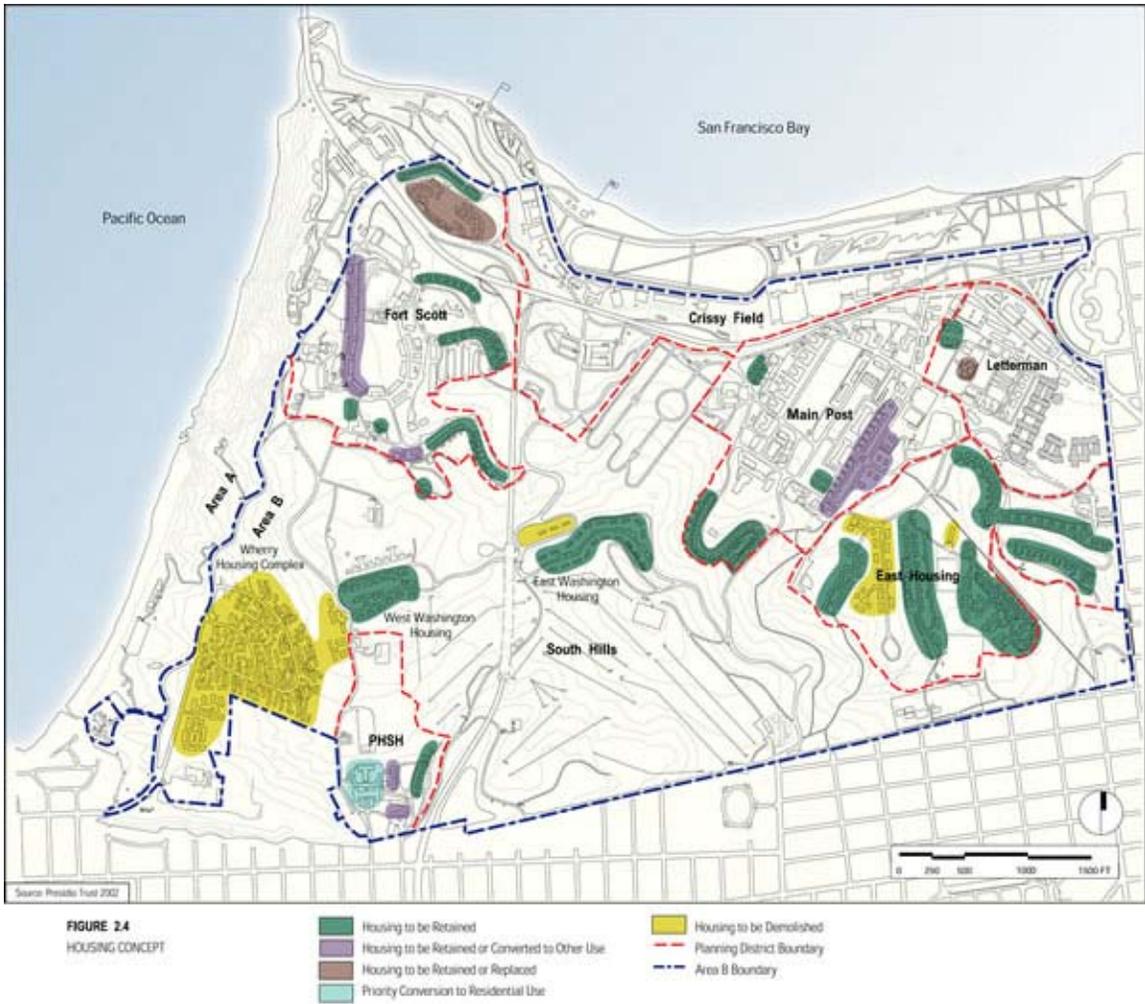


FIGURE 2.4  
HOUSING CONCEPT

### *Housing by Planning District*

Figure 2.4 illustrates planned housing retention, removal, and replacement for each planning district and for the Presidio as a whole. In most cases, the number of planned units is presented as a range that reflects general goals. Achieving these goals depends on site-specific assessments of building configuration and financial feasibility, as well as progress toward meeting other planning objectives.

**Housing by Planning District** - Note: Most numbers are rounded.

<b>Main Post</b>	
Existing Dwelling/Dorm Units	75/64 (Total 139)
Existing Units to be Converted to Non-Residential Use	25-55
New Units within Existing Buildings	5-35
New Units within New Construction	0-50
Maximum Number of Residences	140-155
The Main Post has historically accommodated a mix of residential and non-residential uses, and a mix of conventional dwelling units and group quarters. The plan proposes to retain this mix.	

<b>Crissy Field (Area B)</b>	
The Crissy Field (Area B) planning district does not contain housing units, nor is housing proposed for this district.	

<b>Letterman</b>	
Existing Dwelling/Dorm Units	0/158 (Total 158)
Units to be Removed	0-60
New Units within Existing Buildings	0-60
New Units within New Construction	100-160
Maximum Number of Residences	200-260
Historically a mixed-use area that included houses and dormitories serving the Letterman Hospital, the Letterman district is accessible to transit and services in neighborhoods outside the Presidio. Since the hospital closed, the amount of housing in the Letterman district has decreased; the Plan proposes to reverse that trend.	

<b>Fort Scott</b>	
Existing Dwelling/Dorm Units	130/230 (Total 360)
Units to be Removed or Converted to Non-Residential Use	20-240
New Units within Existing Buildings	0-30
New Units within New Construction	100-150
Maximum Number of Residences	310-450
Fort Scott has historically accommodated a mix of residential and non-residential uses, and a mix of conventional dwellings and group quarters. The Plan proposes to retain this mix.	

<b>Public Health Service Hospital</b>	
Existing Dwelling/Dorm Units	11/86 (Total 97)
Units to be Removed or Converted to Non-Residential Use	0-90
New Units within Existing Buildings	80-200
New Units within New Construction	0-40
Maximum Number of Residences	200-210
The Public Health Service Hospital district was historically a mixed-use area that included houses and dormitories. The Plan proposes to increase the number of residential accommodations, converting the historic hospital to residential use if feasible.	

<b>East Housing</b>	
Existing Dwelling/Dorm Units	313/0 (Total 313)
Units to be Removed or Converted to Non-Residential Use	66
New Units within Existing Buildings	90-170
New Units within New Construction	0-66
Maximum Number of Residences	313-410
East Housing has always been the Presidio's main residential neighborhood; it is close to Letterman and the Main Post, and accessible to transit and neighborhood services outside the Presidio. The Plan proposes to retain or increase the existing number of housing units.	

<b>South Hills</b>	
Existing Dwelling/Dorm Units	587/0 (Total 587)
Units to be Removed for Open Space	500
New Units within Existing Buildings	80-90
Maximum Number of Residences	170-180
Built up after World War II, the South Hills district is the one area of the Presidio where open space can be expanded substantially without affecting historic resources. Over time, the Plan proposes to reduce dramatically the number of housing units in this district.	

<b>Presidio-Wide Summary</b>	
Existing Dwelling/Dorm Units	1,116/538 (Total 1,654)
Units to be Removed for Open Space	565
Other Units to be Removed/Converted to Other Use	50 - 380
New Units within Existing Buildings	270 - 570
New Units within New Buildings	200 - 400
Maximum Number of Residences	1,400 - 1,654

## Office Use

Office space was the Army's principal use of the Presidio's buildings, and was also identified as a preferred use in the National Park Service's 1994 General Management Plan Amendment (GMPA). Under the Presidio Trust Management Plan (PTMP), an estimated one-third of the Presidio's building space will be occupied by office tenants. Office space offers a cost-effective way to rehabilitate and reuse historic buildings, and is critical to generating revenues for the park.

The Main Post, Letterman, and Fort Scott planning districts are the most appropriate locations for office space, but offices could be located elsewhere as well if preferred uses in other districts do not prove feasible. Approximately 650,000 square feet of office space are currently in use, and 840,000 square feet of office space are planned for the Letterman Digital Arts Center on the former Letterman Hospital site. An estimated 330,000 square feet of additional office space remains to be filled.

Due to its location and the type of space available, the Presidio is unlikely to attract the kind of commercial office tenants who seek "Class A" downtown space or suburban office parks. Instead, the Presidio will house a mix of office tenants who can fund the rehabilitation of historic buildings and meet the other tenant selection criteria described in Chapter Four.



THE FORMER NINTH CORPS AREA HEADQUARTERS ON THE MAIN POST IS NOW USED AS OFFICE SPACE

## TRANSPORTATION

The Presidio Trust will use environmentally responsible transportation strategies to improve mobility within the park, minimize private automobile use, increase the use and availability of public transit and pedestrian and bicycle travel options, and improve connections to regional transportation systems. Figure 2.5 illustrates planned circulation routes and major transit hubs.

### **Transportation Demand Management**

The Trust's transportation demand management (TDM) program is intended to reduce automobile travel to, from, and within the Presidio, shifting travelers to alternative modes of transportation such as public transit, bicycling, walking, carpools, and vanpools. The TDM program will include elements such as an internal shuttle system, residential and non-residential parking management, commuter-check transit incentives, car-sharing, carpool and vanpool programs, telecommuting, reduced work-week schedules, and on-site services within easy walking distances. The Trust will offer some TDM services to Presidio tenants, and will also require tenants to provide additional services designed to encourage their own employees to use alternative transportation. (See Appendix D.)

At a minimum, the TDM program is designed to reduce vehicle trips so that trips involving automobiles will represent a maximum of 70 percent of external person trips and 50 percent of internal person trips. Above and beyond this minimum standard, the Trust plans to pursue an aggressive long-term goal for automobile trip reductions as transit services are expanded, and as the resident and employee populations of the Presidio approach historic levels. The long-term goal is to reduce vehicle trips and increase auto occupancy such that only 50 percent of all external trips and 35 percent of all internal trips are by auto.

### ***Internal Shuttle***

The Trust already provides an alternative-fuel internal shuttle service linked to public transit stops. The service connects to both San Francisco Municipal Railway (MUNI) and Golden Gate Transit bus lines and could be made available upon request to school or community groups for park-related activities. New bus shelters will be built to serve both public transit and the internal shuttle, and will provide lighting, visitor orientation, route maps, and schedules. Shelters will be designed to accommodate installation of communication systems that provide real-time bus arrival information.

### ***Transit Hub***

The Trust will construct a transit hub in the northern part of the Main Post district, within easy walking distance of Crissy Field, Letterman, and the central part of the Main Post. (See Figure 2.6.) Transit providers will be encouraged to serve the transit hub to facilitate transfers to and from the internal shuttle. Links will be provided to the existing hub at the Golden Gate Bridge toll plaza. Services at the transit hub will include ticket sales and information, passenger waiting areas, and other amenities.

### ***Regional Transit***

As a Regional Transit Connection member, the Trust will continue to sell transit tickets and passes for Bay Area transit providers, and to work closely with MUNI, Golden Gate Transit, and other providers to improve transit serving the Presidio. The Trust will pursue route and bus stop changes for MUNI lines serving the Presidio, including additional express bus service to downtown. The Trust will also work to establish cross-town connections to BART, and will support efforts by the Golden Gate Park Concourse Authority and the City and County of San Francisco to develop a San

Francisco cultural shuttle that would connect the Presidio with other sites. The Trust will work with other agencies to consider the extension of the MUNI E-line streetcar, and with Golden Gate Transit to provide access to buses traveling to and from downtown. The Trust will work with all involved agencies and transit providers to establish a transit center in the Doyle Drive corridor as part of the Doyle Drive reconstruction project.



THE TRUST WILL CONTINUE TO WORK TO IMPROVE TRANSIT SERVICE TO THE  
PRESIDIO

### *Tour Buses*

To ensure the orderly movement of tour buses and minimize their impact both within the park and in adjacent neighborhoods, a strategy for tour bus management will be developed in collaboration with the National Park Service and City and County of San Francisco. The strategy will address bus size, frequency, noise and vibration, use of alternative-fuel vehicles, routing, permitting, idling and parking, interpretation (i.e., tour bus programs for explaining the park's resources and history), and venues to be served.



FIGURE 2.5  
PLANNED VEHICULAR CIRCULATION

### *Water Taxi/Ferry Service*

The National Park Service and the Bay Area Water Transit Authority are exploring the possibility of water taxi/ferry service to the Presidio. This service could connect the Presidio to other parks and tourist areas such as Fort Mason, Fisherman’s Wharf, and Angel Island. The Trust will work with the National Park Service to provide transit connections to any water taxi/ferry service serving the Presidio.

### **Pedestrians and Bicycles**

The Presidio Trust will improve pedestrian and bicycle routes to promote convenient, safe, and enjoyable walking and bicycling throughout the park. Improvements will include signage or re-striping along existing routes, new and improved trails, and modifications to existing trails. The Presidio Trails and Bikeways Master Plan, developed in collaboration with the National Park Service, will propose a comprehensive walking and biking network in the park. Pedestrian routes will be improved throughout the park to connect main activity areas and housing sites. Upgrades or

corrections in intersection alignments, road widths, and road shoulders will make roads safer for bicycle use. (See Figures 2.7 and 2.8.)

### **Traffic Management**

The Trust will pursue traffic safety improvements and look for ways to reduce traffic congestion. The Trust will consider means of simplifying or clarifying the Presidio's road network, for example, by defining logical visitor routes and providing additional signage. The Trust may also consider closing some roads to auto traffic to provide for recreational use. The Trust will also take steps to reduce traffic on some roads. Future studies will evaluate the pros and cons of traffic restrictions on Washington Boulevard as well as the possibility of realigning Mason Street to separate automobile from pedestrian and bicycle traffic near Crissy Marsh.

Road and intersection improvements will minimize congestion, will be compatible with historic preservation mandates, and will be designed to discourage auto shortcuts. Options may include increased traffic enforcement, traffic calming measures, additional stop signs, reduced speed limits, or narrowing of roads by adding bicycle or pedestrian routes. Intersections within the Presidio will be modified as necessary to correct alignment, add signage, and improve safety.

### **Doyle Drive**

The San Francisco County Transportation Authority (SFCTA), Caltrans, and the Federal Highway Administration are currently drafting design and engineering alternatives for Doyle Drive to improve traffic safety and structural stability. The Trust supports long-range safety improvements on Doyle Drive and is actively involved in the planning process. The Trust will review and evaluate proposals and determine the consistency and compatibility of those proposals with park resources and values.



THE TRUST IS ACTIVELY INVOLVED IN PLANNING FOR THE FUTURE OF DOYLE DRIVE

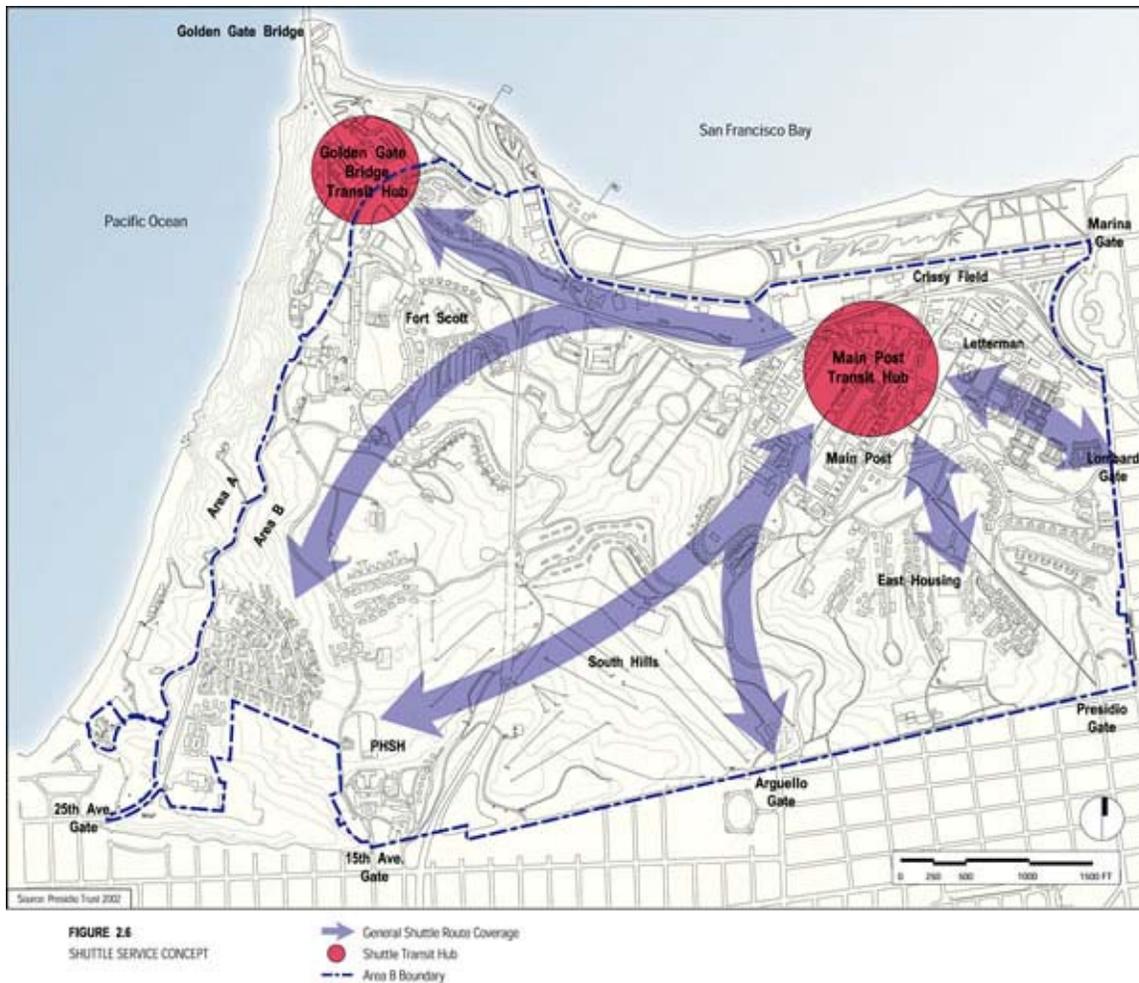


FIGURE 2.6  
SHUTTLE SERVICE CONCEPT

The Trust will support Doyle Drive design alternatives that advance the following objectives:

- Minimize short-term and long-term impacts on park resources.
- Provide direct access to the Presidio and ensure an appropriate transition between the Doyle Drive roadway west of the Gorgas Avenue warehouses and city streets, using a minimum amount of park land.
- Maintain Halleck Street as a pedestrian and bicycle route with limited vehicular use.
- Enhance visual and pedestrian connections from the Main Post to Crissy Field.
- Ensure a viable connection for the Tennessee Hollow drainage to Crissy Marsh.

### New Transportation Technologies

The Trust encourages the use of alternative fuels and new technologies, with the goal of making the Presidio a model and demonstration site for new transportation technologies. The internal shuttle system, for example, uses compressed natural gas buses, demonstrating clean-fuel technologies and taking advantage of refueling facilities already located in the park. The Trust will work with manufacturers to incorporate emerging technologies such as hybrid-electric, all-electric, and fuel-cell technology into future shuttle vehicles.

## **Parking Management**

The Trust will develop policies for managing parking supplies and reducing the demand for parking. These policies will be coordinated with other transportation programs to create a coherent, effective approach to discouraging automobile use and promoting more sustainable means of travel and commuting. Policies will include charging employees for parking during the workday, and charging residents for parking in excess of one space per housing unit. Other tools may include designated tenant and residential parking areas, designated carpool and vanpool parking, time limitations on parking, special events coordination, and centralization of parking areas to be used in conjunction with the internal shuttle.

Future planning efforts will decrease the number of parking spaces but stop short of impeding the Trust's ability to attract tenants to reuse historic buildings. Parking facilities will be concentrated near main activity areas, and will be designed to accommodate average rather than peak demand. Parking areas may be redesigned or relocated to simplify access or to reduce their visual impacts. Some large parking areas may be removed, and smaller peripheral parking lots may be built. Parking will be prohibited near native plant communities that contain protected or endangered species and in areas where it would threaten the historical integrity of the site. Parking will also be discouraged on road shoulders, particularly along heavily traveled routes and near major intersections. Parking will be sufficient to meet tenants' needs and avoid exacerbating parking problems in adjacent neighborhoods.



FIGURE 2.7  
PROPOSED PEDESTRIAN ROUTES

- Primary Trails
- ..... Secondary Trails
- Area B

Notes:

1. Alignments shown are based on early planning efforts and will be refined through the Trails and Bikeways Master Plan and environmental review process currently underway.
2. Some trails shown are also under consideration for multi-use designation, for pedestrian and bicycle use.

FIGURE 2.7  
PROPOSED PEDESTRIAN ROUTES



FIGURE 2.8  
PROPOSED BICYCLE ROUTES

--- Bicycle Routes  
 Area B

- Notes
1. Alignments shown are based on early planning efforts and will be refined through the Trails and Bikeways Master Plan and environmental review process currently underway.
  2. Only road-based routes are shown. Multi-use trails would also accommodate bicycles.

FIGURE 2.8  
PROPOSED BICYCLE ROUTES

## INFRASTRUCTURE AND FACILITIES

The rehabilitation of buildings, the operation of utilities, and the daily maintenance of structures and grounds keep the park functioning smoothly. Many of the Presidio's older infrastructure systems have required significant upgrading and replacement. The Trust has a capital investment program designed to bring these systems up to current standards so that they may serve new land uses. Safety, efficiency, and long-term sustainability are primary goals of the upgrading and replacement work.

*“The Presidio will be a model of sustainability with use and demonstration of innovative environmental technology applications.” (GMPA, page 52)*

### Sustainable Building Design and Rehabilitation

The Presidio Trust will apply the principles of sustainable design and technology to rehabilitating structures and to creating resource-efficient environments. Where practical, environmentally-sound building materials, such as natural, recycled, salvaged, and durable products or materials made from renewable or biodegradable sources, will be used in building rehabilitation. In selecting materials for rehabilitation projects, the Trust will take into account historic features, resource depletion, toxicity, and disposal considerations. High-efficiency heating and cooling equipment, lights, and appliances will be promoted, as will renewable energy sources and water-efficient plumbing fixtures. Maintenance methods and other treatments will also be environmentally sensitive.

In 1995, the National Park Service partnered with the Department of Energy (DOE) to host a “Greening of the Presidio” environmental design charrette. Over 100 environmental specialists gathered for a three-day meeting and developed a visioning document, *Voyage to Sustainability: The Greening of the Presidio*. This document is the foundation for many of the Trust's environmental sustainability initiatives. The DOE also assisted in the development of “Tenant Guidelines for Energy-Efficient Renovation of Buildings at the Presidio of San Francisco.” The Presidio Trust drafted “Green Building Guidelines” for use in historic buildings at the Presidio, and has adopted the “Leadership in Energy Efficient Design Green Building” standard (developed by the U.S. Green Building Council) for all new construction at the Presidio. “Green building” review has been incorporated into the Trust's building review and permitting process, and all design drawings are reviewed for material use, energy and water efficiency, low toxicity, and waste reduction.

Demonstration of building conservation practices implemented at the Presidio will encourage people to consider the broad environmental and health impacts of design, equipment, and materials. New technologies and products will be tested and case studies developed to share the results and lessons learned. For example, green building practices may be on display for the public, perhaps in a model “green residence” or in several non-residential buildings.

### Energy Generation and Conservation

The Presidio's electrical distribution system is currently undergoing safety and efficiency upgrades, including repair and rehabilitation of old cables and, where possible, undergrounding of overhead lines. The Trust has also installed small-scale cogeneration units in individual buildings. These units provide both heat and power to the buildings.

In planning for energy conservation, the Presidio Trust will follow the goals of the Federal Energy Management Policy (Executive Order 13123), including reduction of greenhouse gasses, expansion of renewable energy use, and reduction of total energy use. The Trust will strive to meet these goals through complementary conservation practices, including:

- Meeting or surpassing the energy conservation requirements of the current California Title 24 energy code during building rehabilitation, where these requirements do not conflict with historic preservation objectives.
- Carrying out cost-effective energy conservation retrofits of buildings and utility infrastructure.
- Choosing appropriate technologies and delivery methods to meet all or part of the Presidio's electricity demand.
- Educating staff, tenants, and park visitors about energy conservation.
- Developing energy conservation and efficient energy generation demonstration projects.
- Participating in energy-efficient appliance and computer purchasing programs.
- Installing energy management systems (EMS) in all non-residential buildings both to monitor energy use and to enable remote troubleshooting and building controls.

In addition, the Trust will undertake studies examining micro-cogeneration and other energy technologies. The Trust will compare technologies using the criteria of low maintenance, high efficiency, and low air emissions.

### **Water Conservation**

The Presidio Trust operates a facility that treats water from Lobos Creek to provide potable water to the park. Supplemental water is purchased from the City and County of San Francisco as needed.

The Presidio Trust will protect water resources and water quality, prevent pollution, and conserve water. The Presidio will become a model of responsible water use and a demonstration site for water conservation programs. Low-flush toilets, low-flow showerheads, and other water-saving devices will be installed in all rehabilitated buildings. Non-invasive, drought-tolerant, low-maintenance landscaping will be integrated into developed sites to the extent possible without conflicting with historic preservation goals. Landscaped areas will be retrofitted with low-flow irrigation devices and will be plumbed for use of recycled water. Tenants and residents will be informed of water conservation practices.

### ***On-Site Water Recycling***

The Trust is pursuing plans for an on-site water recycling system that would include a small and highly effective treatment plant that could be located within an existing building. The plant would treat wastewater from the park for landscape irrigation and other non-potable water needs. The project would also help to reduce the use of limited water supplies from Lobos Creek and would minimize the wastewater flow to the city's sewer system.

### ***Water Quality***

The Trust will administer a stormwater quality control (pollution prevention) program to ensure that stormwater draining to Crissy Marsh, San Francisco Bay, and the Pacific Ocean is of appropriate quality for these important ecological systems. Additional treatment processes, such as biofilters or natural filtration basins, will be installed if necessary for compliance with water quality standards and regulatory requirements. The Presidio Trust will also implement the Mountain Lake Enhancement Plan to improve the water quality of Mountain Lake. Monitoring water quality will help the Trust set targets for pollution control and prevention.

## **Solid Waste Reduction**

The Presidio Trust will reduce solid waste by using resources more efficiently, recycling, and purchasing products made from recycled materials. The Trust will maintain extensive waste reduction facilities and services.

### ***Presidio Recycling Center***

The on-site Presidio Recycling Center has been established in cooperation with the San Francisco Conservation Corps. Young adults enrolled in a job-training program collect over 10 tons of recyclable materials from park tenants, recreation sites, and special events each month. The recycling center is open to visitors and serves as a model facility and education site. Presidio tenants are required to participate in office recycling, the goal of which is to divert at least 50 percent of the waste stream through recycling and reuse.

### ***Presidio Salvage Program***

The Presidio Salvage Program reclaims valuable equipment, supplies, and materials. Continued materials recovery will focus on using recyclable material collected on-site where financially feasible. In considering proposals for building removal, the Trust will evaluate the following options for reducing building waste:

- Relocation and reuse of the structure.
- Separation and salvage of all possible materials and elements for reuse, including reuse of recycled asphalt and concrete for paving.
- Separation of recyclable and compostable materials from demolition waste.

### ***Composting***

A comprehensive composting program has been established to separate organic debris from waste that is sent to landfills. The goal of this program is to reuse all organic material on-site. Grass, weeds, horse manure, and brush are composted in both small- and large-scale compost systems and used as an organic soil amendment. The Presidio compost system currently diverts over 150 cubic yards of organic material each month and demonstrates “green debris” management and soil regeneration. Extensive research is conducted to optimize compost use and to control impacts on the natural environment of the Presidio.

### ***Pollution Prevention and Abatement***

The Trust will carry out a pollution prevention and abatement program that meets strict environmental standards. The Trust will focus on eliminating pollution hazards from workplaces and reducing pollution in the park. Pollution will be prevented through use of fewer toxic materials, and careful handling and management of hazardous waste.

## **Environmental Remediation**

The Trust will ensure that hazardous materials contamination from prior military uses at the Presidio is cleaned up in compliance with governing environmental clean-up agreements. In 1999, responsibility for Presidio-wide clean-up of hazardous waste sites shifted from the U.S. Army to the Presidio Trust; the Army agreed to provide \$100 million over four years to pay for the remediation. Under this agreement, which involved the Presidio Trust, the National Park Service, and the U.S. Army, the Trust intends to complete the clean-up program in 10 years. Area A of the Presidio could

be cleaned up in four years. The California Department of Toxic Substances Control, the U.S. Environmental Protection Agency, and the Regional Water Quality Control Board are actively involved in designing remediation strategies. The Presidio Restoration Advisory Board, a group of agency representatives and community members, monitors the clean-up process to ensure that it is consistent with community priorities.