

# PROJECT DATA

38-99

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Project Name National AIDS Memorial Grove Location Golden Gate Park

Owner National AIDS Memorial Grove board, project of the Tides Center

Project Use(s) Park-like uses, memorials, weddings, monthly volunteer Workdays

Project Size 7.2 acres Total Development Cost \$3,695,000

Annual Operating Budget (if appropriate) \$358,000

Date Initiated 1991 Percent Completed, December 1, 1998 95%

Project Completion Date (if appropriate) December 2000

Attach, if you wish, a list of relevant project dates See Project Description, #4

### Application submitted by:

Name Thom Weyand Title Executive Director

Organization National AIDS Memorial Grove

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### Key Participants (Attach an additional sheet if needed)

Organization	Key Person	Telephone
Public Agencies	Deborah Learner	415-831-2741

Architect/Designer	Michael Boland	510-525-7357
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Developer	Alice Russell-Shapiro	415-824-6676
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Professional Consultant	Miguel Encuidanos	415-546-1212
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Other	David Linger	415-282-2434
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	Clare Cooper Marcus	510-548-2904
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	Carlin Holden	415-695-1998
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	Connie de Laveaga Stoops	510-653-4500
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Community Group	Elaine Shen	415-982-8999 x420
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Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Circle all that apply).

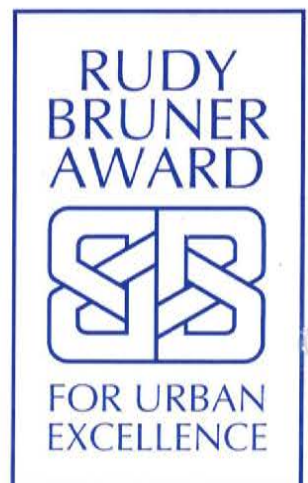
Direct Mailing	Magazine Announcement (please specify)	Previous RBA entrant or Selection Committee member	(Other (please specify)) Joan Chaplick Dept. of Interior
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Signature Thom Weyand

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**1999**  
**RUDY BRUNER AWARD**  
**ABSTRACT**



## ABSTRACT

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Project Name National AIDS Memorial Grove

Location Golden Gate Park, San Francisco, California

1. Give a brief overview of the project, including major project goals.

The National AIDS Memorial Grove (NAMG) is the first living memorial in honor of all people touched by AIDS -- people with AIDS/HIV, and their families, friends, and caregivers. Built to transform a wooded dell in San Francisco's Golden Gate Park, it draws thousands of visitors from around the globe. The Grove was developed with three primary goals in mind. First, the NAMG sought to honor people with AIDS/HIV, their families, friends, and caregivers through the creation of a landscaped setting for healing, hope and remembrance. Second, the NAMG sought to transform a derelict, seven-acre park site into a botanical highlight using an innovative public/private partnership between the City and County of San Francisco and the non-profit NAMG. Third, given historically low levels of maintenance at the site, the NAMG sought to develop vehicles to generate ongoing community stewardship of the site and to fund maintenance in perpetuity.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

The National AIDS Memorial Grove is an outstanding candidate for the Rudy Bruner Award for Urban Excellence. The construction and management of the Grove are a model for how derelict or undermanaged urban parks can be revitalized in an era of diminishing municipal funding for parks. The public/private partnership between the NAMG and the City of San Francisco has become a model for the development and on-going management of parks both in San Francisco and in other municipalities. The construction of the Grove has spawned a number of efforts to create similar Groves to honor the victims of AIDS across the country. In a similar vein, the Grove was built using an unconventional design and construction process that sought to combine the project's social goals (i.e., support for people touched by AIDS) and the community into the creation of a beautiful and memorable park site. The significance of the Grove as a national model for the renewal of urban parks and for addressing a pressing social need was acknowledged by the Congress of the United States when it was designated the National AIDS Memorial Grove in 1996.

## PROJECT DESCRIPTION

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*Please answer questions in space provided.* Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

1. What local issues did this project address? How has it affected the local community?

For almost two decades, San Francisco has been devastated by the AIDS epidemic. The creation and implementation of the Grove gave San Franciscans a positive way to deal with their grief. The creation of this living memorial provides a cathartic, healing opportunity to those who have lost loved ones as well as those who are struggling with the disease. Memorial services are held here, as are weddings, anniversaries and other ritual observances. It has become the pre-eminent cynosure in San Francisco in the context of AIDS awareness and remembrance. The community's appreciation for it and participation in it grow daily.

2. Describe the design concept, materials used, and visual impact of the project. How was the design shaped and influenced by its intended use? Its urban context?

The concept was to restore and recreate the existing space to become a place where people could mourn, remember, heal, and hope in a garden/park setting. The de Laveaga Dell, created as part of Golden Gate Park in 1921, contained the potential to achieve this goal, as it still exhibited the basic structure (a self-contained bowl shape; tall, mature evergreen; some specimen shrubs; a stream course; varied terrain) of its heyday, even though the ensuing years had wrought overgrowth, disrepair, neglect, and virtual abandonment, mostly due to budget cuts.

Materials used were plants, wood, and stone. The design team wanted to keep the look gardenesque, simple, and true to the esthetic of Golden Gate Park, so beloved and intimately known by all team members. The usage goal was to create an AIDS memorial that would have an enduring impact but at the same time ensure the integrity of the site as an integral part of the larger urban park and therefore a destination to be enjoyed by all, not only those whose lives have been touched by AIDS.

3. Describe the underlying values of the project. What if any significant tradeoffs were required to implement the project?

The idea of gathering or group was of pivotal importance. When someone dies, he or she is typically remembered privately and individually. For the Grove, however, the challenge was to create a public place where people could reflect, remember, and mourn alone, collectively, sequentially, or simultaneously. In design terms, this translated into spaces that are deliberately circular and non-hierarchical, like an embrace. Another important value relates to monthly "Grove Workdays." For the past five years, thousands have volunteered their Saturdays to pull weeds and overgrown vines, cultivate the soil, and prepare the site for new plantings while leaving the old growth intact. The Workdays have become the heart of the Grove. It became evident that there was a crying need – literally and figuratively – for a safe place to grieve openly without being stigmatized; a place for remembrance and renewal; a means for the world community to recognize the enormity of the AIDS crisis. The Grove answers these needs.

4. Describe the key elements of the development process, including community participation, where appropriate.
  - Late 1988 - small group convenes to discuss creating a living memorial for those who have died of AIDS.
  - 1989-1990 - discussion begins with Golden Gate Park about designating a space that would be appropriate.
  - 1991 - De Laveaga Dell is selected as the site, previously overgrown, neglected 7-acre space in the east end of the park. Clearing and weeding begins at groundbreaking, which launched monthly Workdays. Capital campaign begins with Circle of Friends.
  - 1994 - 99-year lease agreement signed with San Francisco Recreation and Park Department. Gardener's endowment becomes goal.
  - 1996 - Congress and president confer "national status" on the Grove, placing it on par with the Vietnam Veterans Memorial and USS Arizona, the only AIDS memorial so designated.
  - 1998 - Phase II of the endowment campaign (*Ensure Remembrance*) commences.
  
5. Describe the financing of the project. Please include all funding sources, and square foot costs where applicable.

The project was financed through a capital campaign and an ongoing endowment campaign. The capital campaign (\$1,295,000) is virtually complete, and has funded six circular stone and wood gathering areas, 15 benches and several planted areas. The endowment campaign, when finished in December of 2000, will fund the gardener's salary and on-going maintenance in perpetuity. The campaign is for \$1.5 million, with about \$1.1 million left to raise. Major funding sources are San Francisco individuals, families, and foundations, and corporations. An innovative aspect of the campaign is the \$1,000 per name inclusion in the flagstone Circle of Friends; to date this program has raised nearly \$800,000, most of which will be directed toward the endowment. Another donor-recognition area was added in 1998: the Crescents which provide for middle-range (\$5,000 to \$25,000) gifts. Early indications are that this area will prove the value needed to finish the campaign.

6. Describe what is unique about the project. Is the model adaptable to other urban settings?

There are a few things unique about the project. First, it is an award-winning example of private-public partnership, having secured a pioneering 99-year renewable lease with San Francisco Recreation and Park Department. Second, the concept of funding the gardener's salary and maintenance with an endowment means that the operations office/needs will be greatly diminished, thus keeping annual costs to a bare minimum. Third, and perhaps most important, this project is organic to the community, devastated as it was by AIDS.

It is a project very adaptable to other urban settings, respecting their own specific social/community needs and environmental issues. The NAMG has created a "How To" manual that has been used in at least six other cities.

## PUBLIC AGENCY PERSPECTIVE

Name: Deborah Learner Title: Park Planner  
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Signature Deborah Learner

1. What role did your organization play in the development of this project?

The de Laveaga Dell is under Recreation and Park Department jurisdiction. Our Department worked closely with the AIDS Memorial Grove Committee in identifying the type of project what would be compatible with the park environment and we worked continuously with the non-profit organization in reviewing plans and negotiating an agreement for improvements and ongoing maintenance.

2. Describe what requirements were made of the project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The original proposal made by the AIDS Memorial Grove Committee was to create a new development in Golden Gate Park. The Department suggested the restoration of an existing area. This was the major compromise at the outset of the undertaking. This approach was supported on both sides and has made the project the success that it is.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What tradeoffs and compromises were required? How did you participate in making them? With hindsight, what would you do differently?

It was important that the project restored a naturalistic area incorporating harmonious garden structures, seating/paved gathering areas, rather than imposing a constructed area into the park. In this way, the much needed open space of the park was preserved.

The most difficult task was in the earliest stages to come to an agreement regarding the scope of improvements and the approach in renovating an existing area in the park. Ongoing maintenance is currently a concern. The City is funding the current position. However, it remains to be seen if the AIDS Memorial Grove Committee will take on the ongoing maintenance as was stipulated in the agreement. This element is contingent upon completion of all capital improvements.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

The impact has been not only to provide a dedicated area for remembrance and contemplation, but also a model of site stewardship. Because of the naturalistic character of the place, each visitor can appreciate the site in their own way - as a memorial area, an extraordinarily natural landscape in the middle of the City, etc.

5. What about this project would be instructive to agencies like your in other cities?

Improvements need to be compatible with the park and its long-range plans. Restoration of an existing area is a more harmonious approach than the imposition of new areas that are not in keeping with the historic park context.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The project will continue its success if the volunteer effort can be sustained and if garden maintenance is underwritten by a maintenance endowment raised by the Committee as stipulated in the original agreement.

## ARCHITECT OR DESIGNER PERSPECTIVE

Name:	Michael Boland	Title:	Landscape Architect
Organization:	National AIDS Memorial Grove	Telephone:	510-525-7357
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1. Describe the design of the project including design concept, choice of materials, scale, etc.

There are two critical facets to the Grove's design concept. The first facet is the design and construction process. Unlike many design and construction processes, the community played a significant role in the design and construction of the Grove. The design process was an interactive one, slowly unfolding as a result of design workshops, informal community input and community Workdays. The community's role in the act of creation was seen as a critical part of the Grove's healing function. Although the Grove is for the most part "built" in the conventional sense of the word, it continues to be created as a result of community activity at the site. The second facet is the design itself. Five elements were employed to create a meaningful public open space of enduring beauty. The Grove's overall spatial structure creates the feeling of being in a "sacred space" apart from the city. It is set in a long, linear valley that creates a visual and acoustic separation from surrounding urban activity. A rhythm of darkness and light, enclosure and openness structures the spatial experience of the Grove. This builds on a metaphor for the experience of a person with AIDS, an idea developed at an early community workshop. The design employs various stone circular seating and gathering areas set in sunny clearings in the woodland. These were conceived of as an embrace, and are all incomplete to reflect our missing loved ones. Plants were used to reinforce the overall spatial idea, to build on these various metaphors, and to create a beautiful, ever-changing park setting. Finally, durable yet simple materials such as stone, gravel, plants and earth were employed in such a manner that the community could be heavily involved in the construction of the Grove

2. Describe the most important social and programmatic functions of the design.

Social and programmatic functions lie at the heart of the Grove's design and operation. Initially, the Grove was conceived as a place for individual and collective remembrance. However, this initial function broadened over time, as a result of the interaction between the community and the site. The Grove came to serve a series of additional functions. The high level of community involvement in the design and construction generated a strong level of community commitment to the project. Workdays funneled ongoing community support into the Grove's creation, but also created a community of support for those living with AIDS and those who have lost loved ones. Some monthly Workdays attracted in excess of 500 volunteers, pulling weeds, planting shrubs and sharing stories. NAMG outreach to many under-served communities and school groups has created a safe environment for all members of the community to discuss a difficult yet pressing social topic -- AIDS. As a result, many community and school groups have made the Grove a focus of their service learning and community volunteerism programs.



3. Describe the major challenges of designing this project and any design tradeoffs or compromises required to complete the project.

Designing and building the Grove involved a number conceptual, institutional and design challenges. The greatest conceptual challenge was the tension between the social goal of maximizing community involvement in both the design and construction process to create a strong sense of community stewardship and the more conventional design goal of creating a beautiful, meaningful landscape setting that exhibits a high level of design excellence. Institutionally speaking, the greatest challenges lay in the crafting of a partnership between the NAMG and the City of San Francisco had been designed, built and managed by a private or non-profit organization. The crafting of this partnership presented a number of design and implementation challenges that slowed the construction process down, but in the end forged a strong partnership. Finally, there were a number of design challenges that had to be overcome in the creation of the Grove. The project required the reforestation of over half of the site to replace a dying, overage forest of Monterey pine and Monterey cypress. The design sought to convert a site with quite varied topography into a memorial serving people of all abilities including people with AIDS who sometimes arrive in wheelchairs or on gurney near the end of their illness. The Woodland (mobility access) Path and Meadow Overlook are two examples of how this issue was addressed. Issues of bad drainage, flooding, poor soil quality, and reduced water for irrigation all had to be addressed in plant choices and the physical design of the Grove. Finally, and perhaps most importantly, the restoration of the Grove required major infusions of capital and labor, both resources the city lacked. A comprehensive strategy was developed for addressing this, which had implications for every aspect of the project from design to implementation and ongoing maintenance.

4. Describe the strengths of the project's design and architecture, and the way in which it relates to its urban context.

The Grove builds upon the strengths of the adjacent park lands of Golden Gate Park. It uses plants and a rustic design vocabulary that are consistent with that used in the surrounding park area while maintaining an independent identity. Functionally, new and improved paths and stairways resolve circulation and erosion problems on adjacent sites. Restoring the Grove eliminated an area that had been blighted, which had major social and physical implications on adjoining park areas for many years.

## DEVELOPER PERSPECTIVE

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Name: Alice Russell-Shapiro Title: Co-Chair, Board of Directors  
Organization: National AIDS Memorial Grove Telephone: 415-824-6676  
Address: 3746 21st Street, San Francisco, CA 94114  
Fax: 415-392-2824 E-mail: \_\_\_\_\_

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Signature \_\_\_\_\_

*Alice Russell-Shapiro*

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

I was among a small group (six people) of San Franciscans who came together in late 1988 to discuss commemorating those lost to AIDS. The seed of the idea – the grove of trees – became an effort to dedicate a neglected part of Golden Gate Park to renovation in perpetual memory not only of those we personally had lost but of all everywhere whose lives had been touched by AIDS. This small band of volunteers grew and met monthly and with city officials over the next several years, resulting in the legal agreement with the city to allow us to create the AIDS memorial Grove. Monthly clean-ups started in September 1991, the agreement was signed in January of 1995.

2. What, if any, modifications were made to the original proposal as the project was developed? What tradeoffs or compromises were required during the development of the project?

We quickly realized that because of the enormity of the epidemic, a small grove of trees would not suffice as an appropriate memorial. The vision expanded to taking over a discrete area of a park.

As far as compromises, the main one had been the addition of individual names to the Grove. Originally there were to be no names, but when the city required us to fund one gardener's salary in perpetuity under the terms of the legal agreement, it became necessary to raise this money. After much discussion, the idea of a donor circle of names was adopted. After that, due to a lack of prompt and complete subscription to this "Circle of Friends" (at \$1,000 per name), we were further obliged to provide naming opportunities on other features of the Grove (benches, boulders, etc.). The board was very divided over this issue, but finally came to consensus.

On other modification that happened very early on was the decision not to accept any public funds for the Grove. Fundraising was done form the private sector only in an effort not to drain money away from crucial AIDS services such as food and shelter, which have heavy public subsidies.

3. What, if any, innovative means of financing the project were used?

Most people seem to expect that names inscribed in an AIDS memorial would all be of persons who have died. Our "Circle of Friends", however, is specifically not that, and the reason is a strong one the entire board agreed on: the names of those who had died should not reflect their ability to afford \$1,000. The Grove remembers all who died equally, not just those who had the money to put their names in. Therefore the Circle of Friends is simply a donor list of those who contributed to the endowment for the gardener's salary. Later (1998) donor areas called the Crescents of Healing, Hope and Remembrance were added to accommodate gifts of \$5,000 to \$25,000.

4. How did financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The major benefit to the public is that San Francisco has a beautifully renovated and reclaimed public space at no cost to tax payers. This sets it far apart from other park and open space projects. As related to the financial goals, the quality is award-winning and superb. The quality is maintained by one gardener who has the assistance of 100 to 200 volunteers once a month for eight months a year. This keeps the maintenance cost well below that of a comparable project.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

The most difficult part has been completing the \$1.5 million endowment for the city gardener's salary and annual repairs, an ongoing problem not confined to the development of the project. All other aspects did go fairly and very smoothly. One could therefore call the fundraising the least successful aspect also, but there exists strong dedication and determination now to complete the endowment by World AIDS Day 2000, and an executive director has been hired with this goal as his priority, as it is the board.

6. What about this project would be instructive to other developers?

The parts about building the community base and the pioneering legal agreement with the city would be most instructive. Also the evolution of volunteer Workdays.


7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If people continue to visit and use the Grove, if spontaneous offerings such as bouquets of flowers are left as they are now, if Workdays (volunteer clean-up) continue, and if the Grove stays well maintained, it will be a success.

## PROFESSIONAL CONSULTANT/CONTRACTOR PERSPECTIVE

Name: Miguel Enguidanos Title: formerly Project Manager  
Organization: Brererton Architects Telephone: (415) 383-5589  
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Signature 

1. What role did you or your organization play in the development of this project?

As construction managers we oversaw construction of the hardscape features. Our service included contracts, managing subcontractors, supervision, attending construction meetings, reviewing billing, production project schedules, recommending design revisions, budgeting. We were involved from the inception of the hardscape design through current completion. In the last phase, I completed our duties through Brereton Architects.

2. From your perspective, how was the project intended to benefit the urban environment?

The project was intended to be a place of spirituality, healing, remembering and for grieving. A peaceful location with inspirational beauty.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that documents these effects? Attach supplementary material as appropriate.

The project has a great impact as monument and urban center for those who have been impacted by AIDS. The serenity given by the Grove leads to wonderful praise of the welcome addition to Golden Gate Park. By uniting those who have been impacted, the Grove gives hope, a sense of togetherness, and an abandonment of isolation. Essentially the project completely renovated what was an overgrown landscaped area.

4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

This is a project that feels complete without the noticeable hidden tradeoffs and compromises, although many were made. The fact that this was a design by committee means that a unique vision was lacking from the design. The unifying element is nature and the use of materials. At Van Acker we suggested bringing in a top notch Philadelphia landscape architect for design review however this was never done. There were several landscape architects and architects involved with the design and they participated in an open and generous fashion. There is also an incredibly large and loyal volunteer sector which allows for what the project may be lacking in staff to complete tasks from the generosity of time and materials.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The meadow is clearly the most glaring issue in the Grove. Work was done to clean-up and seed the meadow, but did not account for the flooding that would occur due to an underground flood storage tank. The best solution would have been for someone who was familiar with the flooding to acknowledge the problem and that all work in the meadow would be complete prior to finishing of the meadow. The dirt roads through the Grove should also be resolved to something more permanent.

6. How might this project be instructive to others in your profession?

A project as unique as this one would be an example of how to work on a project that involves a large percentage of volunteers. The character of this project while friendly and cooperative also is an example of a fairly successful design without a singular strong design entity which I prefer.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of the fact?

That the maintenance would continue. This will be the most difficult item to contain considering how much work is now done by volunteers. A cure for the AIDS virus would have a significant effect on the project, albeit a happy one. A project like this also depends on continued support and enthusiasm by the professional and business community.

## OTHER PERSPECTIVE

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Name: David Linger Title: Founding Chair  
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Signature D.W. Linger

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1. What role did you play in this project?

I played a central role in both early organization of the AIDS Memorial Grove as an entity, and negotiation with the Parks Department to obtain land for the project.

2. From your perspective, how was this project intended to benefit the urban environment?

It was intended to serve a dual purpose: to recuperate and re-beautify a neglected but important sector of the park, and to create a specific green environment identified for the use of a community mourning the loss of a significant number of members.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area.

The project has realized its goals and gone far beyond. The degree of community involvement (volunteer and otherwise) has been very great, and has offered since the beginning a very positive focus for grief and renewal. The neglect has been reversed; the area is now spectacularly beautiful and is used by a great number of people.

4. What trade off and compromises were required during the development of the project and did you participate in making them?

The tradeoff: we will refurbish and care for a part of the park for which there are no funds. You will let us assign an identity, and bring the community in to help.

5. What was the least successful aspect of the project?

The least successful part of the project has been the length of time it has taken to raise sufficient funds.

6. What can others learn from this project?

Involvement of an interested community can boost incrementally the work done by public entities on public land. The sum of private and public efforts can produce results beyond anyone's hopes or expectations. People who use public green areas do have a stake in how such areas are used, and will work as a team very successfully to see that underused and neglected places are returned to them for their enjoyment. Union workers and volunteers can work side by side without anyone feeling threatened: to the contrary, they see to recognized a common goal.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Continued intense community involvement.

## OTHER PERSPECTIVE

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Name: Clare Cooper Marcus Title: Professor Emerita  
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Signature Clare Cooper Marcus

1. What role did you play in the development of the project?

I participated in an early design charette when the basic goals for the Grove were established. I took part in Workdays during the early years of its development.

2. From your perspective, how was this project intended to benefit the urban environment?

It was intended as a memorial to those lost to AIDS; a restorative place where survivors and family members might gather, formally or informally; a reclaimed section of a well-known but minimally - maintained park that could become a place of pride for San Francisco's gay community which was one of the epidemic's early epicenters.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

It has had both a national and a local impact. Nationally it has been recognized as a national memorial. It is the first such memorial to victims of a specific disease. Locally, for many hundreds of people involved over years, in its creation, the Grove has become an enormously important symbol of hope and community.

4. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

An initial goal was that no names of those who had died, survivors or benefactors would feature prominently in the Grove. The intent was to create a memorable, restorative place - not a "graveyard":: Over time, people expressed the desire to memorialize loved ones ("The Circle of Friends"). It also proved necessary - in order to raise needed funds - to feature the names of those who donated money.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

I can think of nothing that should have been done differently.



6. What can others learn from this project?

That direct, local involvement in the creation or restoration of a significant outdoor space in the public realm can result in – (a) a beautiful environment; (b) a place of great meaning for those involved and for the wider community; (c) a profound bonding among those people who are involved, and between them and the place itself.

7. If five years from now, you were to judge that this project was still successful, what characteristics would convince you of the fact?

- (a) That people use it – both for general park-activities (strolling, sitting etc.), and for formal/informal activities related to memorializing those lost to AIDS.
- (b) That it is well-maintained.
- (c) That people know of its existence.
- (d) That an organization exists, whose rank it is to ensure the on-going upkeep and improvement of the Grove.

## OTHER PERSPECTIVE

Name: Carlin Holden Title: \_\_\_\_\_  
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Signature Carlin Holden

1. What role did you play in this project?

I participated in this project as a volunteer at the monthly Workdays for the past 5 years. I have also been involved in such outreach activities as staffing the booth at the San Francisco Landscape Garden Show and in recruiting a major donor.

2. From your perspective, how was this project intended to benefit the urban environment?

The Grove has reclaimed public acreage neglected due to budgetary inadequacies of the public agency responsible.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area.

This reclamation of a portion of the famed Golden Gate Park, is similar to the renovation of a dilapidated house in an otherwise nice neighborhood (i.e. increases all the "property values"). Immediate neighbors of the area who walk or run in the park regularly now see and enjoy the additional pleasant and safe area as noted in remarks at World AIDS Day activities at the Grove in 1995 by then San Francisco Supervisor Migden, herself a neighbor (former neighbor).

4. What trade off and compromises were required during the development of the project and did you participate in making them?

I was not involved in design, planning etc. portions of the project but am aware that compromises were made regarding rehydrating the old creekbed - monetary and resource scarcity being major factors. There were also some compromises made in the area of plant selection with some outside interests lobbying for total native plant usage - not consistent with the overall park plan. I'm sure that the agreement between the Grove, the Parks Department and the City, which was precedent setting, involved many additional compromises as the process continued for several years.

5. What was the least successful aspect of the project?

As with every one of the grass-roots organizations in the San Francisco model of responses to the AIDS epidemic, the transition from personal idea/vision to large scale organization was the least successful part of the project at least from the point of view of some participants.

6. What can others learn from this project?

We are a model for other groups who want to "adopt"/reclaim public spaces, for groups wanting to create their own living memorials for AIDS and other causes and in fact get calls from those who want to do as we have done.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I would judge the project successful if in 2003, the endowment were fully in place and producing the expected revenue to support the maintenance of the Grove, if the area continued to be maintained, if people were using the Grove, for personal reflection, meditation, recreation, memorial gathering and other ceremonies, i.e. weddings, christenings. In other words if the site indeed is a place of life and remembrance.

## OTHER PERSPECTIVE

Name:	Connie de Laveaga Stoops	Title:	Architect
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Signature Constance de Laveaga Stoops

1. What role did you play in this project?

I had a dual role in the development of this project. I initially became involved because I am a great great niece of Jose Vicente de Laveaga who made the original bequest creating de Laveaga Dell within Golden Gate Park. De Laveaga Dell is now the site for the National AIDS Memorial Grove. As a young girl, my family and I used to visit the park and picnic on the grounds of the beautiful dell. When I heard that de Laveaga Dell had been selected as the site for an AIDS memorial, I immediately contacted the organizers and became involved. As an architect and a de Laveaga family member who knew the dell well, I was invited to join the committee working to design the Grove. I was involved in the initial design charrettes as well as the design development of the entire project.

2. From your perspective, how was this project intended to benefit the urban environment?

Due to diminishing resources in Golden Gate Park, de Laveaga Dell had been sorely neglected. Not a prominent part of the park nor a frequent tourist destination within the park, park management had sadly let de Laveaga Dell become overgrown with brambles and blackberries. The beauty of this project is that it had met the needs not only of its own mission, but also the needs of the urban environment (Golden Gate Park). Through the work of thousands of volunteers, the Dell has been restored and redefined and is now a gathering place for many visitors to Golden Gate Park.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area.

This project, through the work of its many volunteers, has restored a part of Golden Gate Park that had become unsafe as well as unsightly. The National AIDS Memorial Grove is now a destination point within Golden Gate Park whereas previously it was an area to be avoided. Many "old timers" who remember the de Laveaga Dell in its glory are delighted to see the renewal and rejuvenation of this site.

4. What trade off and compromises were required during the development of the project and did you participate in making them?

The only compromises (and I am not sure that I would call them compromises) that were required during the development of this project were the restrictions of Golden Gate Park, as well as the prevailing building codes of the city. As a member of the design team, I recall the need to conform to park "signage" requirements, accessibility requirements, as well as park review and approval of our proposed design. We received tremendous cooperation from the park management throughout all phases of this project.

5. What was the least successful aspect of the project?

Hard to say. The project was inherently a terrific idea, but the politics within the board were often difficult for many of us. Management by committee is difficult even with the best of teams.

6. What can others learn from this project?

This project can serve as a model for other projects which seek to create and restore open spaces within our cities. This project illustrates that city offices/facilities can work together with volunteer groups with the shared goal of improving urban spaces for our communities.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

In Madrid, outside the famous bullfighting ring stands a statue of Dr. Flemming who invented penicillin. That invention save the lives of many bullfighters who had historically died after a particularly dreadful bullfight. That invention has saved the lives of many bullfighters (and millions of other people with infections) and, as a world community, we are very grateful. Someday, I hope, someone will invent a cure for AIDS. I would like that person's statue to stand somewhere in the National AIDS Memorial Grove. There is no doubt that this project will be successful five years from now. It has already been successful for nearly a decade. Because the Grove is a garden, because the board is planning to support a gardener in that place in perpetuity, the project will continue. The Grove will just begin to look good in five years.

## COMMUNITY REPRESENTATIVE PERSPECTIVE

Name:	Elaine Shen	Title:	former Program Manager
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Signature *Elaine Shen*

1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

We first came to work with the National AIDS Memorial Grove (NAMG) in 1992 with our youth volunteer community service program, Youth Quest. Youth Quest (YQ) organized groups of middle school youth to volunteer in the community, led by a volunteer adult group leader. In managing YQ, we needed meaningful, engaging service projects for the youth and the NAMG fit the bill.

2. From the community's point of view, what were the major issues concerning this project?

The NAMG is looked upon by the community as innovative in that there hadn't been a "site" or any plot of land dedicated as a living memorial to people living with or those who had died of AIDS. The NAMG staff and volunteers took a neglected part of Golden Gate Park and turned it into a beautiful, sylvan respite for San Francisco residents and tourists alike.

3. What tradeoffs and compromises were required during the development of the project? How did you organization participate in making them? With hindsight, what if anything, would you do differently?

None that I can think of. From the Volunteer Center's perspective, we've had nothing but wonderful encounters with the NAMG. I believe this is for several reasons. The Grove's staff really "get it" when it comes to volunteer management. They truly appreciate their volunteer help, set clear guidelines and job descriptions for volunteers, thank them warmly and sincerely, and acknowledge volunteers on several levels in fun ways. I know this had much to do with why so many people, corporations and school groups request volunteer projects with the Grove and return to pitch in at Workdays.

4. How has this project made the community a better place to live? Why should it win this Award?  
Please be as specific as possible.

The Grove has made San Francisco a much better place to live for several reasons. As we leave the 20th century behind, AIDS is still surrounded by taboo and homophobia. The NAMG is a viable, tangible, serene space all of us can appreciate. Whenever schools teach a unit in AIDS education or even a broad, public health class, more often than not, a trip to the NAMG is in the lesson plan. The Grove is a living environment for students and teachers alike to learn and reflect. There are not many opportunities for young people to come face to face with AIDS in a constructive, educational way; the Grove address this very meaningfully. It also brings home the universal notions of loss, hope and remembrance. The various communities of San Francisco can come and commune in their own unique ways at the Grove while tourists and pilgrims come from all over the world and approach the Grove for their own healing purposes as well. Whatever the reason, the NAMG is an accessible, spiritual, necessary part of the San Francisco landscape that truly deserves this award.

5. If a community group came to you for advice in carrying out a similar project, what would you tell them?

To talk to the staff and volunteers of the NAMG for their success stories and lessons learned. I know this talented humble group of people are experts in leveraging resources and community support

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I'm hoping in 5 years we'll have a cure for AIDS and the Grove will evolve into a national treasure similar to the Civil Rights Movement Memorial. Thousands will visit the Grove annually as individuals, corporations, and foundations appreciate the importance of the Grove's place in our collective psyche and community, and lend their support to maintain the land and develop educational outreach for it.