



THE PROMISE OF POCANTICO

A LONG-RANGE PLAN FOR
THE POCANTICO CENTER

*Prepared by the
Rockefeller Brothers Fund
in partnership with the
National Trust for
Historic Preservation*



THE PROMISE OF POCANTICO

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Rockefeller
Brothers Fund

Philanthropy for an Interdependent World

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I. PREFACE

The Pocantico Center represents another remarkable Rockefeller resource, one directed to ever-greater public benefit and managed through a thoughtful, principled process entirely consistent with family traditions and philanthropy. In 2005 the Pocantico Committee of the Rockefeller Brothers Fund was charged with developing a long-range plan for the Center that is economically feasible and responsive to the surrounding community, and provides an enriching experience for a range of visitors.

This report presents the plan that was approved by the Rockefeller Brothers Fund board on June 19, 2008 as a guide for future activity together with its partner, the National Trust for Historic Preservation. Over the past two years, the Committee drew upon many experts and professionals in relevant areas, conducted assessments of outside operations, and held meetings full of concentrated debate, examination, and discovery. The final product is a comprehensive document aligning statements of Mission, Vision, and Principles with insightful program initiatives and responsible financial considerations, all based upon the significant history and assets of Pocantico.

The dedicated committee taking part in this project included William Luers, Abby O’Neill, Robert Oxnam, Joseph Pierson, David Rockefeller, Jr., Richard Rockefeller, ex officio, Steven Rockefeller, Arlene Shuler, and Stephen B. Heintz, ex officio.

None of our work could have been as constructive and rewarding without the support of the Pocantico Center staff, led by Charles Granquist and Judy Clark, whose unsurpassed professionalism and commitment have made the Center what it is today and hold its promise for the future. The lasting gratitude of the RBF is deserved by everyone who has helped establish this unique contribution to philanthropy and the world at large.

John Morning
Pocantico Committee Chair

2: INTRODUCTION



2: INTRODUCTION

We have given close consideration to the disposition of this property and it is our hope that a significant part of it can be preserved for park purposes benefiting the general public.

AT ONE OF THE FIRST POCANTICO LONG-RANGE PLANNING MEETINGS, a staff member described the Pocantico Estate as “an uncommon place for the common good.” Similar sentiments are reflected in the comments made at a meeting of outside experts convened in June 2006 to help inform the staff’s and Pocantico Committee’s deliberations about the future of the Fund’s programs on the Estate. They characterized it as “a place apart, yet connected”; “a place dense with ‘texts’ for learning”; “a campus abuzz with cross pollinations.” These comments reflect the duality of Pocantico, a unique and in many ways fragile place worthy of protection and preservation, and at the same time, a site that has made significant contributions to the public good and holds tremendous promise for future programming.

HISTORY

The promise of Pocantico, beyond its role as home to four generations of the Rockefeller family, was envisioned over thirty years ago when Nelson Rockefeller (NAR) noted in his will:

My brothers and I own considerable real property located in the area known as “Pocantico Hills” in Westchester County, New York.... Our collective holdings form a unique body of undeveloped real estate in close proximity to New York City and its increasingly urban environs. We have given close consideration to the disposition of this property and it is our hope that a significant part of it can be preserved for park purposes benefiting the general public.

With this in mind, at NAR’s death in 1979, his undivided share of the Estate passed to the National Trust for Historic Preservation. Laurance (LSR) and David Rockefeller (DR) subsequently made provisions in their wills to ensure that the major portion of the Estate, under the ownership of the National Trust, also would remain intact. Following NAR’s death a number of plans for public access or other programmatic uses were suggested, but in the end, all of these proposals were deemed to entail uses that were too intensive or were thought to be financially unsustainable.

While the RBF had been involved as a possible funder in the early planning about the future of the Estate, discussions about the

possibility of the Fund itself leasing the Pocantico Historic Area did not begin until 1990. At that time the board determined that the creation of a conference center could provide significant opportunities to leverage the foundation's grantmaking and would be very much in keeping with the family's longtime use of the Estate for meetings on philanthropic topics. The National Trust viewed this decision very favorably because they needed a partner with significant financial resources to help them realize their goals of preserving the Estate and opening the property for public visitation. As a result, the RBF leased the property from the National Trust for a forty-year renewable term in 1991. Funds for the construction of the Pocantico Conference Center, which opened in 1994, were provided by David and Laurance Rockefeller.

Under the terms of the Fund's agreement with the National Trust, the Fund assumed complete responsibility for the operation and programming of the Estate while recognizing the Trust's need to ensure that proper historic preservation standards are followed and public visitation permitted. Since 1991, both the Fund and the National Trust, as the principal stakeholders, have remained mindful of their responsibility to ensure that all activities on the portion of the Estate owned by the Trust demonstrate a clear public benefit.

Today, that public benefit is reflected in the sixty to seventy meetings held at the Fund's Pocantico Conference Center each year,

along with the Pocantico Forum lecture series. In addition, in 2007 Historic Hudson Valley brought approximately 35,000 visitors to the Estate to tour Kykuit, the gardens, and the Coach Barn.

The number of visitors touring the Estate through Historic Hudson Valley's program has declined in the years since the Fund leased the Estate from the National Trust, reflecting changes in the ways Americans view historic house visitation. As the demand for traditional historic house interpretation has diminished, many historic sites have undertaken rigorous self-evaluation. At many sites, new uses are being sought that recognize the importance of public access in the form of traditional historical interpretation while also recognizing that additional ways to provide public benefit are needed if sites are to remain viable financially and programmatically.

Today, the Fund and the National Trust are in the forefront of the movement to find new ways to utilize and interpret historic houses and make them relevant. In May 2006, the board of the National Trust met at Pocantico and heard an address by the Director of Pocantico Programs outlining the current state of the historic house movement and the ways that the Fund and the Trust were working together at Pocantico to find creative solutions to the challenges faced by historic sites. Richard Moe, President of the National Trust recently stated:

The National Trust's partnership with the Rockefeller Brothers Fund at Pocantico has been of tremendous benefit to both organizations. I look forward to continuing to work together to further the creative programs and good will that have been the hallmarks of our relationship.

PLANNING PROCESS

The current long-range planning process is an important milestone in shaping the future of the Estate and the Fund's work at Pocantico. At the same time, it must be viewed in the broader context of the constant evolution that has been the hallmark of the Pocantico Hills Estate from its inception. The growth and changes can be seen in the "Evolution of the Pocantico Estate" timelines, which begin with the purchase of the first land in 1893 and continues through today.

The past two years of planning discussions have provided the Pocantico Committee and the Pocantico staff with an opportunity to reflect on the success the Fund's Pocantico Programs have enjoyed for more than a decade. At the same time, the process has stimulated a broad-based discussion about how the Estate, and the creation of a "Pocantico Center," can best meet the long-term needs of the RBF, the local community, and the visiting public in ways that are creative, cost effective, and sensitive to history and place. The Committee's decision to take a long view regarding the future of



Pocantico is in keeping with the RBF board's Statement on Perpetuity (which can be found on the Fund's website at www.rbf.org) and the Fund's lease with the National Trust, which runs until 2040.

Because the timing of property transfers that will lead to the full realization of the Estate's potential for public benefit is uncertain and the range of possibilities for new programs is so rich, the plan presented here cannot be a detailed roadmap for the future. Instead, it is intended to be specific enough to inform short-term decisions about the grounds, individual buildings, and programs, but

flexible enough to guide the board, Pocantico Committee, and staff in making long-term decisions.

Since the planning process was launched in October 2005, the Pocantico Committee has met five times on the subject. In addition, two external meetings, both of which were attended by members of the Committee and RBF staff, were convened. The first included nineteen outside experts on architecture, planning, museum and historic site administration, public programming, and the like, facilitated by Laura Mandeles of WolfBrown. After touring the Estate the

participants spent two days considering what activities and programs might be appropriate for Pocantico and how the resources of the Estate might best be utilized.

The second meeting of outside experts consisted of a design charrette, organized by Rob Lane of the Regional Plan Association, at which nine architects, landscape architects, and planners discussed how the Estate could be logically divided into two zones: 1) A "campus" consisting of approximately one-third of the Estate encompassing the Greenrock Buildings, the Orangerie, the Coach Barn, and the Playhouse; and 2) a world-class park framed by woodlands, the golf course, and sweeping vistas that surround Kykuit, as well as that National Historic Landmark itself and its art collections. The fruits of their labor are found in the section of the long-range plan titled "The Campus, the Parkland, and Public Programming." Additionally, the staff undertook a series of visits to similar sites in this country and abroad to gather information about their programs and facilities.

Over the course of their study, the Pocantico Committee considered the recommendations of the two groups of outside experts and formulated a series of questions for the staff in four areas:

- The financial obligations that the Fund will face once all of the designated Pocantico properties are transferred to the National Trust for Historic Preservation.



- The impact on the Pocantico Hills School once David Rockefeller's portion of the Estate is removed from the tax rolls.
- Appropriate levels of programming.
- Appropriate uses for buildings such as the Playhouse.

FACTORS AFFECTING FUTURE USES

While recognizing the remarkable potential of the Estate, the Committee and staff were mindful of such factors as the need to ensure opportunities for quiet reflection and contemplative experience, operating and program costs, environmental issues, legal constraints, the impact of additional public

access on existing programs, traffic in Pocantico Hills, and security. The final mission, vision, and principles reflect the push and pull inherent in balancing opportunities and constraints. In the end, while potential constraints were viewed as matters to be addressed in future planning, they do not present insurmountable obstacles.

Looking to the future, the Committee stressed the need for coherence across all activities at Pocantico with respect to the elements themselves, the relationships between them, and the values they reflect. At all times these factors should reflect the

principles and values contained in this report and those of the RBF as well as the family's longstanding philanthropic traditions. It was recognized that adhering to these guidelines may have an impact on significant elements of the Estate—for instance, the golf course and use of the Playhouse—to ensure that such factors as sustainability, public benefit, and programmatic uses are consistent with the RBF's status as a private foundation.

OUTLINE OF PLAN

Since the timing of property transfers is impossible to predict, the following report is more of a case statement than a plan, including guidelines for future decisions and programming. It is divided into three parts with an appendix:

- “The Evolution of the Pocantico Estate” contains extensive timelines covering the history of the property and significant Pocantico conferences.
- “Mission, Vision, and Principles,” the heart of the long-range plan, is intended to serve as the framework for shaping future decisions and strategies.
- “Public Programming at Pocantico” describes how additional programming might develop and where it might take place.
- “Site Planning and Design Concepts” contains a vision of how the resources on the Estate might contribute to the creation of a “campus” and parkland intended to accommodate increased programming.



3: EVOLUTION OF THE POCANTICO ESTATE

3: THE EVOLUTION OF THE ESTATE

FROM THE TIME JOHN D. ROCKEFELLER, SR., (JDR SR.) MADE HIS INITIAL PURCHASE OF LAND IN POCANTICO HILLS IN 1893, the 286 acres that now comprise the Pocantico Estate have undergone a significant change. Not only have parcels of the Estate changed ownership, but a number of structures and landscape features have been altered and in some cases completely removed.

THIS SECTION CONTAINS EXTENSIVE TIMELINES REFLECTING THE HISTORY OF THE PROPERTY THROUGH 2008.

The first timeline covers the history of the property from JDR Sr.'s purchase of the land in 1893 through the present. A second timeline highlights significant conferences and events that have taken place at the Pocantico Conference Center of the Rockefeller Brothers Fund since its inception in 1994.

EVOLUTION OF THE POCANTICO ESTATE

1893–1959: JDR Senior and JDR Junior



ENTRIES SHADED GREEN: LOCAL PARTNERS

1893–1959: JDR Senior and JDR Junior (continued)

JDR Jr. asks the Olmsted firm to study the properties around the estate and recommend a location for a “farm center.” Grosvenor Atterbury retained to design the complex.

New gate and gate-house built at Pocantico Hills entrance.

Greenrock Administration Building built (designer by Grosvenor Atterbury).

First Kent House razed.

Farm Barn project completed.

Construction begun on second Kent House for LSR and Mary.

JDR 3rd, Laurance, Winthrop, Nelson, and David begin semi-annual meetings in the Playhouse at Pocantico Hills.

Breuer House acquired from MoMA exhibition and moved to present location as a guest house.

JDR Jr. sells Pocantico estate to his five sons. Eventually Winthrop moves to Arkansas and sells his share of the property to his four brothers.

1927 1930 1931 1932 1933 1936 1937 1945 1946 1949 1950 1952

Playhouse completed (designer: Duncan Candler).

Railroad service over Tarrytown loop and through Pocantico Hills discontinued. Railroad stations dismantled.

Several other buildings on the estate moved or demolished. With the departure of the railroad the estate becomes more privatized.

Lake Road built with a stone bridge over it to connect property.

Abeyton Lodge demolished.

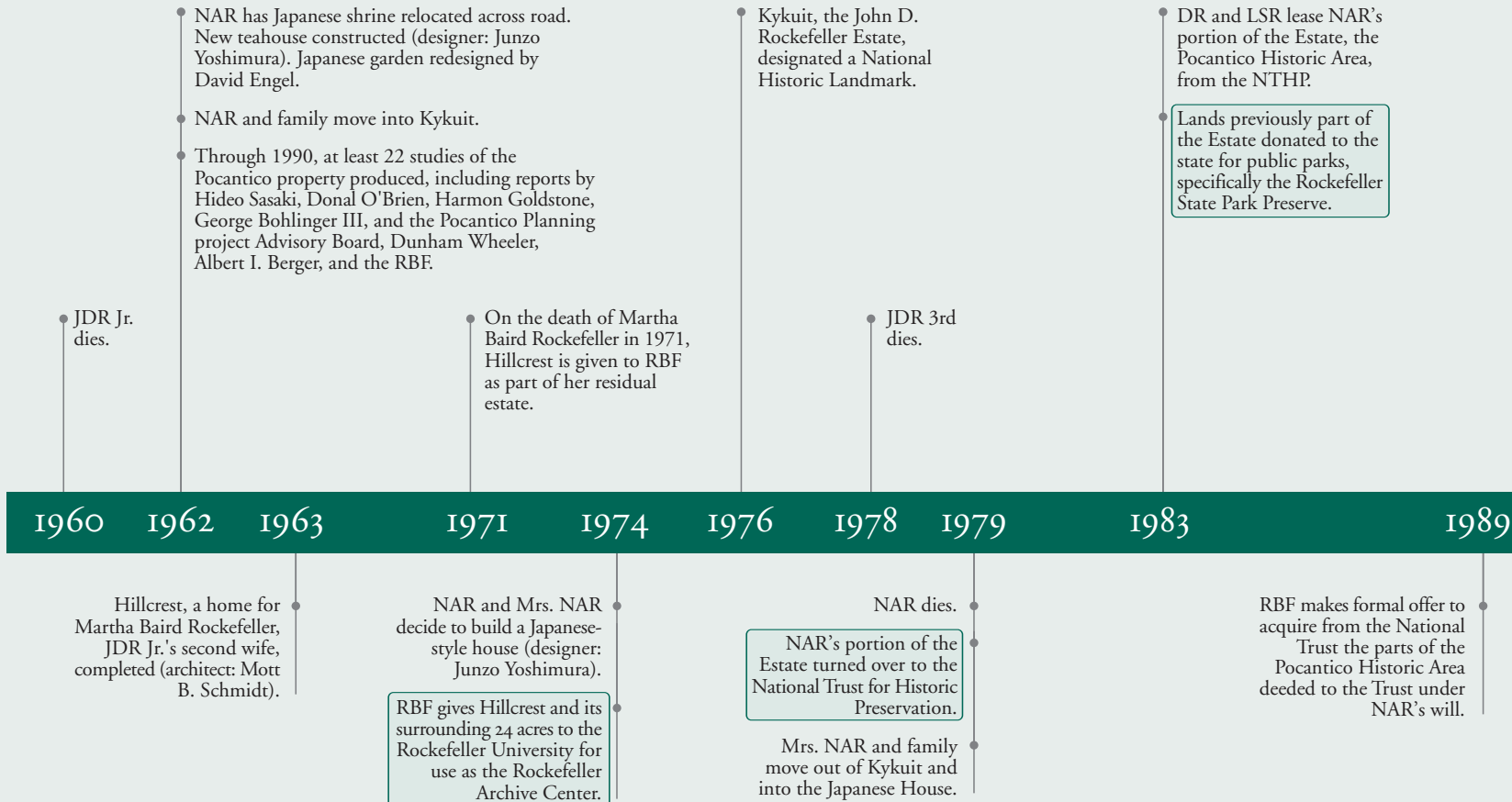
JDR Sr. dies. JDR Jr. and family take over use and care of Kykuit.

Fireproof vaults built in basement of Coach Barn to house MoMA collections in case of nuclear attack.

ENTRIES SHADED GREEN: LOCAL PARTNERS

EVOLUTION OF THE POCANTICO ESTATE

1960–1990: DR, JDR 3rd, LSR and NAR



ENTRIES SHADED GREEN: LOCAL PARTNERS

1991–2006: RBF, DR, LSR and Mrs. NAR

2007–Present

- RBF assumes lease of the Pocantico Historic Area from the National Trust, taking on stewardship of the Historic Area, overseeing the maintenance, care, conservation, and restoration of the historic buildings, gardens, and collections of fine and decorative art at Kykuit and the Coach Barn.
- Historic American Buildings Survey (HABS) Report prepared for Pocantico Historic Area.
- Renovation of Kykuit and Coach Barn completed for Pocantico Conference Center.
- Public programs introduced on Estate: Kykuit opens for public visitation, and Pocantico Conference Center hosts its first meeting.
- Lehrer McGovern Bovis, Inc. prepares a Playhouse Pre-Feasibility Study.

Long-range planning process launched at board retreat. (October)

DR assumes full ownership of Greenrock.

RBF retains PROS Consulting to prepare a detailed Grounds Maintenance Management Plan to assist in planning the long-term maintenance of Estate.

David Rockefeller and Peggy Dulany open the Stone Barns Center for Food and Agriculture.

LSR dies.

Pocantico Committee convenes a brainstorming session to discuss the long-range plan. (February)

Parcel D-10 is subdivided. Japanese Shrine and open space given to the National Trust.

Pocantico Committee updates full board on long-range plan during board retreat. (June)

DR leases LSR's portion of the golf course from the National Trust.

Mark R. purchases parcel D-10 from estate of LSR. Kent House demolished.

Pocantico Committee convenes. (March)

Resident poet spends a week at the Breuer House.

Small test programs get underway with local partners.

Pocantico Committee presents a draft of the long-range plan to full board. (June)

1991

1994

1999

2000

2003

2004

2005

2006

2007

2008

Pocantico Committee established.

First biannual Pocantico Forum held in the Coach Barn.

RBF grants The Metropolitan Museum of Art permission to use the greenhouse and two cold frames to grow plants for The Cloisters.

Sustainable practices incorporated in all aspects of RBF operations at Pocantico including renewable energy through the purchase of 100 percent wind-generated electricity, the use of green cleaning products, and other green initiatives.

Pocantico Committee convenes to discuss long-range plan. (May)

Pocantico Committee becomes a standing committee of the RBF board.

Experts meeting convenes. Attended by some Pocantico Committee members. (June)

Pocantico Committee convenes to discuss long-range plan. (September)

Design charette convenes. Attended by some Pocantico Committee members. (December)

Pocantico Committee convenes for a long-range planning meeting. (September)

O'Dea, Lynch, Abbattista (OLA) Consulting Engineers commissioned to prepare a sustainability master plan for Pocantico.

Several parcels of LSR's portion of the Estate turned over to the National Trust for Historic Preservation, including the Breuer House, Stafford Yard, Main Gate, and the majority of the golf course.

ENTRIES SHADED GREEN: LOCAL PARTNERS

ENTRIES SHADED BLUE: POCANTICO COMMITTEE AND LONG-RANGE PLANNING



Significant Pocantico Conferences and Events

In 1940 the Rockefeller family members began a long tradition of convening at Pocantico to discuss and coordinate their philanthropic activities. During the “Brothers’ Meetings” held at the Playhouse after Sunday dinners, they concluded that a jointly supported pool of funds would have more impact than any one could have individually. As a result, the Rockefeller Brothers Fund was founded to carry on the philanthropic traditions established by the two previous generations. Over the years, the Playhouse and Kykuit have been the site of many high-level meetings for organizations such as the Trilateral Commission. In 1994, through the generosity of David and Laurance Rockefeller and under the terms of the agreement with the National Trust, the Pocantico Conference Center was created in an adaptive re-use of the Coach Barn. The Conference Center formalized the Fund’s commitment to fostering dialogues on critical issues related to the Fund’s programs.

Since its opening, the Pocantico Conference Center has accommodated more than 740 conferences/meetings and 35 special events attended by well over 20,000 participants.

Meetings held at the Conference Center fall into two categories: Pocantico Conferences, which are usually designed and sponsored by the Fund or its grantees; and meetings of other nonprofit organizations whose missions are compatible with the Fund’s.

The meetings’ content and format varies widely, but several common threads run through them: Each has had a direct relationship to a specific program interest of the Fund; and each has complemented the Fund’s grantmaking activities.

THE TIMELINES THAT FOLLOW HIGHLIGHT SOME OF THE NOTEWORTHY MEETINGS AND EVENTS THAT OCCURRED IN A GIVEN YEAR.

The conferences that appear produced results which in some way had a significant impact on a future decision/action. These meetings cover a wide range of subjects and their titles are color-coded to reflect the RBF program area they most closely relate to, as per the key at the bottom of each page.

The first timeline, which covers 1994–2001, represents earlier programs, whereas the second timeline reflects the new program architecture adopted in 2002. For some broad topics, such as climate change, there have been numerous meetings, too many to list them all; only the first and other noteworthy meetings on the subject appear on the timeline.

SIGNIFICANT POCANTICO CONFERENCES 1994-2001

● *Turning Up The Heat: Next Steps in Climate Change*, first conference on climate change at Pocantico. Pocantico Paper No. 1, "Turning Up the Heat," released.

● United Nations Working Group I & II. Distinguished panels co-chaired by former German President Richard von Weizsacker and former Pakistan Prime Minister Moeen Qureshi, both of whom attended.

● Praemium Imperiale Awards Dinner at Kykuit hosted by DR and DR Jr.

● First UN Secretary-General Meeting

● President Nelson Mandela stays at Kykuit

● DR hosts a dinner for the Emperor and Empress of Japan at Kykuit

● Financing Household Solar Energy in the Developing World. Pocantico Paper No. 2, "Selling Solar," released.

● United Nations Working Group III & IV

● Solar Accreditation Program

● North American Buyers Group Meeting for the formation of the Forest Products Buyers' Group. First Pocantico meeting on sustainable forestry.

● Sustainable Forestry Funders' Retreat

● First of three meetings of the International Negotiations Network (INN) of the Conflict Resolution Program of the Carter Center. Former President and Mrs. Carter attend.

● Early Childhood Education Bank Street College of Education

● First Pocantico meeting on Fisheries Management Reform

● New Jersey/New York Harbor Estuary Conference

● Former President and Mrs. Carter attend the annual meeting of the International Negotiations Network (INN) of the Conflict Resolution Program of the Carter Center

● Vaclav Havel Seminar on World Security

● UN Administrative Committee Coordinations Meeting (attended by the UN Secretary General Kofi Annan. Dinner hosted by DR & LSR)

● Welfare Reform & Child Care: Impact on Diverse Communities

● First Pocantico meeting of RBF Fellowships for Students Entering the Teaching Profession. Launch of an RBF Program for Educational Leadership.

1994

● Foundation Executives Group meets for first time. Now an annual event.

● Synergos Social Summit

● First Programme for Promoting Nuclear Non-Proliferation meeting at Pocantico

● First U.S.-China Dialogue at Pocantico (Council on Foreign Relations and the National Committee on U.S. China Relations).

● National Trust Board of Trustees Meeting and Dinner honoring the Rockefeller family

1995

● First Earth Charter Steering Committee meeting (Earth Council and Green Cross International). The Earth Charter is submitted to the UN General Assembly in 2000.

● Meeting of recipients of the USAID Democracy Network Initiative (DNI) awards.

1996

● First Dialogue On Reforming the UN (Yale University)

● First Building a Constituency for Global Independence (Global Interdependence Initiative)

● National Trust Property Directors Meeting: National Trust And Environmental Law

● Pocantico Conference for New York City Education Reform (Campaign for Fiscal Equity launches its public engagement initiative on financing the city's schools).

1997

● DR hosts the Columbia University International Advisory Board Meeting

● Project on World Security

● National Trust Property Directors Meeting

● New York City Building Community Initiative

● HIV-1 Vaccine Think Tank

● NATIONAL TRUST ● EVENT WITH HIGH-LEVEL DIPLOMATS ● SUSTAINABLE RESOURCE USE ● EDUCATION ● GENERAL SUPPORT

● NONPROFIT SECTOR ● WORLD SECURITY ● NEW YORK CITY

- Encouraging Sustainable Forestry on Non-Industrial Private Forests in the U.S.
- Climate Change Activism: Post-Kyoto Next Steps
- Sustainable Development and Capital Markets
- Global Environmental Governance Dialogue with 22 representatives from 16 countries in a variety of disciplines (RBF)
- Nelson Mandela stays at Kykuit
- Scheduled bilateral between President Clinton and Prime Minister Obuchi of Japan canceled last-minute due to weather.
- Implementation of Peace Agreements in Civil Wars: Views of Practitioners
- New Security Threats and the Institute for East-West Studies in the 21st Century
- First of several meetings on the United Nations on topics including UN reform and international security issues
- Creating a Tactical Map Against Torture
- Prospects for the 1999 Prepcom Session for the 2000 Non-Proliferation Treaty (NPT) Review Conference

- Carbon Sequestration (SINKS) Meeting
- First LEED™ Experts Peer Review Workshop (U.S. Green Building Council)
- Global Reporting Initiative (GRI) (Coalition for Environmentally Responsible Economics)
- Praemium Imperiale Awards Dinner at Kykuit hosted by DR and DR Jr.

- First UN Security Council Retreat at Pocantico
- DR convened the Trilateral Commission Chairmen, which becomes an annual event. (Previously held at other venues, including the Playhouse.)
- Toward a New Education Framework: Expanding the Boundaries to Include Universal Prekindergarten (Child Care Action Campaign). Pocantico Paper No. 3, "Embracing Our Children," published.
- Rethinking the Cross-Strait Relationship (Council on Foreign Relations and the United States Institute of Peace)

- Urban Ecosystems Program, at which Environmental Defense launches its "Living Cities" program
- Biodiversity: Its Importance to Human Health
- Universal Access to Early Childhood Education. Pocantico Paper No. 4, "Early Childhood Education," published as a result of this meeting
- Talking Global Interdependence: A Framing Workshop

1998

- Expert Meeting on International Economic and Social Justice
- National Trust Trustees Council Meeting
- Bronx Cluster of Settlement Houses
- Launch of Healthy Cities/Healthy Kids, A Campaign to Strengthen New York City's Urban Environmental Voice in Albany. (Environmental Advocates)
- First Pocantico Roundtable for Consensus on Brownfields
- NGO Good Practices Workshop
- First Pocantico meeting on youth organizing (Funders Group on Youth Organizing)

1999

- Expert Meeting on International Economic and Social Justice
- International Aids Vaccine Initiative (RBF)
- South Africa/U.S. Collaborative for Early Childhood Leadership (RBF)
- Woman's Lens on Global Issues
- Iran and the Middle East: Toward a Cross-Cultural Dialogue

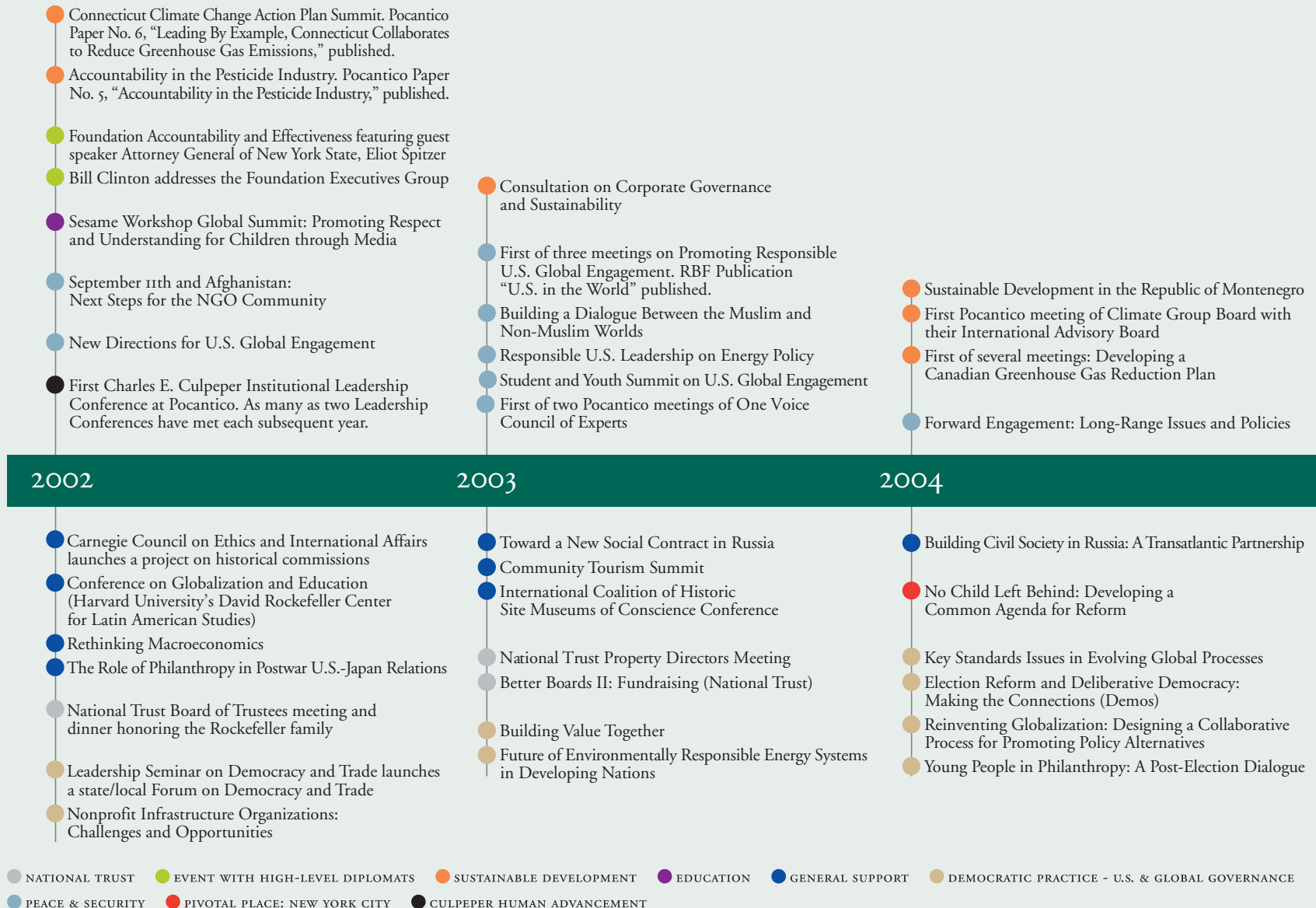
2000

- First Biannual Pocantico Forum held in the Coach Barn.
- First Africa Affinity Grantmakers Group Retreat
- Anchoring Support for Reform (Carnegie Economic Reform Network)
- National Trust Property Directors Meeting
- Global Governance Reform Project

2001

- U.S.-Cuba Cultural Exchanges in the New Millennium
- Honoring Human Rights Under International Mandates: Lessons from Bosnia, Kosovo, and East Timor
- Inaugural Steering Committee Meeting (World Council of Religious and Spiritual Leaders)
- Re-Building New York City: Creating a Vision for the New Century
- Public Opinion and the Health of American Democracy

SIGNIFICANT POCANTICO CONFERENCES 2002-2007



- NATIONAL TRUST
- EVENT WITH HIGH-LEVEL DIPLOMATS
- SUSTAINABLE DEVELOPMENT
- EDUCATION
- GENERAL SUPPORT
- DEMOCRATIC PRACTICE - U.S. & GLOBAL GOVERNANCE
- PEACE & SECURITY
- PIVOTAL PLACE: NEW YORK CITY
- CULPEPER HUMAN ADVANCEMENT

- Regional-Greenhouse Gas Initiative (RGGI) Agency Heads Meeting
- Phase II of Renewable Energy: The Challenge of Moving to Mainstream Success
- Meeting Our Global Responsibilities: Canada as Leader on Climate Change
- Accelerating Carbon Market Development in the United States
- Transatlantic Investment Initiatives
- European-American Conference on Democracy Education in the Middle East and Muslim Africa
- The Annan Papers Project: Documenting the Legacy of Secretary-General Kofi Annan. First of two Pocantico discussions.
- An Interface Consultation on the Nuclear Weapons Danger

- Global Warming: Building Alliances Among New Constituencies
- Climate Strategic Planning Meeting
- Envisioning a New American Blueprint for Living on Earth
- 25 x 25 Strategy Implementation Meeting and Global Warming Presentation
- Growth vs. Sustainability? Economic Responses to Ecological Challenges
- Accelerating State Action on Global Warming
- Achieving the Millennium Development Goals: Brainstorming Our Road Map for Success
- Muslim-American Young Civic Leaders
- Foreign Policy Institute for State Legislators (FPI) Graduate Seminar
- America 2050: Towards a National Strategy for Prosperity, Equity and Sustainability (RPA)

- Roundtable Discussion on Congestion Pricing in New York City
- Workshop on How Can Conservation Help?
- The Big Ask: Climate Change Retreat
- Economic Development Benefit of Climate Action
- Developing a Strategy for Kosovo's First 120 Days
- U.S. Engagement with the Muslim World Leadership Summit
- First Global Meeting of Wise-Global Muslim Women Shura Council
- Integrating the Instruments of Power and Influence: The Bottom Up Perspective
- Responsible U.S. Global Engagement: Challenges for a New Administration; Opportunities for Philanthropy

2005

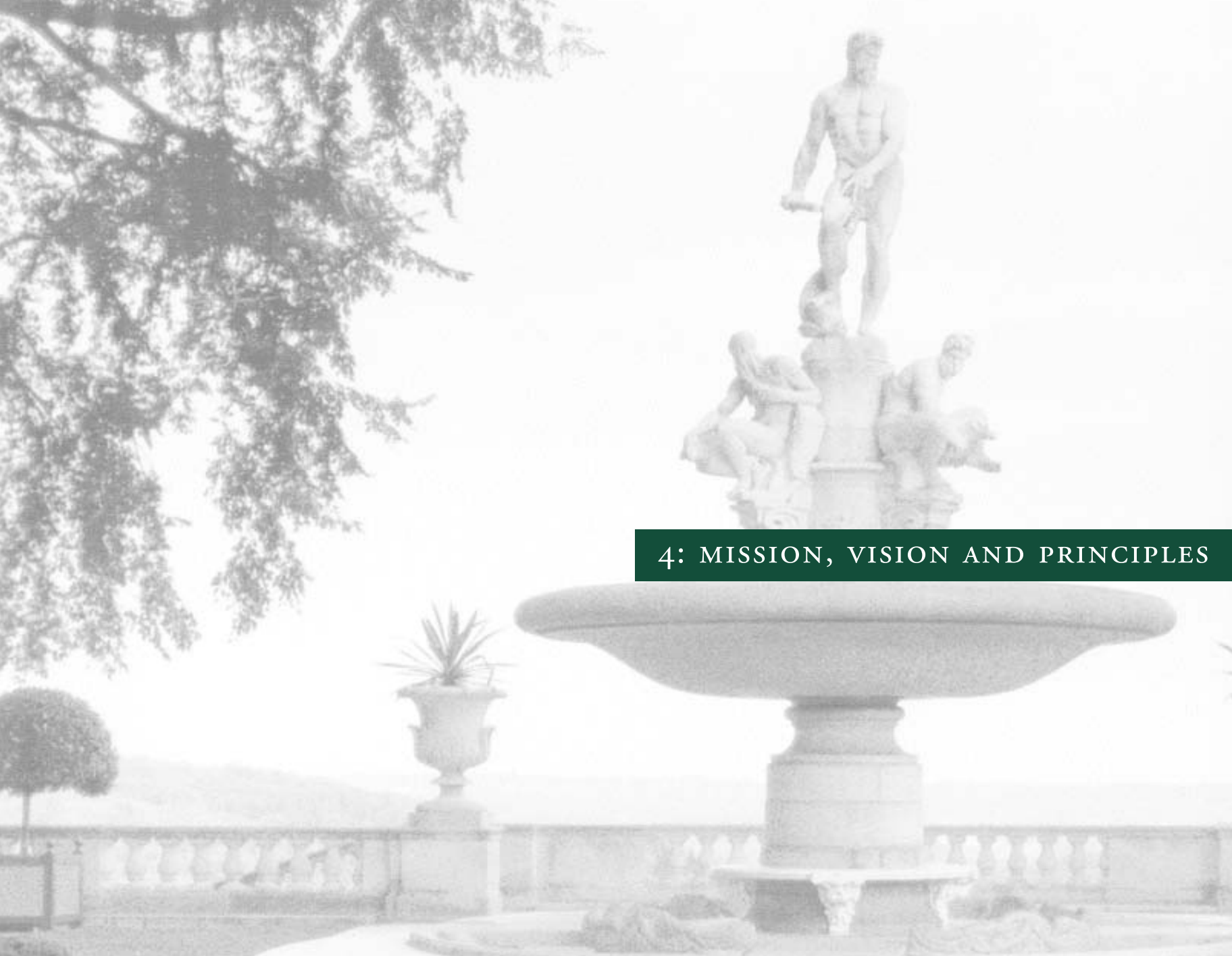
2006

2007

- Aaron Diamond Aids Research Center Scientific Advisory Board Meeting (Dr. David Ho)
- International Conference on Comparative Criminal Procedure
- National Trust Property Directors Meeting
- First Pocantico meeting Realizing Rights: The Ethical Globalization Initiative (Mary Robinson)
- Improving Foundation Governance and Effectiveness
- Foundation Leaders Retreat
- Future of Infrastructure Conference
- How to Talk About Government

- National Trust Property Directors Meeting
- National Trust Board Meeting
- Charting Our Course: Launching the National Parks of New York Harbor & Conservancy of the National Parks of New York Harbor
- Conference on Social Wealth
- Toward Greater Clarity, Cohesion and Communication (RBF Global Governance grantee meeting)
- Designing 21st-Century Governance Mechanisms
- Club of Madrid Rapid Response for Effective Democratic Leadership
- State of Public Service: Measuring the Health of Our Federal Workforce

- Synergos 20th-Anniversary Reflection Session
- Historic Site Stewardship in the 21st Century
- Realizing the Right to Decent Work: Building New Coalition for Action
- Make Voting Work: Election Officials Dialogue
- 21st-Century Right-to-Know Initiative launched
- The Social Responsiveness of Philanthropic Foundations: The Long View



4: MISSION, VISION AND PRINCIPLES

4: MISSION, VISION AND PRINCIPLES

THE POCANTICO COMMITTEE AGREED THAT THE KEY TO REALIZING THE PROMISE THAT POCANTICO HOLDS for the RBF, potential partners, and the public, is the ability to articulate a framework that includes Mission and Vision statements as well as a list of guiding Principles. These will be used by the board and staff in shaping short-term and long-term strategies, evaluating opportunities, and making decisions about programs and uses for buildings.

In drafting the Mission and Vision statements, there was consensus among the Committee members that the mission must reflect the mission and program goals of the RBF and National Trust for Historic Preservation as well as the Rockefeller family's philanthropic traditions. The list of principles was created to serve as an additional litmus test in formulating programs and in utilizing and preserving buildings on the Estate.

MISSION

The Pocantico Center shall be managed and used for the purpose of serving the common good locally, nationally, and globally in creative and innovative ways that are consistent with Rockefeller family philanthropic traditions and that further the missions and reflect the values of the Rockefeller Brothers Fund and the National Trust for Historic Preservation.

VISION

A PLACE APART, YET ENGAGED

- *An historic family home, and its varied collections, that have been preserved for the enjoyment and education of the surrounding community and larger public.*
- *A park of exceptional beauty with significant flora and fauna — a place to restore and inspire the human spirit and a resource for nature study.*
- *An international conference center where people from diverse backgrounds and intellectual disciplines come together to discuss critical local, national, and international challenges.*
- *A place for research, inquiry, and creativity relating to Rockefeller family traditions and interests in such fields as philanthropy, public service, sustainability, and the arts.*

PRINCIPLES

- **PRESERVATION.** The historic character and quality of the principal buildings, art collections, and gardens, and the landscape architecture of the property as a whole shall be maintained in accordance with the highest standards of historic preservation.
- **ADVANCING PHILANTHROPY.** A major purpose of the programs at Pocantico shall be the expansion and enhancement of philanthropic initiatives.
- **SERVING THE PUBLIC.** Another major purpose of the programs at Pocantico shall be to share the Rockefeller family story, the historic sites and art collections, and the beauty and biodiversity of the park with the general public, including the neighboring community.
- **PROGRAMMATIC COHERENCE.** As a general rule, in order to ensure coherence in the philanthropic initiatives conducted at Pocantico, these initiatives should be consistent with the goals and objectives of the RBF's programs.
- **CONTEMPLATIVE EXPERIENCE.** The planning of programs at Pocantico shall ensure that there are opportunities for the quiet, un-crowded enjoyment of the surroundings and for contemplative experience, as well as for the many other activities appropriate to the place.
- **ETHICS.** The oversight and management of all affairs relating to the operation of the Pocantico Center shall be conducted in keeping with the highest ethical standards for a non-profit institution.
- **EXCELLENCE AND EVALUATION.** All programs and events at Pocantico shall be designed and implemented with the goal of meeting the standard of professional excellence. In order to learn from experience in the quest for that excellence, programs and operations of the Pocantico Center will be reviewed and evaluated at frequent intervals.
- **DIVERSE INTERESTS.** Programs and activities at Pocantico shall appeal to multiple groups with diverse interests—from bird watchers, to art aficionados, to international policy experts—and shall do so with sensitivity to the cultural diversity of visitors and participants.
- **RESPONSIVENESS AND FLEXIBILITY.** Programs and operations at Pocantico shall remain responsive to changing times and public interests, and shall be flexible in adapting to new circumstances and opportunities.
- **INTERACTION.** Opportunities shall be provided for interaction among participants in different programs, when appropriate, so as to promote the rich mix of ideas that transforms perspectives and spurs innovation.
- **ECOLOGICAL SUSTAINABILITY.** The health of local ecosystems, with special attention to biodiversity, shall be protected and restored and every effort shall be made to minimize and eliminate any adverse impact of the operations at Pocantico on the larger natural environment and people.
- **GOVERNANCE.** The administration of the property and all programs shall be conducted within the framework of policies and a budget that ensure long-term financial security.



5: PUBLIC PROGRAMMING AT POCANTICO

5: PUBLIC PROGRAMMING AT POCANTICO

AS THE POCANTICO PROPERTY TRANSITIONS OVER TIME FROM A PRIVATE FAMILY ESTATE TO THE RBF'S POCANTICO CENTER, much thought is being given to the adaptive re-use of existing buildings to enhance existing programs and to provide for additional public access and expanded program opportunities.

Early in their discussions, the Committee and staff identified two interlocking components of the long-range planning process: 1) Institutional Planning, which encompasses the Fund's mission, vision, and principles, as well as exploring additional opportunities for programming related to its goals; and 2) Campus and Parkland Planning, which includes landscaping, future treatment of the golf course, the protection of biodiversity, stewardship of the outdoor art, public access and more. This new campus would link a number of areas of the Estate together in a flexible manner and encourage synergies between current and future programs. The campus idea as it was developed in the charrette is elaborated in the Appendix.

As mentioned in the Introduction, the staff convened two external meetings of outside experts to inform the Committee in their deliberations and seed the discussions. One meeting explored program opportunities and

the other considered how the Estate might physically accommodate additional uses. Pocantico Committee members and staff participated in both meetings. The Pocantico staff also studied a variety of other conference centers and multi-use facilities.

Specific suggestions emerged from these meetings and visits. For instance, new program offerings could evolve through strengthened existing partnerships with the RBF's primary Pocantico partners such as Stone Barns Center and Rockefeller State Park. While enhancing the programs of these family institutions, the rich texts of the Rockefeller story would be illuminated for a broader audience. These neighboring institutions could also provide a conduit to other not-for-profits and constituencies in Westchester and the region.

Travel to other multi-use facilities also emphasized the value of adding community outreach initiatives to existing conference

and visitation programs. Ideas emerged such as utilizing the gardens or music room at Kykuit for small performances, hosting residencies at the Breuer House, offering bird walks and botanical outings, and developing internships in biodiversity or museum studies, to name a few.

This section explores program options and how the Estate might accommodate them. It is important to keep in mind that what is

presented in this report is not a detailed roadmap but a framework for future exploration. In the next three to five years, a number of test programs using the existing facilities are envisioned, and the Pocantico Committee will have an ongoing role in evaluating their appropriateness and compatibility with the RBF's values and mission.

*Opposite:
Aerial photograph of
the Pocantico estate*



Public Programming at Pocantico

PARTNERSHIPS

Where Ideas and Connections Happen

In the future, a highly flexible campus is envisioned in which a wide variety of visitors could come to explore issues related to the Rockefeller Brothers Fund's programs; the art, architecture, and landscape of the Estate; and philanthropy. Pocantico programs could evolve organically to enhance existing programs as well as to establish new partnerships with community institutions and provide increased public access.



ROCKEFELLER ARCHIVE CENTER



HISTORIC HUDSON VALLEY



POCANTICO HILLS SCHOOL



ROCKEFELLER STATE PARK



STONE BARNS CENTER

Public Programming at Pocantico

GREENROCK COMPLEX

This Greenrock complex adjoins the hamlet of Pocantico Hills and is the most permeable area of the Estate because it is not necessary to go through security at the main gates to enter this complex. As Greenrock operations are consolidated, some of its buildings could be used for Rockefeller Brothers Fund staff offices and other mixed uses. With appropriate, discreet signage, such use could provide a welcoming presence at the front entrance that would signal the Fund's greater involvement on the Estate.

Garages and work areas could be used for staging small programs such as workshops on sustainable practices, park walks, a classroom for a school garden, a collections conservation lab, and more. The complex's location at the corner of the Estate allows for controlled public access.



Public Programming at Pocantico

ORANGERIE AND GREENHOUSES

Presently, parts of the greenhouses and lawn are being used by the Cloisters for the propagation of historic plants for their display garden. In 2008, RBF collaborated with the Pocantico Hills School to create an organic garden for 3rd and 4th grade students. Rockefeller State Park is also interested in greenhouse and garden space. The Friends of the Park would like to propagate deer-resistant and native plants. Together with the Orangerie, this “Commons” area offers a unique space for interaction among constituencies.

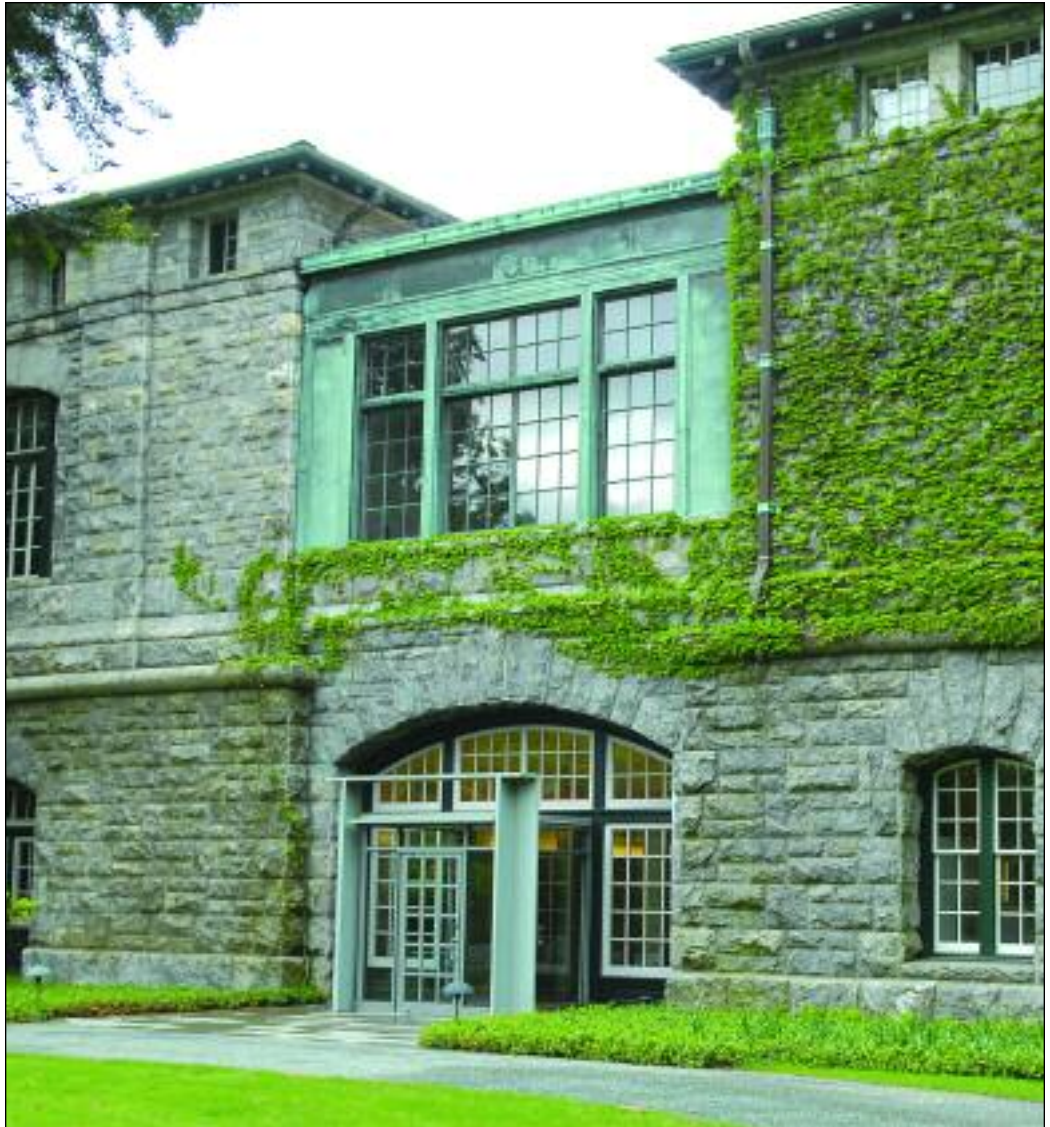


Public Programming at Pocantico

CONFERENCE CENTER AND COACH BARN

The Fund will continue its successful conference program by convening nonprofit and public sector organizations in an intellectually liberating atmosphere. The Coach Barn is also a venue for the public visitation program and the “Forum” lecture series.

As other Estate assets are added, there will be opportunities to enhance educational, cultural, and philanthropic activities for conference attendees and the public.



Public Programming at Pocantico

KYKUIT AND STEWARDSHIP

The house and gardens of Kykuit form the centerpiece of the public visitation program. Kykuit is cited as one of the top three tourist destinations in Westchester and helps support tourism in the Hudson Valley.

The collections, historic preservation, and sustainability practices managed by the RBF could be shared more broadly with area schools and universities.



Public Programming at Pocantico



THE PLAYHOUSE

Activities at the Conference Center are limited by the existing space. Using facilities at the Playhouse could expand options for breakout sessions, dining, lectures, performances, and more. The Playhouse also offers additional opportunities to interpret the Rockefeller family history.

In contrast to its original recreational purpose, it is important that any new uses of the Playhouse contribute to the Fund's goals and demonstrate a clear public benefit.

Public Programming at Pocantico

BREUER HOUSE AND GUEST HOUSES

Longer stays, for residencies and small conferences, could be accommodated in these buildings. Residencies might be offered to a variety of agents of change, from scholars to artists to planners. Our first test of this program idea was the hosting of a resident poet in 2008. The Breuer House would also be used for specialized tours and studies in 20th-century modernism.



Public Programming at Pocantico

THE PARKLAND

In addition to its historic buildings, the Estate features a world-class park that offers a multitude of programming opportunities. Its diverse ecology could serve as a learning laboratory for local universities and colleges in environmental science, land use planning, and landscape architecture.

Bird and nature walks could take place in the woodlands, and formal garden rooms could serve as performance spaces.

These program proposals suggest a process for the incremental evolution of public access to the Pocantico Center over time.

The process would allow for the exploration of the multiple opportunities for learning that exist on the Estate, giving time to evaluate their merits and values relative to the RBF mission. The future Estate will be alive with the cross-pollination of ideas enhanced by the interconnectivity and integration of the additional resources on site. This Pocantico community will be linked physically and virtually to its neighbors, the region and the world.



PACE
UNIVERSITY



MANHATTANVILLE
COLLEGE



APPENDIX: SITE PLANNING AND DESIGN CONCEPTS

APPENDIX: SITE PLANNING AND DESIGN CONCEPTS

DURING THE POCANTICO COMMITTEE'S LONG-RANGE PLANNING DELIBERATIONS, RBF STAFF ORGANIZED A ONE-DAY CHARRETTE at which architects, landscape designers, planners, and conservationists worked together to imagine how the various elements of the estate might be integrated and utilized for future programming.

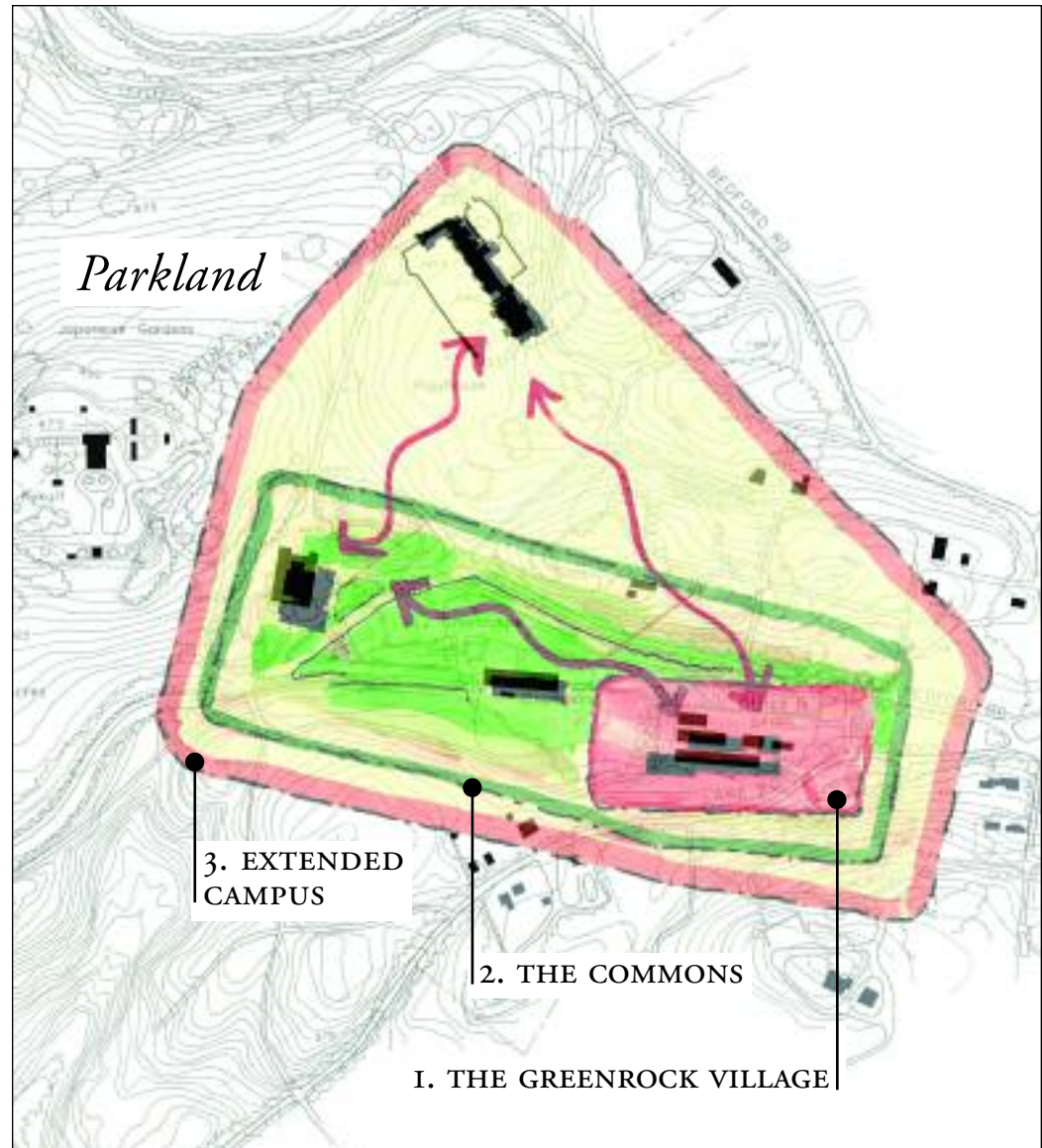
The charrette process suggested envisioning the property as comprising two main areas: “the Campus,” an area within the larger park with the Coach Barn at one end, the Greenrock complex at the other, and the Playhouse in the north-west corner; and “The Parkland,” the balance of the Estate, which includes Kykuit, the formal gardens, woodlands, and landscape.

This Appendix presents some of the creative concepts coming out of the charrette. They have been very helpful in stimulating the thinking of the Pocantico Committee and they offer some exciting ideas about how various spaces and buildings could be used to support RBF programming in a manner that is respectful of the Estate's history and responsible stewardship. They are not formal proposals and the Committee has not adopted any of these concepts.

Site Planning and Design Concepts

REDEVELOPMENT AND REPROGRAMMING OF USE PATTERNS

In their deliberations about the future use of land and buildings on the Estate, the experts attending the design charrette used three metaphors to describe the components of the Campus: 1) the Greenrock Village; 2) the Commons (the precinct between the Village and the Coach Barn); and 3) the Extended Campus (the larger expanse encompassing the Playhouse). This structure enables the RBF to explore a new perspective on Pocantico as a place where there can be new levels of interaction and programming.



This sketch illustrates the Campus and its components located within the larger park.

Site Planning and Design Concepts

THE GREENROCK VILLAGE

Office and Shop Buildings

Since the Greenrock buildings are at the front wall, this part of the campus is potentially the most accessible to the public. The village-like character derives from the proximity of the buildings to each other and the well-defined spaces between them, which feel like streets and plazas.

These spaces might be used as a visitor's center, studio workspace for artists, classrooms, and/or housing for interns and scholars. They might also provide office space that could free up areas of the Coach Barn for new conference-associated activities.

The street-like space between the eastern and western building looks toward a



courtyard where the wall could be opened up to link with the "Commons." In the future, the most visible public activities



could be on street level, with more private activities above, creating a vibrant mixed use.



Site Planning and Design Concepts

THE COMMONS

Orangerie, Greenhouses, and Coach Barn

The precinct called the “Commons” extends from the “Greenrock Village” to the Coach Barn, including the Orangerie and a series of open spaces along that axis.

The metaphor is meant to capture the sense of a large, flexible open space that could accommodate a variety of activities: concerts, performances, exhibitions, and informal interactions.



The Coach Barn with its collections and Conference Center anchors the upper end of the Campus.



Conjectural view of the Commons from the Coach Barn.



The Orangerie

The Orangerie is a focal point of the “Commons” and could be adaptively reused as a multi-purpose “tent” to house a variety of program activities. The “tent” metaphor suggests that only minimal improvements are necessary to enable the building to serve as an enclosure.



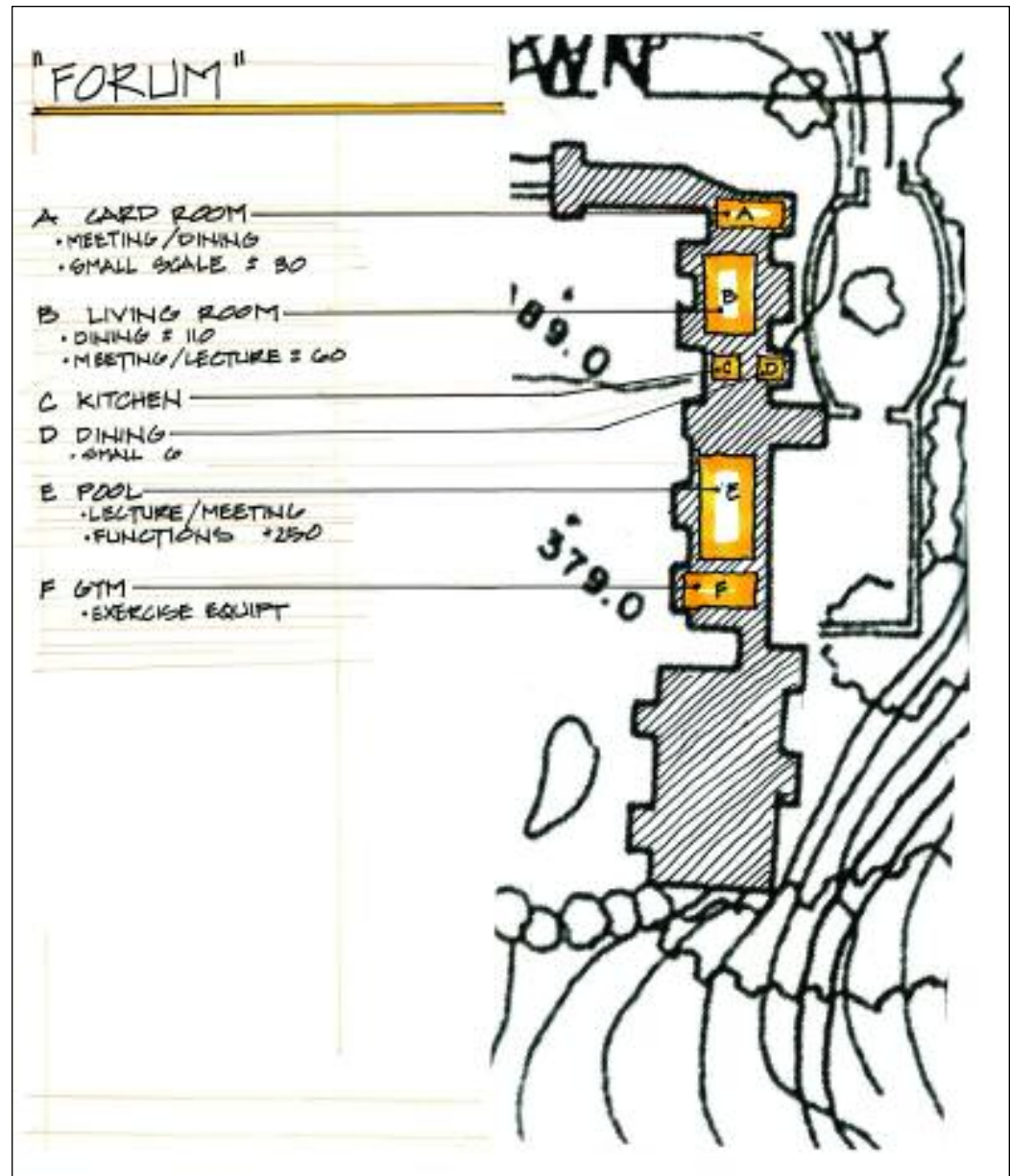
Site Planning and Design Concepts

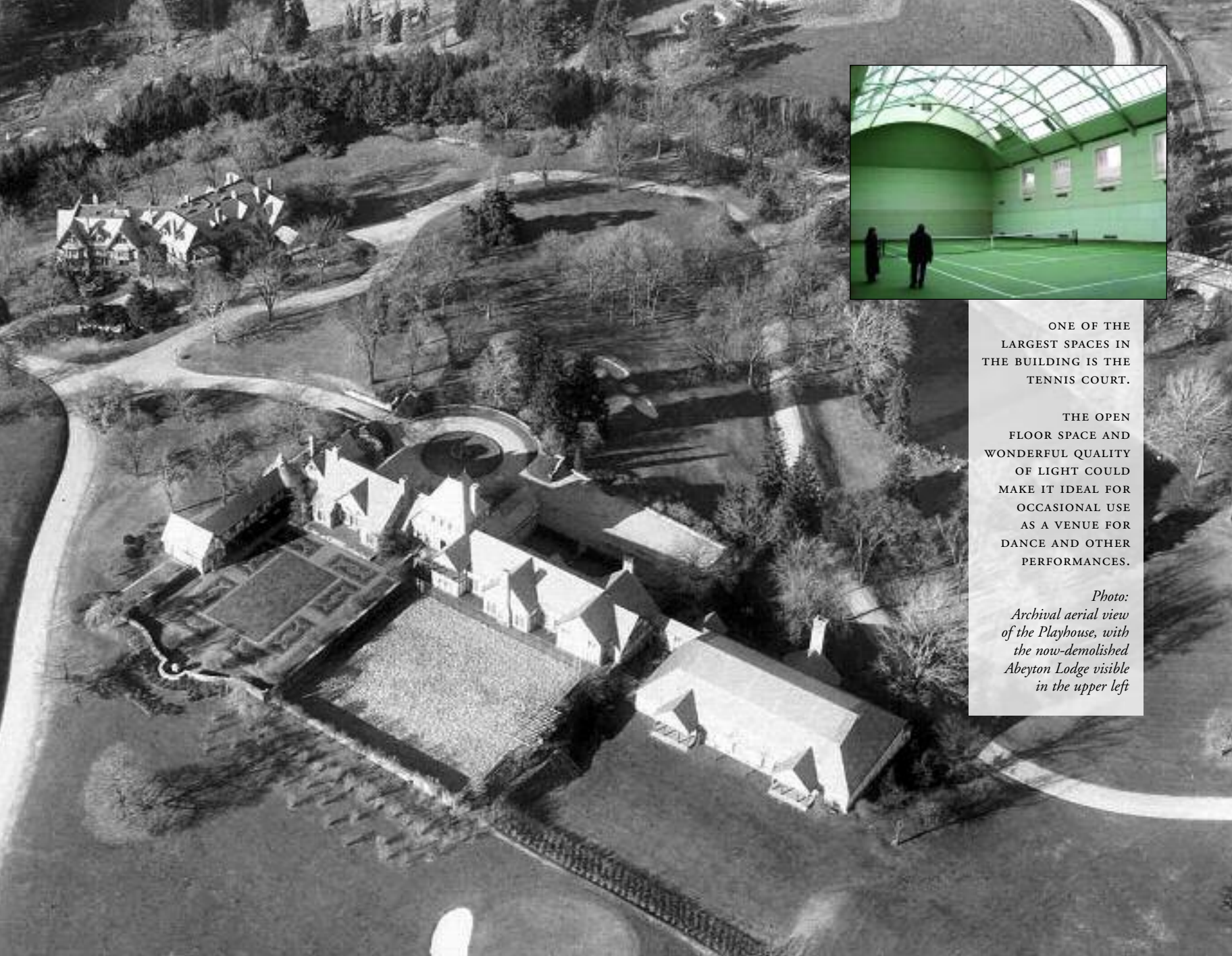
THE EXTENDED CAMPUS

The Playhouse, Breuer House, and Guest Houses

After Kykuit, the Playhouse is the most significant architectural asset of the Estate. In the future, it will lend itself to a variety of uses complementary to the current Conference Center activities. It will also offer unique spaces for the creative expansion of programming.

Just as with the renovations that were done at Kykuit, modest architectural changes would be needed to make the building A.D.A (Americans with Disabilities Act) compliant for RBF uses.





ONE OF THE
LARGEST SPACES IN
THE BUILDING IS THE
TENNIS COURT.

THE OPEN
FLOOR SPACE AND
WONDERFUL QUALITY
OF LIGHT COULD
MAKE IT IDEAL FOR
OCCASIONAL USE
AS A VENUE FOR
DANCE AND OTHER
PERFORMANCES.

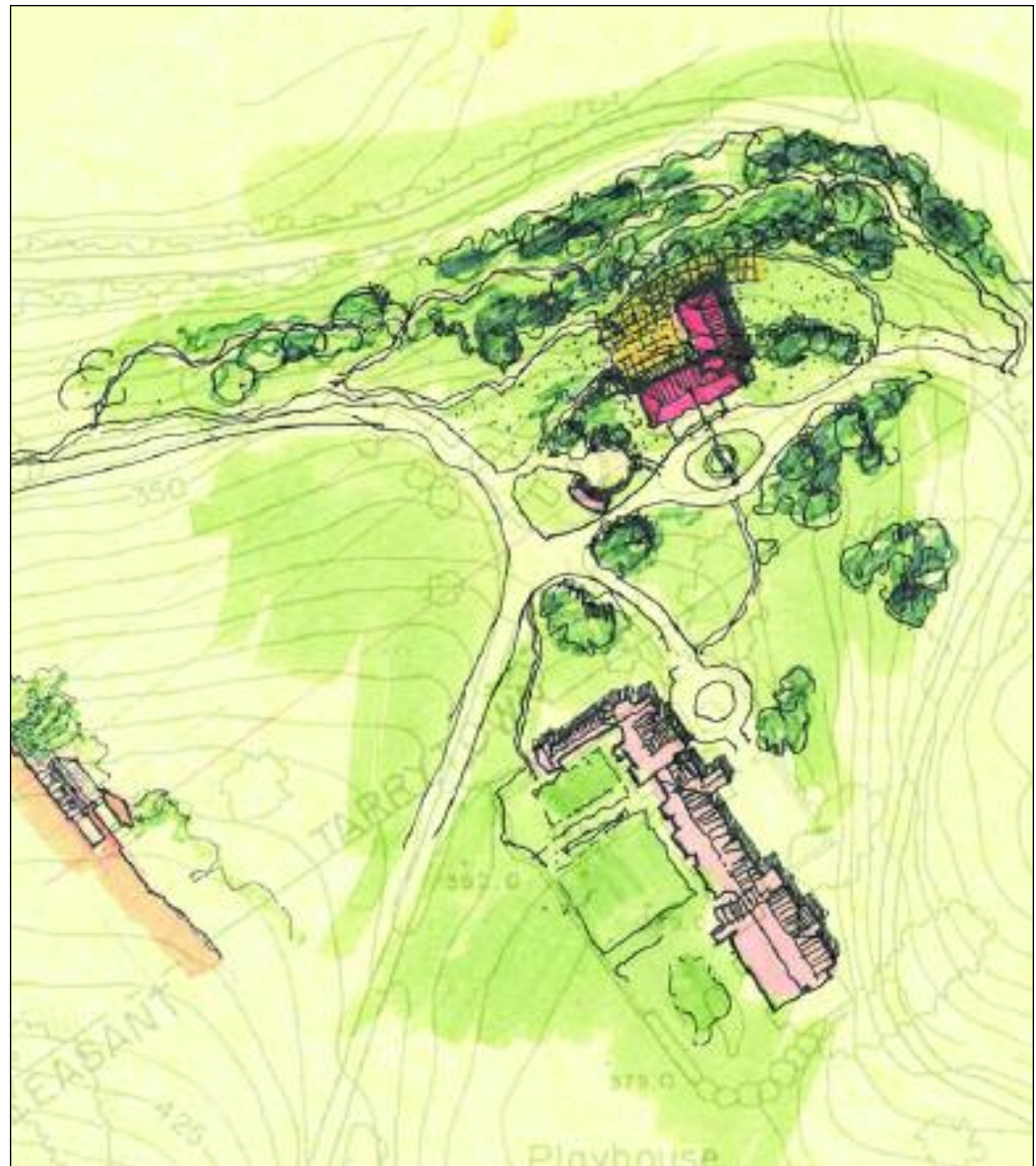
*Photo:
Archival aerial view
of the Playhouse, with
the now-demolished
Abeyton Lodge visible
in the upper left*

Site Planning and Design Concepts

FUTURE EXPANSION

Although any new construction on the property is unlikely, the former site of Abeyton Lodge might accommodate an additional building without having an impact on the view shed from Kykuit.

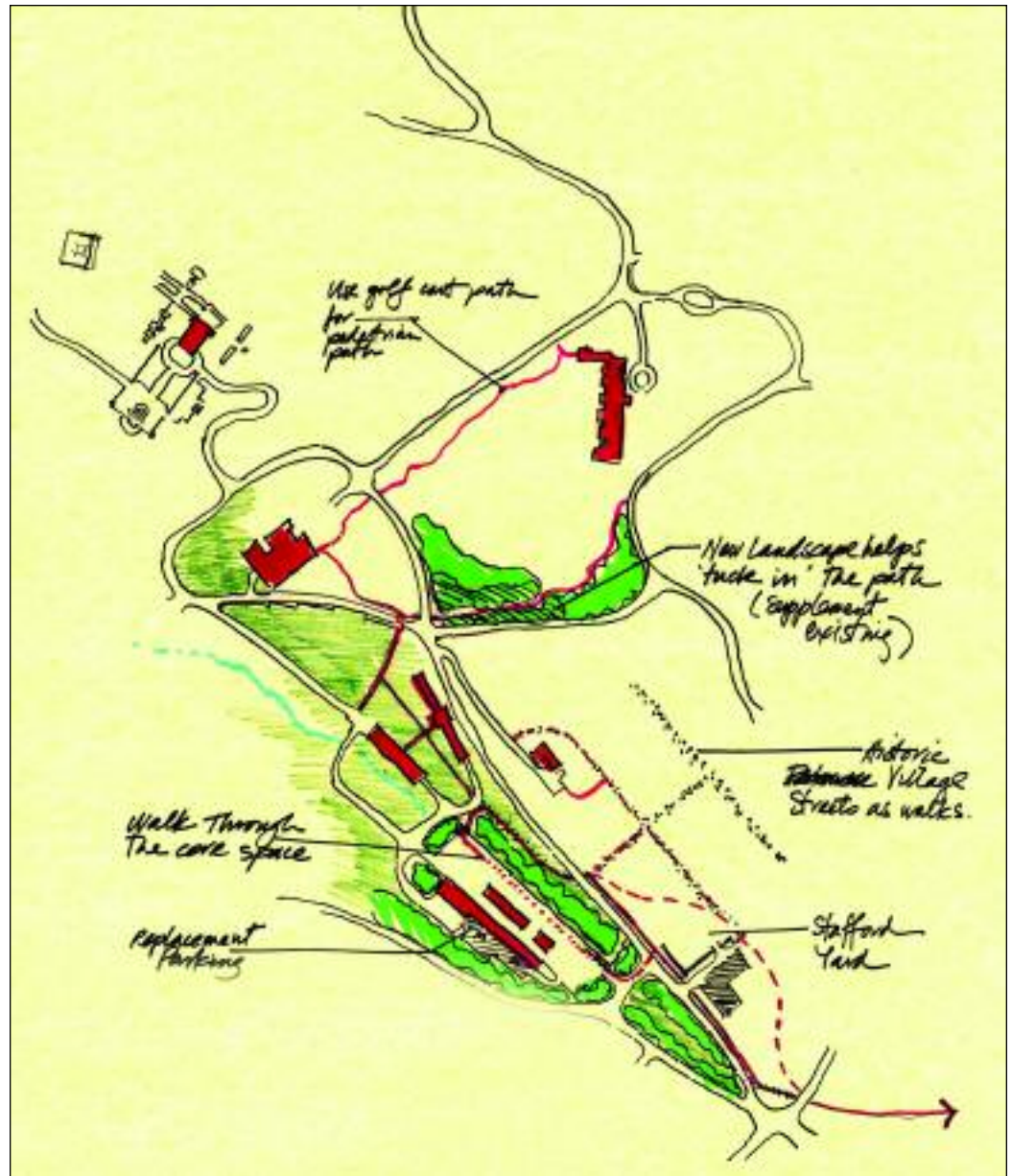
Construction of additional guestrooms would enable the Playhouse to operate as a secondary conference location.



Site Planning and Design Concepts

CREATING CONNECTIONS

More physical connections will be needed to link the increased number of venues and activities. Enhanced pedestrian access could be accomplished relatively easily, utilizing existing roads, cart paths, and foot paths. The goal is to create a rich experience of moving through a complex landscape.

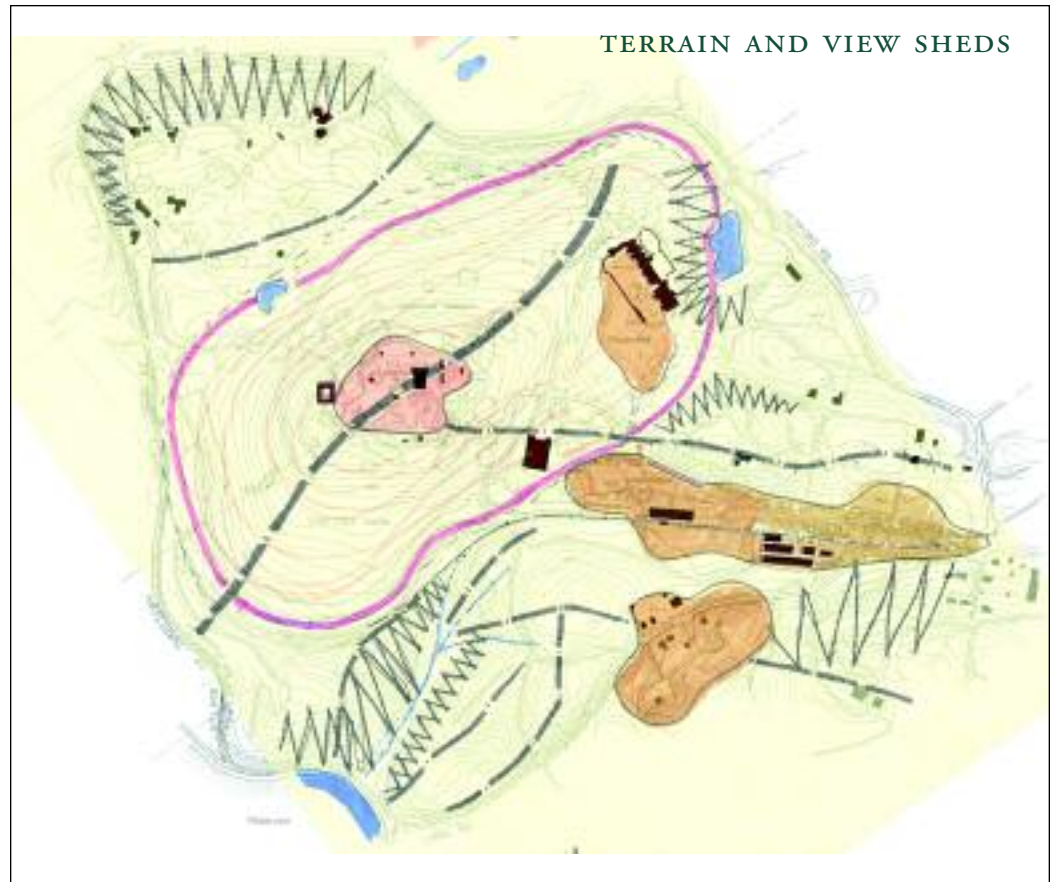


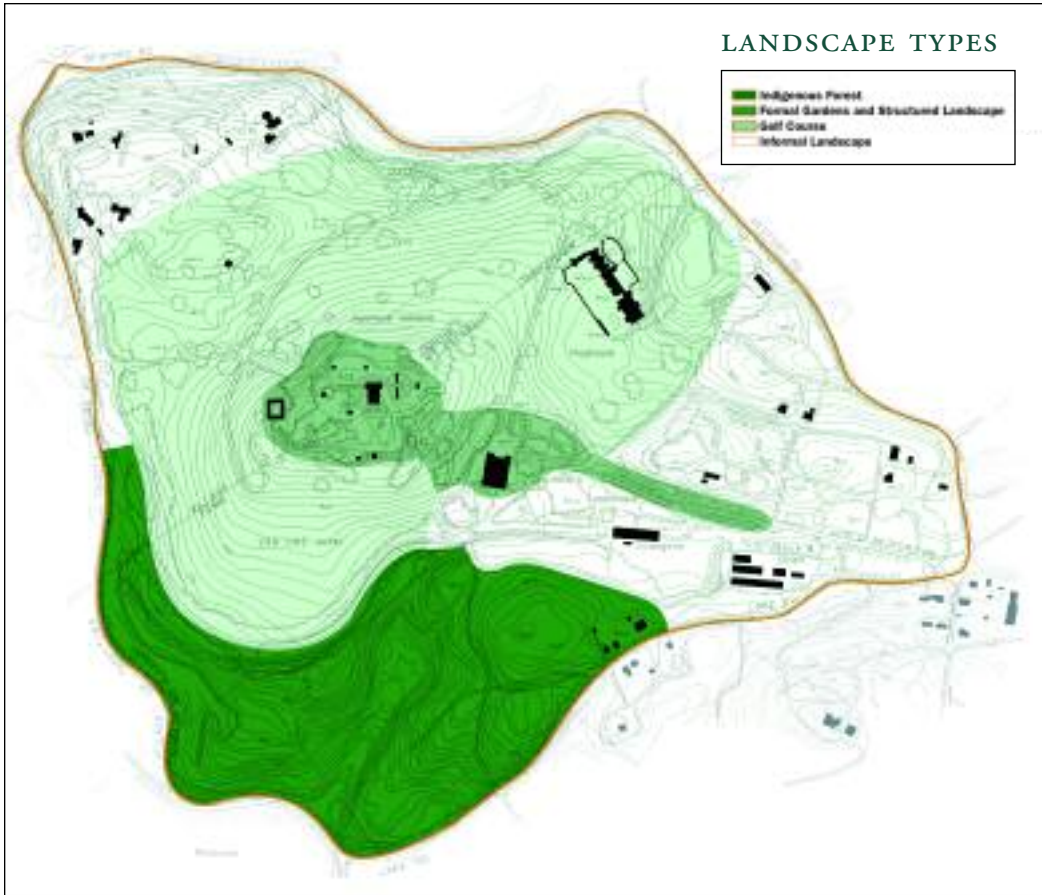
Site Planning and Design Concepts

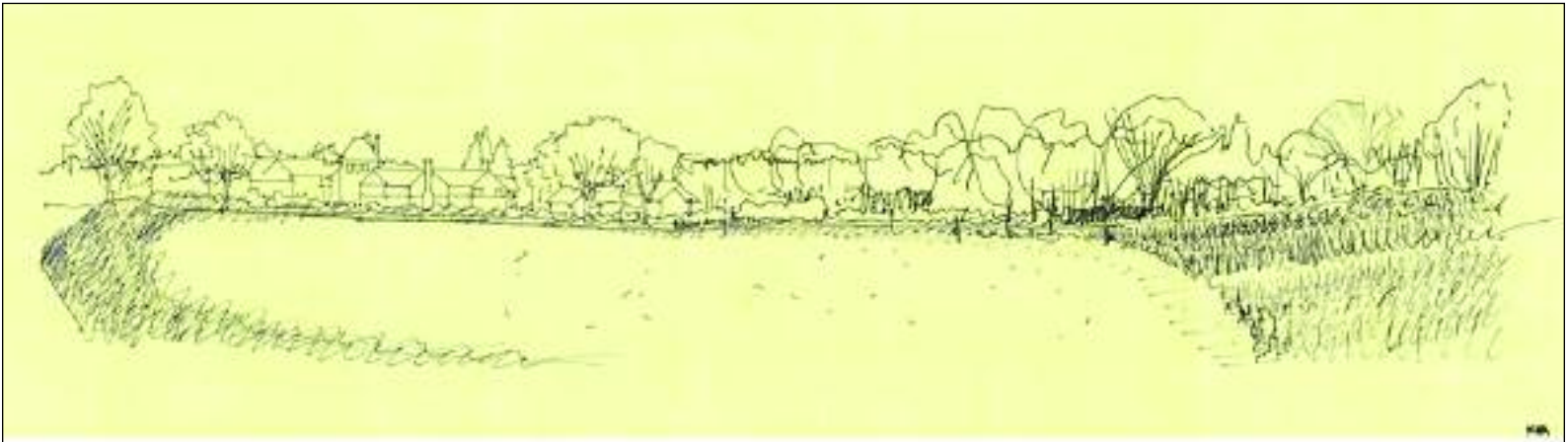
EVOLUTION OF THE LANDSCAPE

The Estate is a zoned landscape. Buildings and roads were sited along major topographical features: one large hill, two ridgelines, and four plateaus. Future interventions should respect these underlying landforms.

The spatial character of the landscape is defined by long vistas, forested areas, and designed landscape “rooms.” One greatly simplified characterization is that there are many lawn areas framed by woods and sweeping vistas.

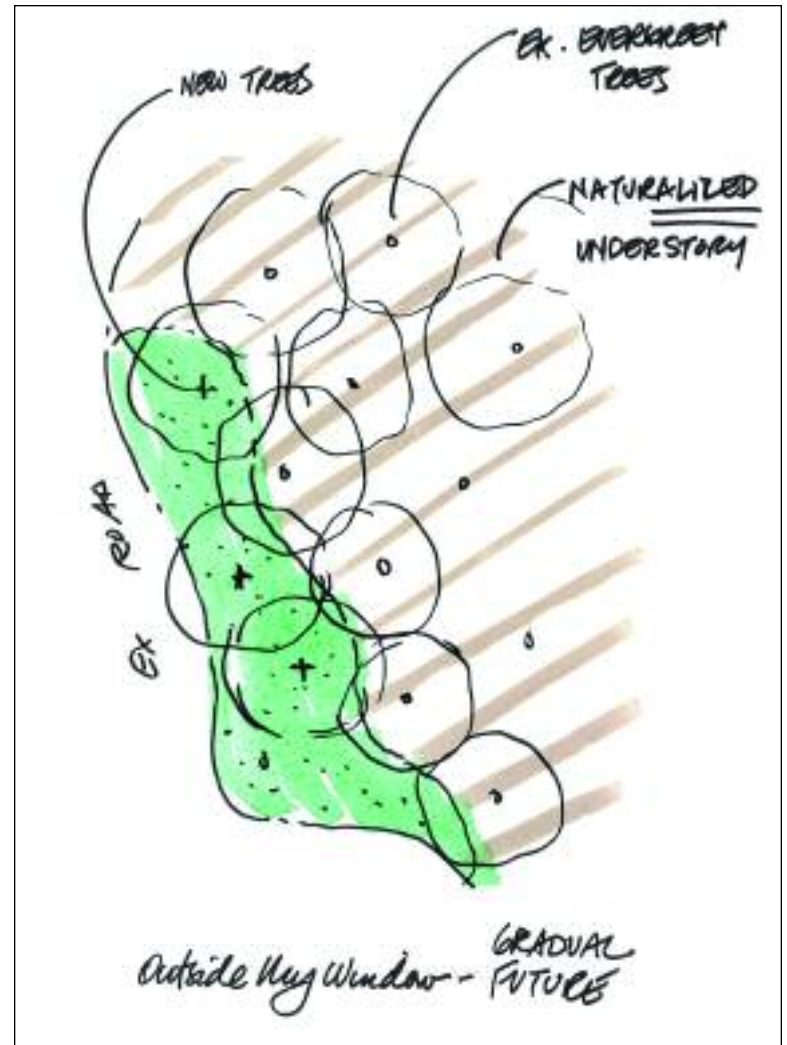
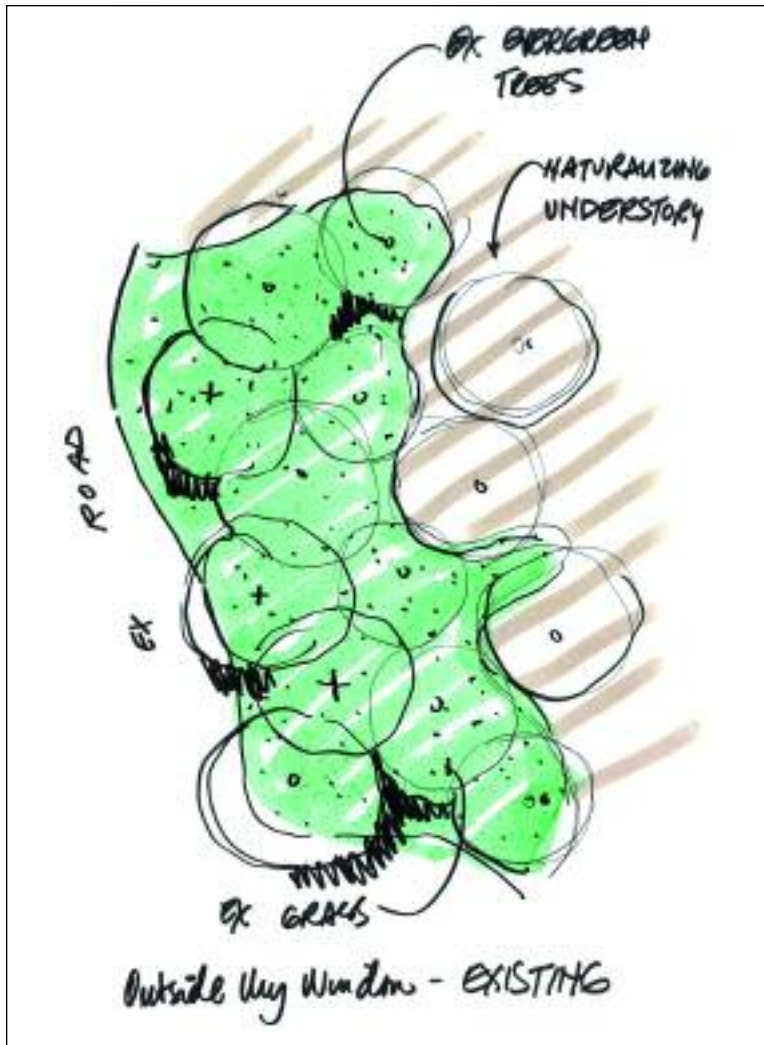






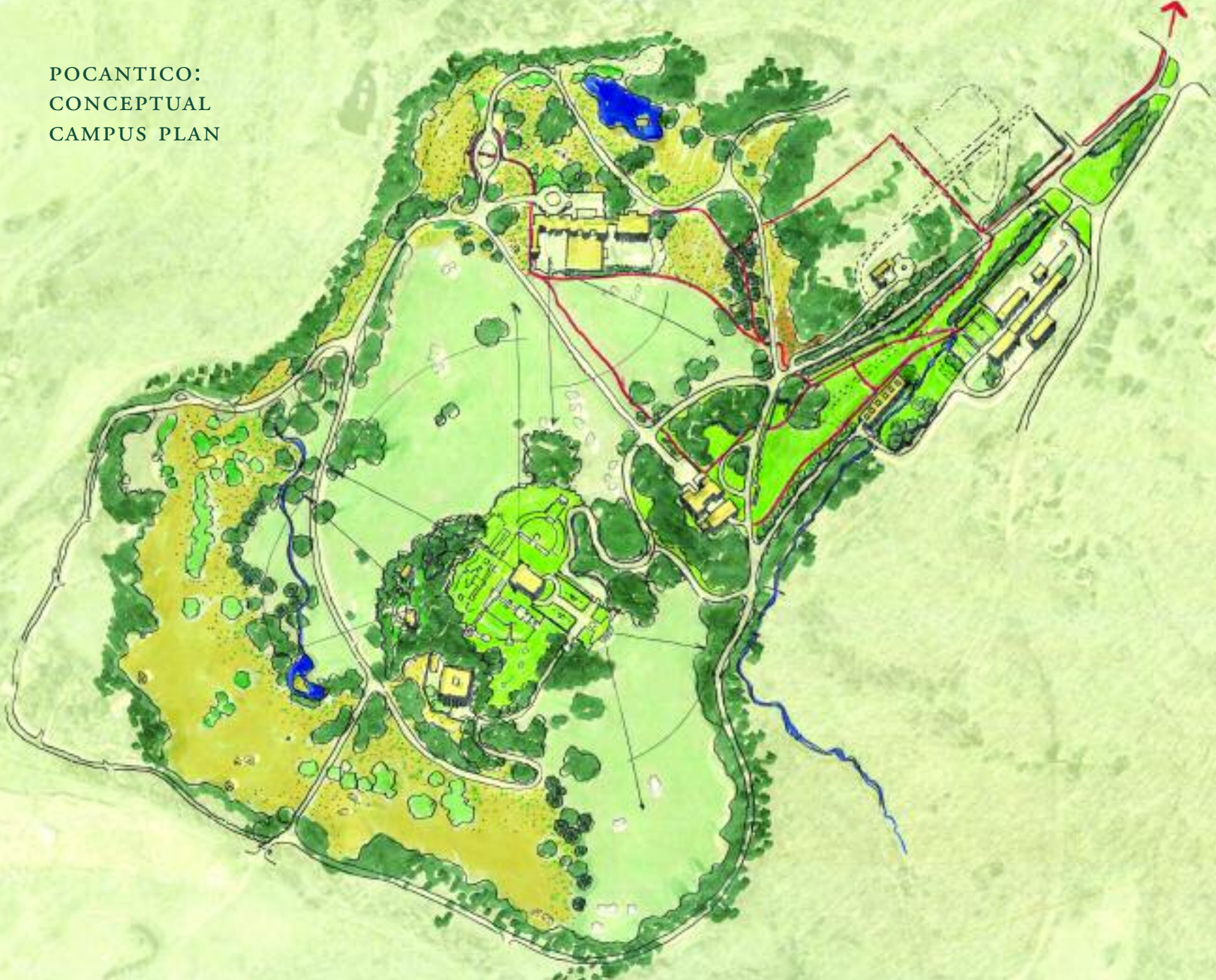
A landscape architecture firm will study the golf course to determine which elements are important to preserve. Thoughtful interventions would respect the essential landscape forms but allow for more sustainable land stewardship.

Above is a panorama of the golf course and wooded edge leading to the Playhouse. Below is a corresponding sketch showing incremental encroachment of the natural landscape.



Over time, the margins of monoculture lawns will be encroached upon by the natural landscape, opportunistically and on a small scale.

POCANTICO:
CONCEPTUAL
CAMPUS PLAN



Site Planning and Design Concepts

CONCEPTUAL PLAN

This plan (*opposite page*) illustrates how the Campus landscape might evolve if the possible strategies were applied.

Two principal view sheds of the golf course are protected; elsewhere the meadow advances from the woods. Some new paths follow this edge, connecting with a more robust pedestrian network along the primary elements of the new Pocantico Campus.





ACKNOWLEDGMENTS

ACKNOWLEDGMENTS

The Pocantico Committee would like to express their thanks and gratitude to all those who participated in the long-range plan for the Pocantico Center, with special recognition for the professionals listed below who contributed their time and talents to *The Promise of Pocantico*.

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