

# CAST Culture Hub by the Waterfront

## Port of San Francisco Embarcadero Historic District Piers Request for Interest

In this Request for Interest (RFI), the Port is seeking responses with public-oriented concepts for sites in the Embarcadero Historic District in two categories: (1) Full building(s) or "Master Tenant" Responses or (2) Less than full building or "Smaller Tenant" Responses.

Respondents in the Master Tenant category have a vision for entire buildings, including one or more structures named in this RFI. Master Tenant respondents have the experience to execute a complex rehabilitation project for an historic structure over water and to operate such a facility under a long-term lease.

Respondents in the Smaller Tenant category are experienced in operating the proposed use and in managing a tenant improvement construction project. Respondents should assume the facility will be in a cold shell condition in their response. Respondents who feel they qualify for both categories (a Master Tenant candidate that also operates a public-oriented use) are invited to respond to all information below.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

Please start by providing your email address and then proceeding to the next section. If at any point, you would like to save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until Wednesday, October 31, 2018 at 5:00 p.m., PDT. The Port of San Francisco will not consider responses until after the RFI closes.

Email address \*

[REDACTED]

## All Respondents

All respondents should provide the following information via this online form. Click "NEXT" at the end of this section.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

To save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until 10/31/18 at 5:00 p.m.

## 1. Indicate whether this response is for the Master or Smaller Tenant Category or both.

Master Tenant

Smaller Tenant

## 2. Name of responding entity

Community Arts Stabilization Trust

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### 3. List the names of key personnel, describe their roles, and detail their relevant experience in the space provided.

CAST's role involves providing capital, completing tenant improvements, master leasing, and managing the operations of the pier facility/facilities, while entering into long-term, below-market-rate leases with nonprofit arts organizations and artists to activate and program the pier facility/facilities. CAST's Board members will also serve in an advisory capacity for project related matters (ex: fundraising, tenant selection, lease negotiations).

Ventura Partners' and Proyecto's roles involve serving as a project consultants, offering project management and related services.

Collectively, our team comprises over 150 years of experience in fundraising, arts management and operations, real estate development, design, construction and operations, having built dozens of arts facilities.

Steven H. Oliver, CEO, Oliver & Company and Founder & Board President of Community Arts Stabilization Trust: Steven H. Oliver is President of the award winning construction and development firm Oliver & Company based in Richmond, CA, which has built over a thousand buildings in the Bay Area over the past 75 years on time and under budget, including the California College of the Arts in Oakland and San Francisco, Berkeley Repertory Theatre, and the Charles M. Schulz Museum in Santa Rosa. A well-known arts philanthropist, advocate, and civic leader in the Bay Area, Mr. Oliver is the former Chairman of the Board of the San Francisco Museum of Modern Art. Currently, he is serving as the Board President of Community Arts Stabilization Trust (CAST), Chairman of the Board for the United States Artists, and as Head of Sutter Health's Real Estate Committee, where he is overseeing the new development of two health centers in San Francisco, totaling \$3 billion+. Mr. Oliver has also served as chairman of a division of the National Endowment for the Arts and has served on the boards of numerous arts organizations, including the California College of the Arts, Mills College Art Museum, the Smithsonian's Hirshhorn Museum and Sculpture Garden, Artists' Legacy Foundation. Oliver and his wife, Nancy, are respected collectors of contemporary art. They display one of the nation's most renowned private collections of site-specific art at their northern California home, Oliver Ranch.

Deborah Cullinan, CEO, Yerba Buena Center for the Arts and Board Secretary of Community Arts Stabilization Trust: Deborah Cullinan is one of the nation's leading thinkers on the pivotal role arts organizations can play in shaping our social and political landscape, and has spent years mobilizing communities through arts and culture. Deborah is committed to revolutionizing the role art centers play in public life and during her tenure at YBCA, she has launched several bold new programs, engagement strategies, and civic coalitions. Prior to

joining YBCA in 2013, she was the Executive Director of San Francisco's Intersection for the Arts. She is a co-founder of CultureBank and ArtsForum SF, co-chair of the San Francisco Arts Alliance and on the board of the Community Arts Stabilization Trust. Her passion for using art and creativity to shift culture has made her a sought-after speaker at events and conferences around the world.

Joshua Simon, Executive Director of East Bay Asian Local Development Corporation and Founder & Board Treasurer of Community Arts Stabilization Trust: Joshua Simon has worked at EBALDC for 16 of the last 23 years. He served as Senior Project Manager and Director of Real Estate Development from 1994 to 2006 and has been Executive Director since April 2013. He was responsible for numerous mixed-use complexes, such as Swan's Market, that combine affordable rental apartments with retail space and community facilities that support building healthy, vibrant, and safe neighborhoods. He has also been involved with overseeing the development of major mixed-use complexes that combine affordable rental apartments with community and retail facilities benefitting the broader community. These include San Pablo Hotel, Hismen Hin-Nu Terrace Apartments, and Avalon Senior Housing, among others. Joshua also brings experience working with Innovative Housing, Project Artaud and Chinatown Community Development Center. Prior to his return to EBALDC, Joshua was Director of Real Estate Consulting at the Northern California Community Loan Fund, where he worked with community organizations throughout Northern California to plan for their facility needs. Joshua facilitated the formation of the Community Arts Stabilization Trust (CAST) and continues to work with CAST as their Board Treasurer. Joshua has been an active civic leader, serving for 13 years as an elected school board member for the Emery Unified School District in Emeryville, California and various education and housing committees. He also serves as Vice President of Emeryville's Redevelopment Successor Agency Oversight Committee. He holds a Bachelor of Arts in Architecture from the UC Berkeley and a Master of Science in Real Estate Development from the Massachusetts Institute of Technology.

Moy Eng, Executive Director, Community Arts Stabilization Trust: Moy Eng leads Community Arts Stabilization Trust (CAST), a nonprofit social enterprise focused on creating permanent affordable workspace for the arts in San Francisco. Launched in 2013, CAST has purchased and opened two arts buildings in central San Francisco and attracted exceptional support from philanthropic, private and public sectors. Moy has raised \$27.5 million in funding for CAST to date and is working on fundraising \$140 million for 100,000 square feet of real estate related to CAST's future projects. Moy brings over three decades of experience in the philanthropic sector as a grantmaker, consultant, and senior executive in areas as diverse as arts and culture, renewable energy, lesbian and gay rights, immigrant rights, and international human rights. She has worked as a grantmaker in numerous foundations with assets ranging from \$100 million to \$9 billion, awarding approximately \$200 million in grants in the US and globally. Moy directed the arts program at The William and Flora Hewlett Foundation in the 2000's.

Among her achievements, she commissioned landmark research on the dynamics of the U.S. cultural ecosystem and the state of arts education in California, invested in efforts that helped secure \$800 million in new arts education public funding for California public schools, and made grants to build more than 750,000 square feet in new, affordable performing arts space across the San Francisco Bay region.

**Suneetha D'Silva, Director of Real Estate Development and Partnerships, Community Arts Stabilization Trust:** Suneetha D'Silva brings over a decade of experience in real estate and finance to CAST, having previously worked at various financial services and retail companies, including BlackRock, Gap, Inc., Merrill Lynch & Co., Inc. (Bank of America), and Morgan Stanley. She has managed real estate portfolios of over two million square feet globally, comprised of primarily commercial and retail assets. She has extensive experience in real estate transaction management, project management, financial analysis, as well as developing and implementing real estate strategies and process improvements. Suneetha has previously served on the board of the Alameda Point Collaborative, through the Board Fellows program at the Haas School of Business, University of California Berkeley. She is an enthusiast of performing and visual arts, in particular, theatre, live music, painting, and architecture. In her free time, Suneetha enjoys immersing herself in new and unique cultural and culinary experiences and exploring the wonders of nature through camping, hiking, and road biking.

**Kimberly Frentz Edmonds, Founder & CEO, Ventura Partners:** Ventura Partners has decades of experience developing and managing nonprofit commercial properties. Drawing on its broad background in real estate development, the firm offers expertise in the financing, construction, renovation and conversion of retail, office and special use properties. Its ability to develop and implement unique management and tenant support structures has allowed Ventura Partners to successfully address the challenges of redevelopment projects and those catering to arts groups, nonprofits and small businesses. Its strategy focuses on long-term financial health based on a strong tenant mix, sustainable lease structures, and professional systems to control capital and operating budgets. Ventura Partners has brought its expertise to a number of projects for arts organizations and venues within the context of urban economic development. In addition to its work with CAST, Ventura Partners has been providing real estate development, leasing and operations consulting for the City of San Francisco's work with Lennar Urban on the Hunters Point Shipyard Artists' Studios and MACLA's (Movimiento de Arte y Cultura Latino Americana) acquisition and development of its facility for artists and creative entrepreneurs in downtown San Jose. Kim Frentz Edmonds is the Principal and Founder of Ventura Partners, which established its San Francisco office in 2003.

**Daniel Hernandez, Principal, Proyecto:** Daniel Hernandez has over 25 years of experience in real estate development and project management in both the Bay Area and New York City, having worked on various projects involving public/private ventures and community/economic

development, ranging from affordable housing, manufacturing/commercial uses, to cultural, educational, and other civic type facilities.

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#### 4. Describe proposed use(s) of the Port's Historic Piers. Include (a) a description of the use, (b) how the use is public-oriented, (c) types of populations targeted for service, and (d) how it complements and responds to existing nearby uses and conditions in the Embarcadero Historic District.

Description of use: CAST proposes activating the Port's facilities through adaptive reuse of the space for artist workspaces – working studios, galleries, maker, and retail spaces, to serve small to mid-sized nonprofit arts and culture organizations and individual artists, which will be publicly accessible. We envision opportunities for events creation by offering open studio tours and increased visibility for San Francisco's arts and culture assets through potential on-site artist residency programs. In order to do so, CAST envisions forming a strategic public-private sector partnership with the Port to enter into a lease where CAST would manage and complete the tenant improvements, activating the space with community based nonprofit arts and culture organizations and ensuring its financial and operational feasibility. CAST can serve as the nonprofit organization/master tenant of the space and sublease the space to its arts partners, creating a vibrant, arts and culture hub along the Embarcadero.

How the use is public-oriented: Arts and cultural organizations contribute greatly to San Francisco's booming innovation economy and help to accelerate neighborhood revitalization efforts, generating numerous social, educational, and economic benefits. According to the San Francisco Center for Economic Development, the arts comprise the fourth largest growing industry in the city. The arts are a magnet, attracting businesses and keeping them local, creating jobs, engaging the community, and stabilizing property values. The arts transcend class, race, income, education levels, and even politics – they bring a refreshing sense of serenity, beauty, transparency, and cohesiveness to our spaces and city. There is a real estate affordability crisis in San Francisco and it is CAST's mission to preserve permanent, below-market-rate spaces for arts and culture, which are essential to the city's diverse ecosystem.

Specific to the Public Trust Objectives, our concept aims to accomplish the following:

- Historic Preservation of the Trust Asset by completing tenant improvements and maintenance of the building(s), with potential for some seismic/life safety improvements
- Exterior Public Access and/or Maritime Improvements by allowing for public access to the interior shed, exterior shed, and aprons
- Facility Capital Repairs and Improvements through a capital contribution towards the tenant improvements
- Revenue Generation that will ensure financial and operational feasibility while offering below-market-rate space for nonprofit arts and culture organizations and artists
- Interior Uses Serving Trust Purposes (use types) including visitor-serving, public access, retail, and public attraction uses (artist working studios, galleries, and maker spaces)
- Interior Uses Serving Trust Purposes (amount of area occupied) desired space includes the

entire bulkhead building and pier shed

- Lease Term/Flexibility is negotiable, as we are willing to consider a medium to long-term lease of 20-50+ years

Types of populations targeted for service: In spite of the arts' role as the fourth largest growing component of San Francisco's economy, artists and arts organizations – an integral part of San Francisco's cultural identity and economy – are being driven out of the city due to dramatically high demand and prices for real estate. According to the Status of Bay Area Nonprofit Space & Facilities report published in March 2016, nonprofit respondents identified ownership of their spaces and working in spaces specially dedicated to nonprofits as crucial to weathering the challenges of the Bay Area real estate market. The vast majority of survey respondents (82%) have serious concerns about how the real estate market will negatively affect their long-term financial sustainability. Nonprofits serving communities of color and low-income communities show an especially high level of concern for the future. CAST works in economically and racially diverse neighborhoods of San Francisco such as Central Market, Tenderloin, South of Market, Dogpatch, and Excelsior. CAST partners with arts organizations that serve several key functions: a trusted and inclusive community gathering place, a positive catalyst for people from different economic and cultural backgrounds to connect through participation in the arts, and as a keeper of a neighborhood and its residents' personal stories and experiences. In addition to CAST's two existing real estate locations, we project that through our additional real estate projects in the pipeline, we could serve approximately six to nine arts organizations, 80+ artists, and over 200,000 people (or 1 in 4 San Franciscans). CAST welcomes the opportunity to partner with the Port to preserve arts and culture as part of the vibrant, dynamic character of San Francisco.

How it complements and responds to existing nearby uses and conditions in the Embarcadero Historic District: Our proposal is aligned with the Port's vision to include a variety of uses along the Embarcadero Historic District that support the public trust objectives and offers a unique, highly curated mix of traditional, public-oriented, commercial, and retail uses that are arts and culture specific, yielding a high trust value. As many of our nonprofit arts partners have been facing displacement through the rising costs of real estate and shrinking access to government support and funding, it is essential to protect them from becoming incapacitated and leaving San Francisco. Our vision is to preserve spaces for creativity to thrive on all levels: at the highest level, cultural preservation; at the organizational level, financial acumen in facilities development and operations; and at the ground level, stabilization and expansion of core programming. CAST has the expertise and capacity to ensure that our proposal can meet the goals of promoting a diversity of public-oriented uses and enhancing the public experience along the Embarcadero Promenade.

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## 5. Provide a summary of your experience related to the operation described in (4).

CAST is a nonprofit organization in the business of cultural placekeeping through acquiring, developing, and managing below-market-rate space to preserve affordable real estate for artists in San Francisco and the greater Bay Area.

CAST has completed and opened two real estate projects in 2016 totaling 15,000 square feet and \$10.2 million in project costs for two mid-sized arts organizations, CounterPulse in the San Francisco's Tenderloin neighborhood and Luggage Store Gallery in Central Market. \$5 million in seed funding was generously granted by the Kenneth Rainin Foundation, enabling CAST to acquire these two buildings. CAST partnered with Northern California Community Loan Fund (NCCLF) and Chase to secure New Market Tax Credit Financing and leverage its grant funding for these projects. Based on a community land trust model, CAST placed deed restrictions on both buildings, designating them as permanently and exclusively for arts and culture uses. CAST entered into long-term, below-market-rate leases with each of its arts partners, providing them with options to purchase their respective buildings at the same price that CAST paid for the properties.

An estimated 95,000 people city-wide, or one of approximately eight San Franciscans, participate annually in CounterPulse's experimental performing arts center programs in the Tenderloin and in the Luggage Store's community-based arts gallery exhibitions and programs in Central Market/Tenderloin. Participation includes the local residents of these neighborhoods, who benefit from arts organizations remaining rooted and active in their communities. In economically and racially diverse neighborhoods of San Francisco such as Central Market, Tenderloin, and South of Market, arts organizations serve several key functions: a trusted and inclusive community gathering place, a positive catalyst for people from different economic and cultural backgrounds to connect through participation in the arts, and the keeper of a neighborhood and its residents' personal stories and experiences.

CAST's upcoming projects in the pipeline are outlined in the following paragraphs. As you may know, CAST has also been in conversations with Forest City and the Port about the potential to enter into a ground lease and develop up to 90,000 SF of arts space at Pier 70, which we believe will be a singular opportunity to build something truly iconic along the waterfront. CAST is excited and hopeful about the potential to join a longstanding arts community in the Dogpatch, including artists at the Noonan Building, and neighbors like the Minnesota Street Project and BAYCAT. The plan is for the artists' studios in the Noonan Building to be relocated to the future arts facility on-site at Pier 70.

CAST is currently working as a partner with the San Francisco Recreation and Parks Department as the lead agency on phase 1 of redeveloping the Geneva Car Barn, a long-time

vacant 16,000 square foot building and historic asset owned by the City of San Francisco, for adaptive reuse related to arts and culture. This project exemplifies a strong multi-City agency partnership among San Francisco's Recreation and Parks Department, Office of Economic and Workforce Development, Arts Commission, District 11 Supervisor's office, and CAST. Phase 1 construction is underway and the opening is targeted for Q2 2019.

Forest City and CAST have also engaged in a public-private-social enterprise partnership for the adaptive reuse and rehabilitation of the historic Dempster Building, located at the center of Forest City's 5M project. This 12,000 SF building will be owned and operated by CAST and is envisioned to be activated by local nonprofit arts and arts education organizations, as a multidisciplinary and multi-tenanted facility for the community. Forest City and CAST have been involved in a deep and long-standing community engagement process in the South of Market neighborhood of San Francisco, where the project is located, which has had a history of displacement of historically established communities, including the Filipino community.

CAST relies on strong partnerships with public and private sector entities to successfully develop and operate its projects. In order to maintain its fiduciary responsibilities to its constituents, CAST leverages low cost sources of funding, some of which is available exclusively to nonprofit organizations, in the form of grants and PRIs from foundations and Tax Credit Financing, in order to ensure that we deliver on our mission of providing long-term/permanent below-market-rate space for local artists and nonprofit arts and culture organizations. Our RFI proposal is modeled after our aforementioned projects around San Francisco.

CAST, alongside Ventura Partners, manages its existing portfolio of properties for its arts tenants. Similar to our vision for the Port's facilities, these facilities are utilized exclusively for arts and culture events, and include a theatre, rehearsal space, galleries, and event space. Given CAST's decades-long expertise in the arts, CAST seeks to achieve a highly complementary tenant mix in its future multi-tenanted projects. CAST ensures that arts organizations can continue to focus on their programming excellence by wrapping the space around the organizations' programmatic needs.

We have extensive expertise in leasing, community oriented development, and property management, as well as numerous existing partnerships with real estate organizations to support our construction and leasing efforts for the potential project. Of particular note is that the two founding Board Members of CAST, Steve Oliver and Joshua Simon, have both developed over 100 projects to be owned and managed by their organizations, of which over 50 assets are still under their stewardship, including Oliver Ranch, an internationally renowned art center in Sonoma County.

Oliver & Company owns and operates 35 assets of various types, including office, distribution centers, retail, and nonprofit facilities. They have entered into 15 joint venture partnerships with nonprofit entities and have decades of expertise in working with nonprofit tenants, having managed over 400 tenants over their 70+ year history.

East Bay Asian Local Development Corporation (EBALDC) has invested over \$240 million in assets focused on physical and social community impact, bringing over 370,000 SF of commercial space to neighborhood revitalization efforts. In its portfolio are assets such as Swan's Market, California Hotel, Asian Resource Center, and Preservation Park. On the affordable housing side, EBALDC has a 60 member Property Management team that is committed to providing high-quality conditions for 1,200 homes across the East Bay.

Ventura Partners' Founder & CEO, Kim Frenz Edmonds, has decades of experience developing and managing nonprofit commercial properties. Ventura Partners specializes in implementing unique management and tenant support structures that has allowed them to successfully address the challenges of redevelopment projects and those catering to arts groups, nonprofits and small businesses. Its strategy focuses on long-term financial health based on a strong tenant mix, sustainable lease structures, and professional systems to control capital and operating budgets. Ventura Partners has brought its expertise to a number of projects for arts organizations and venues within the context of urban economic development. In addition to its work with CAST, Ventura Partners has been providing real estate development, leasing and operations consulting for the City of San Francisco's work with Lennar Urban on the Hunters Point Shipyard Artists' Studios and MACLA's (Movimiento de Arte y Cultura Latino Americana) acquisition and development of its facility for artists and creative entrepreneurs in downtown San Jose.

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**6. Provide information about your preferred location. Information on the sites included the RFI can be found at <http://bit.ly/sfport-piers-rfi-facilities> and <https://sfport.com/historic-pier-opportunities-partnership>.**

In questions 6. a. - 6. d. describe the site(s) of interest.

6. a. Rank your preferred pier facility location(s) with 1 as your first choice.

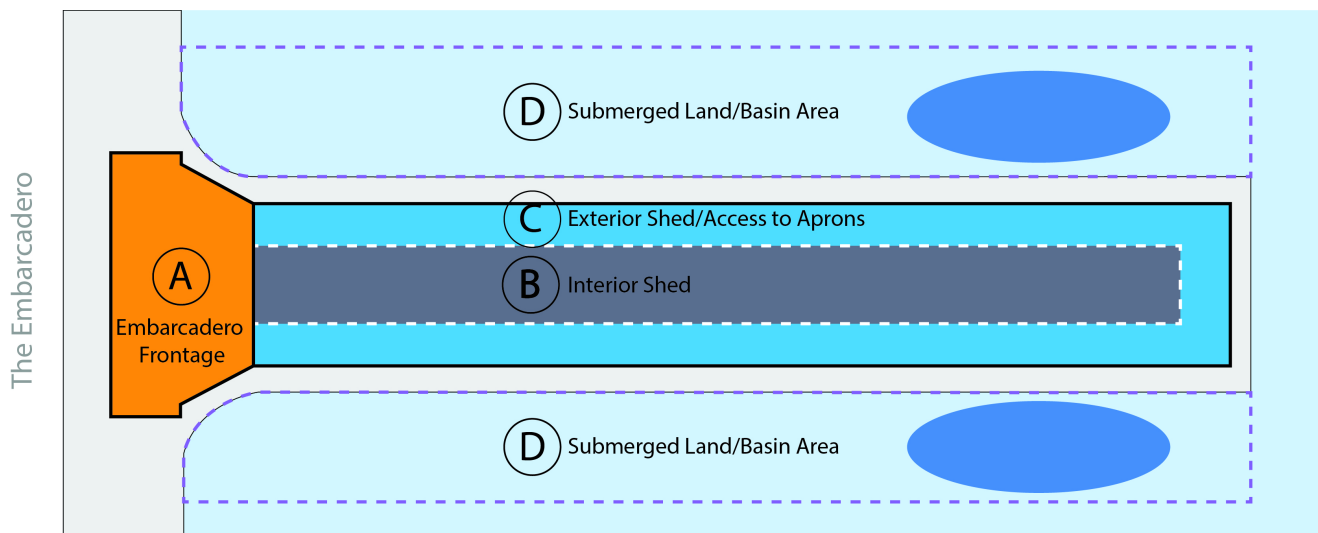
	1	2	3	4	5	6	7	8	9	10	11
Pier 35	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 33	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 31	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 29½ & 29	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 23	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 19½ & 19	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agriculture Building	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 26	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 28	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Pier 38	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Pier 40	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 48	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



6. b. Using the image below, select your preferred area(s) of the pier facility. If the Agriculture Building is your preferred location, proceed to 6. c.

- A. Embarcadero Frontage: Access to The Embarcadero and associated foot, bicycle, and automobile traffic; lots of natural light; architecturally beautiful exterior; often two stories.
- B. Interior Shed: Spacious, open area that can be outfitted to suit your needs; minimal natural light; high ceilings; single story.
- C. Exterior Shed/Access to Aprons: Beautiful, open water views; immediate bay access; immediate truck delivery access.
- C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area
- A.-D. Master Tenant Whole Pier
- Other: .....

### Layout of Pier Facility



**6. c. Describe the areas and the portions of the site(s) you propose to occupy.**

Our vision is to occupy areas A, B, and C, utilizing access to the Embarcadero frontage to draw in pedestrians by offering an inviting, accessible space that is prominently located and visible.

The interior and exterior areas of the shed will be built out for artist workspaces – working studios, galleries, maker, and retail spaces, to serve small to mid-sized nonprofit arts and culture organizations and individual artists.

The targeted square footage we propose to occupy is in the range of 33,000 to over 150,000 SF, depending on the number of organizations interested in the space and their requirements.

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6. d. Check all aspects of your preferred site(s) that influence your pier selection

- Location on The Embarcadero
  - Proximity to pedestrian traffic
  - Proximity to the Ferry Building
  - Proximity to AT&T Park
  - Proximity to the Cruise Terminal
  - Proximity to tourist attractions
  - Access to public transportation - MUNI
  - Access to public transportation - BART
  - Access to public transportation - Ferry
  - Facility width
  - Facility height
  - Facility ingress/egress
  - Facility apron access
  - Facility square footage
  - Facility architecture
  - Berthing space
  - Access to water
  - Other: .....
-

## Master Tenant Respondents

Respondents in the Master Tenant category of responses provide the following information via this online form. All answers are non-binding. Click "NEXT" at the end of this section.

Smaller Tenant Respondents should skip this section by clicking "NEXT" below.

View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

To save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until 10/31/18 at 5:00 p.m.

7. Describe in paragraph form the operational concept including public-oriented use mix, such as: Where in the facility would different uses be located? Approximately how much space would be dedicated to different use-types (e.g., publicly-oriented uses, higher-revenue generating uses)? How would the public experience the facility, including public access to the building perimeter, views of and access to the Bay, maximizing access to and enjoyment of the historic elements of the building interiors, and minimizing the private feel of non-public uses?

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8. Describe in paragraph form the physical improvements concepts. Please keep in mind that enhancements and alterations to the structures must be consistent with Secretary of the Interior Standards for Historic Rehabilitation.

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9. Describe in paragraph form how you would access sufficient capital to complete an undertaking like the rehabilitation of a full pier structure or structures.

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## Smaller Tenant Respondents

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Master Tenant Respondents should skip this section by clicking "NEXT" below.

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7. Provide a range of rental rates in dollars per leasable square foot per month for a triple net lease that the proposed operation can pay.

\$1.25-1.75psf NNN

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8. a. Would you be willing to make capital improvements to your preferred pier facility that would last beyond your lease term?

Depends on the deal

No

Other: .....

8. b. Provide an approximate amount of tenant improvement funding you can advance to prepare space for your operation.

TBD

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9. Provide a range of number of years of lease term you would anticipate requiring to amortize the tenant improvement investment in (8).

Medium to long-term (20-50+ years)

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## Additional Information

Both Master and Smaller Tenant Respondents, click "SUBMIT" below to complete the Port of San Francisco Embarcadero Historic District Piers Request for Interest. If you have any additional information you would like to submit with your RFI response, please email these items to [historicpiers@sfport.com](mailto:historicpiers@sfport.com) with "Historic Piers Additional RFI Information" in the subject line.

You will be emailed a link to your form and you will be able to make changes to your responses until the RFI closes on Wednesday, October 31, 2018 at 5:00 p.m., PDT. The Port of San Francisco will not consider responses until after the RFI closes.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

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This form was created inside of Next Steps Marketing.

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