

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.

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.

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

Cambridge Innovation Center

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

Tim Rowe, CEO, CIC

Tim Rowe is the Founder and CEO of Cambridge Innovation Center. CIC is a recognized global leader that creates concentrated hubs of collaborative innovation in leading cities around the world. In addition to its original Cambridge, MA location, CIC operates today in Boston, MA; St Louis, MO; Miami, FL; Rotterdam, the Netherlands. In January 2017, CIC announced its newest site: Philadelphia.

Tim is the chairman and cofounder of Lab|Central – a nonprofit shared wet laboratory space – as well as MassRobotics – a shared robotics makerspace. He is also the chairman and cofounder of Roomzilla, a cloudbased dynamic solution for managing conference room reservations.

In 2008, Tim cofounded the Kendall Square Association, where he served as president for 5 years. The KSA seeks to improve, promote, and protect Kendall Square as a global technology hub. Tim is also the chairman and founder of the Venture Cafe Global Institute, a public benefit corporation that enhances the innovation process in cities around the world through high-impact programming, spaces and storytelling.

Tim has served as a Lecturer at the MIT Sloan School of Management, a Manager with the Boston Consulting Group and an analyst with the Mitsubishi Research Institute. He was previously a Venture Partner with New Atlantic Ventures, a \$120 early-stage venture fund, which he helped to found.

Tim speaks Spanish and Japanese fluently, and holds an MBA from MIT's Sloan School of Management and a BA from Amherst College.

Brian Dacey, President, CIC

Brian Dacey is an experienced real estate executive and entrepreneur. He has overseen a wide range of commercial, hospitality, retail, and residential projects during his career. Brian also has an extensive history of involvement in government, not for profits, and charitable organizations. He is currently President and Managing Director of Cambridge Innovation

Center (CIC), having joined the organization in 2010. CIC is a flexible office provider for growing technology and life science companies.

Brian began his career in the public sector working in Massachusetts state government and serving as the City of Boston's Director of Federal Relations and then CEO of the city's Economic Development agency. He has been a senior executive and partner with several regional real estate development firms including the Boston based Drew Company and New York based Twining Properties. He oversaw the real estate operations of the Seaport World Trade Center Boston and was the project executive in charge of the master planning, environmental reviews, and permitting of the 2 million square foot Seaport World Trade Center, Boston mixed-use project.

For several years he was responsible for the management and development of Watermark Cambridge, a residential and retail property constructed in Cambridge. Brian also created and led several real estate ventures that managed and/or developed various projects including the Ronald Reagan International Trade Center in Washington, D.C. and the Moakley Federal Courthouse in Boston, Massachusetts. In addition, a firm he founded is an owner and developer of a 204 unit, luxury residential property in Downtown Manchester, New Hampshire. Over the course of his career Brian has been responsible for the asset management for more than 3 million square feet of commercial properties.

Brian has served on numerous civic boards and committees and is currently serving as Chairman of the Board of Boston Harbor Now. He is a founding Board Member of the Kendall Square Association, serves as a member of A Better City, and was appointed to Co-Chair a state/city task force on transportation issues affecting Kendall Square. He has served on judging panels for the MIT \$100k Pitch Contest and the MIT Center for Real Estate and is President of the Boston College Real Estate Council. Brian received his B.A. from Boston College and an M.B.A. from Boston University.

Travis Sheridan, President, Venture Café Global Institute

Travis Sheridan is the President of the CIC Venture Café Global Institute (VCGI) where he is responsible for growth and expansion of the organization. Sheridan was also the founding Executive Director of Venture Café St. Louis – the first expansion city outside of Cambridge, MA. Travis grew the St. Louis program to the point that is the largest weekly event for innovators and entrepreneurs in the United States.

Prior to launching Venture Café in St. Louis, Travis was the Assistant Vice President of Innovation and Entrepreneurship for the St. Louis Economic Development Partnership where

he ran an annual business plan competition, launched a biotech incubator, and managed a network of four additional business incubators. In California, Sheridan launched the world's first incubator focused on water, energy and agricultural technology and helped his portfolio of clients raise more than \$20M in venture capital.

A community designer who uses innovation and entrepreneurship to drive community and economic development, Travis co-founded both 59DaysOfCode and GlobalHack. These competitions create community and build talent. GlobalHack is now the world's largest hackathon and attracts participants from around the globe.

A frequent speaker, Travis honed his skills while doing standup for more than three years and is often called upon to speak on the topics of innovation, community design, economic development and leadership. Travis is on the board of directors of Prosper Women Entrepreneurs, the Missouri Venture Forum, the Old North St. Louis Restoration Group, and serves as an advisor to for Balsa Foundation and Pipeline Entrepreneurs.

Sheridan has a bachelor's in psychology with a minor in conflict resolution and peacemaking, a master's in organizational behavior and has completed the coursework for a doctorate in organizational leadership.

Ben Shaw, Director of Global Finance, CIC

Ben Shaw has 25 years of experience working in the hi-tech sector as an engineer, investor, board advisor, strategy consultant and investment banker. He is currently the Finance Director at the Cambridge Innovation Center (CIC) where he is responsible for sourcing, evaluating and financing the growth of the company. Prior to joining CIC, Ben was the CFO co-founder of a photonics start-up commercializing a revolutionary form of material structure invented at Princeton University.

He was also the Head of Business Development for Credit Suisse in the Middle East and started his career in finance at a boutique advisory firm conducting M&A and capital raising for early stage hi-tech companies.

Prior to banking, Ben was a consultant with McKinsey & Co focused on technology and industrial clients, and an engineer at an oil field services company running hi-tech well evaluation services on oil rigs.

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.

The Cambridge Innovation Center (CIC) is enthusiastic about the opportunity to create an innovation district incorporating the Port's Historic Piers in San Francisco. CIC's mission is to change the world through innovation by developing innovation ecosystems that enable exceptional entrepreneurs to create new products better and faster. We do this by creating world-class infrastructure and opportunities for innovators, including high-quality, flexible office space; shared wet-lab facilities; the world's leading shared robotics lab, MassRobotics; civic innovation spaces; and targeted programming to help entrepreneurs grow their businesses and cities improve their innovation output. Our client companies have raised more than \$4.4 billion to date, including more than \$750 million in 2018 to date.

We envision a partnership in which the public sector and a development partner would collaborate with us to create an innovation campus of 300,000+ square feet in the city's most desirable, central location. We plan to anchor the San Francisco innovation district with a large central building, or set of interconnected buildings, that we refer to as an "innovation campus." This building would have inside it approximately 120,000 square feet of shared space for startups, plus the possibility of specialized spaces such as shared wet laboratory space, a robotics innovation space, and space for larger technology firms, venture capital firms, and other innovation ecosystem stakeholders. These would be built in collaboration with existing partners in San Francisco.

Within the innovation district, we partner with existing organizations conducting innovation-supporting programming and also launch additional programming ourselves wherever we see a gap or identify an opportunity. The goal of such programming is to develop and strengthen innovation capacity in the city, by engaging corporates, serious startups, venture capitalists, government agencies, and the local community more broadly. The innovation campus provides a central, neutral area for all these different players to come together in the most effective way. The waterfront of the Port's Historic Piers represents a unique chance for CIC to develop (alongside leading marine science partners) specialized industry hubs and create other waterfront-enabled innovation spaces, such as an undersea robotics lab.

CIC's innovation programming expertise and community engagement skills are concentrated in the Venture Café Global Institute (VCGI), which we created to administer local, independent nonprofit Venture Cafés in cities around the world. Each city's Venture Café is responsible for managing ongoing programming and operations locally, and as nonprofits they are able to pursue funding opportunities not available to other organizations and explore programming

not tied to any particular industry.

VCGI's mission is to connect innovators to make things happen, and local Venture Cafés work to break down silos, increasing human connectivity and fostering cross-sector collaborations. Venture Cafés welcome all people, ideas, technologies, and industries, with no barriers to entry. VCGI is a key partner in CIC's work and will take the lead on setting up Venture Café San Francisco, which will be the focal point of programming interventions in the district.

Venture Café's model relies on three core offerings. First, the Thursday Gathering, combines opportunities to network, "coaching office-hours" for startups, and high-impact educational sessions at a weekly event for innovators and local community members. Globally, Venture Cafés host 1,500+ educational sessions per year and attract 2,000 people per week to the Thursday Gathering (100,000+ per year). In established communities, approximately 500 people attend the Thursday Gathering every week. District Hall, Venture Café's second offering, is the "living room" of the innovation community, with workspace, classrooms, assembly spaces, flexible use zones, coffee shop and restaurant – all open to the public. Finally, Captains of Innovation is a cross-sector program overseen by VCGI that connects corporations to startups, entrepreneurs, and innovation thought leaders. Venture Café can tailor its three core programmatic offerings to San Francisco, for incorporation into the plan for an innovation campus on one or multiple piers.

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

Cambridge Innovation Center (CIC) was founded in 1999. Our centers now house more than 1,750 companies worldwide. We currently cultivate innovation ecosystems in Kendall Square, Boston's Financial District, St. Louis, Miami, Philadelphia, and Rotterdam. Construction is underway for a center in Providence, RI, and a project in Warsaw in the tallest building in the EU is currently under development. By 2020, CIC clients will be working in more than a million square feet across eight cities in three countries.

CIC enters each new market alongside top tier partners. To date, we have worked with top real estate companies such as Wexford Science & Technology, Boston Properties, and HB Reavis as we expand in both existing and new markets.

As CIC has grown, we have created a large family of related organizations and programming. Most notable is the Venture Café Global Institute (VCGI), a public benefit corporation that manages a fast-growing, global network of nonprofit organizations who build, connect, and strengthen city-wide communities of innovators. Independent Venture Cafés are currently operating in Cambridge/Boston, St. Louis, Rotterdam, Miami, Winston-Salem, NC, and Tokyo, with Venture Café Sydney and Venture Café Warsaw in the development stage.

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.

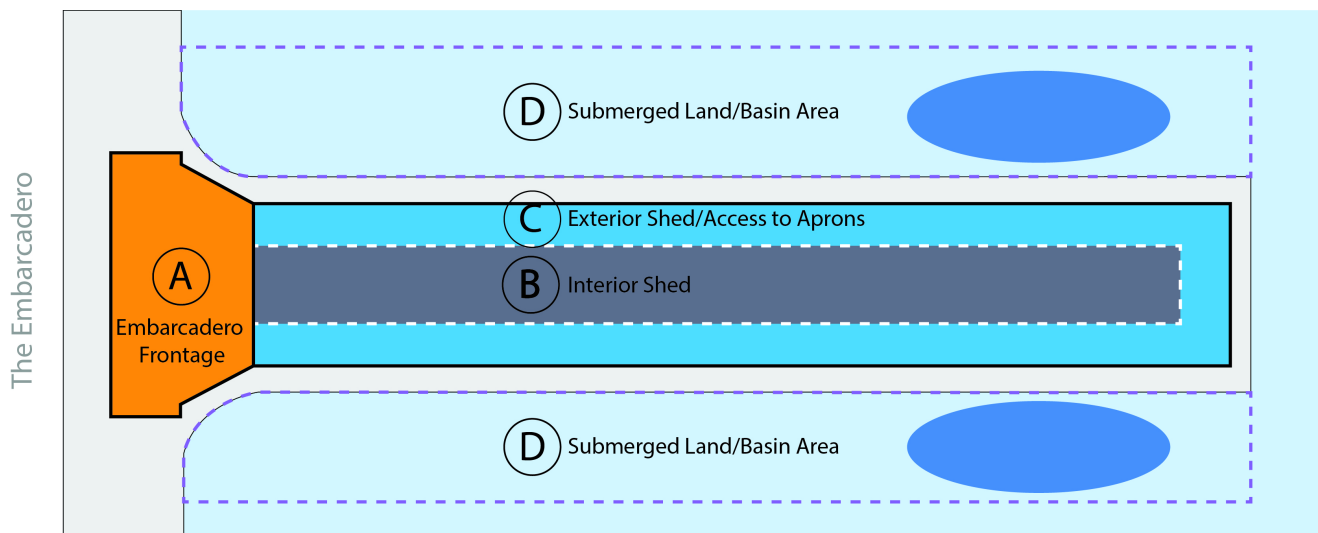
	1	2	3	4	5	6	7	8	9	10	11
Pier 35	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 33	<input type="radio"/>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

CIC's experience has shown us that the exterior shed and Embarcadero Frontage are optimal spaces for CIC's shared workspace offering and event spaces such as District Hall. CIC also has affiliated wet laboratories and robotics labs that could be well suited to the interior space. We are interested in occupying all parts of the pier based on an as-yet-to-be-determined mix of space uses and programming.

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.

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?

As we have outlined, CIC has a broad suite of spaces, programs, and other interventions that we plan to tailor to the San Francisco market, the waterfront, and the historic piers specifically. Numerous factors, including the particulars of the pier(s) selected for redevelopment and the specific nature of any partnership with local government, developers, and community organizations will shape the public-oriented use mix of the resulting innovation campus.

CIC's experience has shown us that the exterior shed and Embarcadero Frontage are optimal spaces for CIC's shared workspace offering and event spaces such as District Hall. CIC also has affiliated wet laboratories and robotics labs that could be well suited to the interior space.

Ultimately we intend to collaborate closely with the Port, other interested parties in the City of San Francisco, and a real estate development partner to create a sustainable model for use of the space. Finding the right balance between different uses and how they are situated on the pier will be a critical next step.

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.

As a master tenant, we would propose working closely with the Port, interested parties in the City of San Francisco, and a real estate development partner to refine the innovation campus concept and the optimal physical improvements of the selected pier(s).

Our primary goal is to keep as much of the historic structure as possible, with a priority towards opening up each building to safe public use, and embracing its marine location to maximize enjoyment of the intersection between land and sea.

We would envision partnering with best of class local operators, and getting globally inspired by our partners around the world, to create a retail, ground floor presence which invites the public into space. There have been a number of pier and waterfront transformation projects around the world over the past few decades, and we're looking to learn from their example, and then use those learnings mixed with local innovation capacity to create an amazing project to enhance the City of San Francisco's waterfront.

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.

CIC has worked closely with a diverse group of capital providers and development partners in each of our projects, including local, regional, and national governments, real estate developers, leading universities, and public development entities. We'd look to put together a coalition of strategic stakeholders dedicated to maximizing responsible, long-term stewardship of these facilities using patient, long-term capital.

We will be able to respond in more detail to the capital question at the next stage of this process.

Smaller Tenant Respondents

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

Master 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.

To save your responses and quit the form, click "NEXT" 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. 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.

CIC's shared workspace, a core component of the innovation district, operates as a sustainable for-profit model capable of paying rent comparable to local office rents in the neighborhood immediately surrounding the building. Because the Port's Historic Piers are such a unique offering, CIC anticipates conducting significant research and working with a real estate development partner to provide a more detailed response at the next stage of this process.

While CIC's shared workspace has a clearly defined and profitable model, other community engagement components of a CIC innovation district such as District Hall require outside subsidy, from a mixture of government agencies, corporates, or other sources. These elements are critical to the creation of a successful and activated innovation district. CIC & VCGI intend to work closely with our partners to raise funds and develop a business plan to enable these community oriented uses of the historic piers.

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.

Based on current CIC build-out levels in comparative cities and after doing initial market research, talking with brokers, real estate developers and construction firms, CIC anticipates that the total project cost including fit-out, equipment, and start up costs would be approximately \$350 per square foot. This figure depends on current marketing conditions, inflation, and timing of the project. CIC typically activates space in 2-3 phases totaling 120k - 150k square feet during a period of 12-18 months in order to construct and fill the space most efficiently. Based on the above estimate of construction costs for CIC's scale in the local San Francisco market the total project costs exclusive of security deposit would range from \$40m - \$50m.

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

CIC typically signs 15 year leases with two 5-10 year extension options due to the significant capital improvements that go into our build outs, as well as the presence and scale which we create in making our building and our center a focal point for innovation in the community and city as a whole. We would seek to amortize those costs over the entire initial 15 year lease period in order to match the repayment timing with our operations and the depreciation of the assets fit-out.

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 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.

This form was created inside of Next Steps Marketing.

Google Forms