

Project Embarcadero: ad-hoc architectures created by and for San Francisco's creative community

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.

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

Master Tenant

Smaller Tenant

2. Name of responding entity

COLLECTIVE Studio

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

Betty Ng is the founder of COLLECTIVE and proposed as the Creative Director for this project, to lead efforts across the proposed architectural design, curatorial and community-oriented programming efforts. Betty leads the creative direction and management at COLLECTIVE. Prior to establishing COLLECTIVE, Betty was Design Director at OMA Rotterdam with Pritzker Prize Laureate Rem Koolhaas, leading the winning proposal for the Axel Springer Media Headquarters in Berlin, the 80,000 m² Hermitage Museum Art Repository in St. Petersburg and the 42 Hectares West Kowloon Cultural District Master Plan in Hong Kong among many projects. Betty has also collaborated with Herzog & de Meuron in Basel and Massimiliano Fuksas in Rome. Throughout her career, she has worked on architecture projects located in China, Europe, United Kingdom, United States, Russia, Asia, Australia, Africa and the Middle East. Betty is a Registered Architect in the Netherlands, a RIBA Chartered Architect in the United Kingdom and an Associate member of the American Institute of Architects.

Lingxiu Chong is an architectural designer at COLLECTIVE and proposed to lead the building rehabilitation project and other architectural efforts at the Historic Piers site. Between Asia and the US West Coast, Lingxiu's design and research work is focused on making architectural and design heritage accessible for contemporary audiences and uses. Her previous work with OMA Asia and California preservation firm Page & Turnbull includes various adaptive re-use, restoration and archival/exhibition projects including one of the finalist proposals for the Singapore Rail Corridor conservation masterplan, and various architectural heritage projects with San Francisco's Asian Art Museum, NASA and other California institutions. She is an Adjunct Professor at the California College of the Arts, San Francisco and a visiting tutor with the Architectural Association's Visiting School "Moulding Matters" in Naples, Italy. She is an Associate member of the American Institute of Architects and Royal Institute of British Architects in the UK.

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.

We propose to reactivate the SF Historic Piers as (A) A flexible cultural event and production space to nurture and showcase San Francisco's creative producers across art, design and technology. (B) This use would engage the public by inviting visitors of all ages and demographics to join in events led by the creative community. As a mixed-use arts facility, the building would have tenant spaces that would host exhibitions, large scale installations and pop-up stores and other functions that are open to the public every day. Furthermore all tenants would be required to host public-oriented events such as community craft workshops and other participatory art activities that would be open to all visitors or specifically address local communities such as schoolchildren, ethnic communities or the elderly. (C) Targeted populations include: San Francisco's creative community - artists, designers, creative technologists, makers, curators and arts advocates. Community groups - specifically children, the elderly, the disabled, local community associations. (D) An arts facility would greatly complement the existing functions at the Piers such as the Exploratorium, Autodesk and Swissnex, that share an agenda to promote creativity and public engagement with design. A new arts facility would further contribute to the Embarcadero Historic District's identity as a hub for creative expression and innovation for the city

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

COLLECTIVE participates in and directs cultural production activities through its work in design, curation and cultural programming. The team has deep experience working with various arts and cultural entities including The Hermitage, the SF Asian Art Museum, Australia's Gold Coast Cultural Precinct, Tsinghua University, M+ Museum, Art Basel and others. We are able to combine expertise in architectural design for cultural spaces with a passion for curation, artistic direction and programming to direct and facilitate cultural production. Specifically we have collaborated in the staging of multiple group art shows, including "Seeds Of Time" at the Shanghai Himalayas Museum featuring Yoko Ono and Olafur Eliasson, and "Digging A Hole In China" a group art show of Chinese artists at OCAT Shenzhen, and have worked closely with the M+ Museum in Hong Kong on its recent exhibitions "Shifting Objectives" and "In Search of SEA" at its pop-up M+ Pavilion site.

Beyond COLLECTIVE's experience designing and curating exhibitions for art and design in Hong Kong, Shenzhen and Shanghai, we have also worked with various community organisations to create public outdoor art in Hong Kong, including the Hong Kong Christian Service and the Center for Heritage, Art and Textiles. We design these pieces to be interactive and engage the public and local communities, including outdoor play furniture for young children and a touch-activated musical instrument installed in a shopping mall.

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.

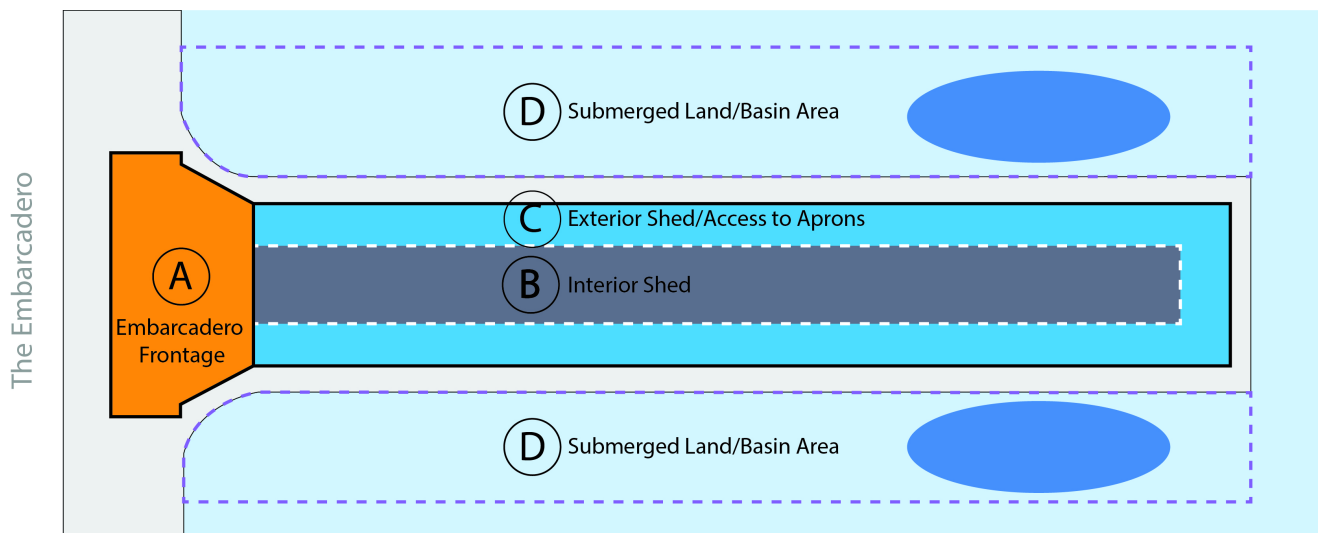
	1	2	3	4	5	6	7	8	9	10	11
Pier 35	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 33	<input type="radio"/>	<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 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 checked="" 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 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 28	<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 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 checked="" 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 type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Pier 48	<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"/>



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.

We propose to occupy the Interior Shed for art production spaces, with public-oriented and exhibition spaces in the Exterior Shed and Embarcadero Frontage.

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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.

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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?

The operational concept is a flexible, mixed-use arts facility that invites cultural producers in the Bay Area and the public to celebrate the Historic Pier Building in its new post-industrial function, as a machine for cultural production. The building would be organized into tenant spaces of various sizes, to carry out the following operations: Artistic and Cultural Production (artist studios, recording studios, workshop spaces), Exhibitions and Events (galleries, venues for hire), Leisure and Merchandise (food and beverage, bookstores, etc). Depending on project phasing and feasibility, 24-7 public access would be prioritized at the Exterior Shed and Waterfront areas to maximize the public's enjoyment of the Bay views and outdoor spaces, with the Interior Shed being open to the public more intermittently based on tenant operations.

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.

Our vision of the architectural interventions onto the Historic Pier buildings is based on a strategy of "urban acupuncture", treating the Pier as a park/city block to be subdivided into smaller, surgical interventions that are sensitive to the building fabric: adaptable and reversible. First there would be a rehabilitation project would be carried out across the entirety or sections of the Pier to ensure the basic functionality and accessibility of the site in accordance with California and San Francisco building code. Alongside general building upgrades addressing mechanical and accessibility etc, there will be "urban furniture" installed - modular seating, lighting and other smaller interventions that create character and facilitate public use of the empty site. This would be followed by the partitioning of the site into zoned tenant spaces, and a series of tenant improvement projects. This work would adhere to the Secretary of the Interior Standards for Historic Rehabilitation.

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.

COLLECTIVE's vision for the SF Historic Piers is one that promotes collaboration and giving back in the arts, and we are seeking like-minded partners including technology companies, arts foundations and other advocates for culture who can access the capital required for this project.

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.

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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.

N/A

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.

N/A

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

N/A

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.

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