

## A Civic Waterfront: Making Community Engagement the Heart of the Development Process

# 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.

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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

MK Think

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

Marijke Smit | Partner

smit@MKThink.com | 646.209.7937

Marijke Smit leads company growth and best practices in Planning and Architecture. She brings twenty years of experience in urban design, planning, community engagement, and corporate leadership. Her work spans the civic, higher education, and K-12 sectors. Highlights of her civic work include the Moynihan Station Redevelopment, the Shanghai World Expo, Golden Gate Bridge Pavilion, Crissy Field Center, and the Lower East Side Tenement Museum in New York City. She has also worked with Stanford University, Oakland United School District, and public school districts across the state of California.

Johanna Hoffman | Senior Program Manager

johanna.hoffman@MKThink.com | 415.321.8317

Johanna Hoffman is an award-winning landscape and urban designer fascinated with how communities, businesses, cities and landscapes change over time. She uses her years of experience to help clients navigate these changes through comprehensive plans and interactive engagement strategies.

Chris Anderson | RoundhouseOne

anderson@roundhouseone.com | 202.367.6865

Chris heads up the analytics team, developing and applying new technologies to enable data-driven decision-making in space planning, design, and management. Chris brings more than fifteen years of analytics experience with clients in projects energy, education, municipal, and defense industries. His recent work includes Occidental College, City of Davis, Office of Naval Research, and the San Francisco Zoo.

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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.

This RFI initiative sets a valuable and important goal into action – creating a more vibrant and civically engaged waterfront. It's vital work that will improve the quality of life of San Franciscans and visitors alike. As the projects the RFI hopes to initiate often take years to come to fruition, an essential question becomes how can the Port leverage the process of the RFI to create a more vibrant waterfront right now?

The answer? Make community engagement the heart of the RFI process. This means taking advantage of the interim before long term development projects begin, to program the piers, increase civic engagement and collect data on how people actually use and relate to the waterfront. By combining pop-up programming with analytic and creative community engagement tools, the SF Port has the opportunity to create deeper, more trusting relationships with our city's communities, while prototyping programs, forms, and activities on the targeted piers.

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

MK Think is the ideal partner to facilitate this crucial work. MK Think specializes in innovative community engagement strategies to cultivate this type of inventive development. In addition to more traditional tools, like surveys and interviews, we put a premium on deploying more dynamic and interactive approaches. We've helped organizations like Mozilla and the Oakland Unified School District employ digital forums to cultivate new levels of involvement and dialogue.

Many may look at the lag time required to accomplish the SF Piers process as a disadvantage. We see it as a remarkable opportunity. As stewards of the SF bayshore, the Port has a singular chance to use this development effort to strengthen the bond between citizens and waterfront to a new powerful degree. Our proposal for using these interim years as a critical program testing and community engagement period is a way to strengthen both the role of the waterfront, and the bonds between community members and the Bay around which we live. It's a means to make our waterfront the beating heart of San Francisco's civic life.

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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.**

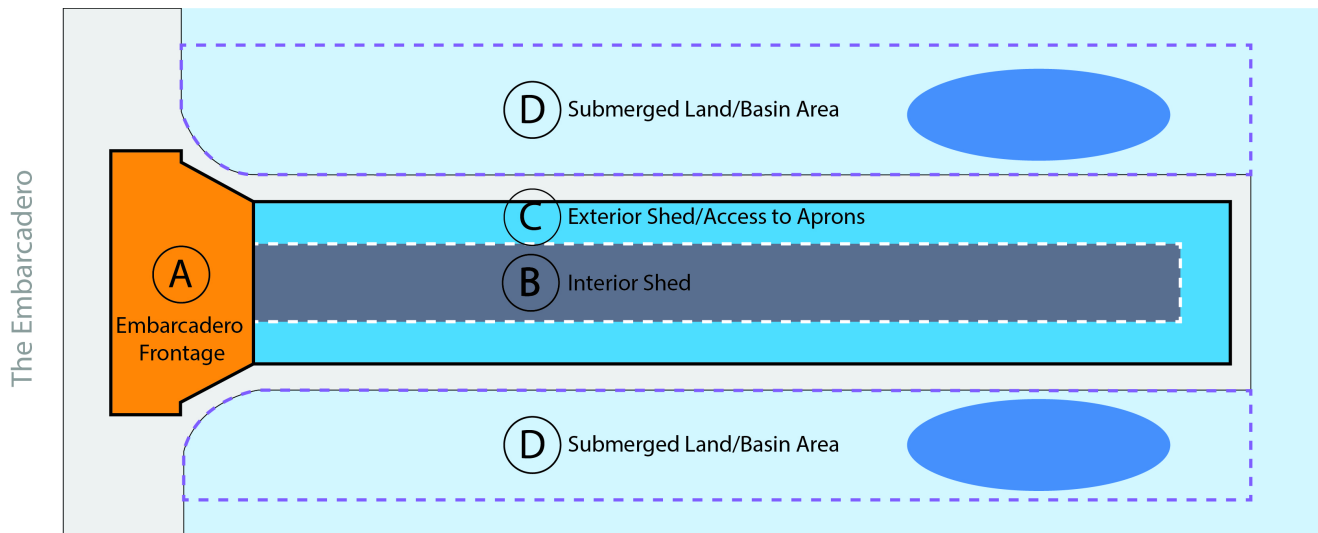
	1	2	3	4	5	6	7	8	9	10	11
Pier 35	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 33	<input checked=""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



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:  
Our approach would identify temporary programming strategies for all piers. Specific areas of the pier facility would depend on the programming strategies identified for that particular pier.

### Layout of Pier Facility



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

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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:

As we are looking to help the Port use the interim before long term development projects begin, to program all of the piers in question, increase civic engagement and collect data on how people actually use and relate to the waterfront, we will consider all of the above factors.

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## 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?

Our two-pronged approach begins with installing a dynamic digital and physical engagement framework to assess visitors' ideas and hopes for development along all targeted piers.

In addition to online placemaps, social media forums and open source brainstorming platforms, one of the tools we use is projection mapping. This approach has been used to strong effect everywhere from Rotterdam, the Netherlands to raise awareness about rising water levels, to Oregon City to engage current residents with the city's unique history. We project images and renderings of proposed development projects along the sides of existing structures, and connect people with digital survey tools where they can upload their opinions about the development options. Responses are made available for public download, and are projected on the wall in real time, creating an ongoing public conversation about the value and future of the waterfront. In addition to helping the Port build public support for pier re-development projects, this process will establish the Port as a hub of innovation and increase civic trust in a city deeply concerned with both.

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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.

Once the engagement framework is in place, we activate the piers. It is essential that the programs we use to activate the waterfront are useful and engaging for diverse citizen groups as well as the tourist population. Temporary vendors, installations, and community programming will be identified to enhance civic activity along the waterfront. They will be chosen to reflect the future uses planned for particular piers. These will range from floating park spaces to local museum pop-ups to temporary cafes and maker spaces to simulcasts of Giants' and 49ers games. Heightened activity on these piers increases the amount of public investment in their development and positions the Port not just as a regulatory body, but as a curator and programmer of waterfront spaces, and a convener of civic life. We will be partnering with the Exploratorium on this aspect of the work.

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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.

Much of the required funding for this initiative can be achieved through agreements with interim partners, who will pay for rental space along desirable stretches of the water, as well as with long-term development partners. Civic funding sources that we can go to for help for additional funds include the San Francisco Foundation, the Citizen's Committee on Community Development, and more.

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## 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.

As we are proposing a system of pop-up programming and installations to activate pier spaces, increase civic engagement and collect data on how people actually use and relate to the waterfront in the interim before long term development projects begin, this question is not applicable.

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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: See answer for 7

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

See answer for 7

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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).

See answer for 7

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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.

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