THE FOUNDRY

Submitted: September 9, 2015
August 26, 2015

Mr. Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

RE: Foundry RFQ || 101 Rodgers Street

Mr. Evans, Distinguished Members of the CRA Board & Foundry Advisory Committee:

KS Foundry Development Partners (“FDP”) is pleased to submit this response to your Request for Qualifications. FDP is a venture between the Cambridge Innovation Center (“CIC”) and Graffito SP (“GSP”), two like-minded, local organizations with successful track records creating imaginative, dynamic, and civic-minded spaces. Also joining the team in the early conceptual planning stages is Hacin + Associates, a highly regarded local design firm, with a strong background in adaptive reuse and delivering building designs that are both exciting and present creative solutions for multi-use programming.

FDP team members have a significant amount of experience envisioning and executing collaborative projects. CIC, in particular, has developed, managed and programmed a wide variety of spaces and buildings including approximately 350,000 square feet of shared office and co-working space locally. CIC also spearheaded the development and operations of District Hall, a 12,000 square foot civic gathering space and innovation hub in Boston’s Seaport. GSP strategized and recruited the food and beverage operations while Hacin + Associates conceived the design for District Hall.

Both CIC and GSP have been voices for progress, community and collaboration in Kendall Square over the past decade. This venture combines the necessary skills required to both develop and effectively operate the Foundry building. Our collective experiences working on challenging urban projects at the intersection of community building, co-working, retail, arts, technology, innovation and adaptive reuse, have prepared the FDP team to address the unique challenges the Foundry presents.

Success for the Foundry will be measured by the achievement of the stated set of community goals and objectives in conjunction with contributions by various yet-to-be-determined partners, tenants, investors and collaborators. If executed properly, the City’s vision for the Foundry will add to the fabric of the “place” that is Kendall Square in a way that no other real estate development of recent memory has achieved. While our concepts in the following pages are still very preliminary, we are confident this will be the most dynamic, inclusive, and progressive building in Cambridge with a strong programmatic link to the adjacent East Cambridge neighborhood and the broader innovation community.

The successful activation of the Foundry requires a resourceful, creative, proven and committed development and operations team. KS Foundry Development Partners LLC possesses those qualities, and will strive to push the boundaries of creativity, in order to develop a project of which the City and community can be proud.

We hope to explore this opportunity with you and the broader community over the coming months and respectfully request a decision to qualify our team to move onto the RFP phase of this project. Enclosed is an overview of our team and some of our preliminary thoughts about the project. Please do not hesitate to contact us with any questions. We hope this submission is the start of a long and valuable partnership between FDP, the Cambridge Redevelopment Authority, and The City of Cambridge.

Respectfully submitted,

Brian Dacey, President
Cambridge Innovation Center

Jesse Baerkahn, President
Graffito SP
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CIC, GSP/Graffito and H+A/Hacin + Associates bring together an experienced and diverse group of professionals uniquely qualified to work with the City of Cambridge and the CRA to bring the broader community’s vision for the Foundry to life.

Founded in Kendall Square, CIC is widely recognized around the world for its catalytic role in incubating start-ups and promoting entrepreneurship through the creation of a unique ‘innovation campus environment’ that nurtures and facilitates the sharing of bold ideas. Since 1999, CIC has expanded to include co-working communities like C3 [the Cambridge Coworking Center] and Impact Hub Boston, as well as weekly Venture Café gatherings that attract hundreds of entrepreneurs and District Hall, the central gathering space for Boston’s innovation community.

Over the past decade GSP has worked with some of the largest and most influential institutions and developers in Cambridge on challenging ground floor activation and leasing projects. In East Cambridge and Kendall Square alone, GSP has leased and advised on retail projects totaling over 200,000 SF. This work has only been possible with regular and meaningful collaboration with the same resident groups and City departments that will be needed for the successful revitalization of the Foundry.

H+A/Hacin + Associates is an internationally recognized architecture and design firm with a deep background in adaptive reuse of historic buildings and the needs of the creative community. H+A regularly leads large teams of consultants, and understands the importance of collaboration, good communication and thorough documentation. Together, with CIC and Graffito, H+A will select a full team of exceptional consultants capable of executing a project of this size and complexity that takes into account important experience with similar projects, the ability to use BIM for design and documentation, and a thorough understanding of sustainability and LEED.

As part of a large team which included Boston Global investors, Morgan Stanley, the City of Boston and other interested stakeholders, CIC, GSP and Hacin + Associates successfully collaborated on bringing Boston’s District Hall, the country’s first public innovation center to life, tenanting the restaurant and implementing a building and program that is rapidly becoming a model for other cities around the world.
Cambridge Innovation Center (CIC) is a global organization, based in Kendall Square, Cambridge, that creates infrastructure to support and strengthen urban innovation ecosystems ("innovation districts") and the cities around them. CIC’s mission is to make the world better through innovation by supporting exceptional entrepreneurs to build the next generation of job-creating, world-improving businesses.

In the past few years CIC has become known on a global scale as an expert at developing innovation districts, building infrastructure, creating programming, and forming partnerships to support and strengthen urban innovation ecosystems. CIC helps to organize and promote a city’s entrepreneurial talent base and assists in creating a globally competitive innovation district.

In Cambridge, CIC occupies over 200,000 square feet of space at One Broadway and 101 Main Street. At these properties, CIC hosts over 700 companies and organizations and provides them with desks, offices, technology, and services. Most importantly, CIC creates a community of like minded entrepreneurs that can engage with one another across a broad range of topics and find new ways to work together. In addition, CIC orchestrates hundreds of meetings, events, classes, and seminars annually at its properties.

Beyond Cambridge, CIC has recently added over 250,000 square feet in Boston and St. Louis and is currently engaged in several early stage projects in several US cities as well as the Netherlands.

CIC is regularly visited by innovation leaders, mayors, governors, and foreign dignitaries. CIC’s Founder and CEO, Tim Rowe, speaks regularly on innovation around the world, including most recently at the P4 conference in Pittsburgh. The world-renowned Brookings Institution cites CIC as having formed the core of the most successful innovation district in the world.

CIC believes innovation ecosystems are “fed” by three key ingredients: capital, ideas, and talent. Many cities are rich in these ingredients, but they are not working together effectively. Where that is the case, there is an opportunity to create infrastructure that allows this to happen.

Increasingly, CIC is creating “innovation campuses” in new innovation districts. Within each campus an interconnected set of for-profit and not-for-profit organizations work together with whom CIC has partnered, helped establish or supported in some way. Some examples of these organizations are Venture Cafe, District Hall, LabCentral, MassChallenge, and LaunchCode.

Contact:
Brian Dacey, President
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**Tim Rowe [Founder and CEO]** is the Founder and CEO of CIC. In addition to his role with CIC, Tim is a Venture Partner and member of the investment committee of New Atlantic Ventures. He also serves as Chair of the Venture Cafe Foundation and LabCentral. Mr. Rowe is particularly interested in consumer-facing technology products with mass-market potential companies. Previously, 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. Tim speaks Spanish and Japanese fluently. Tim holds an MBA from MIT’s Sloan School of Management and a BA from Amherst College.

**Brian Dacey [President]** began his career in the public sector, 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. Brian has overseen several public/private real estate projects including the Ronald Reagan International Trade Center in Washington, D.C. and the Moakley Federal Courthouse in Boston, Massachusetts. Brian is has been very involved in civic affairs and various non-profits, including the Board of The Boston Harbor Association as a former Chairman of the Board at Morgan Memorial Goodwill Industries, and as a Board member of the Venture Cafe Foundation. He was a founding member of the Board for the Kendall Square Association and serves as a member of A Better City, the Kendall Square Masterplan Committee and currently co-chairs the Kendall Square Mobility Task Force for the Massachusetts Department of Transportation. Brian has his B.A. from Boston College and an M.B.A. from Boston University.

**Joseph Bearak [Construction Project Manager]** has over forty years of experience in the construction industry overseeing every type of project including large scale office, retail, hotel, apartment and recreational facilities, and most recently, Watermark Kendall Square. Over the last twenty years he has held senior executive positions with two international construction firms and Twining Properties in Boston. Projects that he oversaw include TD BankNorth Garden (Fleet Center), the Seaport Hotel, the 1.4 million square foot Providence Place Mall, and the 270,000 square foot 116 Huntington Avenue office building in the Back Bay of Boston. Mr. Bearak has been a member of NAIOP, the Massachusetts Building Congress and the Allston Brighton Community Development Corporation and attended Wentworth Institute in Boston.

**Ben Dryer [Capital Projects Manager]** joined CIC in 2015. Previously he was the owner and principal of Other City Builders, a design/build company based in Somerville, specializing in commercial and residential adaptive reuse projects. Most notably, he was the principal designer and project manager for the 50,000 square foot Sanborn Court restaurant cluster in Union Square and has helped to develop similar projects across Greater Boston, including Voltage Coffee and Art in Kendall Square, Cambridge. He is a founding board member of Union Square Main Streets in Somerville and has served on multiple City of Somerville committees focusing on zoning, design and city service improvements. Ben has a BA from Hampshire College.
CIC Cambridge

The Cambridge Innovation Center (“CIC”) is located next to MIT in the heart of Kendall Square in Cambridge, Massachusetts. CIC contains the single largest collection of startup companies in any one center or building in the world. Over 700 companies are housed in the Cambridge properties comprised of over 200,000 square feet in buildings at One Broadway and 101 Main Street. More than 2,500 companies have resided at CIC since the business was established in 1999. Over $2 billion in venture capital and strategic investments have been made to date in CIC’s universe of current and former clients. Google Android, HubSpot, and GreatPoint Energy are just a few of the successful startups that began at CIC.

CIC St. Louis

CIC St. Louis is the largest flexible office and co-working center in the Midwest, and is quickly becoming the place for innovation between the coasts. CIC St. Louis is building on the great universities, excellent public transportation infrastructure and access to live-work-play neighborhoods in its new locations near Washington University’s campus. CIC St. Louis is part of the Cortex Innovation Community, now the region’s premier location anchoring St. Louis’ growing innovation ecosystem. CIC’s two locations include CIC@4240 and CIC@CET, spanning over 120,000 square feet. CIC St. Louis provides private offices, coworking, private and shared labs, and event space to individuals and companies of all sizes, all with high-quality services and amenities.

CIC Boston

Located in the heart of Downtown Boston, CIC’s 50 Milk Street location consists of eight floors, spanning 130,000 square feet. The Boston space includes a re-thinking of the traditional lobby experience with 121, a combined café/concierge experience that serves as both a public café and the reception and greeting area for CIC guests. In addition, CIC Boston features a variety of publicly accessible event spaces on four floors, including a major space that adjoins the first floor café. CIC Boston hosts clients from a wide variety of sectors; from technology companies to chocolate companies to wind turbine makers. The 50 Milk Street location is hosting specific co-working communities for design professionals and the food innovation sector. This is a directed effort to enable clients to self-organize unique collaborations on top of CIC’s own physical and community infrastructure.

District Hall

See following case study.

Other Related Ventures | Affiliates

LabCentral is a 28,000 square-foot biotech innovation hub in the heart of Kendall Square. It is a first-of-its kind laboratory space designed as a launchpad for high-potential life-science and biotech startups. LabCentral provides first-class facility and administrative support, skilled laboratory personnel, a domain-relevant expert speaker series, as well as the other critical services and support for early-stage companies. CIC assisted in the early start up and organizing stages of LabCentral.

The Venture Café Foundation was created to build and connect communities of innovation locally, while expanding the definition of innovation and entrepreneurship to ultimately build a more inclusive innovation economy. The Venture Café started with the innovation community gathering on Thursday nights at CIC Cambridge and remains a sister organization to CIC.

Impact Hub is a unique ecosystem of resources, inspiration, and collaboration opportunities. Impact Hub Boston is made up of 82 social impact organizations addressing challenges both locally and globally. There are Impact Hubs located on six continents and in over 60 cities worldwide, with over 7,000 total members.
Graffito SP is a Cambridge, MA based retail development and urban place-making advisory firm. GSP believes that great urban neighborhoods can be created through smart planning, community dialogue and by supporting street level activity that embraces creativity, context and connections. GSP’s inspired place-making and retail leasing strategies result in more dynamic development projects, more valuable properties and more vibrant neighborhoods.

Through its work over the last decade in the Cambridge, MA neighborhood of Kendall Square, widely recognized as the global prototype for a successful “innovation district”, GSP has pioneered a retail development strategy that focuses on partnerships and leases with small, local, independent operators. This strategy has transformed the ground floor of Kendall Square and has been employed by GSP on urban projects throughout Greater Boston and the Northeast United States.

GSP’s work in Cambridge and beyond necessitates pre-construction (and often pre-permitting) strategy work that continues through leasing and asset activation. For this reason GSP is unique from other urban planners in that it also provides brokerage services. And, similarly, GSP is distinct from other retail brokers because its point of entry into projects most often occurs far before the inception of an actual leasing assignment. It is this multidisciplinary approach that has drawn many of the Boston Area’s most dynamic companies, institutions and landowners to GSP for assistance in creating a sense of “place” in towns and cities including Boston, Cambridge, New Bedford, Quincy, Somerville and Watertown, MA.

GSP’s services are provided by a team of seasoned and energetic professionals with expertise in community economic development, place-making, legal, leasing, asset management, permitting, urban planning and project management.

GSP’s clients include:

Alexandria Real Estate Equities • athenahealth • Beacon Capital • Cambridge Innovation Center • Clover • Deutsche Asset & Wealth Management • Forest City Enterprises • Harvard University • Hudson Group NA • Jamestown • Massachusetts Institute of Technology • MassDevelopment • Novartis AG • Principal Global Investors • Shiner Capital Partners • Tishman Speyer • Twining Properties • Union Square Station Associates • Wexford Science & Technology
Jesse Baerkahn [President and Founder] evaluates all of GSP’s new business, new service platforms, and entrepreneurial endeavors. Previously he co-founded and was President of CityRetail, the predecessor to Graffito’s retail leasing practice. Before GSP and concurrent to CityRetail Jesse held various roles at Twining Properties, most recently VP of New Ventures. Separate from GSP, he is a lawyer and adviser to select group of artists, restaurateurs and innovators. He has launched several other businesses over the past 15 years in the real estate, arts and entertainment fields. He was previously a Director and Board Member for the Artisan’s Asylum, a world-renowned non-profit maker-space in Somerville, MA, and Adjunct Faculty Member at CUNY School of Law. Jesse holds a JD from Northeastern University and BA from The University of Wisconsin. He is a Licensed Real Estate Broker and member of the MA and NY Bar.

Dave Downing [Vice President and Director of Leasing and Development] Dave leads GSP’s development and retail leasing practices and has been involved with all prior related and affiliated businesses, including CityRetail, where he was the firm’s first hire in 2007. He is now a Partner in GSP. Previously he was Development Manager at Twining Properties and Leasing Manager at CityRetail. He has significant construction management and retail development experience as a landlord representative and has advised GSP clients on leasing and development for ground floor space totaling over 250,000 SF. Dave has a BS from Northeastern University. He is a licensed Real Estate Salesperson in MA and has a Certificate in Real Estate Finance from Boston University.

Gustavo Quiroga [Director of Placemaking & Advisory] spearheads GSP’s placemaking advisory practice. His previous work centered in urban economic development, political campaigns and launching social enterprises. Gustavo worked for four years at Allston Brighton Community Development Corporation in Boston, MA, most recently as Director of Community Engagement & Marketing. Immediately prior to GSP he served as Director of Operations & Strategic Communications for Boston Mayoral Candidate Mike Ross. He is active in Boston’s arts, maker and civic engagement scenes. Gustavo has a BA from The University of Wisconsin and is currently an MBA candidate at Boston University.

Carrie Stalder [Director of Partnerships & Innovation] manages GSP projects at the intersection of place, retail, events and technology. She was an Engineer at BAE Systems before more recent endeavors in tech, restaurant management and nonprofit board work. Carrie co-founded the Venture Cafe and the Boston Chapter of The Startup Foundation. She has a deep understanding of and appreciation for urban networks, systems and the connection between innovation, retail and placemaking. Carrie has an MS from Massachusetts Institute of Technology and a BS from California Institute of Technology.
Reuse | Hybrid Retail

**Area Four Restaurant [A]** KENDALL SQUARE, CAMBRIDGE, MA | 2012 | CLIENT: Alexandria Real Estate Equities

This vacated 4,500 SF restaurant site in Technology Square required an invigorated and accomplished local operator to anchor the project. GSP recruited James Beard nominated chef, Michael Leviton, to open a hybrid café and restaurant, which has since become a source of excitement and inspiration in the local restaurant scene. Area Four provides a place for people to gather at all hours including coffee and pastry’s in the morning, and a gourmet wood-fired pizza for dinner or brunch.

New Construction | Hybrid Retail

**Commonwealth Restaurant & Market [E]** KENDALL SQUARE | 2013 | CLIENT: Principal Real Estate Investors

Watermark Kendall East, a newly constructed 144-unit residential building in the heart of Kendall Square, needed a unique restaurant to anchor the eastern-most corner facing the Broad Canal. In addition, the community had been clamoring for years that it desired a place to get a quick sandwich, gallon of milk, pint of ice-cream, eggs and other sundries. GSP brought in popular Red Sox Executive Chef, Steve “Nookie” Postal, to open a restaurant and urban market that filled many such neighborhood voids and simultaneously built an outdoor patio along the canal that has been wildly popular.

Pop-Up | Temp Activation

**Naco Taco [C]** CENTRAL SQUARE, CAMBRIDGE, MA | 2013 - 2014 | CLIENT: MITMCo.

GSP was retained to identify a short-term solution for a vacant 3,000 SF building plus outdoor area at an important spot on Mass Ave. between MIT and Central Square. GSP recruited a renowned and seasoned team for an 18-month pop-up taco joint to activate this previously underutilized yet highly visible corner. Anchored by a kitchen within a mobile trailer this distinctive restaurant and bar is best known for its expansive and energetic patio, which is open from lunch and into the night.

Multi-Tenant Project

**Midway Studios [D]** FORT POINT, BOSTON, MA | 2012 - 2013 | CLIENT: The Keen Charitable Foundation

The developer of Midway Studios, an 89-unit artists loft building with ground floor retail, retained GSP to help transform a handful of long vacant retail spaces into a dynamic and compatible mix of uses. GSP was asked to strategize how to bring retail and amenities to the development that added value to the neighborhood while maintaining the character of and commitment to the artist and residential community. To accomplish this, GSP convened residents, the Fort Point Artists Community organization, the Boston Redevelopment Authority and other stakeholders in a planning process that resulted in the vibrant retail development of the site. Approximately 25,000 square feet of brick and beam retail space (once slated to house a black box theatre that never materialized) was completely reimagined over the course of 16-months. Tenant’s now include: The Club by George Foreman III, Nourish Your Sole, Volunteer Lawyer for the Arts, Studio Troika and Late July Snack Company.

Placemaking | Programming

**Arsenal on the Charles [B]** WATERTOWN, MA | 2014 - 2015 | CLIENT: athenahealth

GSP was hired by healthcare technology company athenahealth in early 2014 to envision a new retail activation program across their corporate headquarters at The Arsenal on the Charles, a historic site turned office campus in Watertown, MA. In addition to recruiting and initiating a range of events, programs and a Farmer’s Market at the Arsenal, GSP developed a pop-up retail program consisting of three temporary “sheds” for the summer and fall of 2014. GSP then curated these sheds with a rotating schedule of food, arts and service vendors. All vendors were local, independent business from across the Boston area.
Hacin + Associates is a multi-disciplinary architecture and interior design firm located in Boston’s South End. Dedicated to design excellence and client service, H+A collaborates with clients to create compelling work that resonates with meaning, clarity of intent and a strong sense of place. Our team approaches each design problem by examining and often reinterpreting the physical and social context of a particular site and program to find pragmatic and often unexpected solutions.

Founded in 1993 by David Hacin FAIA, H+A’s dedicated team of design professionals has built a broad portfolio of projects that have received regional, national, and international recognition. The firm brings together diverse professional and educational backgrounds and interests, including architecture and interior design as well as urban, industrial, graphic, exhibit, and furniture design. In 2005 H+A expanded its professional services with a fully integrated interior design department.

Working at all scales, our services include architecture and interior design; graphic design and branding; adaptive reuse and historic preservation; planning, feasibility studies, and urban design. H+A’s landmark projects are noted for their iconic design, their innovative approach to retail and public community space, infill housing, and their role in transforming a blighted Boston neighborhood into a nationally recognized example of urban rebirth. Working within important historic districts across the country, H+A has won some of the profession’s highest awards for preservation and design excellence.

In addition, H+A collaborates with private clients, retailers, restaurateurs, entrepreneurs, and innovative companies on a broad range of commercial architecture and interiors. H+A’s clean, modern trademark designs for internationally recognized retail brands has had a global impact on the advent of contemporary design trends in fashion retailing, appearing in prestigious department stores and on celebrated shopping streets in London, Paris, Seoul, and New York, among others. Our diverse portfolio includes innovative workspace for the global design consultancy IDEO, offices for a number of leading Boston area advertising agencies, and residential interiors at Bentley University and WPI. Our institutional/civic work includes District Hall, a first-of-its-kind model for a city-sponsored ‘innovation center’ and the centerpiece of the city’s new waterfront Innovation District. H+A’s work in these areas has also won prestigious local and national awards from the BSA, IIDA, and others and has appeared in publications around the world, including Interior Design, Interiors, Architectural Record, Metropolis, and many more. We encourage you to visit our website www.hacin.com to learn more about H+A.
David J Hacin, FAIA [Principal-in-Charge] is the founding Principal and President of Hacin + Associates. He is active in civic, academic, and professional organizations, and he has served on numerous boards and juries in Boston and across the country. David is currently a member of the Boston Civic Design Commission, the City of Boston’s design review panel for significant projects that impact the public realm. Recognized for his public service and recipient of numerous design awards for the firm’s work, David is a Fellow of the American Institute of Architects. David Hacin will ensure the project receives the full benefit of H+A’s design and technical talent, expertise, and resources throughout its duration, and maintain top-level communication with project stakeholders.

Scott Thomson, AIA [Senior Associate, Project Architect] joined H+A in 1997 and is a Senior Associate. He has led many of the firm’s most notable urban design and preservation projects including FP3 and 160 East Berkeley Street, which both included extensive technical challenges. Scott has developed an expertise in the adaptive reuse of historic structures. He was recently project architect for Boston’s District Hall, which has received national recognition for its role in fostering an emerging identity for the city’s Innovation District. Scott will serve as project architect for the Foundry renovation, providing expertise on technical issues surrounding the integration of building systems and the preservation of the building’s historic architectural elements.

Matthew Arnold [Project Manager] joined H+A in 2009 and is a designer and project manager. Matthew has experience working on a number of retail and restaurant projects, including, Flour, Gather and Brew, and the Seaport Pavilion which is a public space, dining pavilion, and a war memorial proposed as the center of a new neighborhood rapidly developing along South Boston’s waterfront. Most notably, Matthew acted as project manager for Boston’s celebrated innovation hub, District Hall, and its resident eateries, Gather Restaurant and Brew Cafe, which have garnered national recognition for its role in shaping and defining the Innovation District model. Matthew will act as project manager for the Foundry project, drawing from his experience on District Hall, collaborating with CIC, Graffito and the City of Boston.

Darien Fortier, LEED AP BD+C joined H+A in 2011 as an architectural designer. Darien has experience on projects such as Living Proof’s Style | Lab retail prototype, in addition to working on international commercial projects during her time at Kohn Pederson Fox in New York and public works projects in Seattle. She is a LEED AP and is extensively involved in the local maker community, serving on the Board of Boston Makers, Inc., a Jamaica Plain-based non-profit organization working to make resources, such as tools, classes, and creative social spaces accessible to the local community. Darien will contribute her experience working with and developing makerspaces and innovative workspaces in New York, Seattle, and Boston.
Adaptive Reuse | Historic Preservation

Because much of our work has included the preservation and adaptive reuse of existing historic buildings, H+A has become adept at identifying innovative solutions to meet the goals of preservation agencies, the technical requirements of new and existing buildings, and the programmatic needs of our clients. Our widely acclaimed project FP3 is perhaps the best example of a technically demanding project for which a pragmatic yet complex engineering solution was developed. The project involved the adaptive reuse of two existing 19th Century masonry clad heavy timber buildings, with an adjacent infill addition and a three-story penthouse added on top. This and our other adaptive reuse projects preserved important historic buildings, maximized each site’s development potential for our clients, and created modern and transformative architectural interventions in the urban fabric of their neighborhoods.

FP3
LAFAYETTE LOFTS
46 WAREHAM
NEWPORT FIREHOUSE

CHANDLER STUDIOS
THE SAVOY
PORTER HOUSES
THE HOOPER MANSION

Distinctive Retail Concepts

Beyond “white box” retail spaces for commercial developers, H+A has extensive experience designing branded storefronts and interiors for retailers and restaurateurs across the country and around the world. Our local restaurant work includes the designs for the acclaimed Myers + Chang, Flour Bakery, South End Buttery, and Gather and Brew, within Boston’s District Hall. More recently, our retail work has broadened to include groundbreaking and unique retail concepts which adapt traditional business models for new ways of interacting with consumers and clientele. Society of Grownups, both a workspace and financial services startup that combines a casual environment with financial advice and education by providing supper clubs, classes, and one-on-one consultations about topics such as planning for retirement, starting a family, and saving for a mortgage. Similarly, Living Proof’s Style Lab salon/retail prototype serves as a consumer-facing extension of the company’s Cambridge labs. The lab-meets-retail hybrid was designed to be multi-functional, bringing the scientists and stylists together to test new products with consumers, serving as a space for future consumer and professional events, as well as industry training sessions featuring Living Proof’s renowned stylists and scientists.

SOCIETY OF GROWNUPS
LIVING PROOF HEADQUARTERS + STYLE LAB
GATHER RESTAURANT + BREW CAFE
FLOUR 4

MYERS + CHANG
THE SOUTH END BUTTERY
FRESH
WASABI SUSHI

Innovative Workspace

H+A collaborated with CIC and Graffito on creating the program and design for District Hall, the nation’s first public innovation center, located in Boston’s emerging Innovation District. In addition, H+A has designed spaces for innovative companies, including the Cambridge outpost of international design consultancy IDEO in Central Square. Our continued work with IDEO includes renovations to their current space, to accommodate evolving needs, and collaborating with them on the design of space for the Society of Grownups. More recently H+A designed office and research lab space for the science-based hair products company Living Proof, and we collaborated with co-owner and spokesperson Jennifer Aniston to design the Style|Lab, a salon/retail prototype concept adjacent to their Kendall Square headquarters, and mentioned above.

DISTRICT HALL, Boston, MA 2013
LIVING PROOF HEADQUARTERS + STYLE LAB
PIA
IDEO

ARNOLD WORLDWIDE/HAVAS HQ
(collaboration with Sasaki)
ALLEN & GERRITSEN
(collaboration with Sasaki)
Other Services

Urban Design & Master Planning

Our key staff members bring extensive urban planning and campus design expertise, as well as experience executing buildings within established campus master plans. Recent urban design projects include collaboration with Sasaki Associates on a master plan in East Baltimore, adjacent to Johns Hopkins University, and a multi-disciplinary urban design study in Pittsburgh. Closer to home, the firm participated in the master planning process for Seaport Square on the South Boston Waterfront and has since designed multiple buildings within Seaport Square, including District Hall and the forthcoming park and retail pavilion on the adjacent Parcel F.

As such, we are accustomed to collaborating with other architects and urban designers, with design review committees, and with communities to establish and/or meet design guidelines for new development. In addition, we have helped local developers interface with the Boston Redevelopment Authority for master planning major city parcels to maximize their allowable development. These projects include buildings for Jones Lang Lasalle/Spaulding and Slye Investments, Berkeley Investments, Druker Company, and Boston Global Investors. This experience and the positive relationships H+A maintains with municipal agencies have proven invaluable for our clients.

Interior Design

In recent years, H+A’s work has expanded to include full service, award-winning interior design that provides fully-integrated design for our private residential and commercial clients. The interior design team provides the entire practice with an educated perspective on color, form and material as well as on how furniture, rooms and spaces work, at even the finest grain. Widely published, the firm’s residential interiors have been recognized for their attention to detail and their thoughtful, modern character, and have received three successive ‘Best of Boston’ awards in a variety of categories.

Beyond private residential work, our interior design expertise has greatly enhanced our ability to develop comprehensive design solutions for our retail and commercial clients as well. The coupling of interior design and architecture at H+A elevates our work by bringing to bear a unique and integrated set of skills, talents, and perspectives, evident in a wide range of projects, including restaurants and retail spaces, numerous commercial office interiors, and multi-family housing.

Graphic Design/Branding

With a full-time graphic design and marketing professional on staff, H+A provides design services to support our clients branding and marketing efforts for commercial projects. We believe that our architecture and interiors should convey a clear identity to prospective buyers/tenants, consumers, and neighbors, and we welcome opportunities to tell a cohesive story with the design of graphics, signage, logos, printed materials, and online presence.
PRINCIPAL TEAM RESUMES
BRIAN DACEY

PROFESSIONAL EXPERIENCE

2010 - present Cambridge Innovation Center, Cambridge, MA
   president and managing director

2007 - 2010 Twining Properties, Cambridge, MA
   senior vice president and regional partner

2001 - 2010 Main Street Development Group, Boston, MA
   founder and president

1989 - 2001 The Drew Company, Boston, MA
   executive vice president

1984 - 1989 Combined Properties, Boston, MA
   executive vice president

   chief executive

PROFESSIONAL COMMITTEES + CIVIC INVOLVEMENT

Kendall Square Association
   founding board member

The Real Estate Council of Boston College
   current chair

Venture Cafe Foundation
   current member, board of directors

The Boston Harbor Association
   former chairman, current member

Morgan Memorial Goodwill Industries
   former chairman of the board

Kendall Square Master Plan Committee
   current member

Kendall Square DOT Mobility Task Force
   current co-chair

A Better City
   current associate member

EDUCATION

Boston University
   School of Management
   M.B.A.

Boston College
   Bachelor of Arts
JESSE BAERKAHN  PRESIDENT AND FOUNDER, GRAFFITO SP

PROFESSIONAL EXPERIENCE

2009 - present  Graffito SP (successor of CityRetail), Cambridge, MA founder and president

2006 - 2015  Law Office of Jesse Baerkahn, Esq, Boston & Cambridge, MA solo practitioner

2007 - 2013  Twining Properties, Cambridge, MA & New York, NY dir. of leasing; then vice president of new ventures

2011 - 2012  CUNY School of Law, New York, NY adjunct faculty, CLRN

2004 - 2006  Broadway Realty Partners, Cambridge, MA real estate broker & co-founder

2003 - 2007  Baer Solutions, Boston, MA consultant & founder

1999 - 2003  iTEXT (merged with Daily Jolt, Inc.), Madison, WI & Boston, MA partner, then director of sales

PROFESSIONAL COMMITTEES + CIVIC INVOLVEMENT

2011 - present  Cambridge Local First business member

2012-2013  Artisans Asylum director & board member

2007 - 2012  Volunteer Lawyer for the Arts attorney member

EDUCATION

Northeastern University School of Law
Juris Doctor

University of Wisconsin, Madison, Bachelor of Arts

PROFESSIONAL AFFILIATIONS

Massachusetts State Bar Association member

New York State Bar Association member

PROFESSIONAL RECOGNITION

2015  Northeastern Law Magazine | Winter 2015
“Doing it Their Way” [Professional Profile]

MIT Technology Review | August 2015
“The Past and Future of Kendall Square” [Quoted]

The Boston Globe | February 2015
“A Star Waiting to be Born” [Quoted]

2014  BBJ | October 2014
“Kendall Square’s (other) Fast-Growing Economic Ecosystem” [Quoted]

Boston Magazine | September 2014
“What’s for Dinner...Next?” [Quoted]

2013  Commonwealth Magazine | Fall 2013
“City Maker’s Mark” [Professional Profile]

The Boston Globe | January 2013
“Hip At the Square” [Quoted]

2012  The Boston Globe | February 2012
“24 Hours in Kendall Square” [Quoted]
DAVID J. HACIN, FAIA

SELECTED PROFESSIONAL EXPERIENCE

1993 - present  
Hacin + Associates, Boston, MA  
principal

2010 - 2014  
Sasaki Associates Watertown, MA  
principal, architecture + interior design

1992 - 1993  
Cecil and Rizvi, Inc Boston, MA  
senior associate

1987 - 1992  
CBT Architects, Inc Boston, MA  
associate

1986 - 1987  
Skidmore, Owings and Merrill, Inc Boston, MA  
urban designer

PROFESSIONAL HONORS

2012  
Bostinno’s 50 on Fire  
awarded for commitment to building and transforming spaces in Boston

2010  
New England Design Hall of Fame  
awarded to individuals whose work, influence, and community involvement have led to a significant, impactful design career

2009  
American Institute of Architects College of Fellows  
Fellowship is awarded in recognition of significant contribution to the profession in the category of Design

2008  
Boston Center for the Arts ‘Arts Champion Award’  
Boston, MA  
for contributions to the Boston Center for the Arts as Board Chair

2008  
City of Boston Proclamation  
Boston, MA  
Mayor proclaims June 9, 2008 as ‘David Hacin Day’

2005  
Residential Architect Magazine Leadership Award  
‘Rising Star’, Honoring Exemplary Achievement in Residential Practice

2002  
Boston Society of Architects [BSA] Young Architect Award  
Boston, MA  
nominee

PROFESSIONAL COMMITTEES + CIVIC INVOLVEMENT

2003-present  
Boston Civic Design Commission Boston, MA  
mayoral appointment to the Boston Redevelopment Authority’s professional design advisory group
Commission Member

EDUCATION

Harvard University Graduate School of Design, Master in Architecture with Distinction

Princeton University, Bachelor of Arts in Architecture, Summa cum Laude

PROFESSIONAL AFFILIATIONS

American Institute of Architects  
fellow

Boston Society of Architects  
member

REGISTRATION  
Massachusetts
CIC, Graffito SP and Hacin Associates have joined forces for the unique purpose of redeveloping the historic Foundry into an innovation hub once more. The Foundry’s industrial roots are deep-seated in invention and commerce. Just as the Foundry once was a cornerstone of the East Cambridge community, FDP will restore and enhance the Foundry’s presence to reflect the creative, collaborative, innovation-based community that is Kendall Square today. Core to FDP’s mission is returning the building to a vibrant center of activity including private and community spaces, events and meeting space, a creative maker space – alive with arts, retail, food, technology, and educational programming.

To achieve the community’s bold vision for the Foundry, FDP imagines the following preliminary space program by floor:

- A portion of the basement will be converted to useable space for maker, and production uses that will be served by a loading dock at the Western edge of the building. The balance of the space will be devoted to support functions. The ground floor along the Eastern edge will be lowered to achieve an at-grade access for a new pedestrian colonnade, a feature that will create an important connection between Bent and Rogers streets.

- The entire ground floor will be welcoming to the community with a mix of assembly space, arts/retail kiosks, and a restaurant with an associated culinary incubator. These uses will co-exist on the ground floor, and thoughtful programming will invigorate and enrich the experience for the users and visitors to the building.

- Shared office and co-working space on the second and third floors will house activities such as social entrepreneurship, technology start-ups, non-profits and other like-minded groups looking to be part of the vibrant Kendall Square innovation district. Users will be encouraged to provide mentorship, professional development seminars and STEAM classes for Cambridge school age residents and expand educational opportunities otherwise unavailable to many in the community.

- Similar to CIC’s model at District Hall in the Seaport, a significant portion of assembly and meeting space will be devoted to events, seminars, and activities that support the building’s diverse mission. Spaces will be provided at reduced rates and in some cases at no charge to community and cultural activities that support the entrepreneurial innovation, and educational vision of the building. Additionally, a portion of operating income from events, commercial rent and other sources will be reinvested into the Foundry programming programming and events.

The CIC and Graffito venture is uniquely positioned to succeed in the development, financing, lease-up, community engagement and day-to-day management of the Foundry with relevant experience in all of these areas. Many of the project roles and responsibilities will be shared with each partner collaborating on the vision for the project.
Public Benefit

The FDP team aspires to offer a dynamic range of programs across a variety of space types. The diversity of uses may include, general education and STEAM classes, symposiums and lectures, community space, restaurant and food incubator, retail and maker space – to name a few. FDP has already engaged in early discussions with potential tenants, including one of the country’s leading maker space providers, as well as other for-profit and non-profit innovation organizations that offer mentoring, open studios, classes and other extracurricular activities with a direct public benefit.

Effective programming will be facilitated through the creation of unique, flexible floor plates that allow for a diverse set of programs to occur at the same time, especially on the ground floor. In addition, active space management and program curation will ensure partners, sponsors, and community participants are collaborating in meeting the building’s mission.

Inclusivity

The Foundry will be a lively building with community and neighborhood gatherings and events. Much like District Hall in Boston’s Seaport, there will be a strong balance between public and private functions of varying sizes which co-exist in different areas of the building throughout the day. Direct engagement with community organizations and other respondents will allow FDP to provide relevant programming that people will use and from which the community will benefit from.

In order to truly open up the doors to the public, a chef-centric, experimental restaurant and bar concept will co-exist with the main assembly area and colonnade (i.e. public pass-through). The colonnade will allow movement through the building from Rogers to Bent Street and create a porosity crucial to the success of the arts, cultural, and retail uses that will adjoin the restaurant and assembly space. The Foundry will be accessible in both the physical and programmatic ways.

Creativity | Flexibility

Preserving the physical character of the Foundry while enhancing the permeability of the building will be important to creating a sense of place. Currently, the Foundry is closed-off to the surrounding community, which is amplified by a poor curb appeal and limited ground floor access/visibility. Key design features of the FDP’s concept includes dropping a portion of the ground floor with new entryways on Rogers and Bent Street for accessibility, opening up old archways along the East side of the building to create indoor/outdoor connections and increasing heights and natural light where feasible.

The adaptive reuse of the Foundry will aspire to be environmentally responsible and meet the City’s sustainability goals. This could include the use of sustainable and locally sourced building materials, energy-efficient MEP systems, and flexible space programming to meet building stretch code and LEED Certification. In addition, FDP will explore portions of the basement being used to maximize the building efficiency, green roof decks, and the use of landscaped open space for gathering places.
Experience | Qualifications

**DEVELOPER:** The FDP development team will consist of professionals with decades of experience leading skilled teams of consultants, designers and builders from early conception to built form. Team member projects have included relatively small commercial fit-outs like shared office and restaurants, to large mixed-use developments such as TD Garden, Watermark Kendall East & West and the Seaport Boston Hotel and Seaport World Trade Center complex. The team is well versed in urban planning, public process, negotiating public/private partnerships, attracting corporate sponsorships, and obtaining the necessary permitting and financing to get projects from concept to execution.

The FDP team is strengthened with Hacin + Associates designated as the architect for the project. With years of experience in adaptive reuse, H+A gives the FDP team a real advantage in re-imagining how this historic building can be transformed into a valuable community asset.

**OPERATOR:** CIC is a leading co-working facility with nearly twenty years of experience operating shared office environments in Cambridge, Boston and St. Louis. With roughly 500,000 SF of co-working and event space currently under management, including the well-renowned District Hall, CIC is uniquely positioned to lead the lease-up, property management, programming and maintenance of a mixed-use building of this stature well into the future. Team members have had direct operations/property management experience with over 2 million square feet of commercial space. The team is fully capable of overseeing the day-to-day operations of a building the size of the Foundry and establish the staff and vendor team needed to properly operate and maintain the building and its systems.

Lastly, the team from Graffito has advised and brokered retail deals over the past decade for some of the largest institutional landlords in Cambridge, on projects ranging from place-making and temporary retail space activation to merchandising entire neighborhoods. Graffito’s smallest projects have often been its most challenging, requiring a variety of skills like analyzing existing physical conditions, programming space, defining market economics, tenant recruitment and underwriting, and spearheading a meaningful community process.
While it is understood that these preliminary ideas will naturally evolve as the design and programming process becomes subject to the deeper investigation, analysis, and planning intended in the RFP process, the major features of our initial concept include:

Exterior and interior pedestrian connections from Rogers Street to Bent Street which are activated by the ground floor retail, restaurant, and lobby space.

The lounge is an overflow space for the assembly room, and serves as a connection to the restaurant.

The assembly space could accommodate performances and informal or formal gatherings.

The pods at ground floor level are designated for a range of uses including meeting space, exhibition use, and temporary pop-up shop space serving as localized retail for the building’s tenants, entities, or organizations.

From conversations with STEAM-organizations and the food community it is evident that the restaurant component needs to have a compatible concept with a likeminded focus on localized creation of products and processes where culinary educational training is part of the program.

The shared space and co-working floors would consist of office and lab use for company startups, classrooms, and public gathering spaces. All spaces will have a versatility for adapting to shifting day-to-night programming.

The goal will be to have the maker space occupied by an established maker space organization and would be an integral part of the building program.
THE FOUNDRY

CONCEPTUAL SKETCHES

- BUILDING SIGNAGE
- ADDITION WITH ROOFDECK
- ADDITION WITH ROOFDECK
- GREEN-ROOFDECK
- NEW ENTRY
- RETAIL POD
District Hall

As the nation’s first public innovation center District Hall, located in Boston’s historic Seaport neighborhood, is the centerpiece of the emerging Innovation District. In its first year of operation, District Hall hosted over 550 meetings and events, and welcomed over 30,000 event attendees, and over 25,000 public space users. While it was evident that the public was enthusiastically embracing the innovation hub, the press and awards programs were taking notice too. Publications like Architectural Record, Fast Company, Interior Design, Architect’s Magazine, Metropolis, the Architect’s Newspaper, and local press like the Boston Globe, and Bostinno.com recognized District Hall’s impact on the neighborhood, the innovation community, and the city of Boston, noting the project’s precedent-setting stature among rising Innovation Districts across the nation.
District Hall, Boston’s public innovation center, is the first building completed at Seaport Square, Boston Global Investors’ 23-acre waterfront development. Located in the heart of Seaport Square, it is also the first freestanding city-sponsored innovation center of its kind in the country, serving as an anchor for the emerging Innovation District. Surrounded by over 6 million square feet of future development, this 12,000 square foot facility provides a place for promising companies and executives to meet, exchange ideas and host business and social events. The building includes a restaurant and café [Gather and Brew], a flexible assembly space with a capacity of 250 seats, a gathering space with lounge seating and worktables, and a series of flex spaces or pods, to support a variety of uses including meetings, classes, and exhibitions.

The building is the result of a partnership between the City of Boston, Boston Global Investors, and the Cambridge Innovation Center, the organization that, along with Venture Cafe Foundation operates the facility. Built on the site of the former waterfront rail yards, District Hall's architecture is inspired by the area's industrial past. The building has two basic volumes—a long low bar that references box cars that once populated the site, and an angular shell that recalls the materials and forms of the shipping industry's boats and waterfront warehouses. Gesturing to the water’s edge, the building defines one edge of an adjacent park, also being designed by H+A in collaboration with Reed Hilderbrand Landscape Architects.
“Few buildings hit their targets as swiftly - or as satisfactorily - as Boston’s District Hall has.”

-METROPOLIS MAGAZINE
U.S. Cities are establishing Innovation Districts to foster entrepreneurship. They should take note of Boston's new District Hall.

-FAST COMPANY

District Hall is the hub for Boston's Innovation District, facilitating networking and idea-sharing.

-BROOKINGS INSTITUTION

'THE RISE OF INNOVATION DISTRICTS'

A New Home for Innovation in Boston

District Hall is the first building of its kind in the world: a dedicated civic space where the innovation community can gather and exchange ideas.

There are many innovation spaces in a city like Boston - incubators, co-working spaces, labs - but this physical network is not always easy to find. These spaces are often on the upper floors of tall buildings, behind security guards and elevator banks.

Boston’s District Hall takes a different approach. It is a ground floor building with an iconic shape, with a restaurant, coffee shop and public, drop-in meeting space. Everything about the building is designed to send a clear message: come in and connect with us.

District Hall is not your average event space. Its unique character is defined by its civic nature and public purpose. It is a hub for gatherings and events that trigger creativity, inspire innovation, motivate entrepreneurship, catalyze action, expand interdisciplinary collaboration, solve problems, and create the relationships that drive the innovation economy in Greater Boston.
Sector + Type Analysis

A RANGE OF TECHNOLOGY INDUSTRIES
The technology sector hosts many events, and 38% of 2014 events at District Hall focused on technology in some way. This included events in mobile technology (8%), digital technology (19%), robotics (3%), and cleantech (10%).

CONNECTING TO LIFE SCIENCES
14% of all events at District Hall in 2014 were related to Boston’s robust life sciences and healthcare industries.

CREATIVE ENTREPRENEURS
Boston’s design community has responded well to the space: 23% of all events held at District Hall in 2014 were targeted at the creative economy.

SOCIAL INNOVATORS
Boston’s growing social entrepreneurship community represented 16% of all events at District Hall.

NONPROFITS + VOLUNTEERS
District Hall saw significant usage by nonprofits: 49% of all events and meetings held in 2014 were run by nonprofit organizations, community groups, volunteers, or government organizations.

GROWING GLOBAL NETWORKS
District Hall also worked closely with consultates and delegations that expand Boston’s global networks: 10% of all events in 2014 were focused on building international connections + sharing Boston’s innovation story on the global stage.

Moments

- Teenagers in the Artists For Humanity program live-drawing murals on Ideapaint
- Office hours in the lounge with investors and economic development officials
- Startup companies and construction workers coming in for their morning coffee
- Local startup founders playing jazz on a writeable piano covered in black Ideapaint
- Welcome Wednesday pop-up retail featuring local retailers and entrepreneurs

Events

2014 was District Hall’s first year of operation and hundreds of events and meetings of every scale, in every sector, were held here throughout the year. Here are some key statistics from the first year.

- Over 550 events and meetings of all kinds were held, from civic hackathons and cleantech training sessions to life science startup meetings and brainstorming sessions for local teachers.
- 30,000+ event & meeting attendees participated.
- There was an estimated 25,000+ users of public meeting space.
- 300+ events were held at a reduced cost or free to the event organizer, resulting in District Hall giving away 71% of all space rental value.
- 85% of all events were focused specifically on growth, impact, and access in the innovation economy.

Event Highlights

- Understanding and Improving Cities: Policy + Research Partnerships in a Digital Age
- Massachusetts Life Sciences Center Peer Reviewer Night
- The Power of Ideas Symposium
- Mobile Monday
- Boston Content Party
- Sea Change Symposium and Gallery Exhibition
- Comcast + A&E Project Startup
- SBA Regulatory Barriers to Innovation Hearing
- Greater Boston STEM Network
...a gorgeous civic space centered around collaboration.

-FAST COMPANY
District Hall is the centerpiece of a new and imaginative type of public infrastructure to promote the innovation culture and economy by providing a venue for the exchange of ideas, collaboration, and community. There is no precedent for this kind of building anywhere in the world. It is functional and intimate, but also bold and expressive. It will no doubt become a memorable symbol for the Innovation District and Boston.

-KAIROS SHEN, FORMER CHIEF PLANNER, BOSTON REDEVELOPMENT AUTHORITY
Selected Press

2015
- Fast Company "Can you Design Innovation?"
- Improper Bostonian "Kick the Cube to the Curb"
- Architectural Record “Good Design is Good Business”
- Architect's Newspaper “High Tech History by Hacin + Associates”
- ArchDaily.com “District Hall, Boston's Public Innovation Center”

2014
- Boston Globe “Restaurants with a taste for innovation”
- Boston Globe “Coming Soon: Neighborhood Feel in Seaport”
- Architectural Record “InDemand Cities: Boston”
- Improper Bostonian “Boston’s Best Bars and Clubs”
- Boston Globe “Restaurants with a taste for innovation”
- The Brookings Institute “The Rise of Innovation Districts”
- Fast Company “A Beautiful New Building Meant to Spark Innovation”
- CBS Boston "Phantom Gourmet: Gather on Boston's Waterfront”
- Metropolis Magazine “Gathering place”
- Design New England “The Hub of the Hub”

2013
- The Architect's Newspaper “Hall of Tech”
- The Boston Globe “Tech Sector Throws Lunchtime Dance Party”
- The Globe and Mail “Why Brainiacs Love Boston”
- Bostinno.com “District Hall, ‘Clubhouse for the Innovation Community’”
- Boston Globe “Menino savors preview of Innovation District hub”
- Boston Herald “Making space to innovate”
- Bostinno.com “50 on Fire”

2012
- Architect's Newspaper Blog “Beantown rises” [District Hall]
- Emerging Professionals “Innovations in the Innovation District”

Awards

2015
- Architectural Record - Good Design is Good Business
- Improper Bostonian - Boston’s Best Bars and Clubs 2015: Seaport
- Gather Restaurant at District Hall

2014
- Bostinno’s 50 on Fire Award for Design

Full list of Press + Awards at www.hacin.com
Fast Company
“Can you Design Innovation?”

Improper Bostonian
“Kick the Cube to the Curb”

Architectural Record
“Good Design is Good Business”

Architect’s Newspaper
“High Tech History by Hacin + Associates”

ArchDaily.com
“District Hall, Boston’s Public Innovation Center”

Boston Globe
“Restaurants with a taste for innovation”

Boston Globe
“Coming Soon: Neighborhood Feel in Seaport”

Architectural Record
“InDemand Cities: Boston”

Improper Bostonian
“Boston’s Best Bars and Clubs”

Boston Globe
“Restaurants with a taste for innovation”

The Brookings Institute
“The Rise of Innovation Districts”

Fast Company
“A Beautiful New Building Meant to Spark Innovation”

CBS Boston
“Phantom Gourmet: Gather on Boston’s Waterfront”

Metropolis Magazine
“Gathering place”

Design New England
“The Hub of the Hub”

The Architect’s Newspaper
“Hall of Tech”

The Boston Globe
“Tech Sector Throws Lunchtime Dance Party”

The Globe and Mail
“Why Brainiacs Love Boston”

Bostinno.com
“District Hall, ‘Clubhouse for the Innovation Community’”

Boston Globe
“Menino savors preview of Innovation District hub”

Boston Herald
“Making space to innovate”

Bostinno.com
“50 on Fire”

Architect’s Newspaper Blog
“Beantown rises” [District Hall]

Emerging Professionals
“Innovations in the Innovation District”

Architectural Record - Good Design is Good Business

Improper Bostonian - Boston’s Best Bars and Clubs 2015: Seaport

Gather Restaurant at District Hall

Architect Magazine - 2014 Annual Design Review: Honorable Mention

Bostinno’s 50 on Fire Award for Design

Full list of Press + Awards at www.hacin.com
FP3, in Boston’s Fort Point neighborhood
Leadership | Collaboration | Team

The Team formed by CIC, Graffito, and Hacin + Associates regularly leads large teams of consultants, and understands the importance of collaboration, good communication and thorough documentation. The Team will work together to select a full team of consultants capable of executing a project of this size and complexity. Important criteria will include experience with similar projects and a thorough understanding of LEED.

Consultants typically engaged by Hacin + Associates include the Structural Engineer, MEP/FP Engineers, Lighting Consultant, Specifications Consultant, Code Consultant, Elevator Consultant, Hardware Consultant, Building Envelope Consultant, and Signage Consultant. CIC will engage a Construction Manager for pre-construction services and cost estimating during the design phase. The Team will also want to discuss the option of engaging an independent Cost Estimator, an Acoustical Consultant, and a third-party MEP Systems Operations Consultant.
Design Approach

As a Team, CIC, Graffito and H+A will collectively engage all stakeholders to learn as much as we can about their goals and aspirations, programmatic and technical requirements, and inherent constraints and opportunities. The Team will research, document, and gather information about the site to understand its physical and historical context, as well as its cultural characteristics.

The Team will work to generate multiple design concepts, explore options, and also consider unexpected alternatives. We will look for innovative solutions to meet the needs of site, program, technical development, and budget.

This Team believes that design is transformative and that the design process should be iterative and collaborative. The best ideas may arise from the client, the consultant team, or from the larger community. H+A's role in leading the design team is to guide and focus this process to arrive at a solution for which there is buy-in from all stakeholders.

Programming | Workshops

The Team often engages in a series of workshop/brainstorming sessions during the programming phase, to establish criteria for the individual components of the building program, generate and review options, understand trade-offs, and ultimately generate a detailed building program that will be the basis for the design. This process often involves a program questionnaire, which we've found is a good way to gather information and ideas from individual users and design committee members.

Key staff members have experience conducting design workshops that engage the innovation community by bringing the design process to them. For example, we anticipate using District Hall and other co-working case studies, pinning large scale printouts of these project types on a wall, allowing participants to examine and discuss, posting comments on each option, and then reviewing these as a group. This is a proven method for parsing what is liked and disliked about each option and helps generate new ideas and get buy-in from a group of end-users.
Design: Public Approvals Process

Hacin + Associates has established a reputation of working successfully with clients, local neighborhood groups, historic landmarks commissions, the Boston Redevelopment Authority, ISD, the City of Boston Zoning Board, and municipal agencies in other communities to see projects through the approvals process in a timely manner. H+A has interfaced with community task forces on numerous projects, and David Hacin also has served, at the request of the City, on the Citizens Advisory Committee for the Columbus Center project, a major development proposed in Boston's Back Bay. As Board Chair for the Boston Center for the Arts, David Hacin also has served as the client-side representative on a number of projects that have involved the City of Cambridge and other municipal agencies for the required zoning and other approvals. We anticipate that our experience will ensure successful interactions with the City of Cambridge and other municipal agencies for the required zoning approval and permitting for the project.
Due Diligence | Permitting

The Team will work with consultants to perform due diligence for the project and to obtain required licenses and permits throughout the design and construction phases. We anticipate this work will include the following:

- Review the zoning for the site, identify any potential variances, and lead the project through the zoning approvals process.
- Interface with the Cambridge Historical Commission to review proposed building schemes and determine the extent to which the building will be preserved and restored.
- Coordinate with the environmental consultant to evaluate preservation, conservation, and environmental regulations and prepare submissions for public agency approvals.
- Assist environmental consultants in obtaining Historic Tax Credits through the National Park Service, if applicable.
- Work with our code consultant to review MA State Building Code issues, limitations, and potential required variances.
- Work with a sustainability consultant to meet sustainability goals as required by the City of Cambridge.
- Coordinate with the selected Construction Manager and the selected Civil and MEP Engineers to interface with local building departments, fire departments, and utilities to secure all required approvals and permits.
- Coordinate with the retail tenants to obtain licenses for food service establishments from local Health Departments, if applicable (as an additional service).
- Work with consultants to secure required approvals from the City of Cambridge for building signage, awnings, street furniture, and other elements that impact the public realm.
Meeting the Project Schedule

The Team will develop a Work Plan to coordinate with the project schedule, to allocate staff and consultant resources, establish milestones, and determine interim coordination meetings throughout the duration of the project. This Work Plan will include a detailed list of deliverables by phase. We understand the need for flexibility due to the unpredictability of the public approvals and permitting process. We will work together to determine necessary presentation materials for communicating with all stakeholders, based on frequency of scheduled meetings and the nature of each review. During the design phase, we will also coordinate with the designated CM to review any constructability and sequencing issues that impact the anticipated construction phase schedule.
Lifecycle Cost Analysis

We understand the importance of making design decisions based on both initial costs and long term operational and lifecycle costs. We will work together to determine a process, scope, and format for ongoing Lifecycle Cost Analysis of major building components and systems, to be updated at each phase of design. This will involve working closely with the Construction Manager, the consultant team, and third party vendors to gather information on the cost of operating and maintaining building systems, and the expected lifespan and projected replacement cost of these systems. We also recommend having an independent Cost Estimator involved in this process.

Sustainability | LEED

Sustainability has long been a focus of the work of Hacin + Associates with existing buildings, and is a motivating factor for CIC and Graffito with respect to creating coworking spaces and retail components of projects. With a deep understanding of complex building issues and an ongoing commitment to reduce our impact on the environment, the Team will work with consultants and sustainability experts to develop sustainable strategies that preserve and maximize both short and long term resources. Our collaborative work on District Hall has given us crucial experience with the LEED rating system and an appreciation for the value of an integrated design process, in which the entire project team is committed to establishing and achieving goals for sustainability.

Our team consisted of LEED Accredited Professionals, and beyond recent buildings designed by Hacin + Associates, the Team brings additional experience with LEED projects and a range of sustainable strategies. In discussing the project, our Team recognizes that determining the degree to which the building is preserved or demolished is perhaps the first and most impactful decision to be made on the project.
FDP has started the process of evaluating creative approaches to financing the initial capital requirements for the Foundry, as well as the ongoing financial support for operations, programming and return on investment.

With regards to the initial capital required to improve the property, FDP is considering a combination of equity and debt financing. That financing would likely be supplemented by sponsorship, foundation, and possibly, public sources including the City’s $6,000,000 commitment towards building upgrades and site improvements. Attached is a letter from Cambridge Trust Company indicating their interest in participating in the financing of the project should FDP be selected. Initial conversations with potential corporate partners on a combination of equity and sponsorship funds have been encouraging to date.

On the operations side, we believe that a combination of shared office, maker space, retail and restaurant income, as well as meeting and event revenue will act as the primary sources of funding for operational and programming expenses. In addition, the CRA funded $2,000,000 operating reserve for the Foundry will help support other dynamic community, culture and arts programming. The exact mix of financing sources cannot be finalized until planning progresses on all elements of the project. However, it’s very likely a financial model similar to that of District Hall in the Seaport will be used to successfully operate and activate the building, which relies on revenue generated from similar sources as well as sponsorship funds.

The FDP team possesses the experience, resources and capability to create the right mix of users and programming that will provide the revenue streams to support the underlying investment into the building and underwrite the educational and innovative programs envisioned for this project.
August 18, 2015

Mr. Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

RE: Foundry Redevelopment / Cambridge Innovation Center

Dear Mr. Evans:

We are writing to support the Cambridge Innovation Center (CIC) as it relates to the Foundry Redevelopment project.

The CIC has maintained an excellent banking relationship with Cambridge Trust Company since 2010. Throughout this period, the CIC has met all of its financial obligations and demonstrated very sound financial stability, while taking on significant expansion projects right here in Cambridge and Boston.

The CIC presently maintains multiple deposit accounts with the Bank, with very strong balances, and all of these accounts have been handled as agreed since they were opened.

During our 5+ year relationship, the CIC has periodically borrowed from the Bank, and they have always handled their obligations as agreed.

Finally, Cambridge Trust Company has worked with Tim Rowe (CEO), Brian Dacey (President) and other senior managers at the CIC throughout this timeframe, and we hold the firm and its management team in very high regard. We would welcome the opportunity to work with the CIC on this very exciting project.

Very truly yours,

Denis K. Shoahan
President

Cc  Mr. Tim Rowe, CEO, Cambridge Innovation Center
    Mr. Brian Dacey, President, Cambridge Innovation Center

Very truly yours,

Brian A. Kelley
Vice President
Why our Team?

We are excited to be considered by the City of Cambridge for The Foundry project. The components of the program, the existing historic building, and the prominence and impact of this new development fit well with our collective portfolio of work and present an incredible opportunity for Cambridge and for our Team. We are eager to meet with you to discuss our qualifications and our initial ideas for the future of The Foundry in Kendall Square.

For further information, please contact David Downing at Graffito SP [617.401.2871, dave@graffitosp.com].

Thank you.