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2024
ULI Baltimore
Wavemaker Awards

The Packing House

411 Dorchester Avenue
Cambridge, MD

General Information

Applicant Information:

Cross Street Partners

On behalf of the entire project team listed below

2101 E. Biddle Street, Suite 1201

Baltimore, MD 21213

Point of Contact:

Jo Stallings

jstallings@crossstpartners.com

443.463.2576

The Packing House Project Team:

Cross Street Partners

Developer &
General Contractor

Margaret Norfleet-Neff

Quinn Evans

Architect

Ethan Marchant, AIA LEED AP

Foundry Architects

Architect

TAI Engineering
Min Engineering
MEP Engineers

Skarda & Associates
Structural Engineer

Urban Green
Environmental Consultant

Sheward Partnership
LEED Consultant

Preservation Maryland
Partner

**Eastern Shore Land
Conservancy**
Partner

The Good Stuff
Partner

**University of Maryland for
Environment Sciences**
Partner

**University of Maryland
Shore Regional Health**
Partner

University of Maryland
Partner

City of Cambridge
Partner

Dorchester County
Partner

**National Trust Community
Investment Corp**
Partner

Monarch
HTC Investor

Twain Financial Partners
Investment Fund

The Reinvestment Fund
Bridge Lender

DLA Piper
Counsel

Mascoma
CDE

NCALL
CDE

US Bank
NMTC Investor / CDE

**Department of Housing and
Urban Development
(HUD)**
Government

**Maryland Department of
Housing & Community De-
velopment (DHCD)**
Government

Photogrphay credits
Patrick Ross



THE PACKING HOUSE ULI WAVEMAKER 2024



THE PACKING HOUSE

LOCATION: 411 Dorchester Avenue, Cambridge MD

COMPLETION DATE: March 2023

The renovation of the historic Factory F building, part of the original Phillips Packing Company on Maryland's Eastern Shore, will propel the city of Cambridge into the modern innovation economy. The 60,000 sq.ft. adaptive reuse of this building celebrates the industrial legacy of the building by re positioning the building as a modern 21st-century economic generator. Based on shared economy models, two anchor tenants serve to lower the barriers for entrepreneurial start-ups by providing shared kitchen and office spaces designed to attract local entrepreneurs, businesses, and non-profits. For-profit tenants include traditional offices, and light industrial oyster processing occupy other portions of the space.

The interior concept is centered around strategically placed communal spaces on both levels. On the lower level, a large double-height atrium serves as an event space, gathering space, and social hub for the public. At the same time, a common area lounge on the second floor creates informal working, relaxing, and collaborating spaces. Tenant spaces (including future restaurants) are organized around these centralized spaces to encourage the interaction of all inhabitants.



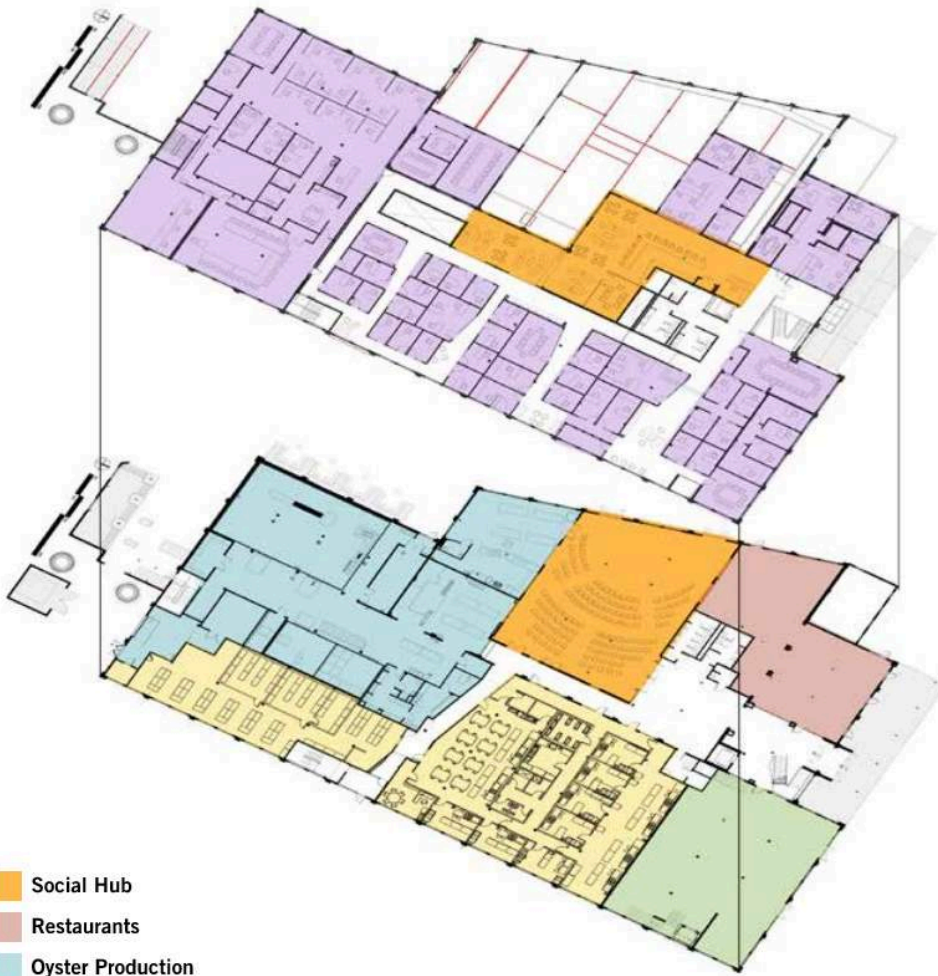
before



after

COMPLETENESS

The Core and Shell of the building were awarded national and state tax credits for the faithful historic preservation of all significant, contributing elements while careful analysis, reuse, and infrastructure ensure the project's pursuit of LEED Gold as awarded in the Fall of 2022. The \$38 million project included New Market Tax Credits and Significant grants from various State agencies as well as private investment. The project has been carefully designed around budgets that balance first cost, operation, and life cycle costs. An integral design process that included the Construction Manager through the process ensured thoughtful design moves that maximized the transformational impact of the project while balancing constructability and cost.



- Social Hub
- Restaurants
- Oyster Production
- Incubator Kitchen
- Retail
- Office



The Financial Stack

<p>Federal Historic Tax Credit Equity</p> <p>\$4,650,585</p>	<p>New markets Tax Credit</p> <p>\$8,921,250</p>	<p>Equity</p> <p>\$2,464,562</p>
<p>State Historic Tax Credit Equity</p> <p>\$3,000,000</p>	<p>Debt</p> <p>\$8,850,000</p>	<p>Grants</p> <p>\$10,438,844</p>
	<p>Total</p> <p>\$38,325,241</p>	

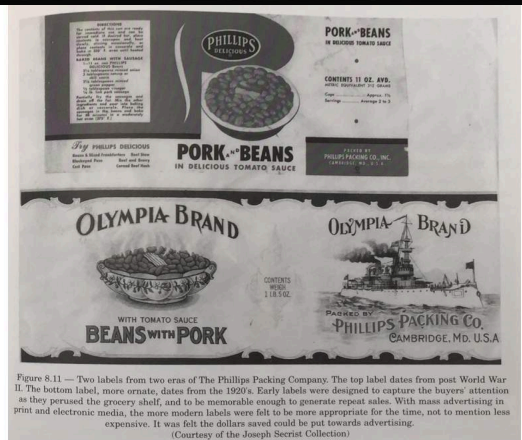


Figure 8.11 — Two labels from two eras of The Phillips Packing Company. The top label dates from post World War II. The bottom label, more ornate, dates from the 1920's. Early labels were designed to capture the buyers' attention as they perused the grocery shelf, and to be memorable enough to generate repeat sales. With mass advertising in print and electronic media, the more modern labels were felt to be more appropriate for the time, not to mention less expensive. It was felt the dollars saved could be put towards advertising.
(Courtesy of the Joseph Seibert Collection)

SENSE OF PLACE AND QUALITY

Plant F of the Phillips Packing Company is located in a small industrial area east of downtown Cambridge, Maryland. The original portion of the building was constructed circa 1920 by Milbourne Bramble for the Cambridge Furniture Company. The building is trapezoidal in shape with a non-historic addition on the north facade. The building is two stories in height with several one-story additions on the north end. The brick building has punched openings and steel awning windows and no particular architectural ornamentation. Two tall, round brick chimneys are located at the south end of the building.

The Phillips Packing Company – Plant F building is significant due to its association with events that shaped the history of Cambridge, MD and its status as the last remaining structure of the Phillips canning empire. It is emblematic of an era when large-scale industrial facilities had a direct relationship with small-scale agricultural products and when rail and sea transport linked farms, factories and consumers. During the 20th century the Phillips Packing Company grew to be the largest producer of canned tomatoes in the world and Factory F was the main tomato facility. The company employed more than 2,500 people in Cambridge and helped to sustain the regional economy for the first half of the 20th century. The Phillips Packing Company Plant F is associated with events that have made a significant contribution to the broad pattern of the industrial and social histories at both the national and regional levels. It was the background for a biracial strike at the Phillips Company, thought to have planted the seeds for infamous race riots in Cambridge in the 1960s. The Phillips Packing Company was sold in the mid 1960s and the majority of their buildings in Cambridge were demolished. Plant F was spared from demolition and embodies the distinctive characteristics of early 20th century factory architecture and represents the era of the Phillips Packing Company empire.

The overarching design intent for the building celebrates historic industrial legacy through the exposure of authentic materials. The rustic warmth of brick, terracotta, and wood plays through the building and is emphasized by simple, slick, white modern insertions. The restoration of the many exterior windows, coupled with interior glazing that allows deep penetration of daylight, ensures the connection of all occupants to nature. Over 75% of all spaces within the building have been provided with quality exterior views. Found materials are celebrated throughout the project, and existing historical materials have been showcased throughout.



SUSTAINABILITY

This project celebrates the historical legacy of the industrial building by retaining the original 1920s-era building. Reusing the masonry, steel, and wood structure saved more than 3,000 tons of embodied carbon. At the same time, the restoration of 95% of the historic windows ensures that natural light penetrates deep into the interior spaces of the building.

The project achieved LEED Gold in the Fall of 2022 by reusing the structure, providing high-efficiency rooftop units, complete with UV light treatment that purifies the air as it is recycled and conditioned and ensures any airborne pathogens are eliminated. Large ceiling fans throughout the two-story volumes, insulated roofs, thermally improved replica windows as well as carefully restored existing steel sash windows, and day-lighting strategies all contribute to the sustainable strategies that reduced the EUI of the building by more than 20%.

A robust storm water solution was employed to treat in excess of 100% of the design storm. The parking lot is created from pervious pavers and underground cisterns and all roof water is piped into a series of bio-retention facilities through over-sized perforated pipes that, in themselves, act as cisterns. This strategy ensures that all runoff is prevented or significantly delayed from entering the nearby Chesapeake Bay



VISIONARY AND EMULATION

Located in an economically challenged area on Maryland's Eastern Shore, this project embodies the resilient nature of the community. It creates a place for the ongoing economic rebirth in this post-industrial eastern Shore Town. While this project began as a speculative commercial development, local communities were engaged to understand needs and interests, and the anchor tenants were selected as shared economy programs for kitchen and office uses that strive to lower the barriers to entry for entrepreneurship. By providing small scale, membership model commercial spaces, entrepreneurs and artisan have an opportunity to scale start up business within the footprint of the building. The co-working spaces are supplemented by traditional office suites, occupied by the Maryland Department of Housing and Community development as well as a 10,000 sq.ft. light-industrial oyster processing facility with it's locally farmed product being served out of a centralized raw bar.

Not only was the industrial building repositioned to embrace the 21st-century workplace model, but the adjacent historic rail line was cleared and converted into a walking and bike path to provide connectivity to the adjacent neighborhoods. Interior and exterior common spaces ensure visitors of all persuasions have a place of rest and creative interaction in a building that has stood in derelict conditions for decades.



A NEED

As a true adaptive reuse, the current version of the building establishes success for its next chapter in history as a 21st century workplace centered around the local industries of agriculture and aquaculture. The vibrant early 20th century factory has been re0invented to provide jobs, celebrate start up business, and provide a community gathering space for a town ravaged by the impact of the closure of this very building and its parent company.

Creating connected exterior spaces, interior social spaces and a gradient of workplace environments, the future of this building will aid in the economic mobility, cultural vibrancy and longevity of it's community.

While forward thinking in its program, the project is rooted in place. The faithful restoration of the historic building, complimented by the creative re-purposing of found objects and material compliment the minimalist and modern touches of new construction in a manner that celebrates and learns from past history while looking forward to a bright future.



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