PROGRAMMING RECOMMENDATIONS + MASSING CONCEPTS

Phases 3a-3c & 4a

Center for Excellence in Manufacturing (CEM)

March 05, 2018
From Last Time…
Programming Overview
Site Planning & Massing Concepts
This is an extraordinary project that requires an extraordinary approach. This proposal does not describe an ordinary real estate feasibility study; rather, it outlines a roadmap for an economic ecosystem.
EARLY STAGE DEVELOPMENT CONTINUUM

1. GENESIS
   - Entity Formation
     - Market Assessment
     - Business Model Creation
     - Executive Team Recruiting
     - Protect & Assign IP

2. ACCELERATION
   - Craft the Business Model
     - Customer Discovery
     - Foundational Knowledge
     - Investment
     - (Grants, Friends & Family, Angels)
     - Beachhead Engagement

3. INCUBATION
   - Prove the Business Model
     - Financial Projections / Planning
     - Team Development
     - Technology Validation
     - Pilot Demonstration
     - Professional Investor Engagement
     - Repeatable Sales Engagement

4. GROWTH
   - Optimize the Operation
     - Business Process Scaling
     - Operational Efficiency
     - Systems & Team Expansion
     - Access to Working Capital
     - Supply Chain Efficiency
     - Revenue Growth & Partners

5. EXPANSION
   - New Market Expansion
     - Adjacent Products
     - New Target Market Segments
     - Geographic Expansion
     - Channels Development
     - Multiple P&L Business Units
USE CASE OPTIONS

note: working titles for discussion only

1. Center for Excellence in Manufacturing (CEM): Recognized world class center for all aspects of the future of manufacturing

2. Continuing Education/Workforce Development Center (Edu): Recognized as the global center for the development of manufacturing talent

3. Advanced Technology Business Center (BusCtr): Regional architectural icon attracting a cluster of world class service providers
CEM GOALS

- Attract companies
- Support companies
- Accelerate & manage growth
- Attract advisors
- Provide a robust workforce
- Create market signals & drive adoption
- Provide access to capital
- Secure funding for the CEM
- Drive community involvement & support
COMPREHENSIVE SUPPORT FOR GROWTH STAGE MANUFACTURING COMPANIES

- Space & logistics requirements
- Access to expertise
- Access to shared resources
- Investment & capital access programs
- Market facilitation
- Discovery & community engagement
<table>
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<th>Attract Companies</th>
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<th>Accelerate &amp; Manage Growth</th>
<th>Attract Advisors</th>
<th>Workforce Development</th>
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<th>Provide Access to Capital</th>
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DISCOVERY & COMMUNITY ENGAGEMENT

- Tech showcases
- Speaker series
- Thought leadership / industry events
- Immersive experience showcase
- Impact reporting
- Community open houses
ACCESS TO EXPERTISE

• Manufacturing specific
  • DfM, Lean Mfg, Outsourcing, MRP/ERP, Regulatory

• Enterprise scale
  • Supply Chain, Cybersecurity, Sales & Channels, Perf Management

• Maturing business
  • Perf Mgmt, Org Design, Staffing, Employment, Accounting, Cashflow Management

• Investment sourcing & prep
ACCESS TO SHARED RESOURCES

• Contract services
  • Accounting, HR, IT, Legal, PR, Sales, etc

• Design & manufacturing
  • Web Development, Industrial Design, Regulatory Testing, Contract Manufacturing

• Equipment
  • Prototyping, Mfg Lines, etc

• Space
  • Warehousing, Assembly, Storage
PHYSICAL SPACE & LOGISTICS

- Flexible office space
- Convening areas
- Shared prototyping
- R&D / manufacturing / assembly
- Warehousing & storage
- Shipping & receiving
INVESTMENT & CAPITAL ACCESS PROGRAMS

- Venture Capital
  - Support, intros & engagement on Series A and beyond

- Working Capital
  - Venture Debt, Factoring, Creditworthiness & higher risk debt programs

- Export / Import
  - Loans & Loan Guarantee programs
  - Currency Hedging
MARKET FACILITATION

- Test & demonstration programs
- Demand creation partnerships
- MUSH deployment programs
- Community deployment grants
- Policy engagement
STAFFING IMPLICATIONS

• Kickoff
  • Director
  • EIR
  • Development Director
  • Marketing / Events Management

• At Scale
  • Sector Leads
  • Community Managers
  • Grants Management & Support
  • Investor Relations
  • Back Office
RECOMMENDATIONS

- Pre-commitment efforts
  - Halo marketing campaign strategy & execution
  - Strategic partner alignment

- Pre-building efforts
  - Temporary space
  - Community & awareness elements
  - Recruit companies & advisors
CENTER FOR EXCELLENCE IN MANUFACTURING

Recognized world class center for all aspects of the future of manufacturing

5 March 2018
CENTER FOR EXCELLENCE IN MANUFACTURING

Mission

Provides learning, advisory services, thought leadership, events, ecosystem activation around advanced, smart, intelligent manufacturing

Users

RESIDENT USERS: Supply Chain Service Providers (services to help companies scale), Business Service Providers (marketing, sales, bus dev, legal, regulatory, tax, finance, etc.), International Entities (city states, global wealth funds, academic, global, corporate investment departments), Expo Users/Gallery Display Providers, Early Stage, Trade Schools

CENTER USERS: Existing MFG’ers in Fremont Area, Academic Institutions (Professors, Students, Leadership), Business Associations, Thought Leadership Attendees (Prospective Employees, Policy Makers, Visionaries), Government Policy Staff, Corporate Employees (Strategic Planning, R&D, Engineering Execs, MFG Management)
CENTER FOR EXCELLENCE IN MANUFACTURING (CONT.)

• Make Fremont & the WSID the center of gravity for smart manufacturing by convening best practices, leading practitioners, resources, funding sources and market facilitation programs

• Emphasis on manufacturing oriented cleantech & medical devices companies

• Target is growth oriented companies hitting their “scale-up” stride & connecting them to resources to help them succeed and grow.
CENTER FOR EXCELLENCE IN MANUFACTURING (CONT.)

PROGRAMMING BUILT AROUND SIX KEY AREAS:

- Knowledge Training and Advisory Engagement
- Shared Services & Affiliate Engagement
- Market Facilitation
- Access to Capital: Venture, Debt, Loan Guarantees, etc
- Workforce Development
- Community Involvement
### CENTER FOR EXCELLENCE IN MANUFACTURING (CONT.)

<table>
<thead>
<tr>
<th>ADVANCED</th>
<th>SMART</th>
<th>INTELLIGENT</th>
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<tbody>
<tr>
<td>• The insertion of new technology, improved processes, and management methods to improve the manufacturing of products.</td>
<td>• The ability to solve existing and future problems via an open infrastructure that allows solutions to be implemented at the speed of business while creating advantaged value.</td>
<td>• The use of production process technology that can automatically adapt to changing environments and varying process requirements, with the capability of manufacturing various products with minimal supervision and assistance from operators.</td>
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</table>
CENTER FOR EXCELLENCE IN MANUFACTURING (CONT.)

- Greater emphasis on convening space of all kinds
- Requires dedicated office space
- Requires flexible office space
- Limited co-working
- Prototyping and Flex Manufacturing (small scale) located outside the building. Do not want to compete with contract manufacturers
- Demonstration and Expo space required
masterplan + zoning

ZONING LEGEND

- URBAN RESIDENTIAL
- URBAN MIXED USE
- SUBAREA 4A OF WSI DISTRICT
- SCHOOL
- INDUSTRIAL
- URBAN CORRIDOR
massing + zoning

NOTE: PREVIOUS MASSING FROM 1/29/18 MEETING
LEVEL 6 TO 17
MIXED USE - 210,000 SF
MAKER SPACE, RESEARCH CENTER,
OFFICE, CONVENTION.

LEVEL 3 to 5
PARKING - 57,000 SF
117 PARKING SPACES

LEVEL 1 & 2
COMMON SPACE - 34,000 SF
CONVENING SPACE, OPEN TO THE PLAZA.

BASEMENT 1 TO 4
PARKING - 90,000 SF
180 PARKING SPACES

PARKING PROVIDED
TOTAL 295 SPACES
~38 SPACES/LEVEL

NOTE: PREVIOUS MASSING FROM 1/29/18 MEETING
3D context model
PROGRAMMING + MASSING
INNOVATION HALL
With high ceilings and a dynamic 2 story atrium, the Innovation Hall is the centerpiece of the CEM and a showcase for the latest innovation in Manufacturing.

PROGRAM
Dynamic Lobby
Double-high Exhibition Gallery ringed by glass-enclosed Demonstration Galleries
Atrium with amphitheater seating for 200-300 people
Holodeck (Multimedia VR/AR room)
Prototyping Facility and Labs
Cafe & Limited Retail

CONSTRUCTION CRITERIA
2 story glass-enclosed space
Atrium with Mezzanine
Connected to Plaza with motorized sliding glass walls or roll-up doors and deployable mechanical awning structure
16’-20’ tall floor to floor
Reinforced concrete floors for heavy equipment

CEM STAFF • SUPPORT SERVICES
Dedicated to staff to program CEM events and support services for members, this floor has a mixture of spaces for different types of focused and collaborative work.

PROGRAM
Mixture of Offices and open working areas
Shared Conference rooms
Co-working areas
Phone rooms
Kitchen and lounge areas

CONSTRUCTION CRITERIA
Built to Class A office standards
12’-14’ floor to floor

CREATIVE OFFICE
Flexible Creative Office for tenants with varying space requirements with capabilities for connecting floors. Mix of public areas for the sharing of ideas and collaboration.

PROGRAM
Mixture of Offices and open working areas
Shared Conference rooms
Co-working areas
Phone rooms
Kitchen and lounge areas

CONSTRUCTION CRITERIA
Built to Class A office standards
14’ floor to floor

EVENT SPACE
At the top of the building a large Event Space for up to 300 people connects to a roof top deck for events.

PROGRAM
Bright double-high space with roll-up doors/connection to outdoor rooftop deck
Catering / Warming Kitchen
Multimedia capabilities

CONSTRUCTION CRITERIA
2 story glass-enclosed space
16’-20’ floor to floor with double-height area

ADAPTABLE MANUFACTURING
With generous clear heights and robust construction, these floors are meant for small-scale advanced manufacturing.

PROGRAM
Open floor for advanced manufacturing
Adjacent administrative offices

CONSTRUCTION CRITERIA
20’ floor to floor
Power and mechanical as required for advanced manufacturing
Daylighting through skylights/lightwells and light shelves
Reinforced concrete floors for heavy equipment
Roll-up door access to outdoor areas
Ample Freight elevator with large loading zone at ground level

EDUCATION MULTIPLEX
The Education Multiplex is a 3 story center with the latest in multimedia classrooms and training facilities. The classrooms are grouped around a large interactive space.

PROGRAM
Central atrium interactive space
Multimedia classrooms
Training facilities
Conference rooms
Group work areas
Study areas
Lounge / Salon

CONSTRUCTION CRITERIA
20’ floor to floor
Power and mechanical as required for advanced manufacturing
Daylighting through skylights/lightwells and light shelves
Reinforced concrete floors for heavy equipment
**INNOVATION HALL**

With high ceilings and a dynamic 2 story atrium, the Innovation Hall is the centerpiece of the CEM and a showcase for the latest innovation in Manufacturing.

**PROGRAM**

- Dynamic Lobby
- Double-high Exhibition Gallery ringed by glass-enclosed Demonstration Galleries
- Atrium with amphitheater seating for 200-300 people
- Holodeck (Multimedia VR/AR room)
- Prototyping Facility and Labs
- Cafe & Limited Retail

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**CREATIVE OFFICE**

Flexible Creative Office for tenants with varying space requirements with capabilities for connecting floors. Mix of public areas for the sharing of ideas and collaboration.

**PROGRAM**

- Mixture of Offices and open working areas
- Shared Conference rooms
- Co-working areas
- Phone rooms
- Kitchen and lounge areas
- Outdoor balconies/decks
- Collaboration zones

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**CEM STAFF + SUPPORT SERVICES**

Dedicated to staff to program CEM events and support services for members, this floor has a mixture of spaces for different types of focused and collaborative work.

**PROGRAM**

- Mixture of Offices and open working areas
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- Phone rooms
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**EVENT SPACE**

At the top of the building a large Event Space for up to 300 people connects to a roof top deck for events.

**PROGRAM**

- Bright double-high space with roll-up doors/connection to outdoor rooftop deck
- Catering / Warming Kitchen
- Multimedia capabilities
ADAPTABLE MANUFACTURING

With generous clear heights and robust construction, these floors are meant for small-scale advanced manufacturing.

PROGRAM

- Open floor for advanced manufacturing
- Adjacent administrative offices

M, + L

EDUCATION MULTIPLEX

The Education Multiplex is a 3 story center with the latest in multimedia classrooms and training facilities. The classrooms are grouped around a large interactive space.

PROGRAM

- Central atrium interactive space
- Multimedia classrooms
- Training facilities
- Conference rooms
- Group work areas
- Study areas
- Lounge / Salon

L

Program Summary
TYPE I-A
• 15 Stories, 240’ tall
• 203,000sf comprised of a 4 story podium at 19,000sf floor plates plus 11 stories at 12,000sf.
• Additional 72,300sf of parking on 3 levels below grade.
• 10’ cantilever into the park above LVL 2
• LEED Gold target

TYPE II-A or TYPE IV-HT
• 5 stories, 85’ tall
• 75,000sf comprised of 5 x 16,000sf floor plates
• Additional 24,100sf of parking on 1 level below grade.
• 10’ cantilever into the park above LVL 2
• LEED Gold target
• No Loading Dock

TYPE I-B
• 10 Stories, 172’ tall
• 124,000sf comprised of 4 story podium at 16,000sf plus 6 stories at 10,000sf.
• Additional 48,200sf of parking on 2 levels below grade.
• 10’ cantilever into the park above LVL 2
• LEED Gold target

TYPE I-A
• 15 Stories, 240’ tall
• 203,000sf comprised of a 4 story podium at 19,000sf floor plates plus 11 stories at 12,000sf.
• Additional 72,300sf of parking on 3 levels below grade.
• 10’ cantilever into the park above LVL 2
• LEED Gold target
massing diagram with site context
PROS
At under 85’ tall, this scheme is exempt from High-Rise construction requirements
Lowest initial capital investment

CONS
The scale of the Small scheme does not stand out in Warm Springs Innovation District, let alone regionally or globally, making it harder to achieve the goal of becoming a center of gravity for manufacturing in Fremont and beyond.

The CEM needs to be entirely financially self-sustaining as the building lacks other sources of revenue.

Without the ability to house additional supportive services or target growth companies, this scheme can not take advantage of natural synergies from collocation - a deficit that programming will have to work much harder to make up for.

The small scheme doesn’t take advantage of stellar views.
**PROS**

At under 124,000 sf, this scheme exempt from providing an additional Fire Access Road

At this scale, the building stands out from the surrounding buildings and is better equipped to achieve the goal of becoming a center of gravity for manufacturing in Fremont and beyond.

Contains most of the program elements necessary to support a robust Center for Excellence in Manufacturing.

Has multiple roof decks and a variety of common spaces.

Collocation of supportive services, growth companies, and CEM provides organic synergies to programming and company growth.

**CONS**

Lacks program elements dedicated to workforce development / education.

Though it has space for growth companies on site, there is limited space for these companies to adapt and change in size and space requirements.

Pros and Cons

\[ \text{PROS} \]

At under 124,000 sf, this scheme exempt from providing an additional Fire Access Road.

At this scale, the building stands out from the surrounding buildings and is better equipped to achieve the goal of becoming a center of gravity for manufacturing in Fremont and beyond.

Contains most of the program elements necessary to support a robust Center for Excellence in Manufacturing.

Has multiple roof decks and a variety of common spaces.

Collocation of supportive services, growth companies, and CEM provides organic synergies to programming and company growth.

\[ \text{CONS} \]

Lacks program elements dedicated to workforce development / education.

Though it has space for growth companies on site, there is limited space for these companies to adapt and change in size and space requirements.
**PROS**

Contains all desired program elements

Best views for revenue-generating Event Space

Scale will help establish CEM as an architectural landmark in Fremont, the region, and beyond, helping achieve the goal of becoming a global center of gravity for manufacturing.

Has multiple roof decks and a variety of common spaces.

Collocation of supportive services, growth companies, and CEM provides organic synergies to programming and company growth.

Scale and higher revenue-generation helps support more unique and inspiring architecture and program spaces.

**CONS**

Highest initial capital investment.

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**Site Parking Options**

**OPTION 1A**
- **Off-Site Parking**
  - + 1 Level Below Grade Parking
- Pros:
  - Off-Site Parking can be scaled to meet needs as they change over time
  - Frees up space for ground floor program
  - Works with a community shuttle
- Cons:
  - Off-Site Parking

**OPTION 1B**
- **Off-Site Parking**
  - + Parking Expanded Below Plaza
- Pros:
  - Efficient layout
  - Off-Site Parking can be scaled to meet needs as they change over time
  - Frees up space for ground floor program
- Cons:
  - Off-Site Parking

**OPTION 2**
- **Shared Parking Structure**
  - + 1 Level Below Grade Parking
- Pros:
  - Shared parking
  - Efficient layout
  - Frees up space for ground floor program
- Cons:
  - Needs temporary solution until north site is developed

**OPTION 3**
- **Onsite Parking**
- Pros:
  - Onsite Parking
- Cons:
  - Inefficient layout (site not wide enough)
  - Below grade parking is very costly
  - Prime space used for parking

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**Note:** Previous massing from 1/29/18 meeting

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**Site Analysis | Site Planning and Massing**

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Site loading options

**OPTION 1**
BASEMENT PARKING,
NO TRUCK LOADING DOCK,

**OPTION 2**
BASEMENT PARKING,
1 TRUCK LOADING DOCK,
As autonomous vehicles reduce the need for parking, floors transformed to adaptable manufacturing. Car lifts kept as large scale freight elevators.

2 floors initially built out as parking with two car lifts.
CEM event scenarios

**EVENT SCHEME 1**
- Tech Showcases
- Speaker Series
- Thought Leadership
- Demonstrations
- Immersive Experience Showcase
- Impact Reporting

**EVENT SCHEME 2**
- Small Conference
- Industry Events
- Community Open Houses
- Movie Nights
- Small Concerts

**EVENT SCHEME 3**
- Street Festivals
- Tech & Mobility Conferences
- Farmer’s Markets
- Community Holidays/Parades
This is an extraordinary project that requires an extraordinary approach. This proposal does not describe an ordinary real estate feasibility study; rather, it outlines a roadmap for an economic ecosystem.