



# Soho House Nashville



500 Houston Street  
Nashville, TN 37203

## Client

AJ Capital Partners

## Contractor

Bell & Associates Construction

## Architect

Hartshorne Plunkard Architecture  
Dryden Architecture and Design

## Other Major Consultants/Vendors

Structural Engineer: EMC Structural Engineers, P.C.

## Start Date

June 2020

## Completion Date

February 2022

## Actual Final Project Cost

Confidential

## Project Challenges

Historical preservation of multiple buildings  
Supporting a remote, out-of-state client  
Insufficient foundation

## Cumming's Role

Cumming served in a development manager capacity providing project management services.

## Project Overview

Cumming served as the development manager for AJ Capital Partners and provided project management services for the 97,000 -sq.-ft. development located in the art hub of Wedgeood Houston in Nashville, TN. The project included rehabilitation and conversion of two historic structures that were formerly a sock factory into a hotel and private members club. The members-only property features 47 bedrooms, a house kitchen, performance space, fitness club, swimming pool, yoga terrace, and a state-of-the-art screening room. Our team worked closely with all consultants and vendors throughout the covid pandemic to ensure all team members were working safely to deliver a successful project for our client and the hotel brand.



*"Nashville has always been on our bucket list," said Soho House CEO Nick Jones in a recent Travel + Leisure article. "There's a real culture here of really decent, very creative people — and it's such an emerging, energetic city."*

## A History of Success

Cumming was chosen to provide project management services based on our successful completion of prior projects with AJ Capital Partners, starting in 2016 with the completion of the Thompson Hotel in Nashville, TN. The property was one of AJ Capital Partners' first projects in Nashville, and they sought a partner that, like them, had deep roots in hospitality, with local connections to general contractors, architects, engineers, and designers. Led by Joe Saatkamp, Cumming's executive vice president, the Thompson Hotel was the start of a long partnership with AJ Capital Partners. Following completion of the Thompson Hotel, Cumming came on as the trusted partner for both Graduate Nashville and Soho House Nashville.

## Unique Project Challenges

The hotel is located in what was once the May Hosiery Mill, a sock factory that dates back to the early 1900s. Preservation of the building's historical integrity was extremely important to AJ Capital Partners. "This was not a traditional ground-up project management assignment," said Heather Hill, Cumming's Nashville-based senior director who led the project for the entire 18-month duration. "It was an adaptive reuse," said Hill. Because of the building's age, there were no square corners, no perfect lines, and no foundation to support the overall structure. The columns were sitting on packed dirt. In addition, there was concern there wouldn't be enough head space in the kitchen due to

its location on the lower level. We couldn't build down, which created another challenge for the development. Our team worked with material and structural experts to salvage what beams we could by reinforcing them with additional support. We ultimately had to remove and replace the roof as well as replace several unsafe beams to create a sound and firm structure. "Collaboration with material and structural geotechnical experts and all the sub contractors was crucial to the project's success," said Hill. As experts in managing complex and challenging construction projects, the Cumming team was well-suited to help with all aspects of the historical preservation of this building.



## Overall Scope of Work

As the project management firm for the owner, Cumming managed activities related to construction and scheduling to ensure all timelines and expectations were met. In addition to providing vital information to the owner who was located in another state, our role included coordination between the general contractor, all consultants, and the hotel brand. We managed the scheduling and coordination of all meetings, maintained the agreed-upon design and

deliverable schedule, managed the permitting process, assisted in assembling a comprehensive budget for each phase of work, reviewed and prepared monthly requisitions for both hard and soft costs for the owner's approval and processing, and provided cash flow analysis and projections. Our team provided updates to ownership at least once a week. We were pleased to introduce this property to the Nashville market in Q1 2022.

# Project Outcome

The final result encompasses the building's rich history and the Music City's heritage. Bar lamps in the Sock Room feature rivets that were used in the original factory's machinery, headboards in the bedrooms pay homage to the original copper front doors, and the terrace floor in the pool area features a guitar-string pattern.

The project was successfully completed on schedule with a few minor adjustments due to labor and supply shortages caused by the global covid pandemic. "Construction was considered an essential business in Nashville and never ceased operations during the pandemic," said Hill. "When Soho House decided they needed to open for the travel season of 2022, we met their expectations." The hotel opened in February 2022.



At Cumming Group, we are passionate about helping our clients execute large-scale, complex projects on-time and within budget. Our project and cost-management services are specifically tailored to each client's needs and add meaningful value at every step of a project's development.

Drawing on deep expertise in the communities and sectors we serve, we anticipate and solve problems, deliver solutions, and drive results. Since opening our doors in 1996, Cumming has grown to 50+ offices globally, and is now home to more than 1,850 team members – including many of the brightest minds in the industry.

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