

FOUNDRY COMMUNITY MEETING REPORT

June 24th, 2014
Multicultural Arts Center

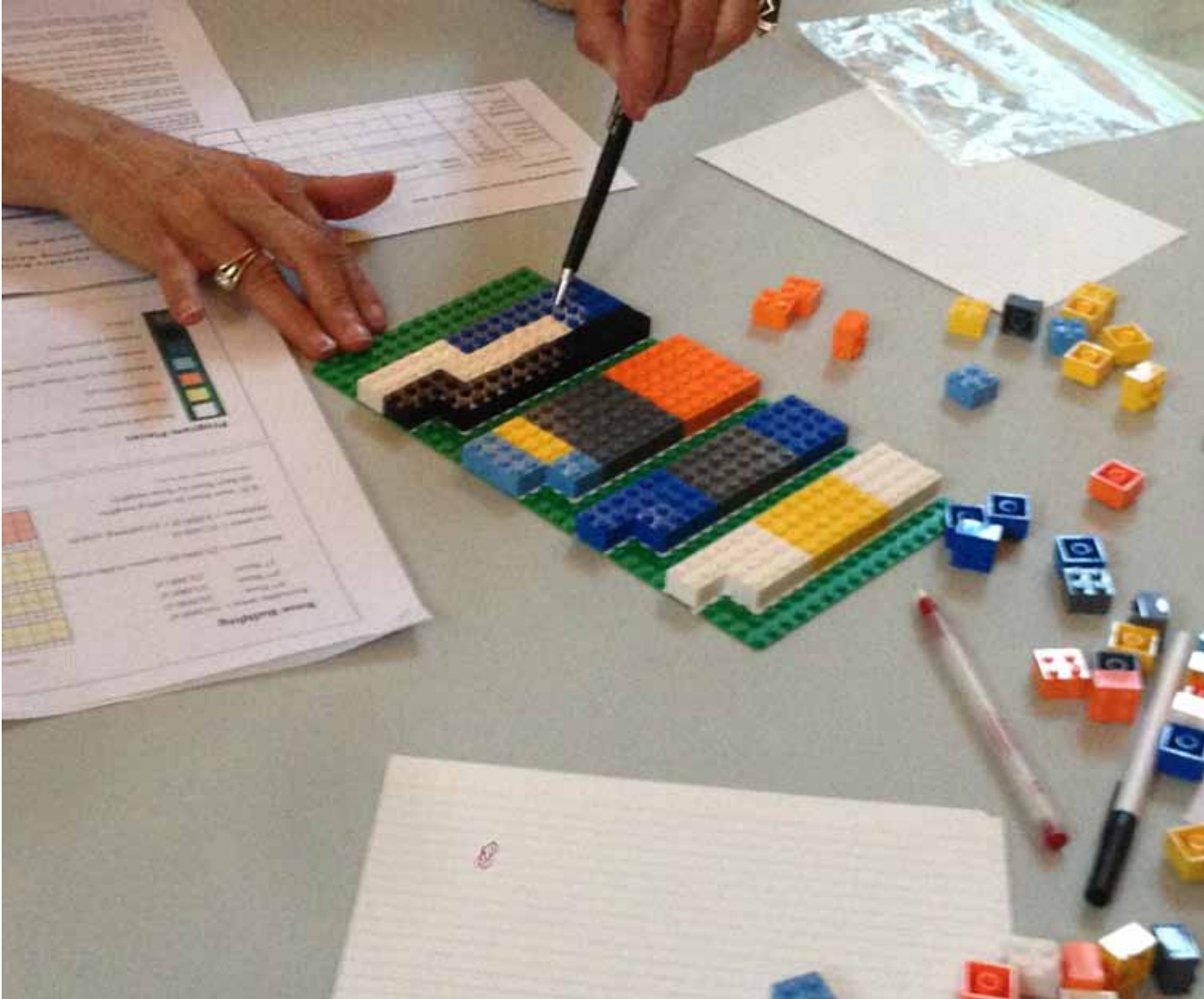


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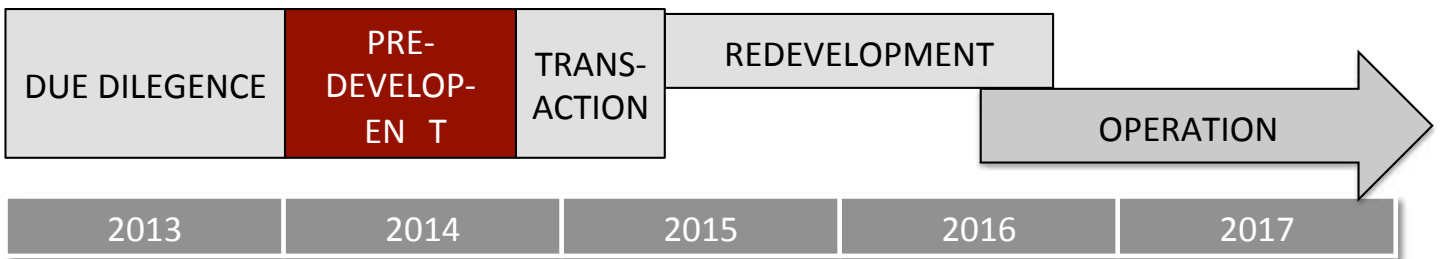
INTRODUCTION

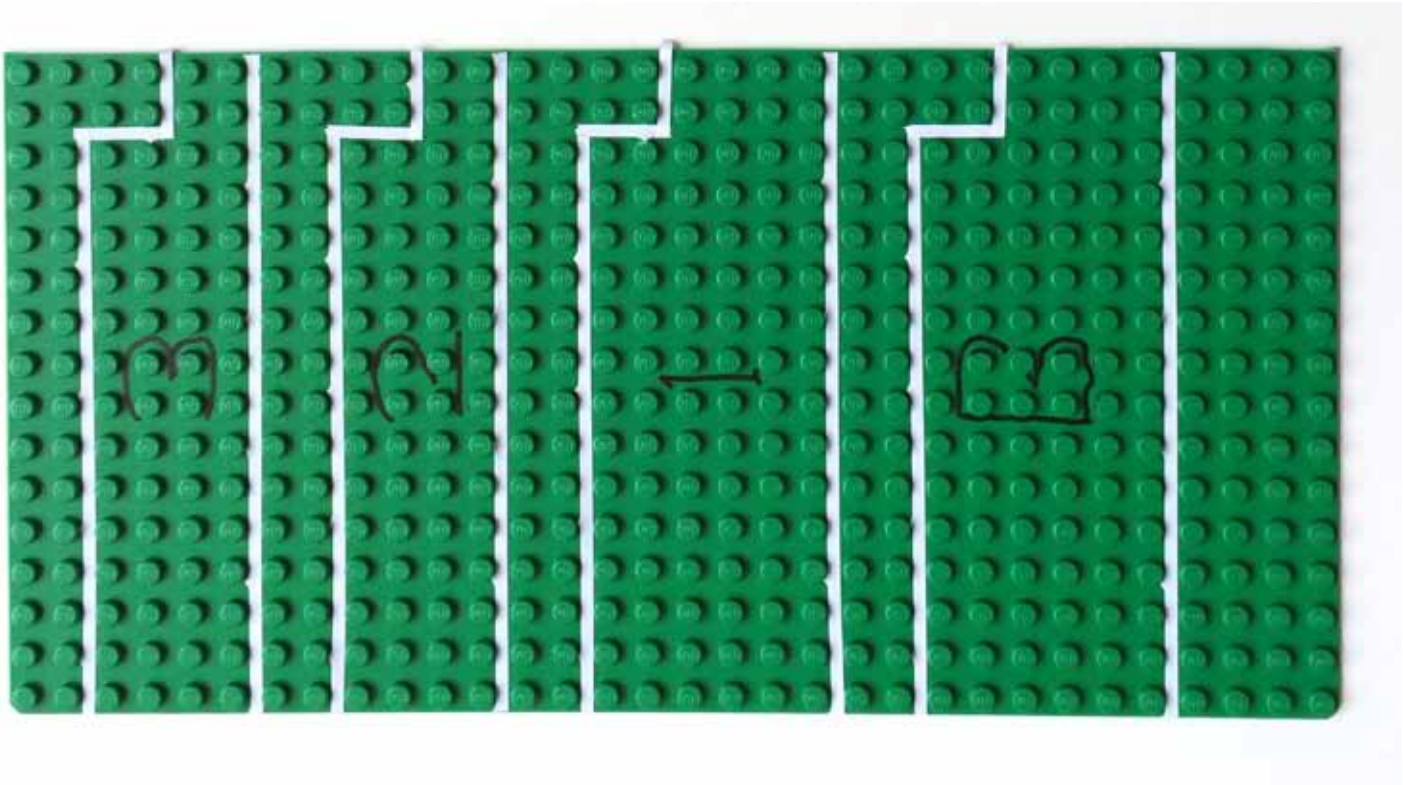
The City of Cambridge and the Cambridge Redevelopment Authority conducted a Foundry community workshop at the Multicultural Arts Center on June 24, 2014. The purpose of the meeting was to inform the community of the proposed development process, generate building goals based on program ideas, and consider options and trade-offs based on space constraints, program interaction, and financial implications.

The meeting began with a brief overview of the Foundry process to date, including the timeline for the development process, a summary of community input to date, information about the building facility, a summary of similar programs in Cambridge and beyond, and sample mission statements. Earlier input on program ideas was summarized, including ideas about arts, education, innovation, retail, and office uses, with a theme of STEAM (science, technology, engineering, arts, and math) related activities. An overview of development goals to date noted suggestions for ensuring community access, serving youth and underrepresented communities, creating a citywide resource, inspiring innovation, developing workforce, and achieving financial sustainability (see attached presentation).



The Foundry has been altered over the years. In the 1980s, siding and windows were installed above the wings, and three floors were inserted into the original open volume to create office space.





Base plate with 4 levels: basement, 1st, 2nd, and 3rd floor

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:








	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/ Café/Parking	Market Rate Office	Total
3rd floor	15					
2nd floor	15					
1st floor	23					
basement	23					
Total Area	76					
Financial Values		0	1	2	4	
Total Value						

Score card to calculate financial point value

The majority of the June 24 Foundry meeting consisted of a group activity involving Lego® model building to document the ideas and visions of the different teams. Over sixty community members participated in the workshop.

For each team, the Lego® model involved a base plate utilizing the rentable area in four floor levels with an approximate total square footage of 53,000, and program pieces consisting of seven color blocks each depicting a different use with approximate rentable area of 1,000 square feet. Each program piece was assigned a financial point value to inform the likely financial implications for each model created by the participants.

This document contains a summary of key workshop findings, documentation of the model building workshop ideas, and notes from the group discussion after the team exercise. These findings, along with previous input, will assist in advancing the development of the Foundry.

	Program	Approx. Rents	Financial Point Value
	Arts and Events	\$13 /SF	1
	Youth / Workforce	\$13/ SF	1
	Early Childhood	\$13 /SF	1
	Cafe / Retail	\$14-\$26 /SF	2
	Makerspaces / Incubators	\$14-\$26 /SF	2
	Parking	\$14-\$26 /SF	2
	Office	\$35-\$65 /SF	3

Source: City of Cambridge, Foundry Building Report, March 3, 2014

SUMMARY OF WORKSHOP FINDINGS

The participants in the June 24th Community Meeting worked in teams to generate 18 different Lego® models. These models required decisions about the mix of uses and priorities, and in this exercise, some identified broader development objectives. Several of the groups used the models as an abstract tool to express flexible space and shared use over time often by stacking uses on each other. Seven of the 18 used the scorecard to total the program and/or count financial points.

While many did not write a specific building mission, the concepts most frequently evoked included the following:

- Inclusive, diverse, welcoming, accessible
- Multi-age with programs for early childhood, youth, adults, and seniors
- Multi-purpose, flexible space that can be shared at different times and days

Unifying themes around the building program were as follows:

- Promote **creativity**
- Promote **education** at all ages and in multiple uses (arts, maker, office, retail, etc.)
- Focus on **arts that build community**, such as theater, dance, and music; with gathering spaces and community performance and especially youth activities. Several suggested a black box. There was concern around relationship to Multicultural Arts Center – could the two facilities be coordinated?
- Youth programs should be mixed in with makerspaces, arts, office, early childhood, and restaurants/culinary to **generate synergy**
- Restaurant uses are an opportunity to integrate **culinary** programs, food operators, and youth training
- Office uses are an opportunity to foster **youth interns**, entrepreneurs, and homework mentors





Other highlights include:

- **Arts:** All 18 proposals included arts, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor
- **Youth Programming:** All 18 proposals included youth programming, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor
- **Early Childhood:** All but two included early childhood programs, mostly ranging from 5,000 to 9,000 sf and mostly on the ground floor; access to the outdoor space was noted.
- **Office:** All but two included some amount of office space (7,000 to 20,000 gsf), most frequently located on the 3rd floor but a few indicated a location on the 1st or 2nd floors. Some limited the scope of office use to certain sections.
- **Makerspaces:** Very little descriptive detail was given for the makerspaces, other than to say they should focus on craft in wood and metal and include kitchen spaces; none of the projects were dominated by makerspace; two had none. A few placed makerspaces in the basement.
- **Parking:** Only two proposed using most of the basement for parking; most proposed using about 50% of the basement for parking; and one project proposed no parking.
- **Mixed and Overlapping:** Several illustrated mixed and overlapping programs in space and time

Some unique and interesting suggestions included:

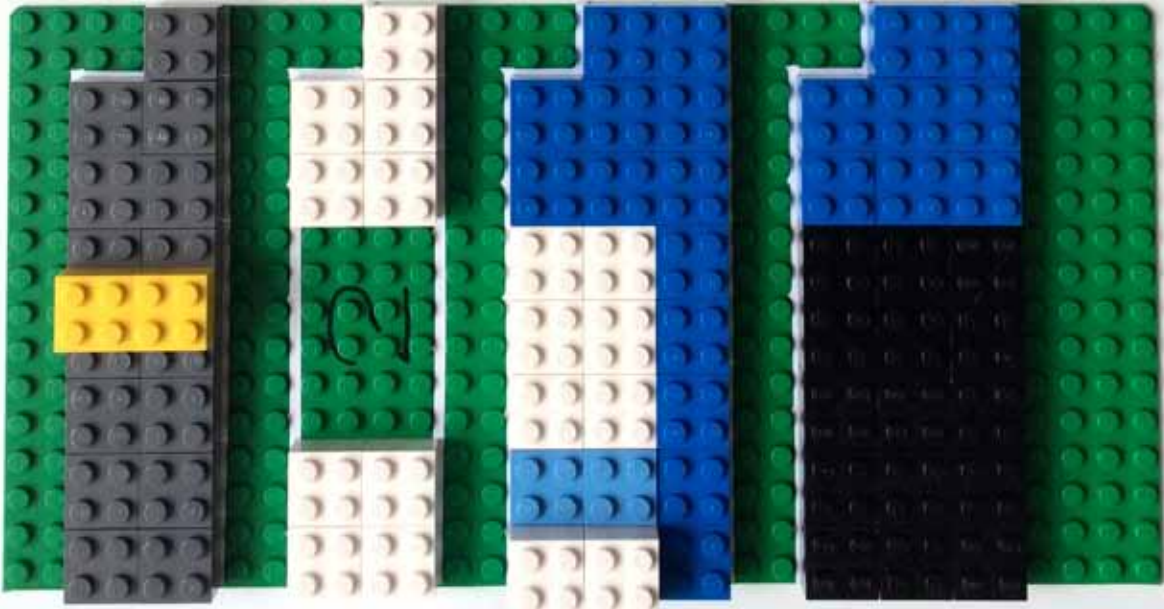
- **Financial:** Foundry should be revenue neutral/ financial sustainable; earmark new tax revenues from the courthouse to subsidize the foundry; create affordable space; childcare could be ½ subsidized and ½ market rate
- **Physical:** open up at least some of the space to double height even with trade-off of losing floor area; leave space in a raw, unfinished form for use by arts and others

A number of teams recommended precedents for further research and/or contact:

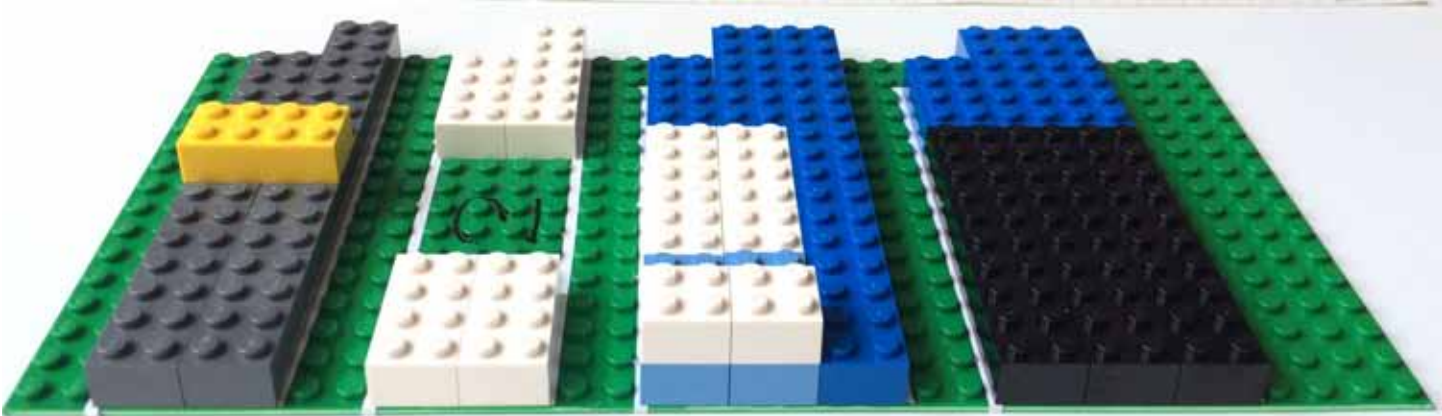
- Community AA Center – youth program in Central Square
- Fringe Union Square
- Artisans Asylum
- Somerville Armory
- Cropcircle Kitchen, Jamaica Plain
- Worklab, Central Square
- ACE Mentoring, Cambridge – architecture, construction and engineering program for high school students
- Say Si, San Antonio
- Artist for Humanity Epi Center
- New England Center for Arts and Technology
- Zumix
- San Francisco Exploratorium with makerspace and printing press



TABLE 1, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/ Café/Parking	Market Rate Office	Total
3rd floor	15				15	15
2nd floor	15	6	9			9
1st floor	23		6	17+4		23
basement	23		6	15+23		23
Total Area	76					70
Financial Values		0	1	2	4	
Total Value		0	23	44	60	127
			15	80	60	155

Score card

MISSION:

- Promote creativity
- Support makers, performances, music theater, dance, etc.
- Spaces for teaching, art office space
- High tech commercial with educational
- Internship training opportunities
- Flexible space

B - Pkg + makerspace

- 1 - Art / music studio on edge
200 seat, 2 floor performance space, including for dance
- A cafe / gallery / gathering / performance space @ 4,000 SF
- 2 - Art offices (+ empty space for perf. space and 2nd floor)
- 3 - High tech office w/ youth internship + mentoring + homework
- Collective government by artists
- Rule - Double stacked = double / mixed use

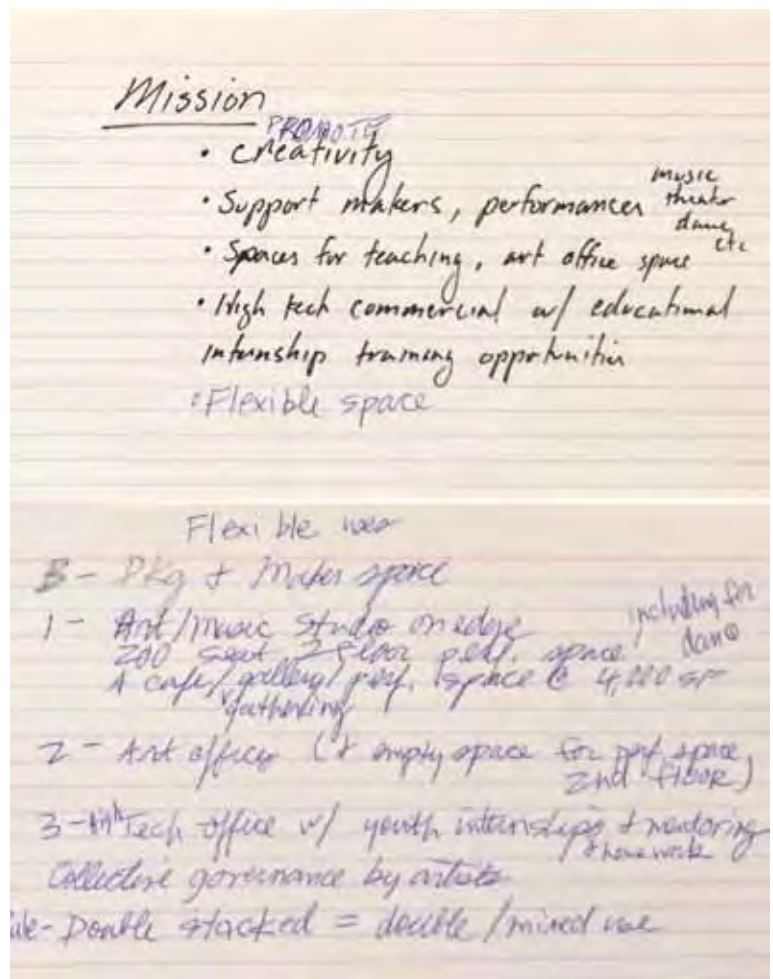
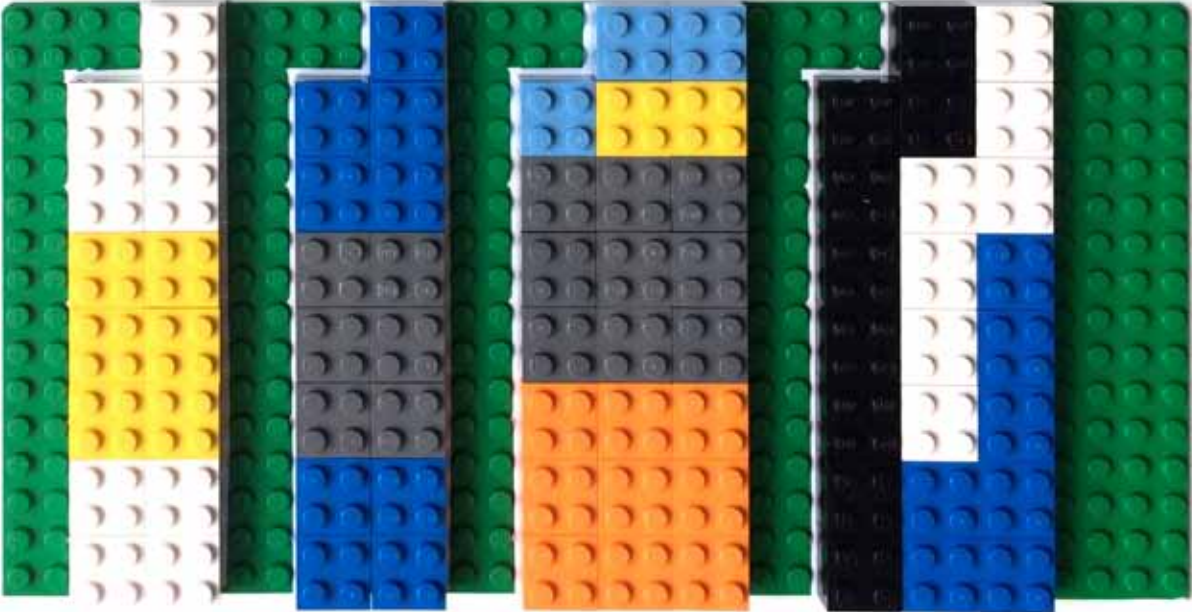
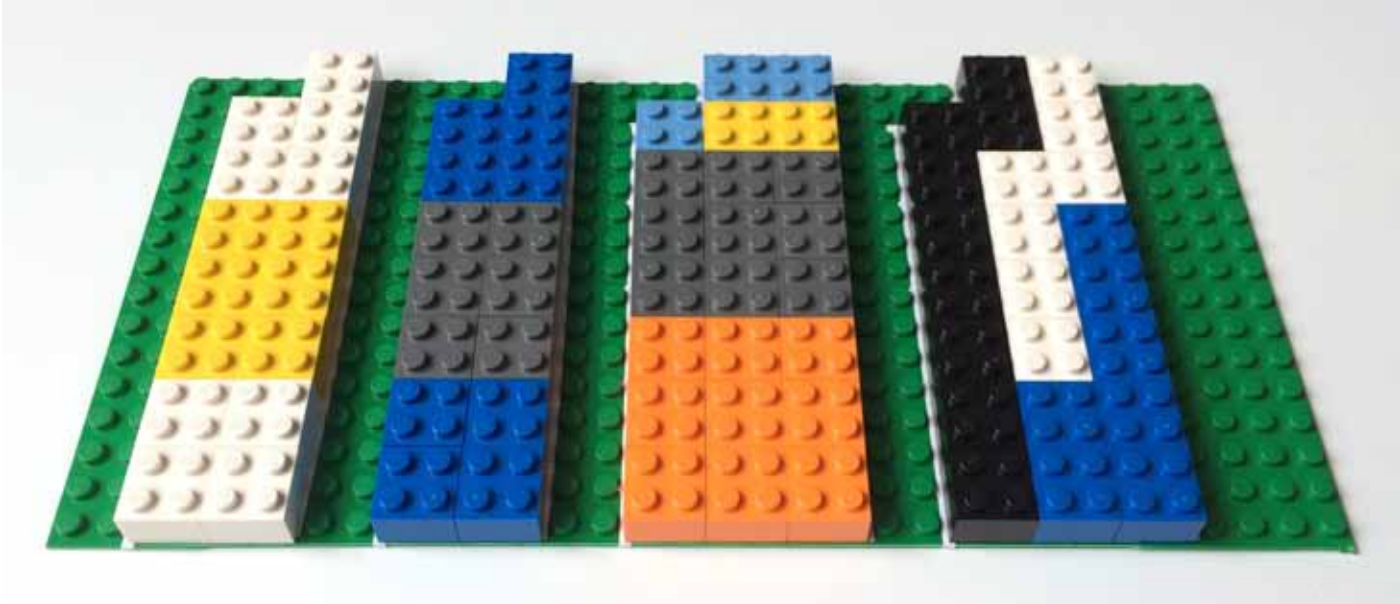


TABLE 2, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

16 Blue
3 Light
16 White
15 Gray
5 Green
2 Black

Scenario Name:

Youth workshop

	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/Café/Parking	Market Rate Office	Total
3rd floor	15		50%			104%
2nd floor	15			50%	50%	100%
1st floor	23		33%	20%	33%	100%
basement	23		33%	33%		100%
Total Area	76					
Financial Values		0	1	2	4	
Total Value						

Actual 10
4 1/2
Youth

Score card

SENIORS NEED TO BE INCLUDED IN ANY PLAN.

I SEE THERE IS NO INCLUSION

ARE THE PRIVATE TENANTS RENTAL INCOME TAXED BY CITY, STATE ETC?

BIKE RACKS?

YOUTH & ELDERLY ON TOP FLOOR

3rd floor incubator space & office to be income generating

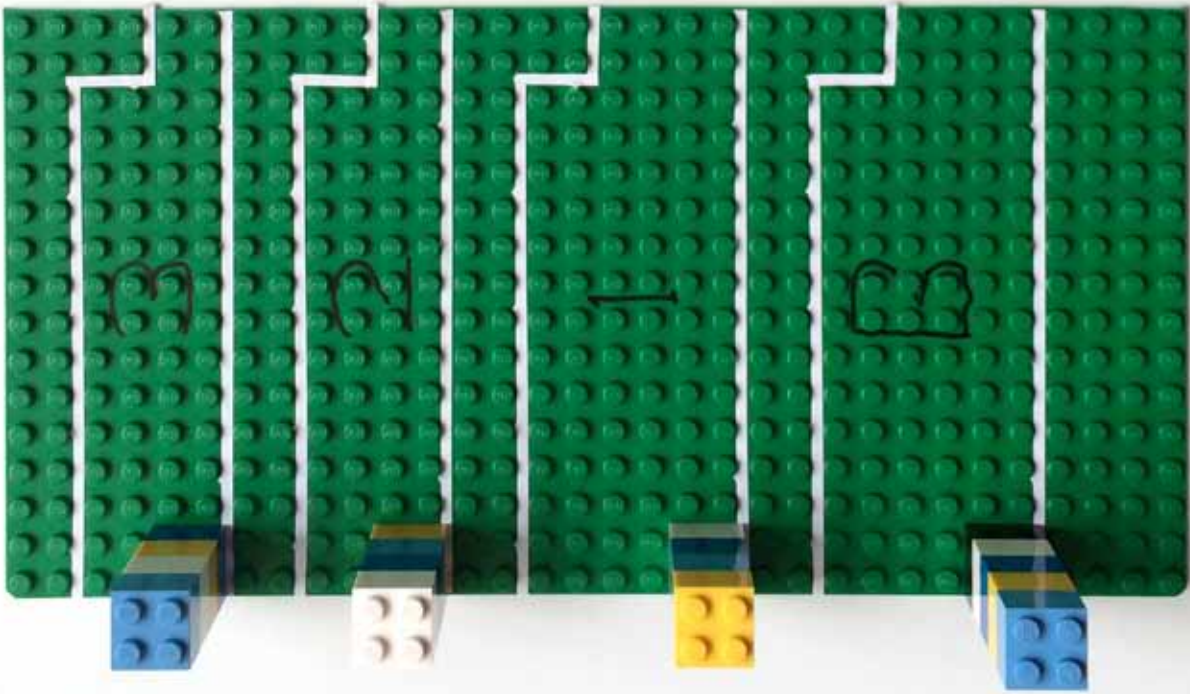
2nd floor office & incubator

1st floor - childcare, offices, retail youth w/

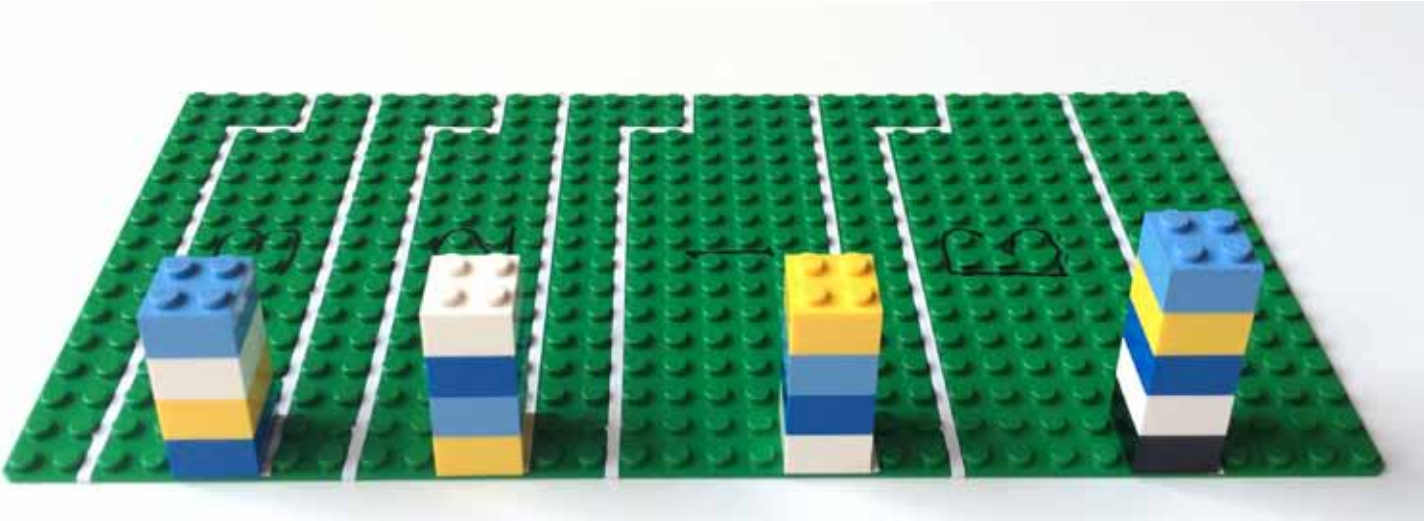
Basement floor parking -> etc.

- Seniors need to be included in any plan.
- I see there is no inclusion.
- Are the private tenants rental income taxed by city, state etc?
- Bike racks?
- Youth & elderly on top floor.
- 3rd floor incubator space & office to be income generating
- 2nd floor office & incubator
- 1st floor childcare, offices, retail with youth.
- Basement - floor parking, etc.

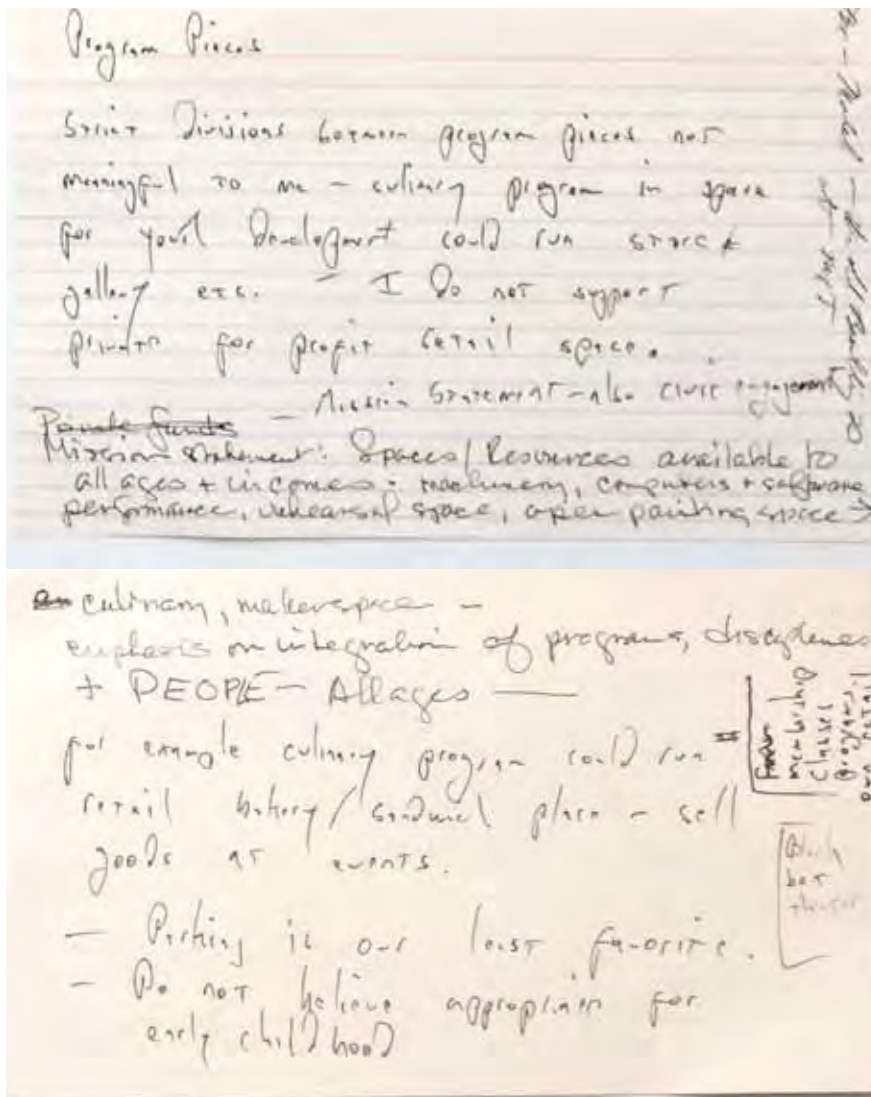
TABLE 2, GROUP B



Plan View



Perspective View



Program pieces

Strict divisions between program pieces not meaningful to me - culinary program is sparse
For youth development could run store, gallery etc.

I do not support private for profit retail space.

Mission statement - also civic engagement.

Mission Statement: spaces / resources available to all ages + incomes - machinery, computers + software, performance, rehearsal space, open painting space.

Culinary, makerspace - emphasis on integration of programs, disciplines + people, all ages

For example culinary program could run retail, bakery / sandwich place - sell goods at events.

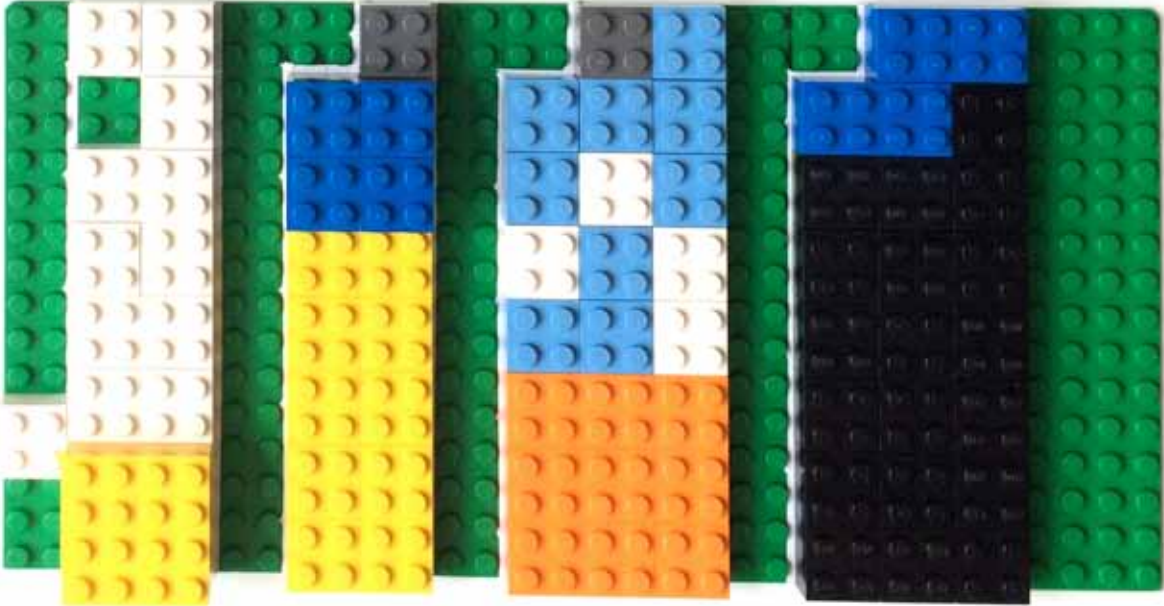
Parking is our least favorite.

Do not believe appropriate for early childhood.

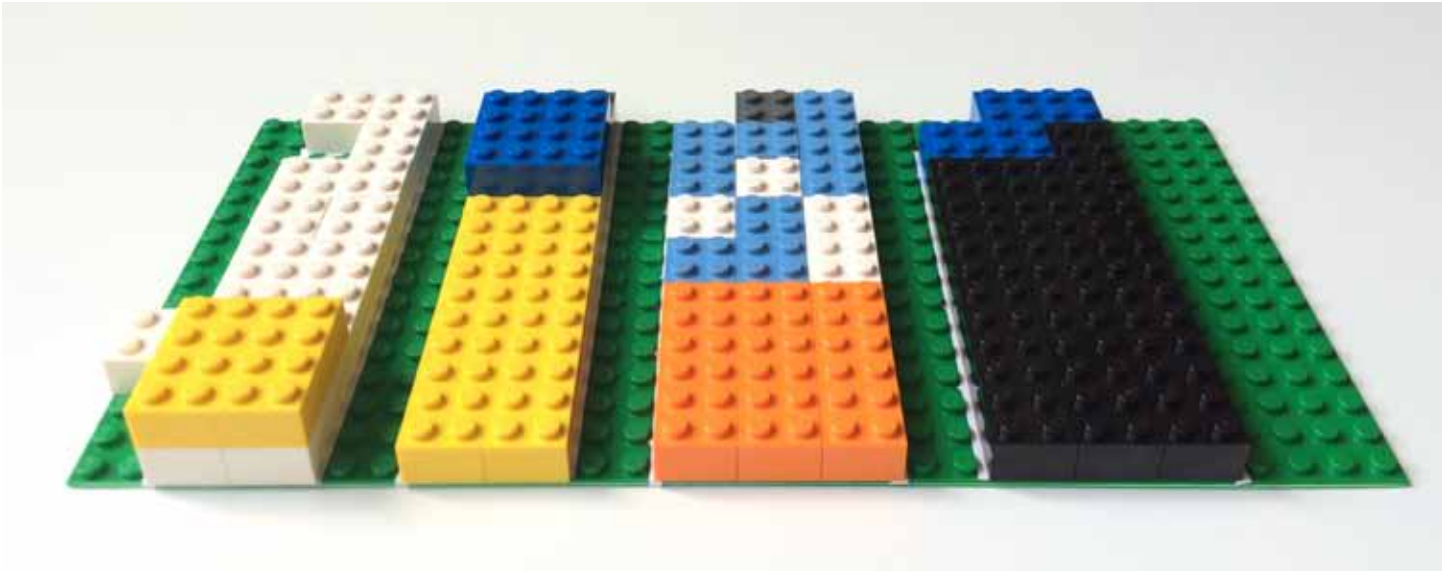
Membership, classes, programs, own retail.

Black box theater.

TABLE 3, GROUP A



Plan View



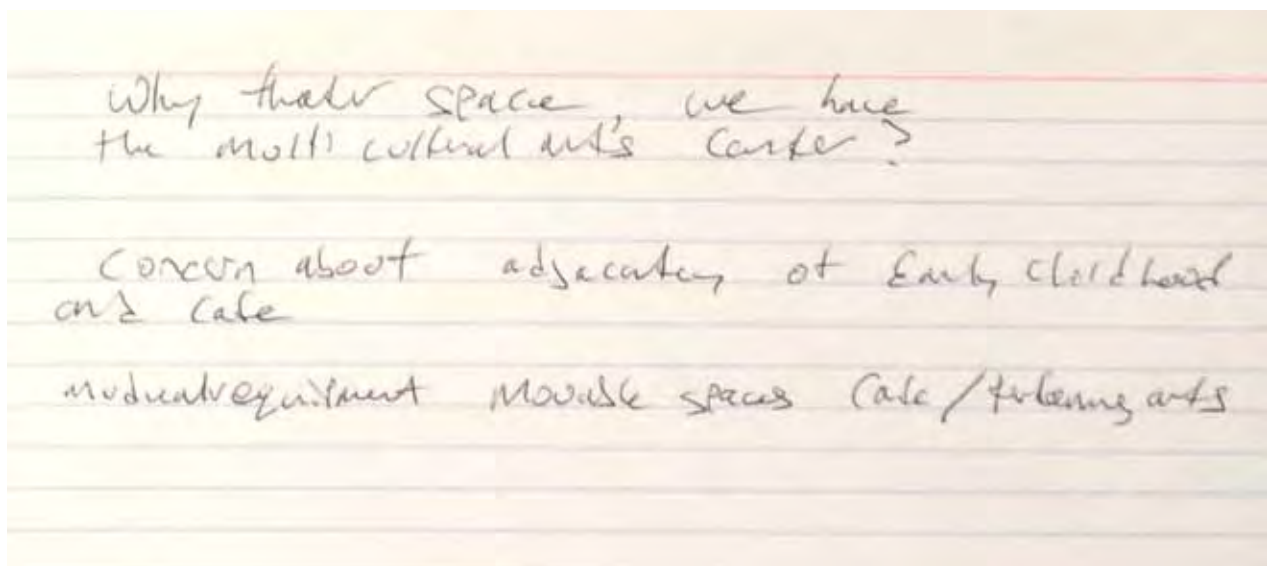
Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/ Café/Parking	Market Rate Office	Total
3rd floor	15		16			
2nd floor	15		10	5	5	
1st floor	23		9	13	1	
basement	23			13 23		
Total Area	76					
Financial Values		0	1	2	4	
Total Value			35	82	29	141

Score card

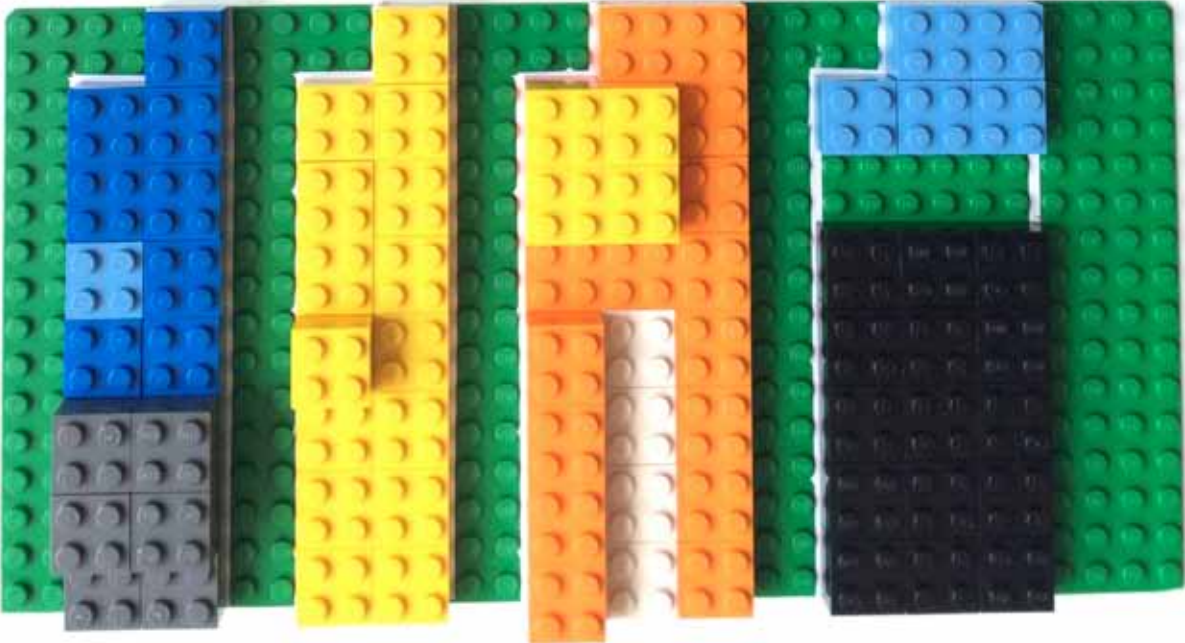


Why theater space, we have the multi cultural center?

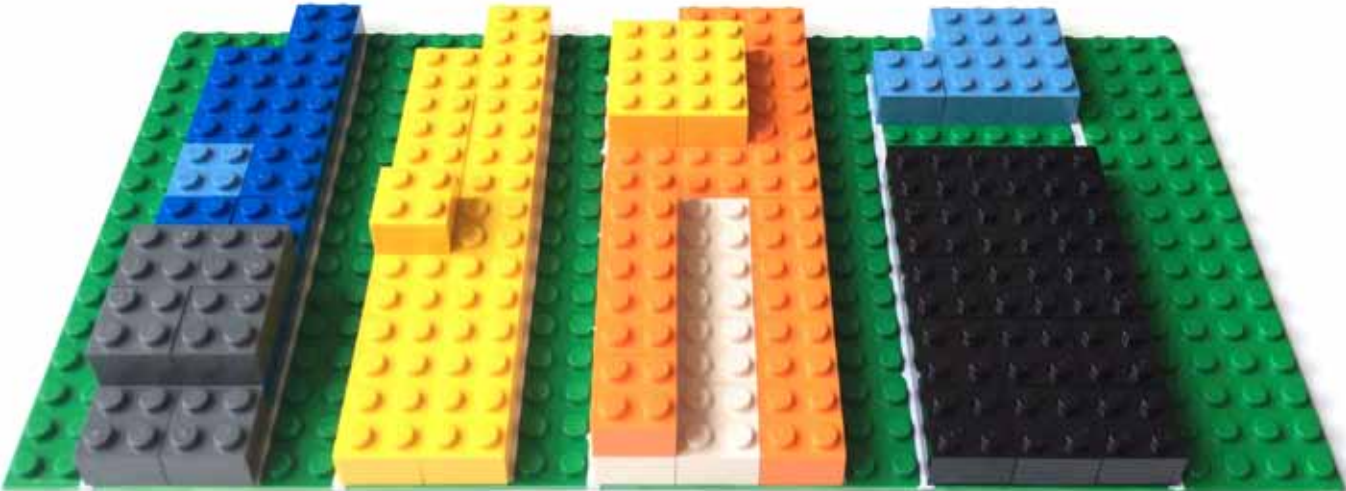
Concern about adjacency of early childhood and cafe.

Movable spaces cafe / performing arts

TABLE 3, GROUP B



Plan View



Perspective View

How much parking is required. Have bike parking?

Security and a cafe?

Performance arts at the CMAC?

Cooperate with non-profits

Multipurpose rooms Early childhood

Early childhood or STEAM workforce we could not decide

It is ironic to have so much talk of Arts when we are selling in the Multicultural Arts Center in the same neighborhood - perhaps undeveloped and developed by the City.

Not funding related: How are we going to be sure

How much parking is required. Have bike parking?

Security and a cafe?

Performance arts at the CMAC?

Cooperate with non-profits

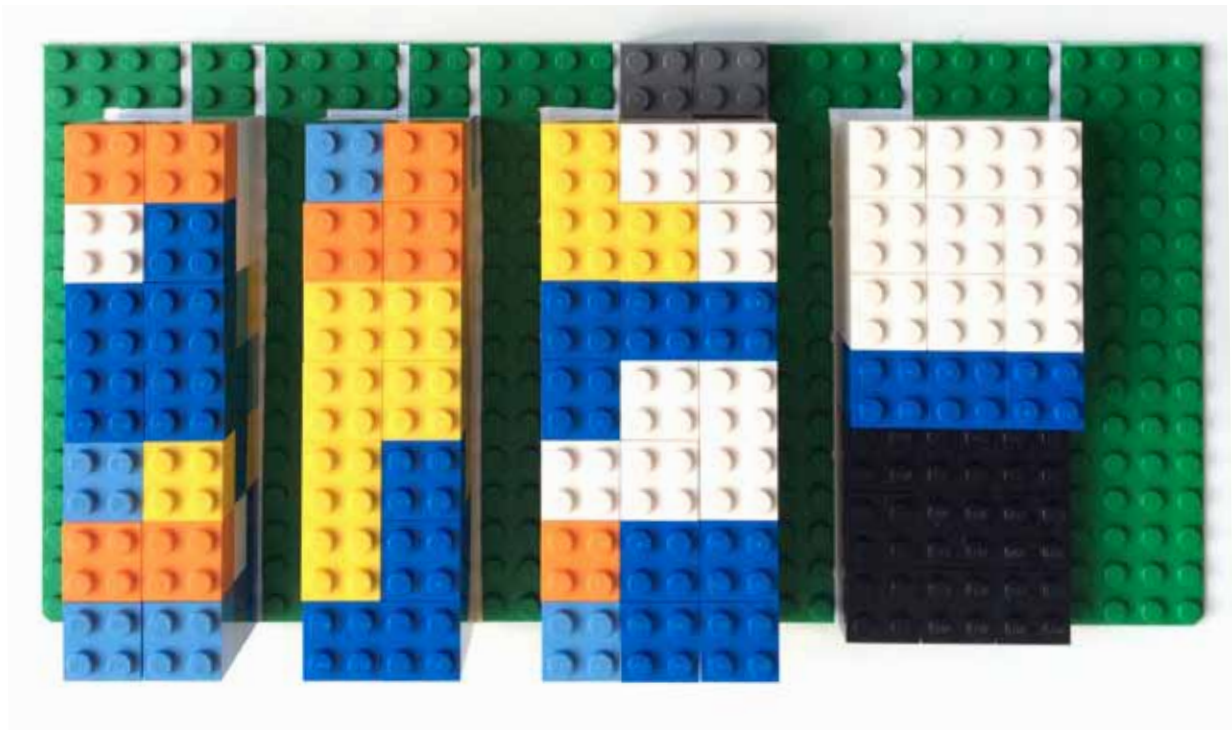
Multipurpose rooms - early childhood

Early childhood or STEAM workforce we could not decide

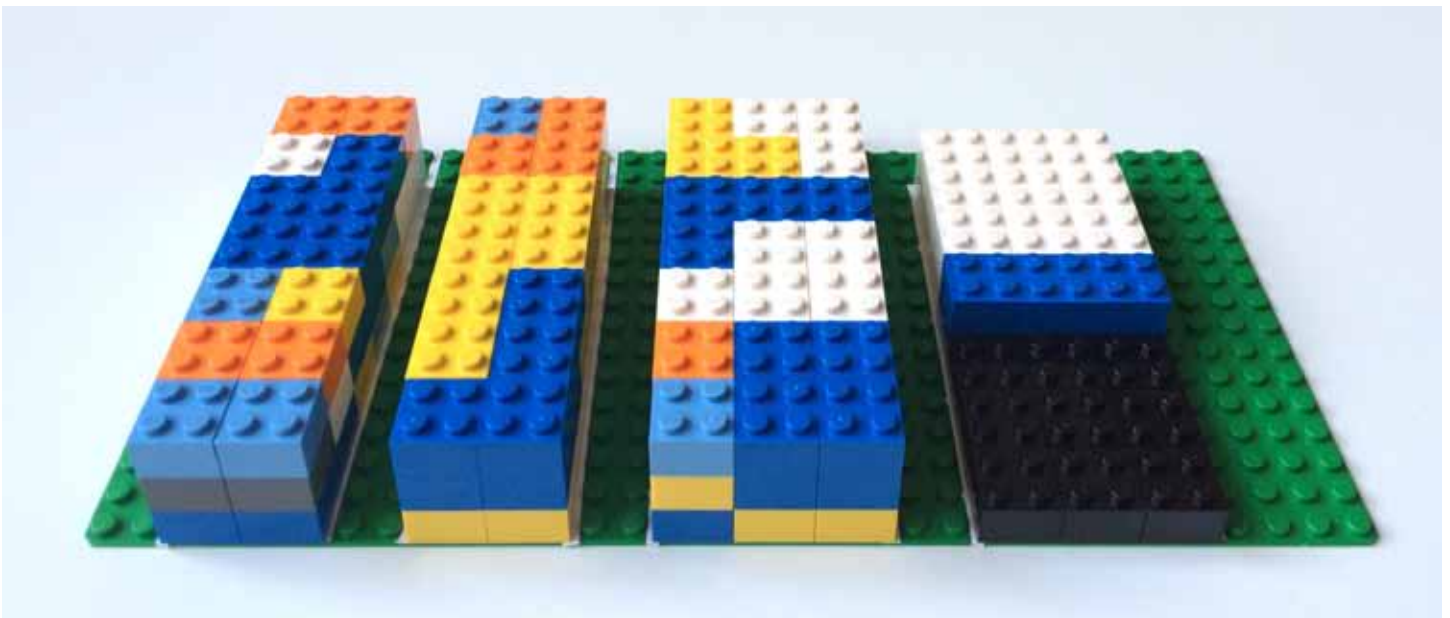
It is ironic to have so much talk of Arts when we are selling in the Multicultural Arts Center in the same neighborhood - perhaps undeveloped and developed by the City.

Not funding related: How are we going to be sure.

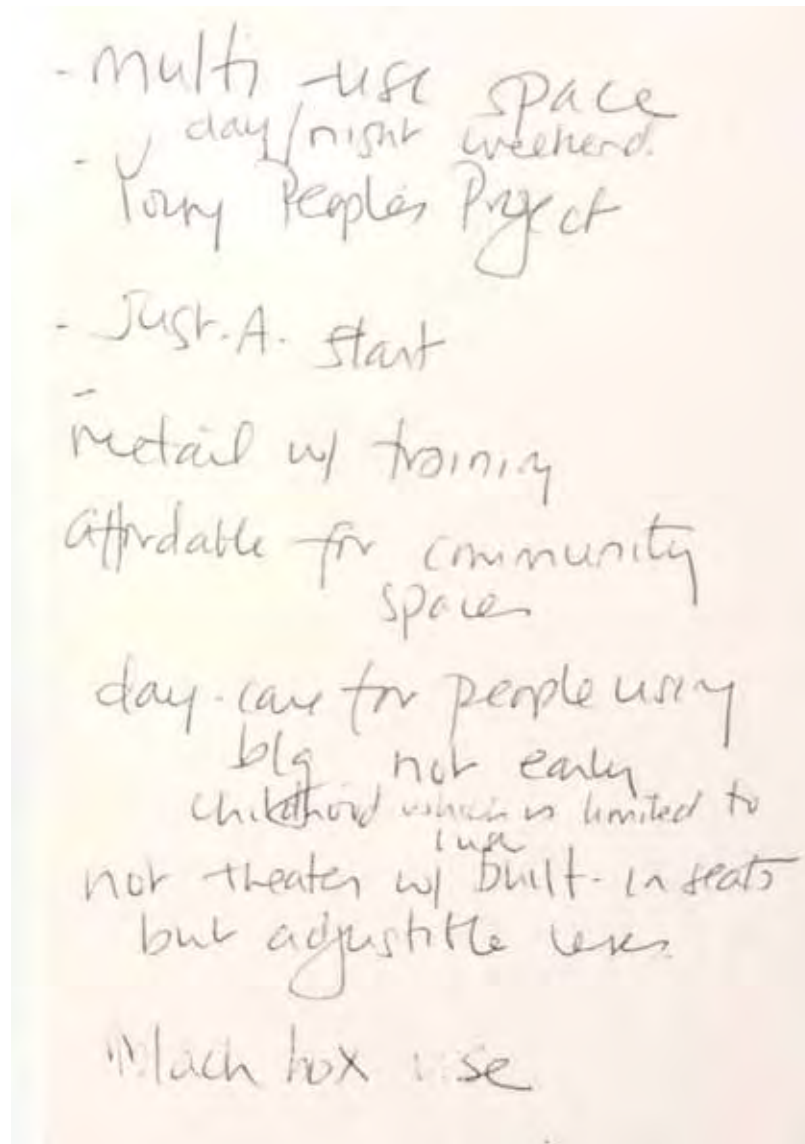
TABLE 4, GROUP A



Plan View

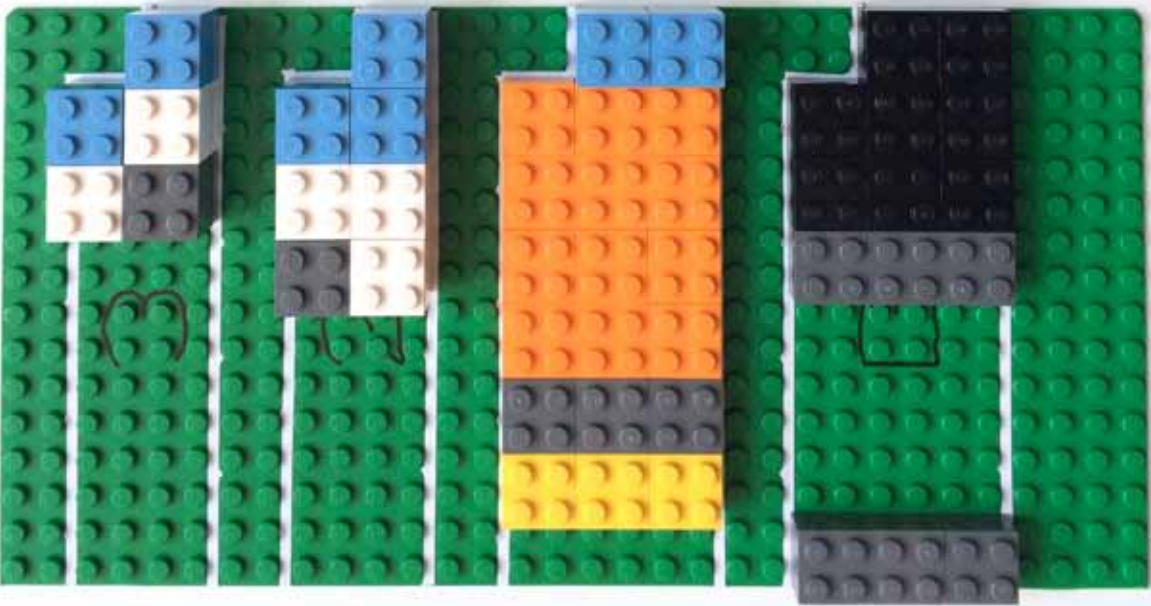


Perspective View

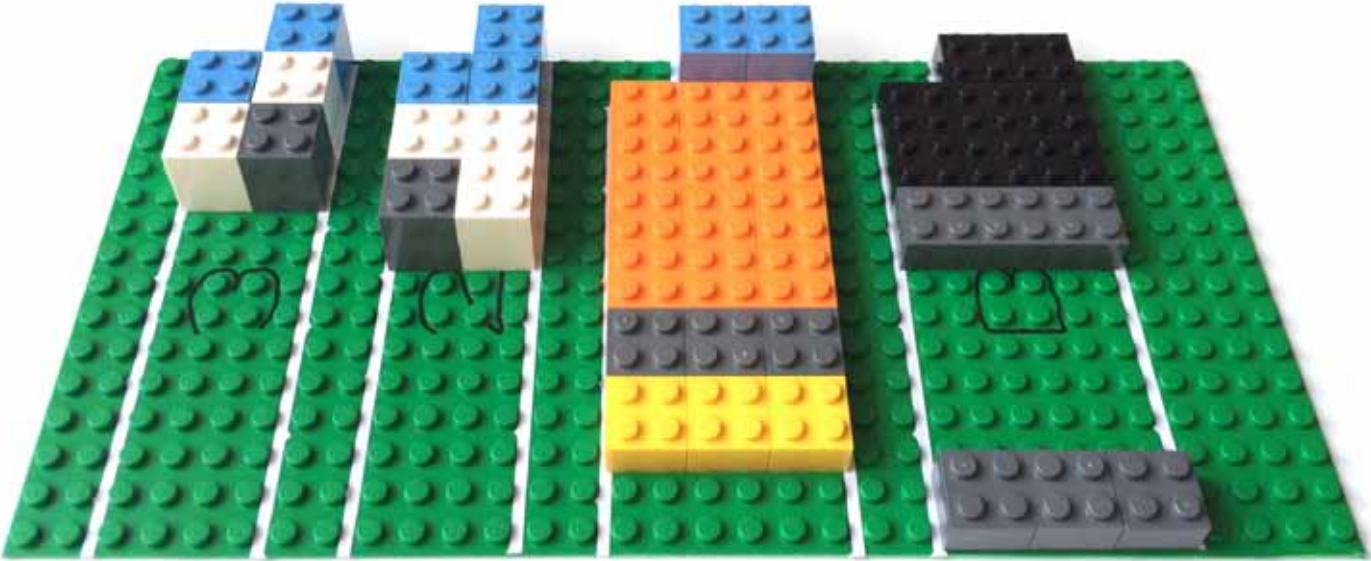


- Multi-use space day / night weekend.
- Young people's project
- Just-A-Start
- Retail with training
- Affordable for community space
- Daycare for people using big nor early childhood which is limited to 1 use.
- Not theater w/ built-in seats but adjustable uses.
- Black box use

TABLE 4, GROUP B



Plan View



Perspective View

Paul, Dan, Bob, Allyson

- Sustainable financially - rev. neutral

- Craft / Physical Metal / Wood

- San Francisco - Science Museum + Maker Space
Printing Press + Weary Machine - Basement

Music Space + Perform, Lessons + Multi-use

Art + childhood is priority

-Sustainable financially -rev. neutral

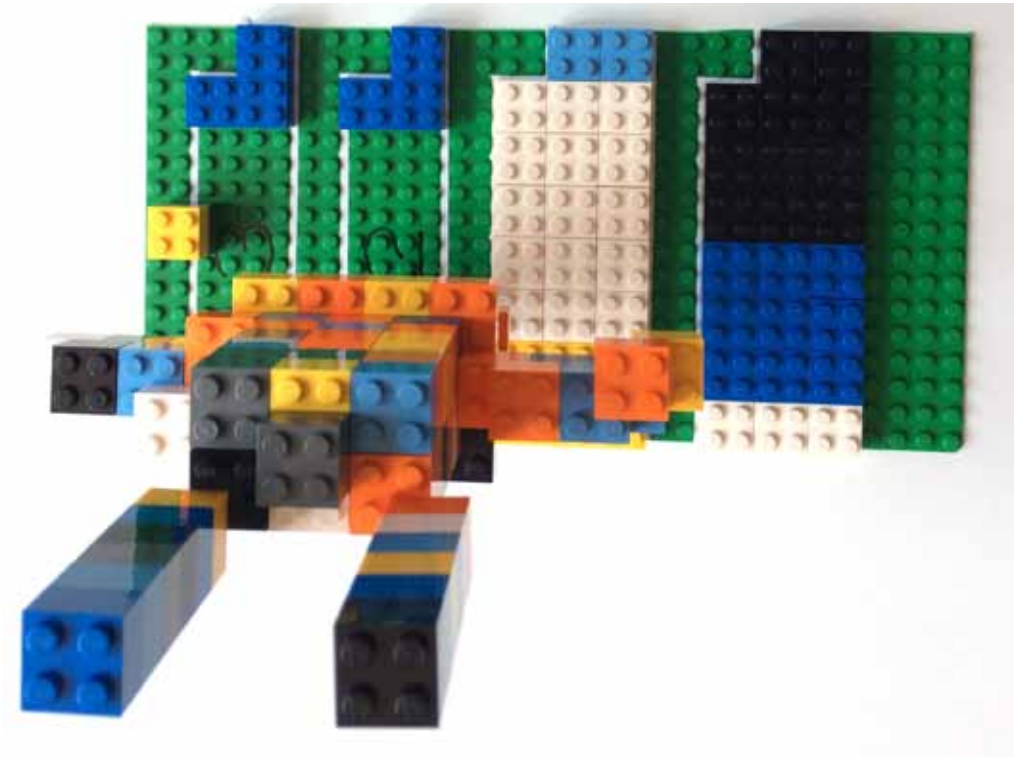
-craft / physical metal / wood

-San Francisco - science museum + makerspace, printing press + weary(?) machine - basement

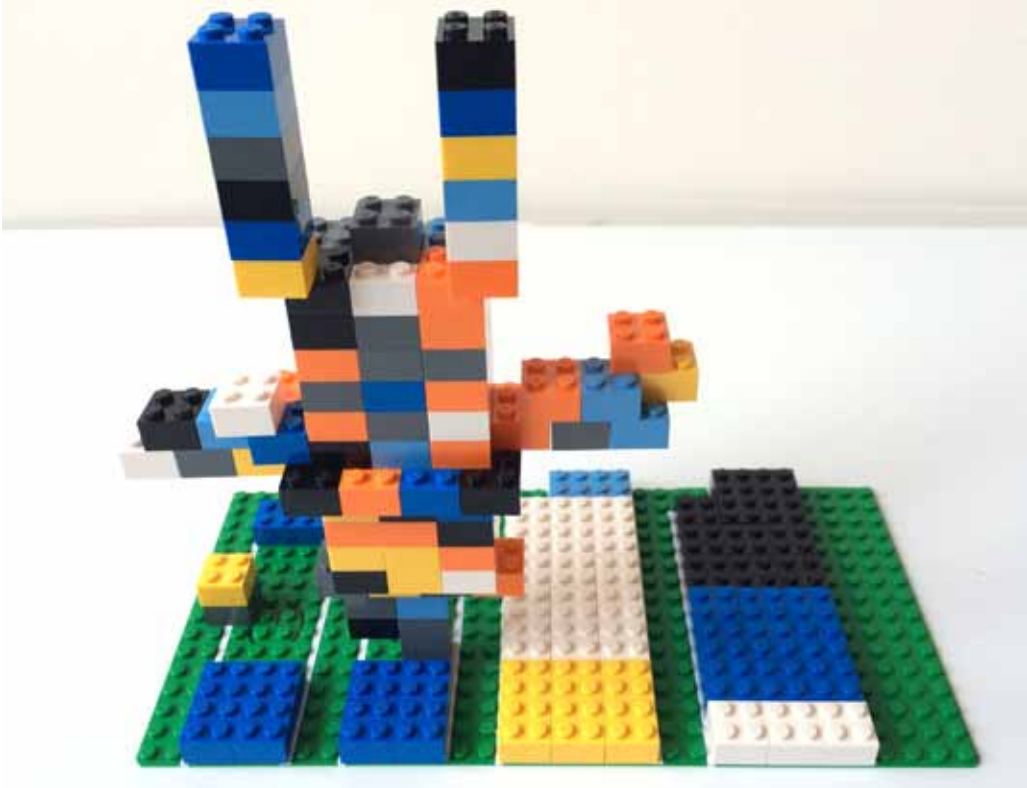
-music space + perform, lessons + multi-use

-Art + childhood is priority

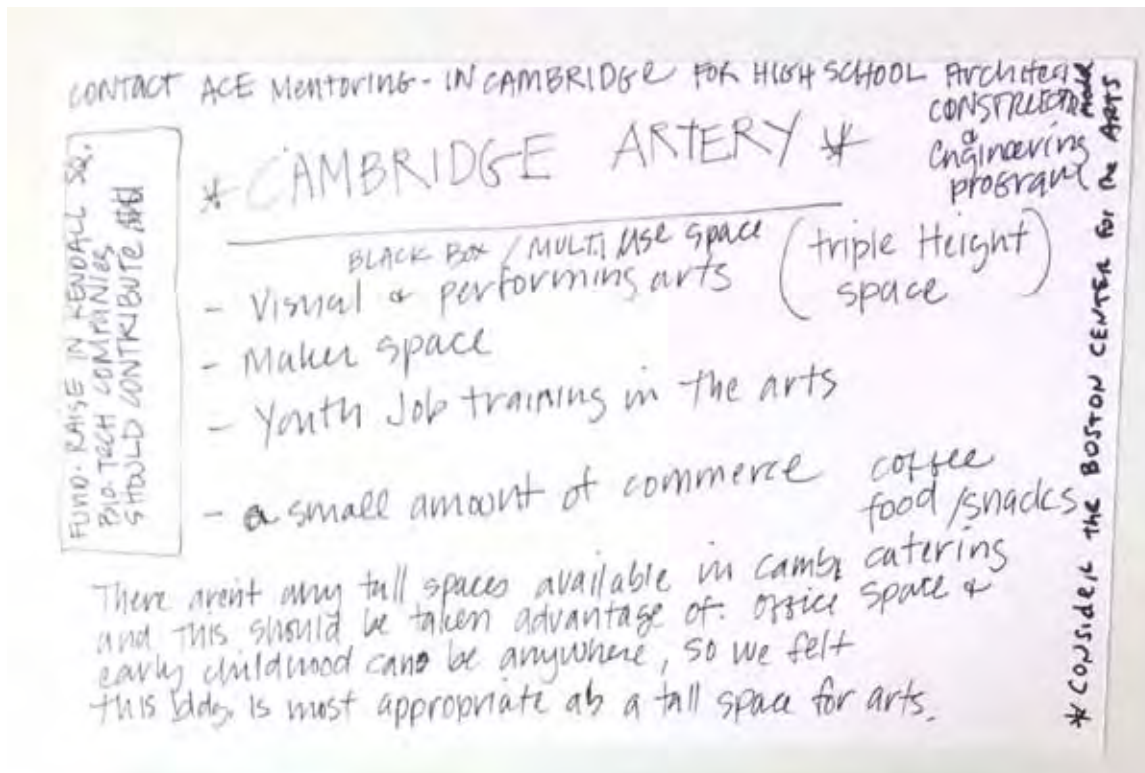
TABLE 5, GROUP A



Plan View



Perspective View



CAMBRIDGE ARTERY

Contact ACE mentoring - in Cambridge for high school - architecture, construction, and engineering program

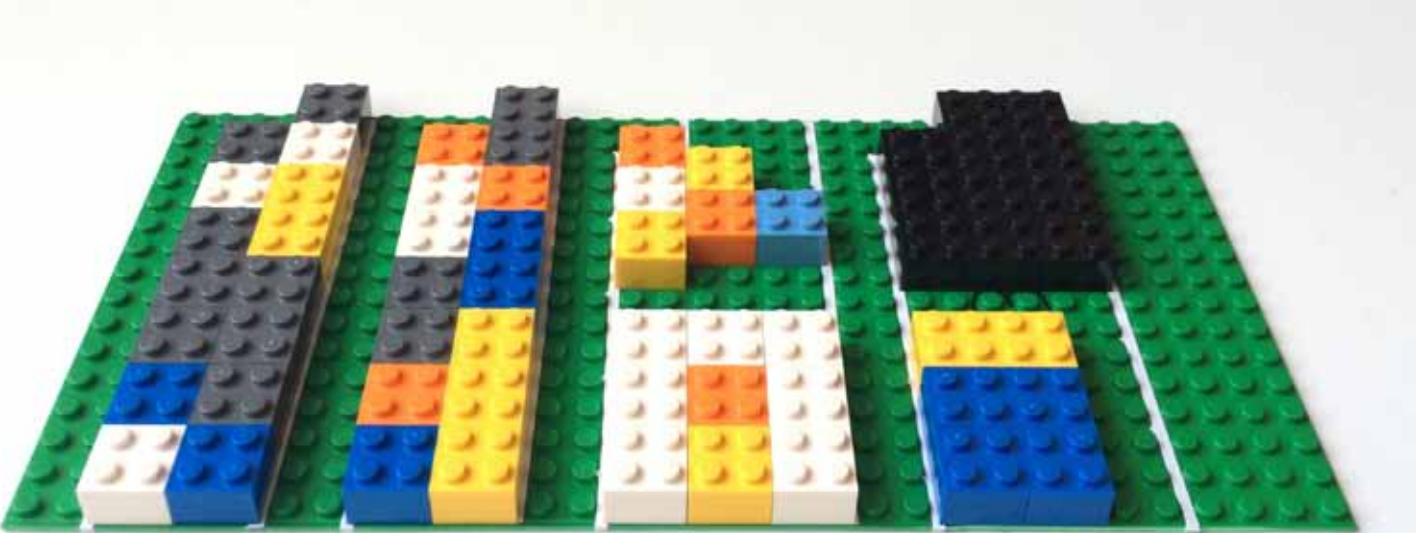
- Black box / multiuse space
- Visual + performance arts
- Maker space
- Youth job training in the arts
- Small amount of commerce

There aren't many any tall spaces available in Cambridge catering coffee, food/snacks and this should be taken advantage of office space + early childhood can be anywhere, so we felt this bldg is most appropriate as a tall space for arts.

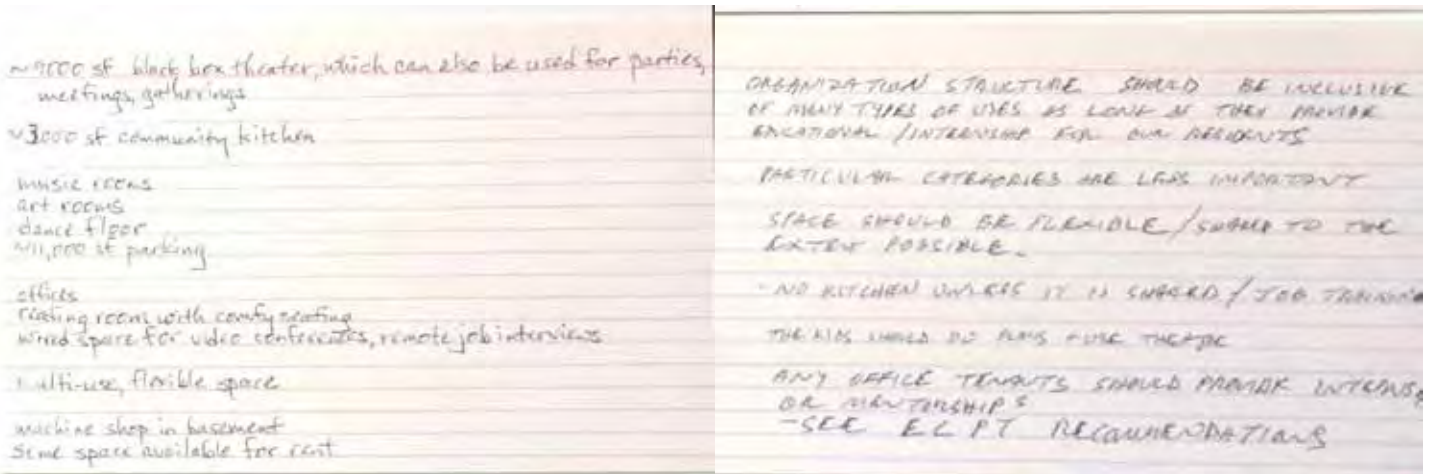
TABLE 5, GROUP B



Plan View



Perspective View



~9000 SF black box theater, which can also be used for parties, meetings, gatherings

~3000 SF community kitchen

music rooms

art rooms

dance floor

~11,000 SF parking

offices

reading room with comfy seating

wired space for video conferences, remote job interviews

multi-use, flexible space

machine shop in basement

some space available for rent

organization structure should be inclusive of many types of uses as long as they provide educational / internship for our residents.

particular categories are less important

space should be flexible / shared to the extent possible

no kitchen unless it is shared / job training

the kids should do plans + use theater

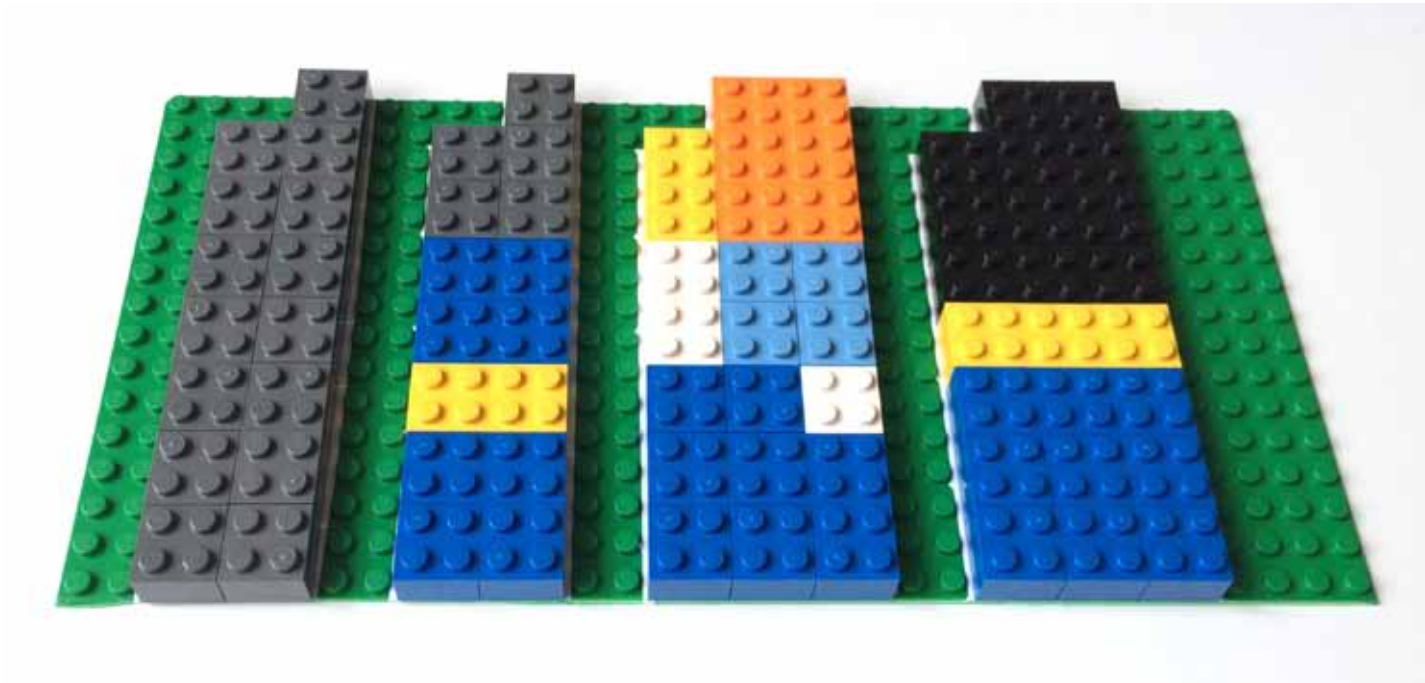
any office tenants should provide internship or mentorships

see ECPT recommendations

TABLE 6, GROUP A



Plan View



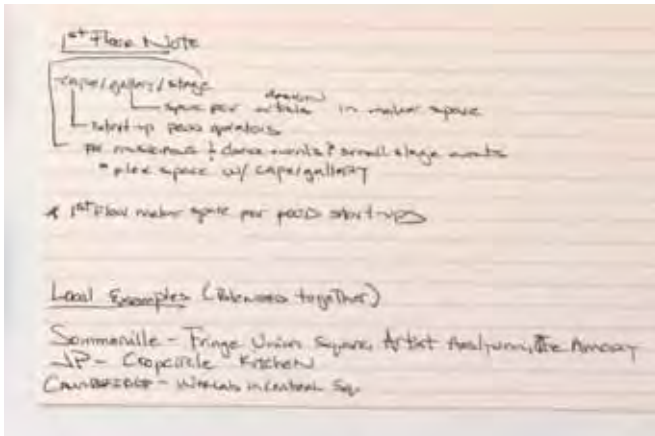
Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

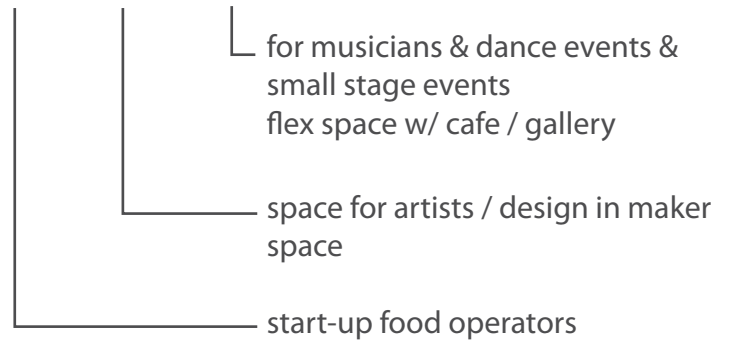
	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/ Café/Parking	Market Rate Office	Total
3rd floor	15				15	15
2nd floor	15		2	8	5	15
1st floor	23		8	15		23
basement	23		3	20		23
Total Area	76		13	43	20	76
Financial Values		0	1	2	4	
Total Value			13	86	80	179

Score card



1st Floor Note

cafe / gallery / stage

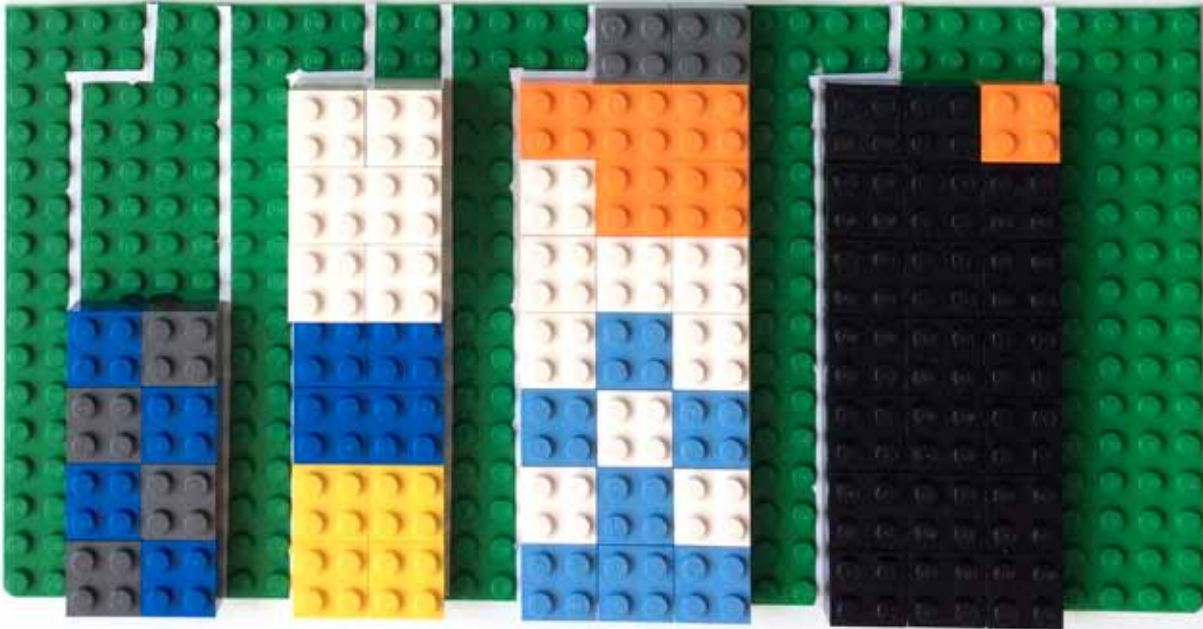


* 1st floor maker space for food start-ups

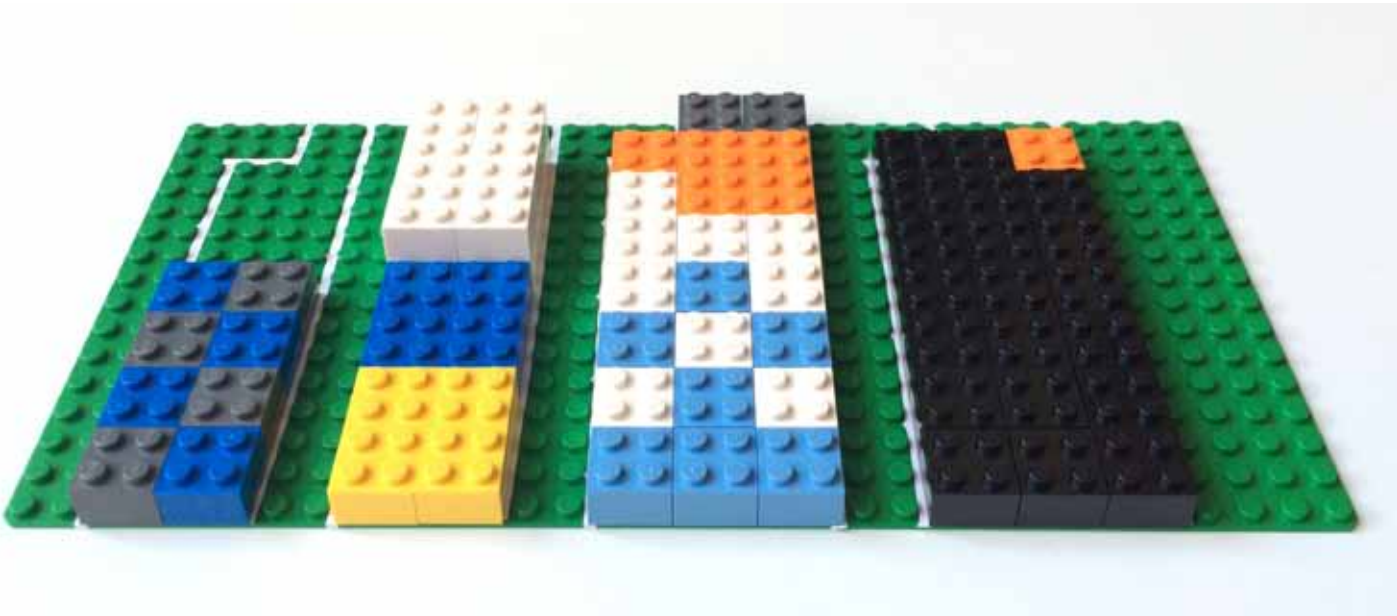
Local Examples (Blended together)

- Somerville - Fringe Union Square, Artist Asylums, The Armory
- JP - Cropcircle, Fischer
- Cambridge - Worklab in Central Square

TABLE 6, GROUP B



Plan View



Perspective View

Bill = 11,000
 G: \$7 7,000
 O: 8 8,000
 blu: 20 20,000
 Lb: 7 7,000
 white: 16,000 19,00
 yellow = 4,000

black = 20,000
 orange = 6,000
 gray = 6,000
 dark blue = 8,000
 yellow = 4,000
 white = 15,000

Bill	11,000
G: \$7	7,000
O: 8	8,000
blu: 20	20,000
Lb: 7	7,000
White	16,000 19,00
Yellow	4,000
black	20,000
orange	6000
gray	6,000
dark blue	8,000
yellow	4,000
white	15,000

1st floor

-->Restaurant / Cafe / Shops / Retail

Mixed w/ Arts + Events: Theater, Music, Galleries

-->Early Childhood

Office

2nd floor

youth / workforce

studio / maker space

arts / events

3rd floor

office

studio / maker space

1st floor
 -> Restaurant/Cafe/shops/Retail
 mixed w/ Arts + Events: Theater, Music, Galleries
 -> early childhood
 office

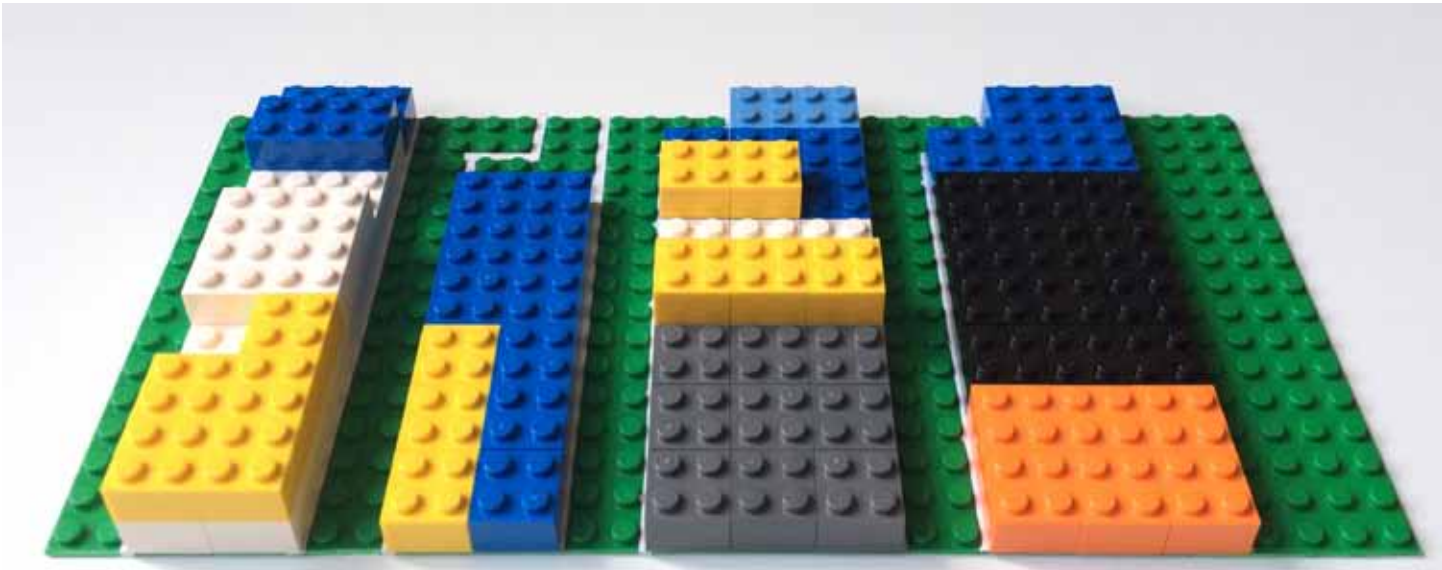
2nd floor
 youth/workforce
 studios/maker space
 arts/events

3rd floor
 office
 studio/maker space

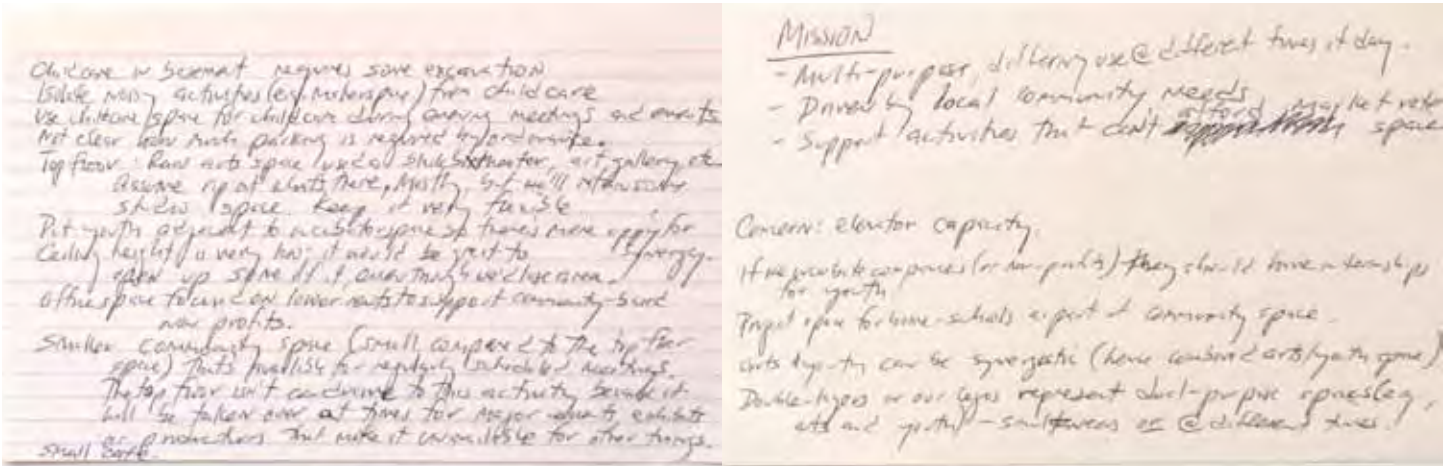
TABLE 7, GROUP A



Plan View



Perspective View



MISSION

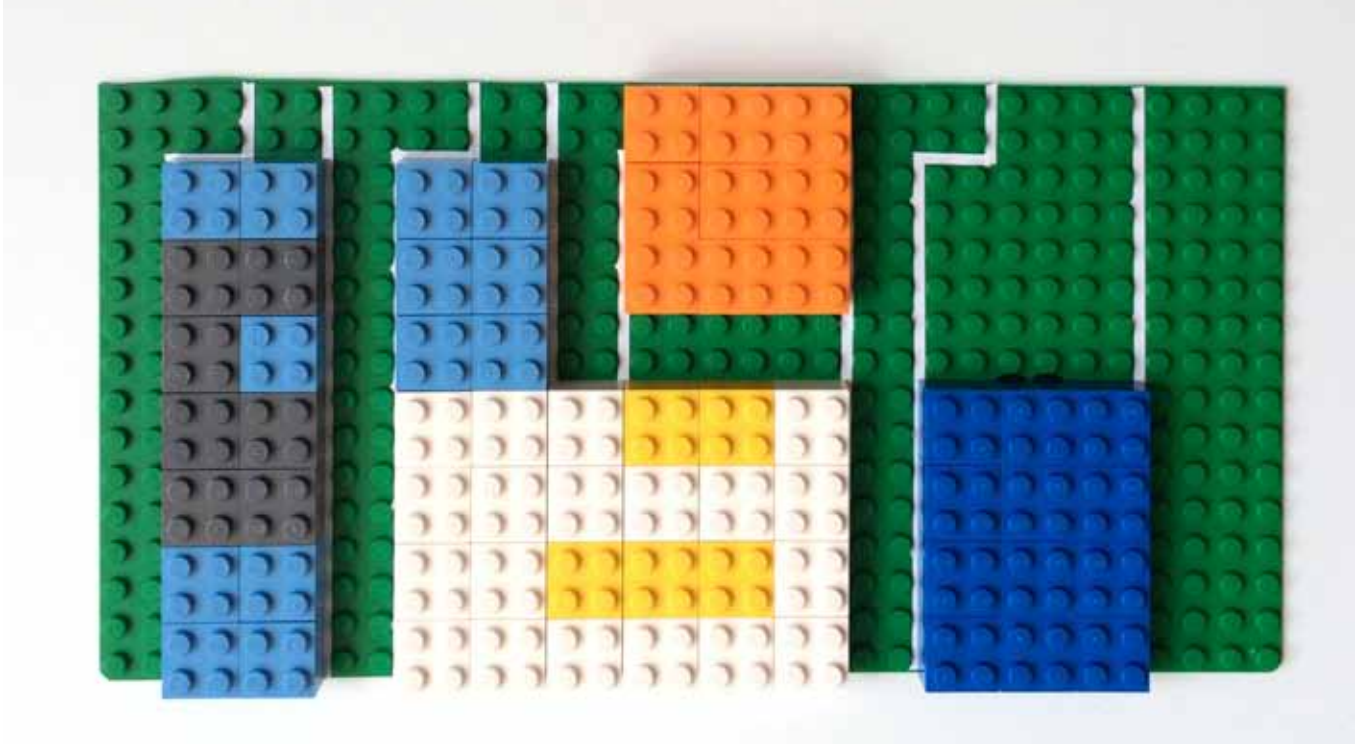
- Multi-purpose, different use @ different times of day
- Diversity, local community needs
- Support activities that can't afford market rate space

Concerns: elevator capacity

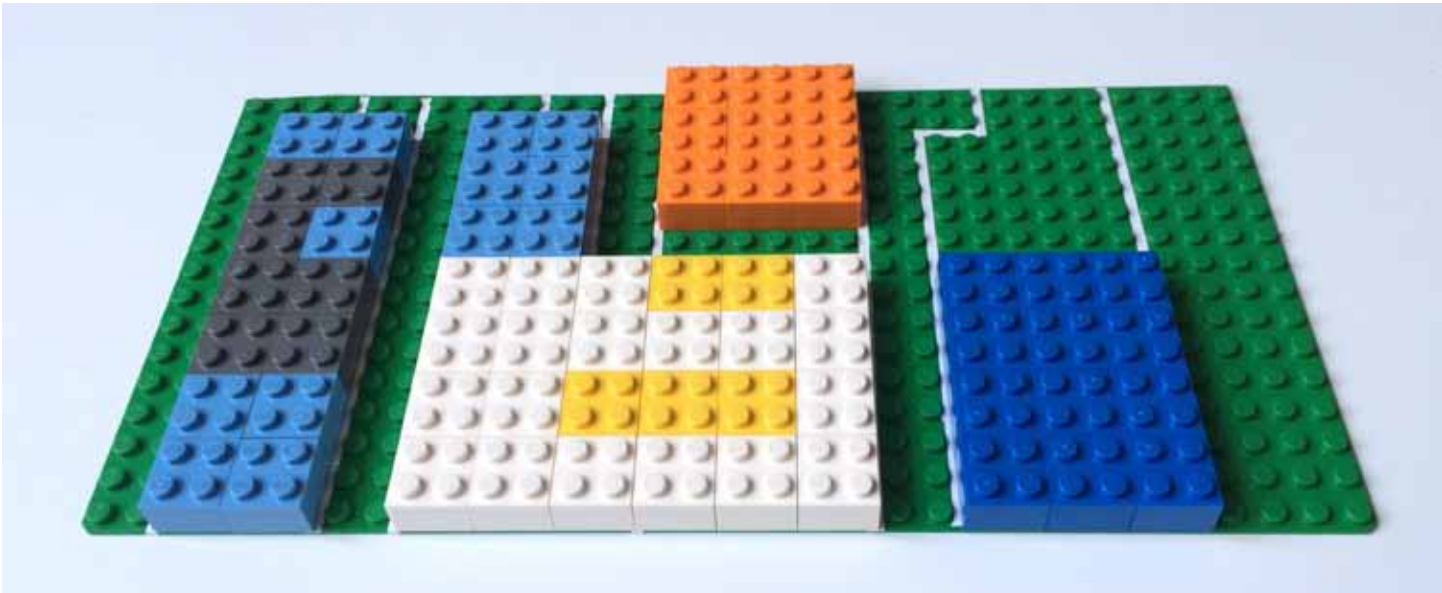
If we incorporate companies (or non-profits) they should have internship for youth
 Project space for home - schools a part of community space
 Arts & youth can be synergistic (have combined arts / youth space)
 Double layers on our legos represent dual - purpose spaces (e.g. arts and youth - simultaneous or @ different times)

Childcare in basement requires some excavation
 Isolate noisy activities (e.g. makerspace) from child care
 Use children space for childcare during evening meetings and events
 Not clear how much parking is required by ordinance
 Top floor: raw arts space used as theater, art gallery, etc.
 Assume rip out what's there, mostly, but we'll refurbish show space
 Keep it very flexible
 Put youth adjacent to incubator space so there's more opportunity for synergy
 Ceiling height is very low it would be great to open up some sqft, if we'd lose area
 Office space for use on lower rents to support community based non profits
 Smaller community space (small compare to the top floor space) that's available for regular scheduled meetings
 The top floor isn't conducive to the activity beside it
 Will be taken over at times for major events, exhibits, or productions that make it unavailable for other things
 small cafes

TABLE 8, GROUP A



Plan View



Perspective View

Table 8
Important - that mission is clear
- what community are you ^{& inclusive}
trying to reach - support etc.

- will this be a diverse community?
- ~~are~~ is this specific to neighborhood?
- need to be careful that some folks don't feel welcome

Barbara - Kibler
Margaret Fuller House

Important that mission is clear & inclusive

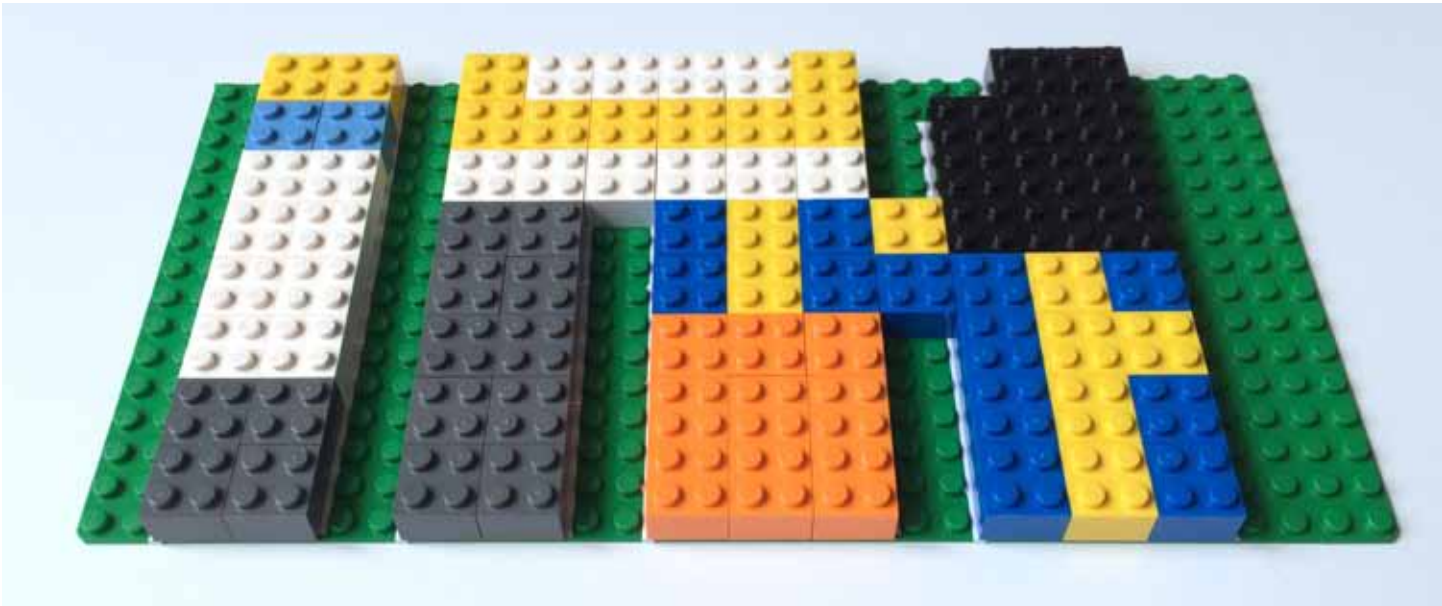
- what community are you trying to reach - support - etc
- will this be a diverse community?
- need to be careful that some folks don't feel welcome

Barbara Kibler, Margaret Fuller House

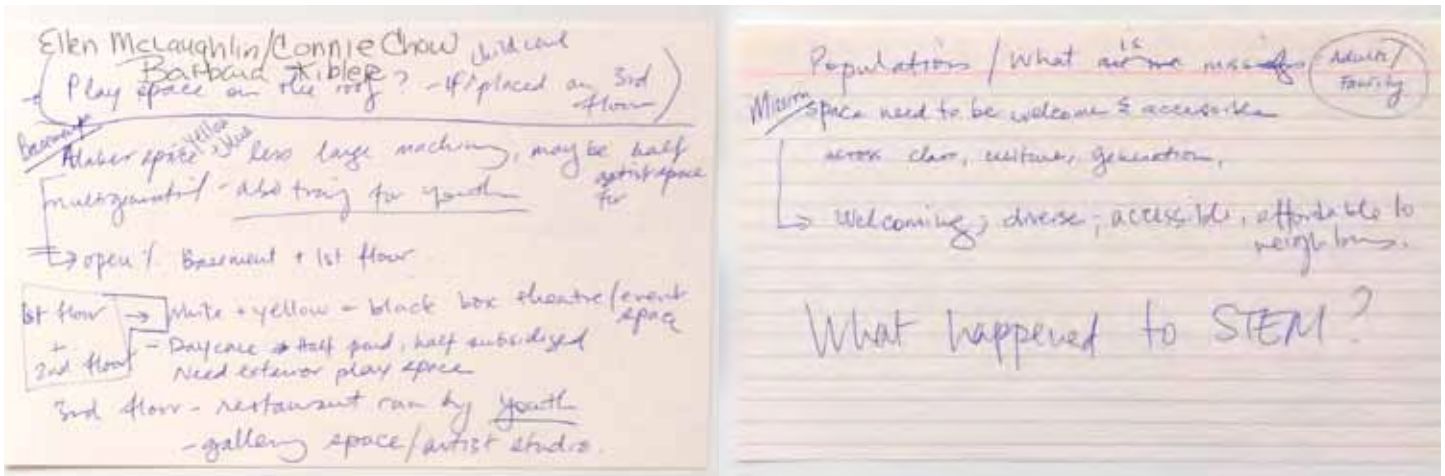
TABLE 8, GROUP B



Plan View



Perspective View



Ellen McLaughlin / Connie Chow / Barbara Kibler

Play space on the roof? - if childcare placed on 3rd floor

Basement Makerspace - yellow + blue - less large machines, maybe half artist space

Multi generational - also training for youth

Open up % basement + 1st floor

1st floor --> white + yellow = black box theatre / event space

2nd floor --> daycare = half paid, half subsidized

Need exterior play space

3rd floor --> restaurant run by youth

Gallery space / artist studio

Population / what is missing - adult / family

Mission

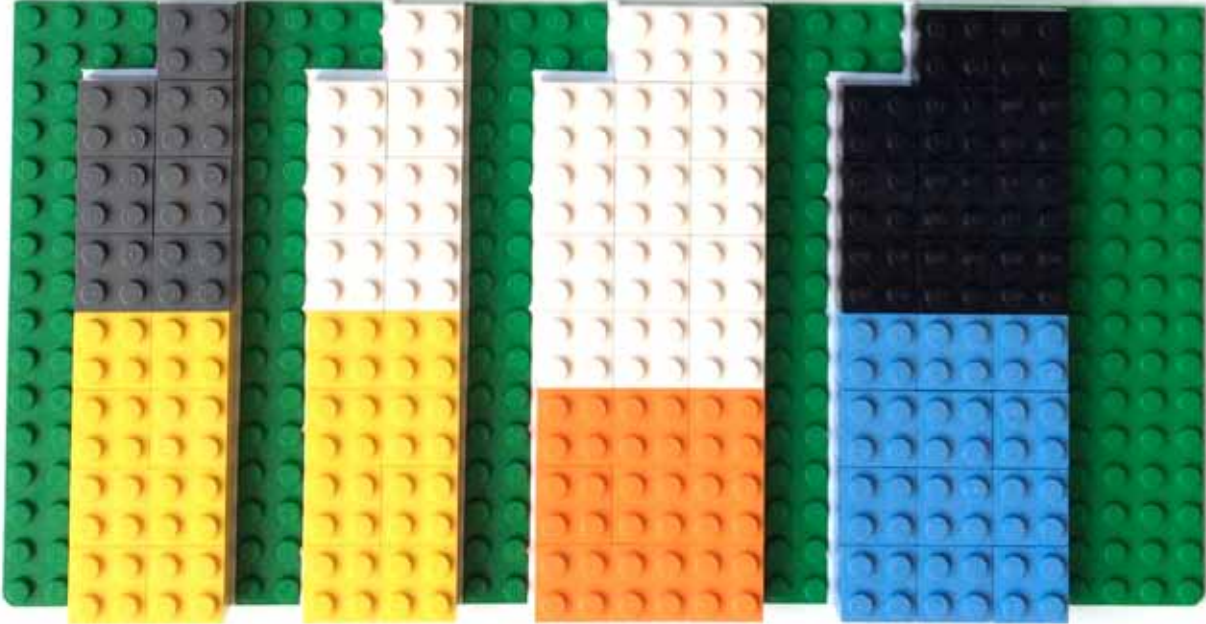
Space need to be welcome & accessible

Across class, culture, generation

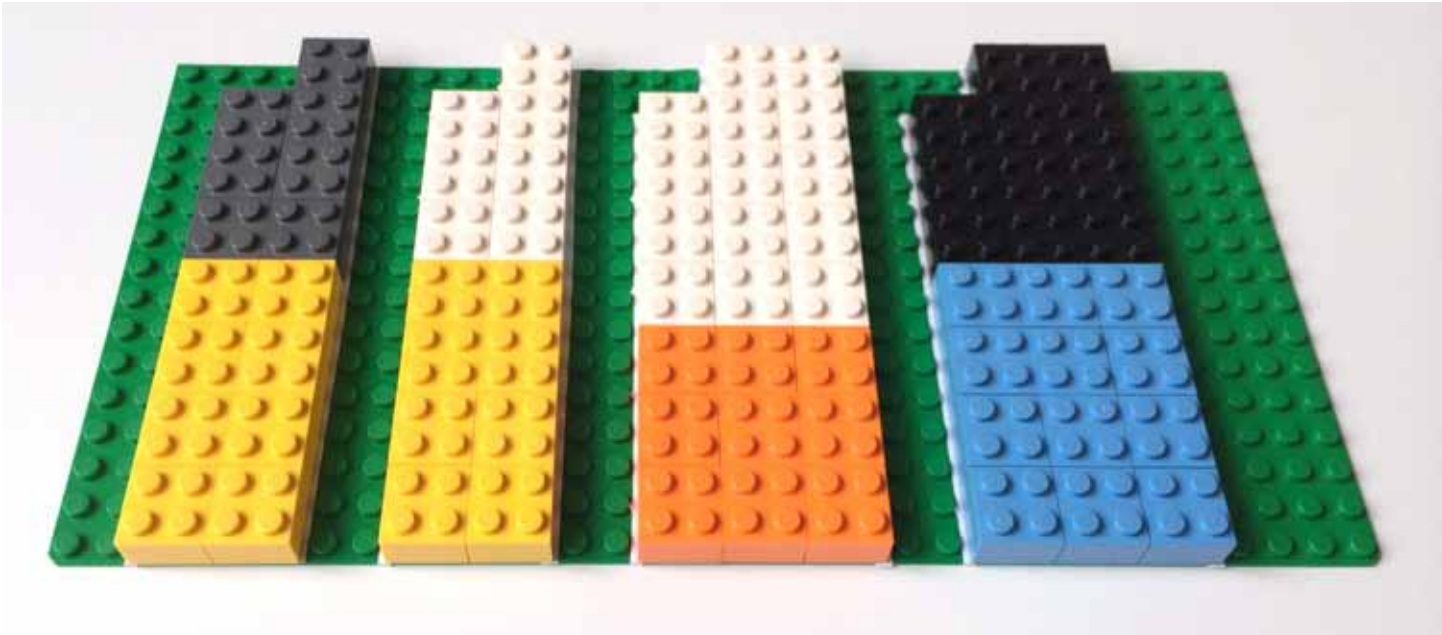
Welcoming, diverse, accessible, affordable to neighbors

What happened to STEM?

TABLE 8, GROUP C



Plan View



Perspective View

Artist space becomes public space when the program helps build community.

→ theatre - builds community especially Youth Theatre

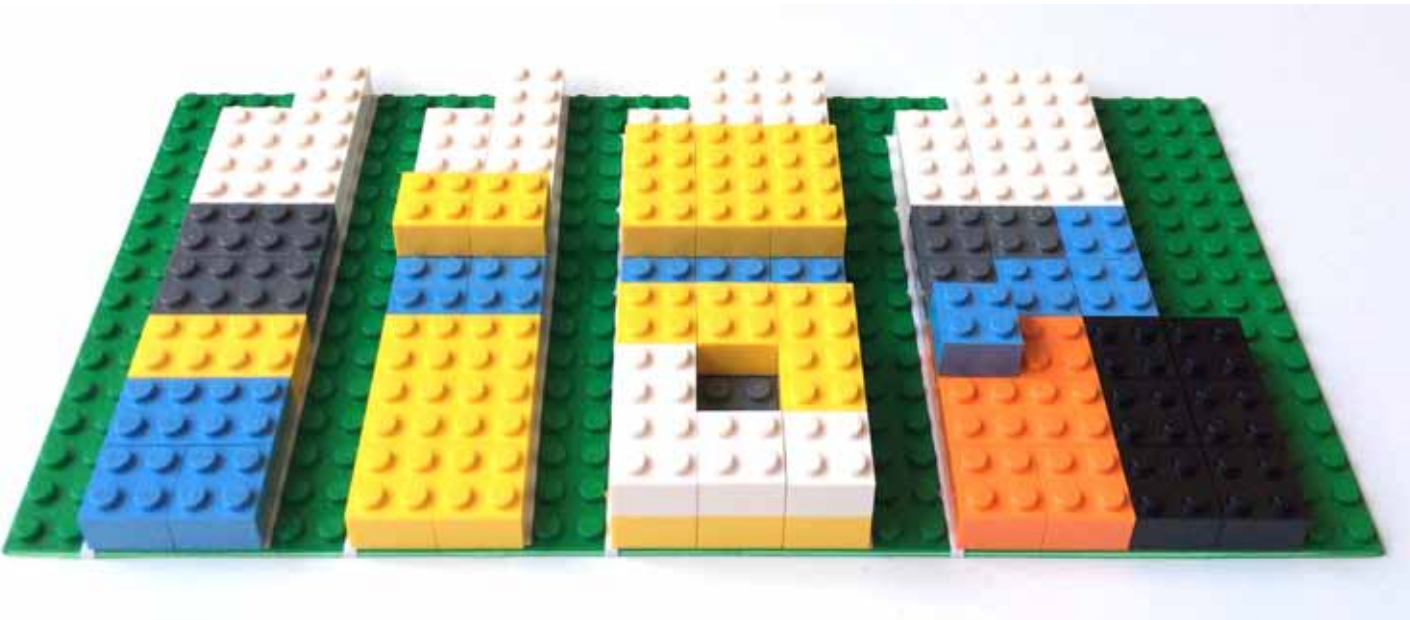
Artist space becomes public space when the program helps build community.

Theatre - build community especially youth theatre

TABLE 9, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name: *Arts Rock n Roll*

	Total Area (1,000 sf)	Double Height	Arts/Educ	Makerspace/ Café/Parking	Market Rate Office	Total
3rd floor	15	5	20	4	4	15
2nd floor	15	5	20	4		
1st floor	23	8	10	10	1	
basement	23		14	6	3	23
Total Area	76	17	29	24	8	
Financial Values		0	1	2	4	
Total Value		0	29	48	32	109

Score card

Arts Rock n Roll

*DARK BLUE = retail/cafe
LIGHT BLUE = makerspace/studio*

- 1st floor - 3rd floor 250 seat theater
- 1st floor - mixed use youth/theater
- 1st - 2nd floor → youth/makerspace/studio
makerspace
- 1st floor - mixed use youth workforce/galleries

Double stacking is mixed use space

- What is the community need?
- Bike racks/storage
- outdoor education / sculpture garden

Earmark new tax revenues from Sullivans Court House
to subsidize this building

Light blue is makerspace dark blue is retail

Dark blue = retail / cafe
Light blue = makerspace / studio

Arts Rock n Roll

- 1st floor - 3rd floor 250 seat theater
- 1st floor - mixed use youth / theater
- 1st - 2nd floor - makerspace youth / makerspace/ studio
- 1st floor - mixed use youth workforce / galleries

Double stacking is mixed use space

- What is the community need?
- Bike racks / storage
- Outdoor education / sculpture garden

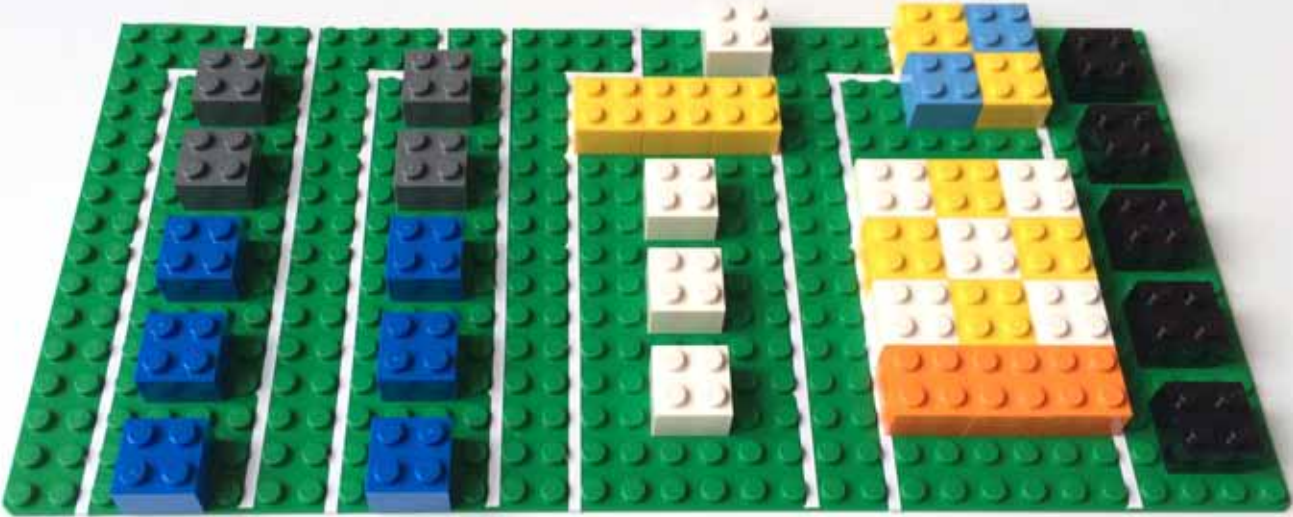
Earmark new tax revenues from Sullivans Court House to subsidize this building

Light blue is makerspace
Dark blue is retail

TABLE 9, GROUP B



Plan View



Perspective View

5/14/14 Eryn Johnson, Community AA Center
Is there a value to working with youth around other goals other than workforce development?
Why not look at buildings that were developed to house programs that USE art to work towards community/youth development.
- Say Si, San Antonio - Artists for Humanity Epi Center
- New England Center for Arts & Technology
- ZUMIX

5/14/14 Eryn Johnson, Community AA Center
Is the City beholden to a set of need based goals when making final decision on building desired impact & resulting programming?
If they are giving funding from the city does the building have to work towards established City Council goals?

Eryn Johnson, Community AA Center.

Is there a value to working with youth around other goals other than workforce development?

Why not look at buildings that were developed to house programs that USE art to work towards community / youth development.

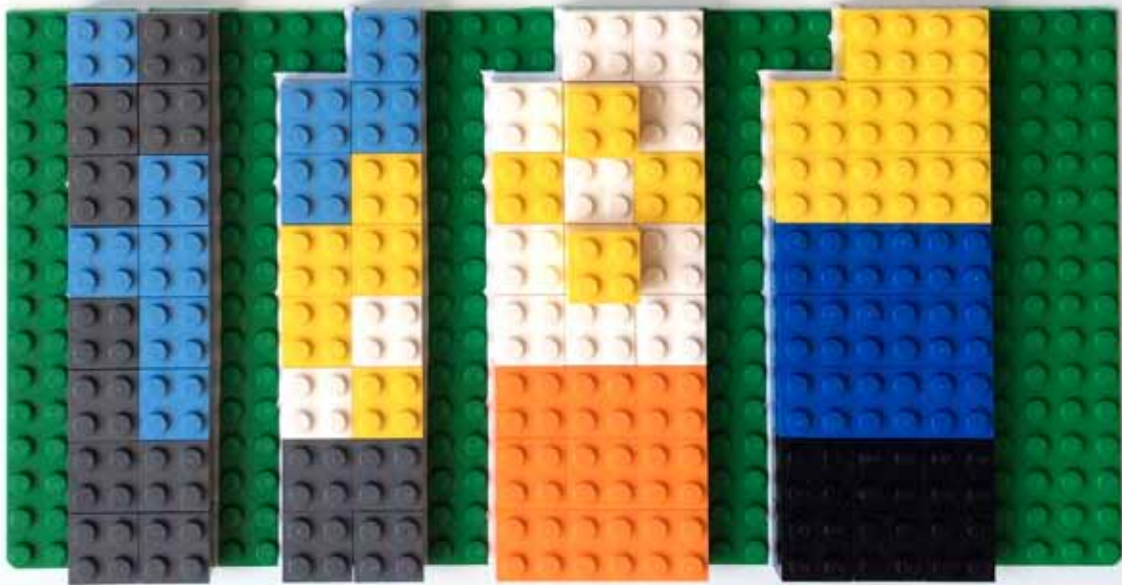
Say Si, San Antonio - Artist for humanity Epi Center

- New England Center for Arts & Technology
- Zumix

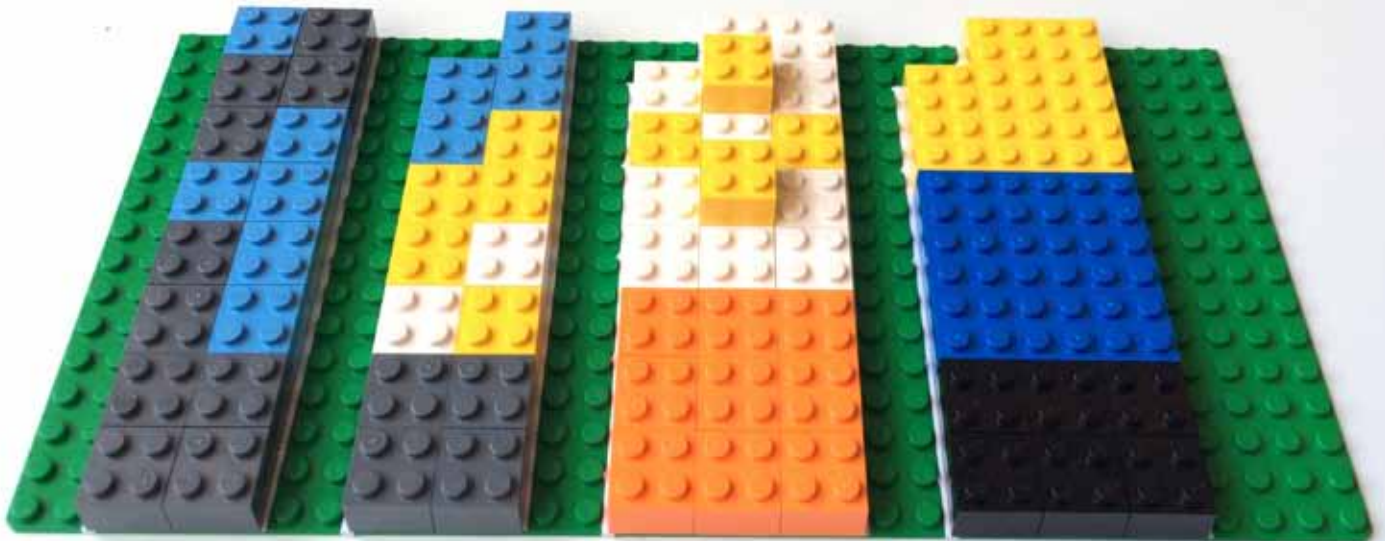
Is the city beholden to a set of need based goals when making final decision on building desired impact & resulting programming?

If they are giving funding from the city does the building have to work towards established city council goals?

TABLE 9, GROUP C



Plan View



Perspective View

Table 9

Arts	$13 \times 13 = 169$	
Youth	$17 \times 13 = 221$	
E. Childhood	$9 \times 13 = 117$	
Cafe/R.	$10 \times 14 = 140$	$10 \times 26 = 260$
Makers	$9 \times 14 = 126$	$9 \times 26 = 234$
Parking	$6 \times 14 = 84$	$6 \times 26 = 156$
Office	$14 \times 35 = 490$	$14 \times 65 = 910$
	<u>1,347,000</u>	<u>2,067,000</u>

Projected profit between \$1,347,000 and \$2,067,000 annually
How much money do we need to make?

Projected profit between \$1,347,000 and \$2,067,000 annually. How much money do we need to make?

Score card

Arts	13x13=169	
Youth	17x13=221	
Early Childhood	9x13=117	
Cafe / R	10x14=140	10x26=260
Makers	9x14=126	9x26=156
Parking	6x14=84	6x26=156
Office	14x35=490	14x65=910
	1,347,000	2,067,000

Basement - parking
Shop - like Artisans Asylum charge office tenants for use
offer to high school students too. Classes for high schoolers

1st Floor -
Early Childhood space
Large room for assembling classes, arts space, convertible to theater space, very multi-use

2nd Floor - Rentable office, entrepreneurial studios, cafe

3rd Floor - Rentable office, entrepreneurial studios

Basement - parking
Shop - like Artisans Asylum charge office tenants for use
Offer to high school students too
Classes for high schoolers

1st Floor -
Early childhood space
Large room for assembling classes, art space, convertible to theater space, very multi-use

2nd Floor -
Rentable offices entrepreneurial studios, cafe

3rd Floor -
Rentable offices, entrepreneurial studios

POST WORKSHOP DISCUSSION



Moderator: How did you change the rules?

Public Comment 1: The biggest thing we wanted was for this to not be rigidly programmed. Uses should be flexible as possible.

Public Comment 2: Put less concentration on specific uses, more on the public purpose of organizations in there.

Public Comment 3: We broke the time barrier. We thought about how the space can be used by different people at different times of the day and also how people can work together. For example, theatre and arts. We don't have a 2 floor theater because the use is fixed and limited. We want modular and open spaces so the building can be used soon.

Public Comment 4: How much should be early childhood education and how much should be for youth. We thought about cooperative uses. We some profit generating uses but with the stipulation that they include some Science, Technology, Engineering, Arts, and Math (STEAM) component, maybe requiring interns. Included parking but not sure how much was needed. We also had a

restaurant.

Observation:

Approximately 2/3 of the participants desired child care use.

Approximately 2/3- 1/2 of the participants desired market rate office use.

Moderator: What did we learn from this?

Public Comment 5: We felt that as a public resource it should be available to the public all ages all incomes and should incorporate all uses. Uses should be programmatic and related. For example, maker space would have space for selling goods right there. Programs shouldn't be separated. With a black box theatre---how could this be a flexible or integrated space?

Public Comment 6: I found it difficult to talk about what the space needed to contain without a discussion about why. Why is the space functioning? What is the desired impact? Unless we know the mission/need, how can we decide program? It didn't seem like the process was heading toward that so I think we need to have a discussion about that.

Public Comment 7: If you treat arts, youth, early childhood education in one space, you don't have enough operations to raise money. If the city is putting in 6M on a 26M project, you're in a backwards financial situation—you will constantly be asking for donations. You will have a city organization with an enormous amount of development activities to raise the money for the building.

Public Comment 8: We asked where do creative go to rent studio space in Cambridge? And the answer was Revere. So we decided to focus on whites, yellows, and navy blues.

Public Comment 9: One of the things we paid

attention to was the location. We assigned the north side to artists. We put the offices on the other side. We put the little children above the parking. We put the older children in a “project space for home schoolers” on the first floor. When we got to the top floor we decided to do art because it has the most vertical space. We suggested a blackbox theatre and gallery space.

Moderator: One of the things we’ve seen is that when you rent artist studios it’s an artist use but it’s not really publically accessible. Similar to a community garden. This raises the question: “what does it mean to be community space?” Goggleworks mandates open studio once a month, you can require public involvement in offices, but this all raises the dilemma of how are things public.

Public Comment 10: Locally a space I find very attractive is the former armory in Somerville. It’s smaller but with very multi-use- large and small performance spaces with café also used for workshops and lessons, a scattering of music studios, art studios...this is all crammed in there! As far as I know, there’s no paid administrator but is run on a collective basis and coordinated by the guys from the Middle East...

Public Comment 11: There are paid administrators.

Public Comment 12: OK, but I just wanted to point out that there’s a local example that shows how flexible spaces are and how they can operate.

Public Comment 13: We were discussing using the space for youth and workforce development. Have the space set up so people who are using the program can apprentice with other users in the building. This makes studio and other “private” spaces more accessible to the community.

Public Comment 14: This is an opportunity for an opportunity center. This building is a connector between all the great things that are going on in

the workforce for others and our kids who aren’t necessarily getting those jobs. This is an opportunity to take those kids in Newtowne Court and see all those big buildings and says “this isn’t for me.” This building is part of what makes this for you and connects you to Kendall Square.

Public Comment 15: How can we have young people be parts of the planning process, and not just be affected by it? What would it be like to have classes in the fall where young people thought about designing things for the City? Similarly, it would be interesting if Cambridge Rindge and Latin School kids could take up the question of the Foundry, so that we’re not just doing it for young people, we’re doing it with young people.

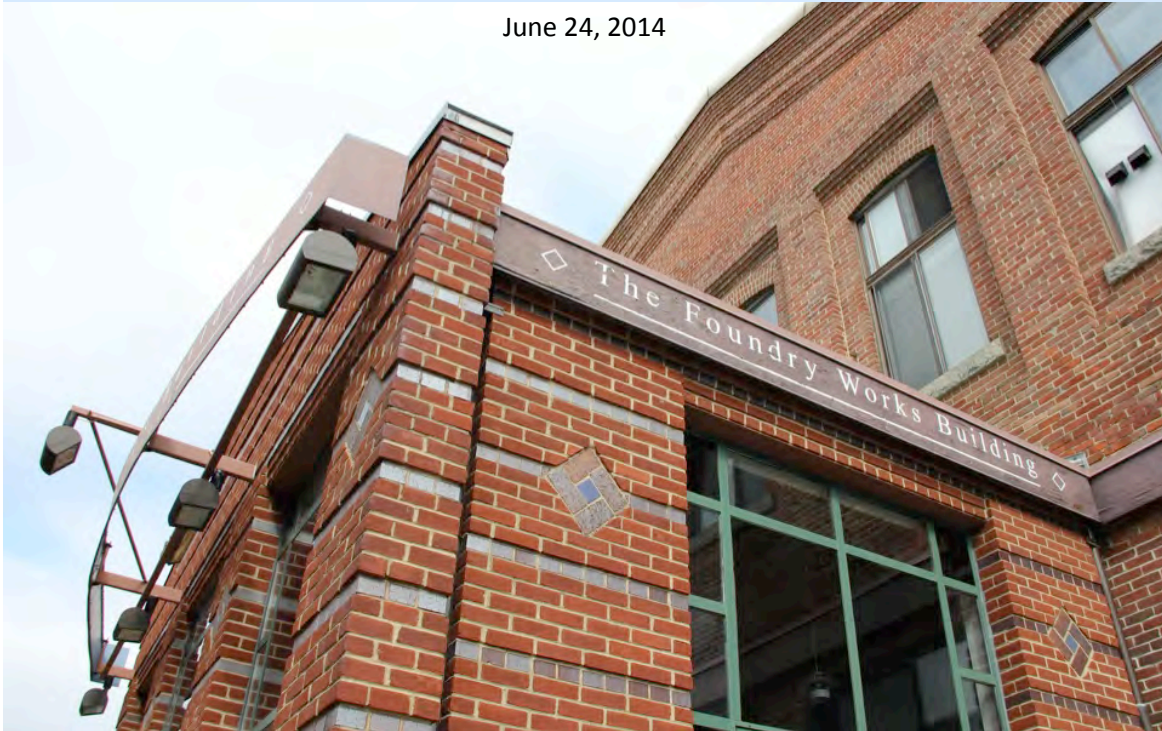
Public Comment 16: There is a resource available. Boston Society of Architects (BSA) has a program for young architects that we can link to.

Some suggested organizations:
Artists in Humanity- Epicenter, South Boston
More than Words- Waltham



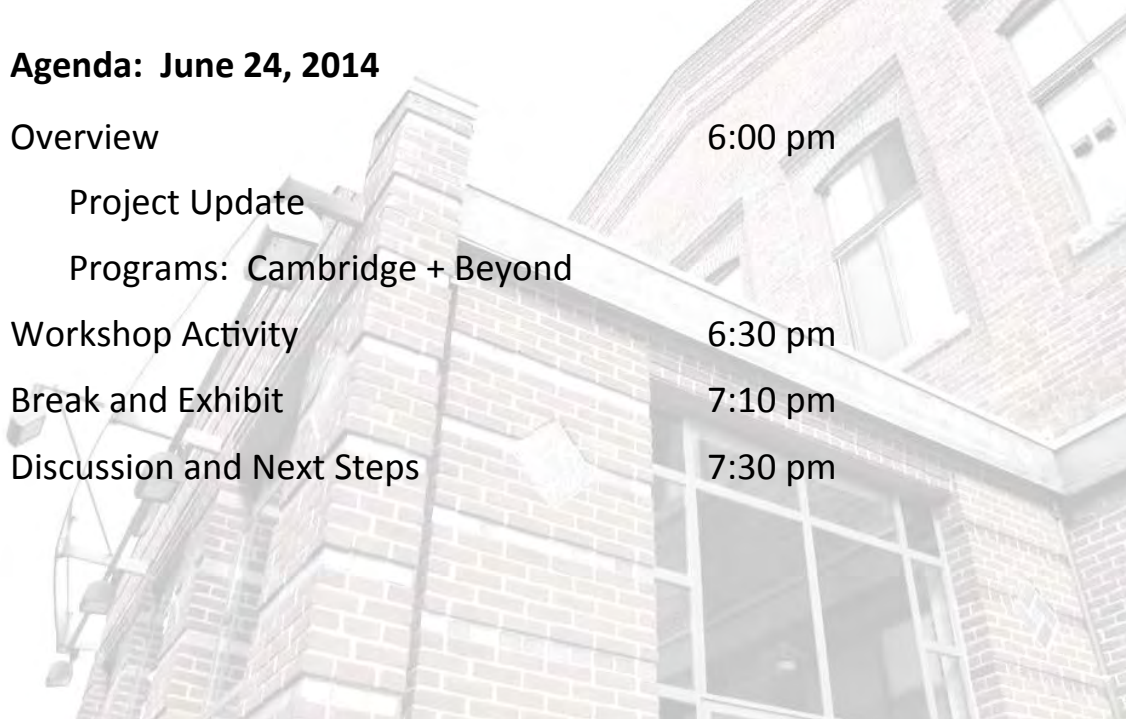
Foundry Building, Cambridge, MA Programming Goals + Development Objectives

June 24, 2014



Foundry Building, Cambridge, MA Programming Goals + Development Objectives

Agenda: June 24, 2014



Overview	6:00 pm
Project Update	
Programs: Cambridge + Beyond	
Workshop Activity	6:30 pm
Break and Exhibit	7:10 pm
Discussion and Next Steps	7:30 pm

Meeting Objectives

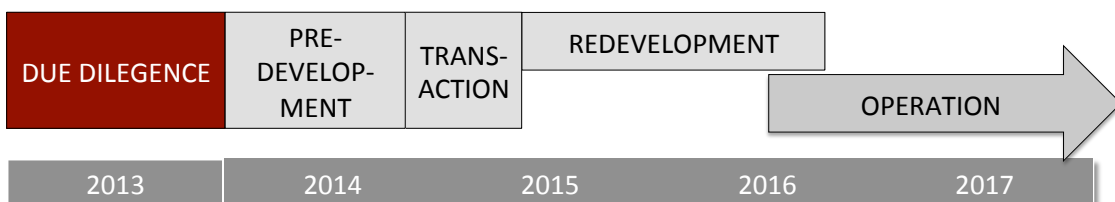
1. Update on project status and schedule
2. Generate building goals based on program ideas
3. Consider options and trade-offs
 - Space constraints
 - Program conflicts
 - Financial



Development Process

Acquisition and Due Diligence Phase

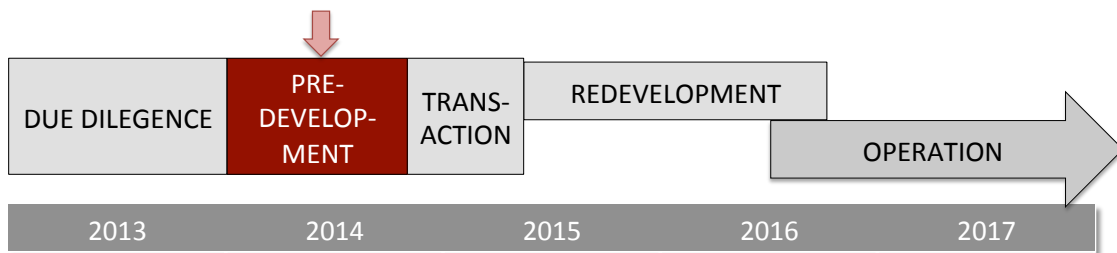
- City acquires from Alexandria Real Estate, 2012
- Public forums
- HMFH Reuse Study, June 18, 2013
- Building tour, October 30, 2013
- Report to City Council, March 3, 2014
- City decision to retain ownership



Development Process

Predevelopment Phase (Current)

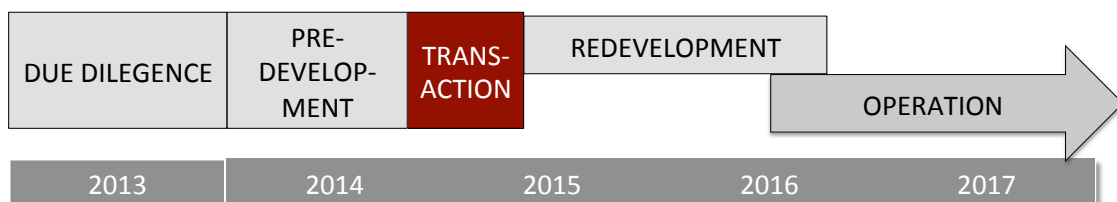
- Council willingness to spend \$6 million in City funds
- CRA/City Letter of Agreement to work together
- Community Engagement
- Programming and Development Objectives
- Governance/Management Strategies
- Development/Finance Strategies (HR&A)



Development Process

Transaction Phase

- Community Engagement
- Potential Demonstration Plan with Planning Board and City Council Approval
- Potential CRA Agreement
- Building Lease/Redevelopment Two-Step Request for Information and Proposals
- Selection of Developer/Operator



Development Process

Redevelopment Phase (by Selected Entity)

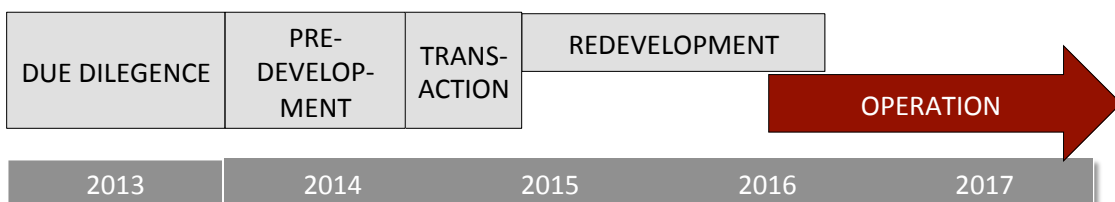
- Design
- Refine program details
- Secure project financing
- Construction



Development Process

Operation Phase (by Selected Entity)

- Maintenance and repairs
- Debt repayment, if any
- Utilities/Energy
- Program Delivery / Subleasing



What we're hearing

Suggested program ideas:

- **Arts:** performing, visual, events
- **Education:** preschool, youth, adult
- **Innovation:** makerspace, incubator space, test kitchens, etc.
- **Retail:** restaurant, café, grocery
- **Office:** professional, labs

Foundry Building Programming Ideas			
Programming Ideas	Public Sector	Nonprofit Sector	Private Sector
Adult Education		✓	
Family Economics/Teaching	✓		
Gallery/museum, (i.e. Cambridge Arts Council, Computer Museum)	✓	✓	
Performance space/Dance/Film	✓	✓	
Event space	✓	✓	
Maker space, (i.e. metal, woodworking, & trade shops)	✓	✓	
Multigenerational & Multicultural programs	✓		
Nursery			✓
Restaurant/Café			✓
Cooking Facilities		✓	✓
Fresh Market/Grocery			✓
Gym	✓	✓	✓
Professional Offices, (i.e. law & medical)			✓
Social Enterprise Offices		✓	✓
Incubator space (i.e. Techstars)		✓	✓
Labs		✓	✓

Summary of Community Input, October 30, 2013

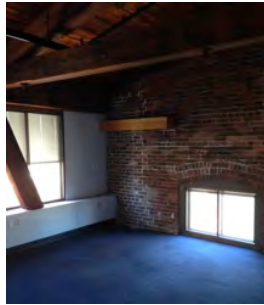
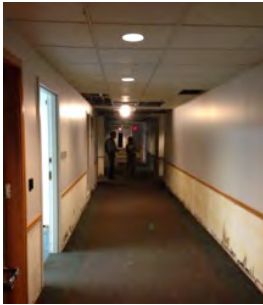
What we're hearing

Suggested development goals:

- Ensure community access
- Serve under-represented communities, especially youth
- Create a citywide resource
- Inspire innovation
- Develop workforce
- Financially sustainable



Building Facility



Building Facility



Agenda: June 24, 2014

Overview

6:00 pm

Project Update

Programs: Cambridge + Beyond

Workshop Activity

6:30 pm

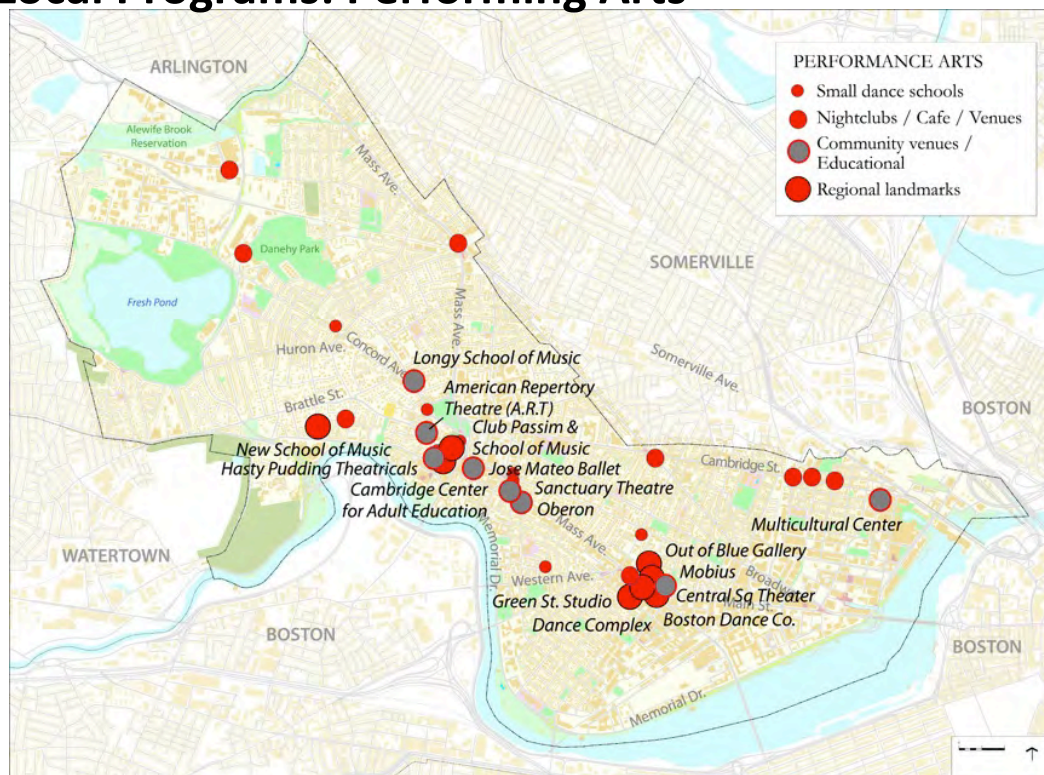
Break and Exhibit

7:10 pm

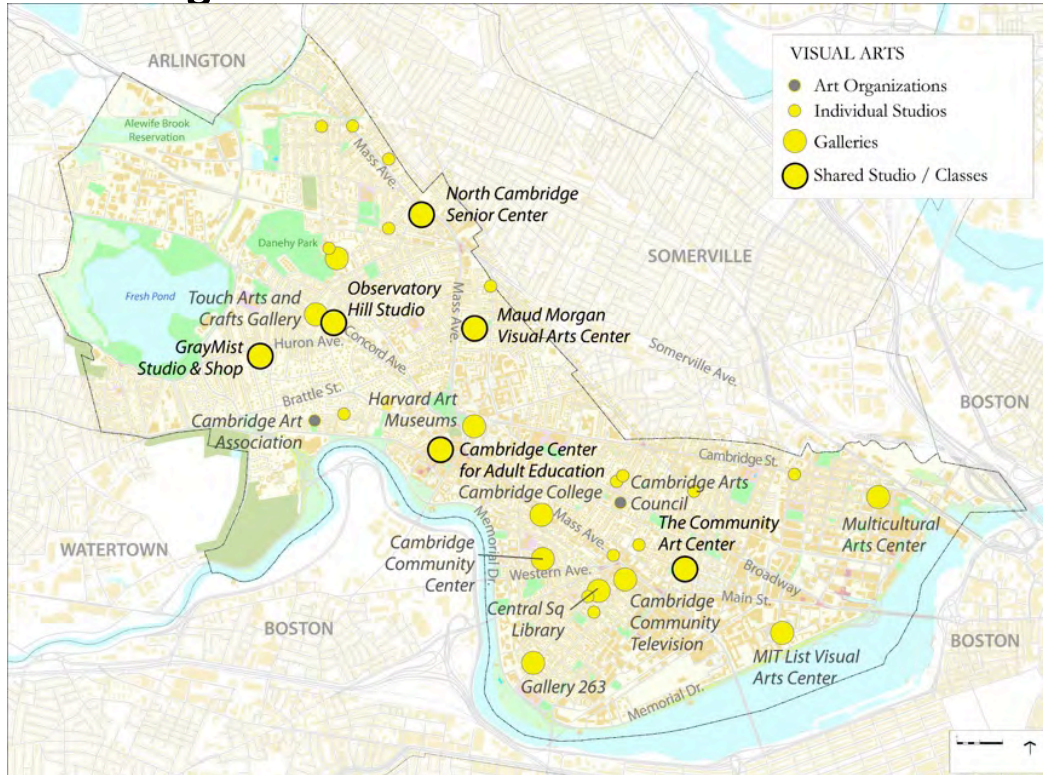
Discussion and Next Steps

7:30 pm

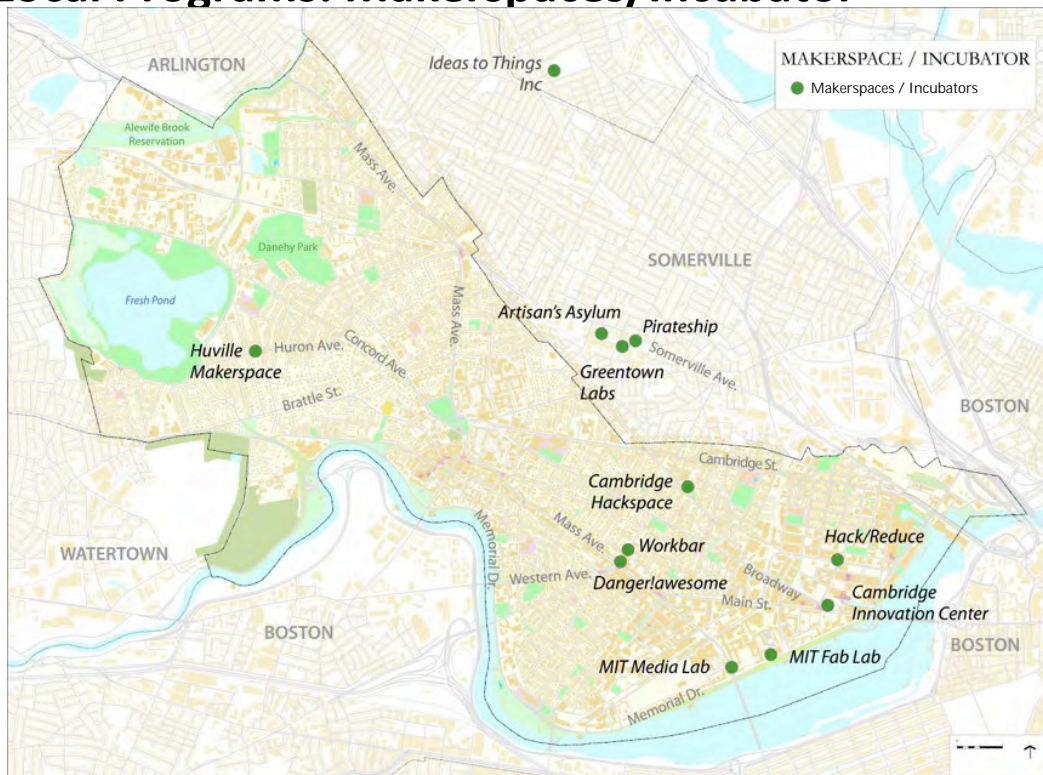
Local Programs: Performing Arts



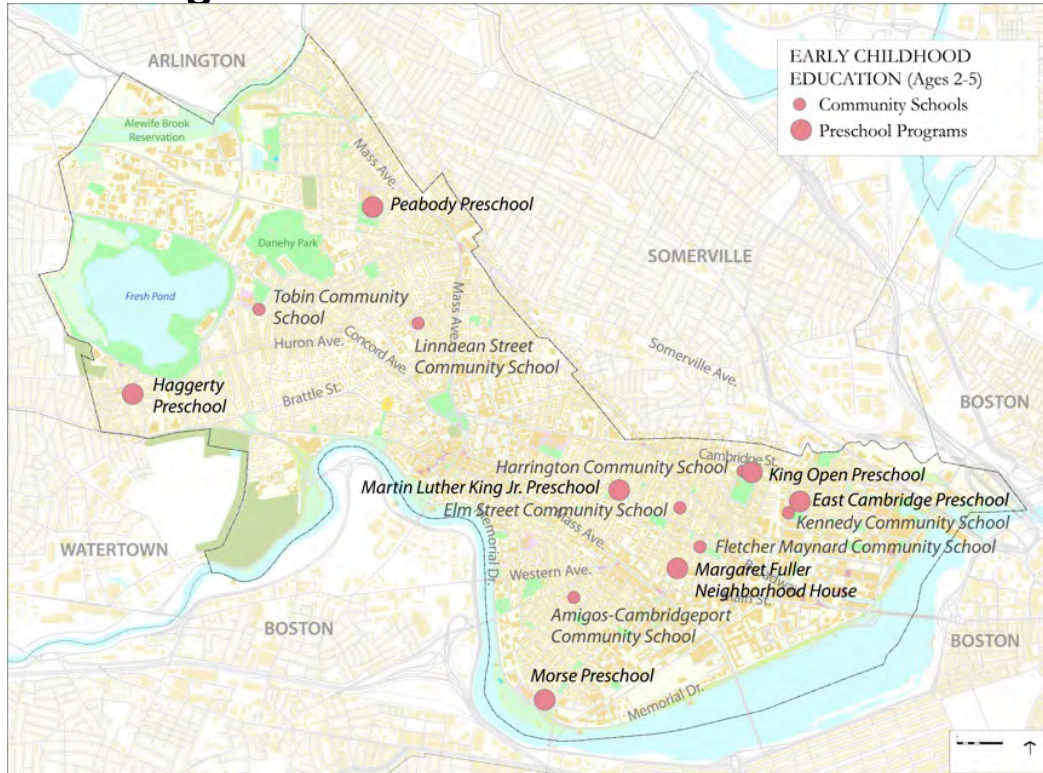
Local Programs: Visual Arts



Local Programs: Makerspaces/Incubator

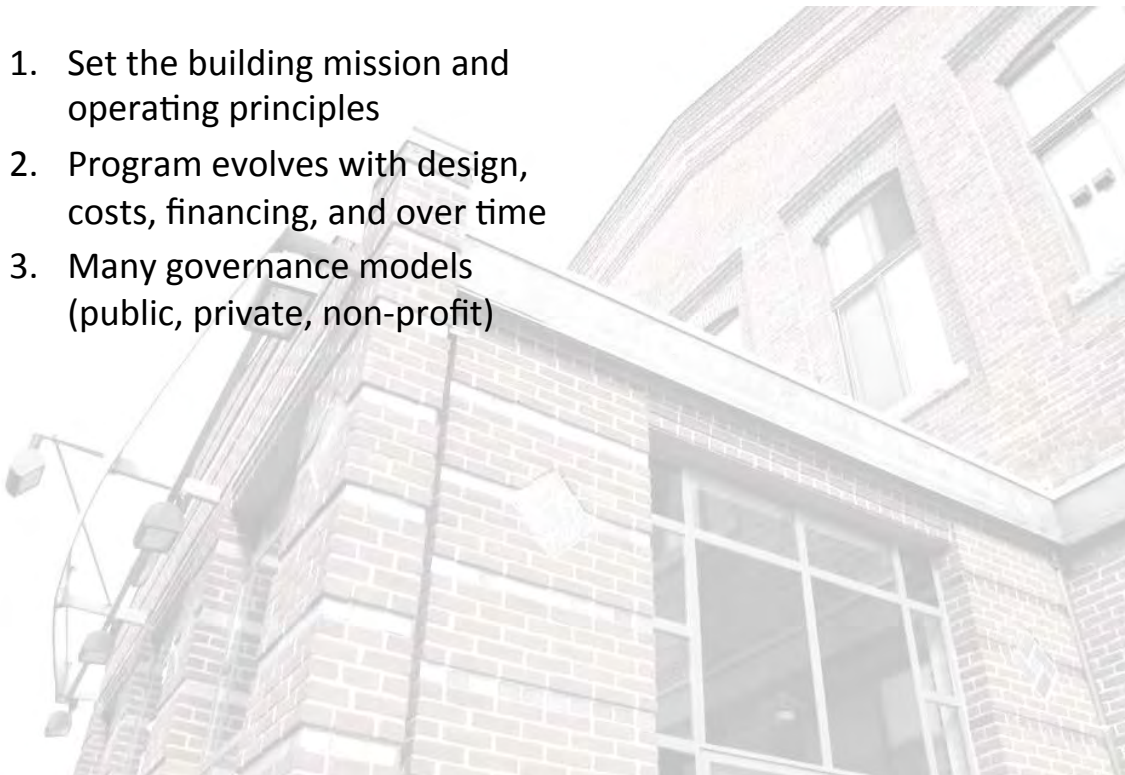


Local Programs: Education



Mission Statements: Lessons

1. Set the building mission and operating principles
2. Program evolves with design, costs, financing, and over time
3. Many governance models (public, private, non-profit)



Sample Mission Statements

Goggleworks Center for the Arts:

“Mission: To nurture the arts, foster creativity, promote education and enrich the community.”

Programs:

- Dance/music studios, darkroom, glass blowing, woodshop, artist studios
- 130-seat film theater
- Café, store, community meeting places, classrooms, galleries
- Offices for local artists and cultural organizations
- After-school programs
- Open houses every month



- Reading, PA
- 145,000 sf adaptive reuse
- Revenues: membership, studio rentals, event rentals, classes
- Governance: Non-profit Board

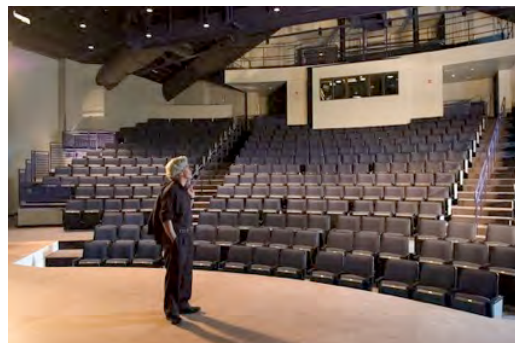
www.goggleworks.org/

Sample Mission Statements

Watertown Arsenal Center for the Arts:

“The Arsenal Center for the Arts opens doors to excite and inspire diverse audiences and artists to create, appreciate, participate and grow through the arts.”

- 30,000 sf building
- 380-seat theater, 100-seat black box theater, gallery, artist studios; classrooms; gift shop;
- Fit-out at \$7.5 million in 2005



Sample Mission Statements

Artisans' Asylum: *“Our mission is to support and promote the teaching, learning and practicing of craft of all varieties.”*

- 40,000 sf building
- Governance: owned by JWF LLC
- Rents at \$8-14/sf
- Operating expenses at \$80,000/month
- 250 monthly members at \$150/month

<http://makezine.com/2013/06/04/making-makerspaces-creating-a-business-model/>



Sample Mission Statements

Burlington Center Arts: *“to sustain and enhance artistic life of the Greater Burlington Area.”*

- Governance: Non-profit Board of Directors and City of Burlington.
- 30 year old institution
- now moving to former City DPW (50,000 sf)



Sample Mission Statements

Columbus OH Idea Foundry:

Community workshop, learning center, and creative space. Training and access to tools and technology. Community is diverse, open and friendly.



- Membership model
- 60,000 sf leased from local development association

Sample Mission Statements

The Narrows Center for the Arts: “to promote and develop an appreciation of the visual arts and the performing arts... for the benefit of the public at large and citizens.”

- Informal mill space hosts affordable shows and uses
- 280 seat capacity; performing and visual artists, musicians, and writers
- Governance: 501c3 non-profit organization

www.narrowscenter.org



Sample Mission Statements

Brewery Small Business Complex: Goal is to *bring back jobs that were lost when brewery closed and create a supportive environment for local businesses.*

- 150,000 gsf building
- Mix of uses: brewery, start up companies, offices, restaurant
- Governance: owned and operated by a community development corporation (CDC).

www.jpndc.org



Sample Mission Statements

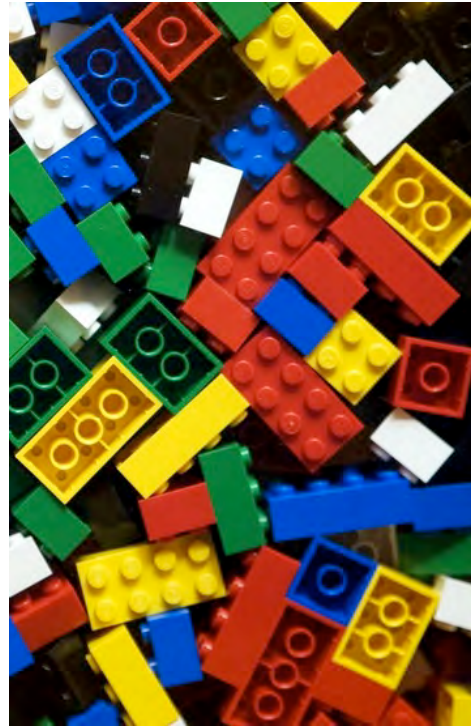
Peek-a-Boo Childrens' Center: *"All activities are geared toward inviting children to play and stimulating an interest for building and refining many skills."*

- 5,100 sf
- Admission fees, event fees, memberships, classes
- Shares mill building with start-up office space and artist studios



Project

1. Base Building
2. Program Pieces
3. Scale
4. Space Standards
5. Financial Considerations
6. Project Instructions



Base Building

Rentable area = 53,000 sf

3rd floor: 15,000 sf

2nd floor: 15,000 sf

1st floor: 23,000 sf

Basement = 23,000 (42 spaces, 4,000 sf other)

Lot area = 37,500 sf

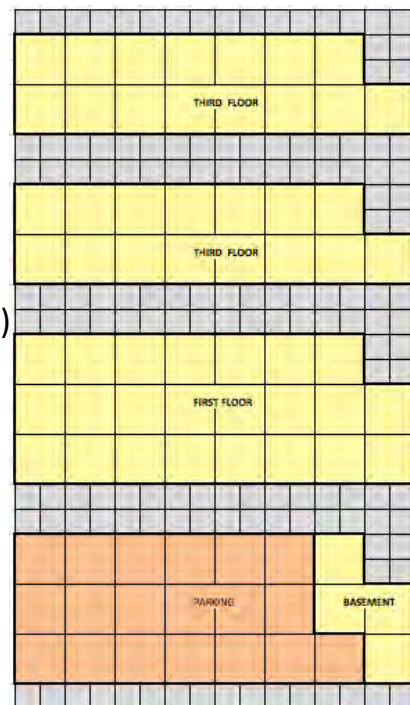
Outdoor = 3,000 sf + 12 parking spaces

8 ½ foot floor to ceiling heights

10 foot floor to floor heights

HMFH Foundry Report, June 18, 2013

FOUNDRY WORKSHOP ACTIVITY



Program Pieces



Arts and Events: Theater, Music, Galleries

Youth/Workforce

Early Childhood

Restaurant, Café, Shops, Retail

Studios, Maker Space, Incubator Offices

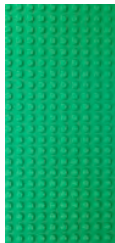
Parking (basement)

Office

Scale



Lego Brick = 1,000 sf










Base plate:

- 53 blocks max. on 1st to 3rd floors
- 23 blocks in basement

Program Considerations

- Void for double (20 foot) or triple (30 foot) height space (theater, heavy equipment)
- Early Childhood with ground floor access
- Basement unfinished without natural light

Space Standards (approximate)

-  Arts and events:
 - Theater/Music (200 seats/6,000 sf @ 30 sf/seat)
 - Galleries (1,000 - 2,000 sf)
-  Youth/workforce (30 - 35 children in 5,000 sf)
-  Early Childhood (30 - 35 children in 5,000 sf)
-  Restaurant, café, shops, retail (1,000 - 5,000 sf)
-  Studios, makerspaces, incubator space (3 - 6 studios/1,000 sf)*
-  Parking (3 spaces/1,000 sf)
-  Office (3 - 6 employees/1,000 sf)

* www.artisansasylum.com/, including shared spaces

Counting Up Costs: Development

Public sector contribution:

- **\$6 million** toward the base building capital improvements

Renovation Cost (hard + soft costs, approximate)

- Core + Shell: \$10 to \$12 million
- Fit Out: \$10 million
- **Total: \$20 to \$22 million**



Closing the Gap: Financial Sources

- Financing based on future revenue stream
- Private Fundraising
- Additional Public Grants



Counting Up Costs: Operations

Costs:

- Operations: \$700,000 per year or **\$13/sf**
- **Debt Service of \$14 m - \$16 m**



Operating Responsibilities

- Utilities/energy
- Maintenance, repair, insurance
- Management & program delivery
- Debt Payments

Revenues: Rent Levels, approximate








- Arts/Education @ \$13/sf
- Makerspace, cafes, parking @ \$14 - 26/sf
- Office market @ \$35/sf - \$65/sf



Operating Costs: Report to Council, March 3, 2013
 Approximate Rents: Arts/Education to cover operating; Makerspaces: www.making-makerspaces-creating-a-business-model/

Program Pieces

FOUNDRY
 WORKSHOP ACTIVITY

	Program	Approx. Rents	Financial Point Value
	Arts and Events	\$13/sf	1
	Youth/Workforce	\$13/sf	1
	Early Childhood	\$13/sf	1
	Café/Retail	\$14 - \$26/sf	2
	Makerspaces/ Incubators	\$14 - \$26/sf	2
	Parking	\$14 - \$26/sf	2
	Office	\$35 - \$65/sf	4

Project Instructions

1. Working in teams of 3+/-
2. Pick out colors that represent your program ideals
3. With your team, discuss your different (or shared) visions of the building experience
4. Respecting the different approaches and likely trade-offs, see if you can agree on a program that fits in the building floor plates
5. Use index cards, to write your mission, highlights, and rationale for your program. Identify any unresolved trade-offs.
6. Use worksheet to calculate your financial point value.



Discussion

Development Entity Characteristics

- Operator on team early
- Real estate skills (experience)
- Design skills (quality, costs, creativity)
- Public/private/non-profit partnerships
- Knowledge of local community
- Experience in creative programming
- Self-supporting operations over the long term



Discussion

Possible development goals:

- Ensure community access
- Serve under-represented communities, especially youth
- Create a citywide resource
- Inspire innovation
- Develop workforce
- Financially sustainable

