

Foundry

101 Rogers Street | Cambridge, MA

REQUEST FOR QUALIFICATIONS

July 15, 2015

Cambridge Redevelopment Authority
255 Main Street, 4th floor
Cambridge, MA 02142
www.cambridgeredevelopment.org/foundry



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The Foundry Works Building on 101 Rogers Street, Cambridge, Massachusetts

PROJECT NOTICE

The Cambridge Redevelopment Authority (CRA), in collaboration with the City of Cambridge (City), is issuing a developer Request for Qualifications (RFQ) for the Foundry at 101 Rogers Street in Cambridge, Massachusetts. Through a two-step qualifications and proposal process, the CRA seeks to designate a Development Entity with exceptional experience and capability to transform Kendall Square's vacant Foundry into a thriving, innovative center that offers a collaborative environment with a mix of cultural, arts, educational, manufacturing, and commercial uses. This selection process will lead to the designation of a Development Entity responsible for revitalizing and operating the 53,000 square foot building. The City will retain ownership of the building, and the development team will have a long term lease with the CRA.

RFQ responses are due on September 9, no later than 4:00 pm.

1. OVERVIEW

Redevelopment Opportunity

Within the historic walls of the now vacant Foundry is the opportunity to create a new and dynamic setting for making, discovering, thinking, learning, and expressing. Located on the edge of Kendall Square in East Cambridge, the Foundry will become a place for collaboration and innovation, while opening the doors to engage residents of Cambridge in these activities. The building needs capital improvements to the base building and to adapt the space to facilitate the many activities envisioned there. Realizing the vision for the Foundry will require creativity to unlock the building's full potential, experience to renovate the real estate asset, and passion to bring together the many different individuals, organizations, companies, activities, and programs that could fill the space.

The Foundry is close to the Massachusetts Institute of Technology (MIT), Kendall Square, Cambridgeside Galleria, and the historic East Cambridge neighborhood. The Kendall/MIT Red Line Station and the Lechmere Green Line Station are within a ten-minute walk. The brick and timber frame building was built in 1890, expanded in 1910, and then refurbished as an office building in 1982. The Foundry has approximately 53,000 square feet on three floors. The basement level has 4,000 square feet of finished area and the rest is assigned to 42 parking spaces (19,000 square feet). The clear heights on each floor are ten feet, sloping up to 17 feet on the first floor wings and up to 18 feet between the third floor trusses.

To implement the project, the City has designated the CRA to manage a process to redevelop the building in a way that achieves community aspirations and maintains the property as a long-term City asset. The CRA holds a 50-year lease on the building and seeks to identify a long-term development partner to renovate, manage, and operate the property. The City has allocated funds for capital improvements, and the CRA intends to provide operating and capital reserve funds to support tenant enterprises as described in Section 3. The Foundry has benefited from an ongoing robust public process during which the range of potential uses has been discussed, contributing greatly to the vision for the redeveloped property.



Historic facade with entry addition, facing Rogers Street



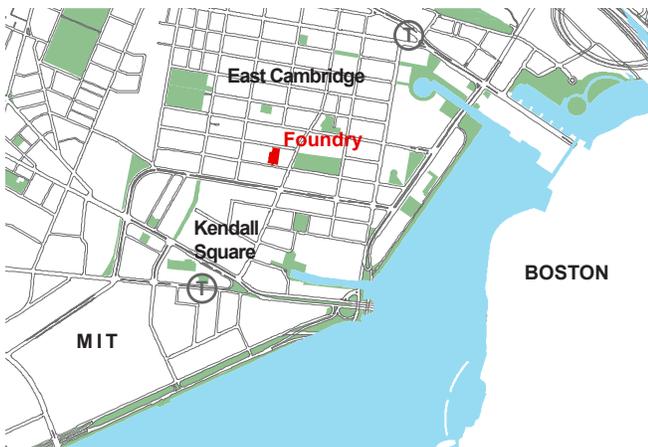
Interior features



Side yard with Kendall Square in background

RFQ SCHEDULE

Issue RFQ	July 15, 2015
Information Session	August 5, 2015 at 10:00 am
Questions Due	August 7, 2015, no later than 4:00 pm
RFQ Response Due	September 9, 2015, no later than 4:00 pm



Foundry Location and Context

Request for Qualifications (RFQ) Process

The CRA is issuing this Request for Qualifications (RFQ) as the first of a two-step selection process (see Section 3). The RFQ phase is an opportunity to present creative ideas that integrate public and private uses consistent with the established objectives for the property. Innovative approaches may be offered regarding shared space - either physically, temporally, or both - in ways that productively engage the many tenants and users of the building, and the role of design in enhancing the experience and activities within the Foundry. Responders are asked to provide a statement regarding an approach to a financial strategy that addresses the need to invest in the building as a long-term asset, while creating an interesting mix of private and public sector uses that can support the building operations and maintenance over time.

The RFQ phase will serve to qualify candidates and/or teams (collectively, “Responders”) according to their development experience and operational experience, as well as their creative approaches. The project will require real estate expertise in the development phase as well as management expertise in the operational phase, in particular the ability to curate a wide variety of creative programs that coexist and interact within the building. Development entities may be non-profit, for-profit, or a combination of the two. The principal outcome of the RFQ process is to prequalify Responders, which may be developers, operators, or full teams combining both, to proceed to the Request for Proposals (RFP) phase during which they will compete for designation as the developer and operator of the property (the “Development Entity”).

Responders must identify whether they are submitting as developer, operator, or as a full team combining both development and operations. A preference will be for complete teams, but the process will also qualify those who may have special expertise in either real estate development or operations. Potential tenants, who are not required to submit qualifications, may also respond to this RFQ by providing a letter of interest with contact and organization information to be used as a resource by the Development Entity, the City, and the CRA in this and future phases.



Existing interior space

The Information Session is NOT mandatory but will be an opportunity to learn more about the project, ask questions, and meet other interested parties, including developers, operators, and potential tenants. Tours of the Foundry will be made available, if possible, depending on the schedule for demolition of interior partitions. In its current condition, the building is not fully accessible.

All inquiries concerning this RFQ must be addressed to the following person:

Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th floor
Cambridge, MA 02142
Phone: 617-492-6800
Email: foundry@cambridgeredevelopment.org

Interested Responders should provide contact information to the CRA in order to ensure that they receive any addenda and notice of tours. It is the responsibility of Responders to ensure that they obtain all information pertaining to this RFQ.

All questions must be submitted by the date indicated on Page 3. Prospective Responders should note that all questions, requests for clarifications, and exceptions including those relating to the terms and conditions of the contract must be submitted in writing, and e-mail is preferred. Submissions made in any other format will be ignored. Answers to all questions of a substantive nature will be provided to all prospective Responders in the form of an addendum to this RFQ via the CRA website at the following address:
www.cambridgeredevelopment.org/foundry.

Submissions are due on the date indicated above and must be submitted to the address above. Any response received after the time specified will be considered a late response. See Section 5 for detailed information on submission requirements.

VISION: The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, arts, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multigenerational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

2. PROJECT OBJECTIVES

The vision for the Foundry has been developed through multiple community meetings and sets out the widely shared aspiration for the project. The vision and the supporting project objectives will inform the review of project proposals and will continue to be a benchmark for review of the building and program operations over time (see Appendix A for a full list of Community Objectives).

Summary of Project Objectives

- Create a unique collaborative environment as a citywide resource in the areas of science, technology, engineering, arts, and math (STEAM), including significant training opportunities that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in the Kendall Square area over the past several years.
- Highlight the historic architectural elements of the building and connect the building to its site and surroundings, creating physical assets that support viable economic activity and productive use for the community with universal accessibility.
- Maximize the extent of community uses or uses commanding lower rent than office or laboratory uses; provide a structure for ongoing management and oversight of those uses; and leverage multiple funding sources to provide a financially sustainable building operation.

The redevelopment process and governance model are designed to maximize the public and community-based elements of the building's program and ensure compliance with these objectives through minimum thresholds for the amount of below market rate space for community-oriented uses and maximum allowances for market rate commercial uses, such as office, lab, retail, or restaurant, although aspirational goals are to achieve community-based uses in the majority of the building and to recruit tenants that will participate in the life of the building.

Through the community process, a list of viable uses also has been developed to demonstrate the wide range of possible activities, recognizing that the building cannot accommodate them all at any one time, and that they are likely to change during the life of the building (Appendix A).

Project Legal Requirements

The Development Entity will be required to obtain any and all permits and/or licenses required by federal, state, and local laws, rules and regulations for the redevelopment and operation of the property. As a building with more than 50,000 square feet, the project will be required to comply with the requirements of Article 19, Project Review, under the City of Cambridge Zoning Ordinance. In addition, the building is also expected to comply with certain City ordinances and policies including, without limitation, living wage ordinances, requirements for gender neutral bathrooms in public areas, CORI requirements, and certification under the U.S. Green Building Council's Leadership in Energy & Environmental Design (LEED) rating system.

3. DEVELOPMENT STRATEGY

Project Background

The City acquired the Foundry, a currently vacant, former industrial and office building, from Alexandria Properties in 2012 in connection with a zoning amendment sought by Alexandria. While the zoning for the building set some initial parameters, subsequent community discussions have continued to shape the aspirations for the reuse of the Foundry. Over the last three years, there have been over 20 public meetings related to the Foundry, including City Council and CRA Board discussions and community workshops. Discussions have centered on the condition of the building, development alternatives, program concepts, vision and objectives, real estate feasibility analysis, and evaluation criteria. Links to relevant planning documents and building assessment may be found in Appendix B.

During this time period, the City also completed a planning study for Kendall Square, the “K2 Plan” (2013). The study identified a key challenge: “Innovation space for startups is in great demand, but the issue is how to ensure its affordability.” The plan recommends as Goals 1 and 2, nurturing Kendall Square’s innovative culture and creating great places. Elements of these goals include supporting a vibrant environment for creative interaction, expanding incubator spaces for entrepreneurs, and creating lively public places where the interior spaces engage the life of the street.

On May 4, 2015, the City Council approved the disposition of a long-term leasehold in the Foundry to the CRA in accordance with Municipal Ordinance 2.110.010, and agreed to utilize a diminished process, in that appraisals and traffic and parking studies would not be required prior to disposition. On July 13, the City and the CRA Board entered into a lease for the Foundry (see Appendix B).

The CRA is uniquely positioned to lead the project and facilitate development consistent with the public interest and can also carry out partnerships with public, private, and non-profit funding. Founded in 1956 as an independent authority under MGL Chapter 121B, the CRA is financially separate from the City and has a mission that includes implementing imaginative, creative development. It is responsible for

the management and steering of the Kendall Square Urban Renewal Project. The CRA also has flexibility in real estate procurement, including the ability to manage this two-step procurement process. The project site is not within a designated urban renewal area, but the CRA has the authority to adopt and develop “demonstration projects” under Section 46(b) of Chapter 121B under which it can develop, test, and report methods and techniques and carry out demonstrations that prevent urban blight. The CRA Board approved a Foundry Demonstration Project Plan on December 17, 2014, and the City Council approved this plan on May 4, 2015.

Development Process

The City will retain ownership of the building and the land, which is considered a long-term City-asset. The CRA is the tenant and will serve as the real estate entity that oversees the development and operation of the building through a long-term leasehold. Through this RFQ/RFP process, the CRA, with approval of the City Manager, will select a Development Entity to implement the project through a sublease, which will be subject to the terms of the lease. The sublease and key aspects of the development and the project, including approval over significant capital changes to the building, will be subject to the approval of the City Manager. The CRA will manage the project and be the direct point of contact for the selected Development Entity.

The City has appropriated and agreed to provide up to \$6 million for capital improvements to the Foundry, with the intent that these funds be substantially expended by the City in the first ten years of the project. These funds will be directed toward interior partition demolition (to be completed by summer 2015) and improvements to the base building and site, although they are not expected to cover the full costs of necessary improvements.

The CRA has committed to providing \$2 million to establish an operating fund reserve and a capital fund reserve for the Foundry, with the intent that this will provide, among other things, a backstop for tenants who are running programs or who need to fit-out portions of the building over the life of the lease term. Specifically the operating fund will be focused on programming and the capital fund could be utilized for



The wings of the buildings have clear heights up to 17 feet.



A driveway ramp leads to basement parking.

tenant improvements required by community-oriented uses and/or capital requirements of the building beyond the initial investment from the City and the Development Entity.

A Foundry Advisory Committee (Advisory Committee) is being established to make recommendations to the City Manager and Executive Director of the CRA. In evaluating potential uses, programs, and use of shared spaces for creativity and innovation at the Foundry, the Advisory Committee will take into account the interior configuration, ongoing operations, changing demand and market forces, updates in technology and innovation, and other outside impacts.

The selected Development Entity will implement the redevelopment and manage the property into a productive, innovative, mixed-use center for collaboration. The Development Entity may consist of a private developer, non-profit organizations, or a joint venture of multiple parties capable of fulfilling the redevelopment goals of the property.

Procurement and Transaction Steps

The Foundry transaction will include the following steps:

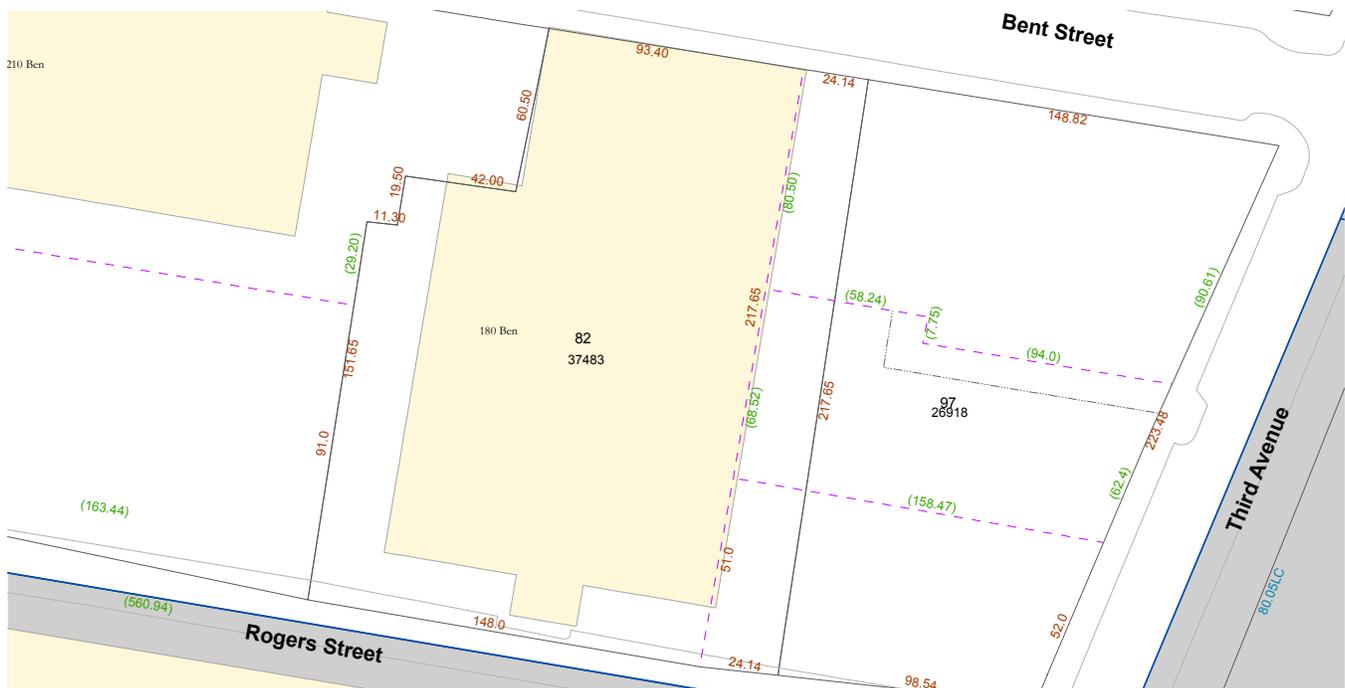
- 1. Request for Qualifications (RFQ):** the RFQ is intended to reach a broad cross section of interested parties with ideas and comparable experience in building program, renovation, and/or operations as a means to identify the most capable entities (or team members) from a real estate and operations standpoint. Submittals will be evaluated against the minimum requirements described herein. At the conclusion of this step, the CRA will announce qualified Responders.
- 2. Request for Proposals (RFP):** the RFP will seek more detailed proposals from qualified Responders. The RFP evaluation will involve scrutiny of the Responder's ability to implement the Project in a timely way, the program concept, and a finance plan that addresses sources and uses of funds sufficient to make building improvements and to sustain the building's operation, as well as other criteria to be outlined in the RFP. At the conclusion of this step, the CRA Board with the City Manager's approval will invite a proposer to negotiate and enter into a sub-lease with the CRA.

3. Negotiation and Execution of the Sublease with the Development Entity: within a specified period of time, the CRA in consultation with the City will negotiate and execute a sublease, including but not limited to agreement on conceptual design, programming, and management of the project, with the selected Responder. The selected Development Entity would sublease, redevelop, and thereafter operate and maintain the Property.

The RFQ submittals will be the basis for fine-tuning the RFP through a better understanding of project possibilities, range of interest, and general feasibility. Teams submitting qualifications statements will not be required to continue to be joined during the RFP process and may be reconfigured at the RFP stage, provided that all lead entities participating at the RFP stage must have been deemed qualified by the CRA

as a part of the RFQ. A qualified lead entity has the right to reconfigure a team for the proposal phase, if desired, drawing on other entities or adding expertise as necessary. See Section 6 for additional Terms and Conditions.

Responders should be prepared to engage the community and must understand that certain elements of their submittals will be viewed publicly. During the RFQ phase, submittals of qualified candidates will be publicly posted. Interviews are not expected during this phase, although the CRA reserves the right to request and schedule interviews if it is deemed necessary or appropriate. The RFP process will also be transparent, with public posting of project proposals (non-financial) and an expectation that the shortlisted candidates will be asked to present in a community forum.



Site Plan: Foundry at 101 Rogers Street (HMFH Architects, 2013)



The Foundry is in East Cambridge close to Kendall Square, Boston, and the Charles River.

4. EXISTING CONDITIONS

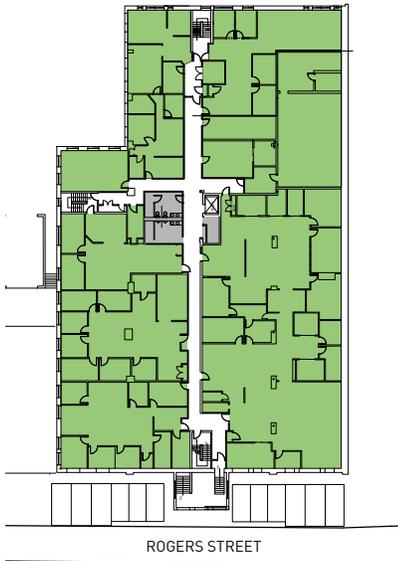
Kendall Square and Cambridge Setting

The Foundry sits on the edge of Kendall Square in the East Cambridge Neighborhood. Kendall Square is a leading innovation district, home to some of the world's most visible companies in life sciences and technology. Major anchor institutions drive the economy, including nearby MIT, Harvard, and the medical centers in Boston. Once a heavy manufacturing district, Kendall Square continues to be a place where people invent the future through research, development, and production, from incubators to start-up to mature firms.

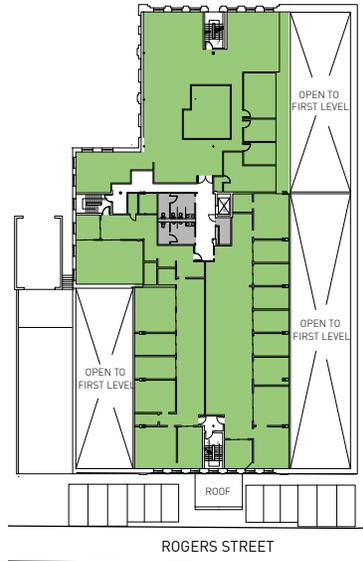
With distinctive amenities in a strategic location, Kendall Square is recognized as one of the most highly sought after real estate markets in the United States. Private development has occurred not only in the center of the district around Main and Broadway, but more recently along Binney Street near the Foundry.

The Kendall Square area draws talent from around the world, including investors, research scientists, and students and other young people.

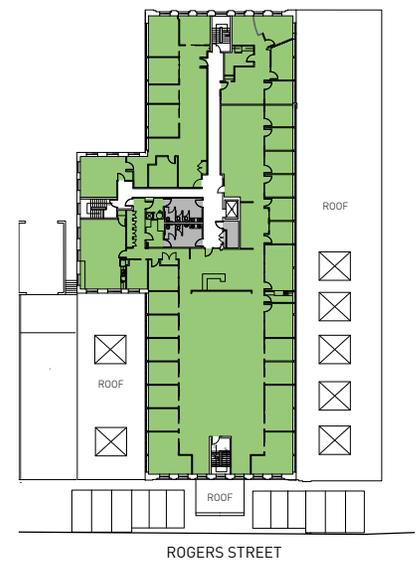
In recent years, the area has begun to flourish with a growing street life of restaurants and cafes, farmers markets, and recreational activities in nearby parks and along the Charles River. Cultural facilities for performing and studio arts exist within the nearby squares and neighborhoods, although many are pressed for space. The Foundry is a short walk away from transit access via the MBTA Red and Green Line and a system of public and private buses. The site also benefits from Cambridge's expanding network of pedestrian and bicycle facilities. Commercial centers exist at Kendall Square and at Lechmere, as well as along Cambridge Street. The nearby Rogers Street Park is a significant open space that will be programmed and designed through the City initiative, Connect Kendall Square.



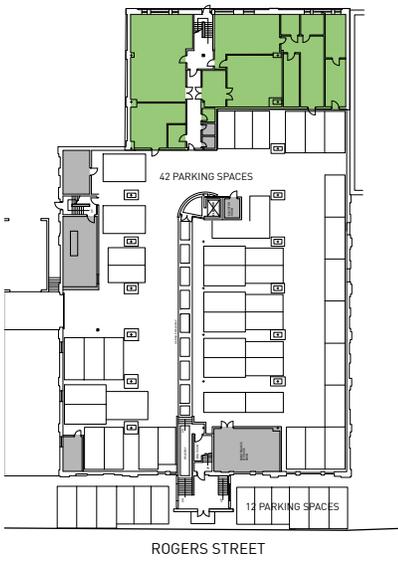
Existing first floor plan



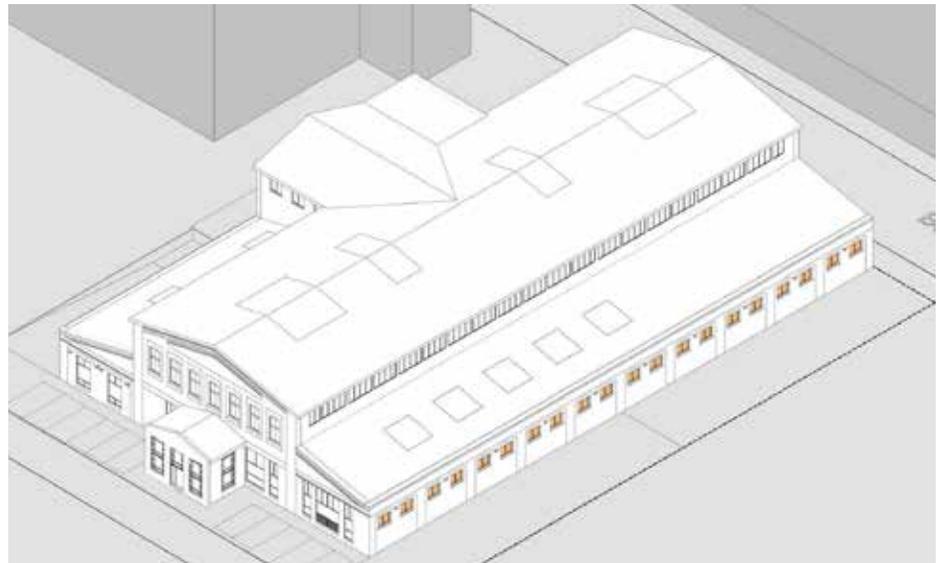
Existing second floor plan



Existing third floor plan



Existing basement level plan



Existing axonometric view (plans and axonometric provided by HMFH Architects)

The size and location of the Foundry, in conjunction with expressed community aspirations, suggest that the Foundry represents an ideal opportunity to fill some critical gaps in the socio-economic life of the City. Not all Cambridge residents have access to the economy and jobs in Kendall Square. Within the city, 13% live in poverty and 26% of those over 25 years of age have less than four years of college. Two neighborhoods near the Foundry - Area 4 and Wellington-Harrington - have some of the highest rates of poverty for families

in Cambridge. With high commercial rents, some start-up companies that contribute to the innovation economy find it difficult to remain in the area. Non-profit organizations, arts-related endeavors, and other community-based activities face additional challenges in securing suitable space and rents given the competitive market and lack of supply. For workers without advanced degrees or technical training, the local real estate market has limited the range of occupations and local employment opportunities.

Description of Property

The Foundry is currently vacant, waiting for its next transformation. The substantial brick and timber frame building has adapted to many eras, beginning as an iron foundry for the manufacture of innovative steam pumps in the 19th century; re-purposed for a motor freight station, then a warehouse, and finally an office building in the 1980s.

A summary of the property is provided below. For additional information on the building and site, see Foundry Building Reuse Study (HMFH, June 18, 2013). Additional background information on the project can be found in The Foundry Building Demonstration Project Plan (Cambridge Redevelopment Authority and City of Cambridge, approved May 4, 2015) and the Foundry Disposition Report (City of Cambridge, approved May 4, 2015).

It will be up to the Responders to determine the extent of renovations and the likely costs based on their own research, experience, and assessment of the property. The HMFH study (2013), which was a preliminary feasibility analysis, estimated \$9.5 million to \$11.2 million for total project costs to renovate the core and shell, based on public bidding and on a conceptual basis without detailed design or engineering. The HR&A real estate analysis (2014) projected total build-out costs of \$4.4 million to \$7.3 million depending on the uses (see Appendix B).

Summary of Building Information

Total Parcel Area	37,500 sf								
Side Yard	5,200 sf								
Gross Building Area (City Assessor)	<table> <tr> <td>First Level</td> <td>23,000 sf</td> </tr> <tr> <td>Second Level</td> <td>15,000 sf</td> </tr> <tr> <td>Third Level</td> <td>15,000 sf</td> </tr> <tr> <td>TOTAL AREA</td> <td>53,000 sf</td> </tr> </table> <p><i>Note: a basement level has 4,000 sf finished area and 19,000 sf unfinished parking area</i></p>	First Level	23,000 sf	Second Level	15,000 sf	Third Level	15,000 sf	TOTAL AREA	53,000 sf
First Level	23,000 sf								
Second Level	15,000 sf								
Third Level	15,000 sf								
TOTAL AREA	53,000 sf								
Access and Parking	Frontage on Bent Street and Rogers Street Driveway to basement parking area 42 spaces in basement 12 spaces currently on site adjacent to Rogers Street								
Clear Height	Basement Level: 10 feet First Level: 10 feet, up to 17 feet at top of shed roof Second Level: 10 feet Third Level: 10 feet clear, up to 18 feet between trusses								

Summary of Building Information (continued)

Year Built/Renovated	<p>1890 - Main foundry building</p> <p>1910 - Side wings added</p> <p>1982 - Renovated to infill three floors for offices and light research and development labs; basement excavated to accommodate parking use</p>
Exterior/Interior Construction	<p>The original structure is masonry veneer over a heavy timber frame structure; building structure is compromised as regards lateral force. The infill structure is steel frame with concrete decks. The envelope is brick and stucco veneers; brick walls with window openings on north and south ends; clerestory siding and windows along the east and west sides; windows, skylights, doors, and siding on clerestory walls needs replacing. Roof is over 25 years old, and while there is no evidence of recent leaks, it has reached the end of its lifespan.</p>
Building Description	<p>Center Section: Three story structure approximately 61 feet x 200 feet; gable-shaped timber roof trusses, approximately 8 feet deep at mid span, spaced 10 feet on center; series of inboard and outboard heavy timber columns.</p> <p>East and West Side Sections: one story structures on either side of center section, with a footprint at grade approximately 31 feet x 200 feet each; mono-shaped heavy timber roof trusses, approximately 7 feet deep at one end, spanning in the east-west direction and spaced at 10 feet on center.</p>
Building Systems	<p>Most systems have reached the end of their life span.</p>
Accessibility	<p>No accessible access from the main lobby to the elevator or to the basement or first floors. Toilet rooms are non-conforming on all floors; garage level needs new toilet rooms; other toilet rooms can accommodate accessibility requirements.</p>
Environmental	<p>Oil contamination was detected in 1997, due to an underground oil tank in the southwest corner, which had been removed in 1988. An Activity and Use Limitation (AUL) was placed on the property, but this designation was terminated in 2002 when it was determined that the concentration of petroleum hydrocarbons in the groundwater had decreased significantly. A subsequent study indicated that C5-C8 Aliphatics were detected at a concentration that exceeds the MassDEP Soil Gas Residential Screening Value. The potential for vapor intrusion is limited to the southwest portion of the basement; an exposure pathway does not exist for the concentrations of petroleum hydrocarbons given the previous office use; alternative uses could require further study. According to the Reuse Report, the building itself contains limited hazardous materials in the structure, which will be tested and remediated during the demolition of the interior partitions. For further information and sources, see Appendix B.</p>
Zoning	<p>District IA-1 Allowable FAR 1.25 to 1.50</p>

5. FORM OF RESPONSE AND EVALUATION

All submissions shall provide information related to the elements listed in sufficient detail to allow an informed and fair selection process. Incomplete submissions will be rejected.

Submissions are required to include ten (10) bound copies in 8 1/2 x 11-inch format plus one disk with a digital version as a single PDF with a maximum file size of 10 MB. All materials submitted to the CRA in response to the RFQ will become the property of the CRA and may be used by the CRA in any aspect of the project, and, unless specifically exempted, should be considered to be public records under Massachusetts law. Prospective *tenants* are invited to submit one copy of a letter of interest with contact and organization information.

Submission Requirements

A submission of Qualifications must, at a minimum, include the following elements:

1. Transmittal letter

- Letter that identifies the lead organization, contact person, and contact information; the team or other partners; and whether the Responders are submitting as developer, operator, or both.

2. Project Understanding and Approach to the Project

- Statement of interest demonstrating a commitment to the vision and objectives of the project.
- Statement describing an overall concept that integrates design, program, and operations, including the contribution of the project to public benefits.
- Organizational structure and management approach, including operational and tenanting concepts.

3. Project Leadership and Team

- Identification of lead organization, partners, and team firms or organizations, including description and location for each firm/organization, and any MBE/WBE designations.
- Resumes of the team's principle individuals and description of their roles and responsibilities for this project.

4. Statement of Experience and Qualifications (either Developer, Operator, or both)

- **Developer** qualification and experience: examples of similar size/type of projects in similar settings, including project description, project cost, financing strategy, size, location, year, lead individual role, public/private partnerships if any, and development contact information and/or website.
- **Operational** qualification and experience: examples of similar size/type of projects in similar settings, including project description, size, location, tenant mix, year, lead individual role, public/private partnerships if any, and development contact information and/or website.

5. Financial Approach

- A qualitative discussion of an approach to finance the initial construction and the ongoing operations, including any innovative revenue strategies that reflect the collaborative nature of the space and/or scenarios that might require additional public investment.

Evaluation of Qualifications

A working group of CRA and City staff will review and recommend qualified Responders, taking into account comments from the Foundry Advisory Committee. With the approval of the City Manager and the CRA Board, the qualified finalists will be invited to participate in the RFP as described in Section 3.

Submissions will be evaluated against the minimum requirements in support of the project vision and objectives as follows:

- 1. Public Benefit:** Ability to deliver a program concept utilizing a range of space, time, and types of uses (e.g. mentorships, open studios, access to arts and science, ability to serve low income and underserved residents).
- 2. Inclusivity:** Inclusive approach to space and time devoted to use as a common or public good (e.g. public gathering and events, open studios, café).

3. Creativity/Flexibility: Creative approach to building design, construction, sustainability, and long term flexibility.

4. Experience and Qualifications (either as Developer, Operator, or both):

- **Developer:** Experience structuring financial commitments and developing similar properties, especially renovation of historic structures, shared workspaces, and public/private partnerships.
- **Operator:** Demonstrated record of successful operations in similar settings, especially managing shared workspace, cultural, and/or community facilities; working with public/private partnerships and experience in community outreach, finding tenants, and managing shared space and public programming.



Main Machine Shop Floor of THE GEO. F. BLAKE MFG. CO. FACTORY at East Cambridge, Mass.
Cut was made about 1891 and shows appearance of shop at that time

The Foundry is much smaller but originally had a construction style similar to the nearby Main Machine Shop, pictured above.

6. GENERAL TERMS & CONDITIONS

1. The CRA encourages MBE/WBE firms to apply, and if subcontractors are used, encourages the use of MBE/WBE subcontractors. The CRA can provide assistance to firms wishing to identify minority and women-owned subcontractors.
2. Public Records Law. All responses and information submitted in response to this RFQ are subject to the provisions of the Massachusetts Public Records Law, MGL. c. 66, § 10 and c. 4, s.7(26) and 950 CMR 32.
3. Reasonable Accommodation. Proposers with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFQ information in an alternate format, must communicate such requests in writing to the CRA. Requests for accommodation will be addressed on a case by case basis. A bidder requesting accommodation must submit a written statement which describes the disability and the requested accommodation. The CRA reserves the right to reject unreasonable requests.
4. System and Document Security Requirements. All documents including both paper copy and electronic files provided to the Responders for printing, copying or digital imaging and any copies or duplicates of electronic files made from those provided by the CRA are the property of the CRA and shall not be provided to any third party without the prior written consent of the CRA.
5. Acceptance/Rejection/Withdrawals of Proposals. The CRA reserves the right to amend or modify the RFQ at any time during the procurement process, prior to the date and time which responses are due. **All amendments and modifications will be posted on the CRA's website in the form of an Addendum. It is the responsibility of the bidder to check the website (www.cambridgeredevelopment.org) for Addenda.** The CRA reserves the right, at its sole discretion, to: reject any or all proposals or parts of any and all proposals; re-advertise this RFQ; postpone or cancel, at any time, this RFQ process; or waive any irregularities in this RFQ or in the proposals received as a result of this RFQ; all as may be deemed to be in the best interest of the CRA, subject to applicable law. A late response shall not be considered for award unless the CRA determines that it is in the best interests of the CRA and the project to do so.
6. The CRA reserves the right, in its sole discretion, to invite all or a selection of initial Responders to respond to the RFP, depending on the quality of the submissions and the qualifications of the Responders, and reserves the right to open up the procurement in the RFP phase to additional entities, depending on the responses. The CRA may also issue a new RFQ with project modifications based on information learned from the initial round or other changing circumstances, or may terminate or suspend the solicitation process at any time. The CRA reserves the right to reject all submissions, or to cancel this procurement at any time.
7. The contract for this project will be between the CRA and the Development Entity.
8. A proposal will remain in effect for a period of ninety (90) calendar days from the deadline for submission of proposals, until it is formally withdrawn according to the procedures set forth herein, a contract is executed, or the RFQ is cancelled, whichever occurs first. The CRA reserves the right to reject any and all proposals, or portions thereof.
9. Any changes or additions to proposers or personnel named in the application must be submitted in writing and approved by the CRA.
10. Contract Expansion. If additional funds become available during the contract period, the CRA reserves the right to increase the maximum obligation to some or all contracts executed as a result of this RFQ.

APPENDIX A. PROJECT VISION, OBJECTIVES, AND VIABLE USES

Project Vision

The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, arts, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multigenerational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

Project Objectives

Innovative Programs

- Foster a center of creativity and innovation through the shared use of space populated with complementary uses.
- Create mentorship, internship, apprenticeship, workforce training, and educational programs for Cambridge residents that can directly benefit and engage the surrounding community.
- Include significant training opportunities in the areas of science, technology, engineering, arts, and math (STEAM) fields that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in Kendall Square area over the past several years.
- Capitalize on the commercial success of Kendall Square's redevelopment to create a unique collaborative environment as a citywide resource, with a diverse mix of cultural, educational, and commercial uses emphasizing youth and senior engagement, with a particular focus on under-represented, lower income households.

Building and Site Development

- Create physical assets (a renovated structure, new facilities, and equipment) that will support viable economic activity and promote business growth and job creation within the Foundry in a manner that can be sustained in the years to come.

- Bring the Foundry into productive use for the community with universal accessibility and prevent the Property from falling into disrepair.
- Highlight the historic architectural elements of the building and connect the building to its site and surrounding, including new streetscape.

Operational and Financial Structure

- Leverage multiple funding sources to provide a financially sustainable building operation, while providing space for community, cultural, and educational functions at rents commensurate with those uses.
- Maximize the extent of public and/or community uses of the building and provide a structure for ongoing management and oversight of those uses.
- Pilot and report techniques for the adaptive reuse of an industrial building into a center of innovation and creativity, utilizing public private partnership both as a financing tool and a model of collaborative economic and cultural development.

As with all redevelopment projects, the Property would be appraised by the CRA with and without the "re-use restrictions" in place so as to gain a sense of the "opportunity cost" to redevelop the Property in the manner set forth in the Demonstration Plan.

Viable Uses

The overall goal of the Project is to create a unique collaborative space for a variety of uses consistent with the project vision and objectives. The list of viable uses below allows for flexibility and a wide range of uses that could be incorporated into redevelopment concepts; however, strong preference will be given to RFP or future proposals with uses that will directly benefit and engage the surrounding community through programs for Cambridge residents. Redevelopment concepts should highlight successful public and private partnerships, as well as the important work of community-based non-profit organizations. The building should remain reasonably open and accessible to the general public, especially on the ground floor. Proper consideration should be given to ensure that uses are compatible with one another.

Acceptable programmatic and space preferences are listed below (in alphabetical order). Many of these elements could be programs that are mixed, synergistic, or operating in shared spaces. Due to space limitations however, it is understood that not all of these uses could be adequately accommodated at one time in the Foundry building:

- Assembly space including performance areas, black box and other theaters, and informal gathering spaces
- Community kitchen and food preparation space
- Early childhood education/day care use
- Family-based commercial recreation
- Gallery spaces including museums and library areas
- Office and lab space for companies, start-ups, individual enterprises, shared use, public agencies, and non-profit organizations
- Parking
- Retail including small shops, cafes, and restaurants
- Start-up manufacturing, fabrication (“maker”) space
- Studio space for arts, performing arts, and other uses
- Workforce development including community education and job training centers
- Youth and senior programming

The distribution of uses in the building will likely change as community needs, market conditions, and technology evolve over time. Single uses that occupy 100% of the building square footage (not counting parking) such as residential, single tenant office/lab, university or other institution with classroom, lab, office providing service only to students and/or faculty, are not consistent with the development objectives that have emerged throughout the process up to this point and will not be considered as feasible outcomes. Similarly, the office space allocated for below market rents should ideally be targeted to multiple community-based users rather than a single non-profit or public agency use.

APPENDIX B. LIST OF RESOURCES AND DOCUMENT LINKS

Reference material, including the following studies, may be found at

www.cambridgeredevelopment.org/foundry.

1. Cambridge Redevelopment Authority and City of Cambridge (May 2015). Foundry Demonstration Project Plan.
2. Cambridge Redevelopment Authority and City of Cambridge (July 2015). Foundry Lease.
3. Cambridge Redevelopment Authority (June 2014). Community Workshop Report.
4. Cambridge Redevelopment Authority (October 2014). Community Meeting Report.
5. City of Cambridge, City Manager (March 2014). Foundry Report.
6. City of Cambridge, City Manager (January 26, 2014). Foundry Disposition Report.
7. City of Cambridge, Community Development Department (2013). Kendall Square Final Report (“K2 Study”).
8. City of Cambridge, Planning Board (March 2015). Recommendation of the Planning Board.
9. HMFH Architects, Inc. (June 18, 2013). Foundry Building Reuse Study.
10. HMFH Architects, Inc. (2015). Foundry Interior Demolition Drawings.
11. HR&A (October 2014). Financial Analysis Presentation.
12. Environmental Reports

Additional Sources

City of Cambridge. January 21, 2013. "Poverty in Cambridge." Cambridge Community Development Department.

City of Cambridge Assessor's Office, 2013.

Farrell, Michael B. "Kendall Square Boom Time Squeeze out Start ups," Boston Globe: October 25, 2012.

Katz, Bruce and Julie Wagner. May 2014. "The Rise of Innovation Districts: A New Geography of Innovation in America". Metropolitan Policy Program at Brookings (www.brookings.edu/metro).

Kendall Square Association, www.kendallsq.org.

Kurtzman, Joel. 2014. Unleashing the Second American Century.

Massachusetts Historic Commission, Inventory Form, 1995.