

## MEMORANDUM

**To:** CRA Board  
**From:** Erica Schwarz  
**Date:** March 16, 2022  
**Re:** Outline of Sublease with the Foundry Consortium

## INTRODUCTION

The CRA, working with Foley Hoag, has provided the Foundry Consortium with a draft Sublease detailing the Foundry Consortium's responsibilities in operating the Foundry building and the CRA's relationship to the operations. The Foundry Consortium board and Executive Director are reviewing that document with their attorney.

The sublease adheres very closely to the Term Sheet that the CRA executed with the Foundry Consortium in May 2020 (Exhibit A). Its structure is the result of significant discussion regarding the range of operations to be undertaken at the Foundry, including leasing and management of the office suites, and management and operations of the community use space (including the community hall, café, demonstration kitchen, maker rooms, dance rehearsal room, multi-use performance space, artist work spaces, several multi-purpose meeting rooms, and the exterior space – See Exhibit B).

## SUBLEASE HIGHLIGHTS

- Sub-lease is for a Five-year Term with the option to extend by five (5) years.
- The Foundry Consortium must adhere to requirements in Governing Documents (Master Lease, Foundry Demonstration Project Plan), as well as Performance Metrics and Use Principles documents (see Exhibits C and D).
- The Foundry's spaces may be defined as falling under one of three categories: Community Reservation Space, Commercial Office Space, and Common Areas.
- The Foundry Consortium will promote and curate community programs operated by locally based organizations to serve the mission of the Foundry (the Program). In order to carry out The Program, the Foundry Consortium has full access to the Premises defined as Community Reservation Space and the Furniture, Fixtures and Equipment provided by the City and the CRA.
- The Foundry Consortium is responsible for management and maintenance of entire Foundry Property.

- There is no rent due to the CRA from the Foundry Consortium.
- The CRA will create and hold Operating and Capital Reserve accounts in accordance with its Master Lease with the City of Cambridge.
- The CRA will pay the Foundry Consortium an annual Management Fee, informed by the annual budget that the Foundry Consortium provides to the CRA for approval.
- The CRA is to lease office space and use the income to support operating expenses via payment of the Management Fee to the Foundry Consortium, and support other Foundry related expenses in accordance with the Governing Documents.
- The Foundry Consortium may collect fees or rent in exchange for providing Community Reservation Space to the public.
- The CRA reserves the right to use space at no cost for public meetings and events.
- All Income collected from the property (whether by the CRA or Foundry Consortium) will be:
  - (a) used to support the Program;
  - (b) invested in additional improvements to the Property to support the Program;
  - (c) used to pay administrative costs of the Foundry Consortium and CRA in managing its responsibilities under the Governing Documents; or
  - (d) deposited in the Reserve Fund accounts.
- The Foundry Consortium can make “minor” improvements (as defined in the sublease) without CRA approval, while all other improvements must first gain CRA approval, and potentially City approval.
- Improvements may be paid for by the Capital Reserve, subject to CRA approval.
- The Foundry Consortium must provide a set of As Built drawings to the CRA showing all improvements.
- The CRA will pay any real estate taxes levied. CRA staff are submitting requests for tax abatements to the extent permitted by law. Taxes are expected on the commercial/office space portion of the building.
- The Foundry Consortium is required to maintain insurance levels as defined in the sublease.
- The CRA and City will have access to any part of the Property and Premises at any time in response to an emergency and at other reasonable times to examine, inspect and protect the Premises and the Property.

- If Foundry Consortium fails to meet its obligations under the sublease, CRA may issue a notice and Foundry Consortium has 90 days to develop Corrective Action Plan.
- Both parties agree to conduct direct dispute resolution and mediation prior to more serious action if there are disputes (other than the Foundry Consortium violating its obligations under the sublease).

## EXHIBITS

Exhibit A: Foundry Lease Terms, to be superseded by Foundry Sublease

Exhibit B: Foundry Floor Plans

Exhibit C: Performance Measures

Exhibit D: Use Principles

**Exhibit A**  
**Foundry Lease Terms, to be superseded by Sublease**

**Term Sheet for Sub-Lease and Management Agreement  
for the Foundry Building in Cambridge, Massachusetts**

**DATED AS OF: MAY 21, 2020**

PREAMBLE: *Landlord and Operator (each as defined below) hereby enter this Term Sheet (this "Term Sheet") regarding a sublease (the "Sublease") of the city-owned Foundry Building at 101 Rogers Street (the "Property"). The Property is the subject of a Lease Agreement between the Landlord and the City of Cambridge dated as of January 17, 2018 (the "Master Lease").*

*The goal of the Sublease will be to implement the vision and objectives initially developed in the Sublease, refined through extensive community input, and formally set forth in the Demonstration Plan for the Property amended and adopted by the CRA and the City Council on September 25, 2017. The Consortium will serve as the steward of the Property, and of the community uses and programming within the Sublease Premises.*

<b>Summary of Material Terms and Conditions</b>	
<b>Parties and Definitions</b>	
<b>Landlord:</b>	The Cambridge Redevelopment Authority, a public body politic and corporate in the City of Cambridge, constituted under M.G.L. c. 121B, § 4 (the "CRA").
<b>Tenant Operator:</b>	The Foundry Consortium, Inc., a 501(c) (3) nonprofit organization organized under the laws of The Commonwealth of Massachusetts and maintaining a principal place of business at 222 Third Street, Suite 300, Cambridge, MA 02142.
<b>Parties</b>	Collectively, the Landlord and the Tenant Operator.
<b>Property:</b>	Two certain parcels of land, together with all improvements thereon, located at 101 Rogers Street and 180 Bent Street in Cambridge, Middlesex County, Massachusetts, as more particularly described in a deed from ARE-MA REGION NO. 32, LLC AND ARE-MA REGION NO. 35, LLC to the City of Cambridge dated January __, 2012 and recorded with the Middlesex South District Registry of Deeds in Book 58257, Page 379, a copy of which is incorporated into this Term Sheet as <u>Exhibit A</u> .  As used in this Term Sheet, the Property is comprised of the Sublease Premises, the Office Space, and the Common Areas.

<b>Sublease Premises/ Community Space:</b>	Areas of the Property that include the usable floor area of the first level and portions of the second level to be programmed by the Tenant Operator and its partners or agents. The Sublease Premises will provide community uses consistent with the Governing Documents, including but not limited to spaces for visual arts, performance arts, education, maker spaces, kitchen programs, and community meetings, and the outdoor space, as illustrated in <u>Exhibit B</u> . Such community use spaces shall be referred to as the "Community Space."
<b>Office Space:</b>	Areas of the Property that include the usable floor area of the third floor and portions of the second floor to be leased to market rate and below market rate office tenants, as illustrated in <u>Exhibit C</u> .
<b>Common Areas</b>	Areas of the Property not assigned to any single user including entry ways, hallways, stairs, elevator and restrooms.
<b>Master Lease:</b>	The lease agreement between the City of Cambridge and the CRA executed on July 13, 2015 and amended on January 17, 2018 and incorporated into this Sublease as Exhibit D. The Sublease shall be subject to the terms of the Lease in every respect.
<b>Operator Sublease:</b>	The sublease and operating agreement between the CRA and the Tenant Operator. The Sublease is subject to the terms of the Lease and the Governing Documents. The Sublease shall be subject to the prior approval of the City Manager.
<b>Governing Documents:</b>	The Master Lease, the Demonstration Project Plan, the Disposition Report and such other documents related to the use of the Property.
<b>Performance Measures:</b>	The Sublease shall require the Tenant Operator to maximize the community benefits created from the redevelopment and use of the Property while maintaining the financial sustainability of the Property. The Sublease will include performance measures and reporting requirements that comply with the Governing Documents.
<b>The Program:</b>	The Sublease will include programmatic requirements for the Property's occupants and programs consistent with the Governing Documents and the Performance Measures.
<b>Capitalized Terms</b>	Capitalized terms used in this Term Sheet or in the Sublease and not otherwise defined shall have the meanings ascribed to

	them in the Master Lease.
<b>Pre-Occupancy Term; Term; Extension</b>	
<b>Pre-Occupancy Term:</b>	That period of time, estimated to continue for approximately twelve (12) months, between the execution of the Sublease and the occupancy of the Property as may be extended by mutual agreement of the Parties. Access to the Sublease Premises during the Pre-Occupancy Term shall be subject to the approval of the City.
<b>Term:</b>	Ten (10) years commencing upon occupancy of the Property by the Tenant Operator; provided that the Term shall not include the Pre-Occupancy Term.
<b>End of Term:</b>	Upon successful negotiation of a new sublease at the end of the Term, the Tenant Operator may renew the Sublease with the CRA. The Tenant Operator shall have no unilateral right to extend the Term.
<b>Administrative Matters</b>	
<b>Foundry Advisory Committee</b>	Tenant Operator shall report on its activities to the Foundry Advisory Committee consistent with the Governing Documents and Performance Measures.
<b>Remedies:</b>	The Sublease will provide remedies for the CRA if the Property is not managed and operated in accordance with the Governing Documents or does not contribute to the benchmarks for mutually agreed upon Performance Measures to be outlined in the sublease.
<b>Non-Profit Status; Amendments to Bylaws</b>	During the Term, the Tenant Operator shall maintain its 501(c)(3) nonprofit status and shall adhere to the bylaws passed by its Board of Directors on November 18, 2019 (the "Bylaws"), as amended; <u>provided, however</u> that the Landlord shall be provided with written notice of any proposed change to the Bylaws not less than ten (10) day prior to adoption and the final text of any changes adopted within five (5) days of adoption.
<b>Costs and Expenses:</b>	Each Party shall bear its own costs and expenses in connection with the negotiation and execution of, and performance under, the Sublease.
<b>Drafting of Sublease:</b>	The CRA shall be responsible for preparing the first draft of the Sublease.

<b>Naming:</b>	The name of the property shall be "The Foundry," or such similar name as determined by mutual agreement between the Parties.
<b>Operating and Subleasing Responsibilities</b>	
<b>Property Management:</b>	<p>Throughout the Term, the Tenant Operator shall maintain the Property in good condition and repair, reasonable wear and tear excepted. The City shall be responsible for the maintenance of the Property during the Pre-lease Term.</p> <p>The Tenant Operator shall be responsible for the routine and normal upkeep of the Property, including the management of daily building operations in all areas of the Property.</p> <p>This includes operating and maintaining building systems, managing utilities, providing cleaning services, grounds maintenance, collection of rents and fees, usage reporting, visitor and tenant relations, and building repairs.</p> <p>A specific scope of responsibilities shall be included in the Sublease.</p>
<b>Permits:</b>	The Tenant Operator shall be required to obtain any and all permits and/or licenses required by federal, state and local laws, rules and regulations for the operation of the Property.
<b>Office Leasing</b>	<p>The CRA intends to conduct the brokerage and recruiting service for office tenants and to enter into subleases for the Office Space, which are not included in the Sublease Premises.</p> <p>It is the intention of the Parties that the responsibility for brokerage, recruitment and leasing of Office Space will be transitioned to the Tenant Operator after the initial terms of subleases for the Office Space pursuant to an amendment to the Sublease.</p>
<b>Office Tenant Selection Process:</b>	The CRA will coordinate with the Tenant Operator prior to the selection of office tenants, regarding the selection of subtenants for the Office Space that are aligned with the goals that have been established for the Property in the Governing Documents.
<b>Community Program Tenant Selection Criteria</b>	Proposals for the specific uses and users of the Sublease Premises will be evaluated by the Tenant Operator according to the objectives for the Property set forth in the Governing Documents and Performance Measures. Proposals that demonstrate delivery of community-oriented programs that



	<p>contribute to the goals outlined in the Governing Documents and the Performance Measures will be considered highly advantageous in the selection process. Additional criteria regarding the selection of programs for the Foundry will be outlined in the Sublease.</p>
<p><b>Continuous Operation:</b></p>	<p>The Sublease shall require the Tenant to use its best efforts to keep the Property continuously occupied during the Term. With input from the Foundry Advisory Committee, the CRA will play a role in monitoring operations at the Property consistent with the Governing Documents and Performance Measures, with a specific emphasis on the programming and uses of the Sublease Premises.</p>
<p><b>Financial Matters</b></p>	
<p><b>Operating Budget</b></p>	<p>The CRA and Tenant Operator will come to mutual agreement on an annual budget, including total operating income and total expenses. The sublease will outline remedies if there are significant variances in income or expenses from the expected budget.</p>
<p><b>Sublease Premises Rent</b></p>	<p>Tenant Operator shall be under no obligation to pay rent to the CRA for the Sublease Premises.</p>
<p><b>Licensee Fee for Use of the Community Space</b></p>	<p>Tenant Operator shall negotiate and receive rent or other fee, in exchange for providing use of the Community Space in accordance with the Performance Measures. Any revenue received by the Tenant Operator from the Sublease Premises shall be: (a) used to provide support for the Program; (b) used for improvements to the Property to support the Program; or (c) deposited into the Operating or Capital Reserve Funds.</p>
<p><b>Collection and Use of Office Rental Income:</b></p>	<p>The CRA shall negotiate office rental rates for the Office Space ("Office Space Rent") with the office tenants according to the Program and the Governing Documents and the Performance Measures.</p> <p>The CRA will collect office rental income from office tenants. Any revenue received by the CRA from the Property shall be: (a) used to support the Program; (b) used for additional improvements to the Property to support the Program; or (c) deposited in the Reserve Fund accounts. Such revenues shall be accounted for by the CRA and shall be subject to review by</p>

	<p>the City in its annual audit of the Property</p> <p>If Office Rent payments plus Licensee Fees for Use of the Sublease Premises plus Additional Financing are determined by the CRA and the Tenant Operator to be insufficient to support the Program, then the CRA will draw down from the Operating Reserve Fund until immediate operational adjustments can be made by the Tenant Operator.</p>
<b>Reserve Fund Accounts:</b>	<p>The CRA shall create and manage:(a) an Operating Reserve Fund account which shall have policies governing when and how it may be drawn down during the Term in order to support the Property's ongoing building operations, and programming goals as specified in and consistent with the Governing Documents; and (b) a Capital Reserve Fund account which shall have policies outlining when and how it may be drawn down during the Term in order to support the Property's capital maintenance as specified in and consistent with the Governing Documents.</p>
<b>Additional Financing:</b>	<p>The Tenant Operator may endeavor, with the CRA's support as appropriate, to bring additional financial resources into the Project. These may include property tax relief, developer contributions, grants, charitable donations, earned income, or other sources of revenue.</p>
<b>Real Estate Taxes:</b>	<p>No real estate taxes shall be owed on the Property during the Pre-Sublease Term. During the Term, the CRA and the Tenant Operator shall be responsible to pay such taxes on the Property as are due and payable pursuant to Chapter 59 of the Massachusetts General Laws.</p>
<b>Utilities and Services:</b>	<p>The Tenant Operator shall be responsible for the cost and expense of all utilities during the Term; however the Parties shall work cooperatively to enter into an agreement with the City for the payment of utility or service charges.</p>
<b>Insurance:</b>	<p>The CRA shall require the Office Tenants and any of their contractors on the Property to carry suitable levels of insurance as required by the Lease. The Tenant Operator shall carry suitable levels of insurance for its functions with the Property and additional coverage for users of the Sublease Premises unable to provide adequate coverage themselves.</p>
<b>Audit:</b>	<p>The operations and finances of the Property, including use of the Reserve Accounts, are subject to annual audit by the CRA</p>

	and, upon request, the City.
<b>Construction Matters</b>	
<b>City's Development Project:</b>	The City is in the process of completing improvements to the Property consistent with the Governing Documents (the "Development Project").
<b>Improvements and Modifications:</b>	<p>The Tenant Operator shall not make any modifications or improvements ("Improvements") to the Sublease Premises without the prior written approval of the CRA, which may be withheld in the CRA's sole discretion. To the extent that the Improvements involve an expenditure of public funds in excess of the statutory threshold, the design and construction of the Improvements shall be subject to the requirements of the Commonwealth's public procurement law.</p> <p>Tenant Operator shall ensure that all Improvements are designed and constructed in compliance with all applicable federal, state and local laws, rules and regulations. Tenant Operator acknowledges that the Master Lease requires that City approval is required for all structural and all permanent capital improvements and modifications to the Property.</p> <p>Capital replacement needs may be funded by the Capital Reserve Fund, with approval by the CRA and City.</p>
<b>Construction Management:</b>	<p>The Tenant Operator shall hire or otherwise retain, subject to the CRA and City of Cambridge approval, an owner's representative to oversee all structural and permanent capital improvements and modifications to the Sublease Premises. The CRA may cause tenant improvements to be completed by office tenants as negotiated in corresponding subleases.</p>

The Parties acknowledge that a transaction of the type contemplated in this Term Sheet involves additional terms and conditions which have not yet been agreed upon. The Term Sheet is in no way intended to be a complete or definitive statement of all the terms and conditions of the proposed transaction, which shall be subject to the negotiation and execution of a satisfactory Lease by the Parties.

**CRA:**

The Cambridge Redevelopment Authority

By:   
\_\_\_\_\_

Thomas Evans, Executive Director

**LEMELSON-MIT:**

Foundry Consortium

By:   
\_\_\_\_\_

Stephanie Couch, Chair

**Attachments**

**Exhibit A - Description of the Property**

**Exhibit B – Floor Plan of Sublease Premises**

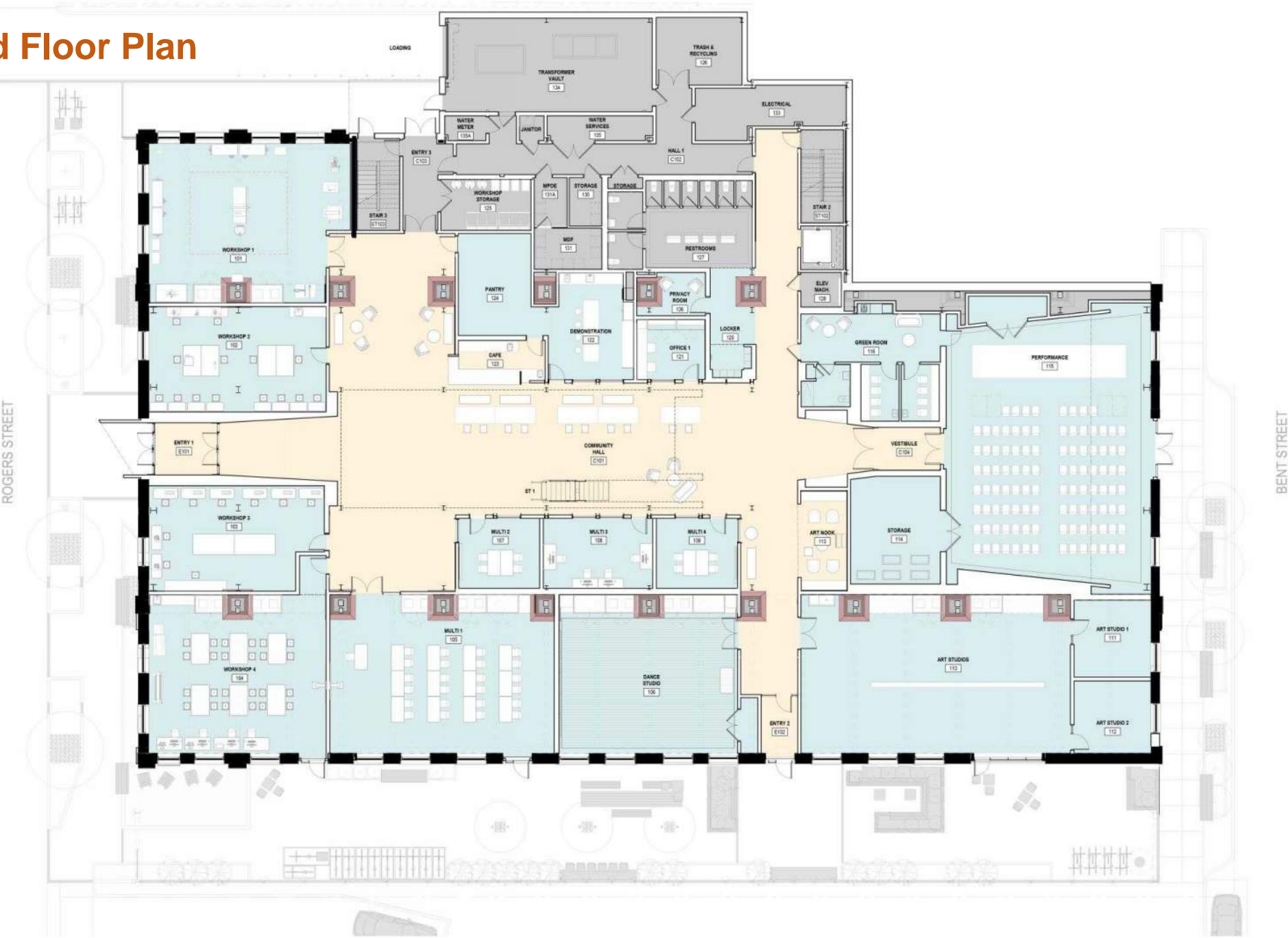
**Exhibit C – Floor Plan of Office Spaces**

**Exhibit D – Master Lease**

***Note: These attachments to the May 2020 Lease Terms document are not included in the 3-16-22 memo to the Board of Directors***

**Exhibit B  
Floor Plans**

# Ground Floor Plan



LEGEND	
<span style="display:inline-block; width:15px; height:15px; background-color:#ADD8E6; border:1px solid black;"></span>	PROGRAM SPACE
<span style="display:inline-block; width:15px; height:15px; background-color:#FFD700; border:1px solid black;"></span>	COMMON SPACE
<span style="display:inline-block; width:15px; height:15px; background-color:#A9A9A9; border:1px solid black;"></span>	SUPPORT SPACE
<span style="display:inline-block; width:15px; height:15px; background-color:#CD5C5C; border:1px solid black;"></span>	HISTORIC STRUCTURE



# Second Floor Plan



# Third Floor Plan





**Exhibit C**  
**Performance Measures**

## FOUNDRY PERFORMANCE METRICS FOR COMMUNITY SPACES

Approved by general consensus by the CRA and Foundry Consortium Board, 9-17-2020

We are currently at a stage of development where it is necessary to advance and fine tune our thinking about the Foundry performance metrics, including how they will be incorporated into the Cambridge Redevelopment Authority/Foundry Consortium sub-lease and how they will become the basis for a process of annual assessment, evaluation, and planning for each successive year. The Foundry Demonstration Project Plan (2017) and the Master Lease between the City and the Cambridge Redevelopment Authority (2018) refer to performance measures, the role of the Foundry Advisory Committee, and the responsibilities of the Operator, now designated as the Foundry Consortium (see Attachment A).

The Performance Metrics outlined below build on the draft Use Principles of January 24, 2019, developed jointly by the Foundry Consortium, Foundry Advisory Committee, and CRA. They are also informed by a review of evaluation processes of other US-based community maker spaces. In addition to collecting performance metrics, the process for using them in assessment and evaluation also requires more elaboration at this point. The Foundry Advisory Committee meeting on July 10, 2020 provided additional edits and suggestions that are incorporated in this current document. The Foundry Consortium Board of Directors developed additional edits on August 20, 2024 and the CRA made final edits on August 25, 2020.

Ultimately, other policies will be necessary to establish the criteria and processes related to setting rent levels, addressing decisions about which programs and entities will qualify for reduced rent and free use of space. The current document focuses only on performance metrics and reporting.

### REPORTING PROCESS

Before the start of each fiscal year, the Foundry Consortium will be required to report on the operations of the Foundry and engage in a process of assessment and evaluation with the Foundry Advisory Committee, the CRA, and the City. The Foundry Consortium will provide two documents to the FAC, the CRA and the City.

- An **annual report** will include documentation and analysis of the performance metrics, evaluating the past year's programs, participants, financials, and impacts of the building's use.
- An **annual business plan** will propose strategies to achieve the vision and objectives for the Foundry in each successive year, building on the performance metrics data of the prior year. These strategies may include plans for outreach and new programs that achieve greater engagement of under-represented populations, and should also establish a budget that demonstrates a financially sustainable building operation.

## **PERFORMANCE METRICS**

The minimum data that would be required for annual reporting and assessment are outlined below. The attached sample application and survey demonstrate how these data might be collected, recognizing that the Foundry Consortium staff will need to adapt and fine-tune data collection, including online and other platforms.

### ***Event and Rental Data***

1. Publicly accessible vs. private event
2. Type of program (performing arts, visual arts, entrepreneurship, technology, “making”, and/or workforce education, etc.) facilitated through space access
3. Program characteristics (alignment with vision and objectives)
4. Targeted age group, including intergenerational and open
5. Demographics, if available, of participants (e.g. income levels, race/ethnicity, Cambridge residents, etc.)
6. Type of entity (private, non-profit, individual, other), location (address)
7. Characteristics of groups seeking free or reduced rates (to potentially include: budget size; program participation costs; board, or equivalent, and staff demographics for groups that are staffed or have a formal leadership committee)
8. Assigned room, day, hour, and duration
9. Rental rate (market, reduced rate, free)
10. Support requests (food service, use of equipment, other)
11. Number of attendees (as reported by users)

### ***Annual Summary Data***

12. Summary of outreach activities, especially to under-represented populations
13. Total number of applications received requesting reservation of space, by type of entity
14. Total applications rejected (who did not receive space) and reasons for rejections
15. Total completed reservations, summarizing Event and Rental Data above (#1-10)
16. Use patterns by season, day, hour
17. Financial summaries by rooms, times, and rates (market, reduced rate, and free, and including data on which entity type received each rate)
18. Other patterns related to program, use, and entities, including repeat and new users
19. Indications of collaboration between users and outcomes
20. Summary of user evaluations

## SAMPLE FOUNDRY APPLICATION

***Thank you for your interest in coming to the Foundry!***

***Please complete this form with information on the specific program(s) you would like to offer in the building.***

### **SECTION ONE – For all applicants**

- 1. Is your program a private event, by invitation only?**
  - No
  - Yes (If yes, skip to Section Two)
  
- 2. What is the name of the program you want to offer at the Foundry?**
  
- 3. Provide a brief (fewer than 50 words) program description**
  
- 4. Which of the following program characteristics does your program fall under? Choose all that apply.**
  - Focuses on visual arts, performing arts, entrepreneurship, technology, “making”, and/or workforce education
  - Allows for creativity and/or collaboration; allows for spontaneity within or across adjacent programs; supports and complements other uses and activities in the building
  - Represents new programs, approaches, or ideas (e.g., incubates a new businesses; brings a new artist or art form to the Foundry)
  - Connects residents to dynamic working and learning environments
  - Gives back to community and Foundry (e.g. internships, teaching, mentoring, services, equipment use)
  
- 5. Which ages can participate in your program?**
  - My program is open and suitable for participants of all ages.

**Or, select all that apply:**

- Youth under the age of 12
- Teenagers
- Young Adults
- Adults
- Seniors

**6. Does your program focus on or track participation among low-income participants?**

- No. We do not focus on or track the income of our participants.
- Yes. We focus on low-income participants but do not require proof of income.
- Yes. We track low-income household participation by collecting proof of income.

**If yes:**

- How do you define low-income? \_\_\_\_\_
- What percentage of your program participants come from low-income households? \_\_\_\_\_

**7. Does your program focus on or track participation among people of color?**

- No. We do not target or track the race or ethnicity of our participants.
- Yes. We focus on participants of color but do not ask them how they identify.
- Yes. We focus on participants of color and ask them how they identify.

**If yes:**

- What percentage of your participants are people of color? \_\_\_\_\_

**8. What percentage of your program participants are Cambridge residents?**

- No. We do not target or track the residency of our participants.
- Yes. We focus on Cambridge residency but do not ask them how they identify.
- Yes. We focus on Cambridge residency and ask them how they identify.

**If yes:**

- What percentage of your participants are Cambridge residents? \_\_\_\_\_

**9. Please describe in 150 words or fewer how your program is unique in Cambridge; or how it differs, meets a need, and/or is complementary to similar local programs.**

**10. Will you be interacting or collaborating with any other groups or users in the Foundry, or have you in the past?**

**SECTION TWO – for all applicants**

**11. Name of Organization and Website**

**12. Which type of entity are you?**

- Grassroots or civic association, unincorporated 501(c)(3) or fiscally sponsored by a 501(c)(3) 501(c)(4)\*
- 501(c)(5)
- 501(c)(6)
- Government entity For profit corporation
- Individual or sole proprietor

\* *Please note that the Foundry does not allow programming that endorses or supports candidates in their run for political office.*

**13. Contact Name, email, phone and address**

**14. Which space(s) do you seek to reserve?**

**15. During which days and hours?**

**16. Will you be serving food?**

**17. Do you have any special requests for set up or equipment?**

**SECTION THREE - Only complete if you are seeking a reduced or free space**

**Please answer the following questions in fewer than 150 words.**

- What is the cost to participate in your program? \_\_\_\_\_
- Do you consider this program to be affordable for low-income families? Why?

**18. What was your organization's total annual operating budget during your last complete fiscal year?**

## SAMPLE FOUNDRY POST-RENTAL EVALUATION FORM

1. Name of organization
2. Dates of use
3. Space(s) used
4. Total number of individuals participating in your program at the Foundry during those dates
5. What worked well regarding your reservation process and interaction with Foundry staff?
  - Useful information on the website Ease of application process
  - Good response by staff to questions
  - Good availability of the spaces and times that I needed
  - Foundry staff assistance in setting up the space or helping me solve a problem
  - Other:
6. What could we improve about our reservation process or staffing?
7. What did you like about the space you reserved?
  - Location in Cambridge
  - The design and feel of the space
  - Being in a multi-use building; the energy of other users The equipment that is available to use in the space The price
  - Other:
8. What could we improve about the space?
9. Do you expect to return to use the Foundry? If not, why not?
10. Other comments:

**Exhibit D**  
**Use Principles**



# DRAFT PRINCIPLES FOR FOUNDRY SPACE USE

## Summary of Draft from January 24, 2019

The Foundry will be run by an independent nonprofit organization who will report to the Cambridge Redevelopment Authority (CRA) and the City. The nonprofit's staff will translate these principles into policies that they will use when an organization wants to use space in the Foundry for any program, meeting, or event.

These principles were drafted by the Foundry Consortium and the CRA, with review and input from the Foundry Advisory Committee and the public.

### **Key Elements of the Foundry Mission**

1. Foster creativity and collaboration
2. Provide space for visual and performing arts, entrepreneurship, technology, workforce education and other community efforts
3. Facilitate access for residents, especially for underrepresented or underserved communities, and adjacent neighborhoods
4. Operate as a self-sustaining center

### **Logistics Related Evaluation**

#### **1. Venue**

What type of room(s) or equipment does this program require?

#### **2. Duration and Frequency**

For how many days or weeks does will this program need space?

During which hours?

#### **3. Revenue and Ability to Pay**

What is the budget of the organization renting space? Does this group have the ability to pay? *Rental fees will be based on a sliding scale, depending on budget size.*

### **Mission Related Evaluation**

#### **1. Participant Access**

*To what extent does the program or event to be offered:*

Reach many people; serve underrepresented groups; fill a program gap, target Cambridge residents; have a free or low cost; have an inclusive outreach plan; or meet other access goals.

#### **2. Program Type**

*To what extent does the program or event to be offered:*

Focus on arts, entrepreneurship, technology, or workforce education; allow for cross program collaboration; represent a new program, approach or idea; provide a community benefit such as internships or equipment use; or meet other program goals.

#### **3. Program Quality and Relevance**

*To what extent does the program or event to be offered:*

Serve current community needs and interests; connect or complement other nearby programs; minimize duplication; and see positive reviews from participants or other evaluation data.

#### **4. Type of Entity**

*Is the organization offering the program or event:*

A 501(c)(3) nonprofit organization; a civic or grassroots group; a government agency; or a for-profit agency that is aligned with the building's mission.

### **Procedures**

The process to secure space at the Foundry will include an application that groups requesting space will complete. There may be different applications depending on the kind of space requested, or length of time a group needs space.