

Foundry Advisory Committee Meeting  
January 12<sup>th</sup> 2018 - 8:00am – 10:00am  
125 Sixth Street Cambridge Police Station

## PARTICIPANTS

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CRA: Tom Evans, Kathryn Madden, Carlos Peralta, Alexandra Levering

Advisory Committee: Marie Saccoccio, Jamie Sabino, Richard Thal, Jason Slavick, Deborah Ruhe, Folakemi Alalade, Mark Tang

## YEAR IN RECAP

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- The FAC has met quarterly this past year
- Revised planning with HMFH design studies and cost estimates were conducted by the CRA
- Hosted May community meeting to check in with the public and reported to the City Council.
- CRA board agreed to pay 7 million for capital costs and 2 million for operation.
- CRA ran the RFI process (Aug-Sept) receiving 13 responses
- Demonstration Plan was approved by City Council
- Cooperation agreement and lease were signed

## EXPLANATION OF DOCUMENTS

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### *Cooperation Agreement*

- Reaffirms the role of the FAC
- Explains the way the City will redevelop the building and through what process
- The City will lead the construction and redevelopment and the CRA will participate
- For the operation, the CRA will lead and the City will participate.
- Operator responsibilities
  - Manage the property
  - Program manager
  - Gathering tenants
  - Ongoing outreach

### *Lease Agreement*

- Between the City and the CRA for 50 years
- CRA will then select a master tenant (operator) who will have a 5-year lease.
- The operator will be the prime tenant, and organize subleases (year +) or license agreements (ex: month-to-month, week to week) for partners and organizations.
- There will be metrics the master tenant will need to meet to renew their lease
  - Need an annual plan to forecast what happens for the year and then have quarterly reporting.
  - The CRA needs to have quarterly reports to the city so the operator will need to provide those to the CRA

### *Finance Agreements*

- CRA is not paying the city for the lease except for property taxes for commercial uses.
- CRA and City are not trying to recover their capital.
- A minimal ground rent might be charged to fund a reserve, to help the Foundry weather ups and downs in the economy.
  - o Exactly how the reserve will be handled will be honed out with the operator once they are selected.

### *Designer RFQ*

- Released in October → submissions received in November
- 6 firms were shortlisted and have been interviewed
  - o Shortlisted applications are listed on the City's Purchasing website.
- The City Manager is now negotiating terms and costs with the selected designer.
- Process of an RFQ
  - o RFQ you do not select on design but rather qualifications.
  - o Recommendation goes to the City Manager, and then a scope has to be written
  - o Then they need to write contracts for the subs (including a theater consultant)
  - o Once selected, the design is worked on collaboratively with input from the community
  - o First document needed from the designer is a feasibility study scheduled for June 2018. This will help inform the real costs.

### *Operator RFP*

- Plan is to submit it next week
- The operator will be selected in time to help inform the design of the building

## **BUILDING CONCERNS AND NEARBY ELEMENTS**

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### *Residential Building*

- With the new residential building, the Foundry will have less street frontage and view.
- It will be a challenge to make it visible

### *Rogers St. Park*

- CRA has met with park designer to have cues included in the design of the park to let people know the Foundry is close by.
- Signage can exist in the park such as wayfinding kiosks.

### *Rogers Street*

- Is privately owned between the City of Cambridge and Equity Partners
- There might be more opportunity to do interesting designs and make it more of a shared street

### *Environmental Remediation*

What are the cost cap measures for environmental remediation?

- There has been from the City for an environmental remediation plan
  - o This needs to be synchronized with the design contractor.
- The side yard is the concern, 3 feet of clean soil, but there are issues under that.
- Work in the basement, or geothermal wells will need to analyze the potential environmental concern.
- There are some insurance programs to cover environmental costs.

### *Frontage Next to Bent Street*

- Is the CRA discussing options with Verizon regarding their abutting property and utilities?
  - o CRA wants the designer be a part of that conversation
  - o The CRA has made contact, found the person to talk to, and will plan a discussion in the next few months to make one single ask ie:
    - o Cooling systems, parking lot, operable window locations on side yard, contractor parking and ownership of Rogers Street to center line.

### *Selection & Turnover for the FAC*

- Member were established with staggered 3-year terms with 2 three year term limits + any partial term.
- City manager seats the positions.
- Now the FAC is designed like a public body, once there is an operator on board, there might be a time to talk during lease negotiations that are private.

#### *Tenant Fit Out*

- Fit Out plan cannot be finalized until the operator selects tenants
- There are different level of fit outs for different types of uses ie. Community rooms, theater vs commercial tenants. Office fit out is the biggest question.
- The CRA is providing more assistance to community uses and investment from capital dollars to those spaces.
- 4 million in fit out is budgeted.
- Remember that fundraising for capital is sexy, people are often more interested in donating for these types of things.
- We will make sure the design of the building is flexible, so as to not prevent adaptability for future uses.

#### *Business Model of the Foundry*

- CRA is open for the operator to do some fundraising and grant money requests
- Money to support building operations is not just from rents, but also agreements with scheduling the theater etc. philanthropy will go to the programming however not the building.
- The CRA has already conducted a preliminary financial analysis to understand what might work, and community vs. commercial breakdown.

#### *Volpe Redevelopment*

- Look at initiatives with Volpe, where we could get funding from them since we have complementary initiatives.

### ASSET MAP & FOUNDRY NETWORK

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- The Foundry should help create a network with other community resources.
- Asset map is a good start, perhaps should include what the programs do and the ages they serve
- All things don't have to be located in the Foundry, but it should be able to point the way to other places.
- Community Centers map should consider community rooms that developers agree to for public meetings.
  - o Perhaps include accessibility standards & hours of usability

### WORKFORCE DEVELOPMENT

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#### *New Space in Kendall at 255 Main St*

- As MITIMCO develops their community center, the CRA wants be in touch.
- BP through MXD zoning needs 10% of their commercial space to be innovation space, and then 25% of that innovation space be reserved for below market tenants (16,800 sqft).
- This is planned to be constructed in 255 Main street (located in heart of KSq) by 2019
- CRA is in conversation with BP and KSA on how to populate that below market space.

#### *Type of Workforce Programming*

- Practical and on the ground learning
- A low cost center for an on ramp into the tech economy
- Collaborating with existing organizations like Just a Start to program.

- Partnered organizations can take the pulse of the needs of the community, and then work with employers to structure the right type of training.
- The space will look like an office, feel like an office and make participants behave like they are in an office.

## RFI RESPONDENTS

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### *Innovators for Purpose - Michael Dawson*

- Serves youth from under resourced families.
- Inspires people to be in tech and entrepreneurship.
- Currently is developing a program with the superintendent of CPS to have every 7<sup>th</sup>-8<sup>th</sup> grader have access to their programming.

### *Ron Mallix*

- Questioned what are we looking for now that we did not get during the demo project?
  - o The difference is proposals – looking for a plan of operating, programming it with community programs, and tenancing space.

### *Healthy Communities Capital Consulting - Joan Squeri*

- They are working on citywide mapping of workforce development organizations -> Wants to help residents understand where to start, and where to end up in the system.
- Wants to map where to go for specific training ex: specialty of welding, IT training, cooking etc.

### *Jackie Cefola*

- Works to develop non-profit centers around the country, which helps non-profits share services and builds capacity for all organizations within.
- She encourages the FAC to consider the structure and governance of the Foundry.
- Thinks mission focus is at risk if you go with a for-profit operator rather than a non-profit
- Doesn't think the building can suit all the programs it currently lists
- CRA and Operator should think about alternative centers or satellite centers to point people to.
- Wants to see the financial planning numbers the CRA has come up with now, as tenancy worries her.
- Thinks tenancy outreach has not been done enough, more outreach needs to be done to know how much they will actually pay. This can be done via focus groups.

### *Magali Maiza*

- Emphasize the operator is more a conductor than a programming force
- They need to have a collaborative culture with cross activity programming such as artist residencies and youth internships.