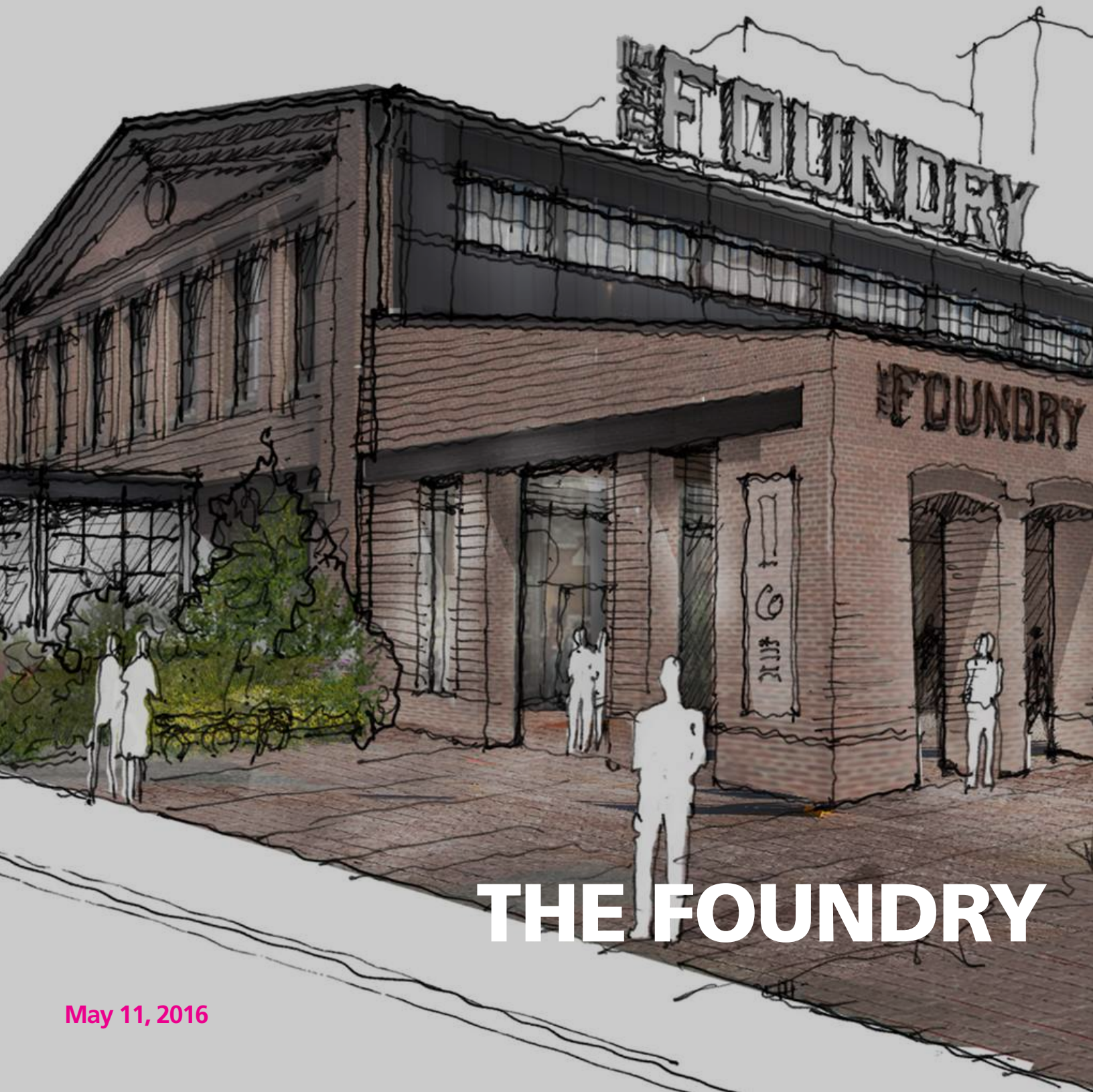


CIC
GRAFFITO SP
HACIN + ASSOCIATES



THE FOUNDRY

May 11, 2016

May 11, 2016

Mr. Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

RE: Foundry RFP || 101 Rogers Street

Mr. Evans, Distinguished Members of the CRA Board & Foundry Advisory Committee:

KS Foundry Development Partners LLC ("FDP") is pleased to submit this response to your Request for Proposals dated February 1, 2016. As detailed in our RFQ submission of August 26, 2015, FDP is a joint venture between the Cambridge Innovation Center ("CIC") and Graffito SP ("GSP"), two like-minded, local organizations with successful track records creating imaginative, dynamic, and civic-minded spaces in East Cambridge and beyond.

Over the past six months FDP has invested significant resources and energy into advancing our development plans and programmatic aspirations for the Foundry. Our design team continues to be led by Hacin + Associates, who will be the architect of record should we be designated developer. We do not think there is another local firm better-equipped than H+A to deliver such a dynamic project. As you will see in the pages that follow, our design for the Foundry has changed significantly since our RFQ submission. As the design of the building has changed so too has our programmatic scheme, which has been shaped by dozens of meetings with community groups, potential tenants, desirable program partners and possible investors.

Detailed in the pages that follow and at the heart of our plans for the Foundry are three core principles: Design Ingenuity, Programmatic Inclusivity, and Transactional Flexibility. It is the synergy amongst these three elements that will ensure excellence at the Foundry. Touching all of the aforementioned principles is the overarching commitment to sharing – of space, ideas, culture, and resources – which is indeed driving our team's pursuit of the Foundry. Sharing is at the core of both CIC and GSP's business and community ethos and it will be embedded in all elements of the Foundry.

We firmly believe in our collective ability to bring The Foundry to life. We also recognize that a successful project will require a strong partnership between FDP, the City of Cambridge, and the Cambridge Redevelopment Authority to address the many issues presented by the complexity of this project. Our entire team is very excited about the vision we have outlined in the following pages and look forward to further exploration with you in the months to come.

Respectfully submitted,



Brian Dacey, President
Cambridge Innovation Center



Jesse Baerkahn, President
Graffito SP

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District Hall, Boston, MA

MEET THE TEAM

CIC, GSP/Graffito and H+A/Hacin + Associates bring together an experienced and diverse group of professionals uniquely qualified to work with the City of Cambridge and the CRA to bring the broader community's vision for the Foundry to life.

Founded in Kendall Square, **CIC is widely recognized around the world for its catalytic role in incubating startups and promoting entrepreneurship through the creation of a unique innovation campus environment** that nurtures and facilitates the sharing of bold ideas. Since 1999, CIC has expanded to include coworking communities like C3 [the Cambridge Coworking Center] and Impact Hub Boston, as well as weekly Venture Café gatherings that attract hundreds of entrepreneurs, and District Hall, the central gathering space for Boston's innovation community.

Over the past decade **GSP has worked with some of the largest and most influential institutions and developers in Cambridge on challenging ground floor activation and leasing projects.** In East Cambridge and Kendall Square alone, GSP has leased and advised on retail projects totaling over 400,000 sf. This work has only been possible with regular and meaningful collaboration with the same resident groups and City departments that will be needed for the successful revitalization of the Foundry.

H+A/Hacin + Associates is an internationally recognized architecture and design firm with a deep background in adaptive reuse of historic buildings and the needs of the creative community. H+A regularly leads large teams of consultants and understands the importance of collaboration, good communication, and thorough documentation. Together with CIC and Graffito, H+A will select a full team of exceptional consultants capable of executing a project of this size and complexity that takes into account important experience with similar projects, the ability to use BIM for design and documentation, and a thorough understanding of sustainability and LEED.



Cambridge Innovation Center (CIC) is a global organization based in Kendall Square, Cambridge that creates infrastructure to support and strengthen urban innovation ecosystems (“innovation districts”) and the cities around them. CIC’s mission is to make the world better through innovation by supporting exceptional entrepreneurs to build the next generation of job-creating, world-improving businesses.

In the past few years CIC has become known on a global scale as an expert at developing innovation districts, building infrastructure, creating programming, and forming partnerships to support and strengthen urban innovation ecosystems. CIC helps to organize and promote a city’s entrepreneurial talent base and assists in creating a globally competitive innovation district.

In Cambridge, CIC occupies over 200,000 sf of space at One Broadway and 101 Main Street. At these properties, CIC hosts over 700 companies and organizations and provides them with desks, offices, technology, and services. Most importantly, CIC creates a community of like minded entrepreneurs that can engage with one another across a broad range of topics and find new ways to work together. In addition, CIC orchestrates hundreds of meetings, events, classes, and seminars annually at its properties.

Beyond Cambridge, CIC has recently added over 250,000 sf in Boston and St. Louis and is currently engaged in early stage projects in several US cities as well as in the Netherlands.

CIC is regularly visited by innovation leaders, mayors, governors, and foreign dignitaries. CIC’s Founder and CEO, Tim Rowe, speaks regularly on innovation around the globe, including most recently at the P4 conference in Pittsburgh. The world-renowned Brookings Institution cites CIC as having formed the core of the most successful innovation district in the world.

CIC believes innovation ecosystems are “fed” by three key ingredients: capital, ideas, and talent. Many cities are rich in these ingredients, but they are not working together effectively. Where that is the case, there is an opportunity to create infrastructure that allows this to happen.

Increasingly, CIC is creating innovation campuses in new innovation districts. Within each campus, an interconnected set of for-profit and not-for-profit organizations work together with whom CIC has partnered, helped establish or supported in some way. Some examples of these organizations are Venture Cafe, District Hall, LabCentral, MassChallenge, and LaunchCode.

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Brian Dacey, President

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Tim Rowe [Founder and CEO] is the Founder and CEO of CIC as well as Chairman of the Venture Cafe Foundation and Chairman, Co-Founder, and Director of LabCentral. Previously, Tim has served as a Lecturer at the MIT Sloan School of Management, a Manager with the Boston Consulting Group and an analyst with the Mitsubishi Research Institute. Tim speaks Spanish and Japanese fluently and holds an MBA from MIT's Sloan School of Management and a BA from Amherst College.



Brian Dacey [President] began his career in the public sector, serving as the City of Boston's Director of Federal Relations and then CEO of the city's Economic Development Agency. He has been a senior executive and partner with several regional real estate development firms including Drew Company and Twining Properties. Brian has overseen several public/private real estate projects including the Ronald Reagan International Trade Center in Washington, D.C. and the Moakley Federal Courthouse in Boston, MA. Brian is on the Board of The Boston Harbor Association, is a former Chairman of the Board at Morgan Memorial Goodwill Industries, and is a Board member of the Venture Cafe Foundation. He was a founding member of the Kendall Square Association, and serves as a member of A Better City, and of the Kendall Square Masterplan Committee, and currently co-chairs the Kendall Square Mobility Task Force for the MBTA. Brian has his BA from Boston College and an MBA from Boston University.



Joseph Bearak [Construction Project Manager] has over forty years of experience in the reconstruction industry overseeing this very type of project, including large-scale office, retail, hotel, apartment and recreational facilities, and most recently, Watermark Kendall Square. Over the last twenty years, Mr. Bearak has worked on significant development projects including TD BankNorth Garden, the Seaport Hotel, and the 1.4 million sf Providence Place Mall. Mr. Bearak has been a member of National Association of Industrial and Office Properties, the Massachusetts Building Congress and the Allston Brighton Community Development Corporation. He attended Wentworth Institute in Boston.



Chris Linssen [Director of Asset Management] joined CIC at the end of 2015 as the Director of Property Management. An experienced real estate and property management executive, he most recently managed four office properties totalling nearly one million square feet in Cambridge and Boston. In the past seven years, Chris has completed more than 70 lease transactions totalling more than 900,000 sf, overseen tenant improvement and capital projects totalling more than \$40 million (including roof, cooling tower and energy management system replacements), complete exterior and lobby renovations of two office towers, and achieved LEED Silver Certification (EBOM) at Riverfront Office Park in Cambridge. He graduated with a BA from the University of San Diego and an MA in Economics from the University of Texas at Austin with a specialization in Real Estate Finance and Investment.



Ben Dryer [Capital Projects Manager] joined CIC in 2015. Previously he was the owner and principal of Other City Builders, a design/build company based in Somerville, specializing in commercial and residential adaptive reuse projects. Most notably, he was the principal designer and project manager for the 50,000 sf Sanborn Court restaurant cluster in Union Square and has helped to develop similar projects across Greater Boston, including Voltage Coffee and Art in Kendall Square, Cambridge. He is a founding board member of Union Square Main Streets in Somerville and has served on multiple City of Somerville committees focusing on zoning, design, and city service improvements. Ben has a BA from Hampshire College.

GRAFFITO



Part retail brokerage, part creative agency and part urban design firm, GSP is a professional collective of the core competencies needed to create valuable and unique urban places. GSP believes that great urban neighborhoods can be created through smart planning, community dialogue, and by supporting street-level activity that embraces creativity, context, and connections. GSP's inspired place-making and retail leasing strategies result in more dynamic development projects, more valuable properties, and more vibrant neighborhoods.

Through its work over the last decade in the Cambridge, MA neighborhood of Kendall Square, widely recognized as the global prototype for a successful "innovation district," GSP has pioneered a retail development strategy that focuses on partnerships and leases with small, local, independent operators. This strategy has transformed the ground floors of Kendall Square and has been employed by GSP on urban projects throughout Greater Boston and the Northeast United States.

GSP's work in Cambridge and beyond necessitates pre-construction (and often pre-permitting) strategy work that continues through leasing and asset activation. For this reason GSP is unique from other urban planners in that it also provides brokerage services. Similarly, GSP is distinct from other retail brokers because its point of entry into projects most often occurs far before the inception of an actual leasing assignment. It is this multidisciplinary approach that has drawn many of the Boston Area's most dynamic companies, institutions, and landowners to GSP for assistance in creating a sense of "place" in towns and cities including Boston, Cambridge, New Bedford, Quincy, Somerville and Watertown, MA.

GSP's services are provided by a team of seasoned and energetic professionals with expertise in community economic development, placemaking, legal, leasing, asset management, permitting, urban planning, and project management.

Contact:

Jesse Baerkahn, President
David Downing, Vice President

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GSP's clients include:

Alexandria Real Estate Equities • athenahealth • Beacon Capital • Cambridge Innovation Center • Clover • Deutsche Asset & Wealth Management • Forest City Enterprises • Harvard University • Hudson Group NA • Jamestown • Massachusetts Institute of Technology • MassDevelopment • Novartis AG • Principal Global Investors • Shiner Capital Partners • Tishman Speyer • Twining Properties • Union Square Station Associates • Wexford Science & Technology



Jesse Baerkahn [President and Founder] evaluates all of GSP's new business, new service platforms, and entrepreneurial endeavors. Previously he co-founded and was President of CityRetail, the predecessor to Graffito's retail leasing practice. Before GSP and concurrent to CityRetail Jesse held various roles at Twining Properties, most recently VP of New Ventures. Separate from GSP, he is a lawyer and adviser to a select group of artists, restaurateurs and innovators. He has launched several other businesses over the past 15 years in the real estate, arts, and entertainment fields. He was previously a Director and Board Member for the Artisan's Asylum, a world-renowned non-profit maker-space in Somerville, MA, and an Adjunct Faculty Member at CUNY School of Law. Jesse holds a JD from Northeastern University and BA from the University of Wisconsin. He is a Licensed Real Estate Broker and member of the MA and NY Bar.



David Downing [Vice President and Director of Leasing and Development] Dave leads GSP's development and retail leasing practices and has been involved with all prior related and affiliated businesses, including CityRetail, where he was the firm's first hire in 2007. He is now a Partner in GSP. Previously he was Development Manager at Twining Properties and Leasing Manager at CityRetail. He has significant construction management and retail development experience as a landlord representative and has advised GSP clients on leasing and development for ground floor space totaling over 250,000 sf. Dave has a BS from Northeastern University. He is a licensed Real Estate Salesperson in MA and has a Certificate in Real Estate Finance from Boston University.



Gustavo Quiroga [Director of Placemaking & Advisory] spearheads GSP's placemaking advisory practice. His previous work centered on urban economic development, political campaigns, and launching social enterprises. Gustavo worked for four years at Allston Brighton Community Development Corporation in Boston, MA, most recently as Director of Community Engagement & Marketing. Immediately prior to GSP he served as Director of Operations & Strategic Communications for Boston Mayoral Candidate Mike Ross. He is active in Boston's arts, maker, and civic engagement scenes. Gustavo has a BA from the University of Wisconsin and is currently an MBA candidate at Boston University.



Carrie Stalder [Director of Partnerships & Innovation] manages GSP projects at the intersection of place, retail, events, and technology. She was an Engineer at BAE Systems before more recent endeavors in tech, restaurant management, and nonprofit board work. Carrie co-founded the Venture Cafe and the Boston Chapter of The Startup Foundation. She has a deep understanding of, and appreciation for, urban networks, systems, and the connection between innovation, retail, and placemaking. Carrie has an MS from Massachusetts Institute of Technology and a BS from California Institute of Technology.



Hacin + Associates [architecture + design]

Hacin + Associates is a multi-disciplinary architecture and interior design firm located in Boston's South End. Dedicated to design excellence and client service, H+A collaborates with clients to create compelling work that resonates with meaning, clarity of intent and a strong sense of place. Our team approaches each design problem by examining and often reinterpreting the physical and social context of a particular site and program to find pragmatic and often unexpected solutions.

Founded in 1993 by David Hacin FAIA, H+A's dedicated team of design professionals has built a broad portfolio of projects that have received regional, national, and international recognition. The firm brings together diverse professional and educational backgrounds and interests, including architecture and interior design as well as urban, industrial, graphic, exhibit, and furniture design. In 2005 H+A expanded its professional services with a fully integrated interior design department.

Working at all scales, our services include architecture and interior design; graphic design and branding; adaptive reuse and historic preservation; planning, feasibility studies, and urban design. H+A's landmark projects are noted for their iconic design, their innovative approach to retail and public community space, infill housing, and their role in transforming a blighted Boston neighborhood into a nationally recognized example of urban rebirth. Working within important historic districts across the country, H+A has won some of the profession's highest awards for preservation and design excellence.

In addition, H+A collaborates with private clients, retailers, restaurateurs, entrepreneurs, and innovative companies on a broad range of commercial architecture and interiors. H+A's clean, modern trademark designs for internationally recognized retail brands has had a global impact on the advent of contemporary design trends in fashion retailing, appearing in prestigious department stores and on celebrated shopping streets in London, Paris, Seoul, and New York, among others. Our diverse portfolio includes innovative workspace for the global design consultancy IDEO, offices for a number of leading Boston area advertising agencies, and residential interiors at Bentley University and WPI. Our institutional/civic work includes District Hall, a first-of-its-kind model for a city-sponsored 'innovation center' and the centerpiece of the city's new waterfront Innovation District. H+A's work in these areas has also won prestigious local and national awards from the BSA, IIDA, and others and has appeared in publications around the world, including Interior Design, Interiors, Architectural Record, Metropolis, and many more. **We encourage you to visit our website www.hacin.com to learn more about H+A.**

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David J Hacin, FAIA [Principal-in-Charge] is the founding Principal and President of Hacin + Associates. He is active in civic, academic, and professional organizations, and he has served on numerous boards and juries in Boston and across the country. David is currently a member of the Boston Civic Design Commission, the City of Boston's design review panel for significant projects that impact the public realm. Recognized for his public service and recipient of numerous design awards for the firm's work, David is a Fellow of the American Institute of Architects. David Hacin will ensure the Foundry project receives the full benefit of H+A's design and technical talent, expertise, and resources throughout its duration, and maintain top-level communication with project stakeholders.



Scott Thomson, AIA [Senior Associate, Project Architect] joined H+A in 1997 and is a Senior Associate. He has led many of the firm's most notable urban design and preservation projects including FP3 and 160 East Berkeley Street, which both included extensive technical challenges. Scott has developed an expertise in the adaptive reuse of historic structures. He was recently project architect for Boston's District Hall, which has received national recognition for its role in fostering an emerging identity for the city's Innovation District. Scott will serve as project architect for the Foundry renovation, providing expertise on technical issues surrounding the integration of building systems and the preservation of the building's historic architectural elements.



Matthew Arnold [Project Manager] joined H+A in 2009 and is a designer and project manager. Matthew has experience working on a number of retail and restaurant projects, including Flour, Gather, and Brew, and on the Seaport Pavilion, which is a public space, dining pavilion, and war memorial that is proposed as the center of a new neighborhood rapidly developing along South Boston's waterfront. Most notably, Matthew acted as project manager for Boston's celebrated innovation hub, District Hall, and its resident eateries, Gather Restaurant and Brew Cafe, which have garnered national recognition for its role in shaping and defining the Innovation District model. Matthew will act as project manager for the Foundry project, drawing from his experience on District Hall, collaborating with CIC, Graffito, and the City of Boston.



Darien Fortier, LEED AP BD+C joined H+A in 2011 as an architectural designer. Darien has experience on projects such as Living Proof's Style | Lab retail prototype, in addition to working on international commercial projects during her time at Kohn Pederson Fox in New York and public works projects in Seattle. She is a LEED AP and is extensively involved in the local maker community, serving on the Board of Boston Makers, Inc., a Jamaica Plain-based non-profit organization working to make resources, such as tools, classes, and creative social spaces accessible to the local community. Darien will contribute her experience working with and developing maker spaces and innovative work spaces in New York, Seattle, and Boston.

DEVELOPER/OPERATOR RELATIONSHIP

KS Foundry Development Partners LLC (“FDP”), a Massachusetts Limited Liability Company, was established to develop and operate The Foundry building, in collaboration with the City of Cambridge. The entity is a partnership between the Cambridge Innovation Center (“CIC”) and Graffiti SP (“GSP”) who, collectively, bring together a diverse set of skills including real estate development, property management, construction, placemaking, event planning, leasing, community economic development, and urban planning. CIC and GSP principals have been involved in over 700,000 sf of real estate development, leasing, and management in East Cambridge over the past decade. This unique breadth of local experience will be invaluable to both the development and ongoing operations of The Foundry, which will require leveraging all of the FDP team’s prior experiences. It is these prior experiences in Kendall Square, the same neighborhood where CIC and GSP principals first started working together ten years ago, which has motivated this submission and FDP’s goal of creating a truly world-class public space at The Foundry.

Developer

The roles and responsibilities of the Developer will be largely shared between FDP partners, including all strategic decisions and activities around permitting, financing, design, construction management, budgeting, space planning, leasing, partnership development and other key functions of the Development Entity. Each partner will leverage their strengths throughout the development process to create the best possible outcome.

Operator

Following the completion of the development and relative stabilization of the project, CIC will assume the primary role of Operator, managing the day-to-day operations and functions of The Foundry. CIC will ensure the property is well-maintained and staffed, tenant spaces are occupied and generating revenue, and programmable spaces (i.e. the Assembly Hall, Central Gathering area, and individual Pods) are actively used by a wide range of community members. GSP will continue to be deeply involved in the recruitment of local partners to help promote the highest level of stakeholder engagement and utilization of programmable areas of the project.

The specific Developer and Operator roles and responsibilities are explained in more detail in the illustration that follows:

DEVELOPER/OPERATOR RELATIONSHIP



DEVELOPER

Sublease Structure | Financing

Brian Dacey + Jesse Baerkahn

Finalize sublease negotiations and assemble appropriate debt/equity financing

Permitting | Community Engagement

Brian Dacey + Jesse Baerkahn + David Downing

Guide the permitting and community process for achieving the overall vision for the project

Design | Construction

Joe Bearak + Ben Dryer + David Downing

Collaborate and manage design and construction professionals to fine-tune design, budget, schedule, etc.

Project Management

Joe Bearak + Ben Dryer + David Downing

Actively manage the project to stay on budget, on schedule, and work through design/construction issues

Leasing | Space Programming

CIC + Graffito + Partners

Initial lease-up for shared office and identification of early partners including makers, food, STEAM, and community groups

OPERATOR

Staffing | Management

Chris Linsen + Foundry GM

Hire staff and establish best practices for effectively operating and programming the building

Pro forma | Budget

Chris Linsen + Foundry GM

Model and implement annual budget and any new operating assumptions for the building

Tenant Coordination | Leasing

Foundry GM + Staff + Graffito

Oversee tenant coordination and leasing efforts outside of the shared office space

Space Programming | Events

Foundry GM + Graffito

Ensure flexible event and gathering spaces are highly active with paid and free community uses

Reporting | CRA Contact

Foundry GM + CIC + Graffito

Annual reporting and updates to the CRA re: community giveaway space and obligations defined in the proposal

DEVELOPER/OPERATOR WORKLOAD

CIC's growth both locally and outside the region over the past few years has necessitated significant growth in the CIC team. Chris Linssen, the new Director of Asset Management, is an example of this. This support will allow Brian Dacey, as President of CIC and a key principal of the KS Foundry Development Partners team, to dedicate more time to this significant project.

CIC has built a robust expansion team that is constantly exploring new sites and locations for future growth, which makes it difficult to estimate all upcoming project commitments for its principals through 2017. However, several major ongoing development and construction projects are scheduled to be completed by the end of 2016, which will allow CIC to focus more resources on The Foundry project. Overall, CIC has ramped their staffing up to a level where they can successfully manage simultaneous large-scale projects.

CIC will effectively manage and lead a strong team effort throughout the redevelopment, which will include frequent meetings with the project team to discuss project status, key deliverables, coordination and review the development schedule, budget, etc. CIC will also engage internal CIC team members and external community partners to help create the type of shared environment the community, City and other stakeholders have envisioned.

The GSP business model is highly flexible and opportunistic with short-term advisory, planning and leasing engagements ranging between 3-12 months. Such commitments are typically fluid and can be concluded or extended, as needed. GSP currently holds advisory contracts running through the end of 2016 and several major leasing assignments in Cambridge and Boston that will last years depending on overall project and client phasing. Notable leasing assignments include Boston Landing in Brighton, Pier 4 in Boston's Seaport, and North Point in East Cambridge.



DEVELOPER/OPERATOR WORKLOAD

GSP's workload is shared by a full-time staff of five and three part-time professionals that assist on certain key projects when additional bandwidth is needed. If designated Developer and Operator, GSP has the ability and existing structure to allow Jesse Baerkahn, President, and David Downing, VP and Director of Leasing & Development, to allocate significant time towards the Foundry. Both Jesse and David view the Foundry as being a defining project of their respective careers and an amazing culmination of the past decade, wherein they both spent the majority of their working hours on real estate projects in Kendall Square.

GSP will be involved in every facet of The Foundry redevelopment, particularly as it relates to the early stages of the project, including permitting and community engagement, curation of space and discussions with program partners. In addition, GSP will continue to work collaboratively with CIC to ensure a shared environment is achieved at The Foundry, specifically, on the ground floor where the community connection and interaction will be particularly strong.

GSP and CIC bring a proven and steadfast commitment to creating vibrant, world-class mixed use environments. GSP and CIC leadership have worked together on real estate development projects for ten years, both within and outside of Kendall Square. These project include the development of Watermark Cambridge, District Hall, CIC at 50 Milk and other CIC expansion projects. Together GSP and CIC have run workshops for developers, universities and municipalities on urban placemaking and innovation ecosystems. The Foundry brings CIC and GSP together for what will be a continuation of prior work in the same neighborhood in which they first started their collaboration; and the partnership for the Foundry came together around their shared vision for making a truly world-class public space in Kendall Square.





Map of walking activity throughout Boston and Cambridge

PROJECT CONCEPT

FDP will redevelop the Foundry to reflect the creative and collaborative community that is East Cambridge. Core to this endeavor is creating a place and a space that is truly a **shared asset**. The spirit and practice of sharing – of physical spaces, ideas, culture and resources – is at the essence of FDP’s vision for The Foundry. And, further, it creates the foundation for FDP’s understanding of how to allocate maximum space within The Foundry towards those activities that are community-oriented uses.

To achieve our bold vision for The Foundry, FDP has embraced the following core principles:

1. Design Ingenuity

FDP’s design of The Foundry is fundamental to creating a place where a dynamic range of activities can occur simultaneously across multiple floors and space-types.

Preserving the physical character of The Foundry while enhancing permeability of the building is of paramount importance. FDP’s design includes significant investment in and improvements to the building core and shell, which will create (i) new entryways on Rogers and Bent Street, (ii) dynamic indoor/outdoor connections on the eastern edge of the building by opening existing structural archways, (iii) open floor plans within the building by moving the elevator cores to the perimeter of the building, and (iv) increased ceiling heights and natural light throughout the building. All improvements to The Foundry will meet the City’s sustainability goals, LEED certification requirements, and embrace a holistic approach that encompasses not just design but also operations and management. The Foundry will benefit from locally sourced building materials, energy-efficient MEP systems, careful utility management protocols, aggressive recycling and composting programs, and space programming to meet the building stretch code.

2. Program Inclusivity

Through thoughtful program selection, oversight and curation, The Foundry will be a hub of activity that meets the City’s community space requirements, and also provides Cambridge with a civic gathering space that does not currently exist.

Program diversity and inclusivity is what will create maximum public benefit at The Foundry and engage a broad range of Cambridge residents. Much like District Hall in Boston's Seaport, there will be a strong balance between public and private programs while at the same time an added emphasis and focus on drawing in local constituencies that are currently excluded from the innovation ecosystem in Kendall Square and Greater Boston generally. These programs will be of varying sizes and types and will co-exist in the building throughout the day. An example of a day at the Foundry is included herein in the *A Day in the Life of the Foundry* section. FDP's on-site Program Manager will oversee the allocation of space and time for The Foundry's various spaces and ensure that FDP reaches or exceeds its community benefits obligations.

Further, FDP has already identified certain community and programmatic partners to help in the development of its various initiatives and concepts. For example, Michael Leviton has been engaged to serve as the Foundry's Director of Food System Innovation & Education, Molly Rubenstein will be FDP's Makerspace Special Consultant and Ben Barkan of HomeHarvest will serve as Manager of Gardens & Landscape Construction. In addition, FDP has spoken with ECPT, East End House, Cambridge Eats, Cambridge Community Foundation, Community Charter School of Cambridge, Let's Talk About Food, Ambit Press, The Puzzle School, TechShop, and other interested program partners who have all expressed aggressive support of the project and also contributed to FDP's understanding of community and programmatic inclusivity.

3. Transactional Flexibility

By embracing a flexible and deliberate approach to contracts, licenses and leases, the Foundry's program mix will be more diverse and exciting than any other building in the region.

FDP will break from the rigid transactional paradigm that dominates the real estate development community and often precludes many start-up and small-format users from gaining access to state-of-the-art space for events, retail experiments, temporary programs and offices. Short-term leases and simple license agreements will be utilized to facilitate transactions with local businesses, community organizations, artists and individuals experimenting with new concepts and ideas. FDP has developed a suite of contracts and license agreements to be used with its program partners and tenants/licensees at The Foundry, which are outlined in FDP's financial plan submission. CIC and GSP have both been local pioneers in their ability to structure such contracts effectively both within their own spaces/offices and on behalf of their partners, investors and clients. FDP will bring this wealth of transactional experience to The Foundry, all of which will lower the barriers of entry for a range of unique uses and users.



Clover at Kendall Square, Cambridge, MA

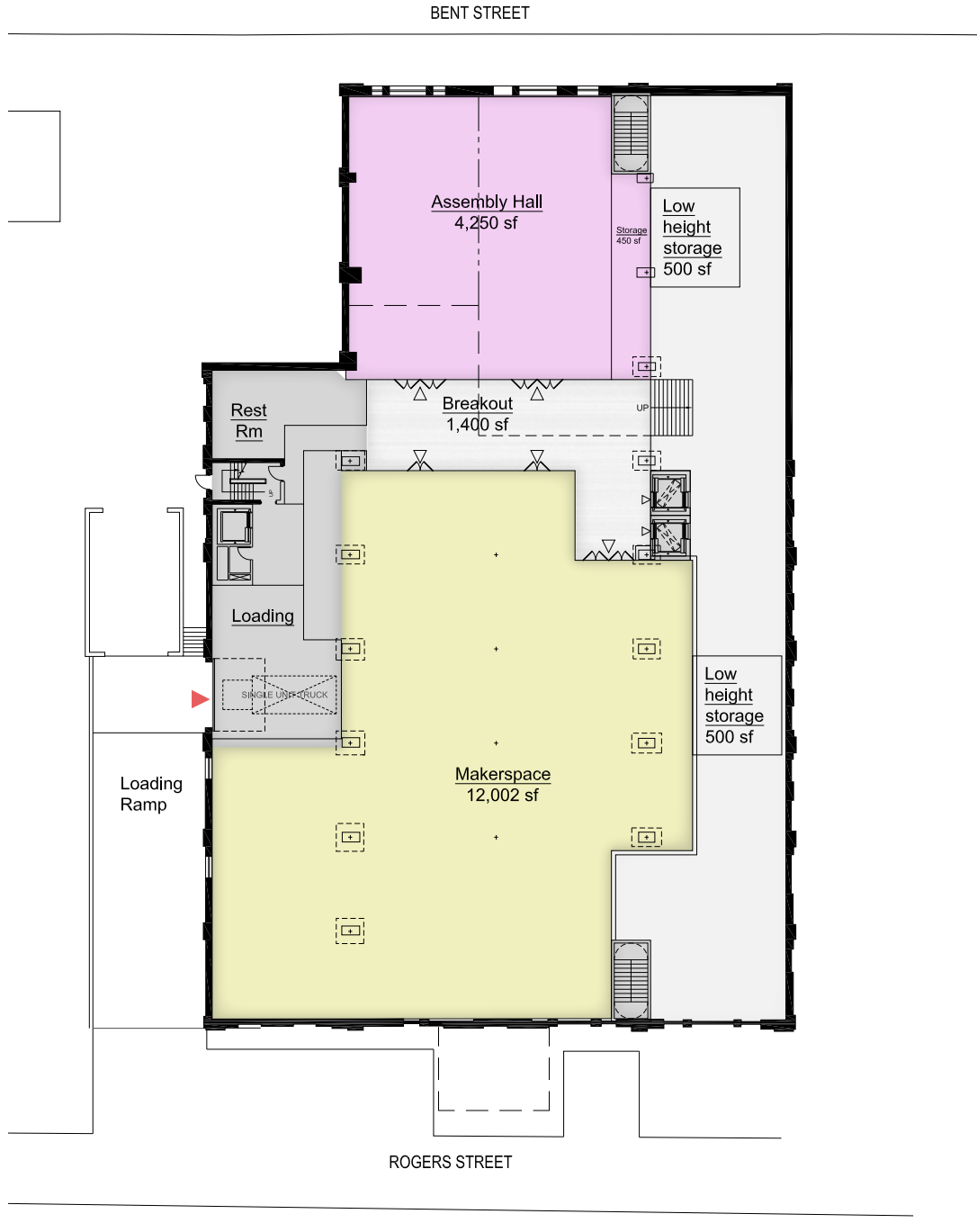
Conceptual Design





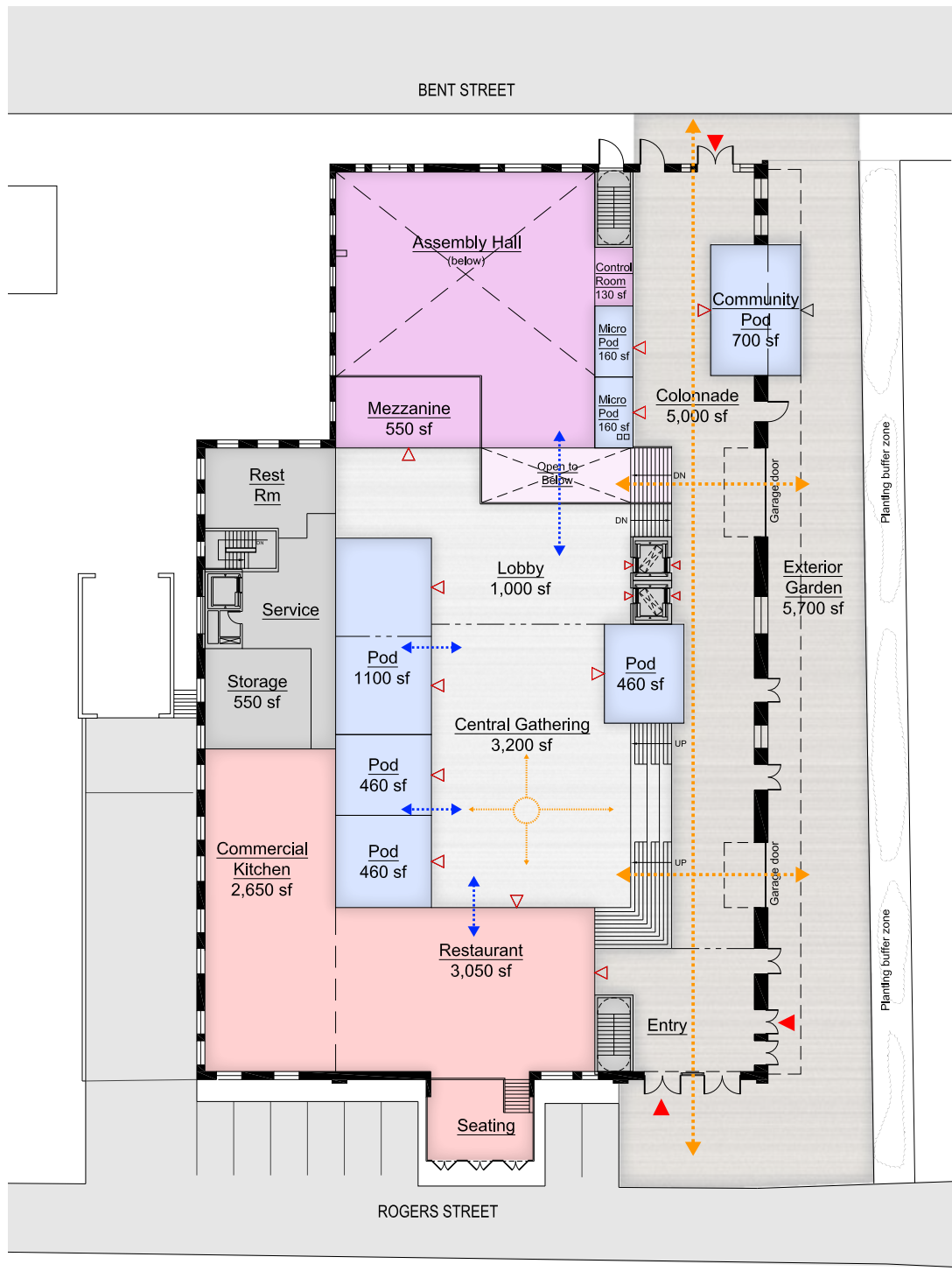
LAUNDRY

FOUNDRY



Basement Floor Plan

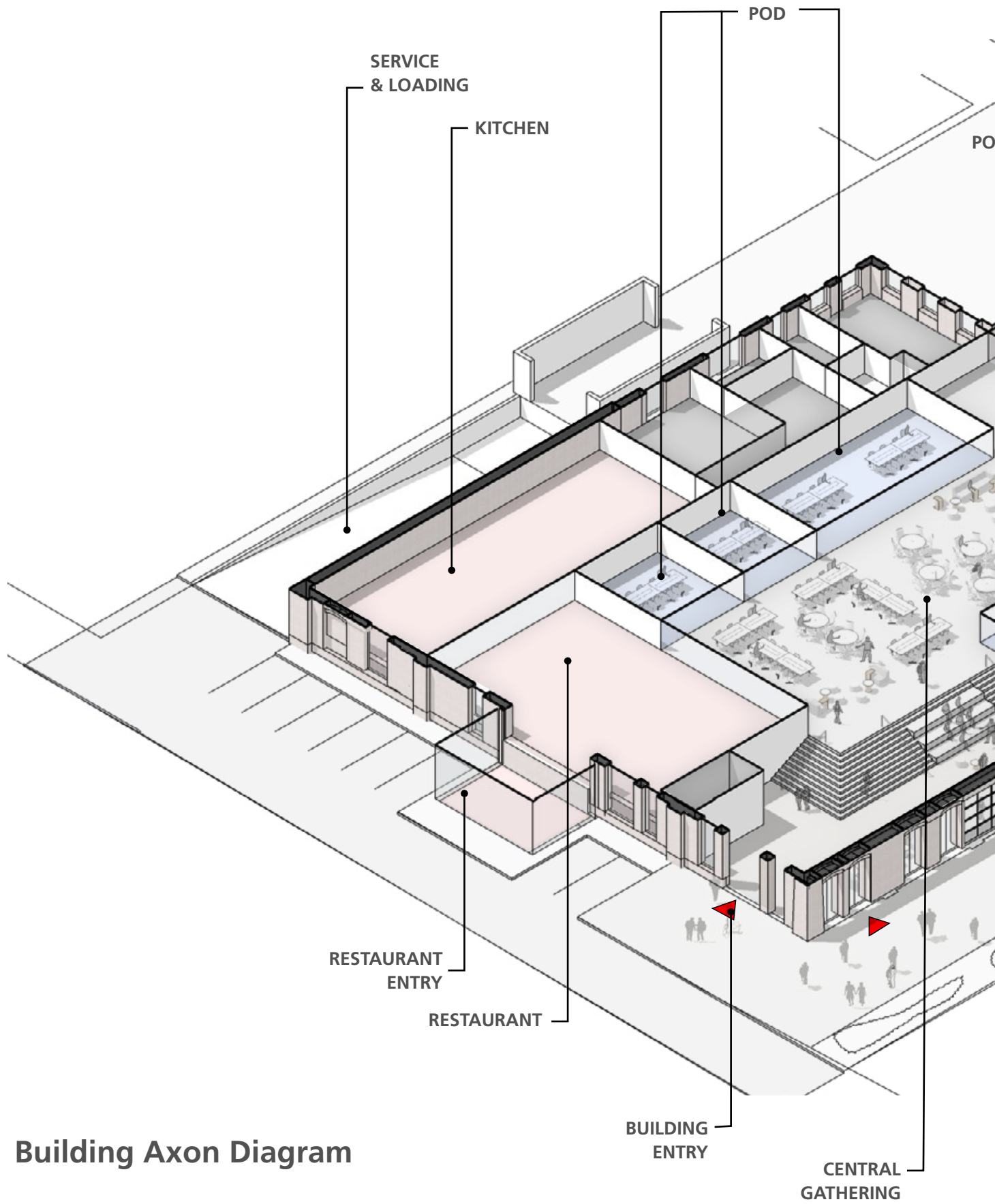
The lower level of The Foundry consists primarily of a large Makerspace and an Assembly Hall. Both of these primary spaces share the main entry to foster interactions with the building occupants, and also have a direct connection to each other. The Assembly Hall will accommodate larger functions, performances, and a range of informal or formal gatherings.



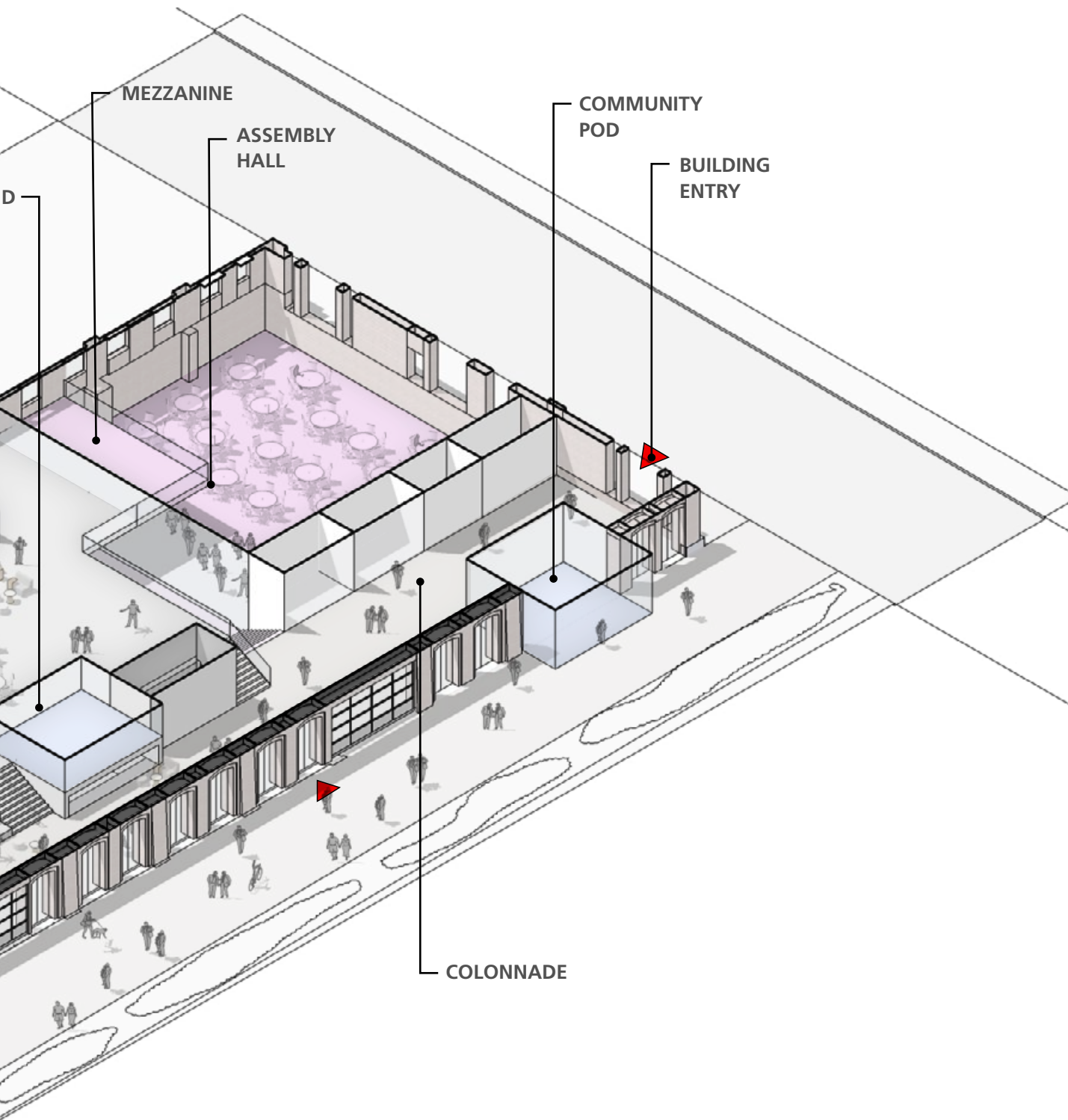
Ground Floor Plan

At the Ground Level of the Foundry, the Colonnade creates an interior connection between Rogers Street and Bent Street, which activates the Ground Floor retail, Restaurant and Gathering spaces which serve as the central hub of the building. The Restaurant, Pods, and Assembly Hall each have a direct connection to both the Central Gathering and Colonnade, which also has a strong visual and physical link to the primary vertical circulation of the building.

CONCEPTUAL DESIGN

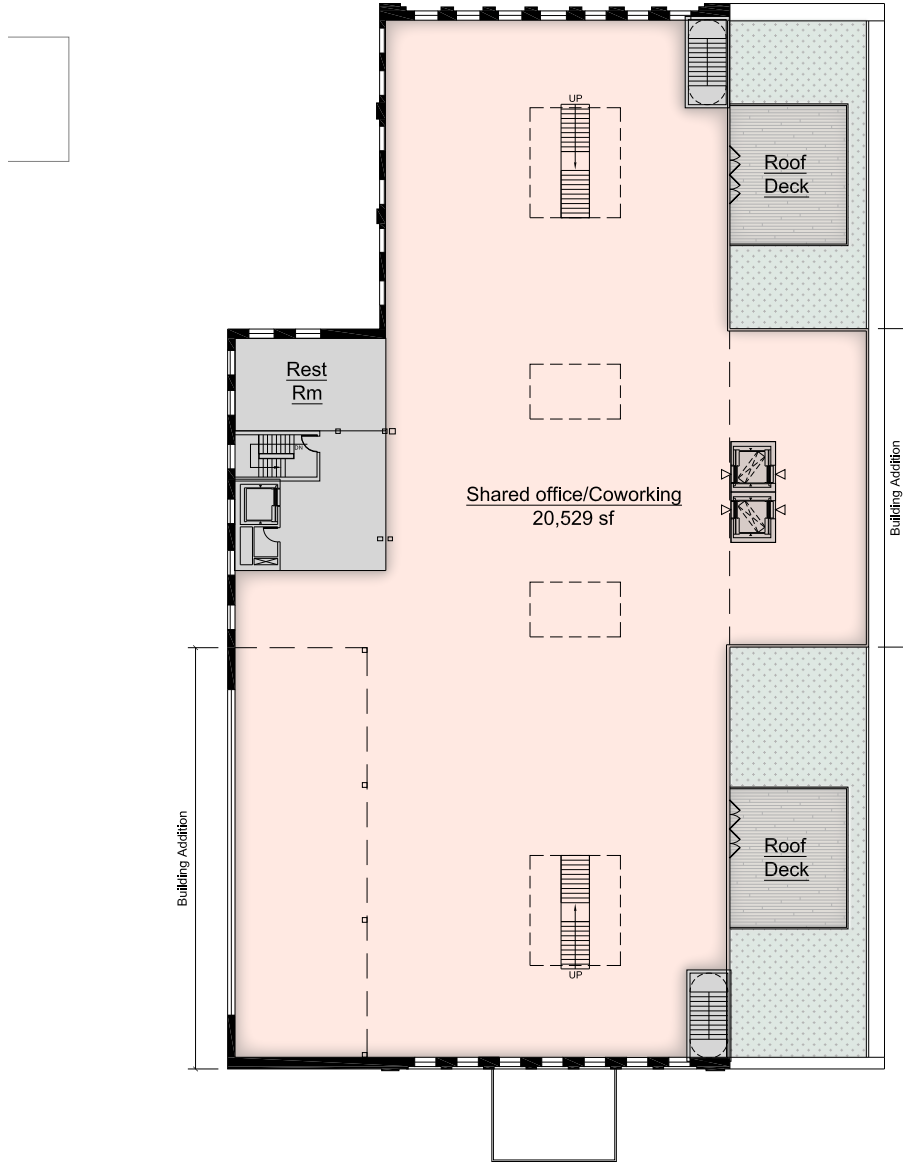


Building Axon Diagram



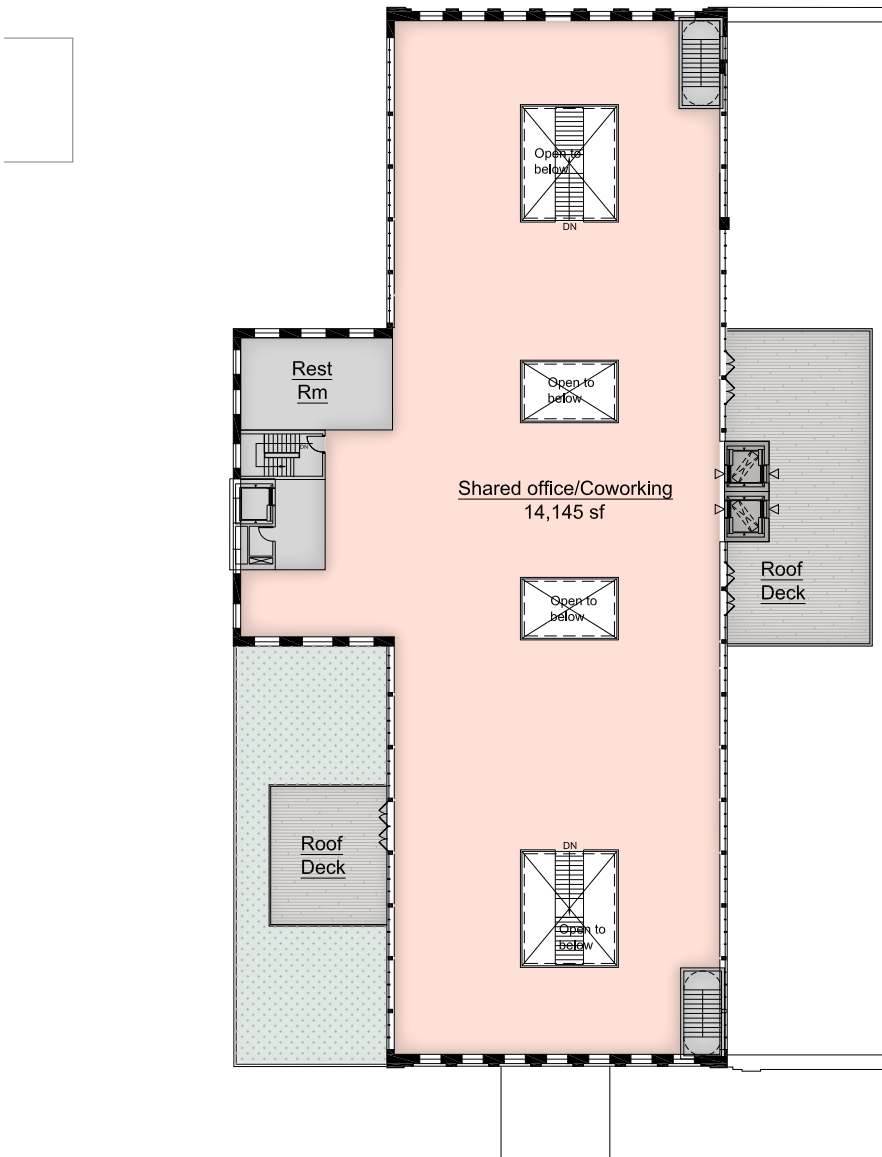
Visitors may wander in off the street or frequent the building for a scheduled event. There will be many ways to enjoy The Foundry and all that it has to offer.

CONCEPTUAL DESIGN



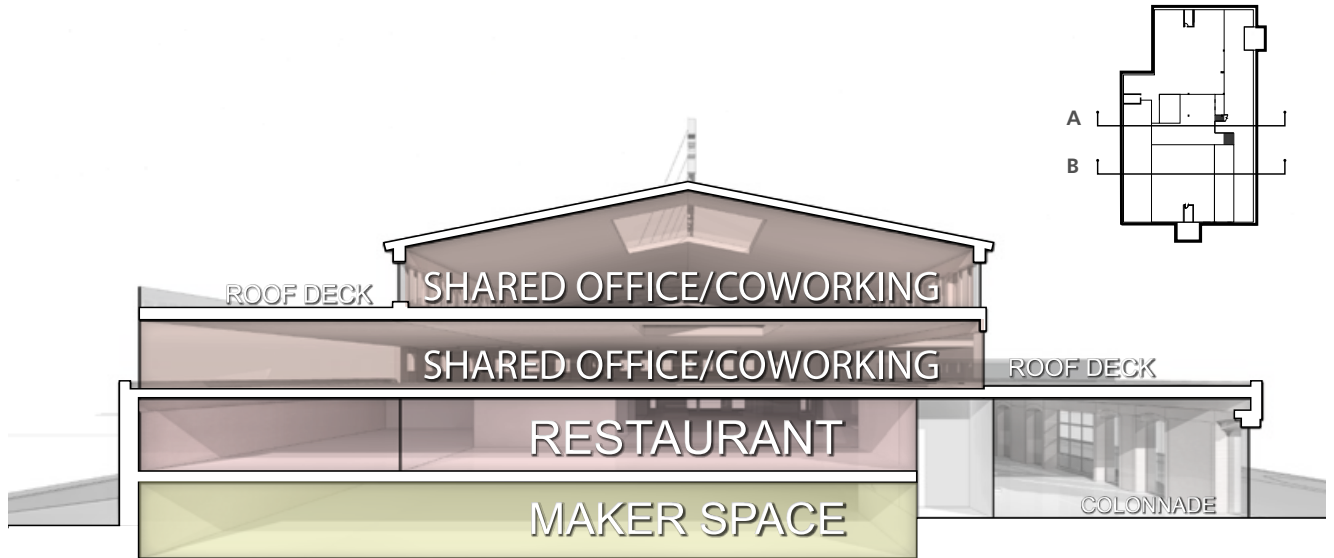
Second Floor Plan

Both the Second and Third Floor plans are linked vertically, each consisting of shared office and coworking space for startups and small business ventures with flexible lease terms. These spaces will feature shared kitchens, bathrooms, conference rooms, and other amenities.

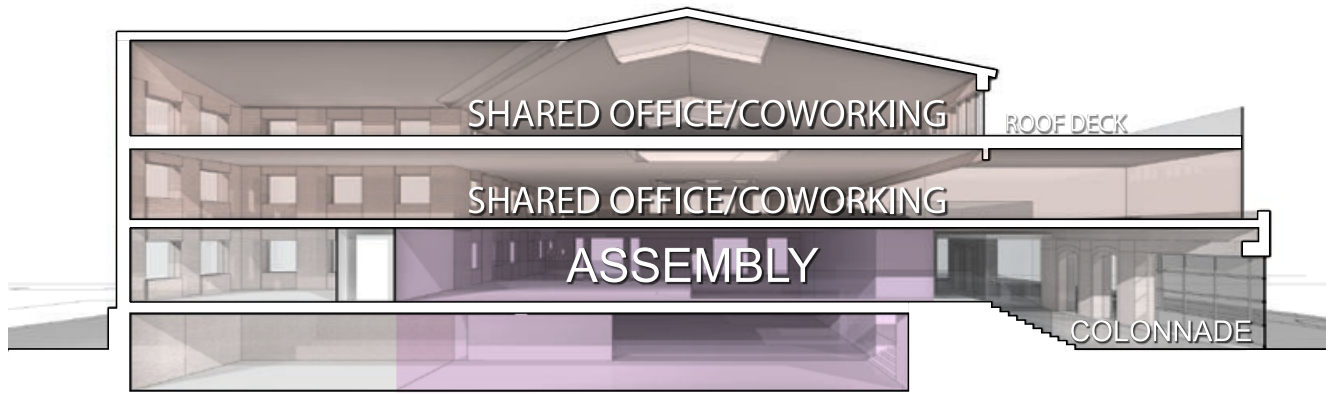


Third Floor Plan

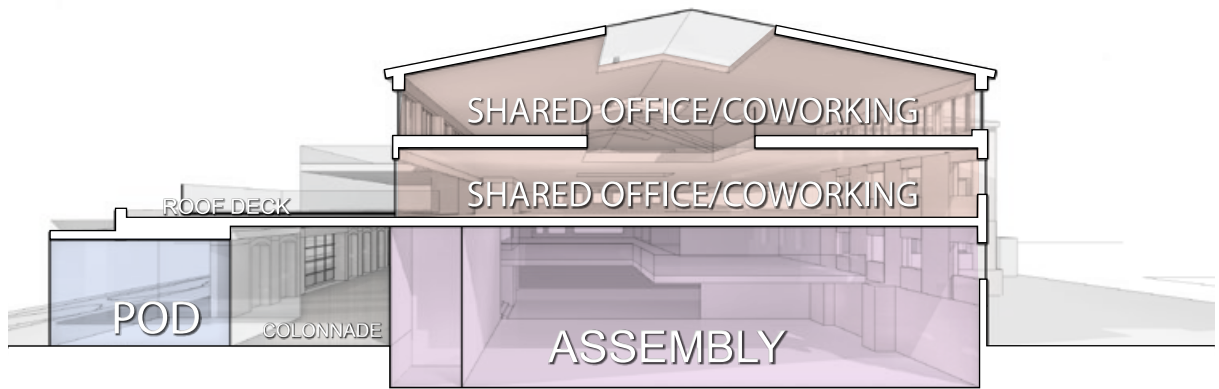
CONCEPTUAL DESIGN



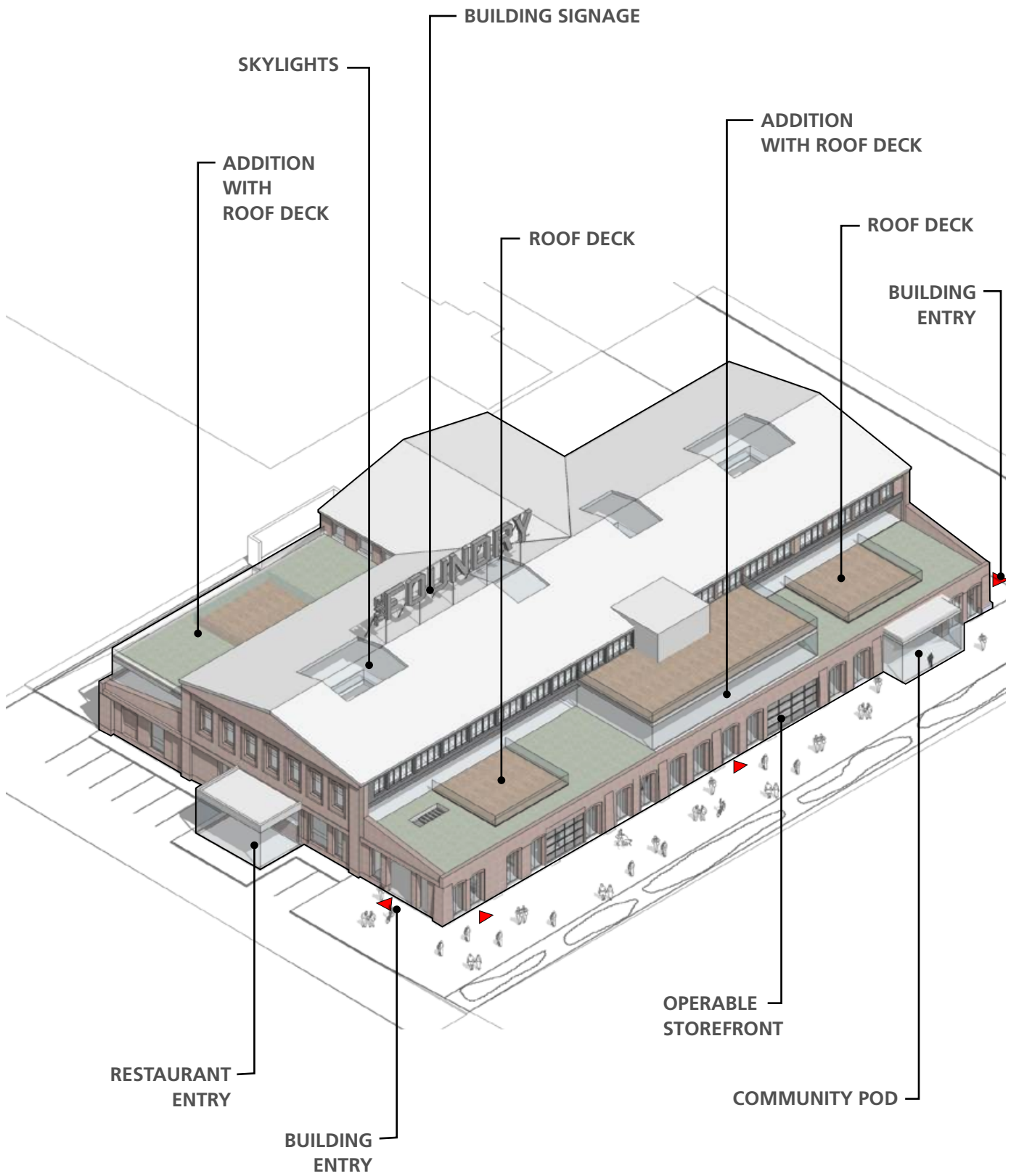
Building Section A



Building Section B



Building Section C



<p>\$10</p> <p>The Ragansett</p> <p>Hot berry bowl comes with a kick, roasted potato, guiso blanco, pinto beans and greens. Dress it up in umami apple signature sauce.</p>	<p>\$10</p> <p>The Four Star</p> <p>The star of the show, our most popular bowl! Features sage sausage and cranberries. Combine with potato and a sweet 'n' sour cranberry dressing.</p>
<p>\$11</p> <p>The Veggie</p> <p>Beets, Barfoeder Celeriac, Hepe, 1/2 cup soy corn. It's also got garlic spinach and brown rice. Tangy jam dressing finishes it.</p>	<p>\$9</p> <p>The Hei Wa</p> <p>Spiry, Vegan. Gluten-free. Kim chi, tofu, baby kale and brown rice get mixed up with an irresistible garlic peanut dressing. One of our most popular bowls!</p>
<p>\$8</p> <p>The Northern Girl</p> <p>With ruby beets and salty feta, this bowl is full of flavor. Tofu, chickpeas, and crunchy pepitas combine. Dressed with our maple ginger dressing.</p>	<p>\$8</p> <p>The Full Bloom</p> <p>Light, but packed full of flavor. Bee pollen brings a sweet, floral note to arugula, pea shoots, and mozzarella. Crunchy panko and sesame seeds finish it off.</p>
<p>\$9</p> <p>The Miso Soup</p> <p>Delicious bowl packed with beets, spinach, baked beans, feta cheese, and a creamy peanut dressing! Topped with our signature croutons.</p>	<p>\$3.00</p> <p>Need a cold weather pick me up? Loaded with flavor, this soup packs a savory punch!</p>

Instant Veggie \$9 HEAT WITH STEAM

A vegetable medley composed of shiitake mushrooms, carrots, corn, baby kale gets dressed with crispy shallots. Served with brown rice and tomato jam dressing.

The Highlander \$9 VEGETARIAN

Creamy goat cheese, tart cranberries, spinach, tarragon, and pickled carrots all bubble up in this bowl. Cranberry dressing packs an extra sweet & sour punch.

 <p>THE FOUR STAR 10.00</p>	 <p>THE HEI WA 9.00</p>
 <p>THE FULL BLOOM 8.00</p>	 <p>THE PIGGERY 11.00</p>
<p>We will be using A Mix of local greens instead of the Regular Greens this week.</p>	
 <p>THE NORTHERN GIRL 8.00</p>	

MEI MEI BY DESIGN
 MONDAY - FRIDAY
 11:00 AM - 5:00 PM



Mei Mei at the Innovation Design Building, Boston, MA

PROGRAM



Foundry Program

The Foundry will be transformed into a vibrant, well-programmed layout that features makerspace, event and program space, gathering areas, shared office, micro retail and restaurant space spread across four floors. The Foundry Program Table below provides a detailed square footage breakdown of each floor:

FOUNDRY PROGRAM	USEABLE FLOOR AREA	LOAD FACTOR	RENTABLE FLOOR AREA	GROSS FLOOR AREA
Basement				22,710
Makerspace (Incl. Limited Height Storage)	12,502	2,720	15,222	
Assembly Hall (Incl. Limited Height Storage)	4,750	1,033	5,783	
Event Breakout	1,400	305	1,705	
Ground Floor				24,168
Restaurant	3,000	694	3,694	
Restaurant Kitchen	2,700	624	3,324	
Event Program (Pods, Gathering, Mezzanine)	13,930	3,220	17,150	
Second Floor				22,807
Coworking Shared Office	20,529	2,278	22,807	
Third Floor				17,251
Coworking Shared Office	14,145	3,106	17,251	
TOTAL	72,956	13,980	86,936	86,936

- The **Basement** is approximately 22,710 sf that will host a creative **Makerspace** spilling into an **Event Breakout** space for the **Assembly Hall**, which is the main function space for The Foundry. With 4,750 useable sf, Assembly Hall will be one of the larger, highly active and more desirable event venues in all of Cambridge;
- The **Ground Floor** is approximately 24,168 sf with a flexible floor plan that includes numerous programmable spaces. The **Central Pods** and **Community Pod** provide enclosed space for programs ranging from a one-on-one meetings to larger classroom lectures. The **Central Gathering, Lobby** and **Colonnade** will provide public access for informal gathering, art displays, pop-up retail and more. From time to time these spaces will be used

for larger events and programs, but generally speaking will remain open to create a more communal environment. A neighborhood **Restaurant & Kitchen** will anchor the First Floor and be open for business for breakfast, lunch and dinner. The Restaurant will also serve as the primary caterer for all event and program in The Foundry. The oversized kitchen developed for the Restaurant will allow space for food education, incubator space and workforce development. **Micro Retail** spaces will provide low-risk opportunities for local artists, retail and food start-ups, etc. The Ground Floor will be the heartbeat of The Foundry and a hub of activity for the greater community;

- The **Second Floor** is approximately 22,807 sf containing Shared Office/ Coworking space for a range of early-stage businesses and organizations from nonprofits to start-ups to global companies. The floor will be leased and operated by CIC. Flexible lease terms will be offered for dedicated offices and desks with certain spaces shared like kitchens, conference rooms, bathrooms and other necessary resources. Leases will be flexible month-to-month terms that provide business the ability to expand and contract as needed. The Second Floor will also house the CRA offices, which will co-exist with other businesses in a flexible footprint, reducing their square footage needs. The CRA office space will be designed to provide a certain level of privacy, but major resources will still be shared like other spaces in this environment. The Second Floor will add significant square footage of roughly 8,000 sf through additions on the East and West building faces. This will create a more useable footprint and allow extra natural light to filter through;
- The **Third Floor** is approximately 17,251 sf containing Shared Office/ Coworking space, which will be leased and operated by CIC. Like the Second Floor, this floor will be governed by short-term leases while offering shared resources providing maximum flexibility.

FDP will also address core issues with The Foundry redevelopment like transportation, parking, sustainability and open space, as follows:

- **Transportation** to and from The Foundry is expected to be primarily driven by public transportation, ridesharing, bicycle and foot. FDP will provide bicycle parking on-site (with option for bike valet) and opportunities for other shared providers like Hubway, ZipCar and EZRide to service the building;
- **Parking** will be limited to 8 surface parking spaces along Rogers Street side of The Foundry. With larger events and functions in the evenings, FDP will look to partner with its immediate neighbors who have capacity in their garages and surface lots to accommodate overflow parking. This arrangement will require further conversations with the City, community and abutters;

- **Sustainability** measures will be taken during the development process to ensure The Foundry not only meets basic stretch code and LEED Certification, but also pushes the boundaries of what is possible including an upsized emergency generator for use in emergency situations, solar charging stations for community use, rainwater harvesting, edible landscapes, composting and other programs that may reduce the environmental impact and provide a lasting benefit for the community.

In addition to the building improvements, approximately 5,700 sf of **Open Space** will be developed along the West edge of the building connecting Rogers and Bent Street. This landscaped space will include both hardscape and greenscape areas that helps transform access to The Foundry creating a more welcoming environment indoors and out. The opportunity to introduce edible landscapes, interactive art, event spill-out, and agriculture education programs will all be explored as part of the open space program.

Community Program

The Foundry will be a central gathering place for people living, working and spending time in East Cambridge. A diversity of shared spaces coupled with transactional flexibility will offer the opportunity to develop an inclusive and welcoming environment at The Foundry. FDP will commit to providing flexible space options throughout the day for dedicated community-oriented uses. This will allow the broader Cambridge community — innovators, makers, students, seniors, entrepreneurs, and nonprofit organizations — to participate in the active use of The Foundry. These community partners will have reliable access to the building for informal gatherings or more structured events and programs. Examples of such events and programs include: theatre groups, art shows, neighborhood watch meetings, job trainings, maker classes, STEAM seminars, fundraisers and much more. Note: a portion of space dedicated for community-oriented uses will be offered free of charge or at discounted rates.

Underwriting a project that realizes the community vision and is also financially viable will require thoughtful utilization of the shared spaces for paid events and programs. This will include a range of functions, including fundraisers, corporate meetings, seminars, lectures, social events, entertainment and other revenue-generating gatherings. Achieving this programmatic scheme for the wide range of activities at The Foundry while aligning community, civic and financial goals will require thoughtful stakeholder collaboration and careful drafting of the Governing Documents and Model Sublease.

The Foundry Program table below provides a detailed breakdown of defined spaces within the Foundry by (i) specific location within the building; (ii) rentable square footage (“RSF”); (iii) the estimated percentage of time the space will be used for community-oriented uses; and (iv) the corresponding square footage allocation of space towards community-oriented uses.

THE FOUNDRY COMMUNITY PROGRAM	FLOOR	RSF	CMTY USE = % TIME	CMTY SPACE = RSF
Event & Program Space				
Assembly Hall (Incl. Limited Height Storage)	BASEMENT	5,783	30%	1,735
Event Breakout	BASEMENT	1,705	30%	512
Central Pods	GROUND	3,053	30%	916
Mezzanine	GROUND	677	30%	203
Storage & Control Room	GROUND	837	30%	251
Community Pod	GROUND	862	100%	862
Micro Retail	GROUND	394	100%	394
Colonnade	GROUND	6,156	50%	3,078
Central Gathering	GROUND	3,940	50%	1,970
Lobby	GROUND	1,231	50%	616
Subtotal		24,638		10,536
Leased Premises				
Makerspace (Incl. Limited Height Storage)	BASEMENT	15,222	10%	1,522
Restaurant & Kitchen	GROUND	7,018	10%	702
Shared Office/Coworking	SECOND	22,807	10%	2,281
Shared Office/Coworking	THIRD	17,251	10%	1,725
Subtotal		62,298		6,230
TOTAL		86,936		16,766

FDP will provide approximately 16,766 rentable square feet of dedicated space for community-oriented uses within the building, which is broken down into the following space types:

1. **Event & Program Space** will allow for temporary use of spaces in this category type with 30%-100% of the rentable square footage allocated for community-oriented uses. These areas will include:
 - the **Central Gathering, Colonnade** and **Lobby**, which will be open to the community for exploring, conversation, gathering and experimenting in its default condition. These spaces will periodically be utilized for dedicated events;
 - the **Community Pod** and **Micro Retail** space that will be 100% dedicated to community-oriented uses and curated with help from FDP;
 - the **Assembly Hall** that will be a one-of-a-kind venue where plays, art shows, TED talks, fundraisers, and social events can each take place, supplemented by an **Event Breakout** area, viewing **Mezzanine**, and back-of-house **Storage & Control Room**;
 - the **Central Pods** that will host community meetings, job trainings, lectures, STEAM classes and private dinners.

2. **Leased Premises** will include longer-term commitments from a stable tenant base with 10% of space dedicated for community-oriented uses. These areas will include:
 - the **Makerspace** that will provide discounted memberships, maker workshops and education courses;
 - the **Restaurant/Kitchen** that will offer sustainability initiatives, cooking classes, workforce development, job training and incubation space;
 - the **Shared Office/Coworking** that will lease 10% of its rentable space to non-profits and community organizations.

To ensure the community-space allocations are achieved, a full-time program management staff will be hired to oversee the scheduling of events and programs. This team will be responsible for tracking events and programs and recording the type of events, number of participants, space fees (if any), duration of activities and other pertinent details.

A greater public benefit will be achieved through creating a shared environment for dedicated community-oriented uses, such as: (i) offering a broader range of community partners access to space within The Foundry; (ii) creating an active and lively environment with key engagement on the ground floor; (iii) providing spaces in some cases at discounted rates or for no fee at all; and (iv) flexibility to change and adapt the space over time as needs in the community shift. The Foundry will enjoy greater success and achieve a lasting impact by offering flexibility for community and private uses, and accommodating more people that want to enjoy the infectious nature of the building.



N & MEN



WWW.CUT-SPICE.COM

Cut Splice at the Innovation Design Building, Boston, MA







Roxy's at the Innovation Design Building, Boston, MA

A Day in the Life of the Foundry

Morning at the Foundry: the first batch of coffee is brewing in the café when the early-birds show up for work. The co-founder of an education technology startup is in first, ordering a large green tea to get herself warmed up on this crisp fall day. She waves to the morning event manager, but doesn't have time to chat—she's prepping for a pitch, and heads up to the coworking space to focus before her team arrives.

The bike rack starts to look full as the building comes to life: entrepreneurs swap stories as they head up to the coworking space; the restaurant team begins prep for a lunch; and the lounge buzzes with casual coffee meetings. The event manager finishes the setup for one of the conference rooms by the central gathering space. A creative consultancy rented it for the day to develop a brand strategy for a growing nonprofit, and they requested extra dry erase markers to keep the ideas flowing.

Just before lunchtime, a small group of urban design students arrives for a tour of the facilities—they're doing a thesis project on the economic development impact of adaptive reuse projects, and the Foundry is one of their key case studies. They stop to talk with this month's artist-in-residence. She's running a pop-up shop in one of the micro-pods, selling sculptures made by running found objects through the laser cutter downstairs in the makerspace. They take notes and head into the gathering space to meet their tour guide, as the artist sets out some extra inventory for the lunch rush.

Over in the restaurant, the chef is pleased with how the new menu is performing. It's full of seasonal produce from all over New England, and this time he's featuring something special: a few food products that were incubated right here in the test kitchen. One of them, a delicious chutney full of fall flavors, just got picked up by Whole Foods—a young food entrepreneur adapted it from a family recipe, and she tweaked it in the Foundry test kitchen for weeks before taking it to market.

Down in the assembly space, the event manager is checking in on the AV setup for the afterschool program. A group of students from public schools across the region is coming for the third day of a weeklong visual programming workshop, where they'll be learning how to add a level to the simple computer games they built the day before. The laptops are powered up, and fifty thirteen-year-olds pile in, laughing with new friends as they find their seats. The instructor gives them a minute to settle in before getting started, but not too long—they're on a tight schedule that day, since a community theater group has the space booked that evening for an experimental dance performance.

Night falls, and the energy of the building changes again. There's the dance performance downstairs, a historical society meeting in the Community Pod, and a group of marine scientists holding a reception to kick off their newly installed gallery exhibition in the lounge. It's an arresting collection of photographs that show the effects of climate change on marine ecosystems. Researchers, institutional leaders, city planners, students, artists and technologists listen and tweet out key statistics as the photographer gives his talk. As the historical society meeting wraps up, some of the local leaders in the group are curious about the exhibition, so they grab a nametag and head in.

The entrepreneurs and startup teams in the coworking space upstairs finally wrap up their work for the day, sending their final emails from their phones as they decide to check out one of the events before they head home. Some of them go down to the makerspace, which is still full of activity—lots of hobbyists, artisans and engineers come in after work hours to build bikes and crafts and prototypes. The Central Gathering

space and the Colonnade start to quiet down, as the event staff resets the chairs and tables for next day's coffee meetings and office hours. Glasses clink softly in the restaurant, and laughter carries over the music into the colonnade, where one freelancer is still sitting and working. She squints her eyes, double-checking the wording on the last line of a contract one more time before she hits send. Done for the day. She packs up her laptop, puts on her headphones, and waves at the events manager before she heads out. Downstairs in the makerspace, a couple of artists finish up their work just before midnight. They dust off and head up to the restaurant to catch up over a cold beer before walking home, ready to rest up for another day of making at The Foundry.

PUBLIC EVENTS @ THE FOUNDRY

Community Event	Registration or tickets needed
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Monday 10/11	Tuesday 10/12	Wednesday 10/13	Thursday 10/14	Friday 10/15
<p>Sample Session: Lee's Kitchen 11:30 am – 2 pm Pod D</p> <p>After School Coding 3 pm – 5:30 pm Pod A</p>	<p>Guided Meditation 12 pm – 1 pm Assembly Space</p> <p>Historical Preservation Society Meeting 7 pm – 9 pm Lounge</p>	<p>Pop Up Shop Reclaimed 9 am – 9 pm Pod C</p> <p>After School Coding 3 pm – 5:30 pm Pod A</p> <p>Young Entrepreneurs Fall Mixer 6:30 pm – 8:30 pm Restaurant</p>	<p>Pop Up Gallery Kara Ngugi 10 am – 10 pm Pod F</p> <p>Guided Meditation 12 pm – 1 pm Assembly Space</p>	<p>Sample Session: Maize Botanicals 11:30 am – 2 pm Pod D</p> <p>"Diary of Anne Frank" Charter School Players 8 pm • Assembly tickets: ccsc.org</p>
Saturday 10/16		Sunday 10/17		
<p>Marine Scientists for Change Day Exhibit • Lectures • Hands-On Activities • Kids Welcome! 10 am – 7 pm Lounge + Colonnade Info: msfc.org</p>		<p>Maker Space Fall Open House 11 am – 6 pm</p> <p>"Diary of Anne Frank" Charter School Players 8 pm • Assembly tickets: ccsc.org</p>	<p>Biotech Career Fair Hosted by Pseudo Pharmaceuticals 10 am – 1 pm Lounge + Colonnade</p> <p>Family Music Auditions 1 pm – 3 pm Assembly Theatre</p>	<p>HomeHarvest Fall Planting Fest 8 am – 10 am Meet in Colonnade</p> <p>Shelter Society Parenting Workshop 3 pm – 4:30 pm Pod A</p>

*The Foundry will host a mix of public and community events as shown in the sample schedule above. In addition, private events will help support a diverse and inclusive schedule of uses.



Patio at Watermark Kendall, Cambridge, MA

	2016														
	Q1			Q2			Q3			Q4			Q1		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RFP			■	■											
Core Building Work			■	■	■	■	■	■	■	■	■	■			
Concept Diagrams			■	■											
Award Project					■	■	■								
Additional Negotiation								■	■	■	■				
Lease Signing												■	■		
Financing					■	■	■								
Design								■	■	■	■	■	■		
Layout								■	■	■	■	■			
Schematic Design												■	■		
Program Development												■	■		
Documentation														■	■
Design Development														■	■
Construction Docs															
Public Process												■	■	■	■
Civil Engineering												■	■		
Parking Variance														■	■
Special Permits															■
File Building Permit															
GMP/ Bids/ VE															
Construction															
Construction (C&S)															
Construction (Tenant)															
	*Schedule reflects best case scenario														



PREVIOUS EXPERIENCE





Cambridge Innovation Center

PREVIOUS EXPERIENCE



CIC Cambridge

The Cambridge Innovation Center (“CIC”) is located next to MIT in the heart of Kendall Square in Cambridge, Massachusetts. CIC contains the single largest collection of startup companies in any one center or building in the world. Over 700 companies are housed in the Cambridge properties comprised of over 200,000 sf in buildings at One Broadway and 101 Main Street. More than 2,500 companies have resided at CIC since the business was established in 1999. Over \$2 billion in venture capital and strategic investments have been made to date in CIC’s universe of current and former clients. Google Android, HubSpot, and GreatPoint Energy are just a few of the successful startups that began at CIC.

CIC St. Louis

CIC St. Louis is the largest flexible office and coworking center in the Midwest, and is quickly becoming the place for innovation between the coasts. CIC St. Louis is building on the great universities, excellent public transportation infrastructure and access to live-work-play neighborhoods in its new locations near Washington University’s campus. CIC St. Louis is part of the Cortex Innovation Community, now the region’s premier location anchoring St. Louis’ growing innovation ecosystem. CIC’s two locations include CIC@4240 and CIC@CET, spanning over 120,000 sf. CIC St. Louis provides private offices, coworking, private and shared labs, and event space to individuals and companies of all sizes, all with high-quality services and amenities.

CIC Boston

Located in the heart of Downtown Boston, CIC’s 50 Milk Street location consists of eight floors, spanning 130,000 sf. The Boston space includes a re-thinking of the traditional lobby experience with **121**, a combined café/concierge that serves as both a public café and the reception and greeting area for CIC guests. In addition, CIC Boston features a variety of publically accessible event spaces on four floors, including a major space that adjoins the first floor café. CIC Boston hosts clients from a wide variety of sectors, from technology companies to chocolate companies to wind turbine makers. The 50 Milk Street location is hosting specific co-working communities for design professionals and the food innovation sector. This is a directed effort to enable clients to self-organize unique collaborations on top of CIC’s own physical and community infrastructure.

District Hall

See following case study.

Other Related Ventures | Affiliates

LabCentral is a 28,000 sf biotech innovation hub in the heart of Kendall Square. It is a first-of-its kind laboratory space designed as a launchpad for high-potential life-science and biotech startups. LabCentral provides first-class facility and administrative support, skilled laboratory personnel, a domain-relevant expert speaker series, as well as the other critical services and support for early-stage companies. CIC assisted in the early start up and organizing stages of LabCentral.

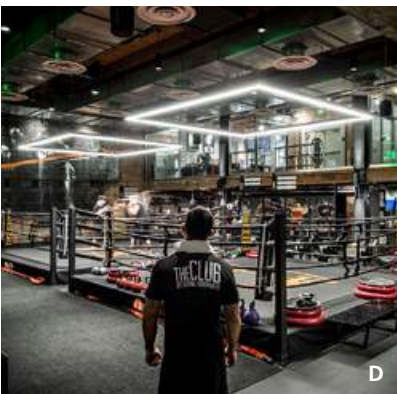
The Venture Café Foundation was created to build and connect communities of innovation locally, while expanding the definition of innovation and entrepreneurship to ultimately build a more inclusive innovation economy. The Venture Café started with the innovation community gathering on Thursday nights at CIC Cambridge and remains a sister organization to CIC.

Impact Hub is a unique ecosystem of resources, inspiration, and collaboration opportunities. Impact Hub Boston is made up of 82 social impact organizations addressing challenges both locally and globally. There are Impact Hubs located on six continents and in over 60 cities worldwide, with over 7,000 total members.

GRAFFITO

Graffito SP

PREVIOUS EXPERIENCE



Reuse | Hybrid Retail

Area Four Restaurant [A] KENDALL SQUARE, CAMBRIDGE, MA | 2012 | CLIENT: Alexandria Real Estate Equities

This vacated 4,500 sf restaurant site in Technology Square required an invigorated and accomplished local operator to anchor the project. GSP recruited James Beard nominated chef, Michael Leviton, to open a hybrid café and restaurant, which has since become a source of excitement and inspiration in the local restaurant scene. Area Four provides a place for people to gather at all hours, offering coffee and pastries in the morning and gourmet wood-fired pizza for dinner or brunch.

New Construction | Hybrid Retail

Commonwealth Restaurant & Market [E] KENDALL SQUARE | 2013 | CLIENT: Principal Real Estate Investors

Watermark Kendall East, a newly constructed 144-unit residential building in the heart of Kendall Square, needed a unique restaurant to anchor the eastern-most corner facing the Broad Canal. In addition, the community had been clamoring for years that it desired a place to get a quick sandwich, gallon of milk, pint of ice cream, eggs and other sundries. GSP brought in popular Red Sox Executive Chef, Steve “Nookie” Postal, to open a restaurant and urban market that filled many such neighborhood voids and simultaneously built an outdoor patio along the canal that has been wildly popular.

Pop-Up

Naco Taco [C] CENTRAL SQUARE, CAMBRIDGE, MA | 2013 - 2014 | CLIENT: MITIMCo.

GSP was retained to identify a short-term solution for a vacant 3,000 sf building plus outdoor area at an important spot on Mass Ave. between MIT and Central Square. GSP recruited a renowned and seasoned team for an 18-month pop-up taco joint to activate this previously underutilized yet highly visible corner. Anchored by a kitchen within a mobile trailer, this distinctive restaurant and bar is best known for its expansive and energetic patio, which is open from lunch into the night.

Multi-Tenant Project

Midway Studios [D] FORT POINT, BOSTON, MA | 2012 - 2013 | CLIENT: The Keen Charitable Foundation

The developer of Midway Studios, an 89-unit artists loft building with ground floor retail, retained GSP to help transform a handful of long vacant retail spaces into a dynamic and compatible mix of uses. GSP was asked to strategize how to bring retail and amenities to the development that added value to the neighborhood while maintaining the character of and commitment to the artist and residential community. To accomplish this, GSP convened residents, the Fort Point Artists Community organization, the Boston Redevelopment Authority, and other stakeholders in a planning process that resulted in the vibrant retail development of the site. Approximately 25,000 sf of brick and beam retail space (once slated to house a black box theatre that never materialized) was completely reimaged over the course of 16 months. Tenants now include The Club by George Foreman III, Nourish Your Sole, Volunteer Lawyer for the Arts, Studio Troika and Late July Snack Company.

Placemaking | Programming

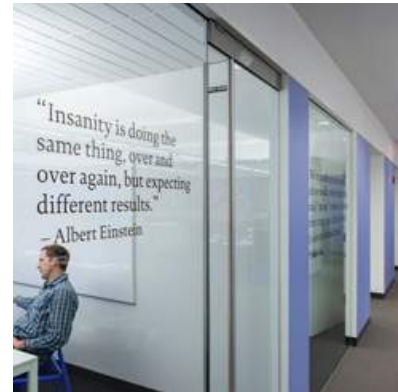
Arsenal on the Charles [B] WATERTOWN, MA | 2014 - 2015 | CLIENT: athenahealth

GSP was hired by healthcare technology company athenahealth in early 2014 to envision a new retail activation program across their corporate headquarters at The Arsenal on the Charles, a historic site turned office campus in Watertown, MA. In addition to recruiting and initiating a range of events, programs and a farmer's market at the Arsenal, GSP developed a pop-up retail program consisting of three temporary “sheds” for the summer and fall of 2014. GSP then curated these sheds with a rotating schedule of food, arts and service vendors. All vendors were local, independent business from across the Boston area.



Hacin + Associates

PREVIOUS EXPERIENCE



Adaptive Reuse | Historic Preservation

Because much of our work has included the preservation and adaptive reuse of existing historic buildings, H+A has become adept at identifying innovative solutions to meet the goals of preservation agencies, the technical requirements of new and existing buildings, and the programmatic needs of our clients. Our widely acclaimed project FP3 is perhaps the best example of a technically demanding project for which a pragmatic yet complex engineering solution was developed. The project involved the adaptive reuse of two existing 19th century masonry-clad heavy timber buildings, with an adjacent infill addition and a three-story penthouse added on top. This and our other adaptive reuse projects preserved important historic buildings, maximized each site's development potential for our clients, and created modern and transformative architectural interventions in the urban fabric of their neighborhoods.

FP3
LAFAYETTE LOFTS
46 WAREHAM
NEWPORT FIREHOUSE

CHANDLER STUDIOS
THE SAVOY
PORTER HOUSES
THE HOOPER MANSION

Distinctive Retail Concepts

Beyond "white box" retail spaces for commercial developers, H+A has extensive experience designing branded storefronts and interiors for retailers and restaurateurs across the country and around the world. Our local restaurant work includes the designs for the acclaimed Myers + Chang, Flour Bakery, South End Buttery, and Gather and Brew, within Boston's District Hall. More recently, our retail work has broadened to include groundbreaking and unique retail concepts which adapt traditional business models for new ways of interacting with consumers and clientele. One of these is the Society of Grownups, both a workspace and a financial services startup that combines a casual environment with financial advice and education by providing supper clubs, classes, and one-on-one consultations about topics such as planning for retirement, starting a family, and saving for a mortgage. Similarly, Living Proof's Style | Lab salon/retail prototype serves as a consumer-facing extension of the company's Cambridge labs. The lab-meets-retail hybrid was designed to be multi-functional, bringing the scientists and stylists together to test new products with consumers, serving as a space for future consumer and professional events, as well as industry training sessions featuring Living Proof's renowned stylists and scientists.

SOCIETY OF GROWNUPS
LIVING PROOF HEADQUARTERS + STYLE | LAB
GATHER RESTAURANT + BREW CAFE
FLOUR 4

MYERS + CHANG
THE SOUTH END BUTTERY
FRESH
WASABI SUSHI

Innovative Workspace

H+A collaborated with CIC and Graffito on creating the program and design for District Hall, the nation's first public innovation center, located in Boston's emerging Innovation District. In addition, H+A has designed spaces for innovative companies, including the Cambridge outpost of international design consultancy IDEO in Central Square. Our continued work with IDEO includes renovations to their current space to accommodate evolving needs, and collaborating with them on the design of space for the Society of Grownups. More recently H+A designed office and research lab space for the science-based hair products company Living Proof, and we collaborated with co-owner and spokesperson Jennifer Aniston to design the Style|Lab, a salon/retail prototype concept adjacent to their Kendall Square headquarters (mentioned above).

DISTRICT HALL, Boston, MA 2013
LIVING PROOF HEADQUARTERS + STYLE | LAB
PJA
IDEO

ARNOLD WORLDWIDE/HAVAS HQ
(collaboration with Sasaki)
ALLEN & GERRITSEN
(collaboration with Sasaki)



SAMPLE PROJECT

District Hall

As the nation's first public innovation center, District Hall, located in Boston's historic Seaport neighborhood, is the centerpiece of the emerging Innovation District. In its first year of operation, District Hall hosted over 550 meetings and events, and welcomed over 30,000 event attendees and over 25,000 public space users. While it was evident that the public was enthusiastically embracing the new innovation hub, the press and awards programs were taking notice too. Publications like Architectural Record, Fast Company, Interior Design, Architect's Magazine, Metropolis, the Architect's Newspaper, and local press like the Boston Globe and Bostinno.com recognized District Hall's impact on the neighborhood, the innovation community, and the city of Boston, noting the project's precedent-setting stature among rising Innovation Districts across the nation.



Collaboration:
 Venture Cafe Foundation, CIC,
operator
 Graffito SP, *retail consultant*
 Hacin + Associates, *architect*

Client Reference:
 Boston Global Investors [in
 partnership with the City of
 Boston]
 One Post Office Square #1900
 Boston, MA 02109
 Andrew Albers, *Project
 Manager*
 alters@BGInvestors.com
 617.717.7987

Location:
 Boston, MA

Sq. Footage:
 12,000 sf
 including 4000 sf
 of Restaurant space

Project Architect:
 Scott Thomson

Project Manager:
 Matthew Arnold

Actual Cost:
 \$6 million

District Hall, Boston's public innovation center, is the first building completed at Seaport Square, Boston Global Investors' 23-acre waterfront development. Located in the heart of Seaport Square, it is also the first freestanding city-sponsored innovation center of its kind in the country, serving as an anchor for the emerging Innovation District. Surrounded by over 6 million sf of future development, this 12,000 sf facility provides a place for promising companies and executives to meet, exchange ideas and host business and social events. The building includes a restaurant and café (Gather and Brew), a flexible assembly space with a capacity of 250 seats, a gathering space with lounge seating and worktables, and a series of flex spaces called pods, which support a variety of uses including meetings, classes, and exhibitions.

The building is the result of a partnership between the City of Boston, Boston Global Investors, and the CIC, the organization that, along with the Venture Cafe Foundation, operates the facility. Built on the site of the former waterfront rail yards, District Hall's architecture is inspired by the area's industrial past. The building has two basic volumes – a long low bar that references box cars that once populated the site, and an angular shell that recalls the materials and forms of the shipping industry's boats and waterfront warehouses. Gesturing to the water's edge, the building defines one edge of an adjacent park, which is also being designed by H+A in collaboration with Reed Hilderbrand Landscape Architects.



“ Few buildings hit their targets as swiftly - or as satisfactorily - as Boston's District Hall has. ”

-METROPOLIS MAGAZINE





“ U.S. Cities are establishing Innovation Districts to foster entrepreneurship. They should take note of Boston’s new District Hall. ”

-FAST COMPANY

“ District Hall is the hub for Boston’s Innovation District, facilitating networking and idea-sharing. ”

-BROOKINGS INSTITUTION
‘THE RISE OF INNOVATION DISTRICTS’

A New Home for Innovation in Boston

District Hall is the first building of its kind in the world: a dedicated civic space where the innovation community can gather and exchange ideas.

There are many innovation spaces in a city like Boston — incubators, coworking spaces, labs — but this physical network is not always easy to find. These spaces are often on the upper floors of tall buildings, behind security guards and elevator banks.

Boston’s District Hall takes a different approach. It is a ground floor building with an iconic shape, with a restaurant, coffee shop and public, drop-in meeting space. Everything about the building is designed to send a clear message: come in and connect with us.

District Hall is not your average event space. Its unique character is defined by its civic nature and public purpose. It is a hub for gatherings and events that trigger creativity, inspire innovation, motivate entrepreneurship, catalyze action, expand interdisciplinary collaboration, solve problems, and create the relationships that drive the innovation economy in Greater Boston.



Sector + Type Analysis

A RANGE OF TECHNOLOGY INDUSTRIES

The technology sector hosts many events, and 38% of 2014 events at District Hall focused on technology in some way. This included events in mobile technology (8%), digital technology (19%), robotics (3%), and cleantech (10%).

CONNECTING TO LIFE SCIENCES

14% of all events at District Hall in 2014 were related to Boston's robust life sciences and healthcare industries.

CREATIVE ENTREPRENEURS

Boston's design community has responded well to the space: 23% of all events held at District Hall in 2014 were targeted at the creative economy.

SOCIAL INNOVATORS

Boston's growing social entrepreneurship community represented 16% of all events at District Hall.

NONPROFITS + VOLUNTEERS

District Hall saw significant usage by nonprofits: 49% of all events and meetings held in 2014 were run by nonprofit organizations, community groups, volunteers, or government organizations.

GROWING GLOBAL NETWORKS

District Hall also worked closely with consultates and delegations that expand Boston's global networks: 10% of all events in 2014 were focused on building international connections and sharing Boston's innovation story on the global stage.

Moments

- Teenagers in the Artists For Humanity program live-drawing murals on Ideapaint
- Office hours in the lounge with investors and economic development officials
- Startup companies and construction workers coming in for their morning coffee
- Local startup founders playing jazz on a writeable piano covered in black Ideapaint
- Welcome Wednesday pop-up retail featuring local retailers and entrepreneurs

Events

2014 was District Hall's first year of operation and hundreds of events and meetings of every scale, in every sector, were held here throughout the year. Here are some key statistics from the first year.

- ▶ Over 550 events and meetings of all kinds were held, from civic hackathons and cleantech training sessions to life science startup meetings and brainstorming sessions for local teachers.
- ▶ 30,000+ event & meeting attendees participated.
- ▶ There were an estimated 25,000+ users of public meeting space.
- ▶ 300+ events were held at a reduced cost or free to the event organizer, resulting in District Hall giving away 71% of all space rental value.
- ▶ 85% of all events were focused specifically on growth, impact, and access in the innovation economy.

Event Highlights

- Understanding and Improving Cities: Policy + Research Partnerships in a Digital Age
- Massachusetts Life Sciences Center Peer Reviewer Night
- The Power of Ideas Symposium
- Mobile Monday
- Boston Content Party
- Sea Change Symposium and Gallery Exhibition
- Comcast + A&E Project Startup
- SBA Regulatory Barriers to Innovation Hearing
- Greater Boston STEM Network

SAMPLE PROJECT



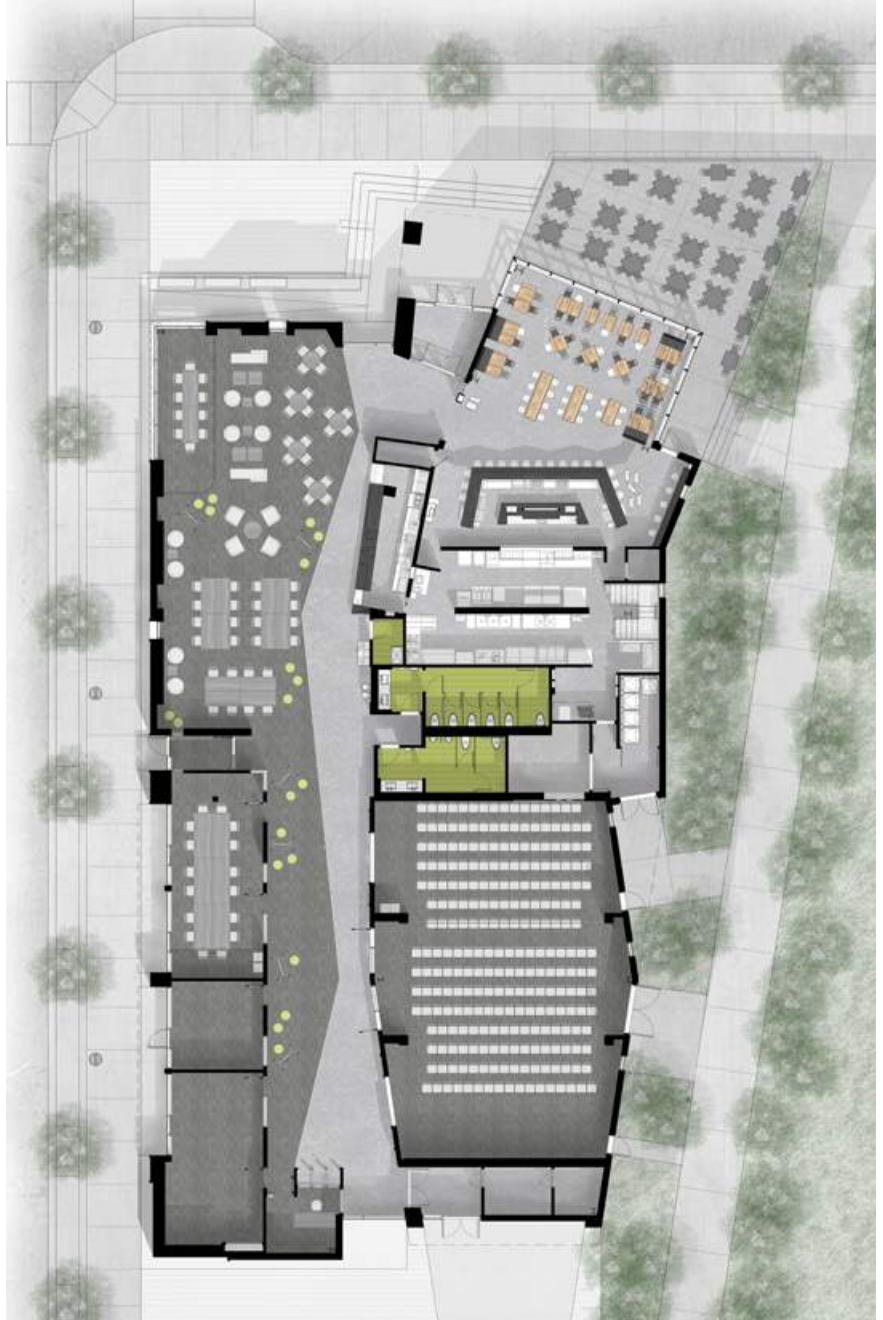
Assembly Space



Meeting Pod



Circulation Corridor and Lighting Spine



“...a gorgeous civic space centered around collaboration.”

-FAST COMPANY



Lounge | Workspace



Gather Restaurant

“ District Hall is the centerpiece of a new and imaginative type of public infrastructure to promote the innovation culture and economy by providing a venue for the exchange of ideas, collaboration, and community. There is no precedent for this kind of building anywhere in the world. It is functional and intimate, but also bold and expressive. It will no doubt become a memorable symbol for the Innovation District and Boston. ”

-KAIROS SHEN, FORMER CHIEF PLANNER , BOSTON REDEVELOPMENT AUTHORITY



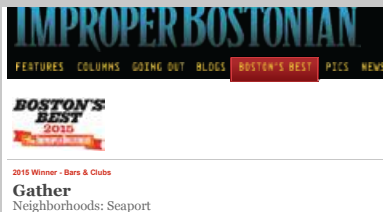


A Beautiful New Building Meant To Spark Innovation

U.S. CITIES ARE ESTABLISHING 'INNOVATION DISTRICTS' TO FOSTER ENTREPRENEURSHIP. THEY SHOULD TAKE NOTE OF BOSTON'S NEW DISTRICT



The Hub of the Hub



Selected Press

- 2015
 - Fast Company "Can you Design Innovation?"
 - Improper Bostonian "Kick the Cube to the Curb"
 - Architectural Record "Good Design is Good Business"
 - Architect's Newspaper "High Tech History by Hacin + Associates"
 - ArchDaily.com "District Hall, Boston's Public Innovation Center"

- 2014
 - Boston Globe "Restaurants with a taste for innovation"
 - Boston Globe "Coming Soon: Neighborhood Feel in Seaport"
 - Architectural Record "InDemand Cities: Boston"
 - Improper Bostonian "Boston's Best Bars and Clubs"
 - Boston Globe "Restaurants with a taste for innovation"
 - The Brookings Institution "The Rise of Innovation Districts"
 - Fast Company "A Beautiful New Building Meant to Spark Innovation"
 - CBS Boston "Phantom Gourmet: Gather on Boston's Waterfront"
 - Metropolis Magazine "Gathering Place"
 - Design New England "The Hub of the Hub"

- 2013
 - The Architect's Newspaper "Hall of Tech"
 - The Boston Globe "Tech Sector Throws Lunchtime Dance Party"
 - The Globe and Mail "Why Brainiacs Love Boston"
 - Bostinno.com "District Hall, 'Clubhouse for the Innovation Community'"
 - Boston Globe "Menino savors preview of Innovation District hub"
 - Boston Herald "Making space to innovate"
 - Bostinno.com "50 on Fire"

- 2012
 - Architect's Newspaper Blog "Beantown rises" [District Hall]
 - Emerging Professionals "Innovations in the Innovation District"

Awards

- 2015
 - Architectural Record - Good Design is Good Business
 - Improper Bostonian - Boston's Best Bars and Clubs 2015: Seaport Gather Restaurant at District Hall

- 2014
 - Architect Magazine - 2014 Annual Design Review: Honorable Mention
 - Bostinno's 50 on Fire Award for Design

Full list of Press + Awards at www.hacin.com





Niche Urban Garden Supply at the Innovation Design Building, Boston, MA

FINANCIAL PLAN

The Financial Plan, which is submitted separately, is FDP's complete economic understanding of the Project (the "FDP Financial Plan"), is directly correlated to the schedule included herein on pages 46-47 and includes a comprehensive budget, cash-flow analysis, and sources and uses of funds.

Included in the FDP Financial Plan are certain estimates and assumptions related to timing, taxation, construction costs, and net operating income, all of which must be validated and studied further in close collaboration with the City of Cambridge and the Cambridge Redevelopment Authority in the coming months. Please note that there are certain preliminary matters of due diligence surrounding permitting, construction, scheduling and financing that FDP has not yet been able to explore with full intensity given the restrictions on communication with the City during this RFP process.

If designated as developer of the Foundry, FDP will work expeditiously and in good faith with the City and the CRA to complete its Financial Plan and negotiate a sublease for the Property. To do so all parties must work together to align the economic realities of the project with the transactional and operational challenges. Specifically, in addition to completing the Governing Documents (as defined in the Model Sublease), FDP looks forward to partnering with the City and CRA to address the following issues: (i) permitting, (ii) linkage fees, (iii) real estate taxes, (iv) sublease and assignment rights under the Model Sublease, (v) alignment with C2K2 goals, (vi) synergies with Volpe disposition, (vii) terms of the CRA office use at the Foundry, and (viii) the functionality and need for expediting the decision-making process around approvals, consents and reporting as it relates to the CRA and the Advisory Committee.

FORMS



SALADS

- Beef and Goat Cheese 9
- Spinach and Apples 9
- farm Greens and Tangerine 9
- Romaine and Red Quinoa 9

SANDWICHES

- Pork Belly Banh Mi 9
- Steak and Cheese 9
- Cold Italian 9
- Roast Beef 9
- The Cantabrigian 9

MEALS

- Monday - Roasted Chicken 18
- Tuesday - Meatloaf 16
- Wednesday - Fried Chicken 15
- Thursday - Roast Beef Short ribs 18
- Friday - Lasagna 16
- Saturday - Taco Melt 16
- Sunday - Porchetta 18

Comes with 2 SIDES



APPENDIX 8.1 FORMS

8.1 Form A: Policy on Release of Documents

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law. The CRA reserves the right to post materials submitted by Responders on its website at the appropriate time. As part of the selection process, the CRA will invite some or all of the Responders to participate in interview(s) and a community presentation.

The undersigned certifies under penalties of perjury that the Responder understands the policy on Release of Documents.

Responder Name: KS Foundry Development Partners

Authorized Signature: 

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

APPENDIX 8.1 FORMS

8.1 Form B: Submission Requirements

Check each element below to confirm that you understand and have completed each Submission Requirement.

- 5.1 Letter of Interest
- 5.2 Responder Team Composition
- 5.3 Developer/Operator Relationship
- 5.4 Developer/Operator Workload
- 5.5 Project Concept
- 5.6 Project Timeline
- 5.7 Previous Experience
- 5.8 Forms

- 5.9 Financial Plan
(Submitted in a separate envelope, clearly marked "Foundry Financial Plan.")

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person (defined to mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals), and that it includes all submission requirements listed above.

Responder Name: KS Foundry Development Partners

Authorized Signature:  _____

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

APPENDIX 8.1 FORMS

8.1 Form C: Minimum Threshold Requirements

Only those submissions that meet each and every one of the below minimum quality requirements will be evaluated. Check each element below to confirm that you understand each requirement.

- Proposal is complete and responds to all Submission Requirements.
- The program provides more than 10,000 square feet designated for community-oriented uses.
- A plan is provided that describes how and when the building will be publicly accessible.
- A real estate team is included.
- A management team is included.
- The project strategy demonstrates project completion within a four-year window.
- The Financial Plan is complete and responsive, including a business plan, evidence of ability to finance, and the pro forma.

The undersigned certifies under penalties of perjury that the Responder fully understands the minimum threshold requirements.

Responder Name: KS Foundry Development Partners

Authorized Signature: 

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

LETTERS OF INTEREST

Gather Restaurant at District Hall, Boston, MA



99 Bishop Allen Drive
Cambridge, MA 02139
617.576.9966
info@cambridgecf.org
www.cambridgecf.org

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Dora Lewin

James Roosevelt, Jr., Esq.

Of Counsel

Marion R. Fremont-Smith, Esq.

Charles A. Cheever, Esq.

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Betty Bardige

Ellen G. Moot

Helen F. Moulton

Patricia R. Pratt

April 12, 2016

Tom Evans
Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

Dear Mr. Evans:

The Cambridge Community Foundation is pleased to support the Cambridge Innovation Center's proposal for the Foundry Building as a key opportunity for continuing the tradition of Cambridge as a center for innovation. We are particularly pleased with the idea of extending innovation to community based entrepreneurs and nonprofits seeking to spread the benefits of their work to our community residents.

We recently met with the CIC leadership and consultant and were impressed by their sensitivity to the following possibilities:

- Making the project welcoming to the community;
- Extending the indoors outside and creating a street presence for a range of community economic development activities; and
- Building in ideas such as the makers' space and a commercial kitchen.

We are intrigued with the promise of bringing for-profit and nonprofit entrepreneurs and innovators together in one place and look forward to the development of these ideas to ensure shared prosperity for Cambridge residents.

We look forward to the development of the Foundry building as a symbol of possibilities that extend the benefits of the innovation economy to the community. If selected, the Cambridge Community Foundation will commit to exploring ways to bring resources to maximize community impact. Please feel free to contact me with any questions or clarification about our intended commitment.

Sincerely,


Geeta Pradhan
President



300 South 2nd Street San Jose, CA 95113

April 14, 2016

Cambridge Redevelopment Authority
255 Main Street, 4th floor,
Cambridge, MA 02142

To Whom it May Concern,

The purpose of this letter is to affirm TechShop's keen interest in and support of the proposal being put forth by KS Foundry Development Partners for The Foundry Project. I have personally been involved in discussions with CIC and Graffito SP regarding potential usage and design since last summer.

Our interest in this project is as the leading designer and operator of community makerspaces, and I can unequivocally state that we are enthusiastic about KS Foundry Development Partners' vision and plan for the development of The Foundry.

Very Truly Yours,

A handwritten signature in black ink, appearing to read "Dan Woods", with a large, stylized flourish at the end.

Dan Woods

COO, TechShop, Inc.

Daniel.woods@techshop.com

415-577-7166



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245 Bent Street
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Cambridge Redevelopment Authority
344 Broadway
Cambridge, MA 02139

April 18, 2016

Members of the Cambridge Redevelopment Authority,

On behalf of Community Charter School of Cambridge, I am writing in full support of FDP’s plan to revitalize the Foundry building located at 101 Rogers Street. We believe that FDP’s proposed use of the space will greatly benefit the more than 360 students served by CCSC as well as the surrounding communities of East Cambridge and Kendall Square.

I have been part of the CCSC staff since its founding in 2005 and have served as the Head of School for the past 4 years. CCSC’s mission of combining challenging academics with creative uses of technology and real-world experience to prepare students for postsecondary success and productive citizenship would be directly advanced by the revitalization of the Foundry. CCSC is a high-performing charter school with a challenging academic program and a range of supports that are producing outstanding achievement growth and high rates of college persistence for its underserved student population.

Our school recently went through its 10-year renewal and the very positive report speaks for itself. CCSC is positioned to continue providing the highest quality education possible to students who are most certainly deserving of it. The state has designated CCSC as “Level 1” school, indicating that we are making significant strides to decrease or eliminate educational achievement gaps. Over half of our students are considered low-income and more than 95% are students of color. The Foundry would help us further connect our students with the opportunities more consistently available to their affluent peers, ensuring each is better able to navigate college and career environments after graduation.

As with all charter schools in the commonwealth, CCSC is not provided a facility for free, as is the case with traditional district schools. Financing our own space is costly and has required CCSC to lean heavily on surrounding facilities to offer our students amenities such as athletic facilities (Cambridge Athletic Club and MIT) and space for school assemblies (the Volpe Transportation Center auditorium and the Kendall Square Cinema). Though these organizations have been vital partners and supportive of our students and school community, we must pay for the majority of these opportunities, leaving fewer funds for other academic activities.

CCSC does not discriminate on the basis of race, color, national origin, creed, sex, gender identity, ethnicity, sexual orientation, mental or physical disability, age, ancestry, athletic performance, special need, proficiency in the English language or a foreign language, or prior academic achievement. CCSC can make documents available in any language upon request. • CCSC ka ba ou dokiman ekri an kryol si ou vle. • CCSC le tendra los documentos disponibles a su petición.

City Eats Cambridge

April 15, 2016

Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

Dear Mr. Evans:

Last week, City Eats Cambridge had the opportunity to sit down with Jesse Baerkahn and Dave Downing of Graffito to talk through some of their ideas for the Foundry Building. We were impressed by what we saw, comprehensive, detailed, insightful.

The need to make the ground floor active and alive throughout the week, morning, noon and night, inform their approach. They respond with flexibility to address the Foundry's complex set of demands.

Indeed, it was through programming that City Eats Cambridge first approached Graffito with our own ideas about activating the ground floor using food as an anchor. Graffito has also been following that thread, but food plays only a part in a much bigger puzzle.

Their insights, their ideas and their strategies include proposed improvements to the building that are exciting:

- **Lounge and public areas** are places where the public can immediately interact with the Foundry and all it represents.
- **A large room for public assembly** will be the meeting area for the Foundry and for the community it serves. In this space, we imagine lectures and a speakers' series.
- **An outdoor garden** is one of the great assets of the Foundry, and it's ability to serve as flex space and allow for indoor/outdoor activities makes it one of the most important locations in the Foundry complex.

We at City Eats Cambridge are excited about the Graffito/CIC/Hacin proposal and are happy to share some of our own ideas about what will work well in The Foundry. Our goal is to create a fun, lively, and remarkable atmosphere.

Programming in The Kitchen. Community begins in the kitchen, and this is true in the Foundry:

- Kitchen Chemistry Projects:

- Let's make: ricotta, mozzarella, yogurt, yeasted bread
- The Art of Coffee, Tea and Cold Brew
- Spice up your Life, the use of simple spices and herbs can up your game
- Kids Cooking Class: "Printing" Cupcake Decorations with the Makerspace
- School Vacation Week: Kids Cooking with ChopChop Magazine
- MasterChef Junior Neighborhood Cooking Competition
- Food and Entrepreneurism: What You Need to Know From Food Safety to Business Planning

Programming in The Lounge/ Public Areas. The Lounge and public areas are where the public can interact with the Foundry directly and all it represents:

City Eats Cambridge

- Tastes of The Neighborhood: Celebrating the Culinary Traditions of the Neighborhood
- History of The Port. Possible topics and exhibits might include:
 - The Candy Community: Junior Mints, Necco, Squirrel & Fig Newton Brands Began Here
 - The Communication Age and the Invention of the Telephone in Kendall Square
 - Elias Howe and the Invention of the Sewing Machine

Programming in The Assembly. The Assembly will be the meeting area for the Foundry and for the community it serves. In this space, we see lectures and a speakers' series. The topics and speakers might include:

- Doug Rauch, former president Trader Joe's, founder of The Daily Table
- Open Mic Nights: music, poetry slams, and hip hop
- Movie Nights
- Fundraisers for Neighborhood Charities

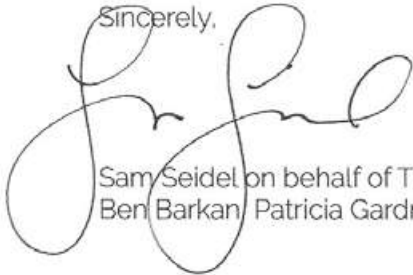
Programming in The Garden. The Garden is one of the most important aspects of the Foundry and it's ability to serve as flex space allows for indoor/outdoor activities, including:
Edible Garden Design, Growing Organic Food
Container Gardening, Composting and Soil Health
Support Plants! Building Your own Trellis
Eek! There Are Worms Under My Sink. Composting for City Dwellers
Getting A Buzz On: Beekeeping in the City
Does your Neighbor "Cluck": Backyard Chickens

Pop-up Kiosks or Carts. Pop-up kiosks and carts offer all the benefits of stalls for retail and interaction, while still providing flexibility to the space.

- Bringing your Food Product to Market: Testing the Market
- More than Green: Drums, Kinetic Sculptures and Garden Instruments
 - Plants, Pottery & Herbs
 - Tooty Fruity: Refillable Fruit Baskets for your Home or Office
 - Pop-up Bike Repair
 - Cakes, Candles and Cards: All That You Need to Celebrate
 - Brew Ha Ha: Beer & Winemaking Supplies
 - Ticket Tron: Local Events & Program Information
 - Hyper Local Food Products from Incubator Kitchens

Thank you for your time and attention to this matter.

Sincerely,



Sam Seidel on behalf of The City Eats Cambridge Team
Ben Barkan, Patricia Gardner, Kelsey Kent, Edith Murnane



District Hall, Boston, MA

Why our Team?

We are excited to be considered by the City of Cambridge for The Foundry project. The components of the program, the existing historic building, and the prominence and impact of this new development fit well with our collective portfolio of work and present an incredible opportunity for Cambridge and for our Team. We are eager to meet with you to further discuss our qualifications and our ideas for the future of The Foundry in Kendall Square.

For further information, please contact David Downing at Graffito SP [617.401.2871, dave@graffitosp.com].

Thank you.

cic

GRAFFITO

H+A