



FOUNDRY BUILDING, CAMBRIDGE, MA

DEMONSTRATION PROJECT PLAN - UPDATE

DRAFT

May 16, 2017

AGENDA

1. New Path Forward
2. Vision to Conceptual Program
3. Design and Cost Studies
4. Next Steps

NEW PATH FORWARD

To achieve the building vision and more effectively measure success:

- Increase levels of CRA/City capital investment
- Increase community/public proportion of use
- Test program alternatives with conceptual design layouts
- Account for structural deficiencies and more universal access
- Refine conceptual cost estimates
- Model financial operations
- Identify preliminary program



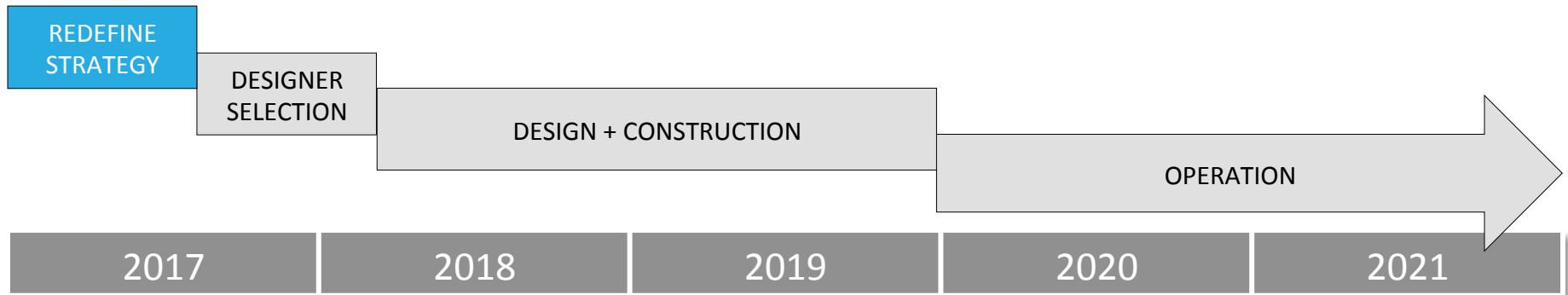
Existing first floor is approximately 5 feet above street level, which inhibits gathering and assembly uses

Engage community in robust process to discuss mix of uses

NEW PATH FORWARD

To ensure a high level of community/public use, explore a stronger public role in development and management

- Redefine procurement strategy as public building project
- Define City/CRA roles to lead and execute
- Recognize complex interrelationship of design, cost, and program
- Build a working team that involves the construction manager, designer, and operator



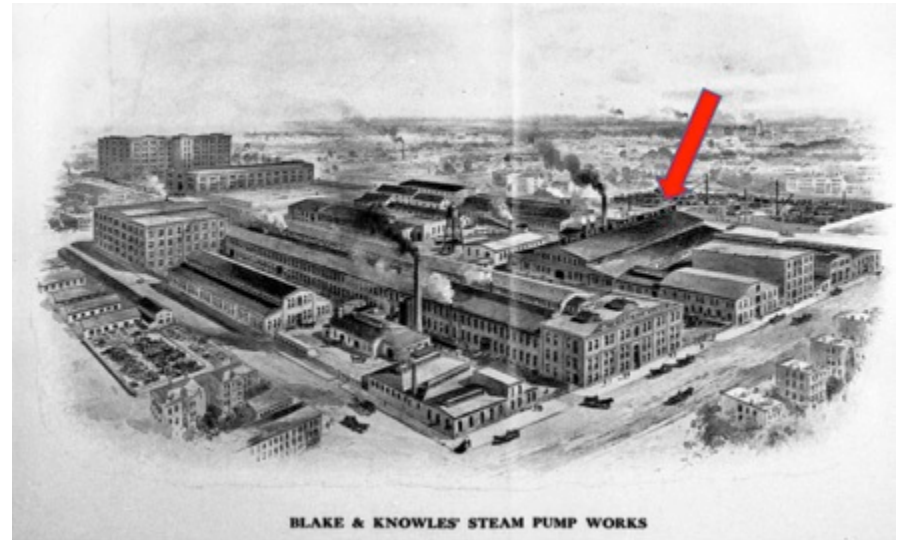
NEW PATH FORWARD

Status updates

- Internal demolition completed, December 2015
- Foundry Advisory Committee, ongoing
- Petition for landmark status submitted, November 2016
- Third Street residential development approved, 2016



Internal Demolition



Petition for Historic Landmark Status

FOUNDRY VISION

Source: Foundry Building Demonstration Project Plan, May 4, 2015



*The Foundry is a facility that fosters the **creativity and innovation** of Kendall Square in a collaborative environment with a mix of **cultural, educational, manufacturing, and commercial uses** serving a broad sector of Cambridge residents.*

*The Foundry is designed for flexibility and is **accessible, inclusive, and welcoming to the public**. The activities within are **multigenerational and multicultural** providing a citywide and neighborhood resource that is financially sustainable for years to come.*

OPERATIONAL MISSION

***The Foundry:** An adaptive reuse project to build a self-sustaining center for creativity and collaboration for the Cambridge community with a mix of arts, cultural, educational, fabrication and commercial activities.*

Located at the intersection of the Kendall Square Innovation District and the East Cambridge neighborhood, the Foundry building will be designed and operated to provide space and programs for the visual and performing arts, entrepreneurship, technology and workforce education within its historic, industrial setting.



MEASURES OF SUCCESS

Adherence to building vision

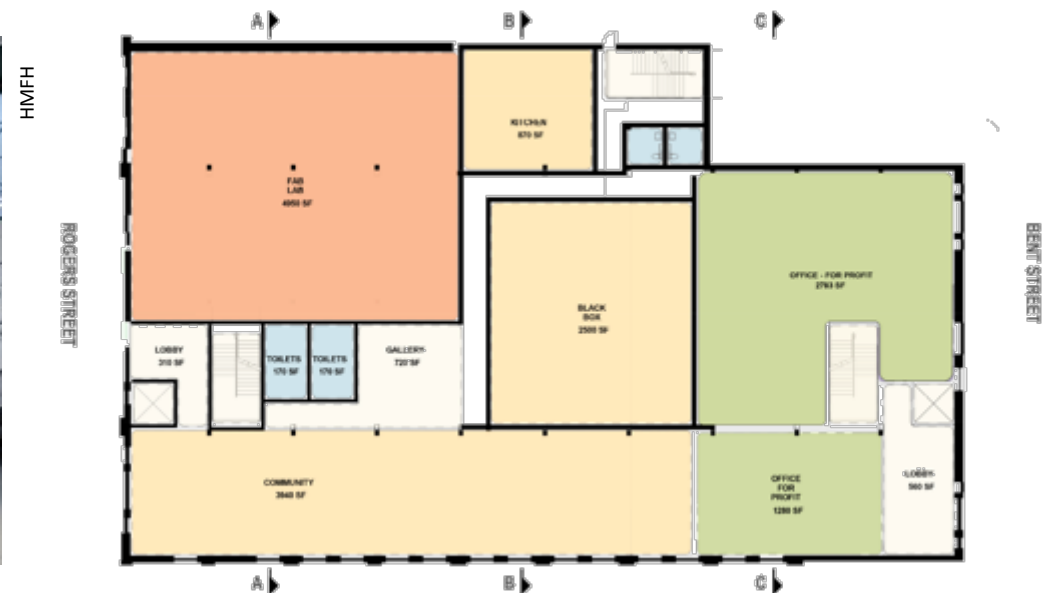
- Ensure Foundry Advisory Committee’s ongoing consultation to City and CRA
- Design spaces that integrate building attributes and program needs
- Require regular reporting on quantity, quality, and use of community/public space

Ability of project to achieve self-sustaining operations

- Increase initial City/CRA capital funding
- Manage optimal balance of rent schedule for public, community, and market-rate spaces



Possible Project, Cambridge



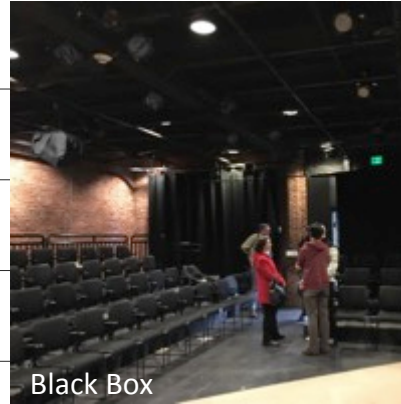
Design Alternative - Ground Floor

HMFH, March 2017

BASIC PROGRAM CONCEPTS

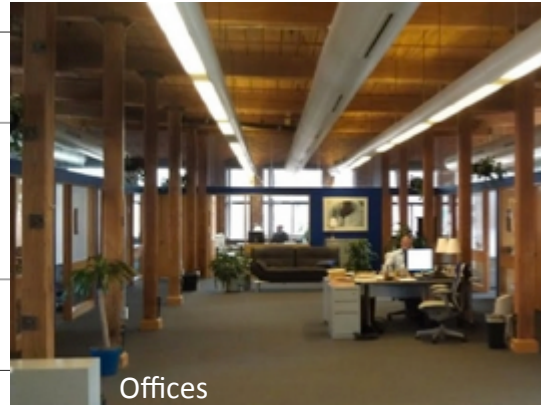
Destination Spaces (large or high traffic)

1. Lobby
2. Black Box/Assembly
3. Community Room
4. Café/Kitchen
5. Work Shop



Interstitial Spaces (placement flexible)

6. Classrooms
7. Multi-purpose Rooms
8. Studios
9. Gallery
10. Innovation Office



BASIC PROGRAM CONCEPTS

Create Spaces for Multiple Uses, with Resident Artists & Anchor Organizations

1. **Lobby** – informal gathering, art shows, special events
 2. **Black Box** – theatre, music performances, speaking events, community events
 3. **Community Room** – meetings, events, senior programs, small performances
 4. **Café/Kitchen** – food for events, classes, incubator projects
 5. **Work Shop** – makerspace, tool and equipment shop
-
6. **Classrooms** – job training/skill development, visual arts, youth programs, meetings
 7. **Multi-Purpose Room** – events, fitness classes, youth activities, dance classes, yoga
 8. **Studios** – shared art studios, music recording studios
 9. **Gallery** – art shows, special events, music performances
 10. **Office Space** – non-profit / market rate, private and/or co-working
-

PROGRAM SCALE AND COMPARABLES

Foundry Program: Community Room (~3,000 sf)



Cambridge Senior Center

Cambridge Senior Center:

- Ball room 1,920 sf

Multicultural Arts Center

- Main room 2,010 sf

Foundry Program: Workshop (~ 3,000 sf)



Cambridge Possible Project

Possible Project, Cambridge

- Workshop 1,800 sf

New Vestures, Lowell

- Maker space 3,000 sf

Fringe, Somerville

- Small business start-ups 7,500 sf

PROGRAM SCALE AND COMPARABLES

Foundry Program: Black Box (~2,000 sf) + support (~1,000 sf)

Foundry Program: Multipurpose/Classrooms (~ 4,000 sf)



Central Square Nora Theater:

- Main Stage 2,730 sf
- Studio 1,950 sf

Green Street Studios

- Black Box 2,310 sf

Watertown Arsenal

- Mosesian Black Box 1,240 sf

Dance Complex, 536 Massachusetts Avenue

- Studios 640 sf to 1,800 sf

Green Street Studios

- Studios 820 sf to 1,360 sf

Arts at the Armory, Somerville

- Classroom ~300 sf

Arsenal Center for the Arts

- Mezzanine classroom 510 sf
- Rehearsal hall 950 sf

PROGRAM SCALE AND COMPARABLES

Foundry Program: Gallery (~ 500 sf) + Lobby (~500 sf)



Multicultural Arts Center

- Upper Gallery 620 sf
- Lower Gallery 690 sf

Gallery 263, 263 Pearl Street, Cambridge

- Main Gallery 600 sf

Gallery 344, Cambridge Arts Council

- Gallery 650 sf

Foundry Program: Kitchen/Café (~ 1,000 sf)



Temple Israel Boston

- Commercial Kitchen 970 sf

Arts at the Armory Café

- Capacity 52 people

PROGRAM SCALE AND COMPARABLES

Foundry Program: Non-Profit/Innovation Office (~ 20,500 sf)



Groundwork, New Bedford

5,000 sf

NonProfit Center, Boston

105,000 sf

Foundry Program: Artist Studios (~ 3,000 sf)



Mudflat Studio, Somerville

Watertown Center for the Arts

Waltham Mills Studios

CONCEPTUAL PROGRAM

Uses	Program Area (sf)
Black Box with support	3,000
Community Room	3,000
Café/Kitchen	1,000
Work Shop	3,000
Lobby + Gallery	1,000
Multipurpose/Classrooms	4,000
Studios	3,000
Office-Non Profit	5,000
Sum Community/Public Uses	23,000
Office-Market Uses	15,500
Total NET	38,500
Net/Gross Ratio	77%
Total GROSS	50,000
Original floor area (gsf)	57,000
Lost floor area (gsf)	7,000

CCTV Meeting Room



Artists for Humanity

Central Square Theater



THE FOUNDRY OPPORTUNITY

Scale References

- Citywide Senior Center 27,500 gsf
- Cambridge Community Center 23,500 gsf
- West Cambridge Youth Center 30,000 gsf
- Frisoli Youth Center 28,100 gsf
- Artists for Humanity Epicenter 23,500 gsf

Foundry dedicated community/public spaces

23,000 nsf = **30,000 gsf**



Cambridge Senior Center



Cambridge Community Center



Artists for Humanity Epicenter

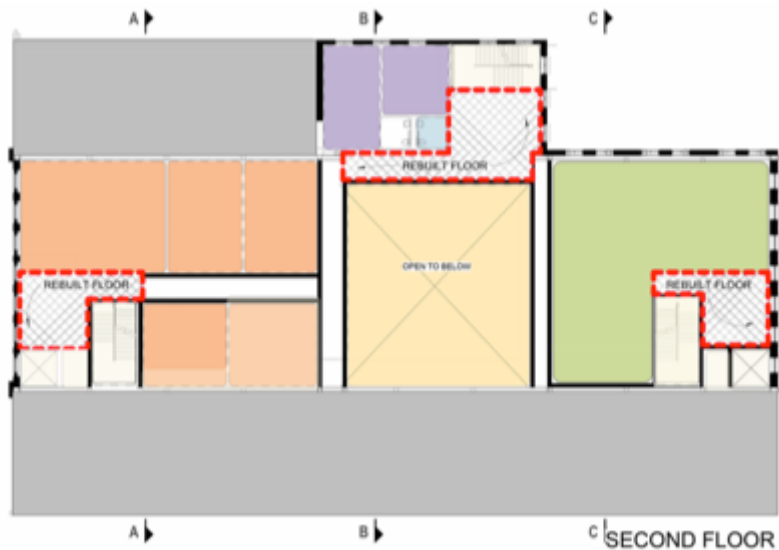


Frisoli Youth Center



West Cambridge Youth Center

DESIGN AND COST STUDIES



Potential High Volume Space

HMFH, March 2017

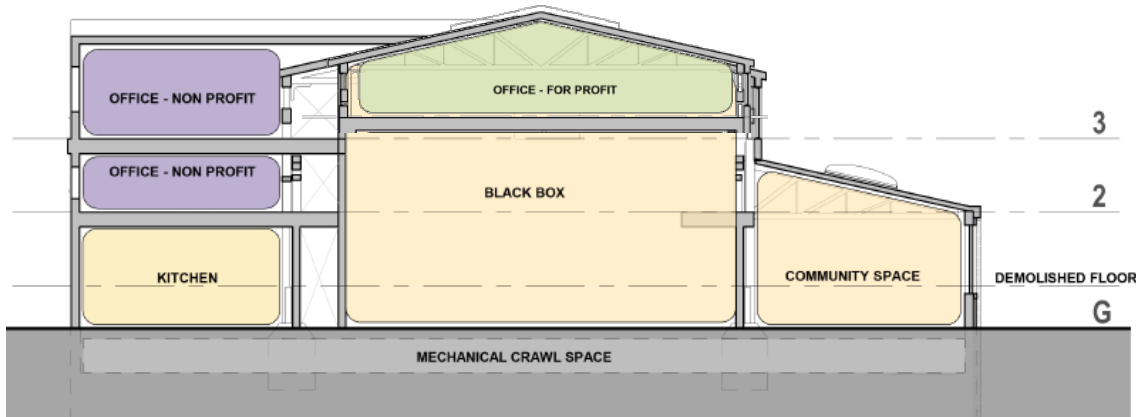
Findings:

1. Existing floor loading is insufficient for assembly spaces
2. Rebuilt first floor enables assembly spaces, street level access, and higher ceilings
3. Other floor areas selectively removed to allow light and high volume spaces (some loss of floor area)
4. Limited expansion possible on western side (some added floor area)

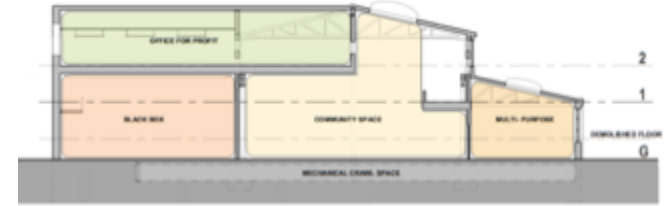
DESIGN AND COST STUDIES

Key Principles

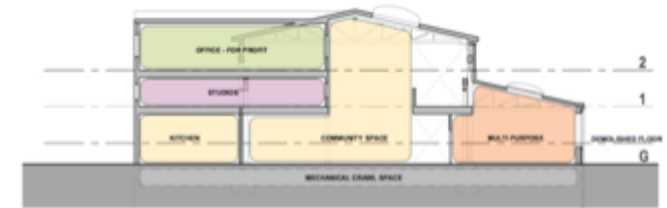
1. Create high bay spaces for desired uses
2. Improve universal access with new street-level 1st floor
3. Place high traffic community/public uses at street level
4. Remove interior parking to rebuild 1st floor
5. Respect historic building form
6. Meet City sustainability requirements



Design Alternative



Variation 1



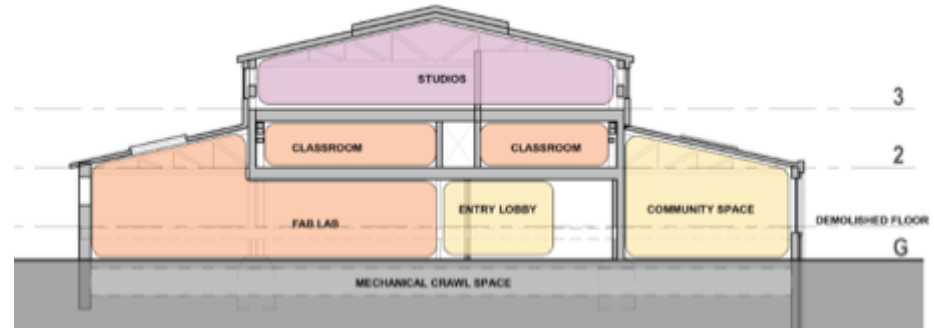
Variation 2



Variation 3

PROGRAM, DESIGN, FINANCIAL INTERSECTION

- Multiple ways to layout the building to achieve great spaces
- Public capital investment will help to support community/public uses
- A mix of market rate office, fees, and rents consistent with use can support the annual operating costs
- Long-term feasibility is sensitive to tenant improvement costs, escalating operating expenses, and rent schedule



Design Alternative Cross Section



Design Alternative Perspective

PROGRAM, DESIGN, FINANCIAL INTERSECTION

- The market rate uses are the engine that will make possible ***affordable community/public uses and quality programming***
- The financial balance point is approximately 60% affordable community/public uses and 40% market rate uses to fund the annual operating costs of the building (~\$1 million)
- The City and CRA are projected to fund the initial capital costs (~\$25 million)

Market: Use by occupant paying full, fair market rent.

Community: Use by a community-based organization which would pay a charge for the use of the space consistent with market rent for that use. This may include events that are open to the public for which a fee is charged.

Public: Use by a community-based organization for events and other uses for no charge. These uses include public events open to members of the general public without charge.

NEXT STEPS

IMMEDIATE

Public Outreach / Proof of Concept

- City Council outreach
- CRA Board updates
- Foundry Advisory Committee session
- coUrbanize website
- Community forum
- Community group meetings
- Building tours



UPCOMING

Technical / Implementation Steps

- Demonstration Plan amendment
- Project management structure
- Designer selection
- Public construction bidding process
- Operator selection



UPCOMING OUTREACH - DETAILS

CRA Board : Wednesday May 17, 2017 @ 5:30 PM
Cambridge Police Station

Community Meeting: Tuesday May 30, 2017 @ 6:30 PM
Dante Alighieri Center

Online: coUrbanize Forum
courb.co/foundry

