CAMBRIDGE
REDEVELOPMENT
AUTHORITY

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MEMORANDUM

To: CRA Board Members

From: Erica Schwarz

Date: July 15, 2020

Re: Foundry Project Update

Demolition and limited enabling construction work on the Foundry building has resumed; the old addition has been removed, revealing yet another amazing view of the 1890 structure as seen below. The date for the Planning Board hearing on the Special Permit Application for 101 Rogers Street has not been established yet but we expect it will land in August. Construction bid documents have been issued and construction is on schedule to be completed by December 2021.

The Foundry Consortium Board of Directors is finalizing its executive search outreach list with assistance from the executive search consultants and expects to start marketing the Executive Director position by September 2020.

The Foundry Advisory Committee met virtually on July 10, 2020 to review the performance metrics to be used for reporting and monitoring of Foundry operations. Cambridge Seven and the City also provided the FAC an update on the final project design. Attached are materials from the FAC meeting:

1. Performance Metrics draft document, which, once finalized, will be used with the Term Sheet to inform the final sublease language
2. Foundry design presentation

July 9, 2020 view of Foundry from edge of Rogers Street, by Verizon property. The structurally unsound addition has been removed.

DRAFT

Foundry Performance Metrics
For all Community Spaces

The Foundry Governing Documents refer to performance measures, the role of the Foundry Advisory Committee, and the responsibilities of the Operator (now designated as the Foundry Consortium).[1] We are currently at a stage of development where it is necessary to advance and fine tune our thinking about performance metrics, including how they will be incorporated into the CRA/Foundry Consortium sub-lease and how they will become the basis for a process of annual assessment, evaluation, and planning for each successive year.

The Performance Metrics outlined below build on the draft Use Principles of January 24, 2019 developed jointly by the Foundry Consortium, Foundry Advisory Committee, and CRA. They are also informed by a review of evaluation processes of other US-based community maker spaces. In addition to just collecting performance metrics, the process for using them in assessment and evaluation also requires more elaboration at this point.

PROCESS

Before the start of each fiscal year, the Foundry Consortium will be required to report on the operations of the Foundry and engage in a process of assessment and evaluation with the Foundry Advisory Committee, the CRA, and the City. There are two documents the Foundry Consortium will provide to the FAC, the CRA and the City: An **annual report** will include analysis of the performance metrics, outlining the past year's programs, participants, financials, and impacts of the building's use. The performance metrics data of each prior year will also inform an **annual business plan** that proposes strategies to continue to achieve the vision and objectives for the Foundry in each successive year. These strategies may include programs that achieve greater engagement of under-represented populations, and should also establish a budget that demonstrates a financially sustainable building operation.

PERFORMANCE METRICS

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

Event and Rental Data

1. Publicly accessible vs. private event
2. Type of program (use category)
3. Program characteristics (alignment with vision and objectives)

[1] 2017 Amended Demonstration Plan; 2018 Master Lease and Cooperation Agreement

4. Targeted age group, including intergenerational and open
5. Demographics if applicable (e.g. income, race/ethnicity, Cambridge residents, etc.)
6. Type of entity (private, non-profit, individual, other) and location (address)
7. Assigned room, day, hour, duration, and rental rate
8. Rental requests (food service, use of equipment, other)
9. Number of attendees

Annual Summary Data

10. Total number of applications received requesting reservation of space
11. Total applications rejected who did not receive space
12. Reasons for rejections
13. Total completed reservations at each of the fee levels [market, reduced rate(s), free]
14. Number of events and total attendance
15. Use patterns by season, day, hour
16. Financial summaries regarding rooms, times, and rates
17. Other patterns related to program, use, and entities, including repeat users
18. Summary of user evaluations

SAMPLE FOUNDRY APPLICATION

Thank you for your interest in coming to the Foundry!

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

<u>SECTION ONE – For all applicants</u>

1. **Is your program a private event, by invitation only?**
   No
   Yes
   (If yes, skip to Section Three)

2. **What is the name of the program you want to offer at the Foundry?**

3. **Provide a brief (fewer than 50 words) program description**

4. **Which of the following program characteristics does your program fall under? Choose all that apply.**
   a) Focuses on visual and performing arts, entrepreneurship, technology, "making", and/or workforce education
   b) Allows for creativity and/or collaboration; allows for spontaneity within or across adjacent programs; supports and complements other uses and activities in the building
   c) Represents new programs, approaches, or ideas (e.g., incubates a new businesses; brings a new artist or art form to the Foundry)
   d) Connects residents to dynamic working and learning environments
   e) Gives back to community and Foundry (e.g. internships, teaching, mentoring, services, equipment use)

5. **Which ages can participate in your program?**

   My program is open and suitable for participants of all ages

   Or, select all that apply:

   Youth under the age of 12
   Teenagers
   Young Adults
   Adults
   Seniors

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

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

   If yes:
   How do you define low-income?

   What percentage of your program participants come from low-income households?

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

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

   If yes:
   What percentage of your participants are people of color? ___

8. **What percentage of your program participants are Cambridge residents?**
   ___% Cambridge Residents, based on address data that we collect
   ___% Cambridge Residents, based on staff estimates

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

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

Please answer the following questions in fewer than 150 words.

1. **What is the cost to participate in your program? _____**
   Do you consider this program to be affordable for low-income families? Why?

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

SECTION THREE – for all applicants

1. **Name of Organization and Website**

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

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

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

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

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

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

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

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

SAMPLE FOUNDRY POST-RENTAL EVALUATION FORM

1. Name of organization
2. Dates of use
3. Space(s) used
4. Total number of individuals participating in your program at the Foundry during those dates
5. What worked well regarding your reservation process and interaction with Foundry staff?

    Useful information on the website
    Ease of application process
    Good response by staff to questions
    Good availability of the spaces and times that I needed
    Foundry staff assistance in setting up the space or helping me solve a problem
    Other:

6. What could we improve about our reservation process or staffing?
7. What did you like about the space you reserved?

    Location in Cambridge
    The design and feel of the space
    Being in a multi-use building; the energy of other users
    The equipment that is available to use in the space
    The price
    Other:

8. What could we improve about the space?
9. Do you expect to return to use the Foundry? If not, why not?
10. Other comments:

Foundry Building

Project Update

The City of Cambridge
Cambridge Redevelopment Authority
The Foundry Consortium

10 July 2020

CambridgeSeven

Agenda

Welcome

Design and Construction Update
- Permitting process and project timeline
- Overview of final designs
- Public comment

CRA-Foundry Consortium Sublease
- Lease terms
- Performance measures
- Public comment

Foundry Consortium Update
- Internal systems
- Executive director search
- Public comment

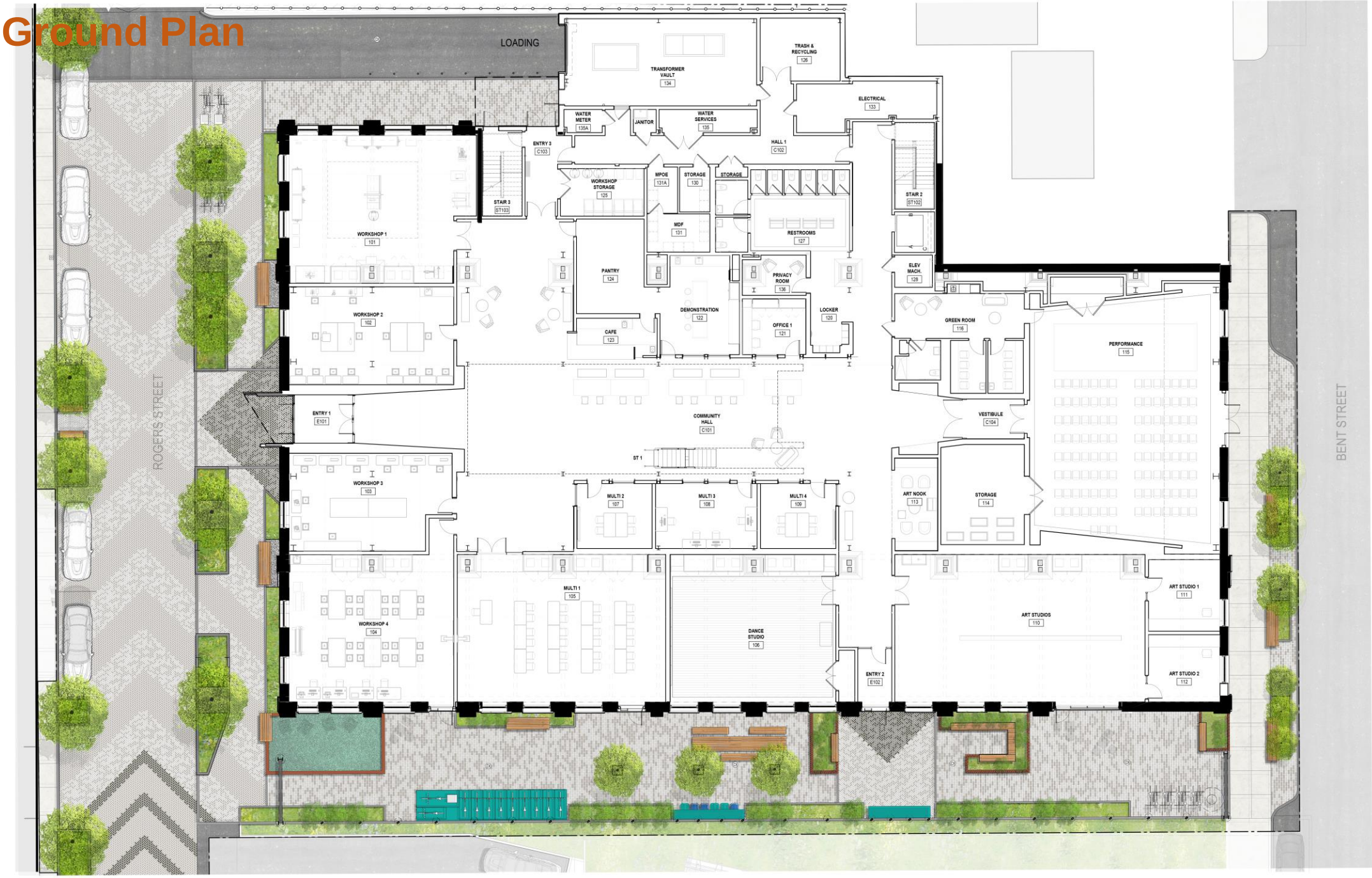
Announcements
- Next Meeting: Friday, October 9th, 8:00 am

Adjourn

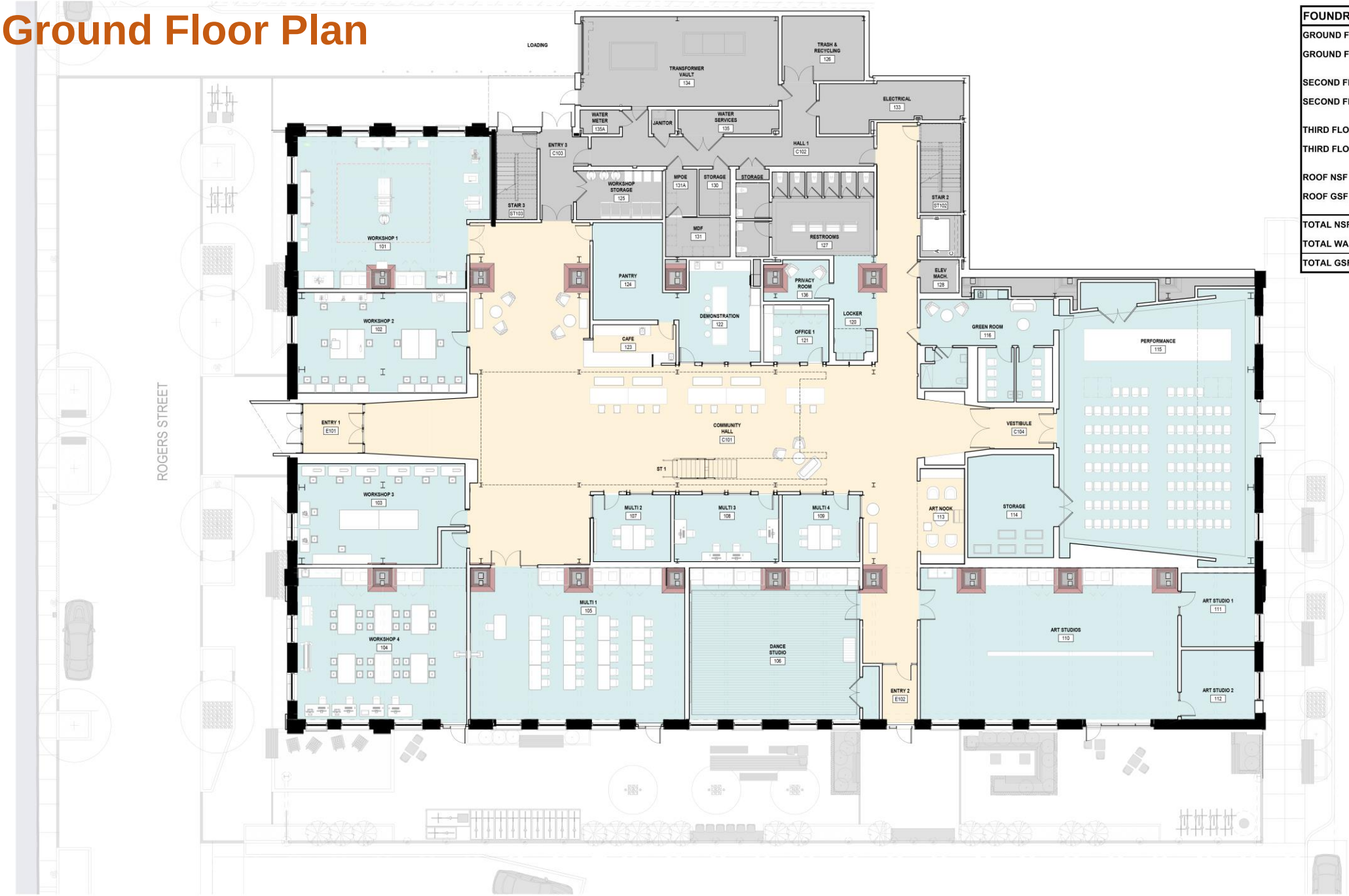
Site Plan

Bent Street
Foundry 101
Yard
Third Street Housing
Park
Rogers Street
N

Ground Plan


LOADING
TRANSFORMER VAULT 134
TRASH & RECYCLING 126
ELECTRICAL 133
WATER METER 135A
JANITOR
WATER SERVICES 135
ENTRY 3 C103
HALL 1 C102
WORKSHOP STORAGE 125
MPOE 131A
STORAGE 130
STORAGE
STAIR 3 ST103
STAIR 2 ST102
WORKSHOP 1 101
MDF 131
RESTROOMS 127
PANTRY 124
PRIVACY ROOM 136
ELEV MACH. 128
DEMONSTRATION 122
LOCKER 120
WORKSHOP 2 102
CAFE 123
OFFICE 1 121
GREEN ROOM 116
PERFORMANCE 115
ROGERS STREET
ENTRY 1 E101
COMMUNITY HALL C101
VESTIBULE C104
ST 1
WORKSHOP 3 103
MULTI 2 107
MULTI 3 108
MULTI 4 109
ART NOOK 113
STORAGE 114
MULTI 1 105
ART STUDIO 1 111
WORKSHOP 4 104
DANCE STUDIO 106
ART STUDIOS 110
ENTRY 2 E102
ART STUDIO 2 112
BENT STREET

Ground Floor Plan

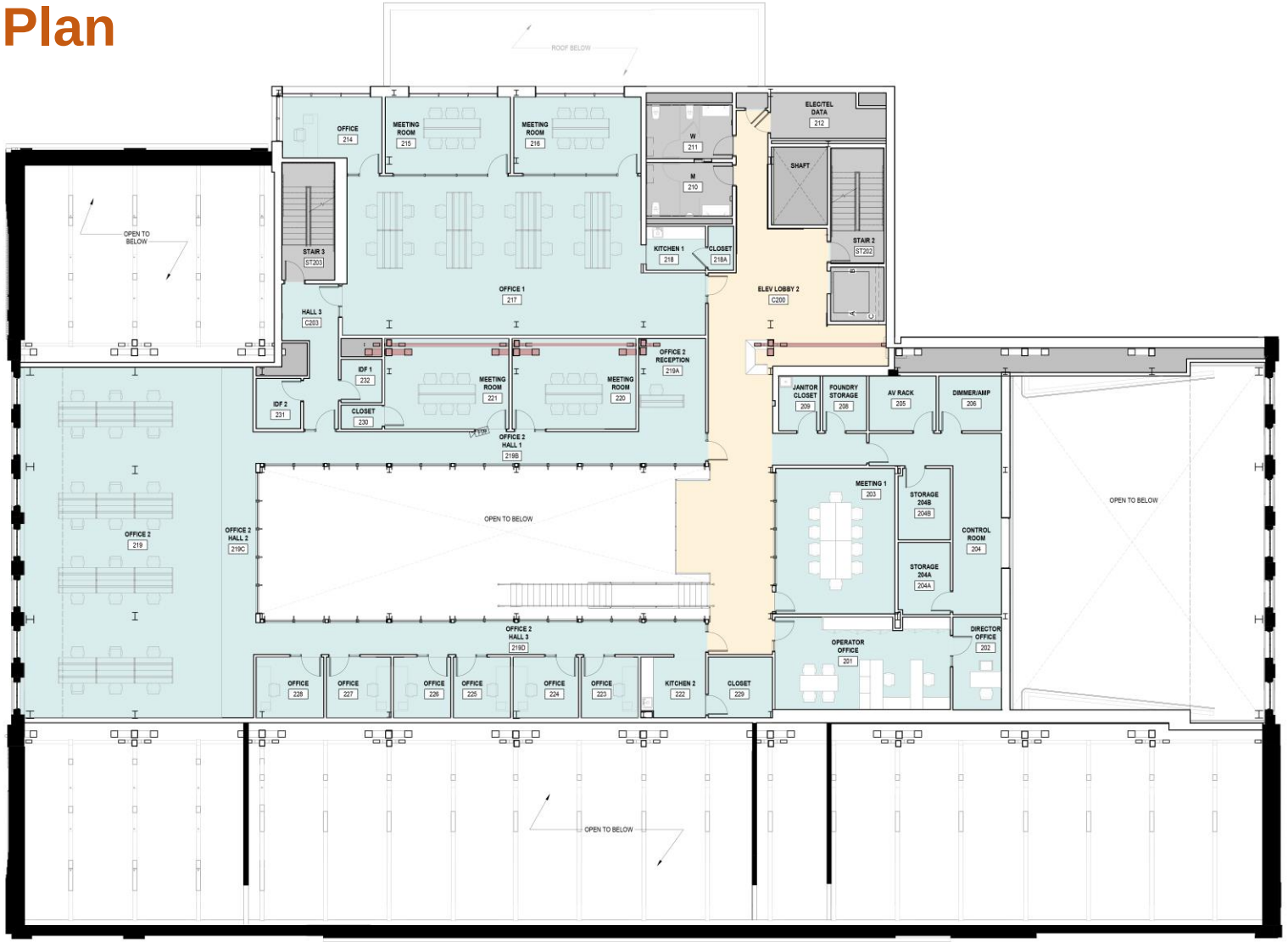


FOUNDRY BUILDING - AREA SUMMARY	
GROUND FLOOR NSF	21,488 SF
GROUND FLOOR GSF	24,324 SF
SECOND FLOOR NSF	10,086 SF
SECOND FLOOR GSF	11,912 SF
THIRD FLOOR NSF	11,651 SF
THIRD FLOOR GSF	13,538 SF
ROOF NSF	151 SF
ROOF GSF	468 SF
TOTAL NSF	43,376 SF
TOTAL WALLS AND SHAFTS	6,866 SF
TOTAL GSF	50,242 SF

LEGEND

- PROGRAM SPACE
- COMMON SPACE
- SUPPORT SPACE
- HISTORIC STRUCTURE

Second Floor Plan



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TOTAL GSF	50,242 SF

LEGEND

- PROGRAM SPACE
- COMMON SPACE
- SUPPORT SPACE
- HISTORIC STRUCTURE

Third Floor Plan

FOUNDRY BUILDING - AREA SUMMARY	
GROUND FLOOR NSF	21,488 SF
GROUND FLOOR GSF	24,324 SF
SECOND FLOOR NSF	10,086 SF
SECOND FLOOR GSF	11,912 SF
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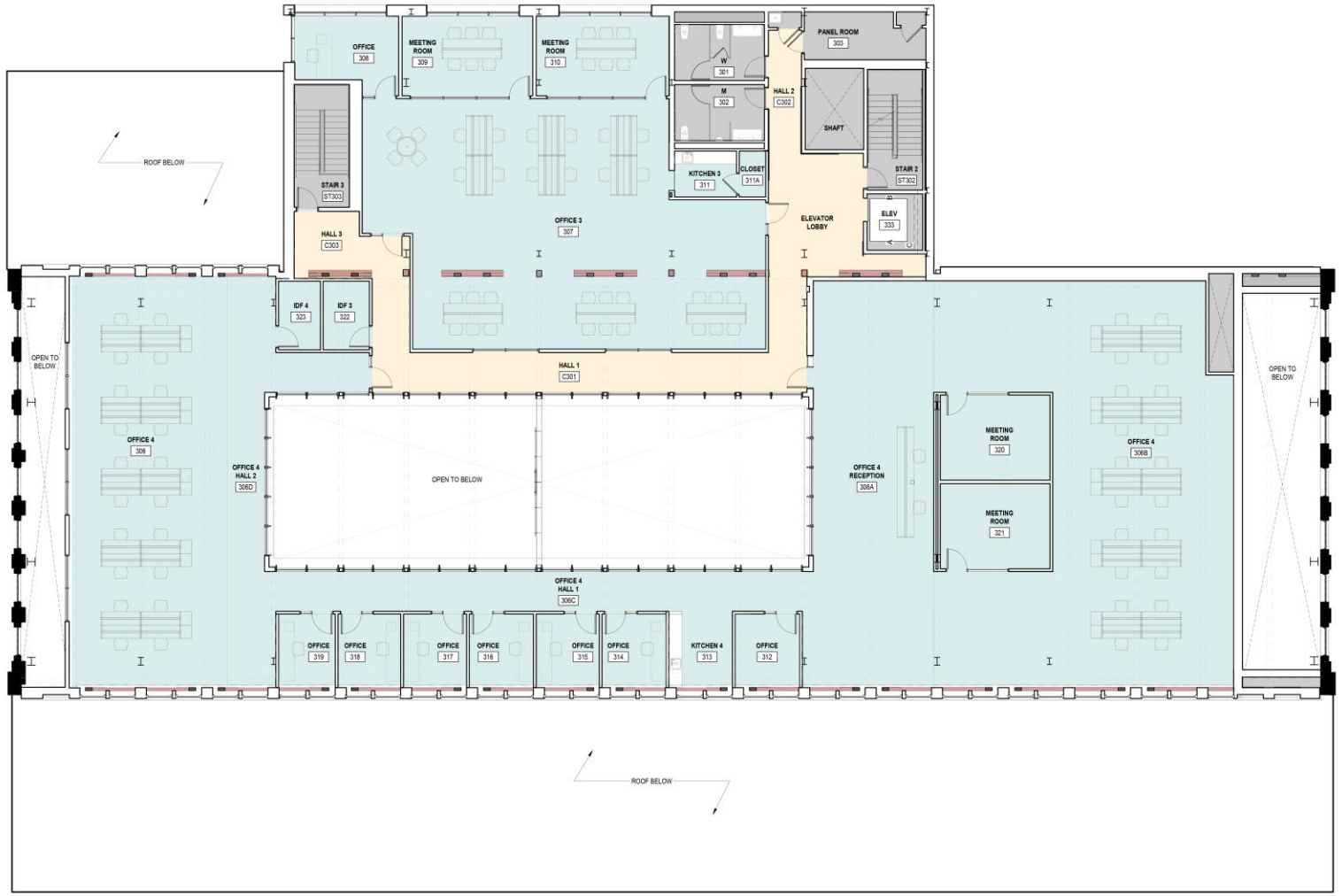
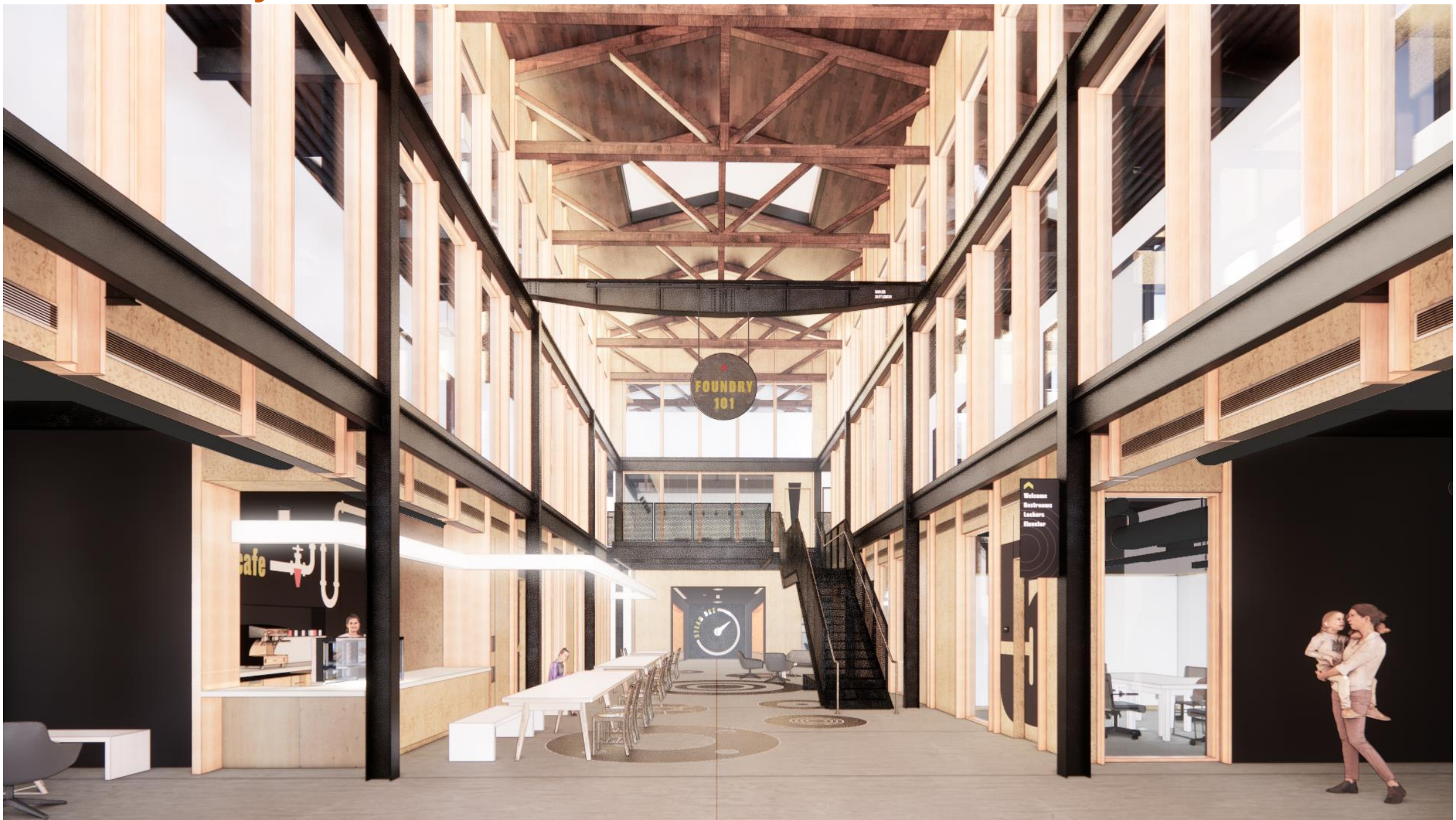


LEGEND

- PROGRAM SPACE
- COMMON SPACE
- SUPPORT SPACE
- HISTORIC STRUCTURE

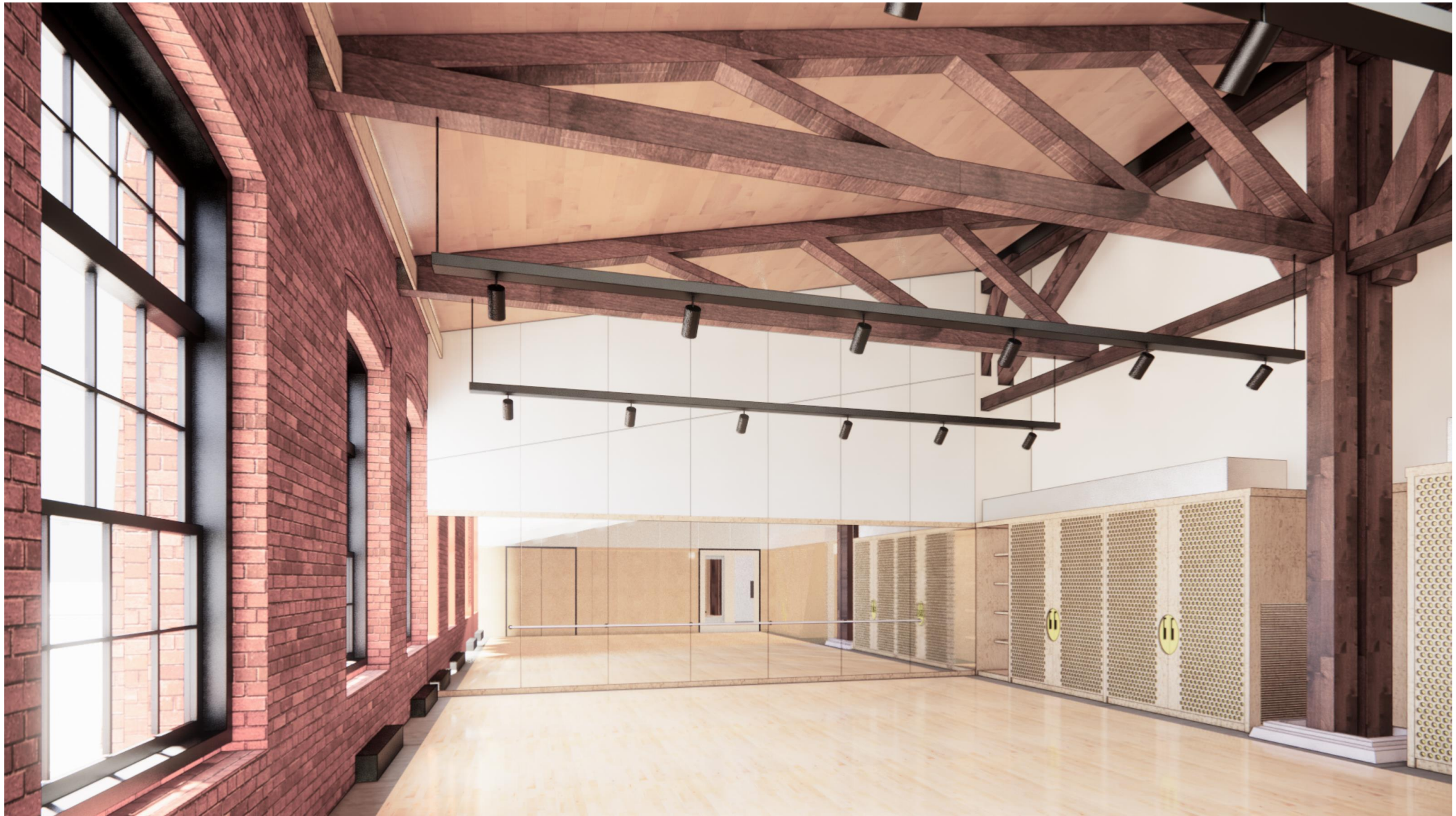
Demolition July 2020

Community Hall

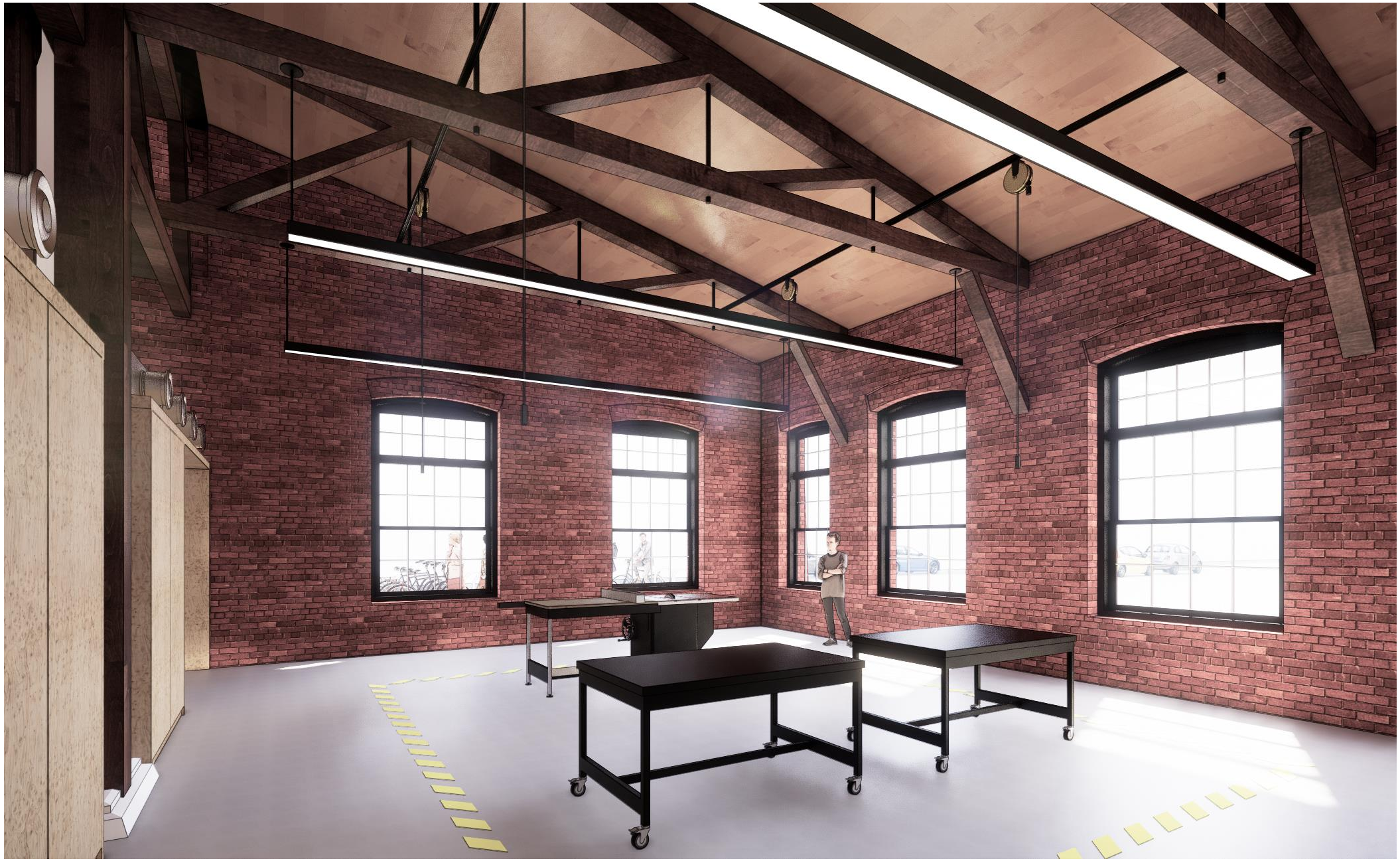


Café and Cooking

Dance Studio



Workshop 1 - Woodshop



STEAM | STEM Workshop

Performance

Jukebox Nook

Entry View

View Toward New Addition