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4.1 Project Vision, Objectives, and Viable Uses

Vision

The vision statement for the Project is informed by community input and has been developed to cover the broad range of possible uses that may utilize the Foundry building throughout the life of the Project. While different development proposals will likely provide various schemes for overlapping uses within the building, the details of programs, tenants, and interior designs may be modified to meet the evolving needs of the community.

The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multigenerational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

Objectives

On March 17, 2014, the City Council requested that the City Manager engage residents and stakeholders in a community process to refine the objectives of the redevelopment of the Foundry into a multi-purpose community center. Community input from many workshops and meetings held throughout 2013 and 2014 (Section VIII) helped define the key project objectives below.

Innovative Programs

- Foster a center of creativity and innovation through the shared use of space populated with complementary uses.
- Create mentorship, internship, apprenticeship, workforce training, and educational programs for Cambridge residents that can directly benefit and engage the surrounding community.
- Include significant training opportunities in the areas of science, technology, engineering, arts, and math (STEAM) fields that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in Kendall Square area over the past several years.
- Capitalize on the commercial success of Kendall Square's redevelopment to create a unique collaborative environment as a citywide resource, with a diverse mix of cultural, educational, and commercial uses emphasizing youth and senior engagement, with a particular focus on under-represented, lower income households.

Building and Site Development

- Create physical assets (a renovated structure, new facilities, and equipment) that will support viable economic activity and promote business growth and job creation within the Foundry in a manner that can be sustained in the years to come.
- Bring the Foundry into productive use for the community with universal accessibility and prevent the Property from falling into disrepair
- Highlight the historic architectural elements of the building and connect the building to its site and surrounding, including new streetscape.

Operational and Financial Structure

- Leverage multiple funding sources to provide a financially sustainable building operation, while providing space for community, cultural, and educational functions at rents commensurate with those uses.
- Maximize the extent of public and/or community uses of the building and providing a structure for ongoing management and oversight of those uses.
- Pilot and report techniques for the adaptive reuse of an industrial building into a center of innovation and creativity, utilizing public private partnership both as a financing tool and a model of collaborative economic and cultural development.
- As with all redevelopment projects, the Property would be appraised by the CRA with and without the “re-use restrictions” in place so as to gain a sense of the “opportunity cost” to redevelop the Property in the manner set forth in the Plan.

Viable Uses

The overall goal of the Project is to create a unique collaborative space for a variety of uses consistent with the Vision and Objectives above. The list of viable uses below allows for flexibility and a wide range of uses that could be incorporated into redevelopment concepts; **however, strong preference will be given to proposals with uses that will directly benefit and engage the surrounding community through programs for Cambridge residents. Redevelopment concepts should highlight successful public and private partnerships, as well as the important work of community-based non-profit organizations. The building should remain reasonably open and accessible to the general public, especially on the ground floor. Proper consideration should be given to ensure that uses are compatible with one another.**

Acceptable *programmatic and space* preferences are listed below (in alphabetical order). **Many of these elements could be programs that are mixed, synergistic, or operating in shared spaces.** Due to space limitations however, it is understood that not all of these uses could be adequately accommodated at one time in the Foundry building:

- Assembly space including performance areas, black box and other theaters, and informal gathering spaces
- Community kitchen and food preparation space
- Early childhood education/day care use
- Family-based commercial recreation
- Gallery spaces including museums and library areas
- Office and lab space for companies, start-ups, individual enterprises, shared use, public agencies, and non-profit organizations
- Parking
- Retail including small shops, cafes, and restaurants
- Start-up manufacturing, fabrication (“maker”) space
- Studio space for arts, performing arts, and other uses
- Workforce development including community education and job training centers
- Youth and senior programming

The distribution of uses in the building will likely change as community needs, market conditions, and technology evolve over time. **Single uses that occupy 100% of the building square footage (not counting parking) such as residential, single tenant office/lab, university or other institution with classroom, lab, office providing service only to students and/or faculty, are not consistent with the development objectives that have emerged throughout the process up to this point and will not be considered as feasible outcomes. Similarly, the office space allocated for below market rents should ideally be targeted to multiple community-based users rather than a single non-profit or public agency use.**

The redevelopment process and governance model are designed to maximize the public and community-based elements of the building’s program and ensure compliance with these objectives through minimum thresholds for the amount of below market rate space for community-oriented uses and maximum allowances for market rate commercial uses, such as office, lab, retail, or restaurant.

(Note: Text from Foundry Demonstration Plan, May 4, 2015; some words bolded for emphasis)

6.3 Evaluation Criteria

1. PROJECT UNDERSTANDING AND CONCEPT (40% of Evaluation)				
	<i>Highly Advantageous</i>	<i>Advantageous</i>	<i>Not Advantageous</i>	<i>Unacceptable</i>
<i>Project Understanding</i>				
<i>Exceptional Design for Creativity & Flexibility</i>				
<i>Maximizes Public Benefit</i>				
<i>Degree of Inclusivity</i>				

2. EXPERIENCE AND CAPACITY (30% of Evaluation)				
	<i>Highly Advantageous</i>	<i>Advantageous</i>	<i>Not Advantageous</i>	<i>[Unacceptable]</i>
Ability to Successfully Execute the Project				
Contribution of Operator / Management Program to Successful Project				
Development Capacity and Current Workload				
Timeline				

3. FINANCIAL PLAN (30% of Evaluation)				
	<i>Highly Advantageous</i>	<i>Advantageous</i>	<i>Not Advantageous</i>	<i>[Unacceptable]</i>
<i>Feasibility of Plan</i>				
<i>Ability to Secure Financing</i>				
<i>Price</i>				

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