FOUNDARY COMMUNITY MEETING REPORT

June 24th, 2014
Multicultural Arts Center
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INTRODUCTION

The City of Cambridge and Cambridge Redevelopment Authority conducted a Foundry community workshop meeting at the Multicultural Arts Center on June 24th, 2014. The purpose of the meeting was to inform the community of the proposed development process, define the building potential mission with specific programs, and discuss the financial impact for the development. The majority of the meeting was a group activity, Lego® model building, to document the ideas and visions of the participants. Over sixty community members participated in the workshop.

The Lego® model involved a base plate utilizing the rentable area in four floor levels with approximate total square footage of 53,000, and program pieces consisting of seven color blocks each depicting different use with approximate rentable area of 1,000 square feet. Each program piece has financial point value attached to inform possible financial plans for each model created by the participants.

This document contains a summary of key workshop findings followed by the details of the model building workshop to assist in the development of the Foundry.

<table>
<thead>
<tr>
<th>Program</th>
<th>Approx. Rents</th>
<th>Financial Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Events</td>
<td>$13 /SF</td>
<td>1</td>
</tr>
<tr>
<td>Youth / Workforce</td>
<td>$13/ SF</td>
<td>1</td>
</tr>
<tr>
<td>Early Childhood</td>
<td>$13 /SF</td>
<td>1</td>
</tr>
<tr>
<td>Cafe / Retail</td>
<td>$14-$26 /SF</td>
<td>2</td>
</tr>
<tr>
<td>Makerspaces / Incubators</td>
<td>$14-$26 /SF</td>
<td>2</td>
</tr>
<tr>
<td>Parking</td>
<td>$14-$26 /SF</td>
<td>2</td>
</tr>
<tr>
<td>Office</td>
<td>$35-$65 /SF</td>
<td>3</td>
</tr>
</tbody>
</table>
Base plate with 4 levels: basement, 1st, 2nd, and 3rd floor

Score card to calculate financial point value

<table>
<thead>
<tr>
<th>Scenario Name:</th>
<th>Total Area (1,000 sf)</th>
<th>Double Height</th>
<th>Arts/Educ</th>
<th>Makerspace/Cafe/Parking</th>
<th>Market Rate Office</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd floor</td>
<td>15</td>
<td></td>
<td></td>
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<tr>
<td>2nd floor</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st floor</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>basement</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Area</td>
<td>76</td>
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<tr>
<td>Financial Values</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Value</td>
<td></td>
<td></td>
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</tbody>
</table>
SUMMARY OF FINDINGS

The participants in the June 24th Community Meeting worked in teams to generate 18 different Lego® models. These models required decisions about the mix of uses and priorities, and in this exercise, some identified broader development objectives. Several of the groups used the models as an abstract tool to express flexible space and shared use over time often by stacking uses on each other. Seven of the 18 used the scorecard to total the program and/or count financial points.

While many did not write a specific building mission, the concepts most frequently evoked included the following:

- Inclusive, diverse, welcoming, accessible
- Multi-age with programs for early childhood, youth, adults, and seniors
- Multi-purpose, flexible space that can be shared at different times and days

Unifying themes around the building program were as follows:

- Promote creativity
- Promote education at all ages and in multiple uses (arts, maker, office, retail, etc.)
- Focus on arts that build community, such as theater, dance, and music; with gathering spaces and community performance and especially youth activities. Several suggested a black box. There was concern around relationship to Multicultural Arts Center – could the two facilities be coordinated?
- Youth programs should be mixed in with makerspaces, arts, office, early childhood, and restaurants/culinary to generate synergy
- Restaurant uses are an opportunity to integrate culinary programs, food operators, and youth training
- Office uses are an opportunity to foster youth interns, entrepreneurs, and homework mentors
Other highlights include:

- **Arts**: All 18 proposals included arts, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor.
- **Youth Programming**: All 18 proposals included youth programming, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor.
- **Early Childhood**: All but two included early childhood programs, mostly ranging from 5,000 to 9,000 sf and mostly on the ground floor; access to the outdoor space was noted.
- **Office**: All but two included some amount of office space (7,000 to 20,000 gsf), most frequently located on the 3rd floor but a few indicated a location on the 1st or 2nd floors. Some limited the scope of office use to certain sections.
- **Makerspaces**: Very little descriptive detail was given for the makerspaces, other than to say they should focus on craft in wood and metal and include kitchen spaces; none of the projects were dominated by makerspace; two had none. A few placed makerspaces in the basement.
- **Parking**: Only two proposed using most of the basement for parking; most proposed using about 50% of the basement for parking; and one project proposed no parking.
- **Mixed and Overlapping**: Several illustrated mixed and overlapping programs in space and time.
Some unique and interesting suggestions included:

- **Financial:** Foundry should be revenue neutral/financial sustainable; earmark new tax revenues from the courthouse to subsidize the foundry; create affordable space; childcare could be ½ subsidized and ½ market rate
- **Physical:** open up at least some of the space to double height even with trade-off of losing floor area; leave space in a raw, unfinished form for use by arts and others

A number of teams recommended precedents for further research and/or contact:

- Community AA Center – youth program in Central Square
- Fringe Union Square
- Artisans Asylum
- Somerville Armory
- Cropcircle Kitchen, Jamaica Plain
- Worklab, Central Square
- ACE Mentoring, Cambridge – architecture, construction and engineering program for high school students
- Say Si, San Antonio
- Artist for Humanity Epi Center
- New England Center for Arts and Technology
- Zumix
- San Francisco Exploratorium with makerspace and printing press
TABLE 1, GROUP A

Plan View

Perspective View
MISSION:
Promote creativity
Support makers, performances, music theater, dance, etc.
Spaces for teaching, art office space
High tech commercial with educational
Internship training opportunities
Flexible space

B - Pkg + makerspace

1 - Art / music studio on edge
200 seat, 2 floor performance space, including for dance
A cafe / gallery / gathering / performance space @ 4,000 SF

2 - Art offices ( + empty space for perf. space and 2nd floor)

3 - High tech office w/ youth internship + mentoring + homework
Collective government by artists

Rule - Double stacked = double / mixed use
TABLE 2, GROUP A

Plan View

Perspective View
Seniors need to be included in any plan.
I see there is no inclusion.
Are the private tenants rental income taxed by city, state etc?
Bike racks?
Youth & elderly on top floor.
3rd floor incubator space & office to be income generating
2nd floor office & incubator
1st floor childcare, offices, retail with youth.
Basement - floor parking, etc.
TABLE 2, GROUP B

Plan View

Perspective View
Program pieces

Strict divisions between program pieces not meaningful to me - culinary program is sparse
For youth development could run store, gallery etc.
I do not support private for profit retail space.
Mission statement - also civic engagement.
Mission Statement: spaces / resources available to all ages + incomes - machinery, computers + software,
performance, rehearsal space, open painting space.
Culinary, makerspace - emphasis on integration of programs, disciplines + people, all ages
For example culinary program could run retail, bakery / sandwich place - sell goods at events.
Parking is our least favorite.
Do not believe appropriate for early childhood.
Membership, classes, programs, own retail.
Black box theater.
TABLE 3, GROUP A

Plan View

Perspective View
Foundry Building Workshop Activity, June 24, 2014

Score card

<table>
<thead>
<tr>
<th>Scenario Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Total Area</td>
</tr>
<tr>
<td>3rd floor</td>
</tr>
<tr>
<td>2nd floor</td>
</tr>
<tr>
<td>1st floor</td>
</tr>
<tr>
<td>basement</td>
</tr>
<tr>
<td>Total Area</td>
</tr>
<tr>
<td>Financial Values</td>
</tr>
</tbody>
</table>

Why theater space, we have the multi cultural center?

Concern about adjacency of early childhood and cafe.

Movable spaces cafe / performing arts
TABLE 3, GROUP B

Plan View

Perspective View
How much parking is required. Have bike parking?
Security and a cafe?
Performance arts at the CMAC?
Cooperate with non-profits
Multipurpose rooms - early childhood
Early childhood or STEAM workforce we could not decide

It is ironic to have so much talk of Arts when we are selling in the Multicultural Arts Center in the same neighborhood - perhaps undeveloped and developed by the City.

Not foundry related: How are we going to be sure.
TABLE 4, GROUP A

<table>
<thead>
<tr>
<th>Plan View</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Plan View" /></td>
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</table>

<table>
<thead>
<tr>
<th>Perspective View</th>
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</thead>
<tbody>
<tr>
<td><img src="image2" alt="Perspective View" /></td>
</tr>
</tbody>
</table>
- Multi-use space day / night weekend.
- Young people’s project
- Just-A-Start
- Retail with training
- Affordable for community space
- Daycare for people using big nor early childhood which is limited to 1 use.
- Not theater w/ built-in seats but adjustable uses.
- Black box use
## TABLE 4, GROUP B

<table>
<thead>
<tr>
<th>Plan View</th>
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</thead>
<tbody>
<tr>
<td>![Plan View Image]</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Perspective View</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Perspective View Image]</td>
</tr>
</tbody>
</table>
- Sustainable financially - rev. neutral
- Craft / physical metal / wood
- San Francisco - science museum + makerspace, printing press + weary(?) machine - basement
- Music space + perform, lessons + multi-use
- Art + childhood is priority
TABLE 5, GROUP A

Plan View

Perspective View
CAMBRIDGE ARTERY

Contact ACE mentoring - in Cambridge for high school - architecture, construction, and engineering program

Black box / multiuse space
Visual + performance arts
Maker space
Youth job training in the arts
Small amount of commerce

There aren't many any tall spaces available in Cambridge catering coffee, food/snacks and this should be taken advantage of office space + early childhood can be anywhere, so we felt this bldg is most appropriate as a tall space for arts.
TABLE 5, GROUP B

Plan View

Perspective View
~9000 SF black box theater, which can also be used for parties, meetings, gatherings
~3000 SF community kitchen
music rooms
art rooms
dance floor
~11,000 SF parking

offices
reading room with comfy seating
wired space for video conferences, remote job interviews
multi-use, flexible space
machine shop in basement
some space available for rent

organization structure should be inclusive of many types of uses as long as they provide educational / internship for our residents.
particular categories are less important
space should be flexible / shared to the extent possible
no kitchen unless it is shared / job training
the kids should do plans + use theater
any office tenants should provide internship or mentorships
see ECPT recommendations
TABLE 6, GROUP A
1st floor maker space for food start-ups

Local Examples (Blended together)

Somerville - Fringe Union square, Artist Asylums, The Armory
JP - Cropcircle Kitchen
Cambridge - Worklab in Central Square
### TABLE 6, GROUP B

**Plan View**

**Perspective View**
1st floor
--> Restaurant / Cafe / Shops / Retail
Mixed w/ Arts + Events: Theater, Music, Galleries

--> Early Childhood
Office

2nd floor
youth / workforce
studio / maker space
arts / events

3rd floor
office
studio / maker space
TABLE 7, GROUP A

Plan View

Perspective View
MISSION

- Multi-purpose, different use @ different times of day
- Diversity, local community needs
- Support activities that can’t afford market rate space

Concerns: elevator capacity

If we incorporate companies (or non-profits) they should have internship for youth
Project space for home - schools a part of community space
Arts & youth can be synergistic (have combined arts / youth space)
Double layers on our legos represent dual - purpose spaces (e.g. arts and youth - simultaneous or @ different times

Childcare in basement requires some excavation
Isolate noisy activities (e.g. makerspace) from child care
Use children space for childcare during evening meetings and events
Not clear how much parking is required by ordinance
Top floor: raw arts space used as theater, art gallery, etc.
Assume rip out what’s there, mostly, but we’ll refurbish show space
Keep it very flexible
Put youth adjacent to incubator space so there’s more opportunity for synergy
Ceiling height is very low it would be great to open up some sqft, if we’d lose area
Office space for use on lower rents to support community based non profits
Smaller community space (small compare to the top floor space) that’s available for regular scheduled meetings
The top floor isn’t conducive to the activity beside it
Will be taken over at times for major events, exhibits, or productions that make it unavailable for other things
small cafes
TABLE 8, GROUP A

Plan View

Perspective View
Important that mission is clear & inclusive

- what community are you trying to reach - support - etc
- will this be a diverse community?
- need to be careful that some folks don’t feel welcome

Barbara Kibler, Margaret Fuller House
TABLE 8, GROUP B

Plan View

Perspective View
Ellen McLaughlin / Connie Chow / Barbara Kibler

Play space on the roof? - if childcare placed on 3rd floor

Basement Makerspace - yellow + blue - less large machines, maybe half artist space
Multi generational - also training for youth

Open up % basement + 1st floor

1st floor --> white + yellow = black box theatre / event space
2nd floor --> daycare = half paid, half subsidized
Need exterior play space

3rd floor --> restaurant run by youth
Gallery space / artist studio

Population / what is missing - adult / family

Mission
Space need to be welcome & accessible
Across class, culture, generation
Welcoming, diverse, accessible, affordable to neighbors

What happened to STEM?
Artist space becomes public space when the program helps build community.

Theatre - build community especially youth theatre
**TABLE 9, GROUP A**

<table>
<thead>
<tr>
<th>Plan View</th>
</tr>
</thead>
</table>
| ![Plan View](image1)

<table>
<thead>
<tr>
<th>Perspective View</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image2" alt="Perspective View" /></td>
</tr>
</tbody>
</table>
Score card

Dark blue = retail / cafe
Light blue = makerspace / studio

Arts Rock n Roll

1st floor - 3rd floor 250 seat theater
1st floor - mixed use youth / theater
1st - 2nd floor - makerspace youth / makerspace/ studio
1st floor - mixed use youth workforce / galleries

Double stacking is mixed use space

What is the community need?
Bike racks / storage
Outdoor education / sculpture garden

Earmark new tax revenues from Sullivans Court
House to subsidize this building

Light blue is makerspace
Dark blue is retail
TABLE 9, GROUP B

Plan View

Perspective View
Eryn Johnson, Community AA Center.
Is there a value to working with youth around other goals other than workforce development?

Why not look at buildings that were developed to house programs that use art to work towards community/youth development.

Say Si, San Antonio - Artist for humanity Epi Center
- New England Center for Arts & Technology
- Zumix

Is the city beholden to a set of need based goals when making final decision on building desired impact & resulting programming?

If they are giving funding from the city does the building have to work towards established city council goals?
TABLE 9, GROUP C

Plan View

Perspective View
Projected profit between $1,347,000 and $2,067,000 annually. How much money do we need to make?

**Score card**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts</td>
<td>13x13=169</td>
<td></td>
</tr>
<tr>
<td>Youth</td>
<td>17x13=221</td>
<td></td>
</tr>
<tr>
<td>Early Childhood</td>
<td>9x13=117</td>
<td></td>
</tr>
<tr>
<td>Cafe / R</td>
<td>10x14=140</td>
<td>10x26=260</td>
</tr>
<tr>
<td>Makers</td>
<td>9x14=126</td>
<td>9x26=156</td>
</tr>
<tr>
<td>Parking</td>
<td>6x14=84</td>
<td>6x26=156</td>
</tr>
<tr>
<td>Office</td>
<td>14x35=490</td>
<td>14x65=910</td>
</tr>
<tr>
<td></td>
<td>1,347,000</td>
<td>2,067,000</td>
</tr>
</tbody>
</table>

Basement - parking
Shop - like Artisans Asylum charge office tenants for use
Offer to high school students too
Classes for high schoolers

1st Floor -
Early childhood space
Large room for assembling classes, art space, convertible to theater space, very multi-use

2nd Floor -
Rentable offices entrepreneurial studios, cafe

3rd Floor -
Rentable offices, entrepreneurial studios
Moderator: How did you change the rules?

Public Comment 1: The biggest thing we wanted was for this to not be rigidly programmed. Uses should be flexible as possible.

Public Comment 2: Put less concentration on specific uses, more on the public purpose of organizations in there.

Public Comment 3: We broke the time barrier. We thought about how the space can be used by different people at different times of the day and also how people can work together. For example, theatre and arts. We don’t have a 2 floor theater because the use is fixed and limited. We want modular and open spaces so the building can be used soon.

Public Comment 4: How much should be ECE and how much should be for youth. We thought about cooperative uses. We some profit generating uses but with the stipulation that they include some STEAM component, maybe requiring interns. Included parking but not sure how much was needed. We also had a restaurant.

Observation: Approximately 2/3 of the participants desired child care use. Approximately 2/3- 1/2 of the participants desired market rate office use.

Moderator: What did we learn from this?

Public Comment 5: We felt that as a public resource it should be available to the public all ages all incomes and should incorporate all uses. Uses should be programmatic and related. For example, maker space would have space for selling goods right there. Programs shouldn’t be separated. With a black box theatre—how could this be a flexible or integrated space?

Public Comment 6: I found it difficult to talk about what the space needed to contain without a discussion about why. Why is the space functioning? What is the desired impact? Unless we know the mission/need, how can we decide program? It didn’t seem like the process was heading toward that so I think we need to have a discussion about that.

Public Comment 7: If you treat arts, youth, ECE in one space, you don’t have enough operations to raise money. If the city is putting in 6M on a 26M project, you’re in a backwards financial situation—you will constantly be asking for donations. You will have a city organization with an enormous amount of development activities to raise the money for the building.

Public Comment 8: We asked where do creative go to rent studio space in Cambridge? And the answer was Revere. So we decided to focus on whites, yellows, and navy blues.

Public Comment 9: One of the things we paid attention to was the location. We assigned the north side to artists. We put the offices on the other side. We put the little children above the parking. We
put the older children in a “project space for home schoolers” on the first floor. When we got to the top floor we decided to do art because it has the most vertical space. We suggested a blackbox theatre and gallery space.

Moderator: One of the things we’ve seen is that when you rent artist studios it’s an artist use but it’s not really publically accessible. Similar to a community garden. This raises the question: “what does it mean to be community space?” Goggleworks mandates open studio once a month, you can require public involvement in offices, but this all raises the dilemma of how are things public.

Public Comment 10: Locally a space I find very attractive is the former armory in Somerville. It’s smaller but with very multi-use- large and small performance spaces with café also used for workshops and lessons, a scattering of music studios, art studios…this is all crammed in there! As far as I know, there’s no paid administrator but is run on a collective basis and coordinated by the guys from the Middle East…

Public Comment 11: There are paid administrators.

Public Comment 12: OK, but I just wanted to point out that there’s a local example that shows how flexible spaces are and how they can operate.

Public Comment 13: We were discussing using the space for youth and workforce development. Have the space set up so people who are using the program can apprentice with other users in the building. This makes studio and other “private” spaces more accessible to the community.

Public Comment 14: This is an opportunity for an opportunity center. This building is a connector between all the great things that are going on in the workforce for others and our kids who aren’t necessarily getting those jobs. This is an opportunity to take those kids in Newtowne Court and see all those big buildings and says “this isn’t for me.” This building is part of what makes this for you and connects you to Kendall Square.

Public Comment 15: How can we have young people be parts of the planning process, and not just be affected by it? What would it be like to have classes in the fall where young people thought about designing things for the City? Similarly, it would be interesting if CRLS kids could take up the question of the Foundry, so that we’re not just doing it for young people, we’re doing it with young people.

Public Comment 16: There is a resource available. BSA has a program for young architects that we can link to.

Some suggested organizations: Artists in Humanity- Epicenter, South Boston More than Words- Waltham