

NuVu Studio Follow Up Questions

What is NuVu?

NuVu brings creative education to students around the world. Our mission is to empower the next generation of young designers, entrepreneurs, makers, and inventors who will impact their communities and world through their work and ideas.

NuVu's Four Primary Focus Areas

Our organization is comprised of four unique divisions:

1. NuVuX, a design education consultancy
2. NuVu Innovation School, a full-time independent school
3. NuVu Summer Programs, a number of studio-based programs open to all students (ages 11 - 18), and Educators' Professional Development Camps open to all educators
4. NuFolio, an online platform for project-based learning

For the past 10 years, NuVu has been located at 450 Massachusetts Avenue, in the heart of Central Square, Cambridge. From an initial staff of three, we have grown to a team of nearly 40 with a network of over 15 schools and non-profit organizations located all over the world. Our Central Square location is also home to our innovation school, with a student enrollment of 50 high school students. In the summer, we offer our studio/hands-on programs to children ages 11-18. And throughout the year, we collaborate with our partners through various professional development events and systems.

Partnerships & Community Impact

In our Central Square location, we've built partnerships and collaborations with many organizations in an effort to connect students' learning with opportunities to make a real impact in their local neighborhoods. Currently, we have two studios that are working directly with external partners, one with The Arnold Arboretum and another one with our neighbor The Dance Complex.

In the past, we've worked with a number of Cambridge and Central Square groups. A few of the projects completed by NuVu students that have directly impacted the Central Square community include the following: Belonging Mural located near Lafayette Square and created as part of a public art studio, a number of projects from the "Deployable Street Life" studio which focused on small businesses around Central Square, and fashion pieces inspired by local Cambridge graffiti artists and created as part of a studio called "Street Couture."

In Central Square, we've made our facilities available to the Center for Arabic Culture, which holds classes in our space on weekends throughout the year. We've hosted free public events for members of the community: evening Tech Poetics events, open studio days as part of the Cambridge Science Festival, and our student exhibition every trimester. Each summer, our professional development camp for educators brings together people from schools and organizations across the world to learn more about design-oriented and STEM-oriented pedagogies and tools. Through our annual summer camp, we've been able to introduce hundreds of students from the Boston area to topics ranging from Living

Architecture to Health Wearable Technology. A new home in Jamaica Plain would allow us to reach an even larger audience and make an even greater impact.

Through our NuVuX initiative, we partner with schools and organizations to support and implement NuVu-like studio-based programs inside schools to empower youth to be problem solvers. Similar to NuVu School, much of the curriculum is focused on local issues and often involves local partners and organizations. Some of our past and current local partners include The Eliot School, Andover Public Schools, Cambridge Rindge and Latin School, The Hillside School, Beaver Country Day School, Phoenix Charter Academy and Fessenden School. Some of our past and current out-of-state and global partners include Odyssey STEM Academy (a public school in Lakewood, CA with a population of over 95% low-income Latinx students), Karam Foundation (an organization that works specifically with Syrian refugees in Turkey) and Kamehameha Schools (a private school in Maui, Hawaii that enrolls students of indigenous Hawaiian descent).

We're eager to work directly with organizations like HSTF, Mildred C. Hailey, Bikes Not Bombs and Community Servings, developing curricula and programming that give students frequent opportunities to engage with the neighborhood. Our students have consistently been excited to do meaningful work that makes a real difference in the lives of others. We're eager to learn from organizations in JP that are already engaging in that work; NuVu looks forward to partnering with them to support their existing efforts and to also develop new projects.

Education Philosophy

NuVu Innovation School is a full-time school for students in grades 8-12 who are excited to think creatively and address real-world problems through hands-on design.

NuVu provides transformative learning experiences that build students' confidence and give them the skills for future success. Upon graduation, NuVu students are prepared to thrive at highly selective colleges and in a range of professional fields.

In place of traditional classes, NuVu has built a curriculum that consists of a series of interdisciplinary studios. A NuVu student might spend three weeks generating strategies to help visitors to Boston's Black Heritage Trail better understand and appreciate the history of the sites. For the following three weeks, through a partnership with the Wounded Warrior Project, that student might interview a veteran athlete with an amputation and then design and build a prosthetic to address their client's particular needs.

In place of traditional grades, NuVu students are assessed on their progress toward mastery in the following areas: Creative Mindset, Personal Growth, Critical Communication, Contextual Framing, Making Techniques.

NuVu does not engage in traditional disciplinary practices that simply focus on punishing students. Instead, we partner with families when concerns arise and collaboratively develop plans to address the needs of both individual students and the collective school community. NuVu uses a system of restorative justice to address many conflicts, allowing all voices to be heard and all perspectives to be considered. Students actively participate in this system, which builds a deeper sense of collective responsibility.

Evidence of Academic Success

Since its inception, NuVu has graduated 100% of students who complete the school's academic and studio requirements. NuVu's academic team develops individualized plans to provide appropriate challenges and support, ensuring that each student reaches their full potential.

NuVu students are remarkable in that they are well-versed in creative thinking and analytical skills valued by colleges, employers, and the world. Over their time at NuVu, students develop experience working with clients, academic and industry professionals, performers, museums and galleries, and the general public. College admissions counselors have told us time and again that our students' focus on interdisciplinary critical thinking, experience-based learning, and open-ended projects provides them with outstanding preparation for the future.

Admissions Process & Commitment to Diversity, Equity, and Inclusion

NuVu admits qualified students of any race, sex, sexual orientation, gender identity or expression, religion, creed, handicap status, national origin, or ethnicity to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, sex, sexual orientation, gender identity or expression, religion, creed, handicap status, national origin, or ethnicity in the administration of its educational, admission, financial aid, athletic or other school-administered programs or policies.

NuVu accepts all students who demonstrate a curiosity about how things work and an eagerness to develop creative solutions to real problems. NuVu is an exciting and challenging place where students use their skills, character, and knowledge within the design process to build authentic solutions that impact the world. Students between the ages of 13 and 18 who are self-motivated, inquisitive about the world around them, and interested in collaborating to address meaningful challenges are a good fit for NuVu.

Demographics

Student Hometowns

Boston area - 25%

(Jamaica Plain, Roslindale, West Roxbury, Mattapan, Hyde Park)

Greater Boston area - 35%

(Arlington, Belmont, Brookline, Cambridge, Newton, Somerville, Watertown)

Metro-Boston area - 40%

(Burlington, Carlisle, Cohasset, Lexington, Natick, Sharon, Sudbury, Tewksbury, Waltham)

Student Gender

Male Identifying - 50%

Female Identifying - 25%

Non-Binary Identifying - 25%

Student Ethnicity/Race

White - 70%

Multiracial - 12%

Black / African American - 7%

Hispanic / Latino - 6%

Asian - 5%

Faculty Ethnicity/Race

Minority-founded organization (Syrian American and Indian American co-founders)

White - 50%

Non-white - 50%, representing Black or African American, Hispanic/Latino, Asian, Middle Eastern

Faculty Gender

Male Identifying - 54%

Female Identifying - 46%

Tuition and financial aid

Full-year tuition at the NuVu Innovation School is based on a sliding scale. Families pay between \$0 and \$41,500. Over 50% of our families receive scholarships and we will continue to offer substantial financial aid as our enrollment increases. .

Our network of partner schools represents non-profit organizations, public charter schools and alternative independent schools. Through NuVuX, we are dedicated to expanding our unique and creative educational model around the world. If our proposal to move to Jamaica Plain is accepted, the new space will allow us to keep growing our NuVuX network and other divisions of our organization. We plan to generate enough revenue from those other divisions to maintain--or even expand--our level of financial aid, ensuring that NuVu Innovation School continues to be accessible to families across the entire socioeconomic spectrum.

If our proposal is accepted, NuVu will be excited to reserve 10 slots explicitly for student residents of Jamaica Plain. We believe that prioritizing local students and ensuring that our school has direct connections to the community is essential.

In our current location, this commitment to community connection is clear: 10% of our current students come from the immediate and surrounding Central Square area in Cambridge, and 50% of our students live within a 5-mile radius. NuVu selected the Central Square location due to the convenient and accessible location and all of the diversity that the neighborhood offers. We have always been an organization committed to serving local students and working closely with community organizations. In fact, our work with local organizations is a central component of our curriculum.

Community Space

1. What type of public access will there be to the interior of the school?

Blessed Sacrament Church is an architectural gem that has served the Jamaica Plain community for over 104 years. Our design is committed to leaving this incredible structure intact, with the exterior repaired and remaining in its current glory. The public would have access to and benefit from the central nave, an area that would be retrofitted to provide ample space for community events such as exhibitions, concerts, public performances, and open studios. Currently we work with different groups based in Cambridge to host evening events at our space a few times each month at agreed upon times, but we hope to learn more about the community needs and interests and shape a plan based on a collaborative process.

2. What is the plan to make the community event space accessible (ramps, elevators, hearing accessible)?

Our design will be completely accessible for the mobility and hearing impaired and meet all federal, state, and local requirements for accessibility. Our design team is very experienced working with historic buildings like the Church to provide accessibility in ways that are considerate of the building's historic features. Accessibility will be provided by a combination of landscaping and graded walkways, ramps, and an elevator will be provided within the building.

3. Beyond the shared space in the building, how do you see the school contributing to the Jamaica Plain and Latin Quarter communities?

NuVu Innovation School's pedagogy is based on real-world learning connected to topics of interest within the local community and our global world. As we've been doing for the past 12 years, we plan to have our students work on projects based in Jamaica Plain and that have a local impact. The "Partnerships & Community Impact" section above includes more details on this topic. Also, if our proposal is accepted, NuVu will be reserving 10 slots explicitly for student residents of Jamaica Plain. We believe that prioritizing local students and ensuring that our school has direct connections to the community is essential.

Financing

1. How will you secure financing for the project?

A primary objective of our proposal is financial feasibility. Before we even decided to submit a proposal we made a decision to assemble an experienced team that could assess the current state of the building, our needs, and look comprehensively at what it actually takes to put a project like this together. This is an early stage and further due diligence is required, but based upon the information we currently have, we know how much the project will cost to build and we know how we will pay for it. It is currently anticipated that the total development cost of the project will be approximately \$23 million dollars. This figure includes full historic renovation of the church building, with all new HVAC, electrical, plumbing, and fire protection systems, providing full accessibility to all spaces, and all soft costs, including design, engineering, financing, and other costs.

NuVu is a financially strong institution that is prepared to commit substantial resources to the project in order to secure a new, permanent home for the school, and we expect to utilize a combination of Federal and State Historic Tax Credits, New Markets Tax Credits, private equity, and conventional debt to finance the project. Our team is very experienced in structuring projects exactly like this and we foresee no issues securing the necessary financing.

2. How long do you anticipate the project to take?

Although projects like this are challenging, we have a feasible and achievable plan to redevelop the building. We expect approximately eighteen months to perform due diligence, conduct community outreach, complete permitting, and secure all financing for the project, at which point construction will commence. We expect approximately an additional eighteen months of construction, for a total project duration of three years to opening.

HYDE SQUARE TASK FORCE COMMUNITY MEETINGS

Blessed Sacrament – Follow Up Questions, Penrose Responses Submitted September 28, 2021

HOUSING

1. *What are the income restricted affordability levels?*

As currently conceived, of the 32 units that will be restricted under the Low Income Housing Tax Credit program, 1/2 will be deeply affordable (below <50% Area Median Income, or AMI), and 1/2 will be below 60% of AMI. Of the 16 units below 50% of AMI, 8 will be below 30% of AMI and 8 will be below 50% of AMI as shown below.

The remaining 20 units will be restricted as “workforce,” or moderate-income housing. The breakdown of proposed affordability restrictions is shown in the table below.

	<30% AMI	<50% AMI	<60% AMI	<120% AMI	Total
Studios	4	1	3	6	14 (27%)
1-Bedrooms	3	6	10	10	29 (56%)
2-Bedrooms	1	1	3	4	9 (17%)
Total	8 (15%)	8 (15%)	16 (~30%)	20 (~40%)	52

2. *Why aren't there any large units for families? Why only studios and 1, 2, bedroom units?*

When you are working with a historic building, you have to use what the building gives you. We are committed to renovating the building to highlight its historic details and preserve the incredible façade, atrium, and other key details. The unit mix is dictated by the space available within the existing Blessed Sacrament structure. In addition, in order to make this deal financially feasible we need to have a minimum of 52 units. The higher unit count gives us the opportunity to hire a full-time property manager and a part time supportive services coordinator at the Blessed Sacrament, helping the residents and broader Hyde Square community coordinate events, services, educational/employment resources, and access existing local amenities.

3. *Why can't you do deeper affordability including 30% AMI using Section 8 or MRVP, or new City vouchers?*

The current plan does include deeply affordable units with 8 units at or below 30% AMI, which would be subsidized by Project Based Section 8 vouchers.

4. *How come these are all rental units, and no units are available and accessible first time home owners? How can we encourage long-term rental or low income community to grow wealth/investment in the area?*

Pennrose is multifamily rental developer; it's what we do best. In addition, there are minimal state and federal resources available for affordable homeownership development. This will be an extremely expensive building to renovate and unfortunately homeownership resources would not be available at a sufficient level to historically renovate the property as we have envisioned for it to remain a community asset. With respect to the second question – rental housing at multiple income tiers creates stable, affordable options for individuals and families for the long term. This mixed-income community will provide opportunities for wealth growth and investment for all types of households.

5. *How might Pennrose manage a focus on some better mix for people at a somewhat lower AMI income than just 60%, it would be better fit for our local income mix?*

As shown in our response to Question #1 above, 50% of the affordable units are currently projected to serve individuals and families at less than 50% of AMI. If selected to preserve and re-develop the Blessed Sacrament, we will conduct additional research on local incomes and housing needs within Hyde Square to best meet affordability needs.

6. *Is there possibility for some of the units to be used for elderly or artists in order to match unit size?*

Fair Housing regulations make it difficult to age-restrict a selection of units in a development – we typically have to decide to age-restrict all units or none of the units. Elderly housing is defined as 62+, which may cut out individuals and families in middle age (typically 55+) who the community is trying to serve and who are looking to downsize from a larger home and remain in the neighborhood.

On the flip side, a preference for artists can be provided for some or all of the new Blessed Sacrament units under Fair Housing. If the community is interested in creating artist housing, we would be more than happy to pursue that with the state agencies that regulate our Tenant Selection policies. Based on Pennrose's proposed partnership with the Hyde Square Task Force and preservation of significant indoor and outdoor performance spaces, we expect the Blessed Sacrament apartments will be very attractive housing for artists. We're looking forward to supporting local artists in residence as part of this project if that is the desire of the community.

7. *Can you explain the term workforce housing? (Comment in chat: Also can you not use term of workforce housing? poor people work hard, 80-120% is not Middle income housing for Boston tenants, and BIPOC)*

We understand that the term “Workforce” housing can be misleading. However, it is used here because it references the MassHousing program that provides funding for units that are income- and rent- restricted to individuals and families between 60% and 120% of AMI. Other words that are often used to describe housing at these income levels include “moderate” or “middle” income housing, depending on the funding program.

INDOOR PERFORMANCE SPACE

8. *What is the square footage of the indoor performance space?*

The indoor community space is approximately 6,700 SF total, and the theater itself is 3,450 SF.

9. *Will the indoor performance space be free with unlimited access to the community?*

Pennrose is not expecting to earn any income from the indoor performance space; our financing plan works without relying on rent earned from the community spaces. The Hyde Square Task Force will be the operator of the performance space. They will set the parameters for when and how the space can be used.

10. *What is the capacity of the performance space?*

The capacity of the indoor performance space is 200 people.

11. *Who will own the performance space?*

The performance space will be either be owned directly by the HSTF alone, through a separate legal condo structure, or owned by the same Pennrose/HSTF partnership that will own the entire building. In either scenario, HSTF will be the operator of the space.

12. *How will parking be handled for performances (and housing)?*

The existing lot next to the Blessed Sacrament will be refurbished to provide parking for both the new resident community, some HSTF staff, and attendees of events at the performance space. We will include accessible parking, and there may be an opportunity to reserve some spaces for visitors. The neighborhood is very transit-oriented, so we expect many that live here not to have a car and a number of attendees of performances/other events who don't live in Hyde Square may take advantage of public transportation as well.

OTHER

13. *It's great that HSTF would be a part owner of this proposal. What is the HSTF % of ownership?*

HSTF would be a 5-10% partner with Pennrose. This will allow them to be involved in critical decisions of the use and program of the building during the development and operation of the Blessed Sacrament, meeting the needs of both organizations and the community at large. HSTF would be the direct operator of the performance space to ensure that this building continues to serve community needs for the long term.

14. *Where will the garbage bins be located? (concern over rat issues, garbage pick-up hours)*

The development will have a secure dumpster and coordinate regular trash pick-up with the City and/or a third-party contractor to prevent pests and control for the timing of pick-up. This will be in an area that is accessible both from the building and the street.

15. How long do you anticipate project to take?

If awarded, Pennrose would continue an open and collaborative community engagement process with the Hyde Square Task Force and neighborhood, creating an ongoing dialogue with local partners and stakeholders. We would also immediately begin to pursue required financing and permit approvals for the proposed Blessed Sacrament development and preservation. Our first step in pursuing funding and permits is to complete a detailed investigation of the existing building and determine the best approach to preserving historic details as part of the redevelopment.

While community support helps proposed housing projects move forward more quickly, we must participate in annual competitive funding cycles in order to finance the Blessed Sacrament redevelopment. Once funding is in place, we would expect a 14 – 16-month construction schedule.

HYDE SQUARE TASK FORCE COMMUNITY MEETINGS

Alvarado Properties Follow Up Questions

HOUSING

1. See below for total housing mix:
 - a. **Micro: 5**
 - b. **Studio: 6**
 - c. **1 Bed/ 1 bed equivalent: 26**
 - d. **2 bed/ 2 bed equivalent: 9**

	Micro	Studio	Studio w/Loft	One BR	One BR w/Loft	Two BR	Two BR w/Loft	Floor totals
B						1		1
1	1	2		6		1		10
2	1	3		5		1		10
3	3	1		4				8
4			11		5		1	17
L								
Total	5	6	11	15	5	3	1	46

2. Provide detail on the affordability, AMI levels, of the affordable units. You said 20% of the units would be affordable. What is your target AMI for those units? (Are these targeted to the income of the many Latinos and Black residents who used to live in Hyde Square who had to leave due to gentrification?)
 - a. **20% is the minimum- We're looking more towards 40% affordable housing and are in negotiations with Masshousing for another 20-40% of workforce housing**
 - b. **We are fully committed to targeting income for Latino's and Black residents that were displaced, we are targeting 60% AMI for affordable units and 120% AMI for workforce housing**
 - c. **We are open to even more affordable/workforce housing as well which will be finalized through the community process**
3. What will be the rents for 1- to 2-bedroom market rate units?
 - a. **The rents will be as follows for market rate units:**
 - b. **Micro: \$1,550**
 - c. **Studio: \$1,650**
 - d. **1 Bed: \$1,850-\$1,950**
 - e. **2 bed: \$2,400-\$2,550**
4. The proposal includes affordable units. Can you break down how these will be dispersed: how many micro, studio, one bedroom, one bed with loft, two bedrooms, and two bedrooms with lofts?
 - a. **The final affordable unit count is to be determined by working with the community during the community process. There are 46 units total**

- b. We plan on dispersing affordable units evenly across the mix based on final level of affordable units:
 - c. Unit mix with 10 affordable units: 21.7% affordable units
 - i. One (1) micro
 - ii. One (1) studio
 - iii. Two (2) studio w/loft
 - iv. Four (4) one bedroom
 - v. One (1) bedroom with loft
 - vi. One (1) two bedroom
 - d. Unit mix with 20 affordable units:43.47% affordable units:
 - i. Two (2) micro
 - ii. Two (2) studio
 - iii. Four (4) studio w/loft
 - iv. Eight (8) one bedroom
 - v. Two (2) bedroom with loft
 - vi. Two (2) two bedroom
5. What does workforce housing mean?
- a. Workforce housing is a program that assists renters that make too much money for affordable housing units but are still priced out of their local market, by providing workforce housing we are able to help displaces families as a result of gentrification
 - b. <https://www.masshousing.com/en/developers/workforce-housing>

Workforce Housing Initiative

MassHousing has invested more than \$100 million in its Workforce Housing fund, which supports the creation of rental housing that is affordable for households whose incomes are too high for subsidized housing but are priced out by market rents.

Workforce Housing Program Highlights

- Supports housing with rents affordable to individuals and families with incomes of generally between 60% and 120% of Area Median Income (AMI)
- Provides up to \$100,000 of subsidy per workforce housing unit
- Leverages strategic opportunities to use state-owned land
- Complements, does not replace traditional MassHousing development financing
- Ensures workforce housing units are deed restricted as affordable

Workforce Housing Eligible Projects

- Preference for new units; existing projects where unrestricted units become restricted or preservation of affordability is at risk will be considered
- 20% of units must be affordable for households earning at or below 80% of AMI

INDOOR PERFORMANCE SPACE

- 6. Given the scale of performance space, do you have any particular cultural tenants in mind?

- a. The primary cultural tenant is expected to be HSTF. The space will not be available for long term tenants as it is the intention to stimulate diversity of community use, a mix of different cultural institutions to all the community to have access as much as possible
 - b. We designed and are building the space with the communities' culture at the forefront
- 7. What experience do you have in building and managing a commercial theater of this size? Are you seeking to have a private operator of the theater space? Who is operating the space?
 - a. We will be hiring a private local operator from JP with over 15+ years of experience to operate the space
 - b. We have 3 candidates but are still open to more
- 8. Is there space for arts/performance administration included in the architectural plan?
 - a. Yes of course – although not shown in the drawings this will be added on the lower/basement level.
- 9. What happens after the 10 years of free access to the community space?
 - a. When negotiating with HSTF, this was our proposal with the expectation that this would be further discussed in community meetings after going under contract
 - b. As proposed, for community and cultural events there will be a 50% discount given against the market rate for the rental of the space after 10 years
 - c. We are exploring all options and are completely open to suggestions
- 10. Will the kitchen be full-scale (that could be used for teaching) or is it a warming kitchen only?
 - a. Warming kitchen only as designed but we would be happy to look at this again
 - b. We might be limited by code as designed to not have open flames or anything that would require a commercial hood- that doesn't mean there aren't ways we can find a solution to have a teaching kitchen.
 - c. The principal issues here are: Permitted Grease-laden cooking; adding an underground grease trap (City of Boston requires a 1,500-gallon minimum)
- 11. Will there be handicap access to the mezzanine level?
 - a. The entire building is handicap accessible as designed for inclusiveness, however, the mezzanine does not include an accessible path. Since the facilities offer there are equal to those audience experience below, this is compliance with the current MA Architectural Access Board requirements

EXPERIENCE AND FINANCING

- 12. What assurances can you give us about getting and managing the millions this project will require?
 - a. Nic and Pablo are personally investing \$4,000,000 of our own funds
 - b. The remainder of the project already has full funding commitment
 - c. Our managing funding partner & team has done over 10,000 units ranging from \$8,000,000-\$50,000,000
 - d. Our head of finance has done over \$500,000,000 in development projects
 - e. Pablo Alvarado has over 20 years' experience as a managing GC. He has managed projects with over \$20,000,000 budgets on several occasions throughout Boston for the developers
- 13. What is your specific track record on financing and building a project of this size?
 - a. See 14
 - b. There are 5 other partners besides Pablo and Nic, all with over 10+ years of experience in large commercial, most have 20+ years of experience
 - c. Pablo Alvarado has substantial experience managing the construction of commercial projects including:

- i. Avalon Bay
 - Peabody
 - Saugus
 - Boston Prudential
 - ii. 600 Unit Apartment Complex Dedham
 - d. See Team slides in deck for more information
- 14. Do you have examples of similar projects you have completed?
 - a. See websites below for portfolios and projects done by our team:
 - b. <https://www.placetaylor.com/work/>
 - c. <https://smartcapitalmgmt.com/portfolio/>
- 15. How do you expect to finance the project?
 - a. \$4,000,000 personal funds
 - b. \$10,000,000 private raise (committed)
 - c. \$8,000,000 commercial construction loan (committed contingent on permits)

OTHER

- 16. What is your track record in financing and building a project of this size? Do you have examples of similar projects you have completed?
 - a. See 12-15
- 17. How long would the project take to complete?
 - a. Community Process: 6-9 months
 - b. ZBA Approval: 3-4 Months
 - c. ISD Approval: 3-4 Months
 - d. Construction: 18-24 months
- 18. What is your plan to have this project meeting the needs and priorities of the Latino communities in Hyde Square?
 - a. We are working directly alongside Hyde Square Task Force to ensure we are satisfying the needs and priorities of the Latino community in Hyde Square
 - b. We will be appointing an additional 3 community liaisons to be involved with us during the project and after the project is complete
 - c. Identifying non-profits for potential donation recipients
 - d. Identifying potential local culturally focused groups to use the space, with preference given to those that show the most relevance to community cultures and relevance
- 19. Have you thought about parking for performance events that would draw audiences from outside of the immediate community?
 - a. We will be contracted with a valet service for all events so there is never a parking issue. This would allow for tandem and other forms of monitored parking to increase the parking capacity during the course of cultural and other events in the multi-purposed performance space.
- 20. What are your experiences with philanthropic projects that have been implemented to bridge and bring together private and public housing?
 - a. Member of our teams have been involved in many mixed income and mixed use project, including the following:
 - b. See 12-15
- 21. And what does this look like to prevent the gentrification and displacement of vulnerable communities of color in this community?

- a. By having a community space, affordable housing, and workforce housing integrated market rate housing in a proposed diverse project, the intention is to contribute toward a stable project that will prevent/minimized displacement within the JP community
22. How much of the profit will be donated to the community?
- a. 10% of all private event rental revenue
23. and to what agencies?
- a. On the project's future website, there will be a voting system in place for the community to suggest and vote on agencies
 - b. We are also taking recommendations and are completely open
 - c. Our critical priority/goal is the funds distributed to the highest and best uses for the community
24. Does this support Latin Quarter?
- a. Absolutely, it will all go directly to the local community. As a critical, important, and significant portion of the JP community, it is our intention that the Latinex Community participate proportionally to their percentage of the current residents.

For additional questions please contact:

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