

Harvard-Allston Public Realm Flexible Fund

For Allston-Brighton

Application for Funding, Spring 2016

Total Amount Requested \$ 500,000

Applicant Organization Name: <u>West End House</u>	
Organization Address: <u>105 Allston St</u>	City: <u>Allston</u> Zip: <u>02134</u>
Contact Person: <u>Andrea Howard</u>	
Title: <u>CEO</u>	
Telephone Number: <u>(617) 783-7105</u>	
E-Mail Address: <u>ahoward@westendhouse.org</u>	
Is Applicant a 501(C) (3) organization? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Federal Employer Identification Number: <u>04-2105825</u>	
Executive Director: <u>Andrea Howard</u>	Phone Number: <u>(617) 783-7105</u>
Email Address: <u>ahoward@westendhouse.org</u>	
Board President: <u>Andrew Musto</u>	Phone Number: <u>(941) 228-1111</u>
Email Address: <u>amusto@usparement.com</u>	

Application submission(s) must be authorized and signed by an authorized signatory of the Organization.

Name and title of Authorized Signatory:

Andrea Howard, Chief Executive Officer

Signature of Authorized Signatory:

Andrea Howard

West End House Application to Harvard Allston Public Realm Flexible Fund – Spring 2016

Applicant Information

1. Name of entity applying for funding: **West End House Boys & Girls Club**
Name of project: **Public Performance Center at West End House & Ringer Park**
2. Primary contact: **Andrea Howard, Chief Executive Officer**
3. Key personnel involved in the project:

Andrea Howard, Chief Executive Officer

Andrea has close to 30 years of experience in the field of youth development. She has served at the executive level for 21 years in Boys & Girls Clubs, with her prior position as the founding Executive Director of the Boys & Girls Clubs of St. Lucie County, Florida. Andrea returned to her hometown of Boston in 1999 when she was named Executive Director at the West End House Boys & Girls Club, and then focused her efforts on revitalizing the hundred-year-old organization. Andrea holds a Bachelor of Arts degree from Boston College and a Master of Public Administration from the University of Southern Alabama, and was a recipient of the Robert W. Woodruff Fellowship from the Boys & Girls Clubs of America. She has participated in LeadBoston and currently serves on the Board of Directors for the Music and Youth Initiative, a non-profit organization that provides after-school music education and enrichment programs.

Kristin Rhuda, Chief Operating Officer

Kristin has been with West End House since 2002, when she began her tenure in the development office before being promoted to her current role in 2006. As Chief Operating Officer, Kristin has successfully grown daily attendance to more than 265 youth each day, implemented and refined outcomes-management tools, managed the 38,000 square foot facility and deepened partnerships with Boston Public Schools. Prior to joining West End House, she managed an after-school program in a local public housing development. Kristin is a recipient of the 2004 Robert W. Woodruff Fellowship, and holds a Master of Business Administration from Babson College and a Bachelor of Arts in English from Boston College.

4. Partner organizations to be involved with the project: For the construction of the performance space, we will be working in collaboration with the Boston Parks & Recreation Department, as the project sits adjacent to Ringer Park. We have hired Leers Weinzapfel Associates as our architect, Shawmut Design & Construction as our CM, and Joslin Lesser & Associates as our OPM.
5. Qualifications and prior history of executing similar projects:

From 2001 to 2003, CEO Andrea Howard successfully led a \$10M capital campaign, which included the completion of a \$7.5M renovation of the then 30-year-old West End House facility in Allston and the addition of \$2.5M to an endowment. This campaign positioned West End House to dramatically increase the number of young people served daily while deepening their impact in the community through expanded programs designed to meet the needs and interest of young people from immigrant and urban families in the city of Boston. Further, the campaign strengthened leadership by recruiting new Board members, reengaged West End House alumni to provide financial support, and implemented a strategic plan to better serve youth and families.

Project information

1. Briefly describe the proposed project. Include a description of the site with a map and identify all property owners

West End House Boys & Girls Club is proposing to build one of the most exciting new creative spaces in the Allston-Brighton community—a 4,000 square foot expansion on a site solely owned by West End House that will create a community performance center directly interfacing with the Olmstead-designed, city-owned Stanley A. Ringer Park. This new space will engage hundreds of youth from Allston-Brighton in our widely acclaimed visual and performing arts programming. Of particular note, the performance space will have the ability to function like a "theater-in-the-round" for greater community participation for our performances and events. This essential design element will help us build stronger physical, and ultimately programmatic, relationships with Ringer Park and the broader community.

Although the location of this project is south of the Massachusetts Turnpike, this project will directly serve the needs of the North Allston community. Over the past five years, West End House has served 267 children and youth from the area designated by Harvard's Institutional Master Plan as "North Allston." As an organization that benefits all youth and their families from Allston-Brighton, we are committed to overcoming any perceived geographical obstacles in serving residents of North Allston. For example, we frequently provide round-trip transit to residents of Charlesview to participate in our programs.

As the project will impact and enhance a public park, Club leadership, Building Committee members, the Board of Directors, and our construction team are working with a common goal to include key stakeholders in the process. Boston Parks and Recreation, residents who live close to the park, and neighborhood groups who are invested in the parks well-being will play a vital role in the project that will be constructed on our property and many have already indicated their support (as indicated by the enclosed letters of support).

As a performance venue, the new addition will include 131 collapsible seats, a control booth, and professional lighting and sound. When the seats retract, the space will continue to be in use for all of our youth members from the community. It will be used for daily dance instruction as well as yoga and other lifetime fitness activities, as well as space for educational activities. Rolling doors will open to Ringer Park providing significant opportunities for interaction.

The addition will encompass what is now a valley and a ledge wall on West End House's property. The performing arts space will open on to the hill with a clear view of the park, the Jackson Mann K-8 School and the playground. The surrounding area on the hill top is part of urban wild – mostly open space, dirt, and dry grass. Part of the construction plan will be to make improvements in the surrounding area that is park owned, to make it a more pleasant venue for watching West End House concerts and community events held in the space.

2. Describe public benefits of project with reference to review criteria

West End House's expansion project will result in significant improvement to the public realm and the benefits reach far beyond youth performance at the West End House. Allston-Brighton has the least green space per capita of any Boston neighborhood, underlining the importance of making existing public parks attractive and accessible to all local residents. Fairly hidden from the street, the large (12.26 acre) Ringer Park has a history of being a hotbed of illicit activity. In fact, in January of 2015, the Boston Police Department deemed it a "crime hotspot," as arrests mounted for assault & battery and breaking & entering (homes and cars). In response, this spring, the District 14 Police dedicated resources to making it a safer space, with stepped-up patrols, removal of dead and overgrown trees and shrubs, more lighting, and re-establishment of an urban trail leading from Commonwealth Avenue.

Prior to the more recent uptick in crime, a key development in improving park safety and increasing park usage came in 2001, when West End House built a second floor with a wall of windows facing the park. Further, our "My Summer in the City" weekly cookouts and concerts have brought many more people to Ringer, who often are pleasantly surprised by this hidden gem. It is our intention to build upon this momentum with the construction of this performance space. We have met several times with the community policing division of District 14 regarding how we can best position our new space to assist with their crime efforts. The BPD, through its "Crime Prevention through Environmental Design" initiative, has agreed to consult with West End House on such considerations as lighting, benches and security.

This project will also expand community collaboration and cultural growth. A performance space that highlights our young performers' talents is the natural next step to ensuring they achieve arts mastery. Performance is critical for arts mastery and research shows that children benefit from performing or exhibiting their work in front of their parents, teachers, and friends. Such opportunities are currently limited at the West End House as we are forced to utilize our gymnasium for performances – the gym is not built as a performance venue and has sub-par acoustics, which leads to a deflating experience for children, parents and staff. Funding from Harvard will provide our young artists with a quality venue that highlights and rewards their hard work.

Once the addition is constructed, we will be able to include a greater number of our community members at our performances. Residents will be able to sit in the park and enjoy the artistic output of our budding musicians and actors. The new space will also allow us the opportunity to expand partnerships with several community organizations with which we have existing partnerships. Our intention is to continue to engage with groups such as Boston Children's Chorus, Commonwealth Shakespeare Company, and American Repertory Theater (A.R.T) in maximizing community benefits for our new space. We are also working to identify other artists and arts organizations in Allston-Brighton that can enhance programming for our youth and community members in our new space.

We believe that our project will enhance the aesthetic quality and user experience of the park – where there is currently dried grass and dirt we will provide greenery and a better landscape, where there is currently a blank canvas we will provide performances and entertainment during the spring and summer months. We believe that all of the components of our project will make the park more vibrant and more of a community space.

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This performance space will help ensure that West End House has the facilities and programmatic capacity to positively impact not only the lives of the young people we serve but as well the adjacent park and Allston-Brighton community as a whole, for years to come.

3. Explain why HAPRFF funding is required

There are few public or private funders focused on public realm projects in Allston-Brighton, limiting West End House's ability to procure funding for a project of this scope. Further, our arts funders have historically given to programming, and not capital projects. Our largest arts funder – the Linde Family Foundation – is currently not considering capital projects. Fortunately, New Balance, a company that is very invested in the Allston-Brighton community has stepped forward with a transformative \$3M gift to support 2/3 of the total project cost. We have worked closely with our Board of Directors to identify additional funds, and between their own support and a \$250,000 gift from the Klarman Family Foundation, we are just \$750,000 short of our total project budget. HAPRFF funding is critically important for this project to become a reality. **A grant of \$500,000 from the HAPRFF will fund the balance of construction costs and leverage an additional \$250,000 in funding from the New Balance Foundation.** Their challenge matches 50% of all funds committed to the project by June 30, 2016.

4. Explain if this project/funding would be part of a larger phased project, and if HAPRFF funding would be sought for future phases.

The creation of our Public Performance Space is project that will not require phasing and HAPRFF thus funding will not be sought for future phases.

5. Timeline (start date, end date, milestones)

As indicated in the attached schedule, West End House currently anticipates a start date for construction of November 2016 and an end date of December 2017. Milestones include procurement of steel, weathertight construction, finishes, and procuring a certificate of occupancy. Please see the attached schedule for further detail.

6. Project maintenance requirements, protocols, and sources of funding

West End House recognizes, and has planned for, the increased operating and facility maintenance costs associated with the additional space. In 2012, West End House's Board created a strategic growth plan which included a targeted fundraising effort to support program growth. It recommended we focus on broadening our base of supporters by building new relationships with funders and donors concerned with youth development, with a focus on teen engagement in particular. Over the last two years, we have been successfully broadening our donor base and expect that these new relationships will allow us to sustain expanded operations.

In 2013 West End House Board and staff took part in a capitalization training offered by the Barr Foundation and Klarman Family Foundation. Through this training, West End House engaged TDC to assess our current capacities and needs around capitalization. We also retained the Nonprofit Finance Fund to complete a System Replacement Plan so we can identify our capital replacement costs for the

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next 20 years. The results of these two assessments enabled us to set benchmarks for facility and operating reserves, as well as funds needed to complete facility renewals over the next five years. These benchmarks will be met through a targeted fundraising effort.

Additionally, we have also started discussions with various City of Boston departments around creation of a public/private partnership to ensure full access to – and shared maintenance of – the park space adjacent to our proposed multi-purpose performance space.

Sources of funding for ongoing project maintenance will include our individual, corporate, and foundation donors, as well as funds generated from our facilities reserve.

7. Anticipated project sustainability/life span

The life span of the project is indefinite so long as West End House is in operation. Given our 110 year history as an organization, including the past 45 years serving the Allston-Brighton community, we anticipate that this new performance center will last for the next century. As indicated in our answer to question 6, West End House is well positioned financially to cover the maintenance and upkeep of the space with its facilities reserve. We recently received a restricted gift from an anonymous funder of \$250,000 to support our capitalization efforts and augment our facilities reserve fund.

8. Anticipated Regulatory Review and Necessary Permits

For regulatory review, we will be working with:

- Parks and Recreation for use of Ringer Park for access and laydown. We are currently waiting to hear back from Commissioner Cook to schedule a presentation to him.
- Boston Redevelopment Authority for project review
- Boston Inspectional Services Department to review variances
- Boston Transportation Department to review and approve the construction management plan
- Boston Public Works
- Utilities

We will be applying for the following permits:

- Zoning Board of Appeals
- Boston Redevelopment Authority
- Boston Public Works
- Boston Water & Sewer Commission
- NFPA 241
- Boston Fire Department
- Boston Inspectional Services
- Boston Transportation Department

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Materials

1. Budget, including anticipated total cost and percentage to be funded by the HAPRFF (enclosed)
2. Other funding sources (included in budget document)
3. Images, renderings, and other relevant information (enclosed)
 - Milestone Schedule
 - Renderings
4. Letters of Support (enclosed)
 - Charlesview
 - Gardner Pilot Academy
 - Jackson Mann Community Center
 - Charles River Community Health
 - Music & Youth Initiative

**West End House
Public Performance Center
Project Budget 2016**

Expenses

Construction Costs	\$3,600,000
Design & Engineering Fees - 9.5%	\$342,000
Unforeseen Costs - 10%	\$360,000
FFE	\$125,000
Owner's Rep - 2.5%	\$90,000
TOTAL	\$4,517,000

Request to HAPRFF **\$500,000**

Request Represents **11%** of Total Project Costs

Revenue Committed

Amount

New Balance Foundation	\$3,000,000
West End House Board of Directors	\$550,000
Klarman Family Foundation	\$250,000
Subtotal	\$3,800,000

Revenue Pending

Amount

HAPRFF	\$500,000
New Balance Foundation Challenge Match to HAPRFF	\$250,000
Subtotal	\$750,000



EXPECT
MORE

West End House Project Timeline

Schematic design phase: 6/1/15 – 8/31/15

Design Development Phase: 9/1/15 – 10/31/15

Cost Estimate of Designs Docs: 11/1/15 – 12/18/15

Budget review and Scope Adjustment: 1/1/16 – 3/31/16

Architect released to begin Construction Documents: April 6, 2016

Develop full set of Construction Documents: 4/6/16 – 6/30/16

CM develops final GMP: 7/1/16 – 7/31/16

WEH authorizes CM to proceed with full construction documents GMP: August 20, 2016

Subcontracting & Procurement: 8/20/16 – 2/7/17

Construction Start: November 15, 2016

Construction completed: November 15, 2017

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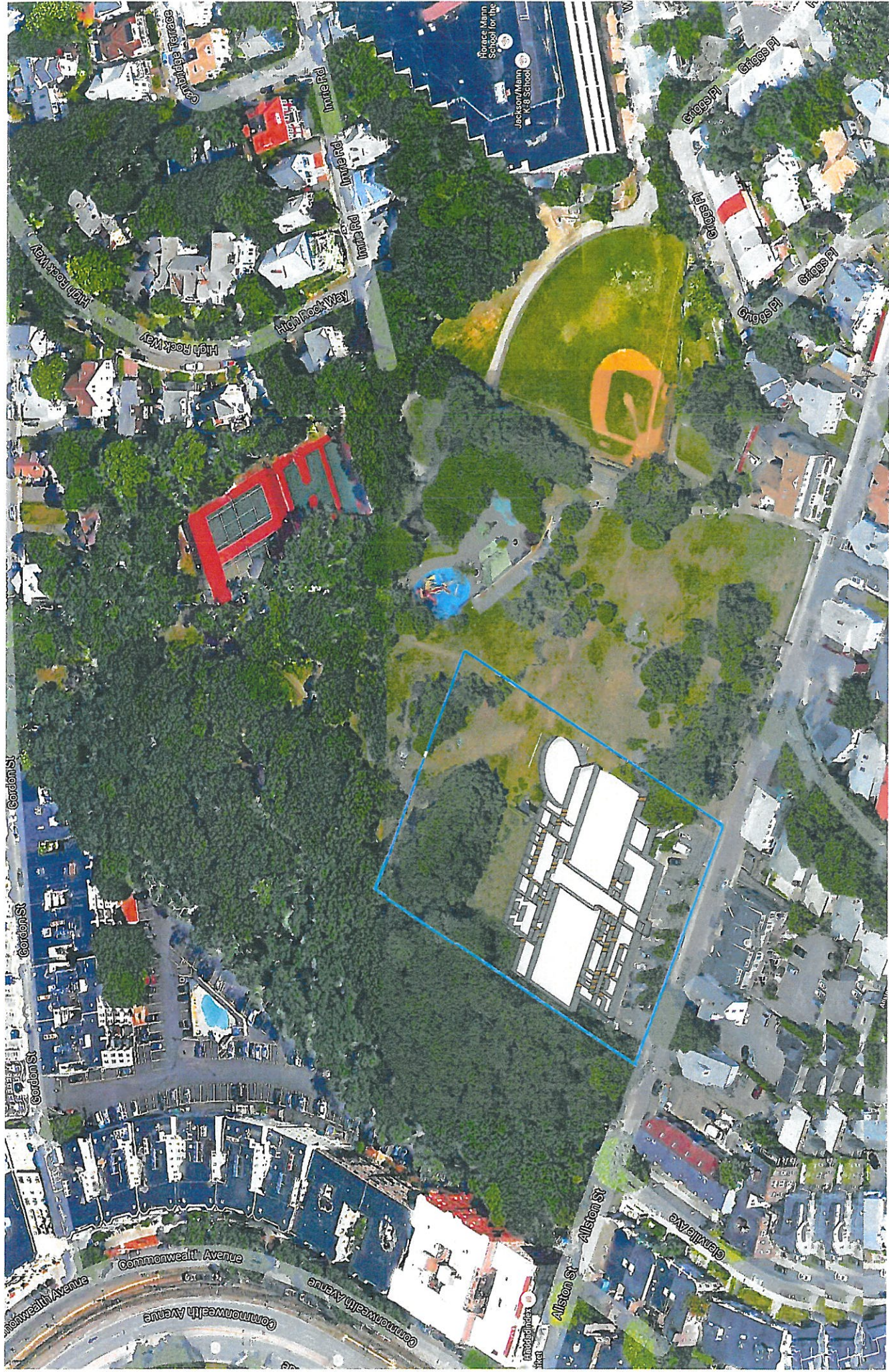
*Past President



WEST END HOUSE
BOYS & GIRLS CLUB

Lewis and Gordon Center, 105 Allston St., Allston, MA 02134 | 617.737.4044 | westendhouse.org

Chief Executive Officer
Andrea Howard



West End House Property line
indicated in blue









YOUR FULL SERVICE REAL ESTATE PARTNER.

April 27, 2016

To Whom It May Concern,

I am writing in support of the West End House Boys and Girls Club to be considered as a recipient for the Harvard-Allston Flexible Fund, as they are providing many positive resources to our families at Charlesview Residences. Charlesview Residences is located on 123 Antwerp Street in Brighton and is home to 240 mixed-income households, many of whom utilize the West End House for youth after-school and summer programming.

We have been partnered with the West End House for several years. Since Charlesview's relocation in 2013, we had been informed by many of our families that transportation was a barrier for them to access the services at West End House. When presented with this, West End House went above and beyond in offering round-trip transportation to our families as well as free annual memberships. Each summer, many of our youth board the West End House van each day, Monday through Friday, excited to attend the program. The youth often talk about the fun that they have in the fitness programs and swimming, and enrichment activities such as music and the arts. Our parents feel grateful that their children have this positive exposure to several activities in the day and that they are provided with healthy meals and snacks, relieving many of whom had previously struggled with after-school and summer planning.

Several of our teens have also talked about the positive experience they have had attending West End House. Teens can attend their own teen programs and are offered extended club hours, giving them a supportive and safe place to hang out. Many of our teens who began attending the West End House when they were younger are also supported in seeking leadership opportunities as peer mentors for younger members at the club. It is wonderful to see that our teens are given the opportunity to become leaders within their communities, increase their self-esteem, and to be exposed to a network of support to encourage them to achieve their goals.

As we are approaching the next summer season, we are confident that our families will continue to receive wonderful opportunities for programming at the club as well as invitations to summer celebrations and fun in the park. We hope that the West End House can continue to offer exciting opportunities to our families and expand upon these opportunities to continue to welcome and support the development of more and more future youth leaders.

Sincerely,

Misty Pisani, LICSW
Resident Services Manager
Charlesview Residences

Corporate Headquarters:
536 Granite Street, Braintree, MA 02184
Tel: 781-794-1000 • Fax: 781-794-1001
www.peabodyproperties.com





Gardner Pilot Academy
Innovation and Excellence
30 Athol Street
Allston, MA 02134
617-635-8365
www.gardnerpilotacademy.org
Erica Herman, Principal
Joe Sara, Assistant Principal

Mr. Gerald Autler
Harvard Public Realm Flexible Fund
Boston Redevelopment Authority
One City Hall Square, 9th floor
Boston, MA

Dear Mr. Autler,

Please accept this letter in support of the West End House project in Ringer Park. Their plans to expand their facility in an effort to strengthen connections with the adjacent open space will have a tremendous impact on all families in the Allston community. We are thrilled that this new space will house a performance venue that will expand the opportunities for the young people to participate in the arts. Here at Gardner Pilot Academy, we have a strong commitment to engage our students in performing and visual art programs. By adding a community based venue where young people can display their hard work and their commitment to their craft, is an incredibly positive addition to our neighborhood. The added benefit of having the space open up to the park for "theater in the round" makes this the only open space theater in Allston Brighton.

Our partnership with the West End House dates back many years. We are proud of our efforts to work collaboratively for the benefit of our students. Whether through linking in-class lessons to out of school activities, consulting on behavior challenges or sharing student successes, the West End House is a partner we can count on.

If you have any questions please feel free to reach out to the school at 617-635-8365.

Sincerely,

Erica Herman

Erica Herman
Principal

Jackson Mann Community School & Council, Inc.

BCYF, Jackson Mann Community Center

500 Cambridge Street, Allston, MA 02134 (T) 617-635-5153

Providing services to the Allston-Brighton Community since 1976; Every Neighborhood, One Mission

May 2, 2016

Mr. Gerald Autler
Harvard Public Realm Flexible Fund
Boston Redevelopment Authority
One City Hall Square, 9th floor
Boston, MA

Dear Gerald,

On behalf of BCYF/Jackson Mann Community Center, it is with enthusiasm and urgency that we submit this letter in support of the West End House project in Stanley Ringer Park. As you know, BCYF/Jackson Mann Community Center directly abuts Ringer Park in Allston. We have a vested interest in any project that will improve safety, expand opportunities and engage more community members in the park. We wholeheartedly support West End House's plan to expand their facility to include a multi-purpose performance space that opens up to and engages with Ringer Park. Having encouraged our children and their families to attend last summer's performance of Romeo and Juliet, which was held on the parkland adjacent to West End House, we saw a glimpse of the possibilities.

Allston/Brighton has one of lowest level of protected open space, per capita, in the City, second to Beacon Hill. This is particularly true in Allston. As a community, we need to work collaboratively to ensure the parks that are available to us are used to their fullest extent. BCYF/Jackson Mann Community Center and the West End House have been partnering on this goal for many years and will continue to do so. The West End House project provides an outstanding opportunity for more families, residents and community organizations to engage and enjoy Ringer Park – regardless of what side of the Pike you come from.

It is my sincere request that you look favorably upon this proposal.

Sincerely,



Rosie Hanlon

Administrative Coordinator

RH/hs

Charles River Community Health

April 29, 2016

Mr. Gerald Autler
Harvard Public Realm Flexible Fund
Boston Redevelopment Authority
One City Hall Square, 9th floor
Boston, MA

Dear Mr. Autler,

Charles River Community Health is pleased to offer this letter in support of the West End House project in Ringer Park. As an organization dedicated to helping people lead healthy lives, Charles River Community Health applauds a project that will enhance an existing community asset for the purpose of engaging more people in outdoor activities in their neighborhood.

Since 1974, Charles River Community Health has encouraged and supported patients in their efforts to take charge of their own health, advocated for patients to gain access to appropriate care, and collaborated with other organizations like West End House to link patients to a broad array of community services. Thanks in part to these collaborations, we are now the medical home for more than 12,400 patients in Allston, Brighton, Waltham and surrounding communities.

We have been working collaboratively with West End House for many years to ensure the health and well-being of children and families. They have referred many families in need of medical services, especially those who are new to the Allston/Brighton community. Additionally, we have offered on-site preventative health resources at family nights, open houses and other community wide events. We are eager to explore new ways to serve the community in partnership as a result of this improvement to Ringer Park.

We support West End House's application and recommend they receive full support so they may continue to be a valuable asset to our community.

Sincerely,



Elizabeth Browne
Executive Director



April 28, 2016

To Whom It May Concern:

I am writing this letter in support of the West End House Boys & Girls Club's request for funding from the Harvard Allston Flexible Fund. As a partner for nearly 10 years, we have seen first-hand the success the West End House has had with music and arts programs. Working together, we've been able to create, develop, and grow a high quality, high impact music program that has flourished.

The West End House Music Clubhouse has given hundreds of young people access to music education— through structured classes such as guitar and piano, one-on-one lessons, open studio sessions, song writing, digital music production, ensembles, and much more. All of these music programs are offered free of charge at the West End House— ensuring that these activities stay accessible, affordable and available in the community.

We have seen young people at the Club become more and more engaged and passionate about music and it shows in their performances. The kids and teens who perform are developing serious talent and there is a growing need to find an appropriate space to showcase that talent. With children and teens working so hard on their music, it seems only appropriate to provide them with a wonderful, acoustically sound, professionally designed and developed performance space. The West End House will be able to broaden the reach of arts programming with this performance space that also interfaces with the park.

The Music and Youth Initiative is proud to continue our collaboration with the West End House and supports the Club's efforts to grow and expand arts programs for young people. Please do not hesitate to contact me if there is anything further we can provide.

Sincerely,

A handwritten signature in black ink, reading 'Gary and Joan Elehorn'. The signature is fluid and cursive, with the first names 'Gary' and 'Joan' being more prominent and the last name 'Elehorn' written in a more compact, flowing style.

Gary and Joan Elehorn

Founders, Music and Youth Initiative