

# TIF PROJECT SCORECARD

**Nancy Franco Maldonado Paseo Boricua Arts Building**  
2709-15 W. Division

New construction of a five-story mixed use building with 24 affordable rental units targeting artists and families with incomes at or below 60% of AMI.

Type of Project: Multifamily Housing

Developer: Brinshore Development LLC and Puerto Rican Cultural Center

Total Project Cost: \$11,572,538

Timeline for Completion: June 2020

TIF Funding Request: \$4,245,304

Project Status: On Going

TIF District: Humboldt Park Commercial TIF

## RETURN ON INVESTMENT BENCHMARKS

- Advances Goal of Economic Development Plan YES or NO  
 YES  NO
- Advances Goal of TIF District YES or NO  
 YES  NO  
reducing deleterious conditions: increasing the number of rental units for a variety of income levels:
- Addresses Community Need YES or NO  
 YES  NO  
Provides safe and decent affordable senior housing
- Jobs Created/Retained  
Created:  
2 permanent jobs  
Up to 100 temp construction jobs
- Affordable Housing Units Created/Preserved  
24 units created
- Return on Investment to City  
NA

## FINANCIAL BENCHMARKS

- Other Funds Leveraged by \$1 of TIF  
\$2.73/\$1
- Types of Other Funding Leveraged YES or NO  
 YES  NO  
Senior Mortgage and construction loan; Def'd Dev. Fee;
- Financing Structure Tax• Exempt• Bonds:• up to \$12,000,000  
Senior• Loan:• \$650,000  
Multi-Family Loan:\$4,194,696  
GP&LIHTC Equity:\$2,482,838

## RDA TERMS

- Payment Schedule:  
33% @ 50%, 33% @ 75%, reminder at COC
- Monitoring Term of Agreement:  
20 years
- Taxpayer Protection Provisions YES or NO  
 YES  NO

## OTHER CONSIDERATIONS

- Affordable Housing / Special Merit



**City of Chicago**  
**Department of Planning and Development**  
**STAFF REPORT**  
**TO THE**  
**COMMUNITY DEVELOPMENT COMMISSION**  
**REQUESTING DEVELOPER DESIGNATION**  
**NOVEMBER 13, 2018**

**I. PROJECT IDENTIFICATION AND OVERVIEW**

Project Name: Nancy Franco-Maldonado Paseo Boricua Arts Building

Applicant Name: Paseo Boricua, LLC

Project Addresses: 2709-15 W. Division

Ward and Alderman: 26<sup>th</sup> Ward, Maldonado

Community Area: West Town

Redevelopment Project Area: Humboldt Park Commercial TIF

Requested Action: \$4,245,304 in Tax Increment Financing (TIF)

Proposed Project: The new construction of a five-story mixed use building with 24 units of affordable live/work rental housing spaces, targeting artists and their families with incomes at 60% and below of AMI.

Appraised Market Value: Not city owned land.

TIF Assistance: \$4,245,304

TIF Public Notice: NA; Private land

**II. PROPERTY DESCRIPTION**

Addresses: 2709-15 W. Division

Location: One block east of Division and California

Tax Parcel Numbers: 16-01-400-014, 015, 016, and 017

Land Area: Approximately 12,000 sq. ft. (0.28 acre)

Current Use: Vacant buildings to be demolished

Current Zoning: B3-3

Environmental Condition: The Phase I report has been submitted to 2FM and is currently under review. Based upon the conclusions of that report the City may also require submission of a Phase II analysis. The land is privately owned and it will be the responsibility of the applicant to complete any remediation that may be required by the City or the Illinois EPA. The redevelopment agreement with the selected respondent will include release and indemnification language protecting the City from liability.

### **III. BACKGROUND**

Paseo Boricua, LLC is a single purpose entity, Limited Liability Company, which has a .01% Managing Member and a 99.99% investor member. The managing member, Paseo Boricua Arts Manager, LLC has two members, Brinshore Development, LLC and Puerto Rican Cultural Center, both with 50% ownership.

The development was submitted to IHDA as a 9% Low Income Housing Tax Credit project, but unfortunately it was not selected. It returned to the City as a 4% Low Income Housing Tax Credit project and was approved to move forward utilizing Tax exempt bonds, TIF and multifamily loan funds.

Paseo Boricua Arts Building will be located at 2709-15 W. Division Street. The rectangular-shaped site is in a fully developed commercial area and is occupied by four shuttered walk-up commercial/mixed-use buildings. The Puerto Rican Cultural Center (PRCC) is a 501C3 nonprofit and currently owns the four vacant buildings. The buildings have been vacant since 2005 and were purchased by PRCC in 2014. The buildings have never been operational under PRCC's ownership. All of the buildings will be demolished for the purpose of constructing a new 24 unit affordable mixed use development.

The site covers an area of 12,000 square feet (0.28 acre). The nearby land uses along Division Street are mainly commercial or mixed-use, while the surrounding blocks are residential. The Paseo Boricua Arts Building will be easily accessible by car or public transportation.

The site is on the eastern side of the 350-acre Humboldt Park, which is also home to the National Museum of Puerto Rican Arts and Culture. Division Street is mainly commercial from the park eastward to Western Avenue.

The areas on either side of Division Street are residential. The housing stock is older, with a mix of detached single-family homes, two- to four-unit buildings and small multifamily buildings. Construction styles vary considerably, but most residential buildings are well maintained. Some have been recently rehabilitated, and there are a small number of recently constructed condominium buildings in the neighborhood. Very few vacant lots or shuttered/abandoned homes can be found.

At the request of Brinshore Development, LLC, American Marketing Services, Inc. (AMS) has prepared a Site Inspection and Market Analysis for the proposed Paseo Boricua Arts Building. The development, in Chicago's West Town community area, will provide 24 affordable live/work spaces targeted to low-income artist households.

The purpose of the analysis was to determine the overall marketability of the proposed development. In carrying out this study, AMS examined demographic trends in the Primary Market Area (PMA), as well as the city of Chicago. In addition, AMS evaluated the development's location and proximity to area services, estimated demand, and assessed current rental market conditions, including competitive product, rents and amenities.

According to the market study, the Primary Market Area (PMA) for the Paseo Boricua Arts Building development is bounded by Armitage Avenue and North Avenue on the North, Western Avenue and California Avenue on the east, the EC&NW railroad tracks on the south (near Kinzie Avenue) and Pulaski Road on the west. The PMA includes the majority of the Humboldt Park community area, as well as portions of the West Town and Logan Square community areas.

Overall, the properties in the PMA examined by AMS have 2,852 total affordable units. It should be noted that the proposed development will target artists, a population that is not targeted by any other affordable property in the area. The properties targeting families account for 74.8% of the affordable housing in the PMA.

The PMA population is generally younger than the citywide population. In 2017, the median age in the PMA is 32.7 years, while that of the Chicago is 35.2 years. By 2022, the median age in the PMA is expected to increase to 34.7 years, while the Chicago median age is expected to rise to 37.2 years.

In 2017, approximately half of the PMA population (50.2%) is Latino, while 25.5% is African American and 21.6% is White. During the next five years, little change is expected in the Latino proportion, but the White proportion is projected to rise to 24.5% while the African American proportion falls to 22.6%. In the city of Chicago, Whites, African Americans and Latinos are more evenly represented. In 2017, Whites represent 32.0% of the population, African Americans accounted for 30.0%, Latinos account for 29.8% and Asians account for 6.4%. By 2022, no change in the White proportion is projected, while Latino proportion will increase to 30.6%, and African American proportion will decline to 28.3%.

While the development site is technically within the West Town community area, the immediate area is commonly considered to be part of the Humboldt Park neighborhood. The site is located on the stretch of Division Street known as the "Paseo Boricua," which is the center of the city's Puerto Rican community. At each end of this business and cultural district are fifty-nine foot tall Puerto Rican flags made of steel that arch over Division Street. The site is 3.5 miles northwest of downtown Chicago. The nearest major intersection, Division Street and California Avenue, is less than one block west.

The new development will be located within a busy shopping/entertainment district and will be

highly visible to vehicular and foot traffic. Neighboring land uses vary in terms of curb appeal, but the area is generally well kept.

In addition, the proximity of Humboldt Park, the neighborhood's vintage architecture, and the multitude of murals and other artistic elements, are expected to be enticing for the target market of artists and their families.

North of the development site are commercial and mixed-use buildings, as well as a Family Dollar store at the corner of Division Street and Washtenaw Avenue. One block north is the Barreto/Union League Boys and Girls Club, and farther north is a residential neighborhood consisting mainly of single-family homes and buildings with two to four units.

Immediately east of the site are two mixed-use buildings with ground level commercial space. Farther east, along both sides of Division Street, are shops, restaurants and other businesses or organizations.

To the south is a residential neighborhood consisting mainly of single-family homes and two- to four-unit buildings, and west of the site are commercial/mixed-use buildings that include a barber shop and two restaurants.

Farther west, along Division Street, are additional commercial and mixed-use buildings with a variety of businesses or organizations. There was nothing visible at the development site or adjacent land uses that the market study found to be objectionable for the proposed mixed-use building and the study determined that the location is appropriate for the intended resident base of low-income artist and their families.

#### **IV. PROPOSED DEVELOPMENT TEAM**

**Owner:** Paseo Boricua Arts, LLC, an Illinois Limited Liability Company.

**Development Entity:** Brinshore Development, LLC and the Puerto Rican Cultural Center

**Brinshore Development LLC:** Established in 1994, as a real estate company specializing in the development of residential communities that foster conservation, collaboration and affordability. Brinshore has undertaken dozens of developments, from large-scale master planned communities to the restoration and preservation of historic properties.

Brinshore principals and seasoned staff of professionals possess a wealth of real estate experience and expertise that addresses all aspects of real estate development, including acquisition, site planning, design, and financing, zoning, and community collaboration, construction, and property management.

**The Puerto Rican Cultural Center (PRCC)** A community-based, grassroots, educational, health and cultural services organization founded on the principles of self-determination, self-actualization and self-sufficiency that is activist-oriented.

Born in the period following the 1966 Division Street riots, the PRCC addresses fundamental needs in the Puerto Rican/Latino communities of Humboldt Park, Logan Square and Hermosa Park. Presently, we partner with over 75 community, university, local businesses, corporate, municipal, state and federal entities to raise awareness of obstacles in the way of the community's stability and well-being.

PRCC's role during pre-construction, construction, and operations, will be focused on community outreach including securing community and aldermanic support, site control diligence, and coordination with City agencies. PRCC is actively involved with project design and due diligence, and will continue that role through closing. During construction and post construction PRCC will be involved with marketing, lease-up, and community outreach as well as providing local owner presence and oversight of management during operations.

**Other City-funded Projects by this Developer:** Brinshore was also the developer on KLEO Art Residences, a 58 unit mixed use affordable artist housing development currently under construction. The project was approved by CDC on June 13, 2017, closed in December, 2017 and is currently under construction.

Additionally, they developed Dorchester Artist Housing, a 32-unit mixed income rental development located in the Grand Crossing neighborhood targeted for artists and families. The property is about 91% occupied, with 3 vacancies. The development is part of the CHA's Plan for Transformation, and is the redevelopment of a small former public housing townhome development. This unique development mixes public housing residents with an interest or affinity for the arts together with practicing artists who commit to volunteering time to work with residents and their children. An onsite arts center, the centerpiece of this redevelopment, is the focal point of this burgeoning arts district spearheaded by internationally acclaimed artist, Theaster Gates.

**Other development team members include:**

**Architect:** Urban Works- Maria Pellot

UrbanWorks is a 13-person, full-service architecture, interiors and urban planning firm. UrbanWorks is a minority women-owned firm and has over 24 years of experience with urban planning, facilities planning, new construction, additions, renovations, interior design, landscape design, ADA upgrades, building skin renovations and LEED consulting. UrbanWorks was founded in 1993. UrbanWorks operates as a State of Illinois corporation. Public clients have included the City of Evanston, City of Gary, City of Chicago, Chicago Public Building Commission, Chicago Park District, Chicago Public Schools, Chicago Housing Authority, and State of Illinois Capital Development Board, Chicago Department of Aviation, Metropolitan Pier & Exposition Authority, and Chicago Department of Transportation.

Currently under construction are El Zocalo, a 30-unit residential midrise in Brighton Park and West Pullman Senior Housing, a 60-unit, adaptive reuse project that will transform a landmarked CPS school into a vibrant senior community. Urban works is currently in design phases for several affordable housing projects including: the 60-unit New City Affordable Housing, and the 90-unit Roosevelt Road Veterans Studios. In all, UrbanWorks has completed over 3,500 units of

public, affordable, and market rate housing of which 2,400 units were specifically public and affordable housing.

**General Contractor:** Old Veteran Construction, Inc. – Jose Maldonado

Old Veteran Construction, Inc started in 1986 as Old Veteran tuck-pointing. His introduction into construction began as a laborer for a local masonry contractor. The President and Chairman, Jose Maldonado, grew up in Chicago Housing Authority [CHA] development, Trumbull Park, in the industrial neighborhood of South Deering, IL, located on the cities far south side. In 1993, Old Veteran tuck-pointing evolved into Old Veteran Construction, Inc. (OVC, Inc.), with Jose Maldonado remaining Principal and sole owner. In addition, OVC, Inc. became a Certified Minority Contractor (M.B.E. / D.B.E.) with many City of Chicago Agencies and several other State of Illinois agencies. In 1999, OVC, Inc., which previously only performing Masonry Work, expanded its scope of services to include General Contracting. Since then OVC, Inc. has gained a wide range of successful project experience performing for both private and public clients. As OVC, Inc. grew, so did its staff, from 5 employees to approximately 43 (degreed) Construction Managers and industry professionals, with a vast variety of General Contracting, Construction Management, Job Order Contracting (J.O.C.) and Masonry project experience. Their services have not only expanded locally, but nationally as well. OVC, Inc. has currently performed work in 11 states and continues to pursue opportunities throughout the U.S.

**Property Manager:** Leasing and Management Company, Inc. is an Illinois corporation engaged solely in the business of managing residential real estate developments for various independent ownership groups, tenant associations, condominium associations and cooperatives. The company was established in November 1980 by Michael Levine, President. While working for a developer in the 1970's, Mr. Levine realized an opportunity in the market for a management company that could provide both a high degree of professionalism and close, personal attention to each of its developments. The firm would provide for its residents' needs, as well as the needs of ownership.

The property manager has experience that covers a wide range of affordable housing programs such as Section 236, Section 8, Tax Credits, HOME, HTF, and Public Housing units on both elderly and multi-family affordable housing developments.

**Attorney:** Applegate & Thorne-Thomson

## **V. PROPOSED PROJECT**

**Project Overview:** The Nancy Franco-Maldonado Paseo Boricua Arts Building will be located at 2709-15 W. Division in the 26<sup>th</sup> Ward's West Town Community and in the Humboldt Park Commercial TIF District.

The owner will be Paseo Boricua Arts, LLC, a single purpose entity and an Illinois limited liability company. The owner includes a .01% managing member and 99.99% investor member. The development partners Brinshore Development, LLC, an Illinois Limited Liability Company and Puerto Rican Cultural Center, a local and community based Illinois not-for-profit 501(C)3), each have an equal 50% ownership interest in the Managing Member, Paseo Boricua Arts

Manager, LLC.

The project includes the demolition of 4 vacant and dilapidated buildings and will make way for the new construction of a mixed use building. The proposed Paseo Boricua Arts Building will be a brand new, five-story elevator building with a flat roof. The contemporary architectural style will be appropriate for the market and the intended target population of artist households.

The first floor will house a performance theater, run by Urban Theater Company, a local theater company. The multicultural company was founded in 2005 by a Latino ensemble deeply rooted in their community and culture, who through performance art brings awareness to the social issues impacting Chicago communities.

It will also feature joint programming with local artists through a partnership with the Paseo Pop UP Gallery. The building will host exhibits and performances, as well as educational programming for artists on business/financial planning, gallery management, writing workshops and other topics.

Additionally, the first floor includes a commercial space, for a retail or possibly a restaurant user, as well as office and common area space for the residential tenants.

The development will have an intercom entry, an on-site management office, laundry room and lounge on each floor, trash chutes, community room, and a gallery wall in the lobby. The entire building and all units will be accessible. The development amenities are sufficient for the target population. The artist-oriented amenities are expected to be a major draw for the intended tenant base of low-income artist households.

Floors two through five will house 24 affordable live/work spaces for tenants with incomes ranging from 30% to 60% AMI. There will be 8 Studios, 8 One Bedrooms, and 8 two bedroom units. The proposed in-unit amenities at Paseo Boricua Arts Building are a stove/oven, microwave, refrigerator, individually controlled air conditioning/heat, balconies and window treatments. The units will be designed to enable residents to work within the apartment.

The subject property is easily accessible by car and public transportation. The building entrance will be on Division Street, which is a busy thoroughfare. Access to the parking lot will be via the alleyway south of the site.

CTA bus route 70 operates on Division Street, with a stop just steps from the building entrance. A north/south bus route (CTA Route 52) stops less than one block west, at California Avenue. In addition, there are two stops on the CTA Blue Line (Western and Damen) that are within one mile of the site.

A site plan, floor plans and elevations are provided as exhibits to this report.

**Residential Unit Profile:** The following table provides a detailed description of the proposed project. These rent levels will satisfy the Chicago affordable housing ordinance, which requires 10 percent affordable units in projects receiving City assistance in the form of a land write-down,



or 20 percent affordable units in projects receiving TIF assistance. The Department of Planning and Development has reviewed and approved the affordable unit rents.

**Unit Profile**

<b>Unit Type</b>	<b>Number</b>	<b>Market/Affordable</b>	<b>Size-sf</b>	<b>Monthly Rent*</b>	<b>Total Rent</b>
Studio	2	30% AMI	422	\$870	\$1,740
Studio	6	60% AMI	394	\$690	\$4,140
1 bed/1 bath	2	30% AMI	700	\$1,000	\$2,000
1 bed/1 bath	6	60% AMI	678	\$725	\$4,350
2 bed/ 1 bath	2	30% AMI	912	\$1,160	\$2,320
2 bed/ 1 bath	6	60% AMI	909	\$875	\$5,250
<b>Total</b>	<b>24</b>				<b>\$19,800</b>

Tenants pay all utilities. The developer has submitted an application to CHA for PRA on 6 of the units at 30% AMI allowing for higher rents.

**Environmental Features:**

The project will meet DPD sustainability requirements, as well as incorporate energy efficient appliances and lighting, low flow plumbing fixtures, and energy efficient HVAC system and include a 75% green roof.

**VI. FINANCIAL STRUCTURE**

Nancy Franco-Maldonado Paseo Boricua Arts Building will be funded with both public and private sources. With CDC approval, TIF will fund approximately 37% of total development costs.

The majority of the funding will come from City programs including up to \$12 M in Tax exempt bonds which will bridge TIF and Equity proceeds. In addition to the bonds the city will provide approximately \$4,194,696 in multifamily loan funds and \$4,245,304 in Tax Increment Financing (TIF). The land/buildings are currently vacant and privately owned.

The TIF will be made in three payments including 33% at 50% completion, 33% and 100% completion and the remaining 34% payment at certificate of completion. The developer will bridge the TIF payments during construction as no TIF funds will be made available at closing.

Upon construction completion, a portion of the construction loan will convert to permanent debt in the amount of \$650,000.

The following tables identify the sources and uses of funds:

<b>Construction Sources</b>	<b>Amount</b>	<b>% of TDC</b>
Private Loan #1 (BMO Harris)	\$650,000	5.62%
Tax Exempt Bond #1(BMO Harris)	\$10,425,912	90.09%
General Partner Equity (Brinshore)	\$448	0.00%
Tax Credit Equity (Richman Group)	\$496,478	4.29%
<b>Total</b>	<b>\$11,572,838</b>	<b>100%</b>

<b>Permanent Sources</b>	<b>Amount</b>	<b>% of total</b>
Equity (Richman Group)	\$2,482,390	21.5%
Debt (BMO Harris)	\$650,000	5.6%
MF Loan (City)	\$4,194,696	36.2%
TIF (City)	\$4,245,304	36.7%
GP Equity (Brinshore)	\$448	0.0%
<b>Total Sources</b>	<b>\$11,572,838</b>	<b>100%</b>

<b>Uses</b>	<b>Amount</b>	<b>\$/sf of Building*</b>
Building Acquisition	\$1,120,000	\$40.85 psf
Infrastructure	\$80,000	\$2.92 psf
Hard Costs	\$6,285,352	\$229.25 psf
<b>Total</b>	<b>\$7,485,352</b>	<b>\$273.05 psf</b>
<b>Soft Costs</b>		
Architect and Engineering Fee (8.97% of hard costs)	\$671,585	
Loan Origination Fee (0.45% of loan)	\$43,323	
Legal Fees (1.68% of total costs)	\$194,315	
Marketing (0.25% of total costs)	\$28,810	
Loan Interest (3.22% of total costs)	\$373,000	
Developer Fee (6.81% of total costs)	\$788,000	
Other soft costs (17.18% of total costs)	<u>\$1,988,453</u>	
<b>Total Soft Costs (18.2% of total costs)</b>	<b><u>\$4,087,486</u></b>	<b><u>\$149.05 psf</u></b>
<b>Total Uses</b>	<b>\$11,572,838</b>	<b>\$422.10 psf</b>

\*Gross building area is 27,417 square feet

## **VII. PUBLIC BENEFITS**

- The proposed project will provide the following public benefits.
- **Affordable Housing:** The project will provide 24 new affordable housing units for tenants at 60% AMI and below.
- **Property Taxes:** The project will expand the tax base by returning a tax exempt property to the tax rolls.
- **Environmental Features:** The project will meet DPD sustainability requirements, as well as incorporate energy efficient appliances and lighting, low flow plumbing fixtures, and energy efficient HVAC system and a 75% green roof.
- **Construction Jobs:** The project will produce up 20 FTE temporary construction jobs.
- **Affirmative Action:** The developer will comply with the requirements of Chicago's affirmative action ordinance, which requires contract participation of 26% by minority-owned business enterprises (MBEs) and 6% by woman-owned business enterprises

(WBEs). The developer has provided notification of the proposed project, by certified mail, to several associations of minority and women contractors. A sample version of the letter and copies of the post office receipts for the certified letters are presented as exhibits to this report.

- City Residency: The developer will comply with the requirements of Chicago's city residency ordinance, which requires that at least half of all construction-worker hours be filled by Chicago residents. The developer will also comply with the requirement that all construction jobs are paid the prevailing wage.
- Permanent Jobs: The project is estimated to generate up to 2 permanent jobs in property management and maintenance. The department's workforce development specialists will work with the developer on job training and placement for the retail space, if necessary

**Relocation:** The buildings are vacant and will be demolished. No relocation will be required.

### **VIII. COMMUNITY SUPPORT**

Alderman Maldonado endorses the project and has provided a letter of support.

### **IX. CONFORMANCE WITH REDEVELOPMENT AREA PLAN**

The proposed project is located in the Humboldt Park Commercial TIF Redevelopment Project Area. The implementation strategy for achieving the Humboldt Park Commercial TIF Redevelopment plan's goals include: reducing deleterious conditions; increasing the number of rental units for a variety of income levels; employing Project Area residents in construction jobs; and strengthening the economic well-being of the project area. The proposed project also conforms to the plan's stated goals and the plan's land use map, which calls for residential development at the subject site.

### **X. CONDITIONS OF ASSISTANCE**

If the proposed resolution is approved by the CDC, the DPD will negotiate a redevelopment agreement with the developer. The redevelopment agreement will incorporate the parameters of the proposed project as described in this staff report.

It is City policy that no business will be conducted with a development entity whose principal has outstanding municipal debts (such as unpaid parking tickets, unpaid water bills, unpaid business licenses, and others), is in arrears of child support payments, or who is a debtor in bankruptcy, a defendant in a legal action for deficient performance, a respondent in an administrative action for deficient performance, or a defendant in any criminal action. DPD will initiate a thorough background check of all principals having an ownership interest of 7.5 percent or greater, and of the boards of directors and trustees of non-profit organizations. Similar background checks will be conducted on the development entity itself.

Closing of the redevelopment agreement will not occur before the City Council has approved the agreement, the developer has obtained all necessary City approvals including zoning and

building permits, and the developer has presented proof of financing. The redevelopment agreement will include a development timetable.

## **XI. RECOMMENDATION**

The Department of Planning and Development has reviewed the proposed project, the qualifications of the development team, the financial structure of the project, the need for public assistance, its public benefits, and the projects conformance with the redevelopment area plan, and DPD recommends the designation of Paseo Boricua Arts, LLC and its affiliated or related entities as Developer.

**EXHIBITS**

TIF Project Assessment Form  
Redevelopment Area Map  
Neighborhood Map or Aerial  
Site Plan  
Typical Floor Plan  
Front Elevation or Rendering  
Sample M/WBE Letter  
Copies of M/WBE Certified Letter Receipts  
Lender's Letter of Interest  
Alderman's Letter of Support













