

Rehearsal Studio Business Plan

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Executive Summary

Boston is one of the most cultured and cosmopolitan Cities in the U.S. At less than 1/10th the size of New York City, Boston is still known for some of the best performing arts schools in the world, live theater performances, it's symphony orchestras, and is the melting pot of culture for the United States.

This includes an active and extremely dedicated community of dance students, teachers, and performers. A long-established supply of studio space in the Greater Boston Area was available for this large market to use. More recently, as market rents have changed, some of these studios have not been able to adapt to rising costs.

The major cultural centers for dance rental space in greater Boston in recent years have been the Dance Complexⁱ, and Green Street Studiosⁱⁱ in Central Square, Deborah Mason Performing Arts Centerⁱⁱⁱ in Porter Square, and Jeannette Neill dance studio in North Station, and Mass Motion studio^{iv} in Brighton.

In recent years two of the most popular spaces have closed. Jeannette Neill dance studio closed in 2017 due to rising real estate costs^v. Now Green Street Studios has decided to cease operation as of 2019 October 27^{vi}.

These closures displace a significant number of dancers who relied on the rental space to train, teach classes, and meet for socialization and mentoring. The market demand has not dissipated, but the market supply certainly has, and this leaves a valuable opening for a new player to capture market share.

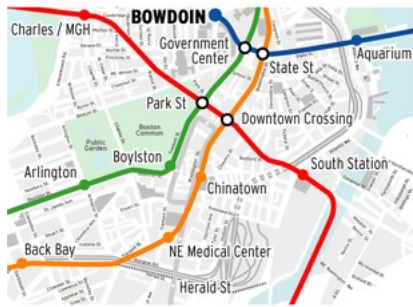
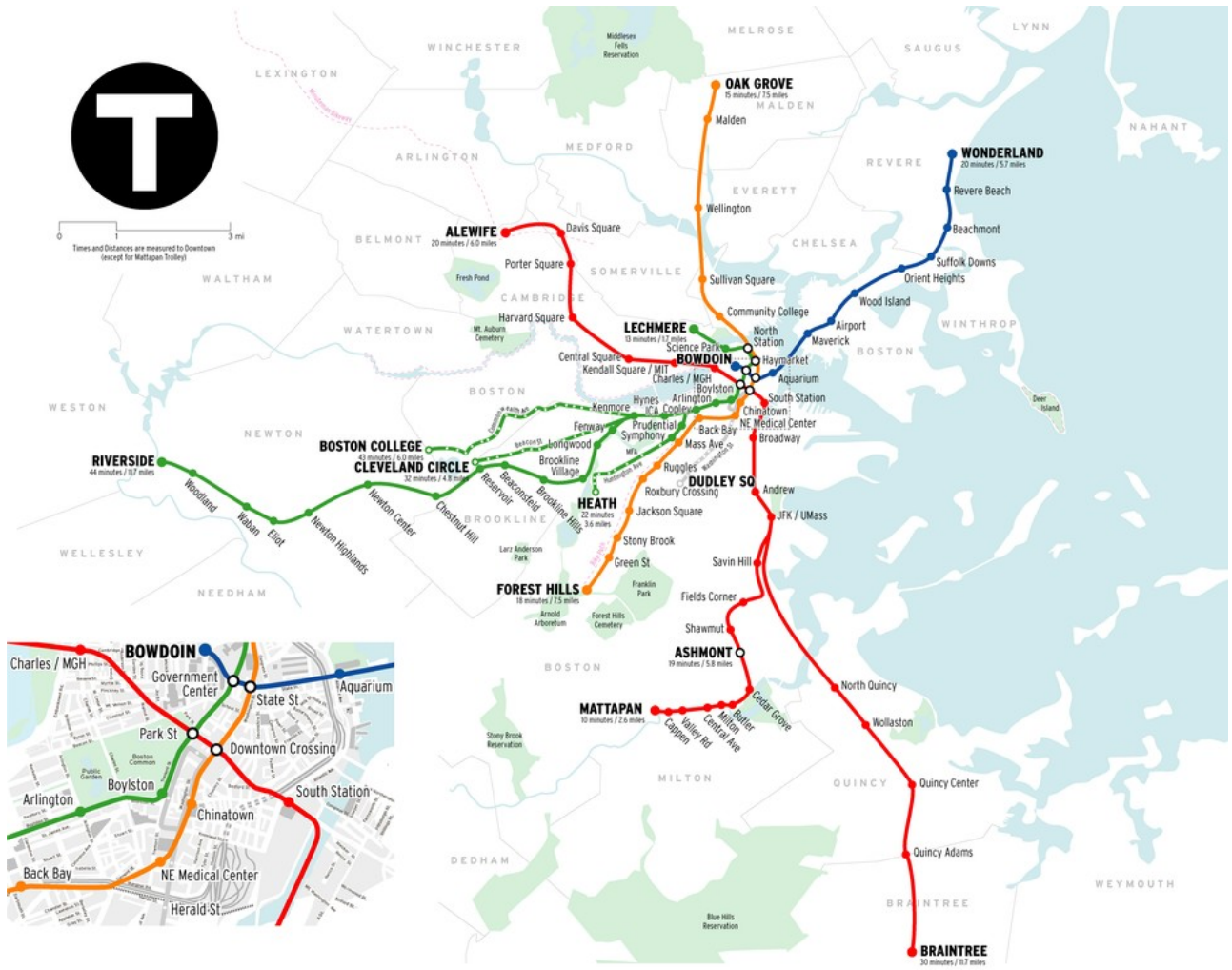
This presents an opportunity to develop a performance art dance studio in the next wave of developing neighborhoods to capitalize on the lost studio space, and create a high culture and high value amenity within the Boston community.

Unlike traditional dance studios, this rehearsal studio will be located in an area where ancillary markets for open floor plan rehearsal space are also in high demand. Youth programs and small program event space is sorely lacking in inner city neighborhoods despite vocal community demand.

In addition to the recent closures, the Dance Complex, and Deborah Mason school remain the most popular, and most centrally located cultural centers. However are both across the river in Cambridge and Somerville. They are surrounded by a community of artists who use the facilities to work and create, but that leaves an unserved market for dance arts in Boston, and Dudley Square in particular.

Many of the artists already live, and work in Boston and otherwise commute to Cambridge for available space. The artists who still have space in Cambridge may be limited by transit options across a small number of bridges from Boston, and seeking an alternative to avoid traffic, public transit connections and to reduce transit times.

This creates not only a chance to capture market share from the existing dance centers, but also to market a new facility to an underserved community who may not have ever known of, or experienced the model of the facilities in Cambridge and Somerville. The opportunity to attract existing market is great, but the chance to expand the size of the market is much greater.



Mission Statement

The mission of art @ the Nawn Factory, herein referred to as “the Company” is to provide a welcoming, and enriching space for performance artists to teach, create works, and build a community in Roxbury and Dorchester.

Management Team

Jonathan Smalls, owner

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Jonathan Smalls has trained in the performance arts of dance, theater and music for more than two decades. He knows and understands the needs of artists for each of their chosen media, and is closely connected to the market surrounding these needs.

He also maintains close relationships with a number of prominent teachers and performers in the Boston area, each with a dedicated following and class regulars, and will use these connections to attract an audience to the Company.

He is also a full time software engineer for the US Department of Commerce, writing intranet software to support regulatory compliance. He is also part time pursuing a BS in computer science, minoring in theater from Suffolk University. He owns and manages a multifamily brownstone property in Grove Hall that has undergone recent renovations to improve the habitable space, electrify its power plant and net zero out its energy consumption. He maintains productive working relationships with many area tradesmen for real estate upkeep. In the past, Jonathan has also operated a fleet of leased taxicabs in Boston before transitioning into technology.

He is intimately familiar with all aspects of real estate, running a business, and specifically an arts and performance based business. He sees a market need that he can satisfy, and is prepared for the start up period.

Jonathan grew up in the South End of Boston near Columbus Avenue, attended Boston Public Schools and has established his home in the Grove Hall area of Dorchester. He is fully integrated into the local community, and now wants to use the skills he has to developed to create art, and give back to the community, and the next generation of youth.

References:

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Architecture

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O'SULLIVAN ARCHITECTS is an architectural firm which provides full design services including planning and interior design. We have been in business for 20 years, and have offices located in Reading and Boston. We pride ourselves on our versatility, taking on a broad range of project types and locations, from new construction, renovation, to interior design. We have the ability to create meaningful environments for our clients to live, work and play. Whether navigating the complex municipal approval process for new urban infill mixed-use projects, land planning of new suburban residential multi-family projects, or the interior design of a commercial space fit out, we have the expertise to take a project from its earliest feasibility through construction.

OSA's creative group of design professionals will listen as you describe your dream and goals. We want to inspire you with our talent. And we love what we do. Interiors, new construction, renovations, or additions, we have the ability to create meaningful environments. As a team of architects, designers and LEED accredited professionals we have the experience and ability to meet you needs.

Kyle Zick, ASLA, landscape architect

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Kyle Zick, Founder and Principal, has practiced landscape architecture for over 24 years on project types ranging from historic sites and parks, environmentally sensitive areas, college campuses, streetscapes, residences, and commercial properties. Kyle has lectured on site design in historic contexts, trail design, and sustainable materials at the Boston Architectural College, Build Boston and the Historic Trails Conference. Many of his projects have won design awards from the Boston Society of Landscape Architects, the Louisiana Society of Landscape Architects and the American Society of Landscape Architects.

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Developers

Sleeping Dog, General Contractor

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We are a Boston-based design-build company founded in 1993. Our founder, Chris Rapczynski began his career at a small development company working with a few outstanding tradesman, subcontractors, and administrators. Dedicated to quality finishes, Chris and his brother, Matt, soon realized that the market failed to provide the level of quality, expertise, and service that they could offer. Together, with their partners, they founded Sleeping Dog Properties, Inc. to build a better way. The result is 25 years of sustained excellence in construction accomplishment.

We have chosen to specialize within the construction industry by offering only experiences of exceptional quality. Our objective is to be recognized as the company that manages the finest residential, unique hospitality, and flagship retail projects in Boston and New England. We create properties of enduring value using superior design and finishes, and support them with a deeply instilled ethic of personal service. Doing so allows Sleeping Dog Properties, Inc. to satisfy the needs and tastes of our discerning clients and to maintain our position as one of the industry's best performers.

Sunbug Solar, solar installer

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Founded in 2009 and a Certified B Corporation since 2018, SunBug has installed over a thousand solar systems across Massachusetts, from Great Barrington to Cape Cod. We design and build all types of solar systems, ranging in size from 1kW to over 1MW, including residential, commercial, carports, and ground-mounts.

As an employee-owned business, our team is invested in delivering the highest-quality solar solutions and with the best possible customer experience for each of our clients. Our emphasis on practical solar solutions has resonated across the Bay State, as evidenced by a host of satisfied residential, educational, institutional and small commercial customers.

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SunBug has multiple [North American Board of Certified Energy Practitioners \(NABCEP\)](#) certified team members. We are a MA certified electrical contractor and our entire residential installation team is on staff. We are one of over fifty members of the [Amicus Solar Cooperative](#), an invitation-only cooperative of the highest quality independently owned and operated solar PV installation companies nation-wide, whose members on average have been running successful solar businesses for 15 years.

Our integrated approach - from initial education through consultative design to quality installation and on-going support - has earned SunBug the highest reputation for our work. **SunBug is the only solar company in Massachusetts to be awarded the coveted Angie's List “Super Service Award” for solar seven years running.** Less than 5% of all the companies on Angie's List nation-wide received this independent honor in any one year.

Competitor Analysis

Most of the competing rehearsal studios in greater Boston are privately held, but at least three are nonprofit organizations and required to file their finances publicly. Please see attached tax filings for the New Dance Complex in 2018, Origination Inc in 2017, and Green Street Studios in 2016 respectively.

The projection for the planned rehearsal studio are a mean between the competitors for whom we have available data. I derived these numbers by taking the average revenue per square foot for each known studio, and multiplying it by the available square footage in the the smallest and largest available rental spaces.

	the Dance Complex (2018)	Origination Cultural Arts Center (2017)	Green Street Studios (2016)	low rehearsal studio	average	high
area	8560	1350	6555	11343	11343	11343
rehearsal spaces	7	2	3	10		
operating income	424487	157017	182582	315903	732565	1319304
revenue per square foot	49.59	116.31	27.85	27.85	64.583	116.31

Community Benefits / Market Analysis

A facility near transit centers in Roxbury and Dorchester represents a chance to emulate the best features of existing successes in an otherwise completely ignored market:

1. easy transit options
2. large, and well maintained facilities
3. close to a commercial center with nearby food and leisure businesses
4. in or near a large residential community
5. accessible to local colleges

Rental space

Some arts organizations own their own space. Boston Ballet^{vii}, New England Conservatory and the the Footlight Club are examples of local organizations with an established presence and a large following. These organizations will typically buy and build spaces to satisfy their projected needs.

Many smaller organizations however must rent space. They may have the budget to lease space full time like Improv Boston in Central Square, and will find full time uses for their space.

However the next level of organizations are much closer to a group of friends with a common purpose. They may not have the budget to lease a space full time, but want to consistently reserve a performance or rehearsal hall to express their art. These groups may be a local dance company, a new musical theater group, or a small band. They often do not have any full time staff. They may all be volunteers, but they are willing to consistently rent a space hourly basis to express their art.

Youth organizations

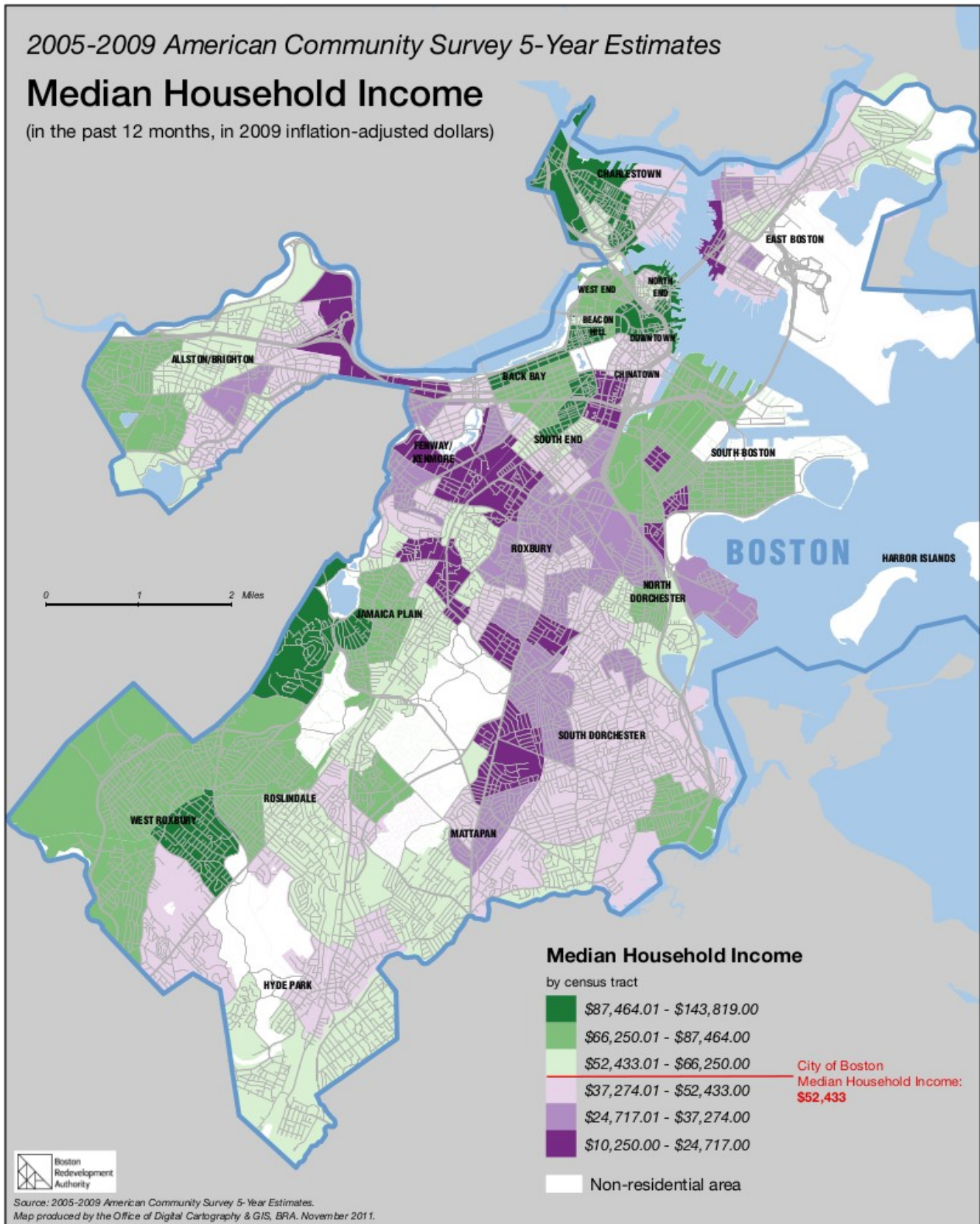
Roxbury and Dorchester are some of the largest, most predominantly residential areas in Boston. They are also home to many low income families, and the largest minority population. This population has historically been underserved in the arts while most arts organizations center around commercial centers in Cambridge and downtown Boston.

The rehearsal space also can hire many of these trained musicians, dancers, and actors to teach classes to urban youth. This will create employment opportunities for these artists while creating a positive mentorship environment for the area youth.

2005-2009 American Community Survey 5-Year Estimates

Median Household Income

(in the past 12 months, in 2009 inflation-adjusted dollars)

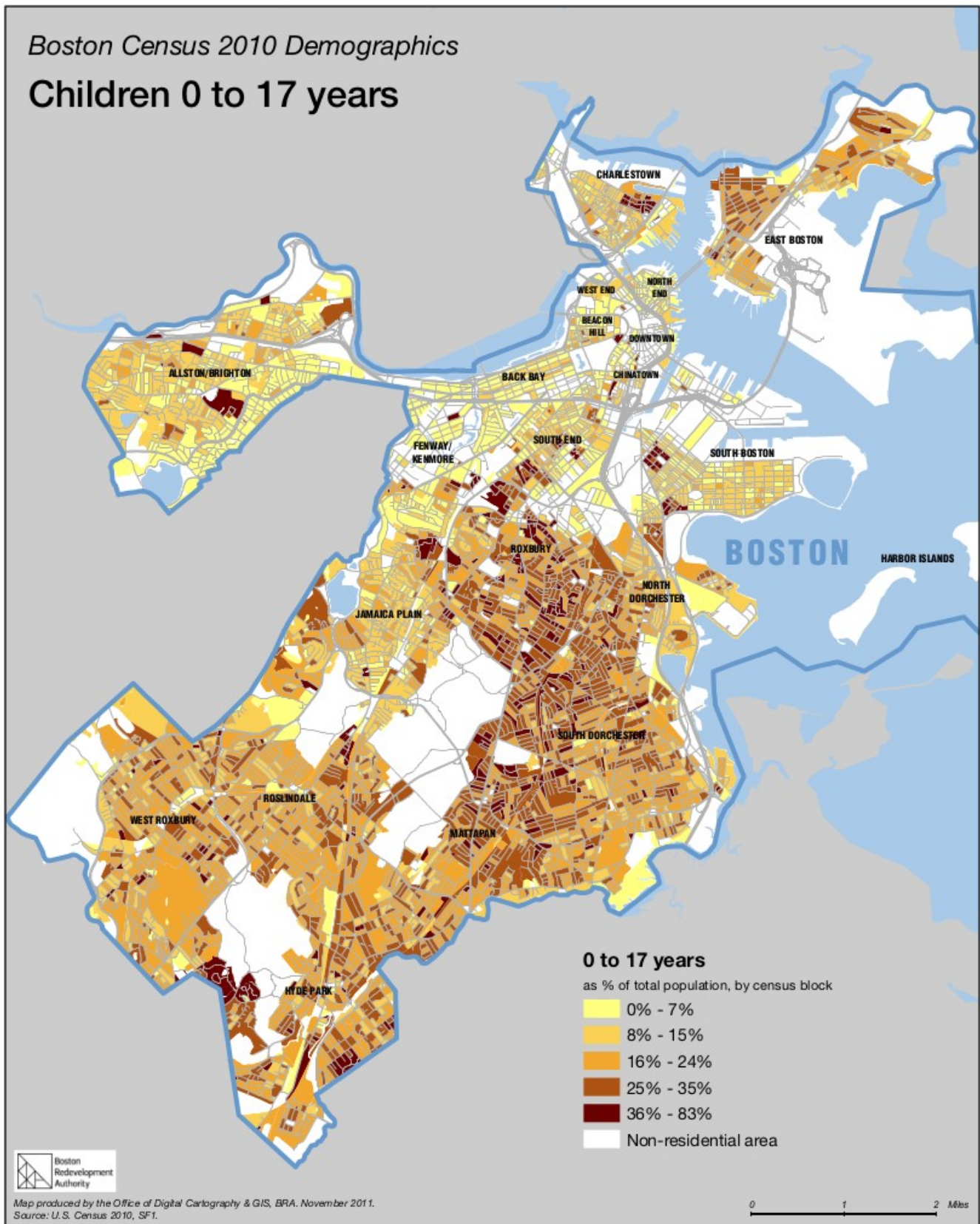


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Boston Census 2010 Demographics

Children 0 to 17 years



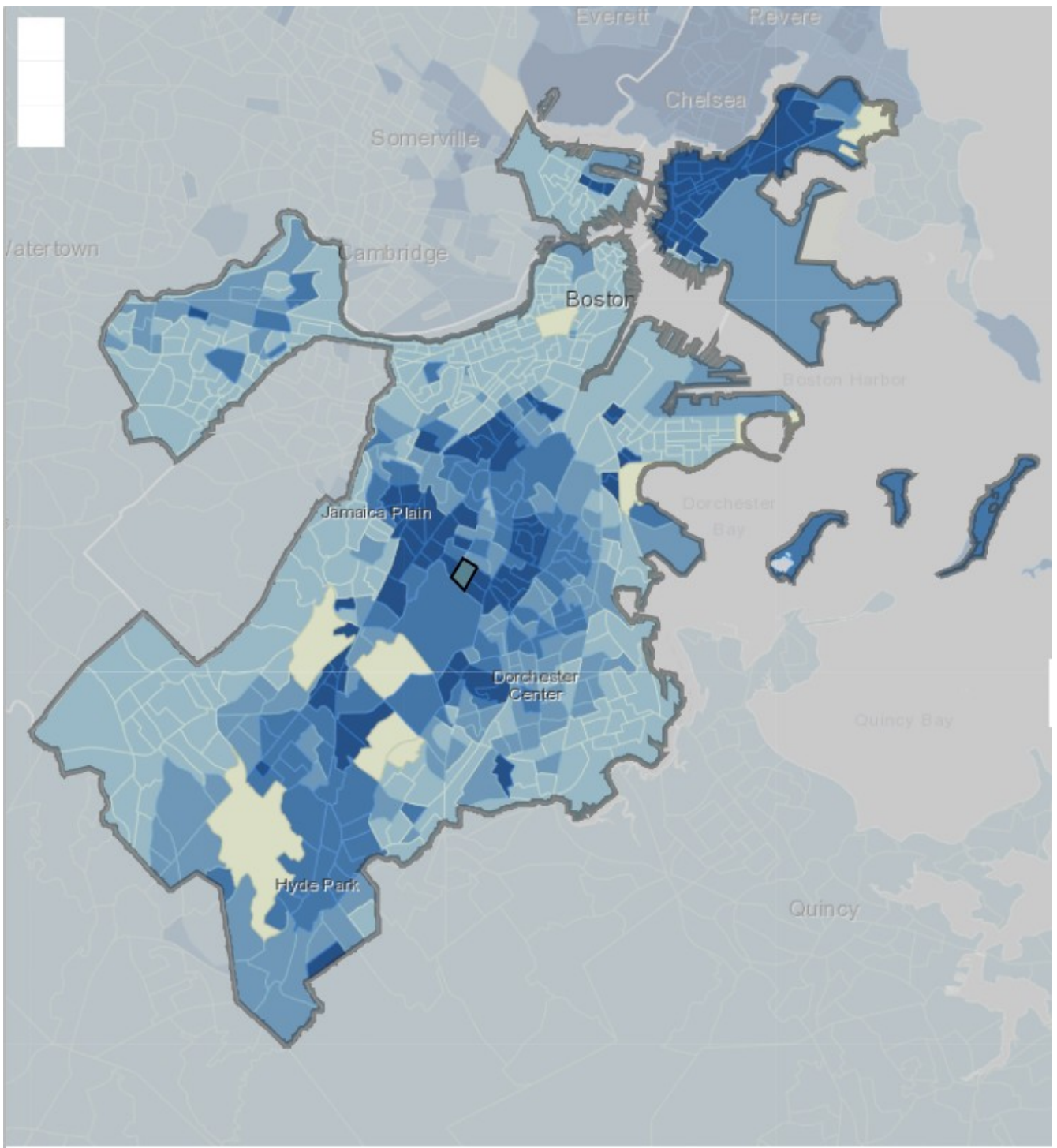
Social Dance Events

A number of local dance companies have also established regular social dances. Salsa Y Control^{viii} hosts Havana Club, one of the most popular in the city. What started as two brothers, renting a function hall for latin music has grown into a nearly daily latin music party. Boston Salsa Central lists several weekly dance nights, dominated primarily by Salsa Y Control, and a number of monthly events at various venues.

They have been allowed to grow by filling gaps as other salsa events have closed. Ryles Jazz Club^{ix} and Fire + Ice^x have closed in recent years, leaving the latin dance community with progressively fewer options. Havana Club has filled that gap largely unchallenged since then.

There is a significant opportunity to seize market share from the dominant players, because these latin dance events are primarily in Cambridge while the Hispanic population in Boston is mainly concentrated in Roxbury and Dorchester.

The Company can host weekly social dance events in a space that is already designed for dance, movement, and music that will attract its audience by being much more accessible to where they live. This will also be a chance to find another use, and generate more revenue from the space during a time when the business may otherwise be closed.



Public Community Events

The Company will host open air, community events in the required green space. It will also seek permits to host annual block parties to feature music, dance, and visual arts in the nearby streets of Dudley Square.

Centralized Event Listings

Dedicated artists typically will connect with resources to keep them informed, but newcomers or casual participants often struggle to find information when choosing where to go next. Individual studios maintain listings of their own classes on site, but that requires that the market identify those studios in the first place.

The Company will maintain an online listing of its own classes like any other, but will also include listings for competing studios. This may seem counterintuitive, because it advertises competing venues in our own space, but it offers a significant advantage.

Rehearsal, and exercise space is inherently location based, so geography is the main driving factor as market participants choose where to go. However a centralized listing of all classes throughout the metropolitan area will drive our listings page to the top of organic search results, and make our studio the default choice for newcomers to the dance, rehearsal, and exercise classes.

We can do this across all of our professional operated genres: dance socials, youth programs, and rehearsal space.

Development Plan

The design of the Nawn Factory site presents challenges and opportunities. We propose to build out the site to the original volume of the factory utilizing the existing footprint, height and massing. The new proposed use as a Rehearsal Studio providing space for the community to perform and teach will enrich the cultural aspects of the arts in Roxbury. As part of the development we will incorporate into the design the 1200 square foot cultural space which will be on the ground floor and run the length of the building interior providing a gallery type space for displays depicting the Cultural Heritage of the Dudley Neighborhood. The interior of this space will be flanked by an upper gallery viewing area which is supported of metal beams and brackets reminiscent of the old elevated railway which passed by the site and it associated with this historic factory. The new space will connect to the outdoor courtyard where a mural will reflect the Dudley Cultural District and connect to other elements of the Roxbury Heritage State Park. Additionally the pathways of the courtyard (modeled after the old MBTA map of subway lines) will provide an accessible route to the adjacent burial grounds and future adjacent development. Within the courtyard will be spaces for exercise and performances as well as lounge areas to encourage interaction of the users and the community.

Site Context

In order to better understand the existing conditions and infrastructure on and immediately adjacent to the Project Site, a boundary, topographic survey and utility survey will be obtained for approval process.

The Proposed Project is subject to land use controls contained in the Zoning Code. In accordance with the Boston Zoning Code. As detailed above, the Proposed Project is located within the Roxbury Neighborhood District, governed by Article 50 of the Zoning Code and is also located in the Community Facilities Sub district.

To the extent possible, the Proposed Project has been designed to comply with the applicable zoning requirements; while the required Zoning Code Variances for the Proposed Project are justified by the unique land and property conditions, the resulting hardship of its existing non-conformities, the preferred Use and overall context of the immediate area.

Further limiting the Proponent's reasonable re-use of the Project Site are its long-existing non-conformities, including a distressed Historic industrial property. These existing non-conformities also fail to conform to the character and context of the immediate area, which is surrounded by other existing, new and/or planned developments. The Historic nature of the site poses further limitations restricting parking and access.

Regulatory Controls and Permits

Zoning District

The Project Site is located within the City's Roxbury Neighborhood Zoning District and within its Roxbury Heritage State Park CF Subdistrict under the City of Boston Zoning Code (the "Zoning Code"). It is also within the Boulevard Planning overlay and subject to Neighborhood Design Review. The Proposed Project is subject to Parks Department Design Review under Ordinance 7.4-11 as well as the Eustis Street Architectural Conservation District.

Proposed Project Uses

The Proposed Project's community Use is an Allowed under the Zoning Code.

Applicable Dimensional Regulations

As applicable to the Proposed Project, the Zoning Subdistrict requires a maximum Floor Area Ratio ("FAR") of 2.0, with a maximum Building Height of 45-feet and no front or side yard setbacks. There is a 20' rear yard setback restriction (existing non-conforming). There are no Minimum Lot Size or Additional Lot Area requirements imposed by the Zoning Code, but the Proposed Project is also restricted by the Zoning Code's Off-Street Parking Loading and Design/Maneuverability regulations. In particular, the Proposed Project at the Site is restricted by the following dimensional and off-street parking/loading regulations of the Zoning Code:

Table 1: Applicable Zoning Code Regulations

Dimensional Regulation	CF Community Facilities Subdistrict	Proposed Project Conditions	Zoning Relief Required
Minimum Lot Size	None	10,841 SF	None
Minimum Lot Area per Dwelling Unit	N/A	N/A	None
Minimum Lot Width	none		None
Minimum Frontage	none	Approx. 102.3 FT	None
Maximum Floor Area Ratio (FAR)	2.0 FAR	.66 FAR	None
Maximum Building Height	45 FT	+/- 28 FT (Existing)	None
Minimum Usable Open Space per Dwelling Unit	50 SF per unit	N/A	None
Minimum Front Yard	none	0 FT	None
Minimum Side Yard	none	varies	None
Minimum Rear Yard	20 FT	varies	Yes
Minimum Number of Parking Spaces	TBD upon review with BPDA	TBD	Yes

Transportation / Parking

Currently, there is no marked parking onsite, however, the existing building is set back from Melina Cass and has a current utilization of the Site for parking lot. On-street parking is allowed on some of Washington Street, there are currently no spaces in front of the Site due restrictions that runs the full length of the lot frontage.

The Company will actively encourage visitors to use public transit when traveling to and from the facilities. There are no shortage of public transit, and public parking options to the Dudley square area, although public transit remains the best option for most cases. The site sits:

- 0.6 miles from Ruggles Orange Line station^{xi}
- 0.3 miles from Dudley square bus station^{xii}

- 0.5 miles from public parking at the Crosstown Center garage^{xiii}

We believe that these transit, and parking options are more than enough to accommodate the Company, and its expected visitors on a regular basis.

Loading

There are no loading requirements.

Preliminary List of Permits or Other Approvals Which May be Sought

The table below sets forth a list of federal, state and city agencies which permits or other actions are expected to be required:

Table 2: Anticipated Permits and Approvals

Agency Name	Permit / Approval
Boston Landmarks Commission	Design Review and Approval
Boston Planning and Development Agency	Final Design Review Approval; Certification of Approval
Boston Water and Sewer Commission	Site Plan Approval; Construction Dewatering Permit; Sewer Extension/Connection Permit; Stormwater Connection
City of Boston Committee on Licenses	Dance studio/education may require review
City of Boston Inspectional Services Department	Building and Occupancy Permits; other construction related permits
Boston Fire Department	Permits for Construction and Fire Alarm
Boston Public Improvement Commission	Potential Street and Sidewalk Occupation Permits; Specific Repair Plan; Curb Cut Permit; Pedestrian Easement
Boston Zoning Board of Appeals	Approval of Zoning Relief, as required
<p><i>* This is a preliminary list based on the Proposed Project information currently available. It is possible that not all of these permits or actions will be required, or that additional permits may be needed.</i></p>	

Development Concept

The Proposed Project's urban design goal is to significantly enhance this 'missing tooth' which was the entire Nawn factory, with a well-designed addition within the envelope of the existing factory using high quality, modern building materials typical to a building and found within the neighborhood. An

improved public sidewalk with a building courtyard at along the side of the building with a mix of hardscapes and landscaping, will help to provide a much more pedestrian friendly environment and connect it to adjacent Burial Ground and development parcels.

The building is fronted by a large lobby on one end with the entry courtyard having two secondary building entries for users, and a centrally located bicycle rack on site to activate the area. Brick masonry exterior and restored windows and door openings will give the building a new presence. This combined with the building addition within the original Nawn Factory volume will restore the area to prominence.

The materials used on the newer addition to the building are of high quality building, brick masonry is utilized, while at balance is metal panel siding to complement the brick and help break down the scale of the building.

- **Height and Massing**

The massing and height of the building has been designed to respond to the unique land conditions and constraints of the Project Site, and to fit in with the height and scale of the former building on the site. Additional elements, such as exterior stair reminiscent of the old elevated railway, help reinforce the historic nature of the building. Also, all fenestration is designed to be black with a muntin pattern to further fit with its historic look.

The Proponent will work with the Neighborhood, BPDA, Landmarks throughout through the more formal approval process for the Proposed Project.

- **Exterior Lighting**

The Proposed Project will have one sign on the front façade of the building at the main entry, and any required signage by Boston Fire Department to locate life safety system. Exterior lighting, where used, will be indirect LED lighting to illuminate building entrances, ground surfaces, and pedestrian pathways as required by building code. The site paths will be lit with appropriate scale post lights to provide a sense of security at night. Additionally, all exterior lighting will utilize cut-off shields as part of their design to limit light spill outside the building site.

Sustainable Development

The building will be designed to meet or exceed all applicable energy code requirements. Building mechanical systems will be designed for maximum efficiency and complement the building's exterior wall assembly to deliver a high energy performing building. The use of LED lighting will be specified for the building where capable to further reduce electrical demands for the building. We will

incorporate solar panels on roof and storage battery system with the goal on a Net Zero building. HVAC systems will be electric and high efficiency heat pumps. The goal is to have a finished building which will be LEED certified as Silver or greater.

development without displacement

We believe that developing the Nawn Factory site will not displace any residents, because the building is currently vacant, and abandoned. All construction activities and vehicles can fit onto the available parcels without disrupting traffic or parking in Dudley square throughout the development process.

Development Schedule

Based on preliminary discussions with local developers, we believe that the construction phase will take approximately 18 months from final permitting to project completion.

We anticipate a significant utility upgrade to the site conditions as being required. We see some challenges that may require site control implementation to help protect the historic cemetery. The commercial style of this building requires full accessibility, including elevators. Selecting appropriate materials for next 100 Years of the building should offer lasting value that will not denigrate quickly, bringing lasting investment into the community.

Once permitted, we anticipate this project to take between 12-18 Months. Project timeline challenges hinge on when the project commences, what season we are in when we start, environmental concerns and mitigations. Utilities drive overall project turn over and we are prepared to work with every city and governing oversight committee to deliver the project that we can all be proud of.

Open Space

The Company will feature an outdoor plaza, and fitness park where visitors can lounge, and exercise in the open air. We will work to attract food trucks, and other small vendors to the space to add more value, and host regular outdoor events like Salsa In the Park^{xiv}.

The building will also use the green space as a leech field for a grey water recycling system to capture available water in the building, and use it to irrigate plants, and recharge local groundwater. We will strive to maintain attractive plantings for all seasons to motivate users to step out to enjoy the outdoors, but also to share pictures online to further promote the space.

We would also like the plantings to support local pollinators, and wildlife. We will target specific plants that support species that may be threatened, or endangered in Massachusetts.

Operation and Management

The Company will employ a small group of full time staffers, and a larger cohort of part time teachers and instructors who are trained in a particular specialty.

Staff

The staff roles will focus primarily on greeting guests, and managing transitions between classes, and rentals in the studios, and collecting payment from guests and rental instructors. They will coordinate and supervise the efforts of third party cleaning, and maintenance vendors and directly communicate issues that management may need to address.

Teachers

The Company will host a diverse staff of instructors in a variety of disciplines working with a range of audiences from adults to children, beginners to professionals. These include improv acting, yoga, and exercise classes. Within the dance community, these include hip hop, ballroom, salsa, contemporary and ballet.

The primary function of a teacher is to run a class for a set period in their specialty field. Staff teachers differ from rental teachers in that they will be paid directly from payroll budget of the Company based on the fair minimum wage, but also a percentage of the attendance value in their classes.

On the other hand, rental teachers will actually pay the Company for the use of the space, and fully retain what revenue they collect from class attendees.

Diversity and Inclusion / Good Jobs Standards

- 1. At least 51% of the total employees working on the parcel shall be bona fide Boston Residents. Please note that the community has expressed a preference for developers to select tenants for retail spaces who are committed to hiring Roxbury residents specifically. Proponents are expected to work with community partners as an element of their employee recruitment.*
 - The company intends to hire facilities and administrative staff from Roxbury, Boston, and surrounding towns. We are open to any community input to identify, and hire qualified local employees.
- 2. At least 51% of the total employees working on the parcel shall be people of color.*

- The company is a minority owned company, and intends to hire employees who represent the demographics of the audience we serve. Our research suggests that Roxbury, and Dudley Square in particular are primarily minority neighborhoods and we intend to reflect that in our hiring practices.
3. *At least 51% of the total employees working on the parcel shall be women.*
- The company can not commit to a given percentage of female employees, but fully expects to hire staff to properly represent the minority and arts focused community that it intends to serve.
4. *All employees shall be paid a "**good wage**", defined as a salary or hourly wage equal to or greater than the Boston Living Wage, which shall be defined as \$17.62 on January 1, 2019 and thereafter increasing annually by the rate of inflation.*
- The company will pay all facilities, administrative, and teaching staff a minimum of the Boston Living Wage while working. This includes part time teachers, who will be guaranteed the Boston Living Wage, regardless of individual class attendance.
5. *At least 75% of all employees working on the Property, and at least 75% of all employees of each lessee, sub-lessee, or tenant working on the Property, shall be **full-time employees**. "Full time" shall mean at least 30 hours per week.*
- As a small business, the company can not guarantee a specific number of full time employees. However we commit to providing stable, and predictable employment for our staff so that they can plan their studies, child care, or any other work around their schedules at the company.
6. *All employees shall work "**stable shifts**," which include a predictable schedule that is appropriate for the particular field of work. Such a work schedule allows employees to reasonably schedule other family care, educational, and work obligations. A schedule that does not include "on-call" time and has a set weekly pattern that does not change more than two times per year shall be presumed to be stable.*
- The company will build a schedule of stable shifts for all staff, and will only change make changes with a face to face discussion with each affected member about employee availability, and business needs.
7. *All full-time employees shall be offered benefits, defined as the opportunity to opt into a company sponsored health insurance plan with coverage that meets Massachusetts Minimum Creditable Coverage ("MCC").*

- While the company can not guarantee any number of full time employment positions, the company can commit to offering health insurance for all full time employees to satisfy the state requirement.

Financial Plan

Financial Capacity

We intend to use personal finds to get a startup business loan to initially acquire, and develop the property. We will also use the \$500k Whittier Choice Plan funding to further achieve development goals of an energy positive, and LEED certified building. We will use the \$800k MassWorks funding grant site preconstruction utility upgrades, sidewalk improvements and preparation fo the site for landscaping in the open space portion of the property.

Development Cost

Five Year Projection

I have divided my financial projections into conservative, average, and optimistic projections based on my expectations of the business. In all financial models, I assume:

- the public rental rate for a studio is \$40
- the building has 8 studios for rental
- 16 hours of operation from 600am to 1000pm
- youth program, and exercise classes run by paid staff charge \$20 per attendee
- the building hosts social dance events on Thursday through Saturday, and charges \$10 per attendee
- the first three months of operation will draw no revenue during construction

The conservative, average, and optimistic projections substantially differ in two ways: the Maximum Income Ratio, and the Scaling Factor.

- The Maximum Income Ratio is roughly analogous to space utilization relative to capacity.
- The Scaling Factor maps out a smooth progression from the bottom of the modeled range to the maximum income ratio over the five year projection.

Conservative

The Maximum Income Ratio is approximately 56%. I chose this number by comparing the tax filings of the Dance Complex, which is a currently successful competitor, and the last tax filing for Green Street Studios, which has failed. Green Street Studios earned 56% the revenue per square foot of the Dance Complex, so I used that value as a projected space utilization.

The Scaling Factor for my revenue streams is very pessimistic. It starts at approximately 6% of the maximum value, which is still only 56% building utilization, and scales smoothly to its maximum over five years.

	2021	2022	2023	2024	2025
Gross Revenue					
Grants					
Studio Rental	\$41,880	\$131,480	\$289,640	\$489,400	\$641,200
Youth Program Attendance	\$52,320	\$164,280	\$361,980	\$611,640	\$801,380
Social Events	\$15,270	\$154,220	\$371,970	\$420,290	\$423,680
Merchandise Sales	\$400	\$1,125	\$1,875	\$2,525	\$2,750
Exercise Classes	\$45,420	\$120,640	\$203,900	\$267,160	\$298,760
SBA Loan					
Other Income					
Total	\$155,290	\$571,745	\$1,229,365	\$1,791,015	\$2,167,770

Construction Costs

Jonathan Smalls
jon@smalls.rocks
857 301 9231

art @ the Nawn Factory
2019 November 12
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#REF!	E	Err:504	Err:504	Err:504	Err:504	Err:504
Materials						
Assembly Costs (Labor)						
Equipment						
Architecture						
General Contractor						
#REF!	E	Err:504	Err:504	Err:504	Err:504	Err:504
#REF!	E	Err:504	Err:504	Err:504	Err:504	Err:504
Other						
Total						

Operating Expenses

Sales & Marketing						
Sales Salaries		\$247,500	\$270,440	\$490,480	\$510,480	\$467,940
Sales Commissions						
Marketing - Fixed Costs		\$6,000	\$6,000	\$6,000	\$6,000	\$5,500
Sales Costs		\$4,800	\$4,800	\$4,800	\$4,800	\$4,400
Total		\$258,300	\$281,240	\$501,280	\$521,280	\$477,840

General & Administrative

Payrolls						
Management Payrolls		\$12,012	\$12,012	\$96,000	\$96,000	\$96,000
Administrative Payrolls		\$105,000	\$127,900	\$128,280	\$128,280	\$128,280
Expenses						
Mortgage		\$39,074	\$39,074	\$39,074	\$39,074	\$39,074
Insurance		\$5,760	\$5,760	\$5,760	\$5,760	\$5,760
Property Tax		\$33,074	\$33,074	\$33,074	\$33,074	\$33,074
Telephone / Internet		\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Misc. G&A		\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total		\$204,520	\$227,420	\$311,788	\$311,788	\$311,788

R&D

R&D Payrolls						
Engineering Expenses						
Materials & Supplies						
Misc.						
Total						

Product

Software Platform						
Licensing						
Total						

Miscellaneous					
Legal - General	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Legal - IP					
Accounting	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Other					
Total	\$13,000	\$24,000	\$24,000	\$24,000	\$22,000
Total Operating Expenses	\$475,820	\$532,660	\$837,068	\$857,068	\$811,628
Operating Profit (EBITDA)	\$(320,530)	\$39,085	\$392,297	\$933,947	\$1,356,142

The financial projections above are intentionally pessimistic to evaluate whether the Company can sustain its self against the data of our least profitable competitor. We arrived at the assets operations value by assuming that the total project area at 7 190 square feet averages \$27.84 per square foot annually.

Average

The Maximum Income Ratio is 1. This assumes that the building will draw as much revenue per square foot as the Dance Complex.

The Scaling Factor sits in the middle of the range. It assumes that I will achieve 50% building utilization right away, and scales to 95% utilization over five years.

	2021	2022	2023	2024	2025
Gross Revenue					
Grants					
Studio Rental	\$555,600	\$807,920	\$948,280	\$1,125,600	\$1,260,280
Youth Program Attendance	\$694,460	\$1,009,820	\$1,185,340	\$1,407,020	\$1,575,480
Social Events	\$308,640	\$448,810	\$526,810	\$625,350	\$700,210
Merchandise Sales	\$1,125	\$1,800	\$2,025	\$2,450	\$2,700
Exercise Classes	\$231,500	\$336,620	\$395,140	\$468,980	\$525,140
SBA Loan					
Other Income					
Total	\$1,791,325	\$2,604,970	\$3,057,595	\$3,629,400	\$4,063,810
Construction Costs					
#REF!	E	Err:504	Err:504	Err:504	Err:504
Materials					
Assembly Costs (Labor)					
Equipment					
Architecture					
General Contractor					
#REF!	E	Err:504	Err:504	Err:504	Err:504
#REF!	E	Err:504	Err:504	Err:504	Err:504
Other					
Total					
Operating Expenses					
Sales & Marketing					
Sales Salaries	\$247,500	\$270,440	\$490,480	\$510,480	\$467,940
Sales Commissions					
Marketing - Fixed Costs	\$6,000	\$6,000	\$6,000	\$6,000	\$5,500
Sales Costs	\$4,800	\$4,800	\$4,800	\$4,800	\$4,400
Total	\$258,300	\$281,240	\$501,280	\$521,280	\$477,840

General & Administrative

Jonathan Smalls
jon@smalls.rocks
 857 301 9231

art @ the Nawn Factory
 2019 November 12
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Payrolls					
Management Payrolls	\$12,012	\$12,012	\$96,000	\$96,000	\$96,000
Administrative Payrolls	\$105,000	\$127,900	\$128,280	\$128,280	\$128,280
Expenses					
Mortgage	\$39,074	\$39,074	\$39,074	\$39,074	\$39,074
Insurance	\$5,760	\$5,760	\$5,760	\$5,760	\$5,760
Property Tax	\$33,074	\$33,074	\$33,074	\$33,074	\$33,074
Telephone / Internet	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Misc. G&A	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total	\$204,520	\$227,420	\$311,788	\$311,788	\$311,788
R&D					
R&D Payrolls					
Engineering Expenses					
Materials & Supplies					
Misc.					
Total					
Product					
Software Platform					
Licensing					
Total					
Miscellaneous					
Legal - General	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Legal - IP					
Accounting	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Other					
Total	\$13,000	\$24,000	\$24,000	\$24,000	\$22,000
Total Operating Expenses	\$475,820	\$532,660	\$837,068	\$857,068	\$811,628
Operating Profit (EBITDA)	\$1,315,505	\$2,072,310	\$2,220,527	\$2,772,332	\$3,252,182

Optimistic

The Maximum Income Ratio remains 1. We keep our assumption that the building will draw as much revenue per square foot as the Dance Complex.

The floor for the Scaling Factor is 75%, and scales smoothly to 95% over five years.

	2021	2022	2023	2024	2025
Gross Revenue					
Grants					
Studio Rental	\$796,560	\$1,096,320	\$1,168,040	\$1,258,360	\$1,327,200
Youth Program Attendance	\$995,700	\$1,370,460	\$1,459,980	\$1,573,020	\$1,658,940
Social Events	\$442,510	\$609,070	\$648,860	\$699,140	\$737,330
Merchandise Sales	\$1,800	\$2,400	\$2,525	\$2,700	\$2,925
Exercise Classes	\$331,880	\$456,840	\$486,700	\$524,300	\$552,960
SBA Loan					
Other Income					
Total	\$2,568,450	\$3,535,090	\$3,766,105	\$4,057,520	\$4,279,355
Construction Costs					
#REF!	E	Err:504	Err:504	Err:504	Err:504
Materials					
Assembly Costs (Labor)					
Equipment					
Architecture					
General Contractor					
#REF!	E	Err:504	Err:504	Err:504	Err:504
#REF!	E	Err:504	Err:504	Err:504	Err:504
Other					
Total					
Operating Expenses					
Sales & Marketing					
Sales Salaries	\$247,500	\$270,440	\$490,480	\$510,480	\$467,940
Sales Commissions					
Marketing - Fixed Costs	\$6,000	\$6,000	\$6,000	\$6,000	\$5,500
Sales Costs	\$4,800	\$4,800	\$4,800	\$4,800	\$4,400
Total	\$258,300	\$281,240	\$501,280	\$521,280	\$477,840

General & Administrative
Payrolls

Jonathan Smalls
jon@smalls.rocks
 857 301 9231

art @ the Nawn Factory
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Management Payrolls	\$12,012	\$12,012	\$96,000	\$96,000	\$96,000
Administrative Payrolls	\$105,000	\$127,900	\$128,280	\$128,280	\$128,280
Expenses					
Mortgage	\$39,074	\$39,074	\$39,074	\$39,074	\$39,074
Insurance	\$5,760	\$5,760	\$5,760	\$5,760	\$5,760
Property Tax	\$33,074	\$33,074	\$33,074	\$33,074	\$33,074
Telephone / Internet	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Misc. G&A	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total	\$204,520	\$227,420	\$311,788	\$311,788	\$311,788

R&D
R&D Payrolls
Engineering Expenses
Materials & Supplies
Misc.
Total

Product
Software Platform
Licensing
Total

Miscellaneous					
Legal - General	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Legal - IP					
Accounting	\$6,500	\$12,000	\$12,000	\$12,000	\$11,000
Other					
Total	\$13,000	\$24,000	\$24,000	\$24,000	\$22,000

Total Operating Expenses \$475,820 \$532,660 \$837,068 \$857,068 \$811,628

Operating Profit (EBITDA) \$2,092,630 \$3,002,430 \$2,929,037 \$3,200,452 \$3,467,727

I think that in reality, the building will operate between the average and optimistic projections, however I choose to be prepared for the conservative outcome in order to plan for a successful business in all market conditions.

We also intend to develop the project, and begin operations in phases. We planned for three months of development in the existing building shell before the space will be ready for business. Once that is complete, we can begin a second phase to develop the allowable building footprint, and assumed that each phase would yield another viable third of the building.

Furthermore we also assumed three months of market growth once a space becomes operable. This will allow time to market the space, and begin to attract regular audiences before we expect and

begin to rely on full operation, and the resulting revenue. We assumed that the revenue would grow roughly in thirds, so the first month of operation in a phase is a third of the final value. The second is two thirds up to our total calculated revenue of \$27.84 per square foot.

The projections assume monthly payroll of \$10,000. This value includes paid staff, and teachers to operate the studio during normal hours, and accounts for our committed minimum wage of \$17.26 in accordance with Good Jobs Standards. This averages to 19 man hours each day, such that at least two paid staff can be on hand during most hours of operation. We assume no responsibility for payroll when there is no functional operation space during the first two months of development, but otherwise expect to pay staff during normal hours.

To achieve these numbers we assume sixteen hours of operation daily from 0600 to 2200. To earn our target operational value of \$26,315 each of the ten studios must gross approximately \$88 daily. The comparison rental rate averages \$40 hourly at the Dance Complex^{xv}, so this represents an average of 21 rental hours daily out of a possible 160 rental hours. We arrive at available rental hours by multiplying available studios (10) by hours of operation (16) to get 160.

Despite this is extremely pessimistic view of the operational efficiency of the Company, we project that the Company will net \$12,433 monthly in operational income and be profitable within four months after opening.

Addenda

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039061 2017

Form **990**

EXTENDED TO MAY 15, 2018
Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.
Information about Form 990 and its instructions is at www.irs.gov/form990.

A For the 2016 calendar year, or tax year beginning **JUL 1, 2016** and ending **JUN 30, 2017**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization ORIGINATION INCORPORATED		D Employer identification number 04-3346266
	Doing business as		E Telephone number (617) 522-3900
Number and street (or P.O. box if mail is not delivered to street address) Room/suite 3708 WASHINGTON STREET		G Gross receipts \$ 296,527.	
City or town, state or province, country, and ZIP or foreign postal code JAMAICA PLAIN, MA 02130		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
F Name and address of principal officer: MUSAU DIBINGA 3708 WASHINGTON STREET, JAMAICA PLAIN, MA 02130		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)() (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number ▶	
J Website: WWW.ORIGINATIONINC.ORG			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 1998 M State of legal domicile: MA	

Part I Summary

1 Briefly describe the organization's mission or most significant activities: EDUCATION OF YOUTH AND COMMUNITY ABOUT AFRICAN HISTORY THROUGH THE ARTS.				
2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.				
Activities & Governance	3 Number of voting members of the governing body (Part VI, line 1a)	3	4	
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	4	
	5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)	5	3	
	6 Total number of volunteers (estimate if necessary)	6	0	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	157,015.	
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0.	
			Prior Year	Current Year
Revenue	8 Contributions and grants (Part VIII, line 1h)	126,846.	123,424.	
	9 Program service revenue (Part VIII, line 2g)	138,866.	157,015.	
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0.	0.	
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	4,083.	
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	265,712.	284,522.	
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.	
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.	
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	71,103.	84,865.	
	16a Professional fundraising fees (Part IX, column (A), line 11a)	0.	0.	
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	0.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	190,133.	235,291.	
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	261,236.	320,156.	
19 Revenue less expenses. Subtract line 18 from line 12	4,476.	-35,634.		
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16)	120,451.	75,846.	
	21 Total liabilities (Part X, line 26)	20,082.	11,111.	
22 Net assets or fund balances. Subtract line 21 from line 20	100,369.	64,735.		

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer: <i>Musau Dibinga</i>	Date: 2/1/18
	MUSAU DIBINGA, DIRECTOR	Type or print name and title

Paid Preparer Use Only	Print/Type preparer's name KENNETH LUND	Preparer's signature KENNETH LUND	Date 01/27/18	Check <input type="checkbox"/> self-employed	PTIN P01430775
	Firm's name DANIEL DENNIS & COMPANY LLP	Firm's EIN 04-2734675	Firm's address 990 WASHINGTON STREET DEDHAM, MA 02026	Phone no. (617) 262-9898	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

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Short Form
Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code
(except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.
▶ Information about Form 990-EZ and its instructions is at www.irs.gov/form990.

Form **990-EZ** OMB No. 1545-1150
2015
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2015 calendar year, or tax year beginning 7/01, 2015, and ending 6/30, 2016

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C GREEN STREET STUDIOS, INC.
185 GREEN STREET
CAMBRIDGE, MA 02139

D Employer identification number
04-2776771

E Telephone number
857-242-6789

F Group Exemption Number

G Accounting Method: Cash Accrual Other (specify) ▶

H Check if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

I Website: ▶ WWW.GREENSTREETSTUDIOS.ORG

J Tax-exempt status (check only one) — 501(c)(3) 501(c) () ◀(insert no.) 4947(a)(1) or 527

K Form of organization: Corporation Trust Association Other

L Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ. ▶ \$ 182,520.

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (see the instructions for Part I)
Check if the organization used Schedule O to respond to any question in this Part I.

		1	2	3	4	5a	5b	5c	6a	6b	6c	6d	7a	7b	7c	8	9	10	11	12	13	14	15	16	17	18	19	20	21
REVENUE		1	2	3	4	5a	5b	5c	6a	6b	6c	6d	7a	7b	7c	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1 Contributions, gifts, grants, and similar amounts received																													
2 Program service revenue including government fees and contracts			182,520.																										
3 Membership dues and assessments																													
4 Investment income																													
5a Gross amount from sale of assets other than inventory																													
5b Less: cost or other basis and sales expenses																													
5c Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)																													
6 Gaming and fundraising events																													
6a Gross income from gaming (attach Schedule G if greater than \$15,000)																													
6b Gross income from fundraising events (not including \$ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)																													
6c Less: direct expenses from gaming and fundraising events																													
6d Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)																													
7a Gross sales of inventory, less returns and allowances																													
7b Less: cost of goods sold																													
7c Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)																													
8 Other revenue (describe in Schedule O)																													
9 Total revenue. Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8																		182,520.											
EXPENSES																													
10 Grants and similar amounts paid (list in Schedule O)																													
11 Benefits paid to or for members																													
12 Salaries, other compensation, and employee benefits																													
13 Professional fees and other payments to independent contractors																													
14 Occupancy, rent, utilities, and maintenance																													
15 Printing, publications, postage, and shipping																													
16 Other expenses (describe in Schedule O)									SEE SCHEDULE O																				
17 Total expenses. Add lines 10 through 16																													
18 Excess or (deficit) for the year (Subtract line 17 from line 9)																													
NET ASSETS																													
19 Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)																													
20 Other changes in net assets or fund balances (explain in Schedule O)																													
21 Net assets or fund balances at end of year. Combine lines 18 through 20																													

BAA For Paperwork Reduction Act Notice, see the separate instructions. Form 990-EZ (2015)

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Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2017
Open to Public Inspection

A For the 2017 calendar year, or tax year beginning **07/01/17**, and ending **06/30/18**

- B** Check if applicable:
- Address change
 - Name change
 - Initial return
 - Final return/terminated
 - Amended return
 - Application pending

C Name of organization
THE NEW DANCE COMPLEX, INC.

Doing business as
THE DANCE COMPLEX

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
536 MASSACHUSETTS AVENUE

City or town, state or province, country, and ZIP or foreign postal code
CAMBRIDGE MA 02139

D Employer identification number
04-3131964

E Telephone number
617-547-9363

G Gross receipts \$ **672,775**

F Name and address of principal officer:
PETER DIMURO
536 MASSACHUSETTS AVE
CAMBRIDGE MA 02139

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: **WWW.DANCECOMPLEX.ORG**

M(c) Group exemption number ▶

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: **1991** **M** State of legal domicile: **MA**

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: ADMINISTRATING A DANCE CENTER FOR COMMUNITY AND EDUCATIONAL PURPOSES.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	6
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	6
	5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	10
	6 Total number of volunteers (estimate if necessary)	6	0
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	19,953
b Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 224,338	Current Year 166,243
	9 Program service revenue (Part VIII, line 2g)	400,275	424,487
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	4,906	2,259
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	14,357	39,031
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	643,876	632,020
	Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	
14 Benefits paid to or for members (Part IX, column (A), line 4)			0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		327,274	320,926
16a Professional fundraising fees (Part IX, column (A), line 11e)			0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 37,714			
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		542,474	439,538
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	869,748	760,464	
19 Revenue less expenses. Subtract line 18 from line 12	-225,872	-128,444	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 1,105,992	End of Year 943,767
	21 Total liabilities (Part X, line 26)	623,446	589,665
	22 Net assets or fund balances. Subtract line 21 from line 20	482,546	354,102

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: **PETER DIMURO** Date: _____
Type or print name and title: **EXECUTIVE DIRECTOR**

Paid Preparer Use Only

Print/Type preparer's name: **ROBERT G. RICE, P.C.** Preparer's signature: **ROBERT G. RICE, P.C.** Date: **11/08/18** Check if self-employed PTIN: **P00100639**

Firm's name: **ROBERT G. RICE, P.C.** Firm's EIN: **04-3105938**
Firm's address: **196 BOSTON AVE STE 2000 MEDFORD, MA 02155-4252** Phone no.: **781-396-2600**

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions.
DAA

Form **990** (2017)

- i “The Dance Complex | Dance classes for kids and adults, dance performances | Cambridge and Boston, MA”, the Dance Complex
<http://www.dancecomplex.org/>
- ii “Green Street Studios / Home”, Green Street Studios
<https://www.greenstreetstudios.org/>
- iii “Home | dmpac”, Deborah Mason Performing Arts Center
<http://www.deborahmasonperformingartscenter.com/>
- iv “MMD Dance Classes in Boston MA, Mass Motion Dance Academy Sturbridge MA, Dance Summer Classes Programs”, Mass Motion Dance
<http://massmotiondance.com/>
- v “Saying Goodbye to a Pioneer”, Casco Bay Movers, 2017 August 27
<http://www.cascobaymovers.com/saying-goodbye-to-the-jeannette-neill-dance-studio/>
- vi “Green Street Studios to Close Its Doors”, Green Street Studios, 2019 October 2
<https://www.greenstreetstudios.org/single-post/2019/10/02/Green-Street-Studios-to-Close-Its-Doors>
- vii “Boston Ballet – Home”, Boston Ballet
<https://www.bostonballet.org/home.aspx>
- viii “Events – Salsa y Control”, Salsa Y Control
<https://www.salsaycontrol.com/events>
- ix “Remembering Ryles, A Storied Jazz Club That Lit Up Inman Square For 40 Years”, Amelja Mason, WBUR, 2018 June 29
<https://www.wbur.org/artery/2018/06/29/ryles-jazz-club-salsa-cambridge>
- x “FiRE+iCE Extinguishes Flame at Harvard Square Restaurant”, Junina Furigay, Harvard Crimson, 2016 September 13
<https://www.thecrimson.com/article/2016/9/13/fire-ice-closes-Square-location/>
- xi “Ruggles | Stations | MBTA”, Massachusetts Bay Transportation Authority, 2020
<https://www.mbta.com/stops/place-rugg>
- xii “Dudley Square | MBTA”, Massachusetts Bay Transportation Authority, 2020
<https://www.mbta.com/stops/place-dudly>
- xiii “Parking | Boston Medical Center”, Boston Medical Center, 2020
<https://www.bmc.org/visiting-us/directions-and-transportation/parking>
- xiv “Salsa In The Park – Home”, MetaMovements
<http://mmsalsainthepark.weebly.com/>
- xv “Studio Space Rental | The Dance Complex”, the New Dance Complex
<http://www.dancecomplex.org/studio-space-rental/>