

Memorandum

To: Honorable Mayor and Members of the City Council

From: Cade Sterling, Planner

CC: Sarah Flax, Community Development Director; Elizabeth Williams, Planning Manager

Subject: Discussion regarding responses received through Request for Expression of Interest (REI) #23-47 and authorization to draft and issue a Request for Proposal (RFP) for the adaptive use and rehabilitation of 2603 Sheridan Road, commonly known as the Harley Clarke Mansion.

Date: January 22, 2024

Recommended Action:

Staff requests the City Council discuss and provide direction on the release of a Request for Proposal for the adaptive use and rehabilitation of the Harley Clarke Mansion that mirrors the framework of the prior Request for Expression of Interest.

CARP:

Building Efficiency

Council Action:

For Discussion

Summary:

Following the release of a Request for Expression of Interest (REI) in September of 2023, the City received nine complete responses and an additional exploratory letter of interest. Foremost, the responses affirm that Harley Clarke remains highly valuable and that private interest and investment can be mutually compatible with the public's interest, including retention of public access and programming opportunities.

The decision to release a REI before an RFP had several benefits. Principally, the REI allowed soliciting models of rehabilitation not sought under prior requests for proposal and enabled the City to evaluate their viability for consideration in a subsequent RFP. The responses received included active forms of public-private partnership as well as mutually beneficial rehabilitation models capable of putting the property back into productive and tax-generating use.

Additional benefits of the REI included the ability to:

- solicit more financially sound responses that emphasize income-producing uses in partnership with realistically scaled non-profit and community-accessible uses;
- encourage proposals capable of accessing a full range of financial incentives and tax credits, which in turn catalyze widespread preservation and place-based economic development potential;
- promote development interest in a non-competitive environment—affording opportunities for interested parties to review and share ideas to form more sustainable models and partnerships for response to a subsequent RFP; and,
- allow the City to receive preliminary interest and judge the effectiveness of the approach to create a more viable RFP framework.

Collectively, these increased the potential to receive stronger responses—responses that minimize financial, programmatic, and operational risk and responses more likely to ensure an effective long-term rehabilitation and adaptive use model for the property. Upon review of the responses received, staff believes the framework and guidelines within the REI were successful in their ability to solicit a variety of development interests.

Specifically, exploring active versus passive uses, active partnerships, and strategic disposition of the property did not dissuade interest or facilitate responses contrary to the public interest. Rather, they afforded proposals with less associated risk, and although many were in the early stages of development, this framework provided one well-developed rehabilitation model with very low development risk. This proposal also provided firm use, operator, and partner commitments and had significant financing in place. This type of response supports retaining strategic disposition as a potential ownership model in a subsequent RFP, demonstrating that a market exists for private development interest to assume all costs and risks associated with the adaptive use and rehabilitation needs, including ongoing maintenance and operational costs.

While private interest could assume all risk and cost under this model, the public would also retain perpetual access and programming opportunities to critical and select features of the property, including the beach, beach restroom/changing facility, existing parking spaces, dunes, coach house, and the adjacent fog signal buildings to the east of the Grosse Point Lighthouse. This would be accomplished through various perpetual easements, including public access, viewshed, and no-build easements, as well as other binding legal agreements to manage programming, maintenance, and operational details between parties. These, in turn, effectively reduce the property's appraised value, helping to bridge the gap between the purchase price and the financeable ability of the buyer/developer. In this way, divergent motivations between public and private development goals are overcome, and although the City would not maintain ownership, this mirrors a form of active partnership where current public ownership is leveraged to ensure retention of the public interest and, ultimately the public shares in the success of the project through permanent recreational access and widespread social, cultural, and economic development potential.

Additional responses received emphasized retention of public ownership and publicly accessible uses and programming opportunities not dissimilar to those received previously in 2019/2020. However, in contrast to previous submissions, many respondents have diversified

their financing models to mitigate risk and include the use of tax credits and other incentive programs. Despite this, these types of models retain a greater degree of risk due to dependency on initial fundraising of significant private capital or, in some instances, heavy reliance on grant awards. These proposals would need to be reviewed in more detail to ensure the ability to not only realistically rehabilitate the property but also to create predictable and sustainable sources of funds for ongoing operational, maintenance, and programming expenses. Many of these proposals, as well as an exploratory submission for a Climate Action Consortium/Center, are dependent on use and partner commitments that were not disclosed or had not been made at the time of submission. These commitments and a detailed development pro forma would be required at the RFP stage. Although higher in associated risk, the significant benefit of these models is a higher degree of publicly accessible uses and programming opportunities for the grounds, Mansion, and coach house.

Finally, some smaller-scale proposals sought to either occupy only a portion of the Mansion or the Coach House and were likely submitted to partner with and make for more viable comprehensive responses for utilization of the entire property. For example, the Celadon Construction proposal to purchase the property for use as a wedding venue in the Mansion seeks a partnership with Jens Jensen Gardens in Evanston to occupy the Coach House – combining active income-producing uses with realistically scaled non-profit and community uses accessible to and programmed for the public.

Proposed modifications for inclusion in the RFP

The primary difference between a REI and an RFP is that an RFP is a competitive procurement process that requires additional detail and evaluation criteria to effectively judge and score the responses received. The RFP is anticipated to be open for three months with the possibility of an extension as determined necessary. Compared to the REI, responses to the subsequent RFP would include:

1. Detailed qualifications and demonstrated experience of the submitting firms and use and other partners
2. Detailed development pro forma
3. Detailed scope of work and development timeline
4. Detailed operational and use summaries
5. Detailed elevation drawings, floor plans, renderings, and site plan

The proposed evaluation criteria will deviate from the standard RFP language to ensure applicability to the uniqueness of the request. Staff proposes the following, which closely align with the methodology used to evaluate the Lot 1 proposal on South Boulevard.

1. Qualifications and expertise (30 points)
2. Financing Plan and Capacity (25 points)
3. Project Vision and Ability to meet the RFP's Key Objectives (20 points)
4. Feasibility (15 points)
5. Community and Public Benefit (10 points)

Additionally, it is intended that the RFP will include the following adjustments based on the responses received to the REI:

1. Emphasize the goal of providing a use or combination of uses capable of utilizing alternatives to on-site parking and uses that minimize the need for additional on-site parking spaces.
2. Emphasize the importance of the properties' integrity of setting and significant landscape composition and encourage sensitivity in approach to minimize adverse impacts to these character-defining features.
3. Require a letter of intent for properties that seek purchase of the property to propose and specify easements and legal agreements the purchaser will provide and enter into with the City to ensure retention of public access and programming opportunities to critical site features and resources as outlined in the REI and subsequent RFP.
4. Encourage a combination of active uses, realistically scaled non-profit or community uses, as well as annual community events/programming opportunities.
5. Include ground lease and sale of the buildings only as alternatives in potential ownership models the City is receptive to.

Staff seeks specific input from the City Council on the following:

1. Whether the proposed evaluation criteria are suitable.
2. Whether the proposed modifications to the REI for inclusion in the RFP are appropriate and what additional modifications may be desirable.
3. Whether the Council is comfortable including strategic disposition of the entire property, or a portion thereof, as a potential ownership model within the RFP.

Summaries of responses received, as well as each respondent's full responses, are attached for review.

Legislative History:

A full legislative summary, as well as the REIs webpage may be accessed [here](#):

Attachments:

[Harley Clarke REI Response Summaries](#)

[Compiled REI 2347 Responses](#)

[REI 2347 PDF](#)



MEMORANDUM

To: Honorable Mayor and Members of the City Council

From: Cade W. Sterling, Planner

CC: Sarah Flax, Community Development Director
Elizabeth Williams, Planning Manager

Subject: Summary of responses received through Request for Expression of Interest (REI) #23-47.

Date: January 3, 2024

Following release of a Request for Expression of Interest in September of 2023, the City received nine responses and has since received an additional letter of exploratory interest outside the submission window.

Celadon Construction Corporation

Proposed Use: Wedding Venue and Event Space

Timeline: Opening in 2026

Proposed Ownership Model: Purchase of property through interest accumulating sellers note. Proposes a series of easements and other legal agreements to perpetually preserve public access to, and use of, the existing on-site parking, beach and beach facilities, native dunes landscape, and maintenance and programming access to the neighboring Grosse Point Lighthouse and Fog Signal Buildings.

Anticipated Rehabilitation Cost: \$20 Million

Source of Financing: Private financing and tax credit commitments.

Proposed Additional Improvements: Additional on-site parking; rear pavilion addition

Team: Revive Architecture, Ramsey Historic Consultants, Assemble Design Workshop, Walden Chicago (event operator), Clark Construction, Vasilion Associates, Inc., Architecture

Potential Partners: Proposes partnership with the non-profit, Jens Jensen Gardens in Evanston, who would occupy the coach house and provide publicly accessible programming, events, and educational opportunities.

Other Notes: 2023 recipient of the Richard H. Driehaus Foundation Preservation Award for Adaptive Use for the \$60 million rehabilitation of the Maywood Supportive Living facility. Use of a valet and shuttle service to transport guests to and from the venue. Rehabilitation would meet the Secretary of the Interior Standards for the Treatment of Historic Properties. Additional on-site parking to be used by event staff, impacts to integrity of setting are proposed to be mitigated through specified material use.

Evanston Community Lakehouse and Gardens

Proposed Use: Mixed-Use Community Space including café, community and cultural events, and educational programming.

Timeline: Three phase approach with all phases completed in 4 to 7 years.

Proposed Ownership Model: Long-Term Lease

Anticipated Rehabilitation Cost: \$6 Million

Source of Financing: IFF loan, fundraising, grants, sponsorship and naming opportunities, tax-credits.

Proposed Additional Improvements: None

Team: Elliott Dudnik + Associates, ECLG officers and board members, Brian Wishneff and Associates (tax credit advisor), professional fundraiser TBD.

Potential Partners: Chicago Botanic Gardens, Jens Jensen Gardens in Evanston, Evanston Chamber of Commerce, Evanston Made, Prairie Moon, Backlot Coffee, Shorefront Legacy Center.

Other Notes: Utilization of existing on-site parking with hours of operation outside of peak beach hours. Use of shuttle services, and valet from off-site parking areas for larger events. Access tax credits through creation of a for profit enterprise. Phased implementation creates opportunities for realistically scaled use of the building proportionate to available capital, creating compounding sources of revenue as the rehabilitation model moves from Phase 1 to Phase 3, and eventual self-sustaining income is envisioned for maintenance, programmatic, and operating expenses. ECLG is a non-profit, 501c3 organization created in 2014 for the sole purpose of rehabilitating and adapting Harley Clarke for public use.

INDIGO

Proposed Use: Holistic wellness center, café, and educational/creative programming

Timeline: Unspecified

Proposed Ownership Model: Long-Term Lease

Anticipated Rehabilitation Cost: Unspecified

Source of Financing: Seeks fiscal sponsor

Proposed Additional Improvements: None

Team: Michele Maeder, Property Manager

Potential Partners: Not identified

Other Notes: INDIGO seeks to lease the mansion and coach house (for living space), utilizing a phased approach for use of the mansion, growing and expanding rehabilitation as additional partners and fiscal sponsors are identified. INDIGO may be a good partner for a more holistic approach to the properties rehabilitation, being a realistically scaled non-profit entity capable of offering on-site publicly accessible programming.

Jens Jensen Gardens in Evanston

Proposed Use: Lighthouse Center for Native Habitat

Timeline: Not specified. Coach house only.

Proposed Ownership Model: Long-Term Lease of the Coach House (40 years).

Anticipated Rehabilitation Cost: Not specified. Coach house only.

Source of Financing: Fundraising of private capital, existing financial commitments waiting for a lease agreement, grant opportunities, and membership fees.

Proposed Additional Improvements: None

Team: Eifler and Associates, Teska Associates, Kirkland and Ellis

Potential Partners: Evanston Ecology Center, Garden Club of Evanston, Highland Garden Club, Lincolnwood Garden Club, Evanston NorthShore Bird Club, Evanston Environmental Association, Natural Habitat Evanston, Edible Evanston, Evanston Grows, Open Lands, Friends of the Forest Preserve, Clark Street Bird Sanctuary, Scouts

Other Notes: JJGE is currently, and has been, undertaking ongoing rehabilitation of the properties Jens Jensen and Alfred Caldwell designed grounds as well as providing stewardship of the sites native landscapes and dune ecosystem. JJGE is listed as a potential partner in many additional responses and has strong support for their mission and publicly accessible programming amongst interested parties. A combination of income-producing uses with associated non-profit partner uses is a strategic approach which increases potential to access the competitive State Historic Preservation Tax Credit.

One Community Museum and Gardens

Proposed Use: Museum focusing on history, nature, culture, and social justice.

Timeline: Opening in 2027

Proposed Ownership Model: Purchase or Long-Term Lease

Anticipated Rehabilitation Cost: \$3 to \$5 Million with subsequent \$10 Million programming, operations and maintenance endowment.

Source of Financing: Grants, sponsorships, fundraising of private capital, memberships, special exhibitions, conferences and events, and monthly income from subtenants. Tax credits and investors if needed.

Proposed Additional Improvements: None.

Team: Not specified.

Potential Partners: Unspecified but broadly identified as business, universities and colleges, health systems, museums, and like-minded community organizations as well as local public and private schools.

Other Notes: The museum portion is proposed to be free and publicly accessible, with additional for lease and event rental spaces. Overflow parking on-site will be used for large events on lawn spaces or through a shuttle service between proximate parking structures and the site. The proposed use is multi-faceted. In addition to a museum, it would include co-working and artist studio spaces, tenant spaces, conference and event spaces etc. The proposal indicated that they have a commitment from a local tenant to occupy a portion of the building at a rate of \$10,000 per month.

Pikelet Holdings LLC

Proposed Use: Wedding venue with café and upper-story hotel

Timeline: Unspecified

Proposed Ownership Model: Long-Term Lease of buildings only or purchase of property

Anticipated Rehabilitation Cost: Unspecified but anticipated to be a multi-million dollar undertaking

Source of Financing: Self funded; private capital. Leveraging of federal, state, and county tax credits and financial incentives.

Proposed Additional Improvements: None.

Team: Seeking local Evanston architectural firm, hiring of subcontractors based in Evanston, self-managing of the rehabilitation and event operations with experience operating a profitable wedding business for over a decade.

Potential Partners: None identified.

Other Notes: A boutique hotel is also listed as an optional or potential use, but it is also acknowledged that this was contentious in the past. Proposed utilization of off-site parking and a valet and shuttle service for events. Proposes a revenue sharing venture as a possibility under a scenario where the property is purchased.

Ratio Architects

Proposed Use: Wedding Venue and Banquet Hall

Timeline: Unspecified

Proposed Ownership Model: Long-Term Lease

Anticipated Rehabilitation Cost: \$5 Million

Source of Financing: Private capital, tax credits, grants, Class L tax incentive, preservation easements

Proposed Additional Improvements: Proposes additional off-street/overflow parking area to the north on property leased to the Lighthouse Park District.

Team: Angela Valavanis (event operator), Epstein (engineering)

Potential Partners: Chicago Botanic Garden

Other Notes: The large overflow parking area is not on property controlled by the City, and seems unnecessary, prioritizing cars over naturalized areas and space dedicated to the use of people and broader ecosystems. A wedding venue and banquet hall is a use that can support a limited amount of on-site parking, since these events are scheduled, coordinated and planned far in advance, and parking needs can be accommodated through use of shuttle and valet services. Response proposes public events on the grounds as well as in the mansion in addition to income producing functions.

Senga Architects

Proposed Use: Private sublease/co-working space, Cultural Innovation Hub, Arts and Research Center, and Culinary and Cultural Commons

Timeline: Unspecified

Proposed Ownership Model: Long-Term Lease, Community-Owned Trust

Anticipated Rehabilitation Cost: Unspecified

Source of Financing: Private capital, lease payments, sponsorship, community investment and shared ownership, tax credits, private fundraising, grants, public funding

Proposed Additional Improvements: None

Team: Not specified. Many services conducted in-house. Dependent on increased partner, programmatic, and user commitments.

Potential Partners: Private businesses, Evanston History Center, Evanston Arts Council, Local Culinary Entrepreneurs, additional Evanston Community Organizations

Other Notes: None

Evanston Conservancy

Proposed Use: Center for conservation, education, advocacy, and community. Uses include co-working, office space, pre-school, performing arts space, bike repair, gallery, café, conference, event, and performance space

Timeline: Unspecified

Proposed Ownership Model: Long-term lease of the entire property. Lease by for-profit enterprise the Evanston Conservancy Benefit Corporation

Anticipated Rehabilitation Cost: Unspecified

Source of Financing: Equity investors, tax credits and financial incentives, lent private capital, donations.

Proposed Additional Improvements: None

Team: Richard Murray (real estate, finance, historic preservation), and Joe Krouse (entrepreneur).

Potential Partners: Tenants. In a past 2020 submission for RFP, the Conservancy had firm commitments to lease 100% of rentable space within Harley Clarke.

Other Notes: Ongoing maintenance, operations, and programmatic costs to be funded through tenant rent, and conference/event fees. Off-site parking for larger events.

Center for Climate Action & Innovation

In addition to the responses detailed above, the City received one exploratory letter of interest which sets an intended rehabilitation and adaptive use model but requires additional development and partner commitments in order to effectively answer many of the questions within the REI and for staff to judge viability. The submission has been included in order to make it publicly accessible and help facilitate the potential to build partnerships under this model so that a more developed response could be submitted once the RFP is released. The concept seeks to utilize Harley Clarke and its grounds as a consortium nexus, lab and incubator, meeting ground, and youth hub and retreat with a focus on climate action, innovation, and cultural connection. The model takes precedent from Governors Island in New York, looking to create a consortium of partners and users that would transform the space into a meeting and demonstration ground for local, regional, and national climate action implementation and research. In addition to this, it would also serve as a monument to cultural heritage, particularly the telling of stories associated with marginalized population groups as well as indigenous peoples who once called Evanston home and have significant associations with the Harley Clarke property and the Lighthouse complex as a whole.

This proposal, although early in its development and seeking firm commitments from use and programmatic partners including government institutions, academic institutions, and other non-profits, could create a compelling story to access new and significant grant funding opportunities (billions of dollars) including those through the Mellon Foundation and the Federal Government.

Harley Clarke Mansion – Proposed Adaptive Re-Use

REI # 23-47

November 14, 2023

Submitted By:

Celadon Construction Corporation NFP



REVIVE
ARCHITECTURE



RAMSEY HISTORIC CONSULTANTS, INC.



VASILION
ASSOCIATES INC

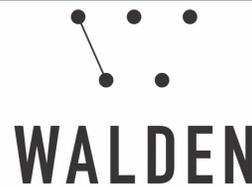
ARCHITECTS



assemble
design workshop



Illinois
Department of Commerce
& Economic Opportunity
OFFICE OF ENTREPRENEURSHIP,
INNOVATION & TECHNOLOGY
JB Pritzker, Governor



a. Proposed Adaptive Re-Use

- Respondent: Celadon Construction Corporation NFP and 501c3.
- Proposed Use: Wedding and special event venue and continued operations of Charles Smith and the Jens Jensen Gardens team
- Acknowledgements: This expression of interest acknowledges the requirements of:
1. Request for Expressions of Interest (REI # 23-47) dated 9/14/23.
 2. Addendum No. 1 to REI #23-47 dated 10/11/23.
 3. Addendum No. 2 to REI #23-47 dated 11/2/23.

Background of Respondent

Celadon Construction Corporation is an Illinois Not-For-Profit and 501c3 and based in Wilmette, IL. Established in 2012, the Respondent is a developer, specializing in the adaptive re-use of large historic buildings utilizing federal and state historic tax credits and other incentives. The Respondent previously won two Richard Driehaus Awards for outstanding historic adaptive re-use projects, most recently for a project consisting of the conversion of a 1930s era hospital into an affordable assisted living facility for residents over the age of 65. Scott Henry is an architect and studied under Alfred Caldwell at the Illinois Institute of Technology, and is currently the president of Celadon Construction Corporation. Prior to Celadon's establishment in 2012, Scott worked within JPMorgan's investment bank and managed the bank's investments for over 800 projects across the United States, many of which are very similar to the Harley Clark redevelopment project.

a. Proposed Adaptive Re-Use - continued

Summary of Proposed Use

- Proposed project represents a \$22 million investment in Evanston that will create 80 temporary construction jobs and 35 permanent jobs once the future facility opens for business.
- Historic restoration the existing mansion and coach house meeting National Park Service (“NPS”) and the State Historic Preservation Office (“SHPO”) requirements.
 - The existing mansion to be repurposed into a wedding venue and event space. A reversible addition on the lakeside elevation would provide additional banquet space. The interior space on the ground floor will be fully restored with the layout largely intact, including the incorporation of a new commercial kitchen. The 2nd floor space lacks much of the original historic fabric, so most of the interior walls will be removed to accommodate a larger space for ceremonies and events (please refer to schematic plans in section d).
 - The existing coach house will be repurposed into two affordable apartments.
- 34 new parking spaces will be constructed with landscaped pavers and screened (see attached schematic site plan in section d and landscape paver manufacture cut sheet in section e). The proposed venue will not rely on the existing public parking located onsite. Secondary parking will be provided via valet and via shuttle service to and from area under-utilized parking structures.
- The existing and new windows will have ‘sound attenuation’ glass installed to mitigate sound and noise issues for our neighbors.
- Development Timeline: RFP selection: Summer 2024, Financial Closing and Construction Commencement: Spring 2025, Construction Complete: Spring 2026.

a. Proposed Adaptive Re-Use - continued

Commitment to Green Technologies and Historic Gardens

- The name of our company is Celadon, which is a shade of green, symbolizing our commitment to environmentally sustainable development.
- There is nothing greener than repurposing an existing historic building. Furthermore, the restoration will include the full remediation of asbestos, lead based paint, and any other Recognized Environmental Conditions.
- The building will meet Enterprise Green Communities and Energy Star standards.
- New construction materials will be locally sourced to minimize environmental and carbon footprint impacts caused by long distance transportation of goods. New parking will not be paved with asphalt and instead will utilize landscaped pavers.
- The proposed banquet addition on the east elevation will be constructed by recyclable materials, and designed to be able to be dismantled in the future to restore the property back to its original configuration.
- We have already reached out to Charles Smith to discuss our vision for the property and we commit to a binding collaboration with the Jens Jensen Gardens in Evanston, Inc. and the Friends of Harley Clarke to guarantee the long term viability and upkeep of the gardens as well as ensuring that the mission of property's enduring stakeholders are maintained.

a. Proposed Adaptive Re-Use - continued

Proposed Ownership Model

To access the various historic tax credits and incentives, the Respondent must own the property. Further, to ensure the financial feasibility of the project, the purchase price must be sized to a discount. The Respondent understands that selling a beloved publicly owned property to a private owner for a discount might not be the Community's preference, so the Respondent proposes the following to mitigate any potential concerns:

1. The proposed price is \$2 million that would be paid via a Seller Note that would earn interest and be recorded on Title. The Seller Note would be in second position to the primary mortgage, and would be paid at a future refinancing or sale. The Seller Note could also provide certain oversight rights that could grant the City of Evanston certain enforcement powers to ensure that the property is being operated consistent with the Community's priorities.
2. The property would be sold to the Respondent, a not-for-profit 501c3 whose mission is to restore historic buildings.
3. Public access to the existing parking lot, dunes, beach and beach facilities, as well as city maintenance access to the lighthouse and fog signal buildings will be maintained in perpetuity through the use of easements and other binding legal agreements.
4. The Respondent has a solid track record and ability to raise capital to successfully restore large and complicated historic adaptive re-use projects. If the Respondent is selected by the City of Evanston, this project will be funded and built with certainty.
5. The coach house will continue to be available for Charles Smith and his team to act as the base of operations for the Jens Jensen Gardens and their mission.

b. Potential Partners

Financial Partners already committed

1. US Bancorp, an investor that has invested in many of the Respondent's previous projects, has already committed to purchasing the Federal and State Historic Credits / Donation Tax Credits for the Harley Clarke project.
2. Lakeside Bank has already provided a letter of interest for the construction and permanent debt.
3. Advantage Illinois, an Illinois Department of Commerce and Economic Opportunity Program, has provided a letter of interest to provide additional subordinate financing due to the job creation that will result from the re-use of the property.

Venue / Event Operator already selected: **Walden Chicago (www.waldenchicago.com)**

- Highly experienced operator of two other venue spaces in the Chicagoland area.
- The ownership team originated from Charlie Trotter's and Half Acre Beer, and has a combined 90 years of experience planning, catering and hosting events in Chicago.
- Committed to Green Operations: With in-house food production onsite, there is less transport involved and less pollution/waste produced. Weekly, Walden produces less than a cubic yard of landfill bound trash. Walden uses no single use plastics and prioritizes recycling and composting.

b. Potential Partners - continued

Diverse and local development team already assembled:

- Revive Architecture (www.revivearch.com): Woman owned firm headed by Suzi Reinhold and based in Evanston, IL. Suzi worked extensively in the past with the Respondent helping to assess and restore the masonry and terra cotta for all of Celadon's historic projects.
- Ramsey Historic Consultants (www.ramseyhistoric.com): Woman owned firm headed by Emily Ramsey. Emily and her team completes consulting services for all of Celadon's historic projects.
- Assemble Design Workshop (www.assembledesignworkshop.com): Woman owned firm headed by Delia Conache and based in Wilmette, IL. Assemble has worked on two previous projects with Celadon and complete the technical renovation plans for Harley Clarke.
- Vasilion Associates, Inc., Architecture (www.johnvasilion.com): Wilmette based architect with extensive experience restoring numerous historic mansions in Evanston. Vasilion will fill the role of architect of record and will collaborate with Assemble Design Workshop.
- Clark Construction (www.clarkconstruction.com): Best in class general contractor with over \$1 billion in bonding capacity, Clark has extensive experience building Celadon's projects and a track record and commitment to hiring subcontractors from the Evanston area.

c. Funding Sources and Strategies

Sources

Federal Historic Tax Credit Equity:	\$3,400,000
State Historic Tax Credit Equity:	\$2,700,000
Donation Tax Credit Equity:	\$1,500,000
Lakeside Perm Loan:	\$10,400,000
Advantage Illinois Loan:	\$2,000,000
Seller Note:	\$2,000,000

Total: \$22,000,000

Uses

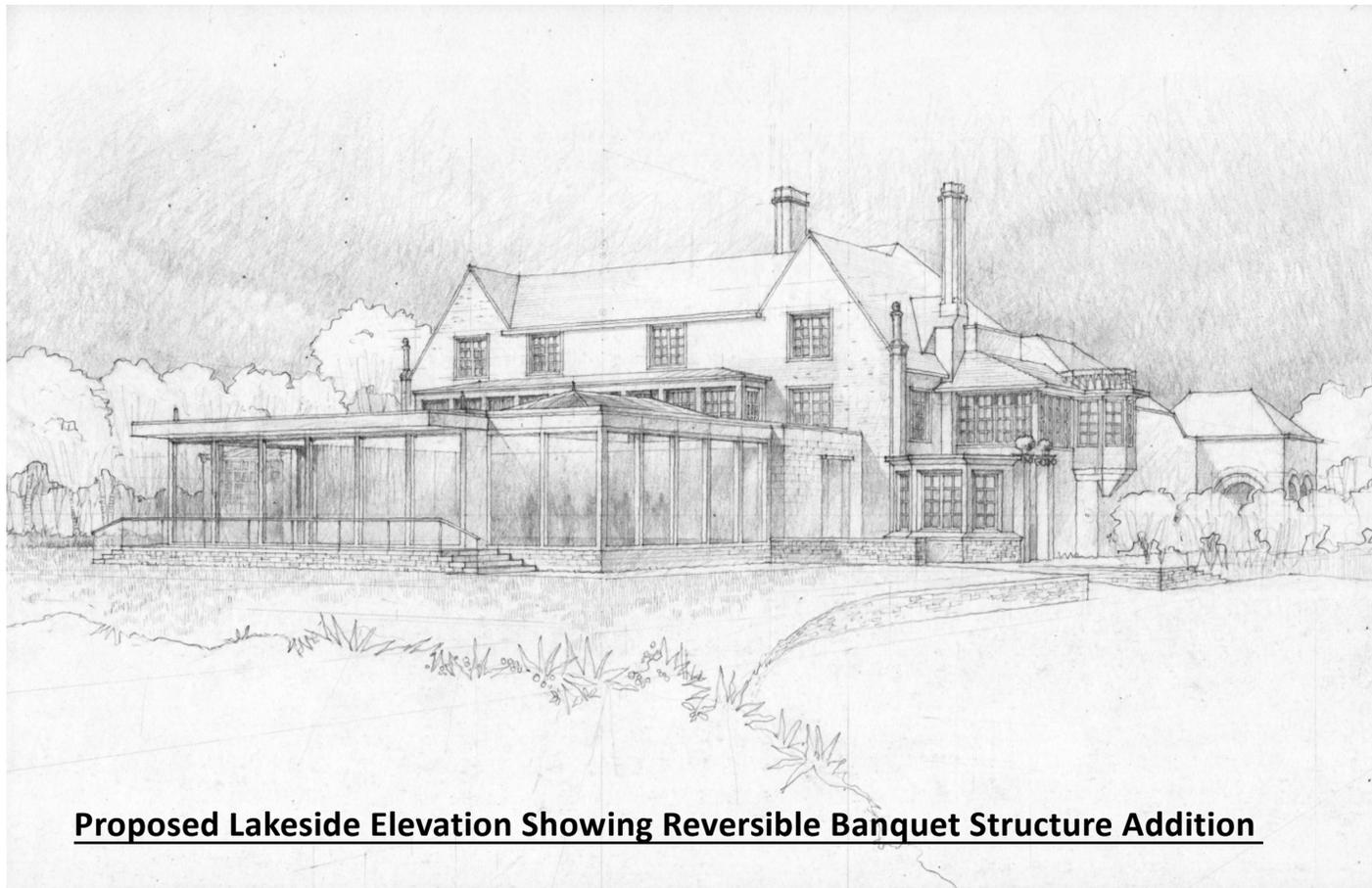
Acquisition:	\$ 2,000,000
Construction:	\$15,890,000
Interest:	\$ 1,360,000
Soft Costs:	\$ 1,750,000
Financing Costs:	\$ 500,000
Reserves:	\$ 500,000

\$22,000,000

Annual Operations:

Revenue:	\$24,000,000
Expenses:	\$20,400,000
Operator Fee:	\$ 2,000,000
Insurance / RE Taxes:	\$ 450,000
Net Operating Income:	\$ 1,150,000
Annual Debt Service:	\$ 1,000,000
Debt Service Ratio:	1.15
Free Cash after DS & Exp:	\$ 150,000

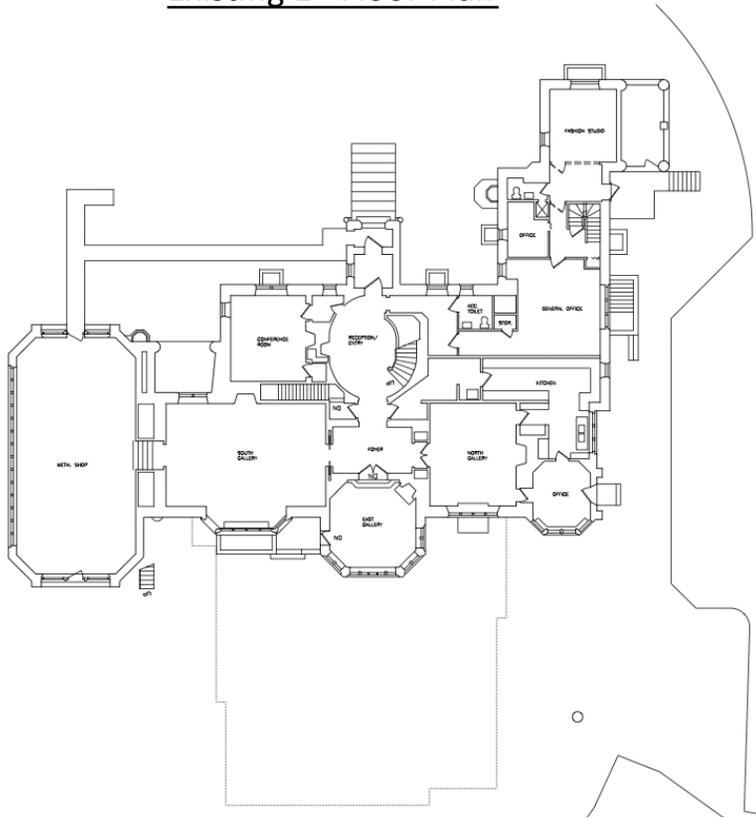
d. Plans and Design Concepts / Renderings



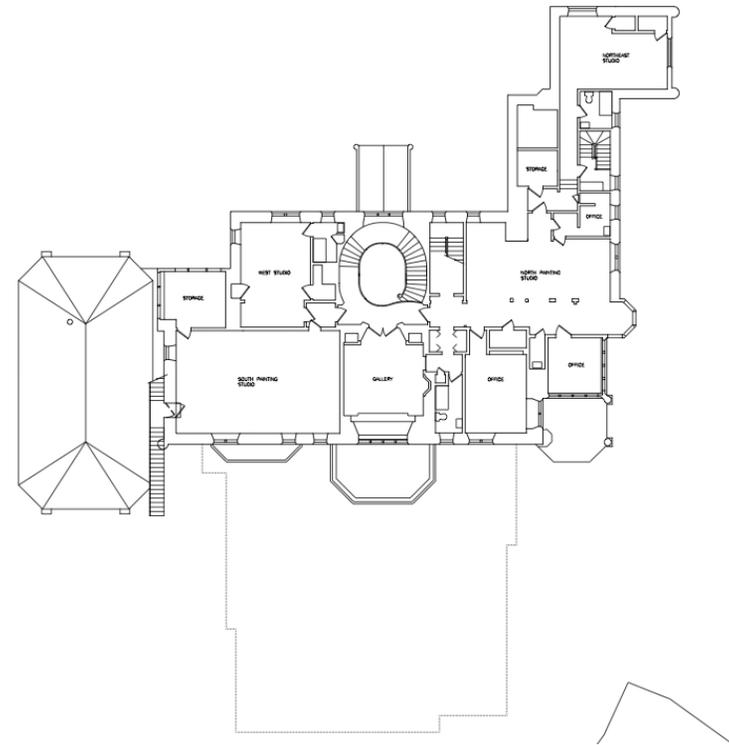
Proposed Lakeside Elevation Showing Reversible Banquet Structure Addition

d. Plans and Design Concepts / Renderings - continued

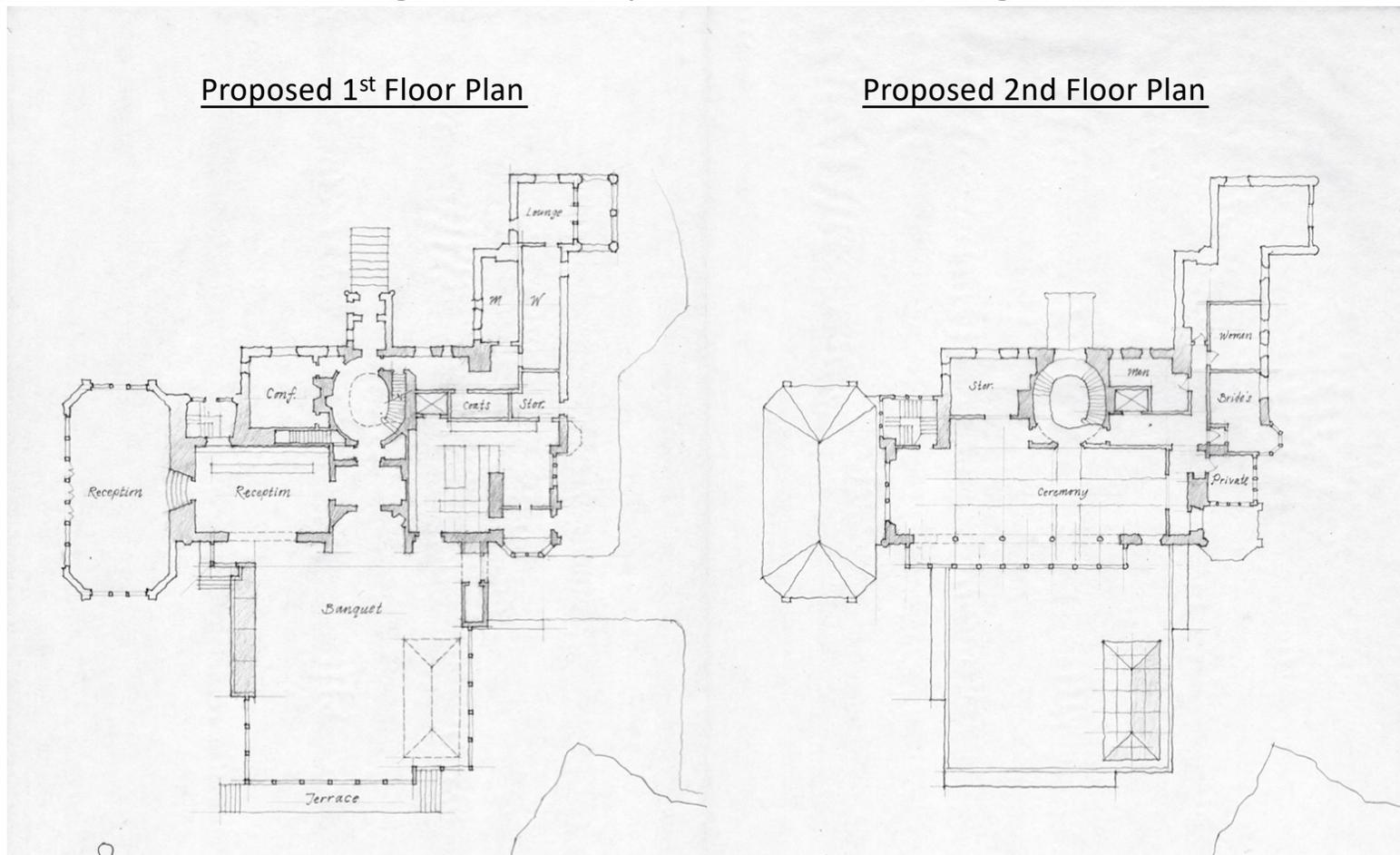
Existing 1st Floor Plan



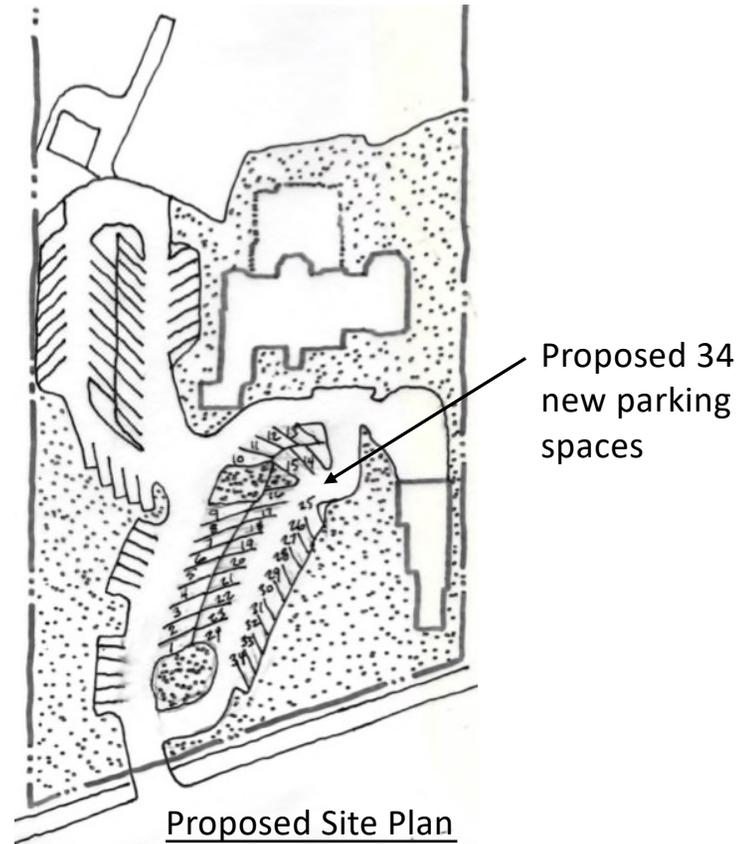
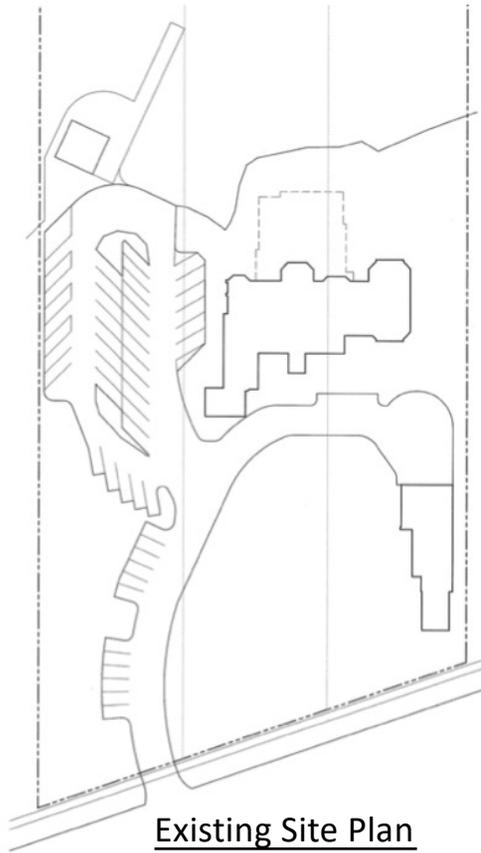
Existing 2nd Floor Plan



d. Plans and Design Concepts / Renderings - continued



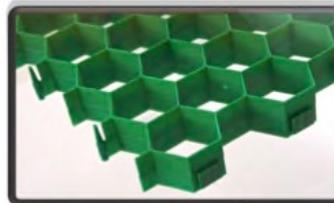
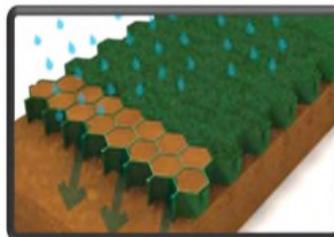
d. Plans and Design Concepts / Renderings - Continued



e. Parking Paver Cut Sheet



The sheets should be laid on a suitable sub-base (see CBR sub-base guide table below) Alternatively they can be laid over existing; tarmac, concrete or gravel driveways as follows.



Environmentally Friendly: Completely porous and SUDS compliant (Sustainable Urban Drainage System).

Perfect For: Driveways, car parks, access roads, emergency access routes, hard-standings, bridleways and pathways.

Suitable For: Bicycles, Cars, 4x4s, Light Commercial Vehicles and fully DDA Compliant (Disability Discrimination Act).

Sustainability: Available in green 100% recycled Polypropylene.

Load Bearing:
GD grass 50-35 = 150 tons p/m² empty and 250 tons p/m² full (approximately 20 tons of axle weight).

GD grass 60-40 = 200 tons p/m² empty and 300 tons p/m² full (approximately 25 tons of axle weight)

Summary

- Easy to self-install.
- Easy to manage sheet size or large sheets for quicker install time on larger projects.
- Easy to cut using small angle grinder or disc cutter.
- The sheets are highly flexible, allowing them to bend slightly and follow the contour of the ground.



Brief Install Guide

Existing suitable surfaces: blind over existing surface with sharp sand to form a continuous smooth base level, lay grid and clip together to form one continuous matrix. Fill with structural soil (as per GREEN DRIVEWAY recipe) then damp down with water to allow soil to settle into cells, this forms a soil/loam mix. Surface dress the cells and cover by approximately 10-15mm, seed the area and water thoroughly.

Laying GD grass with required excavation work: excavate to required sub-base depth, lay 100-350 mm of suitable sub-base material (crushed type 1 or washed aggregate) and follow steps from install guide above.

Coverage:

GD grass 50-35 = 0.86m² per 1200x720mm sheet.

GD grass 60-40 = 1.15m² per 1150x1000mm sheet.





November 14, 2023

Mayor Daniel Biss
Members of the City Council
City Manager Luke Stowe
Preservation Coordinator Cade Sterling
Preservation Coordinator Carlos Ruiz

The Evanston Community Lakehouse and Gardens, Inc. organization (501c3) is pleased to provide a Response to the Request for Expressions of Interest regarding the Harley Clarke mansion.

This grass roots organization was founded in 2014 with the express intention to save the building and renovate it for general public use. We are a 26-member board of Evanston residents across all wards. The board includes an architect deeply familiar with the building, several local business owners, film makers, artists, a former alderman, preservationists, rehabbers, and residents active in community affairs.

Advising us are a professional fundraiser, a federal historic tax consultant, an Illinois organization that provides loans for projects like this. We also want to acknowledge the support of Landmarks Illinois.

Many hours have gone into preparing this response. Please give it your most serious consideration.

Regards,
Emily Guthrie

Officers:

Emily Guthrie, President; Patrick Donnelly, Vice President; Nancy Sreenan, Treasurer; John Walsh, Secretary; Trisha Connelly, Corresponding Secretary

Board members:

Ellen Alexander, Alex Block, Bill Brown, Fran Caan, Robert Crews, Patty Sherry Crews, Linda Damashek, Elliott Dudnik, Nina Dudnik, Bennett Johnson, John Kennedy, Madison Major, Jane McCarthy, Sean Murphy, Carolyn Murray, Anna Roosevelt, Mary Rosinski, Carlis Sutton, Ally Toonen-Talamo, Yoli May Yeh, Carl Klein

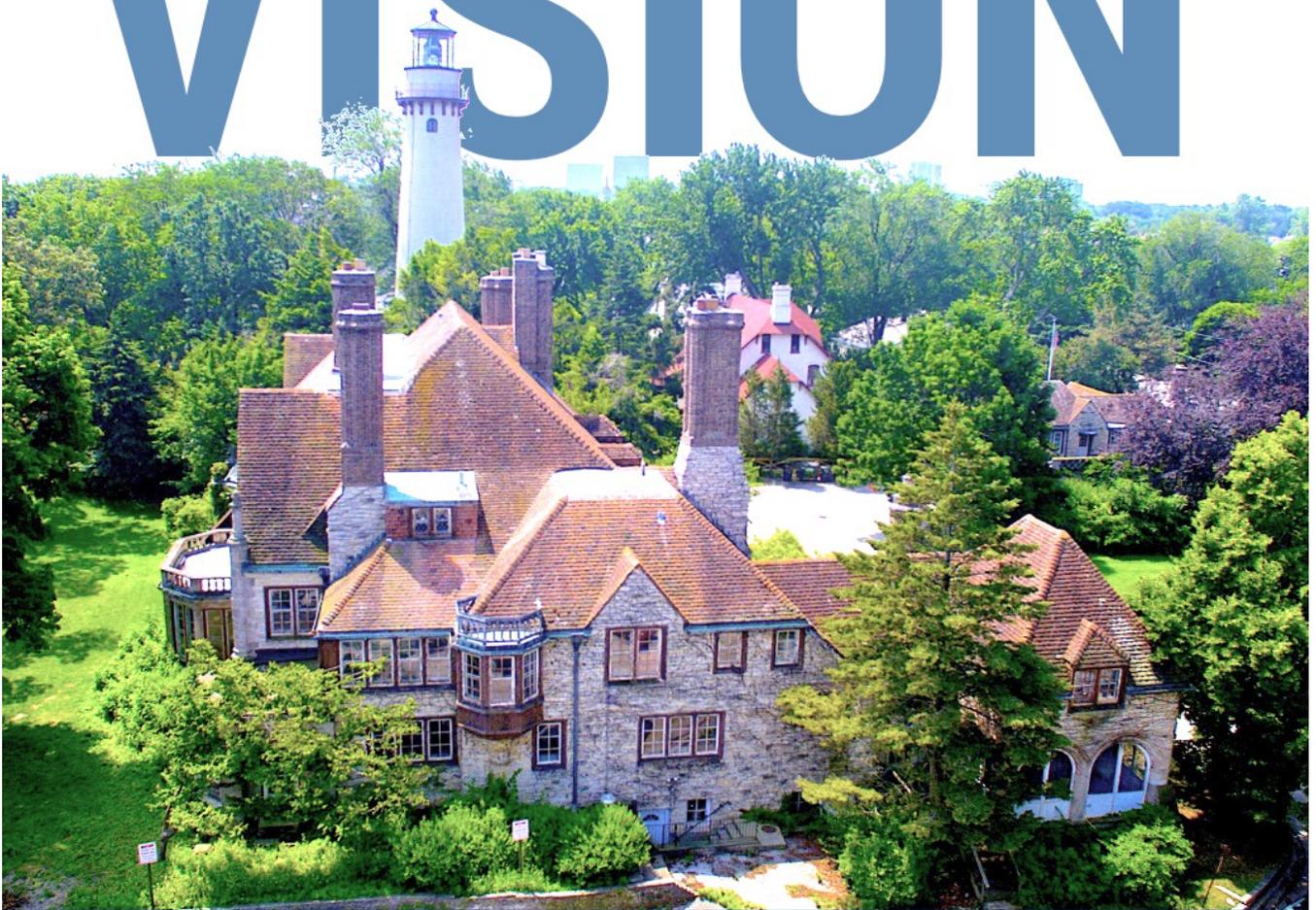
Other advisors include Sharon Feigon, Helen Hilken, Jeremy Pardoe, Bonnie Varner

ECLG is a 501 (c)(3) organization dedicated to creating a vibrant and sustainable community house on the lake.
Please see our website at <https://evanstonlakehouse.org/>

REI Response 2023 Harley Clarke Mansion

Evanston Community Lakehouse & Gardens
NFP 501c3, Established 2014

THE LAKEHOUSE & GARDENS VISION



Café. Lakeside Patio. Galleries. Event Space. Artist Space. Rooms To Explore. Historic Gardens
Funded By Historic Tax Credits, Secured Preservation Loans, Grants And Professional Fundraising

Executive Summary

Evanston Community Lakehouse and Gardens, Inc., (ECLG), an Illinois non-profit corporation (501c3), intends to preserve and renovate Evanston’s landmark public lakefront estate and create a welcoming and inclusive community space for educational, recreational, and cultural events.

We envision Harley Clarke as the anchor of a unique campus, including the Lighthouse beach and dunes, the Lighthouse itself, and the Jens Jensen Gardens. As the Harley Clarke mansion is the only publicly owned house on the lakefront and the Grosse Point Lighthouse is one of the few remaining active lighthouses on Lake Michigan, together these community assets will draw a greater population of visitors from surrounding towns and beyond, adding to the more than 30,000 visitors to the beach each summer. Renovating this architectural gem and providing the programs and events that ECLG plans to host at the building will enhance the experience that visitors have when they visit the beach, park and lighthouse.



Our Proposal

ECLG seeks a long-term lease with the City of Evanston for the Harley Clarke mansion only. Our goal is to turn the building into a hub of cultural and educational activity.

It will take several years for the house to become self-supporting. Yet even during the first phase, it will be operational. One of the first things that will open is a light-fare café that will serve the beachgoers and visitors to the nearby parks and lighthouse. Further renovations that are part of this initial phase will allow the Conservatory and other First Floor spaces to become available for cultural and educational events, conferences and community events. As further renovations and upgrades make the Second and Third Floors accessible, additional spaces varying in size from small offices to the original ballroom will become available for co-working space, artist and performance studios, conferences and social events.

Community Engagement

ECLG feels it is critical for the Harley Clarke center to be responsive to the needs of the community. To that end, ECLG hosted three sessions in the Parasol Room at the Civic Center in 2019. A diverse group of over 300 participants attended and contributed ideas for activities that they would like to see in the building. Over 1500 ideas were generated. Some of the most popular include:

CAFÉ: Light fare service for beach and park visitors during the summer months, eventually year-round.

COMMUNITY and CULTURAL EVENTS

- Seasonal celebrations
- Meeting space for community organizations
- Theatrical and musical performances
- Art openings and workshops

EDUCATION: Classes, Exhibits, Lectures

- Workforce development (building trades and urban agriculture)
- Literacy: tutoring, book groups and English as Second Language classes (ESL)
- Family cooking and demonstration classes
- Environmental education in collaboration with the Chicago Botanic Garden advanced degree program at Northwestern University
- Great Lakes coastal ecosystem exhibit, climate change lectures, workshops
- Lectures and exhibitions
- Rotating art gallery displays
- Daniel Burnham Museum
- Media production, writing, publishing events
- Tours of Jens Jensen Gardens

Potential Partners

The Harley Clarke mansion will be a community center by, of and for the community, with significant participation from other local organizations and businesses. Discussions about collaboration have already been initiated with the following groups:

- Chicago Botanic Gardens (plant and biology conservation program at Northwestern University)
- Jens Jensen Gardens in Evanston, Inc.
- Evanston Minority Business Consortium, Inc.
- Evanston Chamber of Commerce (conferences)
- Evanston Made (demand for artist studios)
- Rob Strom, Prairie Moon (café)
- John Kim, Backlot Coffee (café)
- Shorefront Legacy Center (museum space/storage)

Renovation, Restoration, Adaptive Reuse, and Life Safety

The work will occur in three phases. Conducting the work in this manner provides several advantages:

- The opportunity to immediately launch programming and generate initial revenue to support activities and not delay maintenance, upgrades, and community access.
- Minimizing the need to raise all of the needed funds immediately and making it easier to raise funds for the subsequent phases as events are held and progress can be viewed and experienced.
- The ability to stage and scale fundraising efforts towards specific stages of construction,
- Opportunities to host “before and after” events showcasing the improvements to the building and increasing community support and participation on the house’s revival.

ECLG board member Elliott E. Dudnik, PhD, FAIA, executed six architectural projects on behalf of the City of Evanston at the mansion and coach house. Three of those projects won the Evanston

Preservation Award. During the most recent open houses in 2023, he analyzed the existing buildings and concluded that the overall conditions are sound, especially for structures that are nearly 100 years old.

Mr. Dudnik sees no reason the building cannot be renovated and adapted. (See appendix A for renderings of our plan.) His analysis is consistent with the 2023 Wiss, Janney, Elstner Associates Report provided by the City that also did not identify any major structural issues that would hinder or prevent efforts to renovate, upgrade, and adapt the mansion for any of the proposed activities.

However, due to changes in technology, building codes, and overall age of the building, the exterior envelope (roof, masonry and windows) as well as the building systems (electric light and power, domestic water and sanitary plumbing, heating, cooling, telecommunications) do need upgrades and selective repairs to extend the life of the building. Aside from this modernization and renovation work, our plans provide for implementing full accessibility (elevator, chair lift, accessible toilets, entries, and ramps), fire safety (sprinklers, emergency lighting, signage, and smoke alarms), and the removal of hazardous materials (asbestos and other hazardous materials) to ensure public safety.

The renovation and upgrades will be phased. This will allow access to as many portions of the building and proposed programs as might be safely accommodated from the start rather than delay use of the building for even more years.

The first phase of the project will provide opportunities to host “before and after” events showcasing the improvements in the building. Thus, it will include renovating the Conservatory, the existing kitchen and much of the First Floor in order to create opportunities for income-producing activities (such as the café serving visitors and beach-goers and the event and meeting rooms). Since the Conservatory is a unique space, quite unlike anything in Evanston, cleaning, painting, flooring, new heating-cooling (we intend to apply for a federal government grant for installing a geothermal heat pump system), and new lighting, will allow us to take advantage of its uniqueness. Event participants will be able to view the Jens Jensen waterfall/pond (often called “The Grotto”) that is visible through to the south. Restoring the original interior water features in the southeast and southwest corners of the conservatory will add to the ambiance. Access (including a chair lift) will allow circulation to and from the other First Floor spaces to be used for both small, intimate events or larger conferences and to the cafe. In order to fund Phase 1, we have already spoken to an organization that focuses on providing construction financing for non-profits in Illinois.

A summary of the proposed work is provided below showing overall estimated costs of both repairs and restoration for each phase. These costs include, not only an overall upgrade of the building, but also the costs to ensure accessibility, fire safety, and removal of hazardous materials throughout the building. As shown, most of those specific modifications would be implemented immediately as part of Phase 1 to ensure public safety from inception. The subsequent repairs and upgrades to the primary exterior building envelope, as well as the work involving internal upgrades of the building systems, as well as any reconfiguration of some of the spaces and upgrades and refinishing of walls, floors, and ceilings will occur in Phases 2 and 3 to allow the expanded use of the building. The final layouts for each of the four floors of the building, as now envisioned and proposed, can be seen in the attached Appendix.

Phased Rehab and Operations

	Phase 1	Phase 2	Phase 3
Description	Fire and life-safety, accessibility, and system upgrades; providing for 1 st Floor and Conservatory activities and outdoor dining	Potential rental spaces in upper floors including 3 rd Floor ballroom	Exterior; geothermal; basement
Duration	1-2 Years	2-3 Years	1-2 Years
Renovations/ Repairs	<ul style="list-style-type: none"> <input type="checkbox"/> Provides accessibility, fire and life-safety (elevator, chair lift, entries, ramps, public toilets, alarms, sprinklers) <input type="checkbox"/> Upgrade infrastructure (electric, lighting, plumbing, water supply, waste, heat) <input type="checkbox"/> Kitchen upgrade for cafe, outdoor dining and catered events <input type="checkbox"/> 1st floor and Conservatory for events and celebrations 	<ul style="list-style-type: none"> <input type="checkbox"/> Exterior upgrades to 2nd and 3rd Floors (windows, fire escape) <input type="checkbox"/> 2nd and 3rd floors rooms (reconfiguration, patching or new wall, floor and ceiling finishes) <input type="checkbox"/> New lighting, power and telecom (sound, Wi-Fi) 	<ul style="list-style-type: none"> <input type="checkbox"/> Exterior envelope (windows, doors masonry and tuckpointing; roofing and gutters) <input type="checkbox"/> Replace conservatory glass <input type="checkbox"/> Existing boiler and hot water heating systems <input type="checkbox"/> Basement activity spaces including lighting and telecom, and finishes <input type="checkbox"/> Geothermal and heat pump HVAC system
Programming	Upgrades and work will allow for 1 st Floor meetings, events in Conservatory and outdoor dining	Continued renovations to allow for 2 nd and 3 rd Floor events and conferences; rentals of studios, co-op offices, or other uses	Complete exterior and interior systems; allows for basement studio and play events, expands year-round uses
Rehab Costs	\$2,170,000	\$1,600,000	\$2,155,000

Fundraising For Renovation

In addition to the tax credits and government grants, our plan envisions a major fundraising effort beginning as soon as we are approved for a lease from the City. Immediately we will engage a professional fundraiser who will be responsible for building a philanthropic base of support. This will begin with the solicitation of anchor gifts from several philanthropic families in the area. (As we have been hoping to preserve the Harley Clarke mansion for many years, we have had general conversations with such philanthropists already.) We will also seek grants from foundations with a focus on historic preservation, and obtain financial support and sponsorships from several local corporations and businesses, similar to other capital campaigns. We will include naming opportunities for significant gifts. We also envision a Founding Members Program that will solicit smaller gifts from a broad range of community members. Since the past referendum showed widespread support for the mansion's restoration, we are confident we can get community buy-in.

We intend to take advantage of a variety of federal and local tax incentives and grants.

- State historic tax credit – 25% of cost of rehab
- Federal historic tax credits – 20% of cost of rehab
- Establish a for-profit corporation to qualify for these tax credits
- Inflation Reduction Act grant for renewable energy (geothermal HVAC)



A professional fundraiser will be engaged immediately upon signing the lease.

- Individual philanthropists, local and national
- Foundation grants
- Corporate sponsorships
- Founding Members donations

Collaborating entities

- Landmarks Illinois
- Illinois Facilities Fund (initial building loan)
- Illinois Facilities Fund Real Estate Solutions (consulting on operations and buildout)
- Brian Wishneff and Associates (tax credits advisor)

Self-sustaining Income

Based on conversations with other non-profit entities that have renovated a historic house, we anticipate that renovation costs will be covered by the combination of grants, philanthropy and tax credits outlined above. The tax credits referenced above will provide nearly 50%-60% of the cost of the renovation.

Ongoing operations will be supported by a combination of fundraising and sustainable revenue generation. The income-generating programs included in our plans will meet community needs and respect the ambiance of the park setting and surrounding neighborhood. We intend to have a positive fund balance beginning in year 3 to provide ongoing capital for building maintenance.

Pro forma for year 3 of operation

Income	Description	Frequency	Net Income
Small group events	Conservatory and 1 st Floor for conferences and events	1-2/month from Sept to May	\$155,000
Café	Light fare café, catering area	Open most of the year	\$115,000
Rental of small rooms	2 nd and 3 rd Floors, basement	\$450/month rental	\$60,000
Conference space	Audio Visual system in 1 st Floor rooms, Conservatory and 3 rd Floor ballroom	2/month from Sept to May	\$50,000
Members events	Fundraising events	2-4 per year	\$50,000
Members / supporters	Donations, membership fees	Annual	\$100,000
Museum space, gallery	Rotating exhibits, artists	\$500/month	\$5,000
Other events	Other community organizations holding events		\$30,000
		Total revenue	\$565,000
Expenses			
Staff	Executive Director, programing staff, maintenance		\$350,000
Community events/programs	Sponsorship of activities open to all		\$100,000
Utilities, insurance, legal			\$50,000
		Total expenses	\$500,000
Capital Improvements	To maintain the building	Net Income	\$65,000

Similar Successful Community Facilities

The plan for a self-sustaining community center is not a novel concept. There are hundreds of examples from across the country. Here are a few examples:

Dole Mansion at Lakeside Arts Park, Crystal Lake, Illinois; www.thedole.org

- Opened in 2005
- Raised \$1 million in 42 days to save the house and establish an organization
- Hosts festivals, seasonal events, art galleries, cooking classes, meetings and performance
- Revenue: \$940,000 in 2021

Cheney Mansion, Oak Park, Illinois; www.cheneymansion.org

- A landmark house donated to the Village by the last owner
- Opened in 1975
- 10,000 square feet, premier destination for fundraisers for community groups and events.

The Grove Redfield Estate, Glenview, Illinois; www.glenviewparks.org/thegrove;

- Opened in 1979
- National Landmark, National Register of Historic Places
- Ecologically diverse prairie; habitat preservation and educational programs and events

Highfield Hall and Gardens, Falmouth, Massachusetts; www.highfieldhallandgardens.org

- Opened in 1994
- Raised \$8.5 million to restore the mansion as a community and cultural center
- Revenue \$1.6 million in 2023

Hill Center at the Old Naval Hospital, Capitol Hill, Washington, DC. www.hillcenterdc.org

- In 2002, a community group was founded to preserve a historic naval hospital that was vacant for years and had fallen into disrepair.
- After extensive restoration, it opened in 2011.
- Serves the community with a cafe/restaurant, conferences, events, performances and educational programs provided mostly by other community organizations.
- The center is self-sustaining with annual revenue of about \$1.5 million.

Parking

ECLG recognizes that parking is limited and very much in demand during the summer months. Any events held during the summer months will begin after 5 pm. During the rest of the year, the existing parking lot should be sufficient for smaller events as it was for the Evanston Art Center for 40 years.

Additional Parking

For larger events, there are several options:

- Shuttle Service:** All larger events will be required to use a shuttle service to transport guests from hotels and off-site parking locations. Windy City Limousine and Ideal Charter currently provide shuttle services in Evanston.
- Off-site Parking:** Several Northwestern University parking lots and garages are free after 4 pm during the week and all day on weekends. This includes the Reservoir Lot and the North Campus Parking Garage that are a short 8-minute walk. In addition, we have talked with Orrington School about the availability of their parking lot.
- Valet Parking** in the lots mentioned above. Cost to be included in the rental fee.

Appendix A

EVENT SPACE ART GALLERY

REVENUE IS
FROM EVENTS

GALLERY IS
EXPERIENTIAL

1ST FLOOR
MULTIPLE
ROOMS.
PROGRAMS
WILL
CO-EXIST
ON THIS FLOOR



1ST
FLOOR
5,000
SQ FEET

EVENT SPACE

THEMED BOOK GALLERY

REVENUE IS
FROM EVENTS

BOOK ROOM IS
EXPERIENTIAL

THEMED
BOOK STORE
REVENUE



**2ND
FLOOR
NORTH
2,300
SQ FEET**

EVENT SPACE

MUSEUM PARTNER

REVENUE
FROM EVENTS

MUSEUM IS
EXPERIENTIAL

REVENUE FROM
MUSEUM
PARTNERSHIP



2ND
FLOOR
SOUTH
1,200
SQ FEET

EVENT SPACE CONSERVATORY

REVENUE
FROM EVENTS

PLUS
PROGRAMS
CLASSES
FUNCTIONS



1ST
FLOOR
1,500
SQ FEET

CAFÉ

Emphasis on easy to serve F/B
Menu changes with seasons
Sandwiches, Beverages, Ice Cream

REVENUE
FROM CAFÉ



di
o architecture

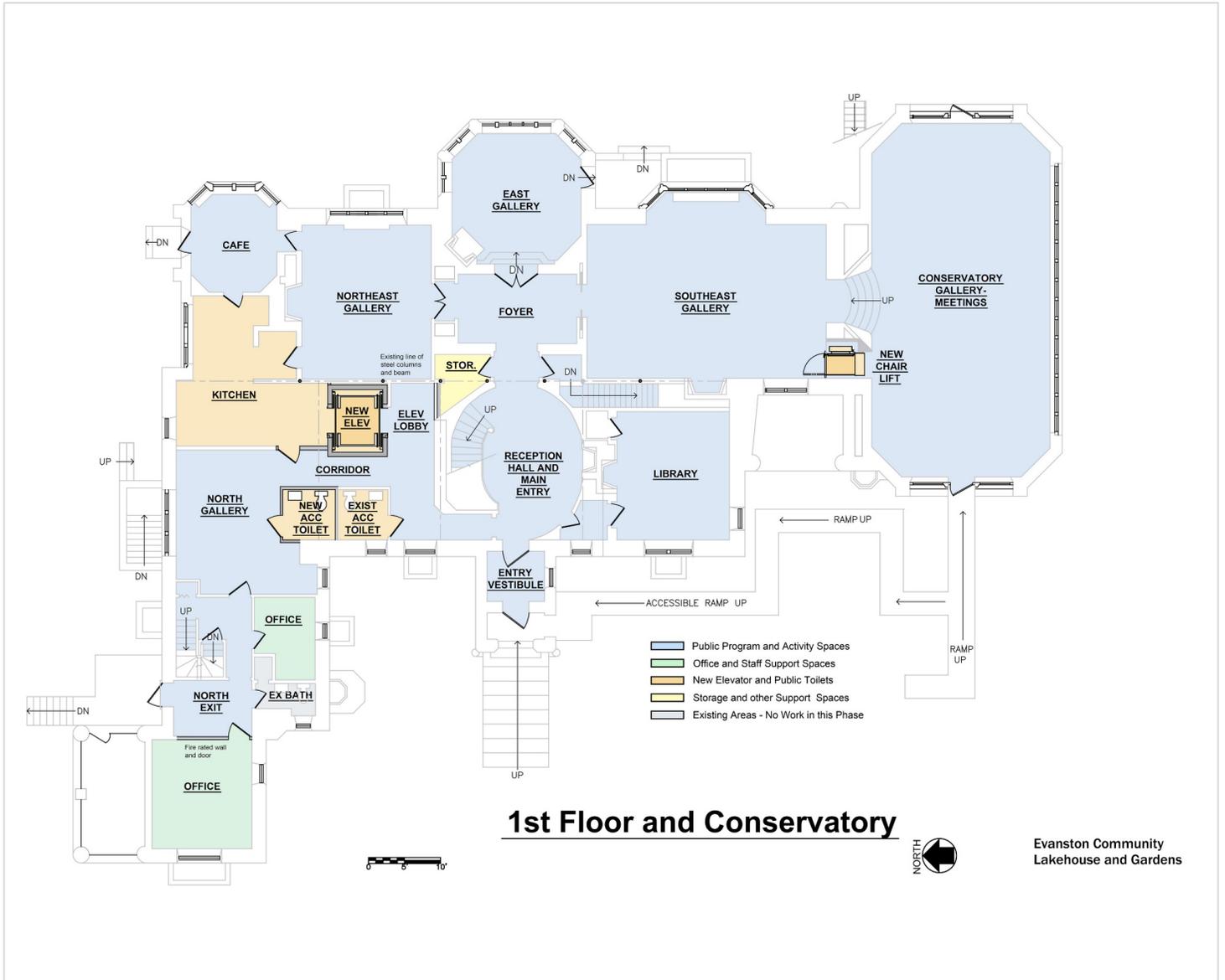
PATIO SUMMERTIME

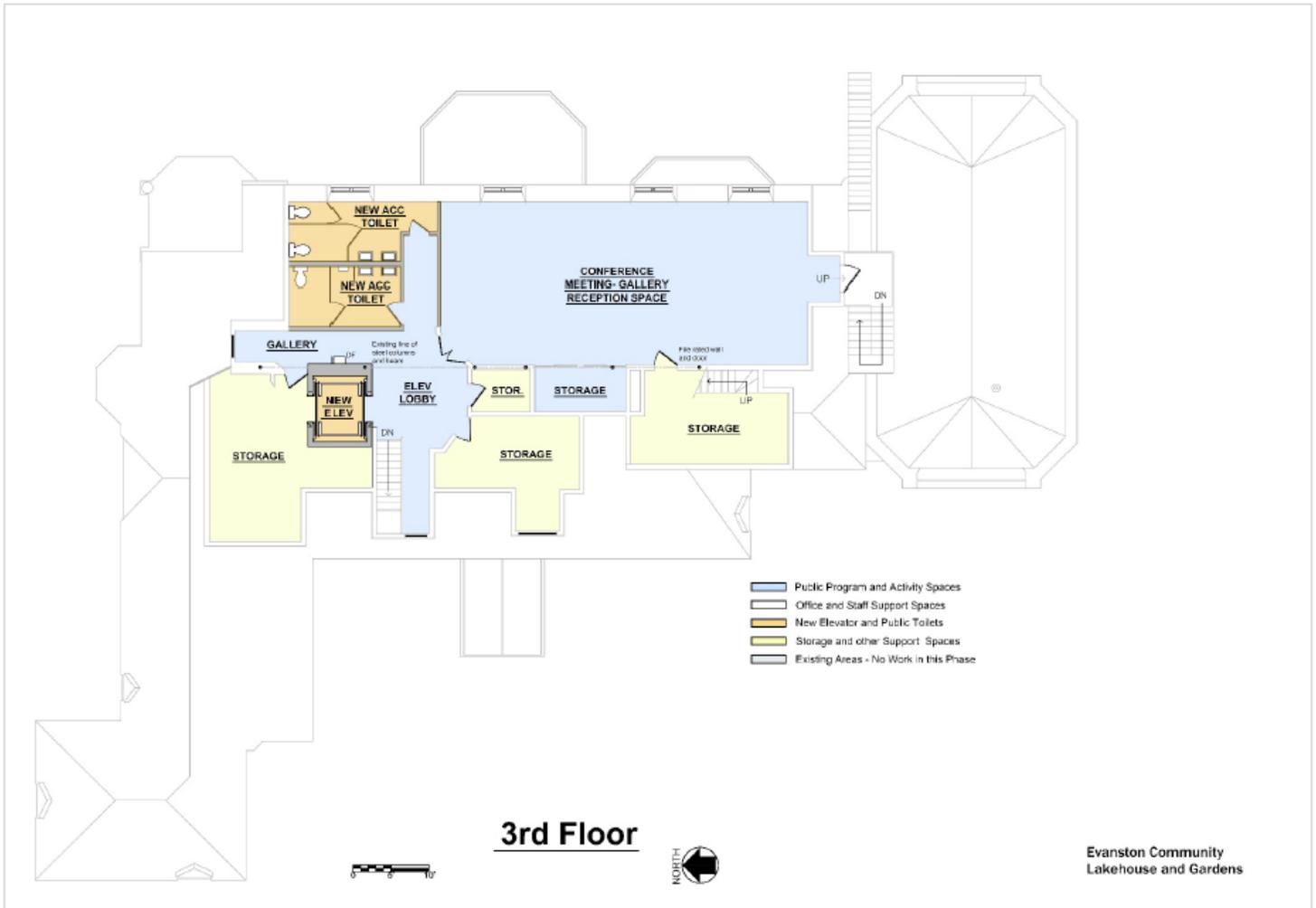
REVENUE
FROM
PATIO CAFÉ

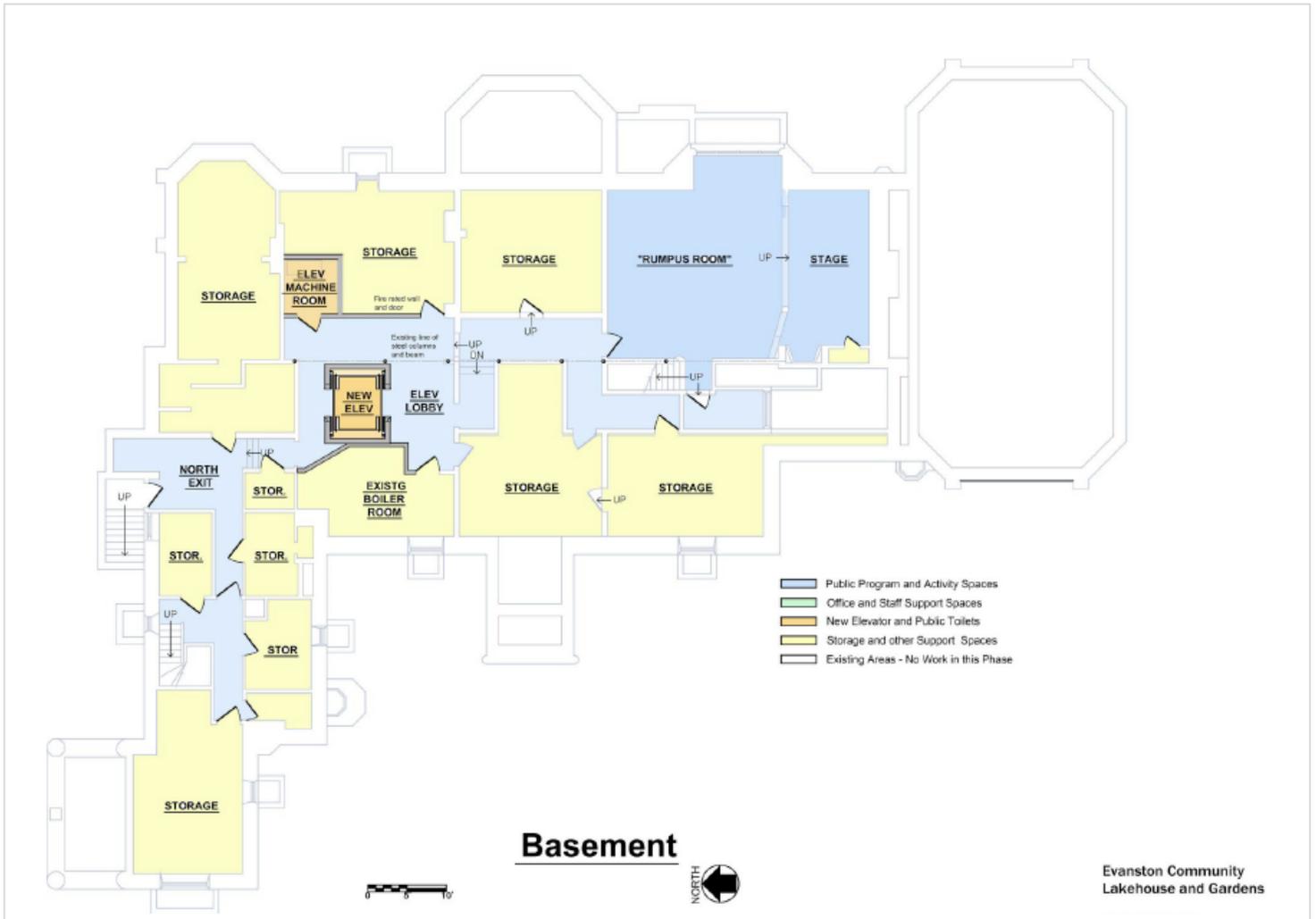
34,000 Beach
Goers
Each Summer



Appendix B – Floor plans







**Adaptive Use and Rehabilitation of 2603 Sheridan Road,
The Harley Clarke Mansion
REI 23-47**

Letter of Interest ~ INDIGO, A Healing Space

Marla Privitera, 1683 Van Buren Avenue

Des Plaines, IL 60018

marla.m.privitera@gmail.com

773.440.4080

November 11, 2023

Dear Council Members, Ms. Thomas, and Mr. Sterling,

It is with great pleasure that INDIGO, a Healing Space, submits this Expression of Interest for its adaptive use and rehabilitation of the Harley Clarke Mansion. I have long felt at home near and around the mansion and at once feel grateful, certain, and supported in this submission. I believe that Evanston, as with so many of our modern-day cities, is thirsty for a healing space; it just doesn't know how to quench that thirst. I hope that the community of Evanston can soon find the cure to that which ails it, at INDIGO.

3A. Proposed Use - Vision and Values

INDIGO, a Healing Space at 2603 Sheridan Road will be a holistic wellness center, a community hub, and fertile void for the greater Evanston community. At its core, it will provide wellness services to include yoga, meditation, Reiki, music classes, and holistic wellness coaching. In full bloom, INDIGO will reach the entire community with a bookstore, library, café, wellness workshops, lectures, cooking classes, open mic nights of music, poetry, and story-telling. INDIGO will offer affordable services in the spirit of bridging the access divide, including internship and scholarship opportunities.

INDIGO, A Healing Space

INDIGO is dedicated to holistic wellness for the greater community. In contrast to our modern-day western society that places value on ease and convenience, and whose healthcare system is built on pills and dollars, INDIGO will be an educational fount of good nutrition, cooking classes, music classes for youth, and educational programming about health and wellness for the public. We are committed to making such resources accessible to a diverse community with free and affordable programming and internships.

Through a literal space to gather, Evanston's citizens will find that which has felt out of reach, ephemeral, and a better way to live. In its infancy, INDIGO will occupy and work from the first floor of the mansion, including the magnificent atrium to be transformed into a garden to table café. It would thrive with an opportunity to lease the mansion, grounds, and coach house. The coach house will be converted into living space on the second floor for center management, more music rooms on the first floor, and the greenhouse will be used for plant propagation facilitating a garden to table café menu.

B. Potential Partners

Property Manager, to oversee renovations, maintenance and day to day repairs:

Michele Maeder

CMCA, AMS

Licensed Community Association Manager

5250 N. Paulina #3

Chicago IL 60640

C. Funding Sources

While taking full advantage of the Mansion's eligibility for federal and state historic preservation tax credits, INDIGO currently seeks a fiscal sponsor, and will become established as a nonprofit with income-producing services. We believe that this model is sustainable and capable of mutually accomplishing public and private interests. We intend to partner with Jens Jensen's Garden Group, a café operator such as Curt's Café, and a local bookseller. Through a community group, INDIGO will cultivate sustainable interest and fundraising

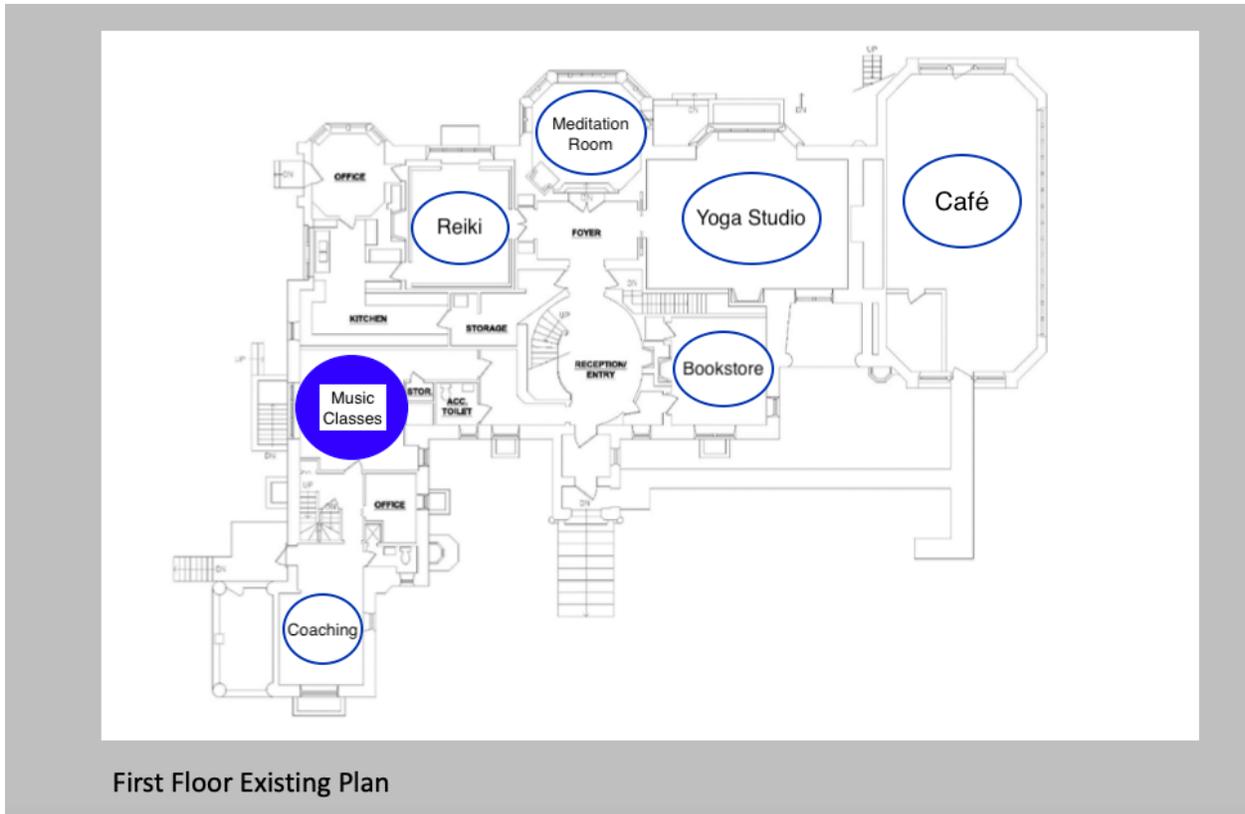
efforts necessary for rehabilitation, restoration, and maintenance of the Harley Clarke Mansion, its coach house and grounds.

D. Plans and design concepts renderings

As indicated above, INDIGO would operate and provide its services from the first floor only. Until such time that further growth would warrant opening the basement for photography and darkroom use as well as installation of a ceramics space further advancing the arts, and healing activities. Additionally, with renovation of the second and third floors of the mansion, INDIGO will offer retreat space and programming. With its idyllic lakefront views and walks, healthy café offerings, and wellness at its core, growing into a retreat center would become inevitable.

Upon first opening its doors, the east facing rooms are ideal for Reiki services, meditation space, and yoga classes. The Café will occupy the magnificent atrium opening to outdoor dining in the warmer months. Window service would be offered after café hours to offer light fare for beach-goers. The western facing rooms are also ideally situated for music classes and privacy desired during coaching. Please see the first floor rendering on the following page.

INDIGO, A Healing Space



INDIGO is committed to restoring the exterior of the buildings to their original condition. Where exterior access is desired to the café, any changes made will be done so with integrity and respect for the historical character of the mansion. Additionally, any updates will be planned in accordance with all requirements defined in the Americans with Disability Act (ADA) and the desire to serve as a model for sustainable design and energy-efficiency.

Equally important, the project will be conducted in a manner so that the City of Evanston requirements for 25% of the contract amount MBE, WBE, and EBE participation will be met. INDIGO is aware of and intends to maintain public access and operations for Lighthouse Beach and ongoing stewardship of the native dune landscape to the east of Harley Clarke as well as maintaining access to the neighboring National Historic Landmark Grosse

Point Lighthouse, its grounds, and the City-owned fog signal buildings. In an effort to support alternative and mass-modes of transportation, as well as to retain the property's significant integrity of setting and open space, alternatives to parking will be explored as necessary.

Founders



Marla Privitera is a life-long wellness junkie, foodie, and gifted healer. As a certified yoga instructor and holistic wellness coach, Reiki practitioner, and published author she founded INDIGO; Holistic Wellness Coaching for peri, post, and menopausal women of all ages. Marla provides a nonjudgmental and safe space where women are empowered to heal themselves holistically, reconnect to themselves, and live their best lives ~ for life. Marla has had a fruitful career in Higher Education where she served as Assistant Dean in Undergraduate Engineering down the street at Northwestern University. Under her

direction and tenure, she and her team were nationally recognized for their number one ranking of retention of underrepresented students in engineering. She has also served in Peace Corps El Salvador, and is a survivor of debilitating eczema, divorce, secondary school teaching, and motherhood. When she's not reading or writing, you can find her in the kitchen studying food labels, soaking beans, or baking her delicious homemade bread.

Filomena Achille is a life-long music educator, born athlete, and talented song-writer. Dedicated to improving the lives of her students for close to 40 years, she is gifted in the art of teaching and her ability to make young people feel safe and heard. A self-proclaimed gym-rat, Filomena shines on the athletic field, and though she just turned 60 on her last birthday, she is still

one of the fastest players on the flag football field. With Italian as her first language, a guitar in one hand, and an ukulele in the other, Filomena naturally creates an artistic, healthy and loving community wherever she goes.

Other notes:

- INDIGO has seen and read both addenda dated, October 11th and November 2nd, respectively.
- Please know that when INDIGO is successful in the proposal process, it desires to first rehabilitate and occupy the coach house to begin offering its wellness services to the community, while the Mansion undergoes its rehabilitation.
- INDIGO is open to and interested in partnering with other organizations in order to see the realization of its vision, and best serve the community.

History

An excerpt from my book, “A Space Between: Holistic Wellness for Menopause and Beyond”:

I first heard the phrase, “fertile void” in the jungle of Costa Rica at the Nosara Yoga Institute where I was spending the month in a yoga teacher training program. I loved the imagery this phrase conjured, a place of verdant, lush greens. The fertile void was a safety net ~ like the one the jungle canopy creates overhead offering protection from the heat of the sun, yet life-giving for its resident plants, monkeys, and other forces of nature. Nosara used the fertile void in the context of a necessary “jumping off point” for learning to trust the process. It is a way of learning how to listen to our bodies for the answers. “A Space Between” is a fertile void, a sacred time in a woman’s life to create all she desires.

Before, during, and after menopause if a woman chooses to jump into the fertile void, she can transform in this space between. Growing from where she is now to where she wants to be with a chance to create all that has been left undone, saved for a rainy day, or even just someday. I like to think of menopause as God’s wake-up call to examine your life, as a second chance, and one given before it really is too late to do something different.

INDIGO, A Healing Space

Menopause is that mirror, a whisper, and a not-so-gentle tap on the shoulder that if left ignored will forever render your biology your destiny.

INDIGO, “a space between” is a 6-step program based on my path through the fertile void. When you choose to follow it, you choose to shine a light on your path through the jungle. You choose to create all you have left undone for someday, you choose not to let biology dictate your destiny, you choose you. It is my hope for you that with “A Space Between” your path forward will be direct, guided, and well-lit. You don’t have to do it alone.

Thank you for your time and consideration of our vision for the Harley Clarke Mansion. Please kindly let me know what, if any, further information you might need from us. We look forward to learning of the next steps and wish you all well, peace, and health in this holiday season!

Gratefully,
Marla Privitera
Founder, INDIGO

Expression of Interest
Adaptive Use and Rehabilitation of 2603 Sheridan Road
The Harley Clarke Mansion
REI NUMBER: 23-47

Submitted by
Jens Jensen Gardens in Evanston
Contact: Charles Smith, friendofoaks@aol.com

Note: this submission is for the adaptive use and rehabilitation of the coach house, attached green house and grounds only. We have no plans for or claims upon the Mansion itself and will gladly collaborate with any team selected for the Mansion preservation.

Executive Summary

Working in partnership with other habitat-focused organizations and individuals, we propose to develop the Coach House and the Jens Jensen Gardens into the **Lighthouse Center for Habitat** — a community center to leverage efforts already under way to restore natural habitats in our City and thereby to improve the quality of Evanston for *all* residents and visitors.

The Center will educate, celebrate, and materially support *natural habitat stewardship* — serving as a community center for a growing number of stewards of public and private lands; as a training ground, resource library, and support network for these stewards; and as a space for youth to have experiences that will imbue in them the values and skills of land stewardship.

The Center is a natural and vital extension of the work JJGE has pursued over the past three years to transform systematically much of the grounds of the Harley Clarke Mansion. The renovated Coach House and green house spaces will attract and support new volunteers and energy that will both sustain the work of JJGE and spread the know-how built as we have faced and overcome obstacles faced to date. Stewardship is at its heart an entrepreneurial endeavor that requires resourcefulness and the ability to respond to opportunities and the needs of the day. To succeed, all land stewards must feel the strength that can be found only in community.

A final, personal note. The historic Jens Jensen landscape is a local asset, but it is also a global one. I have been approached by people from all over the world who marvel at the stone features and want to know the history. We have only begun to uncover the richness of the site. With the original Jens Jensen landscape plans in hand, committed donors and volunteers by our side, we will achieve the best future for the coach house, Jens Jensen landscape and dunes. To quote Friedrich Nietzsche “He who has a why to live for can bear almost any how.” The revitalization of Jens Jensen Gardens in Evanston is more than a vision. It is unfolding today.

The Lighthouse Center for Native Habitat

A sustainable platform for habitat preservation

OUR VISION

The Jens Jensen Landscape and the Coach House and attached greenhouse at Lighthouse Park will become the Lighthouse Center for Native Habitat—dedicated to the propagation of natural landscapes and the natural knowledge required to maintain them.

The volunteers trained in the Center’s Stewardship Development Program will help churches, schools, and other private institutions throughout Evanston to establish ecological landscapes on their properties with ongoing support from the Stewardship Development Program. The Center will leverage the resources of organizations and institutions to create and fund ecological landscapes on their grounds by helping some of their members become stewards, and by serving as a repository for shared tools, materials, and technical support as needed.

The resulting pollinator and bird-friendly native gardens will benefit the entire community. The habitats that result will complement, rather than compete with, public lands stewards for volunteers and funds.

Today, there are many private native plant gardens and some very exciting and substantial stewardship efforts. But they represent a small percentage of our potential habitat areas. Successful habitat steward projects on public land include:

- The Jens Jensen Gardens, at the Harley Clarke Mansion
- The Clark Street Beach Bird Sanctuary
- The Lorraine Morton Civic Center Wildflower Garden
- Lighthouse wildflower trail
- Ladd Arboretum native species transformation
- Harbert Park
- Lovelace Park
- Perkins Woods

In addition, a few houses of worship maintain native gardens, including:

- St Paul’s Lutheran Church
- Jewish Reconstructionist Congregation (JRC)

Each project is different in scale and its impact on the immediate area. However, they have in common a dedicated, experienced steward (individual or organization) able to secure and apply resources with a wide array of landscape gardening skills. These skills and abilities must be nurtured, supported, and built upon to secure the long-term viability of our urban habitats.

A RESURGENCE OF NATURE IN OUR CITY

Throughout Evanston we are seeing more pockets of native plant and animal habitats -- in backyards, front yards, some of our city parks, and notably in the Jens Jensen landscape renovation at Lighthouse Park. This trend is reflected in the rise in local native plant sales, lawns replaced with native plants, the growth of Natural Habitat Evanston and the success of the habitat stewards.

The resulting spaces provide many benefits to the city, residents, and visitors, including:

- Respite from the hardscaped urban environment.
- Beauty that can be experienced by all the senses.
- Pollinator and predator habitat to keep gardens and lawns in balance.
- Connection between people (especially youth) and the processes and cycles of Nature.
- An experiential focus for the work to protect our environment from climate change.
- Enhanced real estate value for businesses and homeowners alike.
- The sense of safety that comes from being in honored, well-maintained spaces.

What if we as a community became more intentional about these efforts? What if we truly *invested* to nurture Evanston's unique natural and curated native habitats? What if we could...

- direct more effort to ensure all the benefits listed above are enjoyed by everyone?
- create more native habitat areas — easily accessible in *every* neighborhood?
- leverage habitat areas for experiential learning by kids and adults?
- create art and cultural programming in and around habitat for shared enjoyment?
- strengthen community ties through shared work required to create and preserve habitat?
- become a model for a more thoughtful and systemic integration of urbanity and nature.

OUR PROPOSAL TO INVEST IN THE FUTURE OF HABITAT IN EVANSTON

We propose that the City, working in concert with Jens Jensen Gardens Evanston (JJGE), harness this momentum and leverage the city-owned Coach House property to create a new Lighthouse Center for Native Habitat. From this Center, JJGE will create, fund, staff, and administer programs that will encourage and support the inclusive proliferation and cultivation of natural habitats throughout our city — most notably a cadre of Native Habitat Stewards in a network of native habitat set-asides across Evanston.

PROPOSED USE OF THE COACH HOUSE

The coach house will provide a meeting space that supports collaboration among the native habitat stewards. The Center will be a place to host meetings and share knowledge and tangible resources — books, tools, equipment, seeds, plants, etc.

The First Floor will consist of large open space for community gatherings and classes. This will facilitate the education of people – young and old — who wish to learn how to become stewards of native habitat at their home, workplace, church or school.

The Second Floor will be a tech-enabled office and small meeting space where JJGE, stewards, and other advocates for native habitat can store records and materials and hold meetings.

The Greenhouse will be restored as a four-season greenhouse and education space.

The Garage will have 2 bays for equipment and resources, and 1 bay for Lighthouse Park District.

The cul-de-sac parking area will remain reserved for JJGE, City, and Lighthouse Park uses.

The process of refurbishing the Jens Jensen designed landscape of the Harley Clarke Mansion will be used to demonstrate how native plants, trees and shrubs can be used to create beautiful, sustainable residential landscapes that support birds, butterflies, moths, and bees. The combination of the coach house, grounds and dunes is an ideal learning laboratory.

POTENTIAL PROGRAMS AND ACTIVITIES

- Support New and Existing Programs for Children and Young Adults. Coordinate with D65, D202, private schools, Y.O.U., Family Focus, etc. to provide opportunities to learn about nature, soil, cultivation, plants, pollinators, landscape design and more.
- Work with educators to integrate science, math, and social studies curricula.
- Focus on inclusion of historically underserved and overlooked communities.
- Support and House Native Habitat Steward Programs
- Orient and mentor new stewards (on an ongoing basis)
- Recruit assistants to support stewards across all projects, to prepare for succession.
- Provide ongoing education opportunities for stewards, assistants, and the public.
- Maintain libraries of shared resources, equipment, and materials for new stewards
- Identify opportunities for additional native habitat set aside areas.
- Native Habitat Celebration and Promotion
- Events that combine education, celebration, and enjoyment
- Tours that feature the many native habitat areas around Evanston

THE PROCESS

City and JJGE will execute a 40-year lease for the Coach House and Jens Jensen Gardens.

JJGE will launch a capital campaign to cover renovation costs for Coach House Property

City will work with the native habitat stewards and JJGE to support existing and new native habitat set-aside areas across Evanston.

Habitat stewards and JJGE will continue to recruit, train and support volunteers for each new set-aside area and ensure future stewards are in line to continue this work.

POTENTIAL PARTNERS:

Any entity with grounds and access to volunteers is a potential partner. Groups who share a mission to preserve a healthy and safe environment in every part of Evanston are potential partners and will benefit from participation with The Lighthouse Center for Native Habitat. As private properties—from institutional grounds to residential front yards—move to treat their land as natural habitat, planting native species and encouraging pollinators and birds—they will need a partner that understands how to implement native landscaping cost-effectively and in ways that improve both property values and the quality of life for the whole community. As an example, there are about 100 churches in Evanston. Most have some grounds with varying degrees of landscaping. Today, fewer than 5% are pursuing ecological landscaping. With design and planning support and access to tools and plant material more churches could recruit members to become the stewards of their ecological landscapes.

PARTIAL LIST OF POTENTIAL PARTNERS

ECOLOGY-ORIENTED ORGANIZATIONS

Evanston Ecology Center
Garden Club of Evanston
Highland Garden Club
Lincolnwood Garden Club
Evanston NorthShore Bird Club
Evanston Environmental Association
Natural Habitat Evanston
Edible Evanston
Evanston Grows
Open Lands
Friends of the Forest Preserve
Clark Street Bird Sanctuary
Scouts

PUBLIC SECTOR

Environment Board
Equity & Empowerment
Sustainability
Parks and Recreation
Greenways
Forestry
Community Development
Property Standards
Health
Public Works

PROJECT IMPLEMENTATION PARTNERS:

Architectural services are being provided by Eifler & Associates. Eifler & Assoc. have provided preliminary floor plans and other design services.

Landscape architectural service have been provided by Teska Associates. We have completed all phases of the landscape architectural process up to the creation of construction specifications and drawings. All work is provisional.

General liability insurance is provided by Alliance of Nonprofits for Insurance. The City of Evanston is named on the certificate of insurance as also insured.

Legal services have been provided by Kirkland & Ellis

POTENTIAL FUNDING SOURCES AND EXPENSES:

The initial source of funding for JJGE in our mission to refurbish and maintain the Jens Jensen Landscape has been a steady flow of philanthropic donations. We were able to make major improvement to the landscape as a result. We received a fairly large donation specifically to begin work on the coach house and greenhouse. Many of the donors visit the site regularly and have indicated that they can be counted on for future donations. The uncertainty of the status of the Jens Jensen landscape has most of our donors in a wait and see position. However, Jens Jensen Gardens work has not been affected by the lack of funds. We enjoy a committed donor base and believe that future donations will be adequate.

In addition to reinvigorated private donations, The Lighthouse Center for Native Habitat will offer memberships to organizations who wish to use tools and equipment and participate in group purchasing opportunities on landscape materials and tools. The objective is to provide what is needed at a below market rate.

PARTIAL LIST OF FUNDING SOURCES

- Individual donors
- Philanthropic funders
- Membership fees
- Government grant programs
- City of Evanston
- Plant sales
- Event fees
- Class fees

PARTIAL LIST OF CAPITAL AND OPERATING EXPENSES

Capital (one time)

Renovation Costs (architecture, engineering, construction, FF&E)

Purchase of major equipment and tools to be shared by Stewards.

Operating Expense (ongoing)

Liability insurance

Tenant-assigned upkeep, utilities, etc. for Coach House and Greenhouse properties

Program expenses, including honoraria, materials, etc.

Garden maintenance at Jens Jensen Gardens (materials, contracted services, etc.)

Event costs (honoraria, hospitality, publicity, materials)

Landscaping materials (through group purchasing arrangements with Partners)

Administrative expenses (website, accounting, etc.)

For further information, please contact:

Charles Smith, President,
Jens Jensen Gardens in Evanston

Letter of Interest

November 14, 2023

City of Evanston
City Manager's Office
2100 Ridge Avenue
Evanston, IL 60201

RE: REI NUMBER: 23-47 | Adaptive Use and Rehabilitation of 2603 Sheridan Road, The Harley Clarke Mansion

Dear City of Evanston:

ONECommunity Museum ("OCM"), a Virginia private operating foundation with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code, is responding to the Request for Expressions of Interest 23-47 for Adaptive Use and Rehabilitation of 2603 Sheridan Road, The Harley Clarke Mansion. Our EIN is 83-3237479.

1. Proposed adaptive use

OCM expresses interest to convert the Harley Clarke House and Coach House and adjacent gardens into a museum and gardens operation.

The OCM expresses interest in operating *The Harley Clarke Historic House & Gardens, A ONECommunity Museum*. The vision of the ONECommunity Museum is to expand upon the mainstream conversation of environmental sustainability to include and explore the concept of sustaining people and fostering community through programming and exhibits, with a core mission of:

Locally developing global citizens through sustainability education

The mission of OCM is to improve the community in the areas of wellness, education, sustainability, and health. Its purpose is exclusively educational and charitable. A long-term goal of OCM is to build a national network of community-based and facilitated museums, which offer public and equitable opportunities for experiential learning and relevant discourse in historically preserved properties.

OCM would like to turn Harley Clarke into a "Sustainability Museum," with themes to include history, nature, culture, and social justice. Sustainability is *meeting the present needs of a community without compromising the ability of future generations to also meet their own needs.*

OCM views sustainability in a multi-faceted approach, exploring the connection between self, community and nature.

The International Council of Museums defines a museum as a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates, and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study, and enjoyment.

It is this concept of a museum that drives our design of *The Harley Clarke Historic House & Gardens, A ONECommunity Museum*. This museum is specifically designed to meet the current and future needs of the Evanston community.

The Harley Clarke site is of particular interest for a number of reasons:

- 1) OCM alignment with existing City of Evanston goals, including but not limited to sustainability initiatives;
- 2) Existing opportunity gap in the City of Evanston;
- 3) Community interest in the Harley Clarke building; and
- 4) Proximity to renowned universities & colleges, health systems, museums, and like-minded community organizations.

The proposal is consistent with the needs of the community as discussed in several community meetings centered around Harley Clarke. This museum will directly address identified community needs, such as literacy and food insecurity. The museum will be complementary, rather than duplicative, to other community initiatives in Evanston. This will be a “living” museum which serves the needs of the community into perpetuity and will be re-evaluated over time.

Our proposal supports the City of Evanston vision for:

- An adaptive, functional re-use of Harley Clarke that creates a special place for residents and visitors alike.
 - *OCM plans to protect, maintain, and highlight the Jens Jensen Garden as a part of the Greenhouse & Gardens portion of the proposal.*
- Enhanced City Infrastructure and Facilities
- Community Development and Job Creation
- Equity
- Implementation of the City's Climate Action and Resilience Plan (CARP)

Parking

OCM encourages visitors to arrive to the museum by foot, bike, carpool, public transportation, especially considering the museum is focused on sustainability. When this is not an option, there

is a limited parking available at the site. As well, there is short-term residential parking available in the surrounding blocks.

In the case that OCM has a large exhibition or event, with the City's permission, and if not already in use, OCM may guide guests to temporary event parking on the lawn/fields, as is common when overflow event parking is needed. As well, shuttle services, golf cart shuttles and/or valet options can be used to transport visitors to nearby parking lots and/or hotels.

School groups coming to the property for educational programming will take buses to the property and will not require parking. If there was a future need and or funding, an additional parking lot could be planned.

2. Potential Partners

OCM has identified several businesses, universities & colleges, health systems, museums, and like-minded community organizations, and the local public and private schools that would be viable partners on this project as sponsors and community partners.

OCM will be responsible for negotiating and overseeing the restoration of the building and conversion into a museum facility, supported by her legal and advisory team.

In recognition of the multifaceted nature of historic preservation and restoration, OCM is wholeheartedly committed to fostering collaborative efforts with various stakeholders and groups. Acknowledging the diverse expertise and perspectives that contribute to the success of such projects, we welcome collaboration with local architectural firms with a focus on restorations, historical societies, government agencies, community organizations, and other relevant entities. By working collectively, we can harness a wealth of knowledge, resources, and support to ensure the comprehensive success of the restoration initiative.

Open communication and cooperation with these groups are integral to developing a well-rounded and sustainable approach to historic preservation that transcends individual efforts and contributes to the collective enrichment of our shared history.

Restoration & Museum Build Out

We plan for the restoration process and museum build out to take three years over multiple Construction Phases coinciding with phased opening dates of spaces if appropriate.

Year 1 – Planning and Permitting, Emergent Code & Structural Issues

Year 2 & 3 – Restoration and Buildout

We commit to render the building compliant with all building codes (including ADA) and requirements before occupancy. We will remediate and removal of non-compliant conditions, including various structural elements of the buildings. We acknowledge that any

rehabilitation/renovations that result in exterior changes are subject to certification of appropriateness and will be reviewed by staff and/or the Preservation Committee.

ONECommunity Museum will be conservative in its changes to the building and plans to create exhibits surrounding the historic elements of the structure, considering the building itself as an integral part of the museum's collection.

The plans and specifications for all design and work to be accomplished on the site will be prepared by a design professional and approved by the City under the City's normal permit process.

Additional details can be provided upon request.

3. Funding sources and strategies

Briefly identify and describe potential funding sources and strategies that would be sought and employed to pay for rehabilitation, maintenance, and operational costs. As mentioned within this document, the property is eligible for federal and state historic preservation tax credits.

We are proposing a purchase or long term lease term of 99 years. ONECommunity Museum plans to restore the Harley Clarke House and Coach House and convert it into the proposed museum space over a course of several phases for a total of investment of approximately \$3-5 million. **An additional \$10 million endowment will be subsequently raised to sustain the building and operations into perpetuity and through the lease period, which will be increased if operationally necessary in the future.**

Currently, OCM has funds committed to dedicate towards a physical museum space. We have developed a fundraising plan to further support the needs of the museum, which will include multiple streams of funding, including:

- Corporate and Institutional Sponsorships
- Grants Funding
- Private philanthropy
- *Optional* Membership (museum will be free)
- Exhibitions, Including Traveling Exhibits & Salable Content
- Conference/Other Event Income
- Tenant Space
- Investors / Financing

Financial Plan

Our financial plan includes the following streams of funding and will fully utilize all opportunities for federal and state historic preservation tax credits.

Corporate and Institutional Sponsorships

Immediately upon notice of acceptance of this proposal, we will begin applying to receive sponsorships from local, regional, and national Business and Institutions with giving priorities that align with the priorities of our museum, including, but are not limited to, restoration, sustainability, gardens, community space, wellness, nutrition, education, and health.

Grant Funding

Immediately upon notice of acceptance of this proposal, we will begin applying to receive grant funding from local, regional, and national funding sources. To align with the priorities of our museum, our funding areas will include, but are not limited to, restoration, sustainability, gardens, community space, wellness, nutrition, education, and health.

Private philanthropy

In addition to grant funding, we will solicit private philanthropy to support the mission of the museum.

Memberships

While optional, as museum entrance will be free, a paid membership structure would allow museum supporters to contribute to the museum and be honored with special benefits. Structure/Levels/Examples of Benefits can be provided upon request.

Special Exhibitions, Including Traveling Exhibitions & Saleable Content

Special Exhibitions will not only draw visitors to the City of Evanston, but will provide opportunities for ticketed experiences that brings in revenue to the museum. As well, OCM plans to create traveling exhibitions that can visit other sites. The market price for a traveling exhibition of the size we would target would be \$60,000 over 12 months, not including shipping.

Conference/Other Event Income

Conferences and other meetings and intimate events, may provide an additional source of funding for the museum.

Tenant Space

We have secured a tentative long-term commitment from an Evanston Based Business to rent tenant space from the museum at an approximate rate of \$10,000 per month. Renting a portion of the space to a tenant at this rate will ensure that the museum will always have a consistent source of funding to keep the building in good maintenance and the doors open, as well as fund a consistent staff position.

In addition, we plan to lease a select number artist studio / co-working work spaces to help fund operations with a recurring income stream,

Investors / Financing

If needed, there is an opportunity to utilize investment income and/or financing. For example, Federal and/or State Credits can be sold to investors at a market rate of 70% and 85-90% respectively. Possible investors and broker relationships are already being developed should this type of funding become necessary or attractive. As well, other more conventional financing opportunities could be explored as needed.

Donor Recognition

We will recognize donors that give before a certain deadline on a special wall installation that will be featured prominently near the entrance of the museum, "The Founder's Wall". All donors will be listed, no matter the size of the donation. As well, we shall recognize those that contribute time and services, including volunteer service.

Other donor recognition will include, but will not be limited to named rooms/space, plaques, benches, bricks, etc, and will entertain special requests based on contribution size.

Finance Relationships

There is an opportunity to partner/establish funds within Community Foundations in Evanston and/or Chicago and perhaps beyond, as well as develop a strong banking relationship with a local institution.

Timeline

Fund acquisition will commence after the proposal is accepted and lease contract is executed. Timing will be tied to the restoration phases and more details are available if needed.

4. Plans and design concept renderings

Floor plans and visuals identifying the proposed use of various rooms and buildings are included in the Appendices to this letter. We have included our Vision Brochure and Vision Presentation which visually communicate the proposed use.

Expression of Interest

The founders of the ONECommunity Museum are pleased to express interest in the adaptive reuse and rehabilitation of Harley Clarke look forward to playing a role in the shaping of our city's future.

OCM expressed interest in converting the Harley Clarke House and Coach House and adjacent gardens into a museum and gardens operation.

Museums provide substantial economic benefits to cities by attracting tourism and visitor spending, creating employment opportunities across various sectors, fostering cultural and creative industries, and enhancing real estate values in surrounding neighborhoods. Their role in education and workforce development contributes to a more skilled local workforce, and their hosting of events

ONECOMMUNITY

MUSEUM & GARDENS

diversifies revenue streams. Museums can also stimulate collaboration with local businesses, generate tax revenues, and contribute to the overall quality of life, making cities more appealing to residents and attracting a diverse and talented population. In essence, museums play a crucial role in driving economic growth, cultural vibrancy, and community development within urban environments.

We welcome continued conversation and partnership with the City of Evanston and its Council as this project moves into the next phase.

Sincerely,



Allison Lavigne
Founder
ONECommunity Museum
847.922.8432

APPENDIX I
OCM VISION BROCHURE

Letter of Interest: REI 23-47 Adaptive Use and Rehabilitation of Harley Clarke Mansion

November 13, 2023

Pikelet Holdings LLC
Contact: David Pike
Phone: (847) 877-1124
Email: dspike1@gmail.com

Proposed Adaptive Use

We propose to rehabilitate the Harley Clarke Mansion and utilize it as a:

- a) wedding venue
- b) café
- c) hotel (optional)

The Harley Clarke Mansion would be the premier wedding venue on the North Shore. We would restore and highlight the beautiful historic architecture against the backdrop of Lake Michigan.

There would be a café on the grounds for Evanston beachgoers that would serve light fare and refreshments.

A hotel on the upper floors of the Mansion would serve as a hotel for bridal party members. The hotel would be optional as this has been contested in previous proposals.

As parking is limited at Lighthouse Beach, we will utilize a valet service to shuttle cars to a private off-site lot. Maintaining public access to Lighthouse Beach will be paramount.

Regarding ownership models, we would be amenable to two options: a long-term lease of the buildings or a percentage of revenue from income operations.

Potential Partners

Our goal would be to leverage a local Evanston architectural firm. In addition, we would focus on hiring subcontractors based in Evanston for construction trades. We would manage the rehabilitation and run the operations of the event space, café, and hotel once open. We have experience buying and performing multi-million dollar rehabs of historic properties in Illinois. And fortuitously, we also founded and operated a profitable wedding business for 13 years.

Funding Sources and Strategies

The restoration and ongoing expenses will be self-funded. We will leverage federal, state, and county tax credits and have experience applying for and receiving Illinois historic preservation credits on previous projects.

RATIO

CITY OF EVANSTON, ILLINOIS
HARLEY CLARKE COMMUNITY HOUSE RESTORATION



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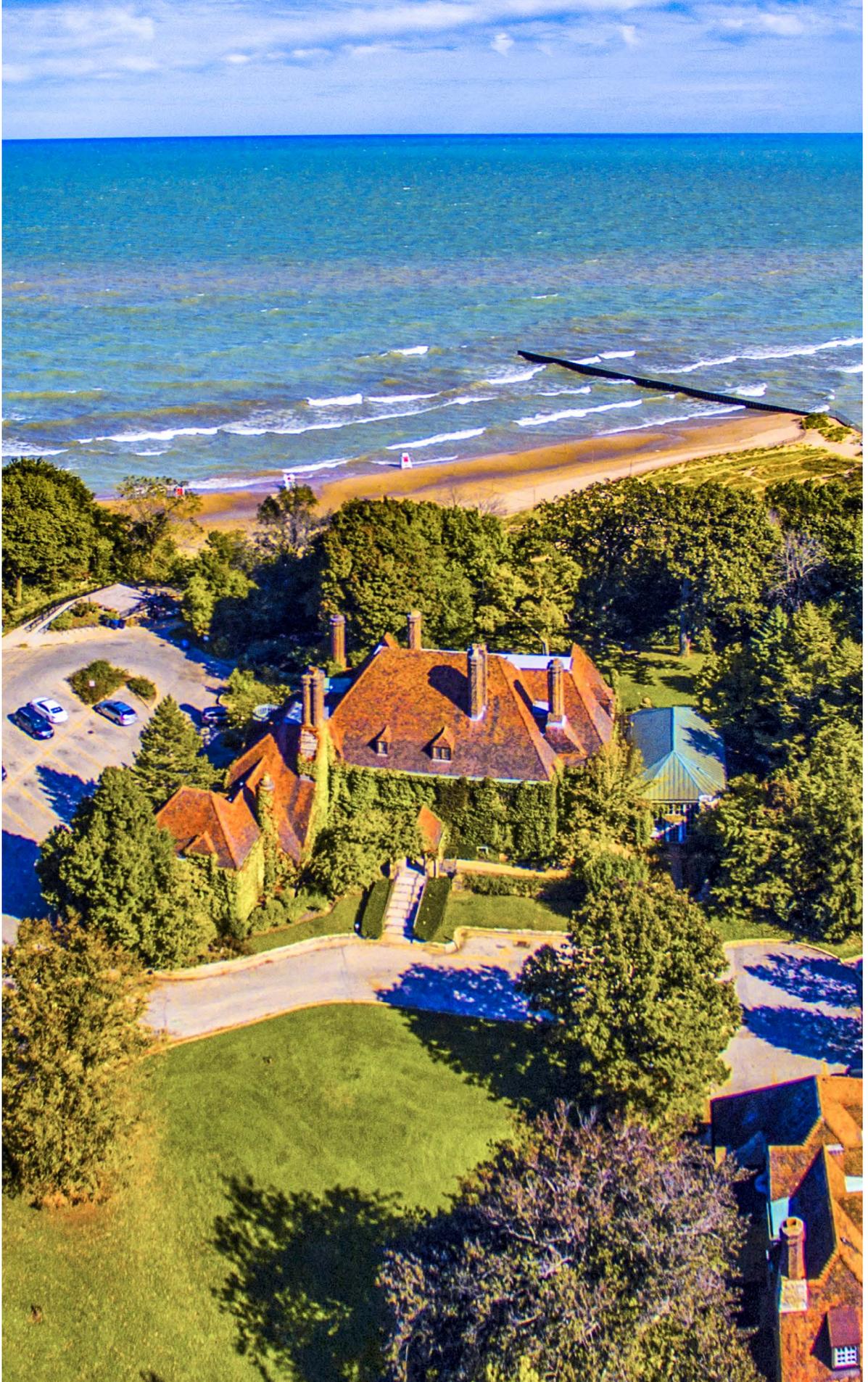
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November 14, 2023

Linda Thomas
 Purchasing Specialist
 City of Evanston
 2100 Ridge Avenue
 Evanston, Illinois 60201

RE: Adaptive Use and Rehabilitation of 2603 Sheridan Road, The Harley Clarke Mansion

Dear Ms. Thomas,

It is our pleasure to submit this Request for Expressions of Interest (REI) for the Adaptive Use and Rehabilitation of The Harley Clarke Mansion in Evanston, Illinois. This document outlines our intent for Harley Clarke, our potential partners, funding sources and strategies as well as some renderings of our concepts/ideas.

This submission reflects the efforts of two groups, RATIO, an interdisciplinary design firm with extensive experience in the implementing adaptive use and rehabilitation projects across the US with historic structures like Harley Clarke, and Angela Valavanis, an Evanston resident, who runs a successful business in the city and is also extremely active in community groups like The Woman's Club of Evanston as well as the Evanston Chamber of Commerce. Angela was also the driving force and owner of Chicago's Colvin House, a project that involved the Adaptive Use of a historic home that had seen years of neglect into a vibrant Events and Community Center.

Our vision for Harley Clarke is for it to become Evanston's Community House, one that provides revenue generating opportunities from private events like Weddings, Anniversary Parties, Corporate Retreats, etc., as well as free public gatherings like Art Shows, Music Performances, and Easter Egg Hunts, among others.

We hope that this REI gives the city a sense of the direction we would move to revitalize the dormant Harley Clarke into a thriving community asset, and we look forward to the opportunity to present our ideas to your stakeholders in the very near future.

If you should require any further information on our REI please feel free to contact us at your convenience.

Sincerely,

Noel Abbott
 Associate Principal
 RATIO
 Evanston Resident since 1995
 847 477 0763
 NAbbott@RATIOdesign.com

Angela Valavanis
 Owner
 Creative Co-Working
 Evanston Resident since 2006
 847 905 1314
 angelavalavanis@gmail.com

HARLEY CLARKE COMMUNITY HOUSE VISION STATEMENT

To our team, the Harley Clarke Mansion is a community asset that has been dormant and underutilized for far too long. It's grand Jens Jensen-designed site on the banks of Lake Michigan coupled with its historic architecture, make Harley Clarke ideally suited to becoming Evanston's unique destination for events and community-centric gatherings.





Our vision for Harley Clarke is for it to become Evanston's Community House, one that provides revenue generating opportunities from private events like Weddings, Anniversary Parties, Corporate Retreats, etc., as well as free public gatherings like Art Shows, Music Performances, and Easter Egg Hunts, among others.

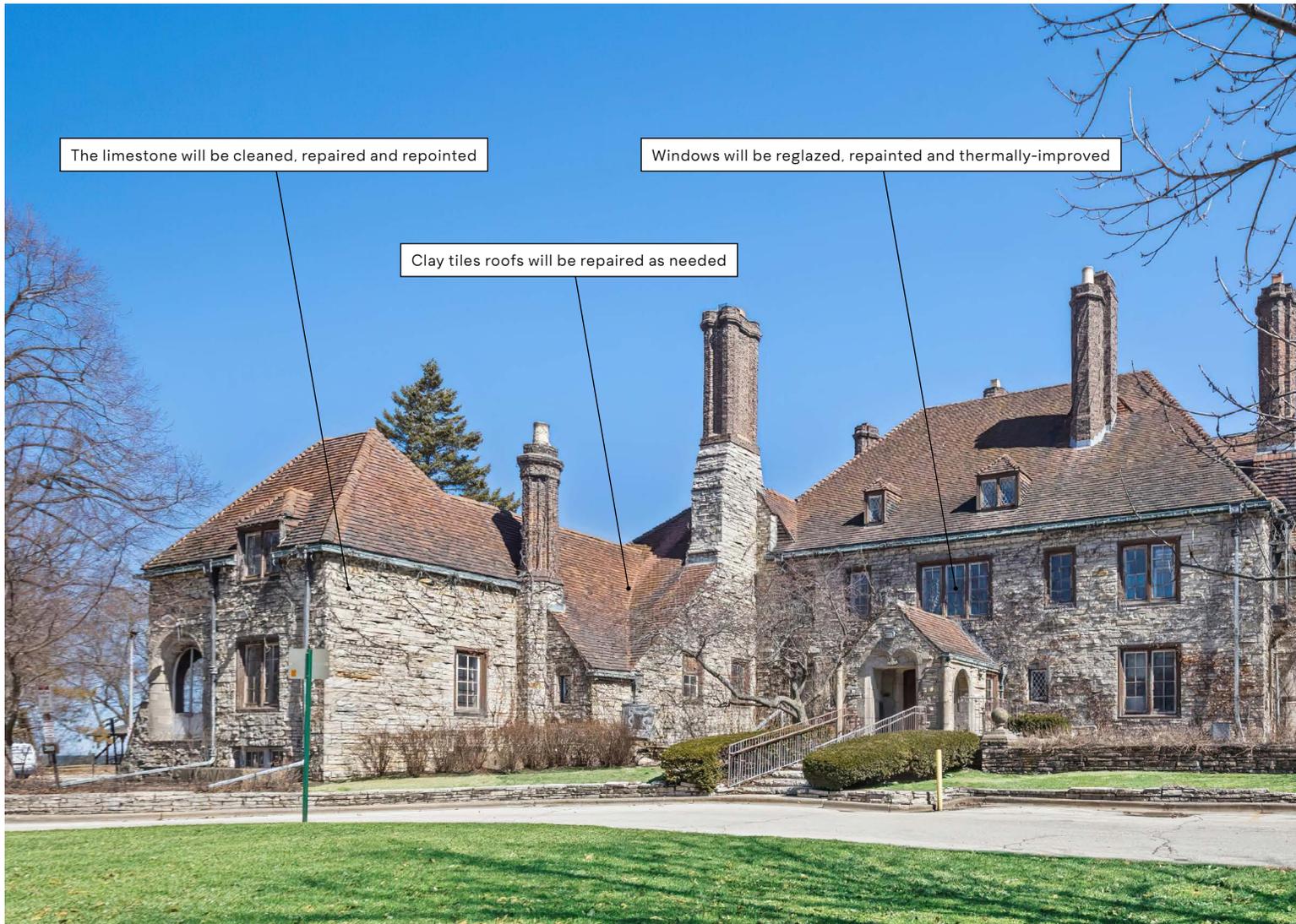
The City of Evanston prides itself on its inclusivity and appreciation of diversity, and the Harley Clarke Community House can be the physical embodiment of those character traits. We have purposely renamed the building to Community House because, by definition, Mansion indicates a certain level of exclusivity, implying that the general public does not have access or is not welcome. To us, Harley Clarke will become more of a shared meeting place for the citizens of Evanston. It will be a place where we will actively engage groups like Evanston Made to have their Makers Markets on the grounds or in the building, be a site for the Young Evanston Artists (YEA) Festival and offer free classical and jazz music performances on the lawn. These gatherings will not only bring the Evanston community together but serve as educational tools to nurture the wonder of the arts and the grandeur of Harley Clarke's architecture.

For our team to provide a place for these free communal events, we understand that revenues need to be generated to support the infrastructure behind these gatherings and to also provide for the continued care of Harley Clarke. Without these crucial funds, deferred maintenance occurs and historic structures like Harley Clarke suffer greatly. We therefore intend to provide for the upkeep and profitability of Harley Clarke through paid events, affairs where individuals or groups are looking for a truly unique building or site to celebrate a grand occasion. In our vision for the Harley Clarke Community House, we see these paid events complimenting the free public gatherings in a manner that allows for each to coexist while simultaneously providing a truly unique Evanston experience for all attendees. We will truly embrace the **"people savings places for people"** axiom.

Design Intent

In approaching any work in a historic building, we seek an open, integrated, collaborative design process bringing all parties together to find treatments that minimize impact on the building's historic fabric while supporting efficient, responsible contemporary operation and use.

For over 40 years, RATIO has focused on the design of projects that connect with their architectural, cultural, and environmental context. We have extensive experience working within the framework of the Secretary of the Interior's Standards for the Treatment of Historic Properties. Members of RATIO's Preservation Discipline meet the professional requirements in 36 CFR Part 61 in History / Architectural History and Architecture / wHistoric Architecture. In approaching any work in a historic building, we seek an open, integrated, collaborative design process bringing all parties together to find treatments that minimize impact on the building's historic fabric while supporting efficient, responsible contemporary operation and use. In contrast to the traditional segregation of design disciplines, we believe that an interdisciplinary approach can deliver the most effective and comprehensive solutions, realizing synergies and opportunities that contribute to a more successful project. In our experience, the



constraints of working within a historic building often help to drive design direction toward high-performance building systems that can be installed with less impact.

Character-defining features of the exteriors of the Harley Clarke Mansion and Coach House include the limestone cladding, steel and wood windows, and clay tile roofs. The limestone will be cleaned, repaired and repointed; the historic windows in the Mansion will be reglazed, repainted and thermally-improved and new replica windows will be installed in the Carriage House; the clay tiles roofs will be repaired as needed with missing/damaged tiles being replaced to match. On the interior, damaged areas of plaster, paint and wood will be restored; missing decorative paintings will

be recreated; new building systems will be installed throughout to serve the new uses being careful to avoid damage and/or inappropriate alterations to the significant interior spaces and finishes.

We intend to restore the design intent of not only the Harley Clarke structures, through renovations that will not alter the historic character of the structures, but also the Jens Jensen-designed landscape, an underutilized public-amenity that is ripe for a more profound engagement.

Our intent for the landscape is to utilize both Jens Jensen’s original 1928 plans and the Stephen F. Christy plans commissioned by the City of Evanston in 1980 as starting points. This work would involve the restoration of the grotto area, the east terrace, the west lawn, the council ring, as well as the greenhouse.

Additionally, we understand that the Jens Jensen Gardens in Evanston, Inc. (JJGE) group currently plays an important role in helping maintain the grounds as well as educating the public on Jensen and public spaces.



New replica windows will be installed in the Carriage House

Restoration of the greenhouse





The RATIO Team's approach will truly embrace the **"people saving places for people"** axiom.

Our team intends to collaborate with JJGE to ensure that the restoration of the grounds adheres to Jensen's original vision/intent and that the grounds will continue to serve as a grand educational tool to the role green space can play in providing places of respite and positively contributing to the overall health of communities.

One idea our team has for the grounds, which could possibly help pay for and contribute to the success of the landscape restoration, would be to partner with the Chicago Botanic Garden (CBG) on the restoration. The CBG also has a Jens Jensen designed space, the Evening Island Council Ring, and we intend to engage the CBG and determine their desire in helping contribute to the revitalization of the grounds and support Harley Clarke's ability to further educate the public on Jensen and green spaces. We envision the CBG's partnership resulting in the Harley Clarke grounds becoming an educational outpost of the CBG, supporting their mission of cultivating "the power of plants to sustain and enrich life."

One site improvement we think can help with our plan for elegant private and public events is to improve the parking opportunities around Harley Clarke. The current parking lot is challenged to support the use of Lighthouse Beach and we clearly understand that any new use at Harley Clarke is going to make public parking near the house and the beach much more difficult. We therefore would like to explore the option of creating a new additional parking lot just north of the existing lot, one that would be designed in a sustainable nature and would not only provide much needed parking for Lighthouse Beach and the Harley Clarke Community House but also help provide closer accessible parking opportunities for guests of the Lawrence O'Lawson Park, specifically Noah's Playground for Everyone. Our vision for this new lot includes utilizing a turf grid

paver system, one that allows the site to appear much like it does today, an open green lawn, but allows vehicles to park without damaging the land. In addition, this lot will still drain in the manner it does now and should not require significant engineering/infrastructure improvements.

It is also our intent to work with local schools, businesses, and Northwestern University to provide additional parking opportunities for visitors to the Harley Clarke Community House. These spaces would be accessible via a shuttle system, one that has proven to be a success for other nearby venues with limited onsite parking.

New additional parking lot north of the existing lot



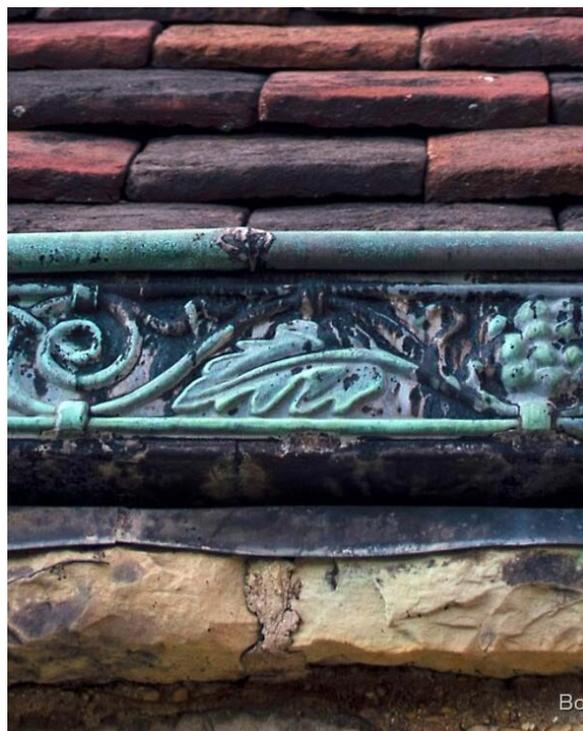




Ownership Model

At this moment we intend to enter into a lease agreement with the City of Evanston in order to operate the Harley Clarke Community House. Our team will lead the efforts in acquiring the various tax credits, grants, easements available, monies that will help pay for the restoration of the structures and the site.

We have also had initial discussions with residents of Evanston about investing in the restoration of Harley Clarke. These individuals have expressed an interest in participating, but at this time are waiting to see what becomes of this Request for Letters of Interest before formalizing their involvement in the project and our team.





Project Team

Our team members will combine purpose and expertise with creative thinking to achieve results which will make the Harley-Clarke Community House an asset for the city of Evanston for generations to come

RATIO

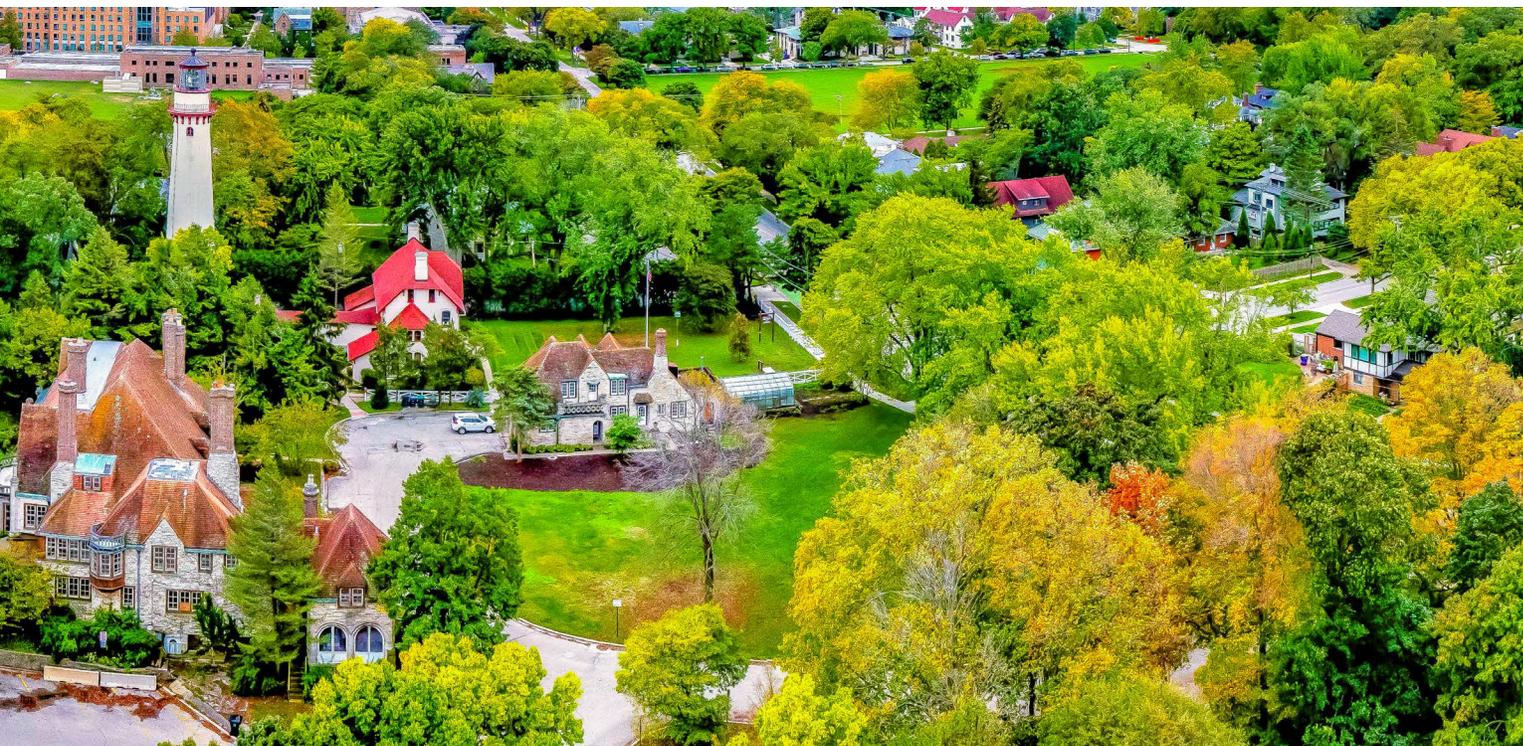
ROLE: Planner, Architecture, Historic Preservation, Landscape Architecture, Tax Credits

RATIO will lead all the primary programming, planning and design services for our team. As a firm with over 40 years of experience in historic preservation, RATIO is well-versed in leading the design effort in revitalizing structures like the Harley Clarke Mansion.

Originally founded on the principles of historic preservation, RATIO maintains a strong commitment to the conservation of historic sites and the valuable role these sites play in the community. RATIO knows that historic preservation does more than simply preserve the past; it also creates a bond between a community and its citizens, stabilizes neighborhoods, creates viable business districts, and helps conserve economic resources. Ultimately, historic preservation protects a community's heritage while providing a sense of place and distinction.

In addition to RATIO design expertise, the firm is also experienced in applying for and helping acquire federal, state, and local preservation tax credits and easements.

LEVEL OF COMMITMENT: RATIO is fully committed to this project



Angela Valavanis

ROLE: Operator

Angela is a longtime Evanston-resident and business owner who is very active in the Evanston community. Angela has served as the Past-President of the Evanston Chamber of Commerce as well as held several leadership positions with the Woman's Club of Evanston. Angela is the owner of the Evanston-based Creative Co-Working, located at 922 Davis Street.

In addition, Angela is also the owner of The Colvin House, an Events Center located in Chicago's Edgewater neighborhood. For the Colvin House, Angela repurposed this Chicago landmark mansion, which had experienced years of neglect, into a thriving community-centric Events Center. The Colvin House is currently used for coworking, meetings, and for events. The house can accommodate up to 100 people for a formal dinner, weddings, and other celebrations, as well as nonprofit galas and classical concerts. The Colvin House also is used to curate public events showcasing the talents of local musicians, singers, dancers, and actors.

LEVEL OF COMMITMENT: Angela is fully committed to this project

Epstein

ROLE: Civil, MEP/FP and Structural Engineer

Chicago's leading engineering firms, Epstein brings over a century of service to the Chicagoland community as well as expertise in civic-oriented developments across the region. Epstein is also well-versed in Evanston codes and procedures as the firm is currently leading the efforts on the revitalization of the Chicago Avenue streetscape from Howard Street to Davis Street.

LEVEL OF COMMITMENT: Epstein is fully committed to this project.



David Kroll

ASSOCIATE AIA
PRINCIPAL-IN-CHARGE / DIRECTOR OF PRESERVATION

PROJECT LEADERSHIP

As RATIO's Director of Preservation, David holds a deep sense of responsibility for historic resources. His personal design approach is to turn something negative into a positive, something obsolete into useful, drawing inspiration from the context and story of each project. Preservation is a specialized approach, but the projects themselves are quite diverse—everything from small monuments to large complexes, and from historic homes to whole communities. At every scale, Dave is driven by his passion for the detailed forensics-style work that helps to preserve history, and by the belief that when a project is complete, people shouldn't be able to tell that the team has been there.

Dave is an explorer at heart, whether he is investigating an historic site or artifact for design clues, or scuba diving in the Caribbean. Prior to joining RATIO in 1993, Dave served as Historical Architect with the State of Indiana. He has also taught numerous architecture and preservation courses at Ball State University. His students have the opportunity to participate in real world projects, such as design guidelines for an historic district, or restoration from storm destruction.

EDUCATION & REGISTRATION

Master of Science in Historic Preservation / Ball State University

Bachelor of Arts, Architecture / Iowa State University

36 CFR Part 61; Qualified in History /
Architectural History and Architecture / Historic Architecture

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

Associate Member, American Institute of Architects

Past Trustee of Danville-Center Township Public Library, Danville, IN

Member, Indiana Landmarks

Member, Landmarks Illinois

EXPERIENCE

Bottleworks District & Hotel

Indianapolis, IN

Fairfield Inn at Eagle Cotton Mill

Madison, IN

Chinese House at Conner Prairie

Noblesville, IN

Hudson Institute

Indianapolis, IN

Grand Gardner Hotel

Valparaiso, IN

Fowler House

Purdue University

Southside Turnverein

Indianapolis, IN

The Houses at Minnetrista

Muncie, IN



Cody Bornsheuer

AIA, LEED AP BD+C
PROJECT ARCHITECT

EXPERIENCE

Graduate Hotel
Bloomington, IN

**DPS Middle
School Renovation**
Durham, NC

Cairo House Hotel
Cairo, Egypt

**CPD Maplewood
Park Fieldhouse**
Chicago, IL

Graduate Hotel
Iowa City, IA

Journeyman Distillery
Valparaiso, IN

Convention Center Hotel
Indianapolis, IN

PROJECT LEADERSHIP

As a design leader for the Chicago Studio, Cody is responsible fostering a culture of interdisciplinary design dialogue that values collaboration and inclusivity with a passion for intentionality and placemaking. An award-winning architectural designer with over 10 years of experience across a variety of markets, Cody believes that design should be rooted in the significance of its place, harnessing the influences of context to enhance the lives of users.

As a leader in RATIO's hospitality and lifestyle markets, Cody works with our clients to craft spaces for people to live, play, work and rest that are rooted in their place and foster meaningful connections with local communities. A LEED Accredited Professional with a passion for holistic approaches to sustainability, he values developing solutions that are innovative, yet cost effective, with an emphasis on maximizing the potential of available resources.

EDUCATION & REGISTRATION

Master of Architecture / University of Illinois Urbana-Champaign

Bachelor of Architectural Studies /
University of Illinois Urbana-Champaign

Registered Architect: IL

LEED Accredited Professional

NCARB Certified

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

Juror, University of Illinois School of Architecture

Member, American Institute of Architects

Member, National Council of Architecture Registration Boards

Member, Urban Land Institute



Erin Sánchez

AIA
PROJECT MANAGER

PROJECT LEADERSHIP

Erin believes that design professionals have a responsibility to create with economic, ecological, and social impact in mind. Her passion for design lies in how to improve a neighborhood without fundamentally altering and displacing the people and community within it. She believes that good architecture can develop strong communities and create the opportunity for change.

Erin's deep project experience includes working with the Chicago Housing Authority and the Illinois Housing and Development Authority, making her a valuable knowledge resource for affordable housing and community-focused design.

EDUCATION & REGISTRATION

Bachelor of Architecture, minors in Industrial Design & Spanish /
Virginia Tech

Registered Architect: IL

SELECT PRESENTATIONS & PUBLICATIONS

Co-Chair, AIA Chicago's Community Interface Committee

Member, AIA Chicago

Past Design Juror, Chicago Architecture Center Newhouse Competition

Past Design Juror, SAIC

EXPERIENCE

**Edith Spurlock
Sampson Apartments**
Chicago, IL

**HACC Feasibility
Concept Studies**
Evanston, IL / Wheeling, IL

**Redevelopment of
Francis Cabrini Rowhouse**
Chicago, IL

**504-518 S Boulevard
Mixed Income Development**
Chicago, IL

RiverEdge Park Phase II
Aurora, IL



Andrea Caputo

IIDA
PRINCIPAL / CHICAGO INTERIORS LEADER

PROJECT LEADERSHIP

Andrea leads Chicago's interior design studio, leveraging over 20 years of experience and a deep roster and wide range of clients. She enjoys the intersections between sectors, noting the influence that workplace, higher education, hospitality, and other project types have on each other. Her commitment to excellence has helped to grow RATIO's presence in the marketplace, with recent wins ranging from a mixed-use creative campus to a luxury hotel in Cairo.

Andrea takes pride in the fact that the Chicago studio she's helped to build is well-integrated, close-knit, and caring. She also works just as closely with clients to build relationships based on trust, understanding how personal interior design can be, and determined to help tell her clients' stories through design.

EDUCATION & REGISTRATION

Bachelor of Fine Arts, Focus in Interior Architecture /
School of the Art Institute of Chicago

NCIDQ

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

Board Member, Bear Necessities Pediatric Center Foundation

Member, International Interior Design Association (IIDA)

EXPERIENCE

The Terminal (Humboldt Park)

Chicago, IL

Journeyman Distillery

Valparaiso, IN

Urbana Country Club Hotel & Spa

Urbana, IL

Edith Spurlock Sampson Apartments

Chicago, IL

Cairo House Hotel

Cairo, Egypt



John Jackson

PLA, LEED AP

PRINCIPAL / DIRECTOR OF LANDSCAPE ARCHITECTURE & URBAN DESIGN

PROJECT LEADERSHIP

John is a landscape architect who melds design expertise with the aspirations of the community. John engages the public with empathy and intentionality to deliver on the promise of parks, for everyone.

Since he joined the Indianapolis studio in 1993, John has focused on transformative projects — ranging from the Riverside Regional Park Master Plan, encompassing 862 acres, to the Benjamin Harrison Presidential Site Commons and Plaza. He is a past president and current board member of The Parks Alliance of Indianapolis.

EXPERIENCE

Federal Hill Commons

Noblesville, IN

Fishers Central Green

Fishers, IN

Riverside Regional Park Master Plan

Indianapolis, IN

Taggart Memorial Performance Venue

Indianapolis, IN

Harrison Home Presidential Commons

Indianapolis, IN

Main Street Master Plan

Madison, IN

EDUCATION & REGISTRATION

Bachelor of Landscape Architecture /
University of Illinois Urbana-Champaign

Registered Landscape Architect: IN, IL, NC, CO

LEED Accredited Professional

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

Vice Chairperson, Indianapolis Parks Foundation

Member, American Society of Landscape Architects (ASLA)

Member, Project for Public Spaces

Member, National Trust for Historic Preservation



Angela Valavanis

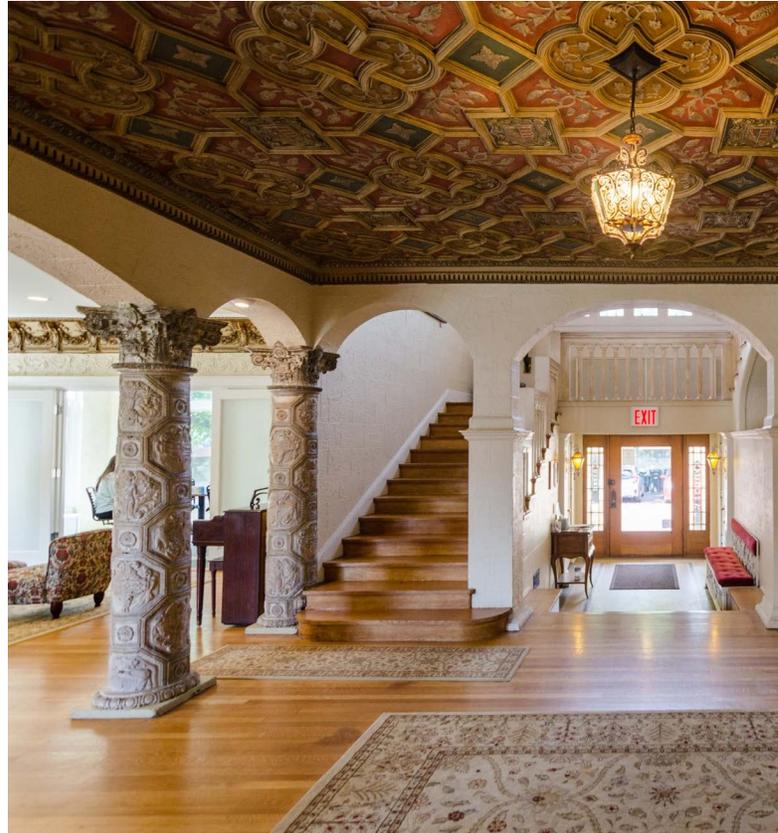
OPERATOR, PROGRAMS MANAGER

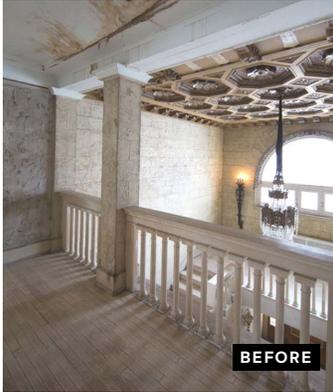
COMMUNITY LEADERSHIP

Angela is a longtime Evanston-resident and business owner who is very active in the Evanston community. She served on the board of the Evanston Chamber of Commerce for six years and was Board President in 2019, has been volunteering for Downtown Evanston since 2018 and is currently Vice President of its board, and she is President Elect of The Woman's Club of Evanston. Angela is the owner of Creative Coworking, The Gallery Business Incubator, and the building (c. 1900) that houses them at 922 Davis Street.

In addition, Angela is the owner of Colvin House, an event venue located in Chicago's Edgewater neighborhood. Angela lovingly restored this Chicago landmark mansion (c. 1909), which had experienced over a decade of neglect, and repurposed it into a thriving community-centric events center. Colvin House is currently used for coworking, meetings, concerts, and events. The house can accommodate up to 100 people for a formal dinner, weddings, and other celebrations, as well as nonprofit galas, and classical concerts. Colvin House has similar parking constraints to those at Harley Clarke, but it has a proven model of partnering with local organizations for each event. It provides overflow parking at a nearby school, church, synagogue, and a private lot within a residential condo building.

It has been the venue for site-specific theater productions, dance performances, and fashion shows. Location scouts have booked it for films, documentaries, commercials, music videos, and photo shoots. The Colvin House team regularly curates public events showcasing the talents of local musicians, singers, dancers, and actors. All of Angela's experience managing Colvin House makes her uniquely equipped to consult on the Harley Clarke renovation and to operate programming there once it has been restored.





The Colvin House

From 2016 to 2017, Angela Valavanis repurposed a Chicago Landmark building called The Colvin House. Located in Chicago's Edgewater Neighborhood, at the intersection of Sheridan and Thorndale, The Colvin House was designed by famed architect George Maher. Completed in 1909, The Colvin House was a private residence for over a century before Angela took ownership.

The Colvin House had fallen into disrepair as its previous owner's health was failing and had not maintained the home for several years. The roof of Colvin had been leaking, estimates indicate for at least ten years, creating significant damage to the house. Angela repaired that water damage, which was prevalent throughout the house, as well as upgraded electrical and plumbing systems, added A/C, WiFi, a wheelchair lift, and other necessary elements, all while maintaining the landmarked exterior and preserving/bringing back to life the beauty of the historical interior, much of which dates to a renovation of Colvin which took place in the 1920s.

Today, The Colvin House is used for coworking space, meetings, and for events. Colvin can host up to 100 people for a formal dinner, has hosted weddings and other celebrations, as well as nonprofit galas and classical concerts. Angela also curates public events showcasing the talents of local musicians, singers, dancers, and actors.

Angela's experience repurposing this historic structure gives her a unique understanding of what would be needed for repurposing Harley Clarke, and how best to monetize the house while also instilling a sense of community benefit and public access.



Chinese House at Conner Prairie

LOCATION
FISHERS, IN

CLIENT
CONNER PRAIRIE

SIZE
7,500 SF

COST
\$2.9M

COMPLETE
2019

CONTACT
NORMAN BURNS
317 776 6000

The Chinese House at Conner Prairie is a historic property that was originally built in 1909 as a country bungalow for the Atkins family of Indianapolis. Eli Lilly acquired the property in 1949 and redecorated it to reflect his love of Chinese art and culture, naming it the "House of the Sylvan Harmonies." After donating the property to Conner Prairie Interactive History Park, it has been rented out for meetings and receptions since 1983.

To ensure the preservation and rehabilitation of the Chinese House, RATIO led a team in developing prioritized recommendations for phased improvements to maintain its historic character and natural setting. The Ritz Charles funded all capital improvements and shared costs, leading to incredible renovations that took place inside.

Now restored and paired with the new pavilion addition, The Bluffs, the Chinese House is available for event rentals. Perched on the bluffs of the White River, surrounded by a stately forest and offering stunning views of the river, the venue is perfect for weddings, social galas, corporate events, and holiday parties.





CONFERENCE ROOM CONFIGURED FOR WEDDING RECEPTIONS

Hudson Institute Master Plan + Renovation

LOCATION
INDIANAPOLIS, IN

CLIENT
HUDSON INSTITUTE

SIZE
6,500 SF

COST
\$800,000

COMPLETE
2004

CONTACT
DEBORAH HOOPES
202 223 7770

The Hudson Institute occupied the Stoughton A. Fletcher estate from 1986 until relocating to Washington D.C. at the end of 2004. RATIO was retained to develop a master plan and the design / construction documents for the Phase 1 renovation.

The master plan included an assessment of the facility's existing conditions, its historic significance, as well as the proposed and phased design solutions. Phase 1 included the interior renovation of the original living room into a conference facility, the addition of a new set of public washrooms, and the renovation of the original ballroom into an open work environment. The main design challenge was how to accommodate state-of-the-art technology and a new use while retaining the historic significance, beauty, and functionality of the original space.

Since being sold in 2006, the facility has become venue for weddings, conferences, and special events.

BALLROOM CONFIGURED FOR WEDDING CEREMONIES





Bottleworks District + Hotel

LOCATION

INDIANAPOLIS, IN

CLIENT

HENDRICKS
COMMERCIAL
PROPERTIES

SIZE

HOTEL
160,000 SF / 139 KEYS

RETAIL
75,000 SF

GARAGE
80,000 SF / 113 SPACES

COST

\$55.8 M

COMPLETE

2020

CONTACT

GAVIN THOMAS
433 227 1727

Bottleworks is the \$260 million mixed-use redevelopment of a historic Coca-Cola bottling plant on the edge of downtown Indianapolis' burgeoning Massachusetts Avenue entertainment corridor. This high-profile development incorporates much of the former factory's stunning Art Deco façade to create a human-scaled, highly contextual neighborhood fabric across more than one million SF of retail, residential, and office space.

The centerpiece of this redevelopment is the Bottloworks Hotel, featuring 139 rooms and a rooftop bar overlooking the city's skyline. This highly branded hospitality concept takes a unique, preservation-minded approach that references the building's original Art Deco design.

In addition to serving as the architect and interior designer for the Bottleworks Hotel, RATIO is also provided urban design, landscape architecture, and preservation services for the entire 11-acre campus.



BEFORE RENOVATION





Fairfield Inn + Suites Madison Historic Eagle Cotton Mill

LOCATION
MADISON, IN

CLIENT
RIVERTON LLC

SIZE
106,000 SF / 81 KEYS

COST
\$15M

COMPLETE
2021

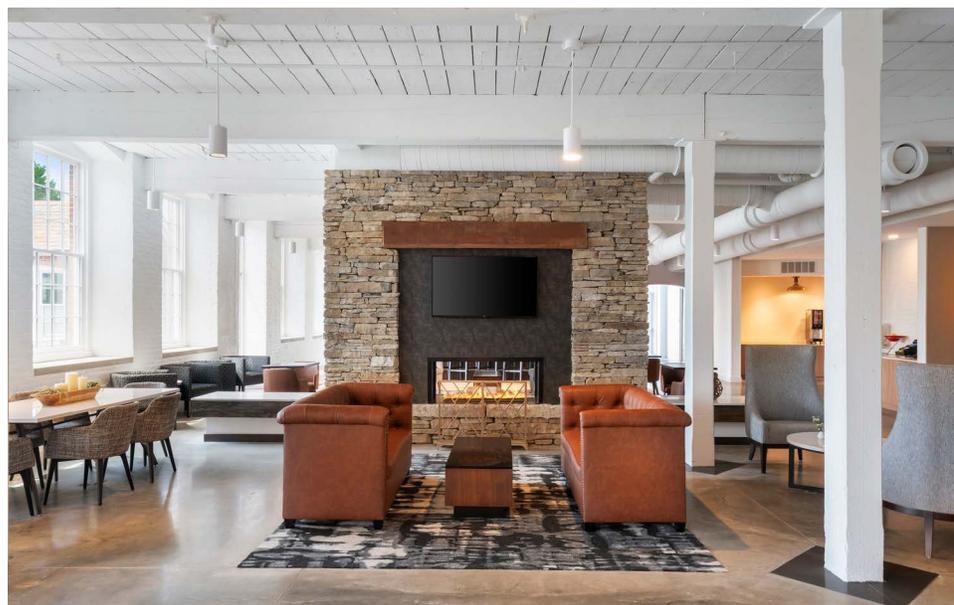
CONTACT
JOHN MCGREW 907
331 8882

On the banks of the Ohio River, the historic yet abandoned Eagle Cotton Mill has now been transformed into the modern and inviting Fairfield Inn & Suites by Marriott, bringing new energy and attention to Madison, Indiana, and creating an important amenity for the region. From the start, RATIO worked closely with the client to assess the 1884 waterfront mill and confirm its viability as a boutique hotel, helping to secure Industrial Recovery Tax Credits that target reuse of abandoned industrial buildings.

Eagle Cotton Mill is an important part of the Madison Historic District, which is listed on the National Register of Historic Places and designated as a National Historic Landmark. Understanding its significance as one of the best, and last examples of Madison's industrial waterfront, RATIO was motivated to maximize the historic aspects of the four-story building and tell its story. Original elements such as the heavy timber floor structure and brick walls are left exposed in order to honor the past. And first-floor amenity feature materials repurposed from the existing building, while the space opens to the river in order to remind guests of that important connection during the building's industrial days.



BEFORE RENOVATION





LOCATION

VALPARAISO, IN

CLIENTURSCHEL DEVELOPMENT
CORPORATION**SIZE**

67,000 SF / 58 KEYS

COST

\$18.2M

COMPLETE

2025

CONTACTJENNIFER BROOKS
219 464 4811

Grand Gardner Hotel

RATIO is designing the transformation of a historic schoolhouse in Valparaiso, Indiana into the captivating Grand Gardner Hotel. This adaptive reuse project renovates a Romanesque-style school from 1899, adding two modern wings. The result will be a 67,000 SF boutique hotel with 58 guest rooms.

The revitalized structure will boast an array of amenities, including a captivating lobby, spa, versatile boardroom, flexible meeting spaces, offices, and a retail area showcasing the work of local artisans. In addition, the attic space will be transformed into a speak-easy bar and six guest suites.

To further enhance the hotel, two new wings will be added. The east wing will accommodate 52 guest rooms, providing a comfortable and contemporary retreat for visitors. Meanwhile, the west wing will house a spacious banquet area capable of hosting up to 100 guests, a well-equipped kitchen, spa, fitness center, and a third-level restaurant that opens onto a picturesque roof deck.



BEFORE RENOVATION

BALLROOM CONFIGURED FOR WEDDING RECEPTION





Journeyman Distillery

LOCATION

VALPARAISO, IN

CLIENT

ANCO REVITALIZATION, LLC

SIZE

121,451 SF

COMPLETE

2023

Journeyman Distillery decided to expand its successful Michigan-based business in Valparaiso, selecting RATIO to design its new campus on the former Anco Factory site. Located south of downtown, the property includes four buildings and an open courtyard, providing enough space for Journeyman's distillery and brewery operations as well as a future hotel expansion.

In addition to the distillery and brewery, the mixed-use redevelopment will include a restaurant, tasting room, movie theater and game room, outdoor plazas, and office space. The site's original water tower will be restored and repainted to reflect the Journeyman Distillery brand, and a new transit center for the Valparaiso / Chicago commuter bus service will be located on the office space's lower level. Once complete, the distillery will be an exciting new family-friendly experiential tourist destination for Valparaiso residents.



BEFORE RENOVATION





Funding Sources + Strategies

From our research, we have found the following tax credits, grants and easements could be utilized to fund the restoration of Harley Clarke.

Credits

The Federal Historic Rehabilitation Tax Credit provides a federal income-tax credit equal to 20% of the project's Qualified Rehabilitation Expenditures (QREs). Using estimates based on the SF of Harley Clarke and the average cost per SF to rehabilitate, the QRE for Harley Clarke would amount to \$4,500,000 (20,000 SF x \$225/sf), and therefore 20% of that amount would indicate that the federal credits are estimated at \$900,000.

The Illinois Historic Preservation Tax Credit Program (IL-HTC) provides a state income-tax credit equal to 25% of a project's Qualified Rehabilitation Expenditures (QREs), not to exceed \$3 million. Using the same estimates from the Federal Historic Rehabilitation Tax Credit from above, a QRE of \$4,500,000 would generate \$1,125,000 in state credits.

Grants

The National Trust for Historic Preservation has a grant program called The Cynthia Woods Mitchell Fund for Historic Interiors. The purpose of the fund is to assist in the preservation, restoration, and interpretation



of historic interiors. Grants from this program generally range from \$2,500 to \$15,000. It is our thinking that these funds could be used in the restoration of some of the interior decorative paintings / murals.

Taxes

Cook County Class L Property Tax Incentive - Cook County offers the Class L property tax incentive to encourage the preservation and rehabilitation of landmark commercial, industrial, and income-producing non-for-profit buildings. With this incentive, Owners can have their property tax assessment levels reduced for a 12-year period provided they invest at least half of the value of the landmark building in an approved rehabilitation project. Under the Class L incentive, the assessment levels for the improvement or building portion of the assessment are reduced to 10 percent for the first 10 years, 15 percent in year 11, 20 percent in year 12, and back to the regular assessment level in year 13. The other portion of the assessment, the land portion,

is also eligible for the incentive if the building has been vacant or unused continuously for the prior two years. Currently, we don't have a specific way of estimating this amount, but it is something that we would investigate to determine what type of savings Harley Clarke could feasibly experience.

Easements

A preservation easement is a legal agreement between a property owner, who maintains the property according to federal guidelines, and a qualified organization (like Landmarks Illinois), which approves changes to the property and enforces the terms of the easement. An easement protects a historic site in perpetuity. Owners who donate a preservation easement to a qualifying nonprofit organization may be eligible for a charitable donation income tax deduction based upon an independent appraisal of the value of the easement. This is another avenue that we would explore to determine potential financial savings.

RATIO



BOTTLEWORKS HOTEL INDIANAPOLIS, IN

NOVEMBER 14, 2023 / © 2023 RATIO ARCHITECTS, LLC AND ITS AFFILIATES



Historic Preservation Overview

GREYHOUND TERMINAL RENOVATION EVANSVILLE, IN



R O

We are an international design firm. Our clients trust us to reimagine places of business, living, education, and community. We design with creativity and empathy, collaborating across our disciplines to inspire, sustain and enhance our communities. Good design is inclusive, contextual, and timeless. At **RATIO**, we design for impact.

Our Preservation Practice

Some say that you can't go forward without first looking back. Our team of historic preservation specialists tend to agree. We know that historic preservation does more than simply preserve the past; it also creates a bond between a community and its citizens, stabilizes neighborhoods, creates viable business districts, and helps conserve economic resources. Ultimately, historic preservation protects a community's heritage while providing a sense of place and distinction. Historic preservation services include:

- Historic Structure Reports / Cultural Landscape Reports
- Historic American Building Survey Reports
- National Register of Historic Places Nominations
- Local, State, and Federal Preservation Grants
- Section 106 Compliance
- Historic Tax Credit Rehabilitations
- Façade Rehabilitations
- Conservation Assessment Program Reports
- Condition Assessments / Reuse Studies

CHICAGO

30 W MONROE ST
SUITE 500
CHICAGO, IL 60603
312.465.2359

INDIANAPOLIS

101 S PENNSYLVANIA ST
INDIANAPOLIS, IN 46204
317.633.4040

DENVER

1655 GRANT ST
DENVER, CO 80203
303.607.0040

RALEIGH

227 FAYETTEVILLE ST
SUITE 301
RALEIGH, NC 27601
919.821.0805

CHAMPAIGN, IL

102 S NEIL ST
CHAMPAIGN, IL 61820
217.352.7696

MILWAUKEE

313 N. PLANKINTON AVE STE. 207
MILWAUKEE, WI 53203
414.877.3040

203

Design professionals
and support staff
across six studios

73

LEED Certified Facilities

19%

Percent of Revenue
Paid to XBE Consultants

**Design
for
Impact.**

BEFORE



Our First Projects

Since the firm's founding in 1982, RATIO has always had a strong desire and interest in designing large scale, complex projects that would leave lasting, positive impressions. But we knew that to accomplish this would take years of experience.

RATIO first began with a historic rehabilitation project. Built in 1901, **The Century Building** is located in the historic Wholesale District in downtown Indianapolis and is listed on the National Register of Historic Places. Based on the "Chicago School" style of architecture, the Century Building was the largest building developed for the printing industry in the city. Its rehabilitation converted the eight-story building to commercial office use with ground-floor retail space.

BEFORE



LOCKERBIE MARKETPLACE INDIANAPOLIS, IN

BEFORE



HISTORIC LANDMARKS FOUNDATION OF INDIANA HEADQUARTERS RENOVATION + ADDITION INDIANAPOLIS, IN

A CLIENT'S PERSPECTIVE

An 1896 Schoolhouse and a Company Headquarters

In 1987, Bill Browne (President + Founder of RATIO) received a handwritten note and a Polaroid picture of an 1896, four-room schoolhouse from Jim Baker, chairman and CEO of Arvin Industries, a Fortune 500 company located in architecturally-significant Columbus, Ind. The note asked if the firm would like to participate in a design competition that would turn the schoolhouse into the company's executive headquarters.

"It was time for us to have a corporate headquarters. We were a multi-divisional company and we were all headquartered in one building and it was time to give the divisions a little more running room," said Baker. "I engaged seven firms to come look at our project. RATIO was one of those seven."

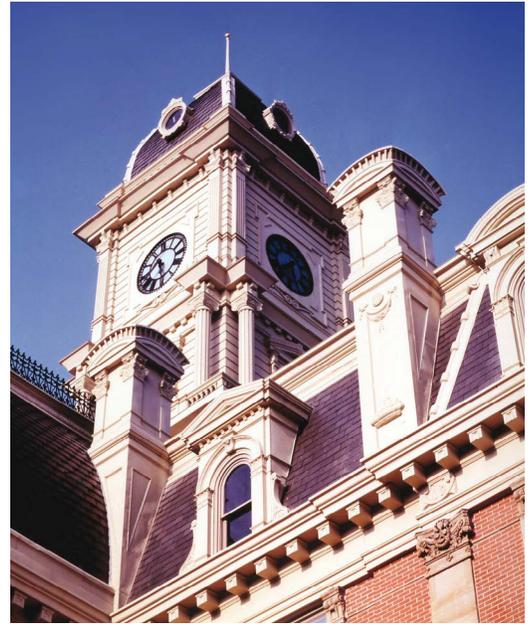
RATIO won the work. Baker says of choosing RATIO that, "It was a no-brainer. When Bill Browne came into the building and made some sketches and renderings of what he thought that building could look like as an office building, he really turned us on. It was a real 'wow.'"

The Arvin Headquarters project was the first that gave RATIO the opportunity to showcase all of its disciplines within the firm — architecture, interior design, preservation and landscape design.

"I think the real challenge was how to take an existing building and not tear it down even though it was almost in that shape; add to it, and make it seamless so that when the visitor looked at the building, they wouldn't know where the old building left off and the new building started. And they did that very, very well," said Baker.

Upon completion of the \$5 million project, RATIO became the first Indiana-based firm on the Columbus architectural tour. The tour highlights more than 70 Columbus buildings and pieces of public art designed by internationally noted architects and artists, ranking the city sixth in the nation for architectural innovation and design.

"I've done two or three projects with RATIO, and it seems like they get personally engaged," Baker said. "They listen. They want to do what the client wants as opposed to pre-conceived notions as to what they think they should do. They listen very well to what our needs were and they carried it out with great fashion. It was just a big success story all-around."



The exterior renovation of the Hamilton County Courthouse was our first Courthouse project.

These buildings are significant community landmarks. Often representative of a town's distinct characteristics and history, RATIO appreciates each courthouse's unique attributes and works to ensure that these distinguishing features are accentuated & preserved.



Areas of Expertise

Some say that you can't go forward without first looking back. RATIO's team of historic preservation specialists tend to agree. RATIO knows that historic preservation does more than simply preserve the past; it also creates a bond between a community and its citizens, stabilizes neighborhoods, creates viable business districts and helps conserve economic resources. Ultimately, historic preservation protects a community's heritage while providing a sense of place and distinction.





HESLAR NAVAL ARMORY INDIANAPOLIS, IN



LINCOLN TOMB SPRINGFIELD, IL



NORMAL HALL INDIANA STATE UNIV.



IN SCHOOL FOR THE DEAF INDPLS, IN



FAIRBANKS HALL INDIANA STATE UNIVERSITY



IPS SCHOOL #3 INDIANAPOLIS, IN



LARUE CARTER HOSPITAL CAMPUS INDIANAPOLIS, IN

Condition Assessments

A comprehensive examination of a facility's existing conditions documents existing assets, needs, issues, and opportunities. These documents provide a baseline understanding of what exists and typically serve as the first step in planning and budgeting for future improvements.

BEFORE



HUFF HALL KHAN ANNEX UNIVERSITY OF ILLINOIS

Compatible Additions

Compatible, contemporary additions respect the character, materials, and proportions of the historic building while clearly showing that they are a product of their own time



LYDIA MIDDLETON ELEMENTARY SCHOOL MADISON, IN



LYDIA MIDDLETON ELEMENTARY SCHOOL MADISON, IN



GRAND GARDNER HOTEL VALPARAISO, IN



OMNI SEVERIN HOTEL INDIANAPOLIS, IN



GREHAN HALL UNIVERSITY OF KENTUCKY



PUTNAM COUNTY PUBLIC LIBRARY GREENCASTLE, IN



SEIBERLING MANSION KOKOMO, IN



PORTER CENTER SHELBYVILLE, IN



GENERAL LEW WALLACE STUDY CRAWFORDSVILLE, IN

Masonry Repairs

Repairs to historic masonry require proper design and implementation to ensure a compatible, durable result.



BEFORE



BUSKIRK-CHUMLEY THEATER BLOOMINGTON, IN



CANNELTON COTTON MILL CANNELTON, IN

Roof Repairs + Replacements

Repair and replacement of historic roofing requires careful design and execution to maintain the architectural character of the building while creating a weathertight envelope.



BEFORE



THE ATHENAUM INDIANAPOLIS, IN

HAMILTON COUNTY COURTHOUSE NOBLESVILLE, IN



BOTTLEWORKS HOTEL INDIANAPOLIS, IN



GEORGE ROGERS CLARK NATIONAL HISTORICAL PARK VINCENNES, IN



BLAIR HALL EASTERN ILLINOIS UNIVERSITY

Overall Building Renovations

Successful renovations of existing facilities require careful planning, upgrading systems and spaces to meet contemporary needs while maintaining the building's historic character for present and future generations.



OASIS DINER PLAINFIELD, IN



EAGLE COTTON MILL HOTEL MADISON, IN



BROUGHTON HIGH SCHOOL RALEIGH, NC



SOUTH SIDE TURNVEREIN INDIANAPOLIS, IN



CROWN HILL WAITING STATION INDIANAPOLIS, IN



JULIAN CARR BUILDING DURHAM, NC



BEFORE



SACRED HEART APARTMENTS GARRETT, IN



THE ASSEMBLY APARTMENTS INDIANAPOLIS, IN



MCNICHOLS CIVIC CENTER DENVER, CO

Theatre / Auditorium Improvements

Performance and assembly spaces require carefully-planned improvements to maintain their historic character while accommodating the needs of contemporary audiences and productions.



ESTEY HALL SHAW UNIVERSITY



BROUGHTON HIGH SCHOOL RALEIGH, NC



THE PITMAN GADSDEN, AL



ESTEY HALL SHAW UNIV.



BURNING COAL THEATER RALEIGH, NC



MORRIS PERFORMING ARTS CENTER SOUTH BEND, IN



BURNING COAL THEATER RALEIGH, NC



GIBSON BUILDING INDIANAPOLIS, IN



HINKLE FIELDHOUSE BUTLER UNIVERSITY



SOUTHERN RAILWAY FREIGHT DEPOT RALEIGH, NC

Window Replacement + Restorations

Improvements to historic windows require a high level of understanding of existing conditions and potential treatments to determine the approach that best suits the project’s architectural character, energy performance, and budget.



ILLINI UNION UNIVERSITY OF ILLINOIS



CHARLEY CREEK INN WABASH, IN

Historic Sites

Scholarly research, expert analysis, and accurate restoration are key to the authentic presentation, relevant interpretation, and successful operation of museums and historic sites. The RATIO team has led planning and restoration work for numerous historic sites of local, state, and national significance.



WILLIAM WHITLEY HOUSE STANFORD, KY



HISTORIC ELEUTHERIAN COLLEGE LANCASTER, IN



PRESIDENT BENJAMIN HARRISON HOME INDIANAPOLIS, IN



AUBURN CORD DUESENBERG AUTOMOBILE MUSEUM HSR AUBURN, IN



CHIEF RICHARDVILLE HOUSE FT WAYNE, IN



HILLFOREST MANSION AURORA, IN



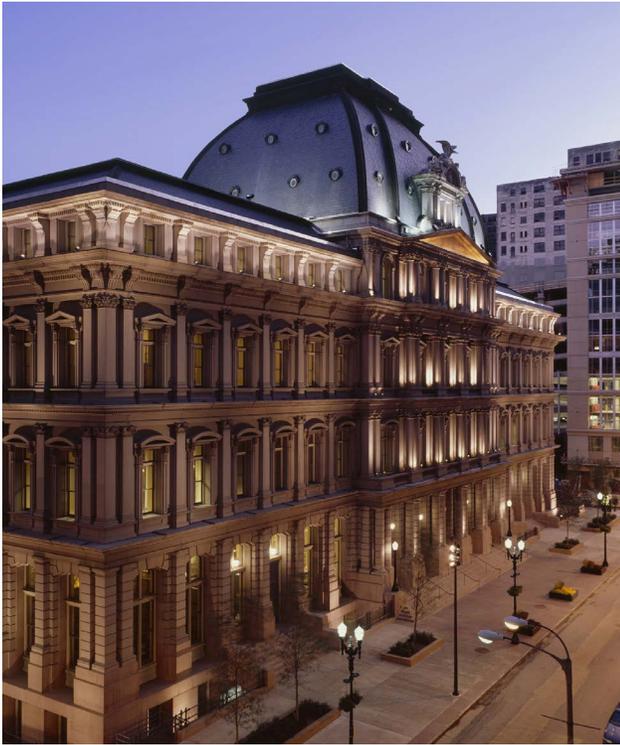
SHREWSBURY-WINDLE HOUSE MADISON, IN



WARREN G. HARDING HOME MARION, OH



AVIATION HERITAGE NATIONAL HISTORICAL PARK DAYTON, OH



U.S. CUSTOMS HOUSE AND POST OFFICE ST. LOUIS, MO



FEDERAL BUILDING & U.S. COURTHOUSE MILWAUKEE, WI



FEDERAL BUILDING & U.S. COURTHOUSE PORT HURON, MI



FEDERAL OFFICE BUILDING KANSAS CITY, MO



UNITED STATES POST OFFICE BOISE, ID

Historic Building Preservation Plans

The General Services Administration (GSA) manages a tremendous number of historic buildings. Like all federal agencies, it has an obligation to administer these cultural properties under its control in a spirit of stewardship and trusteeship for future generations. The Building Preservation Plan (BPP) was developed in response to GSA's need for a comprehensive management plan for these historic structures.

RATIO conducted these BPP's as part of a nationwide contract with GSA and as a consultant to other A/E firms contracted to GSA.



FEDERAL BUILDING & U.S. COURTHOUSE DULUTH, MN



UNITED STATES POST OFFICE MISSOULA, MT



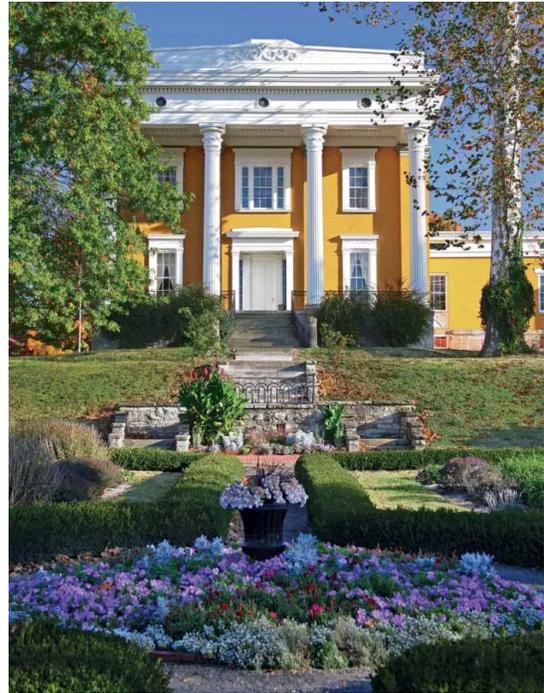
BIRCH BAYH FEDERAL BUILDING AND US COURTHOUSE INDIANAPOLIS, IN



GARFIELD PARK PAGODA INDIANAPOLIS, IN



GARFIELD PARK SUNKEN GARDENS INDIANAPOLIS, IN



LANIER MANSION SUNKEN GARDENS MADISON, IN



BEFORE



ELLIOT'S BLOCK INDIANAPOLIS, IN

Facade Restorations

Facade Rehabilitation projects address structural and maintenance issues while capitalizing on the assets of a historic building. Work often includes reversing unsympathetic alterations, window and storefront restoration, masonry repairs, replacement of missing features, and the introduction of compatible paint schemes.



FACADE RESTORATION STUDY INDIANAPOLIS, IN

Landscape Restorations

Accurate restoration and sensitive rehabilitation of historic designed, vernacular, and natural landscapes requires scholarly research, expert analysis of existing features and documentation, and thorough knowledge of materials, details, and local ecological conditions.



ALLEN COUNTY COURTHOUSE GREEN FT WAYNE, IN



TAGGART MEMORIAL AMPHITHEATER INDIANAPOLIS, IN



BEFORE



2 & 6 EAST WASHINGTON GREENCASTLE, IN



CIRCLE CENTRE FACADES INDIANAPOLIS, IN

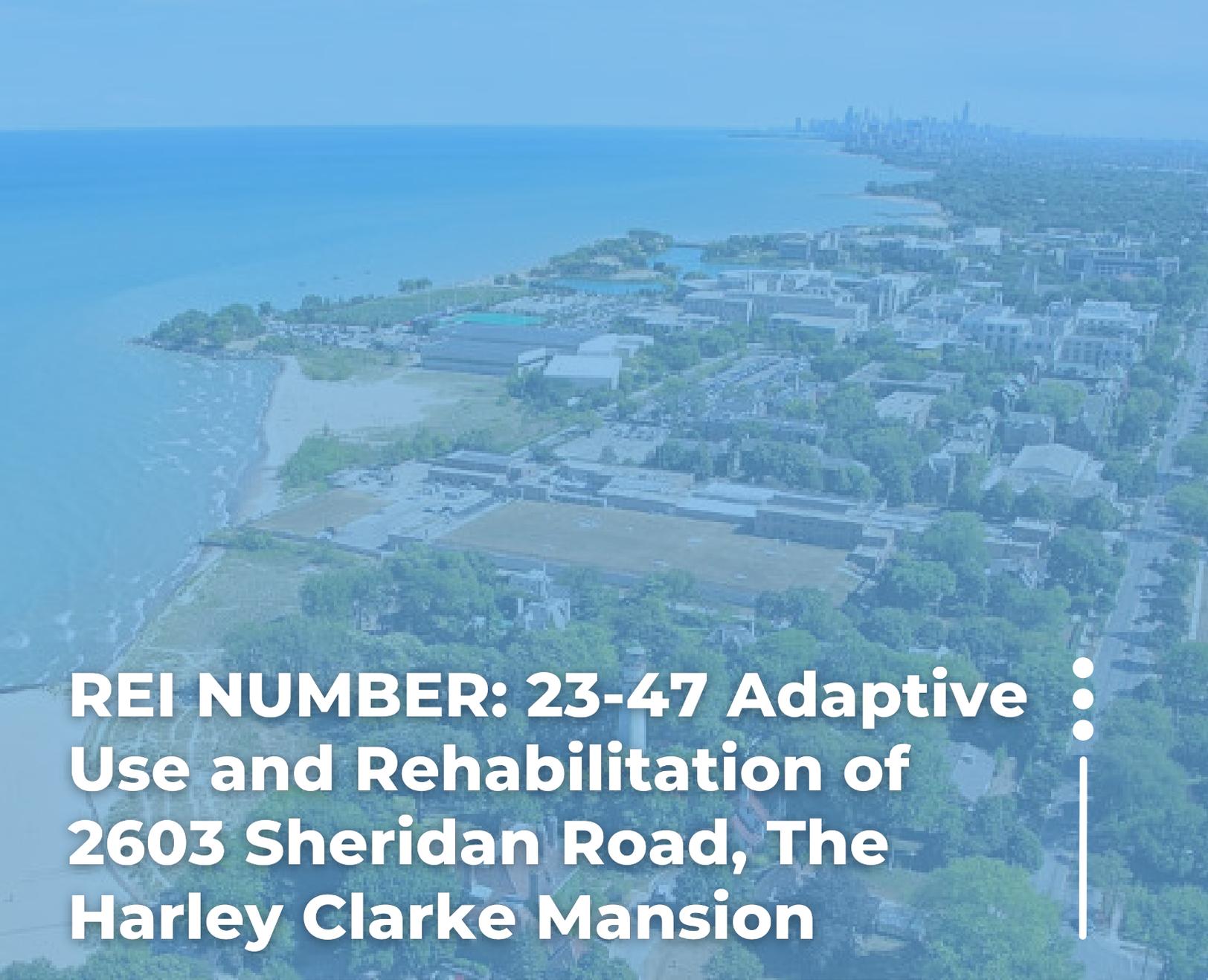
**Design
for
Impact.**

**INDIANAPOLIS
CHICAGO
DENVER
RALEIGH
CHAMPAIGN, IL
MILWAUKEE**

AFFILIATES

RATIO STATES, LLC
RATIO STATES - NC, PLLC
RATIO STATES, LLC D/B/A RATIO STATES PLLC
RATIO / SMDP, LLC

RATIODESIGN.COM



REI NUMBER: 23-47 Adaptive Use and Rehabilitation of 2603 Sheridan Road, The Harley Clarke Mansion

Senga Architects

Letter of Interest



Letter of Interest

Dear Linda Thomas and the City of Evanston Purchasing Department Personnel,

We, Senga Architects Inc., express our sincere interest in the Request for Expressions of Interest (REI) for the adaptive use and rehabilitation of the Harley Lyman Clarke Mansion at 2603 Sheridan Road, as outlined in REI Number: 23-47.

Our firm, Senga Architects Inc., is a Minority-owned (MBE certified) Architecture Design Firm located in downtown Chicago. With seven years of established experience and ownership by Firmin S. Senga, a Licensed Architect in the States of Illinois, Indiana, and Michigan, we bring a wealth of expertise to this project.

Our mission is centered on providing quality and sustainable design with a focus on excellent client relations. Having successfully undertaken various projects, including those for Chicago Public Schools, Governor State University, and Chicago's Joint Public Safety Training Campus, we have proven our ability to work collaboratively, adhere to strict construction schedules, and deliver high-quality architectural solutions.

Key highlights of our firm include:

- Certifications and Licenses:
 - Licensed Architect in Illinois, Indiana, and Michigan
 - MBE Certified in Chicago and Illinois
 - AIA, NCARB, LEED AP BD+C, NOMA
- Evaluation & Planning Services:
 - Programming, Existing facilities surveys, Economic feasibility studies, Site analysis, Environmental studies, Zoning process assistance
- Additional Services:
 - BIM/Revit Consulting, Interior Design, FFE, Graphic Design, Permit Expediting, ADA Compliance, and Accessibility Improvement, Code Violation Correction
- Design Services:
 - Architectural design, Structural design, Mechanical design, Electrical design, Plumbing design, Civil design, Interior design, Landscape design, Materials research & specifications, LEED, Sustainable Design

Our dedicated team, led by Principal Architect and Owner Firmin S. Senga, is well-equipped to tackle the challenges presented by the adaptive use and rehabilitation of the Harley Clarke Mansion. We have successfully managed and completed numerous projects of varying complexities, demonstrating our commitment to delivering innovative and sustainable design solutions.

In alignment with the requirements outlined in the REI, we affirm our capability to address key considerations such as ownership models, active and income-producing uses, financial incentives and tax-credit programs, public access maintenance, and exploration of alternatives to on-site parking.

We look forward to the opportunity to contribute our expertise to this project, leveraging our experience and commitment to quality in creating a unique amenity for the City of Evanston.

Main Contact Information:

Name: Firmin Senga
Address: 116 W. Hubbard St., Suite 600, Chicago, IL 60654
Telephone: 773-656-8946
Email: fsengas@sengaarch.com

Thank you for considering our firm's expression of interest. We are excited about the potential collaboration and the positive impact it could have on the community.

Sincerely,



Firmin Senga
Principal Architect and Owner

Proposed Adaptive Use

Elevating Evanston's Heritage: A Collaborative Cultural Beacon at 2603 Sheridan Road

VISION STATEMENT:

Our vision for the Harley Clarke Mansion transcends restoration; it's about creating a vibrant cultural nucleus in collaboration with Evanston's diverse community. This adaptive use proposal envisions the mansion as a dynamic hub, weaving together the tapestry of Evanston's heritage and embracing a spirit of collaboration.

INTENDED USE OR USES:

1. Private Organization:

- a. Renovate the space to elevate the burden on potential private organizations for a long term lease.

2. Evanston Cultural Innovation Hub:

- o A living museum and innovation space, celebrating Evanston's multicultural history.
- o Collaboration zones for community-driven projects and entrepreneurial endeavors.

3. Community Arts and Research Center:

- o Artist residencies and community-driven art installations.
- o Research spaces for local historians, cultural anthropologists, and artists.

4. Culinary and Cultural Commons:

- o A communal kitchen and event space for culinary and cultural workshops.
- o Monthly communal dinners featuring diverse cuisines, connecting Evanston residents.



Elevating Evanston's Heritage: A Collaborative Cultural Beacon at 2603 Sheridan Road

INNOVATIVE OWNERSHIP MODEL:

Our proposed ownership model champions community collaboration:

1. Long-Term Lease of Property:

- a. Role: Cater the project to potential long-term lease tenant(s).
- b. Level of Commitment: Necessary repair and renovations to attract potential lessee(s) while maintaining the historical characteristics of the building and property. This will decrease the burden on potential lessee(s) and increase the pool of potential tenants.

2. Community Ownership Shares:

- o Role: Establish a community-owned trust, allowing residents to invest in the project.
- o Level of Commitment: Exploratory discussions ongoing, gauging community interest.

3. Communal Ownership Structure:

- o Role: Collaboration spaces designated for community-led initiatives and local businesses.
- o Level of Commitment: Inclusive funding partnerships with local organizations, philanthropists, and the community under consideration.

ANTICIPATED ALTERATIONS:

1. Inclusive Design Enhancements:

- o Role: Incorporate design alterations based on the historical identity of the property.
- o Level of Commitment: Necessary alterations.

RESPONSES TO PURPOSE AND OBJECTIVES:

Our vision aligns with the City's objectives by transforming the mansion into a dynamic, inclusive space. The potential partners, from historical custodians to local culinary entrepreneurs, and private organizations, demonstrate a commitment to collaborative engagement and sustainable community reinvestment.

In conclusion, Senga Architects Inc. eagerly anticipates co-creating this transformative space with the City of Evanston and our diverse community, weaving together a legacy that reflects the true essence of Evanston's vibrant heritage.

Potential Partners



Potential Partners

PRIVATE ORGANIZATION

- Role: Private organizations such as tech companies, private corporations, mid-sized/small businesses, or coworking spaces can establish space.
- Level of Commitment: High, actively involved in discussions, expressing interest in fostering business diversity in Evanston.

EVANSTON HISTORICAL SOCIETY:

- Role: Custodians of Evanston's rich history, providing expertise in heritage preservation, exhibit curation, and historical accuracy.
- Level of Commitment: High, with an expressed enthusiasm for collaborative programs, exhibits, and educational initiatives.



EVANSTON COMMUNITY FOUNDATION:

- Role: Funding partner supporting community-driven initiatives, cultural events, and educational programs.
- Level of Commitment: Actively engaged in discussions, exploring potential funding structures and long-term financial support.

EVANSTON ARTS COUNCIL:

- Role: Advocates for the arts, contributing to the planning and execution of cultural events, art installations, and collaborative projects.
- Level of Commitment: Expressing interest in actively participating in programming, with a commitment to promoting local artists.

LOCAL CULINARY ENTREPRENEURS:

- Role: Collaborators in the Culinary and Cultural Commons, providing expertise for workshops, culinary events, and cultural exchanges.
- Level of Commitment: Initial discussions underway, exploring possibilities for culinary partnerships and community engagement.

EVANSTON COMMUNITY ORGANIZATIONS:

- Role: Community liaisons, facilitating engagement with diverse groups, ensuring inclusivity, and representing various voices.
- Level of Commitment: Actively involved in discussions, expressing commitment to fostering community collaboration and outreach.

These potential partners collectively contribute to the richness and diversity of the envisioned cultural hub. Their involvement signifies a commitment to collaborative planning, community engagement, and the overall success of the adaptive use project.

Innovative Ownership Model:

- Role: A consortium comprising private organizations, cultural institutions, and community representatives.
- Joint decision-making on key aspects of programming, cultural initiatives, and strategic directions.
- Level of Commitment: Financial investment in the rehabilitation and ongoing operational costs.
- Active participation in shaping the cultural narrative and community engagement strategies.

Private Organization:

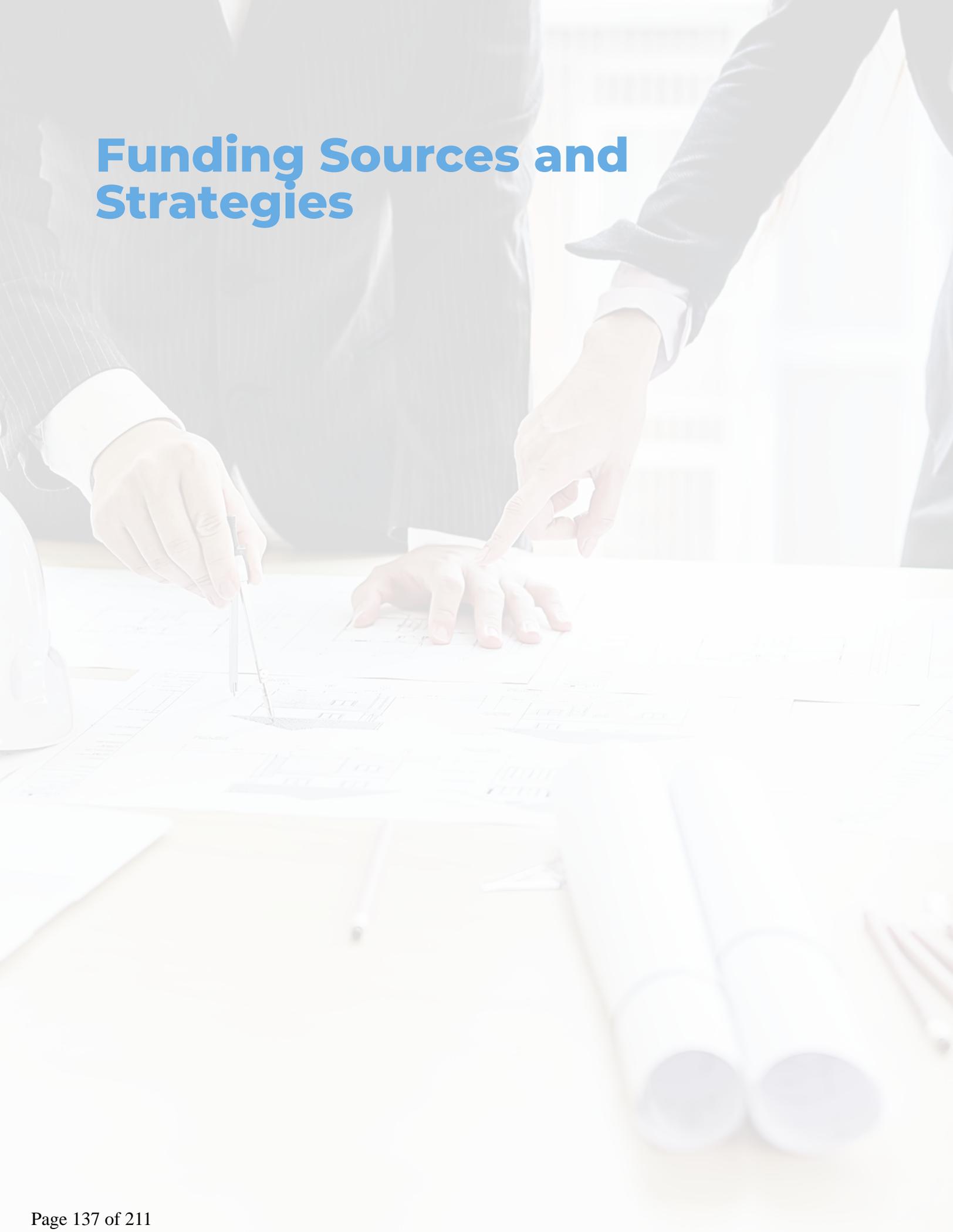
Communal Ownership Structure:

- Role: Designate spaces for community-led initiatives, local businesses, and shared decision-making processes.
- Level of Commitment: Inclusive funding partnerships with local organizations, philanthropists, and the community under consideration.

ANTICIPATED ALTERATIONS:

- Role: Incorporate design alterations based on community input, ensuring inclusivity and accessibility.
- Level of Commitment: Will be determined in collaboration with community engagement initiatives, ensuring the space meets diverse needs.

Funding Sources and Strategies

A photograph of three business professionals in a meeting. They are gathered around a table covered with large sheets of architectural blueprints. One person is pointing at a specific area on the plans, while another uses a pair of compasses. The scene is brightly lit, and the overall tone is professional and collaborative.

Funding Sources and Strategies:

Creating a sustainable and thriving cultural hub at the Harley Clarke Mansion involves a multifaceted approach to secure the necessary funding for rehabilitation, maintenance, and operational costs. Our strategy is rooted in diversifying funding sources and leveraging available incentives, including federal and state historic preservation tax credits. Here is an overview of potential funding sources and our strategic approach:

Private Ownership Contributions:

- Source: Lease payments from private organizations.
- Strategy: Establish lease agreements for designated spaces within the mansion, incorporating financial contributions toward overall maintenance and cultural programming. Foster active participation in collaborative cultural programming and events.

- Source: Financial investments from private organizations.
- Strategy: Actively engage private entities to contribute funds, aligning with their specific use or involvement. Encourage their participation in shaping the cultural narrative and community engagement strategies.

Leasehold Arrangements:

- Source: Sponsorship from private organizations.
- Strategy: Engage private organizations in sponsoring income-generating programs and events. Establish revenue-sharing arrangements for workshops, exhibitions, and venue rentals. Encourage active participation in co-hosted events and collaborative projects.

Corporate Sponsorship of Revenue-Generating Programs:

- Source: Community ownership shares and communal ownership structure.
- Strategy: Establish a community-owned trust, allowing residents to invest in the project. This inclusive ownership model not only generates funds but also fosters a sense of community pride and commitment. Engage in outreach programs to encourage broad community participation.

Community Investment and Ownership:

Federal and State Historic Preservation Tax Credits:

- Source: Utilize federal rehabilitation tax credits and Illinois historic preservation tax credits.
- Strategy: Work closely with the Illinois State Historic Preservation Office to navigate the application process and maximize available tax credits. Leverage these credits to attract private investors and incentivize community participation in funding initiatives.

Funding Sources and Strategies:

- Source: Engage local businesses and corporations as sponsors.
- Strategy: Develop sponsorship packages that offer visibility and recognition within the cultural hub. Seek partnerships with businesses aligned with the project's vision, fostering mutually beneficial relationships.

Corporate Sponsorships:

- Source: Collaborate with philanthropic organizations, foundations, and individuals.
- Strategy: Form partnerships with local philanthropic entities, aligning project goals with their mission. Seek grants, donations, and sponsorships to support specific initiatives, events, and ongoing maintenance.

Philanthropic Partnerships:

- Source: Engage in crowdfunding campaigns and community-driven fundraising.
- Strategy: Utilize online crowdfunding platforms to reach a wider audience. Launch targeted community campaigns to fund specific projects, such as art installations, workshops, or accessibility enhancements.

Crowdfunding and Community Campaigns:

- Source: Apply for grants from cultural and arts organizations.
- Strategy: Identify and pursue grants offered by governmental and non-governmental organizations that support cultural initiatives. Develop grant proposals outlining specific cultural programs, exhibits, and educational projects.

Cultural and Arts Grants:

- Source: Form partnerships with public entities and private organizations.
- Strategy: Collaborate with the City of Evanston, local government agencies, and private organizations to explore joint funding initiatives. Leverage the unique attributes of the Harley Clarke Mansion to attract public-private partnerships.

Public-Private Partnerships:

- Source: Develop income-generating programs and events.
- Strategy: Create sustainable revenue streams through events, workshops, and educational programs. Explore opportunities for venue rentals, culinary events, and collaborative projects that contribute to the cultural and economic vitality of the space.

Revenue-Generating Programs:

Evanston Conservancy

November 10, 2023

Ms. Linda Thomas
City of Evanston Purchasing Specialist
2100 Ridge Avenue, Room 4200
Evanston, IL 60201

RE: Harley Clarke; REI Number 23-47

Dear Ms. Thomas:

Recently touring the building and grounds reinforced our appreciation for Harley Clarke as a special public treasure. Regardless of how it will be developed or by whom, we hope it will be restored, reopened, and enjoyed for generations to come.

We are pleased to submit this expression of interest for the development and restoration of the historic Harley Clarke property. In 2020 we submitted a detailed proposal in response to an RFP, and since then our confidence in that conceptual plan, emphasizing both public access and financial sustainability, is undiminished.

The stated purpose of the Request for Expressions of Interest (REI) is to identify sustainable models to serve both public and private interests in anticipation of issuing a new Request For Proposals (RFP) in the first quarter of 2024. With that in mind, we will follow the REI format as succinctly as possible.

a) **Proposed Adaptive Use**

- **Narrative.** For the benefit of the Evanston community, we propose a fiscally self-sustaining, dynamic new center for conservation, education, advocacy, and community. Our business plan, unlike most others previously proposed, does not primarily rely on fundraising. Rather, private tenants paying market rates, combined with conferences and events and the utilization of available tax benefits, will create a fair return for investors. At the same time, public community access is ensured for key spaces in the main building and the refurbished grounds and gardens.
- **Intended Uses and Programming.** Community uses include a gallery, café, conferences, performances, and events. Private uses include co-working, pre-school, performing arts, bike repair, and offices.
- **Preferred Ownership Model.** Long-term lease of the entire property and buildings by the Evanston Conservancy Benefit Corporation.
- **Anticipated Alterations.** Our plan is to restore the buildings' exteriors to their historic condition, rehabilitate the interiors for new uses (using the least disruptive modifications), and fully refurbish the grounds and Jens Jenson Gardens while

Evanston Conservancy

maintaining public access to Lighthouse Beach and Grosse Point Lighthouse and providing stewardship of the native dune landscape. The parking plan includes off-site parking using valet and shuttle services.

b) Potential Partners.

- **Conservancy Partners.**

- i. Richard Murray brings 40 years of experience in real estate, finance, historic restoration, design and construction to the project. Known for his innovative finance methods, he has worked nationally on projects involving more than \$1 billion. Locally his projects include developing Baker Demonstration School and Loyola Academy's Glenview Campus, and he devised the financing for Evanston's new school in the Fifth Ward.
- ii. Joe Krouse is a serial entrepreneur with 30 years of experience in business development and investment. He has founded multiple companies, including Evanston's Ten Mile House and Db3 Donuts restaurants, and the adaptive reuse of a historic gas station in Winnetka into the restaurant Fred's Garage. He will be directing the project's equity investment and financing.

- **Advisory Board.** The Conservancy's Advisory Board includes professionals and experts in a variety of relevant fields.
- **Tenants.** In our 2020 proposal, the Conservancy had pre-lease commitments for 100% of the rentable space. We are in discussions with those and several new tenants.

c) Funding Sources and Strategies.

- **Investors.** Equity investors will receive competitive returns, including the tax benefits noted below.
- **Tax Benefits.**
 - o Federal historic preservation tax credits
 - o Illinois historic preservation tax credits
 - o Preservation easement donation
 - o Cook County Class L property tax incentive
- **Lenders.** The Conservancy has met with and intends to use an Evanston-based lender.
- **Donations.** Charitable donations, while not a significant funding source, will be accepted.
- **Operations.** Ongoing operations will be sustainably funded from tenant rent, conferences, and events.

d) Plans and Design Concept Renderings (optional).

- Intentionally omitted.

Evanston Conservancy

For greater detail, I refer readers to our 2020 proposal (exceeding 100 pages) which is still in the public domain. Although 2024 will be somewhat different circumstances from 2020, our fundamental concept now is quite similar to that earlier proposal.

We hope this expression of interest provides the information sought through the REI, but of course we are available to answer questions or expand on any topic if requested.

Respectfully submitted,

Richard Murray

Richard Murray
Evanston Conservancy

RRM:ps

Vision for A Center for Climate Action & Innovation

At Lighthouse Park

Shirley Dugdale, AIA, Dugdale Strategy LLC
November 2023

Do these challenges sound familiar?

- Underutilized, publicly-owned landmark quality buildings in a beautiful waterfront park
- A city and academic institutions struggling to meet their climate action commitments
- The complexity of climate related problems that requires collaboration between institutions, experts, governments and their communities
- Major research funders seeking community engagement in design of research studies
- Urgent need to develop new workforce skills and career paths for a clean energy economy
- The public's need for learning experiences to inform about actions to take for a more resilient future



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**New York City
found a solution
to address
these
challenges**

The New York Climate Exchange on Governors Island

Model
Consortium Nexus

- **A new campus on a public island and park** that will convene climate experts and leaders
- **A unique cross-sector consortium** for developing and deploying dynamic solutions to the climate crisis
- **A hub for New Yorkers** to learn about and benefit from the green economy
- **Training and skills-building programs** for careers that will improve the regional environment
- **Cross-disciplinary themes:** Climate Interdependence; Sustainable Urban Environments; Environmental Justice and Inclusion

<https://www.stonybrook.edu/commcms/the-exchange/>



<https://www.stonybrook.edu/commcms/the-exchange/collaboration.php> (Credit: SOM|Mysis)

<https://www.govisland.com/about/the-new-york-climate-exchange>

A Vision for a Center for Climate Action

To transform the Harley Clarke complex into a Center for Climate Action & Innovation where Evanston and partners come together to seek solutions

It can put this historic building to use to fight the biggest challenge of our collective future, as:

- **A meeting hub for a consortium** of private and public partnerships focusing on climate action
- **An enabler of expanded opportunities for funding**, from government, foundations, philanthropists and investors in partnership with the City of Evanston
- **A public hub and retreat for learning and advocacy**, welcoming all in a lakefront park



Image: S. Dugdale (CC-BY-SA 4.0)

- **A unique canvas for environmental issues at the edge of Lake Michigan**, for convening climate experts, agencies and activists concerned with stewardship
- **A demonstration site**, for adaptive reuse strategies, training for career pathways for the green economy
- **Another step in Evanston's continuing leadership** in planning for a sustainable and just future

Major funding now available for climate action

The Opportunities

- **The IRA, CEJA and other government programs** are making available millions in grants that support communities with resiliency planning, enhanced workforce training and clean energy applications.
- **Research funding** is increasingly focused on climate change and requires teams to address complex problems, solutions and impacts on communities.
- **Many organizations and investors** seek vehicles for investment that accelerate climate action and environmental justice.
- **Major donors** are now attracted by climate-related building projects as a legacy gift.
- **Foundations** are supporting projects that explore deeper understanding of place through diverse voices.

Some examples:

IRA Grants for Climate Work in Communities:

- Climate Pollution Reduction Grants (EPA) –
– **\$5 billion**
- Environmental & Climate Justice Block Grants (EPA)
– **\$3 billion**
- Investing in Coastal Communities & Climate Resilience (NOAA) - **\$2.6 billion**

IRA Funding for Workforce Development

- State-Based Home Energy Efficiency Contractor Training Grants - **\$200 million**

EPA Innovative Water Infrastructure Workforce Development Program – over \$20 million

American Climate Corps – new White House Initiative

Funders seek research teams that involve communities

The Opportunities



CROCUS: Community Research on Climate & Urban Science

- A multi-institution collaboration received \$25 million from DOE to study urban climate change, resilience and environmental justice at a street, neighborhood and regional scale.
- CROCUS will help climate-vulnerable Chicago communities become more resilient to effects of climate change.

<https://news.northwestern.edu/stories/2022/09/northwestern-joins-collaboration-to-study-climate-and-urban-science-in-chicago/>



CNAIR: Center for Native American & Indigenous Research

- Buffett Institute for Global Affairs convened a network of 40 experts from all across NU to address research with indigenous peoples
- A NU-led research team won \$5 million NSF grant to develop methods to mitigate the effects of climate change on Great Lakes ecosystems and study manoomin, a critical crop and sacred food to Native communities

<https://news.northwestern.edu/stories/2022/08/northwestern-partners-with-indigenous-scientists-to-conserve-great-lakes-wetlands/>



CORNERS: Center for Neighborhood Engaged Research & Science at the NU Institute for Policy Research

- Develops transformative research projects with community and civic partners aimed at improving health and safety for more equitable neighborhoods

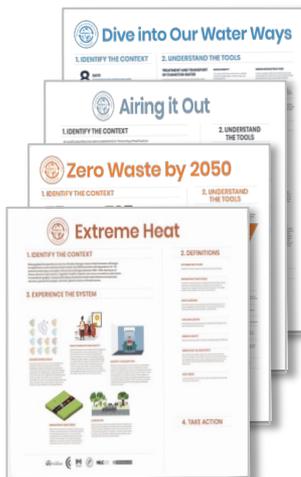
<https://www.cornersresearch.org>

Evanston as an innovative partner with a track record

The Opportunities

The City of Evanston has been a leader in sustainability initiatives, aided by community advocacy groups such as Climate Action Evanston (formerly Citizens' Greener Evanston):

- Developed an early climate plan in 2008
- First Illinois city to commit to 100% clean renewable energy by 2030 and carbon neutrality by 2050 with its 2018 [Climate Action & Resilience Plan \(CARP\)](#).
- Promoted aggregated purchasing of clean energy for all city residents
- First Illinois city certified as a NWF Community Wildlife Habitat
- Worked with city staff on Environmental Justice, Climate Emergency resolutions
- Developed many past initiatives, such as transit-oriented walkable community planning strategies, Zip Car & others



<https://www.cityofevanston.org/about-evanston/sustainability/climate-change>

<https://www.climateactionevanston.org>

<https://ecohub.greenevanston.org>



EcoHub is an interactive map for visualizing environmental activity in Evanston as of 2020, documenting descriptions of sites in eight interactive layers.

Ways this Center can be innovative

The Opportunities

- **As a model collaborative hub for climate action that engages a community with their local academic institutions to seek resiliency strategies** – for which there are few if any similar facilities today – to address critical urban and environmental challenges
- **As a “sandbox” for generating innovative climate actions** that grow out of the collaborative activities and relationships it hosts
- **As a demonstration project for how sustainable design can be applied to adaptive reuse projects**, incorporating the latest technologies and sustainable products, and as a site for clean energy economy workforce training for local contractors, interns and businesses
- **As an innovative hub for young climate activists**, enabling high school students to work together with undergraduates, graduate students and others as mentors to make a difference for their shared future
- **As a repositioned artifact of Evanston’s past to represent a new future**, reframing this symbol of wealth from early 20th Century electric utilities development into an inclusive facility for those seeking a sustainable future – and into a venue to learn about and reconcile with past environmental injustices, from displacement of indigenous peoples from the land they occupied here for over 10,000 years to environmental injustices of the past two centuries.

The Concept

Public & private partner organizations

Consortium

A CONSORTIUM NEXUS

- Hub for consortium members
- Programs to test & measure results
- Core staff to manage coordination
- Summer programs, internships

A LAB & INCUBATOR

- Workshop spaces
- Makerspace for environmental research
- Showcase for sustainable adaptive reuse
- Demos & workforce training venues

Research & Testing

A MEETING GROUND

- Collaborative co-working facilities
- Conference rooms, equipped with tech to include remote participants
- Symposium/Reception spaces
- Café for informal work

Center for Climate Action & Innovation

Learning & Teaching

A YOUTH HUB & RETREAT

- Hub for Youth Climate Activists
- Exhibit/gallery spaces
- Conservatory for events, poster shows
- Talking circles & reflection spaces

Community

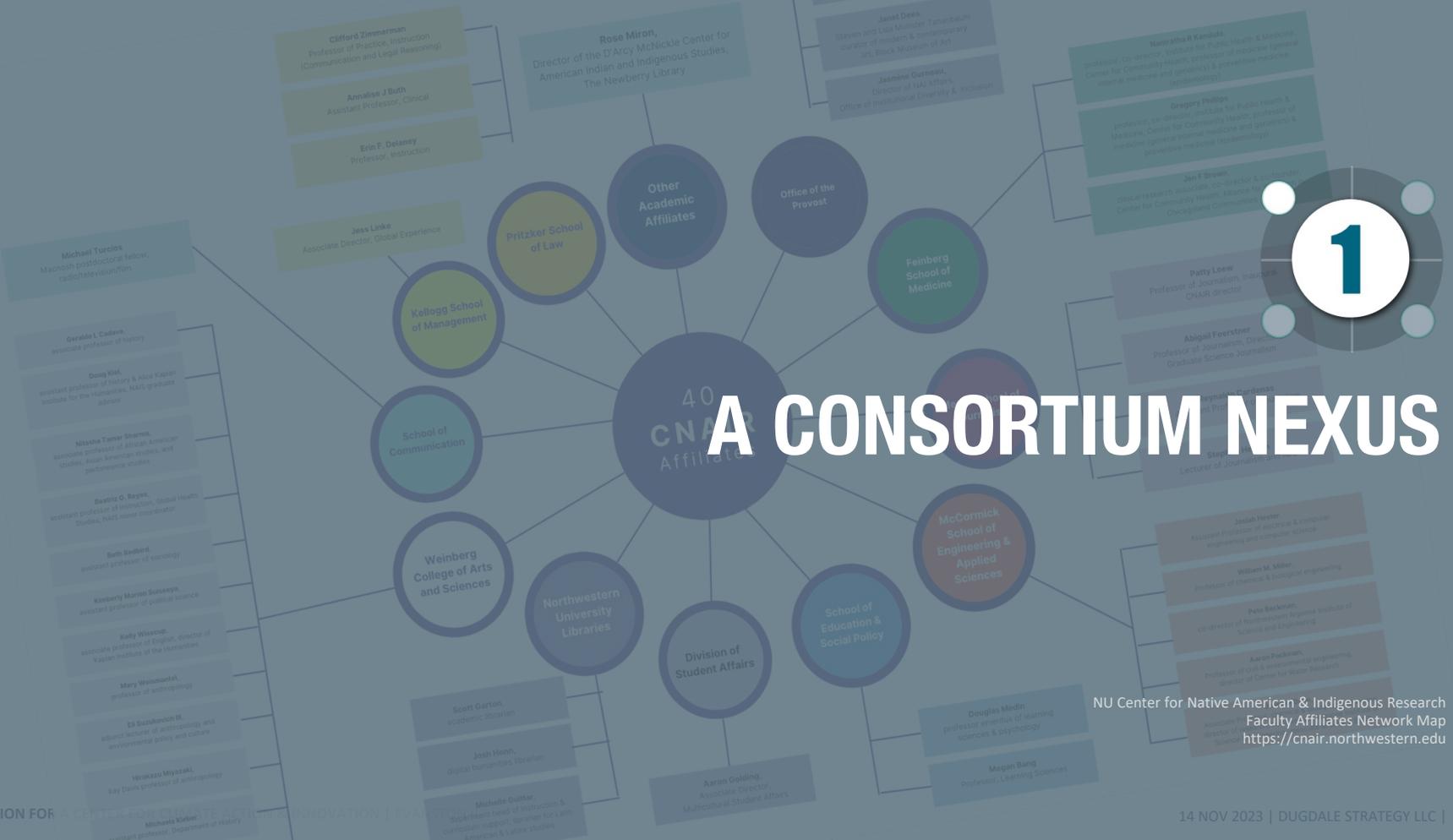
Residents, community organizations



A CONSORTIUM NEXUS



40
CNAR
Affiliates

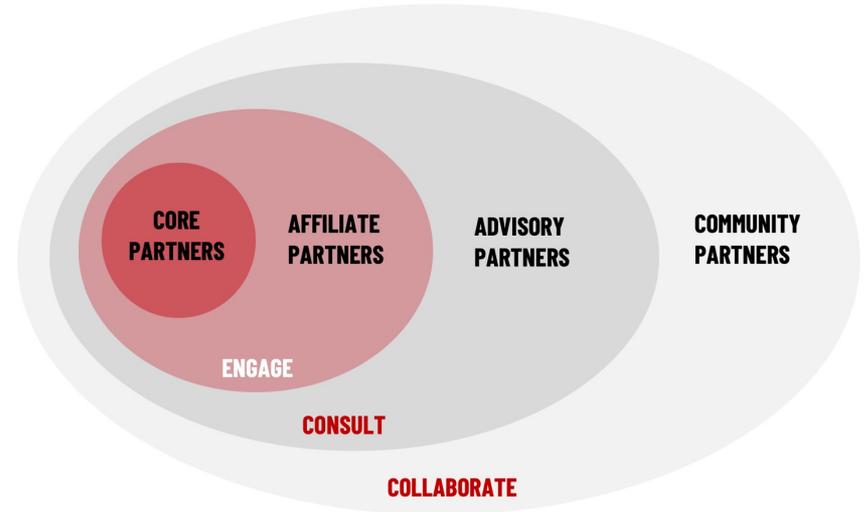


A Consortium Nexus



A vibrant hub for a consortium of public and private entities, academic institutions and the City of Evanston to accelerate climate action

- A consortium of public and private partners could leverage coordination to seek funding, donors and investors.
- The Center could become the heart of the consortium and feature its initiatives and events. With a small staff at Harley Clarke, it could have organizational presence to coordinate activities, provide support and manage the operation of the facilities in partnership with the City.
- An entity formed by the consortium could become the basis for an agreement with the City for use of the land.



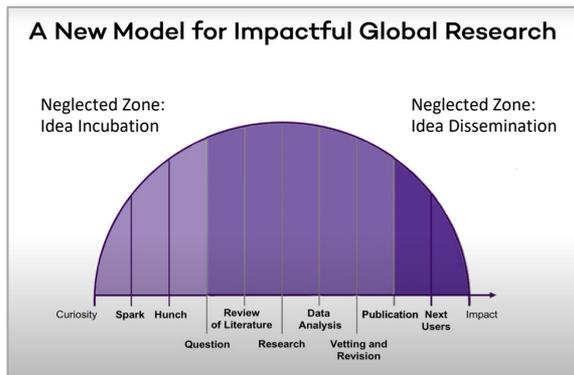
Academic partners bring breadth of expertise on climate challenges

The Opportunities



McCormick School of Engineering & Applied Science

- Trienens Institute for Sustainability & Energy
- Center for Engineering Sustainability & Resiliency
- Civil & Environmental Engineering
- Chemical & Biological Engineering
- Segal Design Institute; Farley Center for Entrepreneurship & Innovation



Buffett Institute for Global Affairs Institute for Policy Research

- Center for Civic Engagement
- Center for Native American & Indigenous Research
- Kellogg Sustainability & Social Impact Program; Climate Symposium
- Medill Journalism & Communications
- Office of Neighborhood & Community Relations



Weinberg School of Arts & Sciences

- Center for Water Resources
- Climate Change Research Group
- Environmental Sciences/Urban Ecology
- Cultural Anthropology Program
- Center for Neighborhood Engaged Research & Science
- Environmental Advocacy Center

<https://buffett.northwestern.edu/research/global-working-groups/defusing-disasters.html>

Potential partners support Great Lakes stewardship

The Opportunities

Many agencies and organizations offer research grants, internships, skills training in water resources management. In addition to funding, these can lead to new career paths for Evanston residents.

- **Alliance for the Great Lakes**
- **Great Lakes Protection Fund**
- **Great Lakes Commission**
- **Great Lakes Observing System**
- **Great Lakes Restoration Initiative**
- **Illinois Dept. of Natural Resources**
- **Midwest Climate Adaption Science Center Partnership/ USGS**
- **National Fish & Wildlife Foundation**
- **Smart Great Lakes Initiative**



We launch and accelerate big ideas that protect the Great Lakes.

The Great Lakes Protection Fund is an impact investor. We work with passionate people to create innovative solutions for the Great Lakes ecosystem.



NFWF's National Coastal Resilience Fund Announces \$44.7 Million to Support Projects Across the Nation

Bezos Earth Fund awards \$110 million for conservation, climate science

December 19, 2022

"These grants are part of the Bezos Earth Fund's \$2 billion commitment to conserve and restore nature."

Rockefeller Foundation commits \$1 billion for global climate solutions

September 18, 2023

The Vision | A Consortium for Climate Action in Evanston

Potential Partnership Tiers

CORE PARTNERS

- Evanston Center for Climate Action & Innovation
- Northwestern University
- City of Evanston

AFFILIATE PARTNERS

(vested interest, programmatic support)

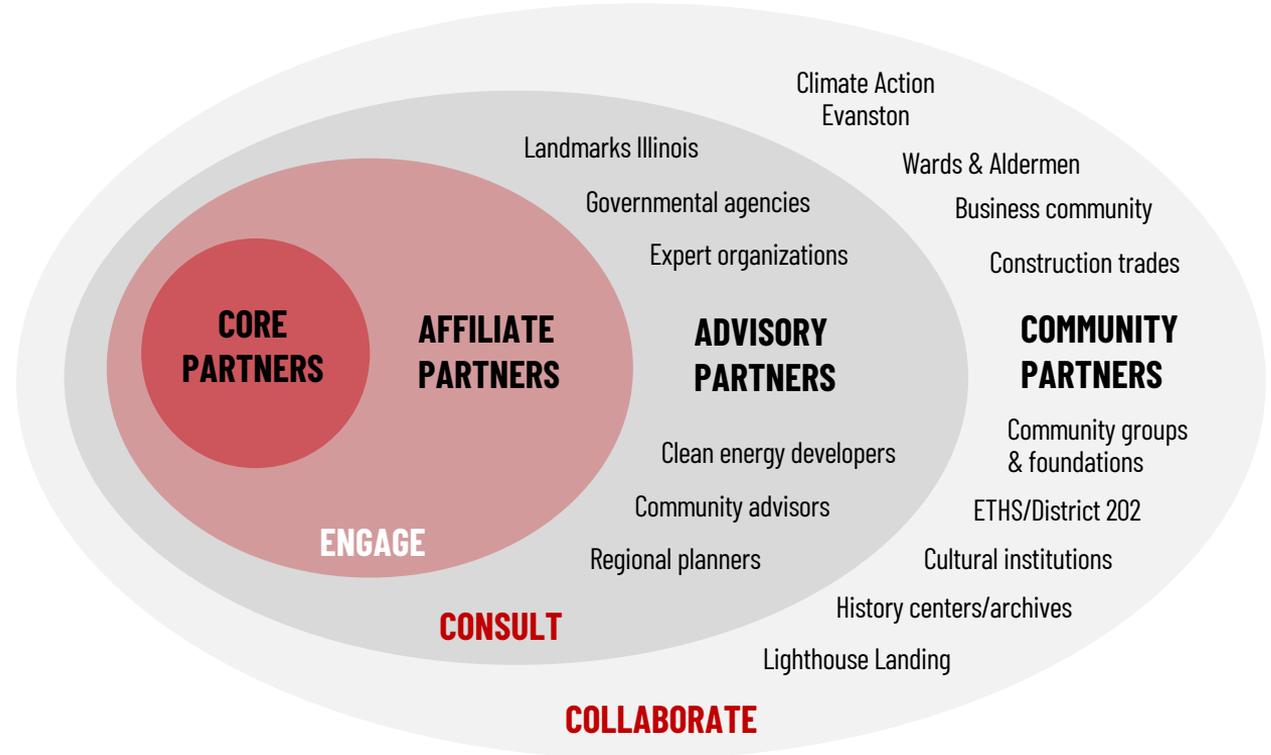
- Other academic institutions
- Great Lakes/eco organizations
- Foundations & funding groups
- Rebuilding Exchange

ADVISORY PARTNERS

Advisory Partners Council

COMMUNITY PARTNERS

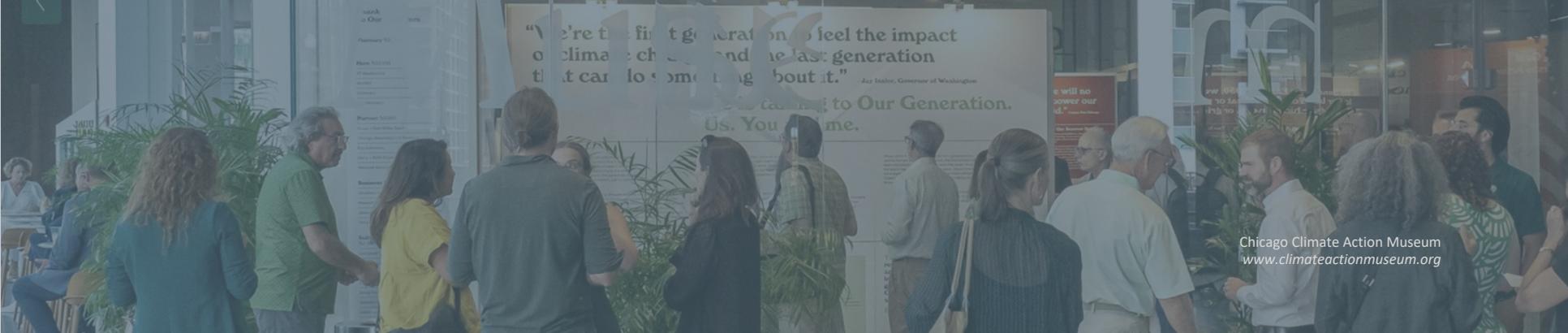
Community Partners Council



Climate Action



A MEETING GROUND



A Meeting Ground for Collaboration



A collaborative co-working hub that brings together consortium members, community groups, residents and city staff to explore challenges and co-develop solutions

The Center can provide:

- Workshop spaces for convening groups
- Bookable conference rooms with lakefront views
- A drop-in co-working suite with lounge seating, small group tables, BYOD
- A café on the eastern lawn overlooking the lake
- Rooms for catered receptions, luncheons and small colloquiums
- Venues for exhibits, forums and research poster shows
- Revenue by booked use or membership; opportunity for a local partner to manage it



Climate Action Museum



Northwestern U



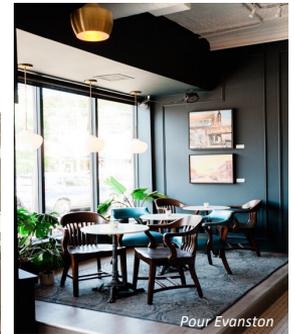
Climate Action Museum



Hana Dallas

Exhibits at the Chicago Climate Action Museum

A co-working space with settings for conversations



Pour Evanston

A café with lake views, gathering spaces

www.climateactionmuseum.org

<https://officesnapshots.com/2020/05/27/hana-coworking-offices-dallas/>

www.evanstonpour.com

Settings with features for co-creating

Equipped for inclusivity and effective collaboration for the future

- Workshop spaces with writable walls, flexible furniture
- Interactive display capability for team work
- Technology for hybrid meetings with remote participants, capture distributed voices talking across a room without mics (e.g. Nueva audio mesh technology)
- Capability to project virtual canvases for distributed teams, making visible work being done simultaneously on virtual platforms (e.g. Miro)
- Outreach to product manufacturers as partners to contribute demo equipment



OpenGrounds Univ. of Virginia

Model Meeting Ground

OpenGrounds was a converted storefront where the campus edge met the town, designed as a meeting ground to bring diverse groups together to generate ideas and inspire action.

- An initiative of the Provost's Office, the workshop space promoted a culture of open sharing and creativity across departments and organizations
- It proved to be an unexpected inspiration for those entering, a space belonging to no one group.
- Open table conversations and workshops were assisted by interns to help support the interactions. A small staff managed the operation.



The design and furnishings invited engagement from writing on the walls to rearranging furniture, pinning up or projecting visual materials.



A promotional poster series captured the intent to focus on "Inspire, Innovate, Impact and Inform".

The Mansion as a meeting venue

There are many spaces in the building suitable for conversion for collaborative meetings.

- They range from small conference rooms to larger workshops or reception spaces, plus a possible terrace with tables on the east lawn to work outside.
- A café in the northeast corner could provide walk-up service for beach patrons as well as table service inside and out.
- Some spaces could become donor naming opportunities.



^^ 3rd floor space with exposed timbers as a dramatic setting for workshops, luncheons with lake views

^ 1st floor former dining room as a comfortable café for drop-in work, adjacent to the catering kitchen and outdoor terrace area



^^ The former Conservatory renovated as a forum space to host poster shows, symposiums, fairs and receptions

^ Harley Clarke's original office as a conference room with a round wood table and a shared community library, just off the main entry hall



^^ Found opportunities: 1st floor northwest corner space with screened-in porch as an outdoor conference room

^ Lower level original billiard room (photo ca. 1930) converted as a hub for youth climate activists, with windows opened up again for east light

The Coach House as a neighborhood hub

The Coach House can become an informal “watering hole” for community groups concerned with sustainable landscape practices.

- **A meeting and coordination workspace** for groups such as Jens Jensen Gardens, Evanston Garden Club and volunteers that care for the Lighthouse Landing grounds and Shakespeare Garden
- **A bike depot and seasonal repair bar** in the garage (shower facilities are available in the beach pavilion and Sheridan Road has dedicated bike lanes)
- **A demonstration hub for explaining best practices for landscape design for climate resiliency and cultivation of native perennials**, using a refurbished greenhouse and adjacent dunes, with seed share & sales events in spring
- **A small seasonal coffee stand** could serve seating overlooking lawn events and avoid drawing traffic through the mansion lobby, perhaps provide opportunity for intern experience
- **2nd floor apartment** could be renovated and made available for visiting speakers or a center manager



^ North facade with adjacent 1980's greenhouse and the Gross Point Lighthouse in background to the south
 < West and south façades along property line at entry off Sheridan Road to the Lighthouse Landing District building



Evanston Hospital

Grosse Point Lighthouse

Northwestern University - Lincoln St. Beach

Northwestern University

Double Clutch Brewing Company

Block Museum of Art, Northwestern University

Zen Leaf Evanston

Buffalo Joe's - Clark St

Clark Street Beach

Church St

Image NOAA

Davis St



A LAB + INCUBATOR

A Lab and Incubator



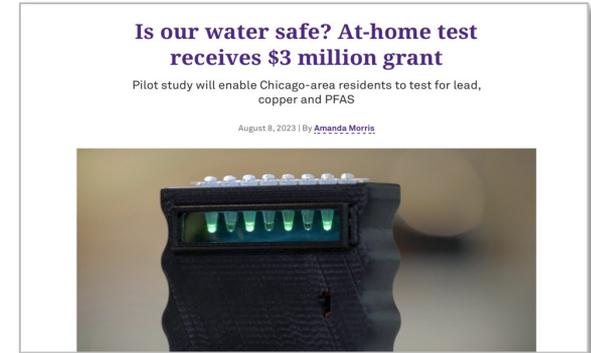
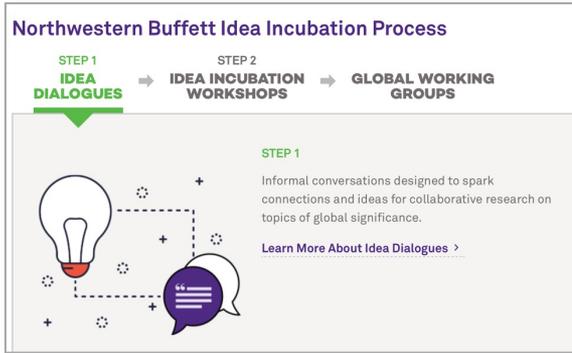
The Center can become a place to facilitate using the city as a lab in partnership with Evanston's communities to research, gather data and test solutions.

The Center as an organization can:

- **foster nascent project ideas or research**, identify opportunities for interns or fellowships, and focus teams to put ideas into action
 - **incubate entrepreneurial opportunities**, for business students, local businesses and residents to gain experience with investment in clean energy systems or leadership for social and environmental impact
 - **assist in applications for innovative research grants or funding**, which involve citizen-engaged science
- The building itself can be become a “teaching tool”:
- **a demonstration showcase** of sustainable approaches for adapting old buildings, applying emerging clean energy technologies (e.g. geothermal system) and sustainable choices for interior finishes
 - **a venue for workshops about clean energy systems and/or workforce training**, for example, on responsible deconstruction and reduction of construction waste guided by the Recycle Exchange
 - **a dynamic display vehicle to make data visible to visitors** – not only of the building systems’ energy use and performance, but also data from projects it incubates, for example: lake water conditions, wildlife migration, pollution or tracking of climate change impacts that projects may be gathering.

A lab for convening to address complex problems

The Opportunities



The Harley Clarke center can tap diverse experts in process design for user research, innovative problem-solving and engineering -- such as Buffett Institute's Idea Incubation Process, Segal Institute and local innovation planners to facilitate identifying directions to investigate, methods to test, and strategies to implement.

The ETHS Design Thinking and Innovation course, developed by the ETHS/ Northwestern Partnership Program, teaches team-based approaches to solve complex problems. Harley Clarke could host workshops and summer programs for high school students on climate challenges as they transition to college or careers.

There is growing interest in data collection with citizens' support for research studies or student projects. EPA awarded NU Center for Water Research \$3 million to test easy-to-read biosensors with 350 Chicago-area households. A cultural anthropology student did a thesis on residents' attitudes about front lawns and sustainable landscapes. The lakeshore ecosystem is a rich source for observational studies and data analysis as climate changes.

<https://buffett.northwestern.edu/research/idea-incubation-process/>

<https://evanstonroundtable.com/2021/09/30/stem-steam-class-eths/>

Math teacher Liesa Klyn works with students in STEAM Design Thinking and Innovation. (Photo by Steve Drey)

<https://news.northwestern.edu/stories/2023/08/hand-held-at-home-water-quality-test-receives-3-million-grant/>

A lab for skills and ventures for the green economy

The Opportunities



The Rebuilding Exchange could be a partner in the Harley Clarke project to offer:

- Deconstruction services, diverting materials from landfill and reducing particulate pollution from demolition
- Reduction of construction waste through promoting reuse of building materials
- Workforce training for deconstruction and reuse, paid pre-apprenticeship program
- Promotion of greater racial and gender diversity in the building trades



The lower level mechanical room spaces could be designed to be used as venues for training about installation and operation of the building systems, such as the geothermal system decisions, considerations for electrification, ventilation and upgrading HVAC systems in historic structures. Meeting tables for group discussion and display monitors could be included, to view systems controls and performance.



Activities at the Harley Clarke Center could help foster experimentation and entrepreneurial ideas. Engineering students could test out design ideas or mockups with residents, or aspiring business students find community collaborators. Workshops could encourage creative reuse or clever salvage applications for the circular economy. Adjacency to the Youth Climate Activists' Hub could help promote cross-fertilization.

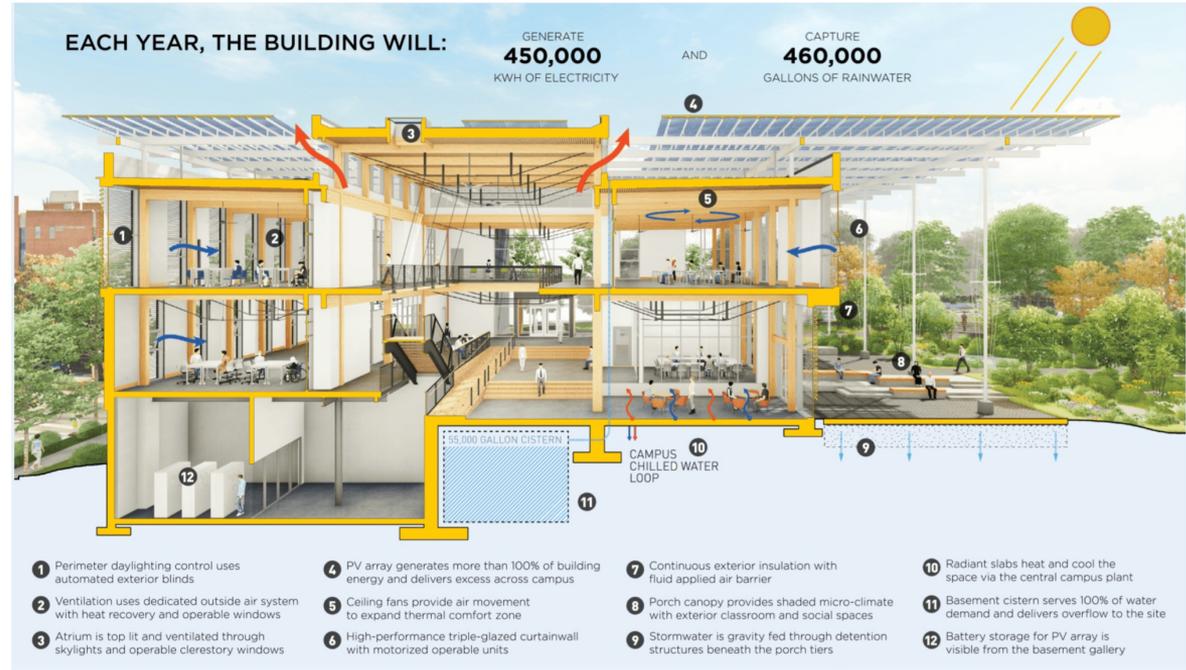
Kendeda Building for Innovative Sustainable Design

Georgia Tech

Model
Lab + Incubator

First building in Georgia and 28th in the world to earn Living Building Challenge (LBC) certification, demonstrates a working model of sustainable principles

- Net-positive for energy and water, incorporated salvaged and local building materials, and prioritized occupant health and well-being in the design
- Ventilation strategies with ceiling fans in rooms and central atrium to extend comfort and reduce cooling (in Atlanta climate).
- Houses a Living-Learning Lab for student research and a bio-inspired makerspace
- Supports instruction and research and serves as a public forum for related campus engagement and community outreach activities



Miller Hull Architects
<https://millerhull.com/project/the-kendeda-building/>

A demonstration site for sustainable adaptive reuse

The Opportunities

Renovating Harley Clarke with sustainable building systems strategies could demonstrate their application to adaptive reuse of historic buildings and alignment with Evanston's Climate Action and Resiliency Plan (CARP).

An exemplary design process that tests sustainable strategies could:

1. **provide a valuable teaching tool**
2. **strengthen applications for funding** from federal, state and other programs that offer incentive grants,
3. **motivate manufacturers and installers to donate** equipment and services for publicity
4. **host workforce training sessions** and certificate programs in subjects like clean energy systems, historic masonry craftsmanship, deconstruction, rain-ready strategies, and sustainable landscape design.

Examples of recommended strategies and best practices:

- **Consider a ground source heat pump (geo-exchange or "geothermal") system** that can use the open lawn area
- **All electric systems and appliances**
- **Building envelope upgrades:** thermal imaging survey; high R-value insulation; seasonal interior vision panels to increase thermal efficiency in cold months; sealants against air infiltration
- **Low energy usage:** space occupancy sensors; separately controlled zones; public display of building operations data
- **Maximize natural ventilation to reduce energy requirements:** retain operable windows; historical 'whole house' passive cooling strategy drawing in breezes from garden level with warm air relief at top; ceiling fans where appropriate to extend comfort in swing seasons to reduce cooling load
- **Evaluate use of high velocity, small flexible round ductwork** that can be less obtrusively threaded through historic structures, combined with an upgraded radiant heat system
- **Exterior lighting** to minimize glare, prevent light trespass into adjacent areas, and limit light pollution into the night sky



A HUB FOR YOUTH CLIMATE ACTIVISTS

*A meeting of E-Town Sunrise
Credit: E-Town Sunrise Instagram*

A Hub for Youth Climate Activists



A place for high school teens and above to collaborate on projects and initiatives

- **Work on climate- or sustainability-based research or design projects**, resource sharing, networking – a space where students have agency
- **Access to mentors** depending on the project – grad students, fellows, instructors or community experts
- **Eco-makerspace** – for tinkering with environmental sensors to gather data, share observation techniques
- **Sewing/mending workshops** to combat fast fashion
- **Equipment to develop podcasts or media**
- **Pitch practice podium**
- **Organizing invited speakers** to address climate-related issues – scientists, engineers, product designers, activists, politicians, etc.



With thanks to E-Town Sunrise for their ideas and contributions.

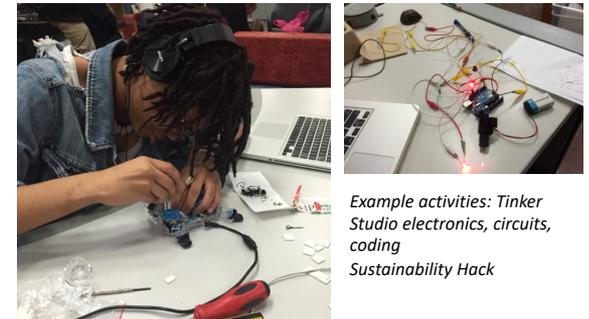
YOUmedia

Washington Library, Chicago

Model
Hub for Youth Climate Activists

YOUmedia is a Chicago-based digital learning initiative originally funded by the MacArthur Foundation, designed to motivate teens to create, innovate, and become active learners. It has been so successful as a welcoming hub that the model has been replicated in many locations throughout Chicago.

- Provides opportunities to socialize, to explore, or to master increasingly complex skills
- Relationships with peers and mentors built community
- Physical space in the Harold Washington Library plus a digital website -- both designed for progressive levels of participation in digital and traditional media
- Organized and unorganized activities
- Youth-driven agenda
- Drop-in, BYOD as well as equipment provided for recording, creating with media, STEM-related and other activities



<https://youmediachicagostem.tumblr.com>

Activism with Hope

The Opportunities



The power of youth to organize in support of climate action and global sustainability is growing. Their voices are being heard at COP28 and other protests and their influence on campuses' and in school systems is encouraging.

<https://evanstonroundtable.com/2023/10/26/climate-watch-climate-anxiety-is-real/>



It's Our Future (IOF) empowers Chicago area high school students of all backgrounds to work together towards climate justice in their schools and communities.



<https://sevengenerationsahead.org/our-work/its-our-future/>



Shedd Aquarium championed the Great Lakes as a Mission Blue Hope Spot.

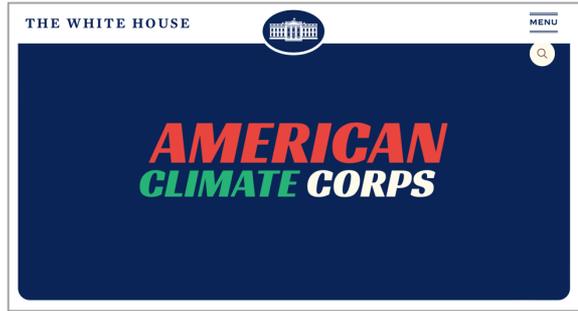
The Great Lakes join 151 other Hope Spots recognized across the globe and is the first and only freshwater Hope Spot.

"The Great Lakes represent both the figurative and the literal heart of the North American water system... a source of water for over 40 million people and more than 3,500 plant and animal species, many of which are unique to the Great Lakes. The inclusion of this critically important natural area as a Hope Spot will highlight the connection and significance of protecting inland habitats, as we really understand that the whole aquatic world; inland waters and the ocean beyond are one interconnected system."

-- Dr. Sylvia Earle, Founder of Mission Blue

New career paths for youth to explore

The Opportunities



A new White House initiative to train young people for high-demand jobs for climate action (9/20/23). In its first year, the American Climate Corps will put more than 20,000 young people on career pathways in the growing fields of clean energy, conservation and climate resilience

“The American Climate Corps will put a new generation of Americans to work conserving our lands and waters, bolstering community resilience, advancing environmental justice, deploying clean energy, implementing energy efficient technologies, and tackling climate change.”



Climate Corp is one of many organizations that provides fellowships for work all over the world involving many kinds of initiatives.



Chicago is the heart of a Midwest area with many colleges, universities and organizations that offer short or long term opportunities. This center at Harkey Clarke could help aid students from all over Evanston find internships, fellowships, or summer research in their areas of climate-related interest, supplementing ETHS' and NU's services, and offer access for lakeside projects for students based further away.



A RETREAT FOR PLACE, MEMORY & CULTURE

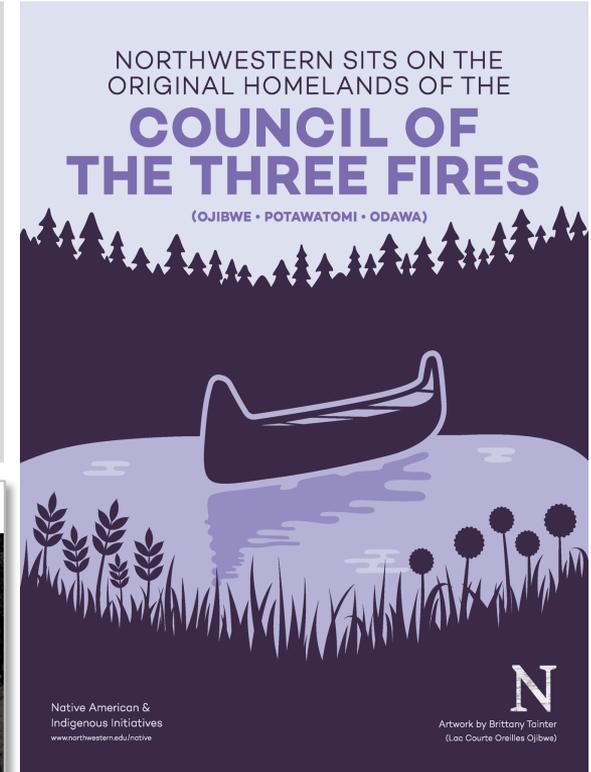
A Retreat to Learn about Place, Memory & Culture



In a park setting on the lakeshore, this building offers a peaceful retreat to explore and reflect on communal memory and shared heritage.

- Foundations are supporting programs for deeper understanding of collective roots and forgotten history. Evanston has many resources to engage with and inform these dialogues.
- A setting to learn about indigenous peoples' Seven Generations perspective for stewardship of their lands – both remembering past knowledge and being responsible to manage the environment for future generations

*The Mellon Foundation's newest program area, **Humanities in Place**, has deployed **\$136.6 million since 2020** to expand the capacity of communities to keep and shape their places and built environments through grants for design projects and the social and cultural infrastructure they provide. For the nation's largest supporter of the arts and humanities, a commitment to social justice grantmaking guides efforts to address the historical inequities embedded across disciplines, institutions, and places.*



A Seven Generations view of earth stewardship

“The Ojibwe view time differently...

Climate change is an issue of generations, with generations in the future threatened by generations of injustices in the past.

*Ojibwe worldviews have a **seven-generation focus** on a responsibility to the Four Orders* that extends seven generations into the future and a **responsibility to understand the relationships between three generations of the past, three generations of the future, and the generation of now.**”*

** Four Orders of Mother Earth: 1) soil/covering, 2) plants, 3) animals, and 4) people.*

Loew Patricia. 2013. Indian Nations of Wisconsin: Histories of Endurance and Renewal. Madison, WI: Wisconsin Historical Society.

“... The Northwestern campus sits on the traditional homelands of the people of the **Council of Three Fires, the Ojibwe, Potawatomi, and Odawa** as well as the **Menominee, Miami and Ho-Chunk nations**. It was also a site of trade, travel, gathering and healing for more than a dozen other Native tribes and is still home to over 100,000 tribal members in the state of Illinois. It is within Northwestern's responsibility as an academic institution to disseminate knowledge about Native peoples and the institution's history with them...”

Marion Suiseeya, K. R., O'connell, M. G., Leoso, E., Defoe, M. S. B. N., Anderson, A., Bang, M., Beckman, P., Boyer, A.-M., Dunn, J., Gilbert, J., Hester, J., Horton, D. E., Jennings, D. B., Kebec, P., Loeb, N. C., Loew, P., Miller, W. M., Moffitt, K., Packman, A. I., ... Zerega, N. (2022). Waking from Paralysis: Revitalizing Conceptions of Climate Knowledge and Justice for More Effective Climate Action. The ANNALS of the American Academy of Political and Social Science, 700(1), 166–182. <https://doi.org/10.1177/00027162221095495c>

A new five-year program led by NU and supported with \$5 million from NSF will model inclusion of strategies based on Indigenous traditional knowledge:

“Strengthening Resilience of Manoomin, the Sentinel Species of the Great Lakes, with Data-Science-Supported, Seventh Generation Stewardship”.

“Traditional knowledge draws on generations of ongoing, empirical observations of the complex interdependencies of our world, revealing insights into how climate change impacts not only parts of the system, but the system as a whole—phenomena that the scientific method rarely, if ever, captures. Science is fairly narrow, time bound, and often not situated in place—it lacks the depth of observation and the ability to see connections that experiential knowledge can reveal.”

— Kimberly Marion Suiseeya, Assoc. Prof., NU Environmental Policy & Culture Program; Faculty Affiliate at the Center for Native American & Indigenous Research

Place, Memory and Culture Incubator

City College of New York

Model
A Retreat for Reflection

This model of a funded center could provide inspiration for a program at Harley Clarke.

A three-year, **\$1.5 million grant** from the Andrew W. Mellon Foundation to support a new multidisciplinary Place, Memory, and Culture Incubator has been awarded to The City College of New York (CCNY) in the Spitzer School of Architecture (8/25/23). It will:

- focus on community-based partnerships and projects in Harlem that engage built-environment design and the humanities through a social justice lens
- enable design studios to focus on recording, visualizing, and preserving heritage and projecting innovative, resilient cultural and spatial futures
- create a new model for university and community partnerships based on reciprocal collaboration.

Knowledge about place, memory, and culture will be co-produced with community partners and shared with the community via exhibitions, a symposium, a digital archive, and community-based public arts programs and installations.

“The incubator will provide a space and a methodology for members of the community – academic and neighborhood – to engage with one another in the production of more representative and authentic histories... It recognizes the historic positioning in the community and the commitment to ‘acknowledging, preserving and democratizing access to the important physical and cultural legacies of this place.’”

— Jerome Haferd, co-director

<https://philanthropynewsdigest.org/news/mellon-foundation-commits-1.5-million-to-city-college-of-new-york>

Mapping Indigenous Landscapes

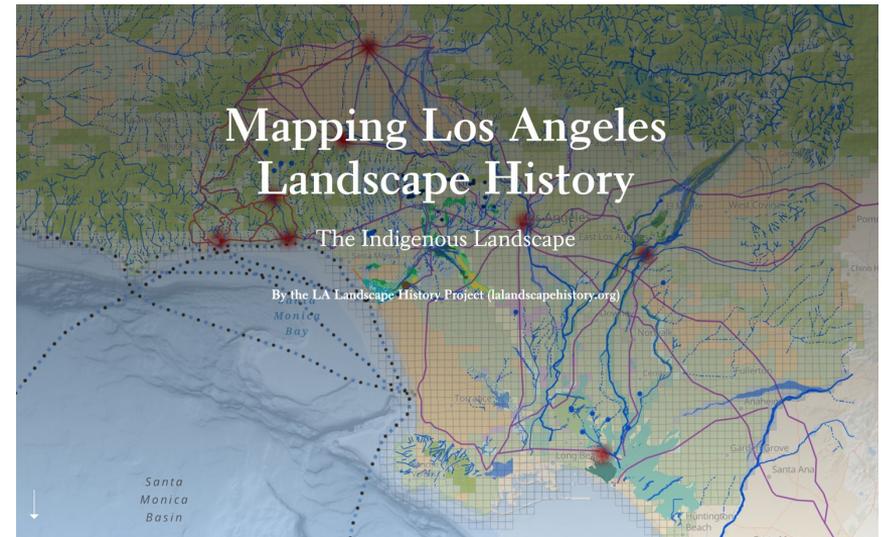
Spatial Sciences Institute, U. Southern California

Model
A Retreat for Reflection

This is an example of mapping that teams might collaborate on in the new center, compiling data visualizations that reveal insights about the history of human relationships in the local Illinois lakeshore environment.

The “Mapping Los Angeles” project presents a comprehensive view of the region’s native ecology and the ways Indigenous people interacted with it and one another. It was built in collaboration with four other local universities as well as three tribes, funded with **\$270,800** in 2020 from a local foundation.

- The Los Angeles environment over centuries is revealed in multiple layers, including pre-European trade routes, hidden waterways, and a reconstruction of historic topography.
- Video interviews with representatives of the Chumash, Tataviam, and Gabrieleño tribes share memories and teachings about how their communities used the land and continue to do so today. It includes maps of the historical tree, plant and bird distributions. Project leaders hope the information can be used to support ecological restoration and sustainability efforts..



A section of a “Story Map” summarizing the natural and cultural features of LA’s Indigenous landscape. Layers include ancient roads, seafaring routes, blue line water features from USGS topographic maps, and an extended potential natural vegetation map. [Credit: Los Angeles Landscape History]

<https://storymaps.arcgis.com/stories/b76cab116cbe4432a629d4791249a958>

Artifacts, memories and lessons of place

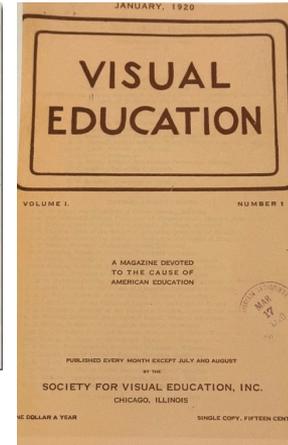
Perhaps it is fitting that this building becomes a place for debating our energy future.

- One hundred years ago Harley Clarke made his fortune in the early development of electric utilities – then lost it during the depression.
- He helped promote film for Visual Education in the Evanston school system around 1920 and later became head of Fox Films for a year in 1930. So he would have supported fitting out spaces in the house with media technology to collaborate, exhibit and learn!
- Building details can remind about useful traditional practices: the design of the two remaining decorative cisterns celebrates the capture of rainwater.



An early electric stove or food warming cabinet still in the kitchen

A stock certificate from Utilities Power & Light with Harley L. Clarke's signature as president. The company went bankrupt in 1939.



A 1920 report on the progress in developing a film program in Evanston schools to supplement classwork



Decorative cistern at the base of an ornamental leader

Jens Jensen gardens stewardship

These grounds are one of the few remaining examples of Jens Jensen work as a prominent landscape architect in the Chicago area in the early 20th c. He was known for naturalistic designs inspired by Midwest prairie environments and native species of plant materials.

- The “Council Ring” extends the concept of a meeting ground out into the landscape. He frequently included a circle of stone seating around a firepit, in reference to eons of Native American practice for governance, resolving conflicts and sharing wisdom. The one at the dunes here is a popular spot to book for summer gatherings near the water.
- Significant work has been done by volunteers recently to clean out invasives and restore the grotto fountain and plantings, lead by Jens Jensen Gardens and the Evanston Garden Club, but a more sustainable arrangement is needed with the adaptive reuse plans for the property.



Images: S. Dugdale (CC-BY-SA 4.0)



^ The Council Ring at the edge of the dunes just northeast of the east lawn

< The sound of the stone 'grotto' fountain would have been audible through the open windows of the adjacent conservatory

Learning while enjoying the grounds

The Opportunities

- **The Great Lawn can host events** visible from Sheridan Road, such as fairs about environmental issues, festivals for themed sculpture shows.
- **Gardening events** can focus on native perennials and best practice in sustainable landscaping, coordinated with the edible gardens to the north of the park and the Lighthouse Landing grounds to the south.
- **Son et lumière shows** (“sound and light”) are a form of nighttime entertainment that is usually presented in an outdoor venue of historic significance. Special lighting effects are projected onto the façade of a building and synchronized with recorded or live narration and music to dramatize the history of the place. (This can also be done using headsets.)
- **Walks along the dunes and park edges can inform** about the lakeshore ecosystem and role of the dune environments with physical signage and digital information guides.



Image: S. Dugdale (CC-BY-SA 4.0)

Planning for a Learning Precinct

The Opportunities

The Lakefront Master Plan for this zone could be updated as an integrated learning precinct, with a publicly accessible Harley Clarke building at its core and the Northwestern campus at its south end.

- Each area can be tailored to different age groups or visitor purpose/audience, and convey stories about this place over time.
- Access to a digital guide keyed to various locations can provide descriptive information. Later this could be an opportunity for an augmented reality project.
- The Lighthouse Park District museum could get updated exhibits and digital material. The two Fog Houses can continue to be used by the Ecology Center for teaching younger children.
- Proximity to the Evanston Water Treatment Plant for tours offers an opportunity to learn about stewardship of water resources.



^^ Entry to the Lighthouse District buildings from Sheridan Road

^ Example of a digital guide to the North Shore Channel Habitat Walk

www.evanstonhabitat.org/walk/



Alignment with the Preserve 2040 Report

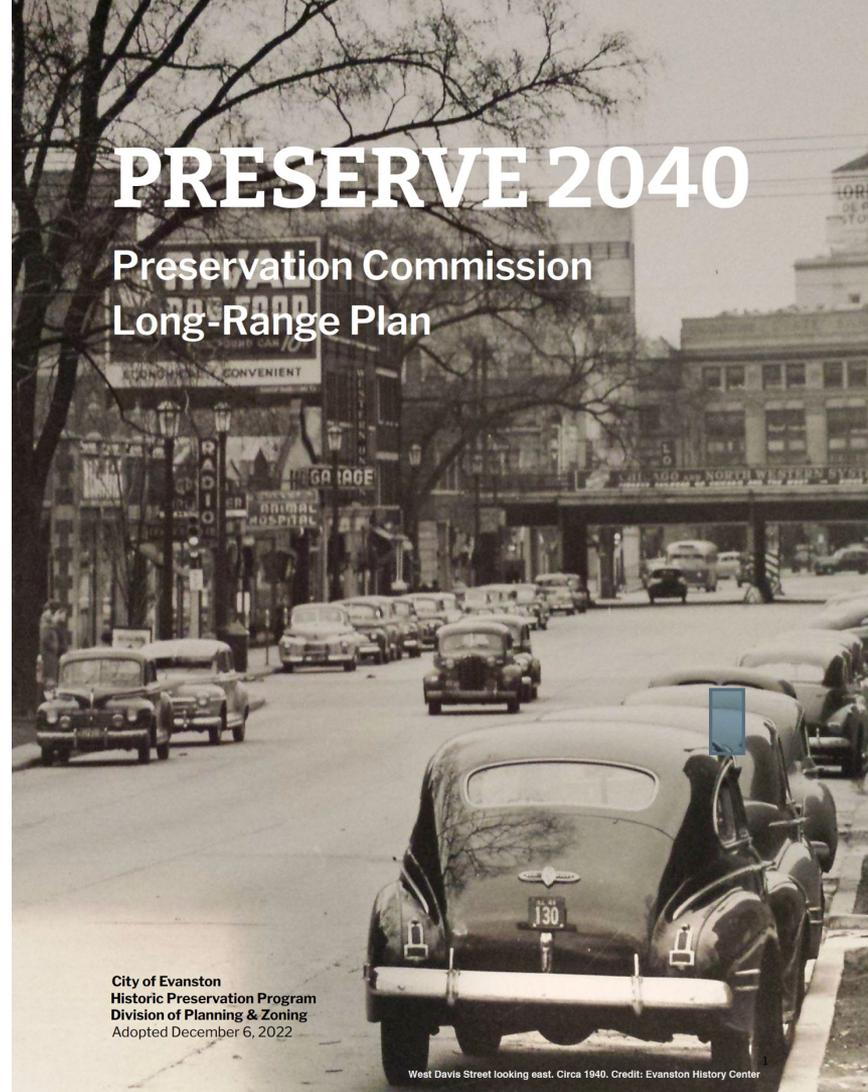
This concept would align with many of Evanston's long range preservation goals and recommendations, for example:

Integrate and expand preservation priorities which align with Evanston's Climate Action and Resilience goals.

- Partner with local rebuilding exchanges for deconstruction rather than demolition, which supports job growth as well as reduction in carbon footprint
- Support the retention of significant landscape features which offer citywide environmental and cultural benefits
- Retain heritage trees for their cultural, social, environmental and health benefits

Create new educational tools that inform about adapting historic structures.

- Offer exhibits and training sessions
- Create self-guided online tours
- Help attract youth into the local preservation community through commitment to sustainability
- Support oral history projects



City of Evanston
Historic Preservation Program
Division of Planning & Zoning
Adopted December 6, 2022

The Lighthouse Metaphor



The Lighthouse, a symbol of Evanston, is a great metaphor for this center: a beacon leading the way, warning about risks ahead, and offering safe navigation into the future.

The Grosse Point Lighthouse has been here for 200 years since it was built in 1823. As the Great Lakes region faces unknown climate challenges ahead, this new Center for Climate Action could become a model in the Midwest for the next 100 years guiding climate action and resilience. Later it might stimulate development of a network of centers across this region to share data and scale efforts.

The Global Lighthouse Network initiative of the World Economic Forum, developed with McKinsey, is now in its fifth year of showcasing new centers of innovation in manufacturing.

White paper, Dec. 2023

Global Lighthouse Network: Adopting AI at Speed and Scale

WHITE PAPER
DECEMBER 2023



Summary | This concept offers opportunities for ...

The City of Evanston to:

- Capitalize on an underleveraged asset with a sustainable model that can achieve public and private objectives
- Access new potential sources of funding
- Investigate and co-create resiliency strategies with research partners to meet CARP goals
- Demonstrate Evanston's continuing leadership in innovative planning on environmental and social issues.

Northwestern Univ. to:

- Lead teams of researchers, social scientists and community members to address complex challenges
- Demonstrate commitment to a strong partnership with its city
- Increase co-curricular project and internship opportunities for students and fellows
- Contribute to the future of all of Evanston's youth
- Supplement meeting venues available for faculty & students use

Consortium Partners to:

- Develop an exemplary community-based hub for coordinated climate action that could become a significant national model
- Contribute to and support integrated research and climate action through partnering in this consortium
- Work with local groups to design and test strategies that will advance organizational agendas
- Support shared access to environmental sensor data and its analysis

Evanston's Residents to:

- Preserve a valued landmark with a unique setting and irreplaceable physical characteristics for publicly accessible uses
- Have a destination hub to learn about climate action
- Provide its next generation of environmental activists with more pathways to learn about careers in a greener economy
- Support a catalyst for long-term and community-wide economic, social, and cultural benefits

Shirley Dugdale, AIA, Principal of Dugdale Strategy LLC, is a planning consultant who works with teams to envision space strategies that enhance collaboration, learning and innovation. Her diverse experience includes many adaptive reuse and planning projects for academic research institutions across the US and overseas. As a resident of Evanston long committed to environmental sustainability, she is excited by the potential to transform this landmark to support climate action and invites ideas and collaborators who can help make this a reality.

Contact:
shirley@dugdalestrategy.com
www.dugdalestrategy.com
+1 847 682 0176

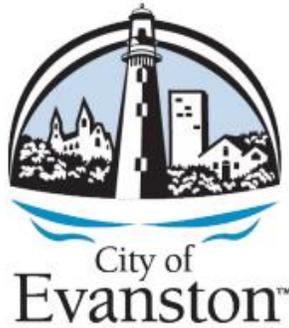
CITY OF EVANSTON
REQUEST FOR EXPRESSIONS OF INTEREST

For

REI NUMBER: 23-47

**Adaptive Use and Rehabilitation of 2603 Sheridan Road,
The Harley Clarke Mansion**

September 14, 2023



SUBMISSION DEADLINE: 2:00 P.M., November 14, 2023

ELECTRONIC BID SUBMITTAL:

Bid responses will only be accepted electronically
via E-bidding through DemandStar (WWW.DEMANDSTAR.COM)

**It is highly recommended that new DemandStar users complete the account setup
process prior to project due date/time.**

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CITY OF EVANSTON

REQUEST FOR EXPRESSIONS OF INTEREST

Proposals will be received by the Purchasing Office until 2:00 P.M. local time on **November 14, 2023**. Effective immediately, the City of Evanston will no longer accept hard copy paper submittals for any solicitation. Responses will only be accepted electronically via E-bidding through DemandStar (www.demandstar.com). **Although registration is required, vendors can download solicitations and upload responses for free. Submittals shall cover the following:**

Adaptive Use and Rehabilitation of 2603 Sheridan Road,
The Harley Clarke Mansion
REI Number: 23-47

The City of Evanston, in partnership with [Landmarks Illinois](#), is seeking expressions of serious interest in the adaptive use and rehabilitation of the Harley Lyman Clarke Mansion and its grounds located on the shores of Lake Michigan at 2603 Sheridan Road (the property). The property is a highly valuable and underleveraged city-owned asset. The City believes that a rehabilitation model that capitalizes on the property's unique setting, significant grounds, and irreplaceable physical characteristics has the potential to create a one-of-a-kind amenity while catalyzing long-term and community-wide economic, social, and cultural benefits for the City and its residents.

The above item shall conform to the REI on file in the Purchasing Office. Parties interested in submitting this Request for Expression of Interest may contact the Purchasing Office to receive a copy of the REI or see the City's website at: www.cityofevanston.org/business/bids-proposals/ or Demandstar at: www.demandstar.com.

Linda Thomas
Purchasing Specialist

1.0 General Information

1.1 Purpose

This Request for Expression of Interest (REI) is designed to reflect the current City Councils desire to identify a sustainable business and rehabilitation model capable of mutually accomplishing public and private interests. Therefore, there is no mandated public ownership model or other use limitations as prescribed in prior Requests for Proposals. In comparison, this REI is being issued for the purposes of gaining information on the property's true development potential from interested parties with historic preservation, rehabilitation, and development expertise with the ability to secure financial resources necessary to achieve a successful rehabilitation model. This request should not be construed as an offer or promise to enter into an agreement. The responses to this request for expressions of interest are intended to be used to determine and support an appropriate structure and next steps for subsequent review and input by the City Council.

1.2 Key Elements

The City is seeking all available interest for adaptive use and rehabilitation of the property, either in its entirety or a portion thereof. Respondents, either individuals, organizations, or partnerships must demonstrate the expertise, and capacity to develop and implement a financially viable adaptive use and rehabilitation strategy with the following key considerations:

- a) **Ownership models:** The city is receptive to a variety of ownership models including sale of the property, long-term lease of the property, long-term lease of the buildings only, or other public-private partnership or legal agreement between the City and private interests.
- b) **Active and income-producing uses:** Expressions of interest that propose principal active and income-producing uses in partnership with non-profit or local community uses that are available to the public are encouraged. Non-income producing uses will also be considered provided that they can demonstrate financial viability.
- c) **Use of available financial incentives and tax-credit programs:** Financial proposals that are capable of accessing available incentives and tax credits including but not limited to the federal rehabilitation tax credit, Illinois historic preservation tax credit, Cook County Class L incentive, and use of preservation easements or other grant opportunities are highly encouraged. The City does not anticipate providing subsidies or other financial assistance.
- d) **Maintaining public access:** Expressions of interest must acknowledge and address the need to maintain public access and operations for Lighthouse Beach and ongoing stewardship of the native dune landscape to the east of Harley Clarke as well as maintaining access to the neighboring National Historic Landmark Grosse Point Lighthouse, its grounds, and the City-owned fog signal buildings.

- e) **Exploration of alternatives to on-site parking:** The site currently contains 55 public hourly parking spaces serving Lighthouse Beach and formerly the Evanston Art Center prior to its relocation in 2015. In an effort to support alternative and mass-modes of transportation, as well as to retain the property's significant integrity of setting and open space, alternatives to parking should be explored and included as part of the proposed adaptive use. These may include but should not be limited to on-site bike storage and a bike valet program, valet parking, and shuttle services to and from proximate private or public parking structures.

1.3 Property Location and Existing Improvements

Located at 2603 Sheridan Road on the shores of Lake Michigan, the property is a registered Evanston Landmark and contributing structure and certified historic property within the Evanston Northeast National Register Historic District. The property is located two blocks north of Northwestern University, a half mile east of the Chicago Transit Authority's Central Street Purple Line station, and one mile north of downtown Evanston and is accessible via the Sheridan Road multi-modal corridor which includes CTA bus service and a protected bike lane.

The property is situated on a 4.7 acre site, with a large open front lawn, long access drive, and two buildings. The main building is located on the eastern portion of the property with a coach house located along the southern portion of the property. The floor area of the main building is 20,275 square feet spread amongst its three-stories with a basement and conservatory attached to its south elevation. The coach house is a two-story building with a partial basement (~4,300 square feet), attached three-car garage, and attached greenhouse.

1.4 Property Condition

A 2016 Conditions Assessment for the property, prepared by Wiss, Janney, Elstner Associates and updated in 2019, indicates the building is in serviceable condition. WJE provided updated cost estimates (2023 addendum) for priority exterior and interior needs. Please refer to the links on page 8. Although there are immediate capital improvement needs for the facility, retention, remediation, and repair of the structure are all possible.

1.5 Zoning and Potential Uses

Any potential use or combination of uses may be proposed. The property is currently located in the open-space zoning district, with limited use potential. However, respondents are encouraged to propose any viable and market driven use or combination of uses under the City's newly adopted Unique Adaptive Use Code. This provision allows for uses not listed as an administrative, special, or permitted use in the zoning district to be developed, predominantly within an existing structure or structures, where the applicant has demonstrated adaptive use as the principal means to preserve and assure the continued existence of said structure(s).

Unique adaptive use applications follow the City's Special Use process, and are exempt from off-street parking, loading, and residential density requirements.

1.6 Historic Preservation Review

Any exterior work visible from a public way (alley, sidewalk, street or other thoroughfare appropriated for public use), and which requires a building permit, requires preservation review and issuance of a Certificate of Appropriateness by the Preservation Commission. Routine maintenance including repair or replacement where there is no change in design, materiality, or general appearance of the structure or grounds, and when a building permit is not required, does not require a Certificate of Appropriateness.

Proposals which seek use of State or Federal incentive programs will require a separate review process through the Illinois State Historic Preservation Office.

1.7 Property History

In 1928, utilities magnate Harley Clarke hired Boston architect Richard Powers to design a home just off the shores of Lake Michigan in Evanston. Once completed, the three-story mansion in the French Eclectic style boasted a rough stone exterior, ballroom on the top floor and a conservancy on the south side, while the full estate included a coach house, two apartments and a three-car garage. The grounds were designed by famed landscape architects Jens Jensen and Alfred Caldwell and despite significant alterations over the years, the property still includes one of the original limestone grottoes and council ring. Considered to be an anchor for the National Register Northeast Evanston Historic District created in 1999, the building was also named an Evanston Landmark in 1982.

In 1950, the Clarkes sold the lakefront mansion to the Sigma Chi fraternity, which turned the home into its Memorial Grand Chapter House. More than a decade later, the fraternity sold the property to the City of Evanston, which purchased the land in order to expand the city’s public beach. Soon afterward, the city leased the Clarke Mansion to the Evanston Art Center, which occupied the building until May of 2015.

The property was subsequently listed on [Landmarks Illinois Most Endangered Historic Places in Illinois](#) list in 2016 due to threat of demolition, but was spared by a Citywide advisory referendum in 2018. Following numerous unsuccessful proposals for the property, a long-term lease was awarded in 2019 to the Artists Book House, an interdisciplinary arts education organization dedicated to teaching and promoting the literary and book arts, with rehabilitation and architectural services led by Eifler and Associates and Kastenzholz Construction. Fundraising capacity was severely impacted by the pandemic and in early 2023 the Artists Book House withdrew from its lease agreement.

2.0 REI Submittal Instructions

The City will no longer accept hard copy paper submittals for any solicitation. Responses will only be accepted electronically via E-bidding through DemandStar. Respondents are still required to complete all of the bid documents and provide all of the requested information in a pdf file(s). **Please refer to attached DemandStar e-bidding documents.** ANY SUBMISSIONS RECEIVED AFTER THE SUBMITTAL DEADLINE, WILL BE NOT BE ACCEPTED. It is the sole responsibility of the proposer to ensure that his or her submission is

delivered by the stated time. THE CITY IS NOT RESPONSIBLE FOR INCOMPLETE UPLOADED SUBMITTALS.

It is highly recommended that new DemandStar users complete the account setup process prior to project due date/time.

2.1 REI Inquiries

All questions related to this REI should be submitted in writing to Linda Thomas, Purchasing Specialist at: lithomas@cityofevanston.org with a copy to City Planner Cade W. Sterling: csterling@cityofevanston.org.

Contact with City Personnel

All Proposers are prohibited from making any contact with the City Manager, City Council, or any other official or employee of the City with regard to the Project, other than in the manner and to the person(s) designated herein.

2.2 Schedule of REI Events

RFI Published	September 14, 2023
Site Visit and Building Walkthrough	See Schedule Below
Last Date for Questions	October 30, 2023
Final Addendum Issued	November 3, 2023
REI Response Due Date	November 14, 2023 by 2:00 PM
Response Evaluations	TBD

The City reserves the right to deviate from the schedule.

2.3 Site Visit and Building Walkthrough Schedule

Non-mandatory pre-submission site visits and walkthroughs of the buildings will be scheduled by appointment between the hours of 9am and 2pm on the dates listed below. Site visits must be scheduled no less than five (5) business days prior to the requested date. To schedule a pre-submission site visit, or to request special accommodations in order for a submitting party to attend, please contact Cade W. Sterling at csterling@cityofevanston.org and Linda Thomas at lithomas@cityofevanston.org

	Monday	Tuesday	Wednesday	Thursday	Friday
September	18, 25	26	20, 27	21, 28	22, 29
October	2, 9	10, 24	4, 11, 18	5, 12, 19	6, 13

3.0 Submission Requirements

3.1 Letter of Interest

The letter of interest should briefly describe the proponent’s interest in the property and general intentions concerning the proposed use(s). This letter shall also contain the name, address, telephone, and email of the main contact for the interested party, and the required information contained in subsections 1-3 below.

a. Proposed adaptive use

All submissions for interest should include a detailed vision statement or narrative that describes the proposed project, intended use or uses for the property and buildings, anticipated programming for the property and intended users, identification of a preferred ownership model (lease of the property, lease of the buildings, purchase of the property, etc), any anticipated alterations to the buildings or grounds, and responses to the purpose and objectives identified within this document.

b. Potential Partners

Include a list of identified planning, architectural, funding, or use partners and briefly describe their role and overall level of commitment at this time.

c. Funding sources and strategies

Briefly identify and describe potential funding sources and strategies that would be sought and employed to pay for rehabilitation, maintenance, and operational costs. As mentioned within this document, the property is eligible for federal and state historic preservation tax credits.

d. Plans and design concept renderings (optional)

Floor plans identifying the proposed use of various rooms and buildings, proposed elevation drawings, and/or and interior or exterior renderings that visually communicate the proposed use or uses are highly desirable.

4.0 Links to Additional Information and Documentation

Links to additional information including maps, floor plans, photos, historical documentation, conditions assessments and cost estimates, and additional pertinent reports and studies are available on the [projects website](#) or by following the individual links below:

1. [2019 Conditions Assessment](#)
2. [2023 Conditions Assessment Cost Addendum](#)
3. [Plat of Survey](#)

4. [Floor Plans and Elevations](#)
5. [2012 Architectural Assessment](#)
6. [2012 Facility Assessment Report](#)
7. [2021 Asbestos Containing Materials Survey](#)
8. [2012 Site Assessment and Development Report](#)
9. [2012 Phase I Environmental Assessment](#)
10. [2012 Code Analysis and Interior Conditions Assessment](#)
11. [Evanston Landmark Statement of Significance](#)
12. [Historical Assessment](#)
13. [Exterior Video Tour](#)
14. [Interior Video Tour and History](#)
15. [Interior and Exterior Photos](#)
16. [1977 Lighthouse Landing Report](#)

Registering for DemandStar



We are pleased to announce our membership in the DemandStar network. DemandStar is an online marketplace that connects our suppliers directly to the bids, quotes and RFPs that matter to them.

DemandStar is open and accessible to all businesses and provides instant access to our solicitations. By registering for your complimentary DemandStar account, you will receive:

- **Instant** access to bids, quotes and RFPs
- **Automatic** notifications, right to you inbox, of bids that match the commodity codes you select
- The ability to **quickly view** the contractual terms and scope of work
- All the **forms and documents** you need in one place
- Access to **more government bids** in neighboring cities, counties and states

It's EASY! Get started with these 3 easy steps!

1 REGISTER

Go to:

<https://www.demandstar.com/registration>

Create an Account with DemandStar

You are one step away from picking your free government agency

Email Address

Company Name

I accept the DemandStar [Terms of Use](#) and [Privacy Policy](#)

Next



2 CHOOSE YOUR FREE AGENCY

Type in the name of the government agency you'd like to add, for example "City of Metropolis" in the Search Box

3 CHECK OUT

Check out with your **FREE AGENCY** Registration by clicking "Skip for now" on the page where it gives you options to add additional counties and States

← Choose Your Free Agency

Receive full access to the government agency of your choice and receive advance notifications of new opportunities.

City of Metropolis ✕

Narrow down your search by selecting a state and county.

State	County
Select State ▼	Select County ▼

- City of Metropolis – Board of Commisioners
- City of Metropolis Purchasing
- Metropolis Technical College

You have chosen **Metropolis Technical College** as your free agency.
Add additional government agencies below for \$25 per County,
Statewide and National subscriptions available.

My Subscriptions  [0]

Nation (0)

States (0)

Counties (0)

		Your Current Rate
Total	(0 subscriptions)	\$0/year

Proceed to Checkout

Skip for Now

SIGN UP

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206.940.0305



DEMANDSTAR

B u i l d i n g C o m m u n i t i e s .

(E-bidding) Electronic Bidding Instructions

Introduction

To submit a bid electronically (e-bidding) on DemandStar

- The project **MUST** be setup for e-bidding by the government agency advertising the opportunity

Bid Identifier	Agency Name	Bid Status	Broadcast Date	Date Due ▼	Name	Actions
RFP-2019-01-0-2019/df	Town of Malabar	Active	5/15/2019	5/31/2019	Malabar Parks and Recreation Board Memorial Wall Project	Planholders, Download/Order, Details
EBID-20190077-0-2019/HF	City of Port St. Lucie, Procurement Management Department	Active	4/25/2019	5/31/2019	Purchase Breaching "Backpack" Gas Masks and Gas Mask Cartridges for the Police Department JAG Grant Funded	E-Bidding, Planholders, Download/Order, Details

How to check if it is an e-bidding opportunity

- Not all opportunities posted on DemandStar by government are available for e-bidding
- Those that are available for you to electronically bid will list "e-bidding" as an available "ACTION" when you look at the project details

In order to do
e-bidding

1. Click on “E-bidding” in the actions column

Bid Identifier	Agency Name	Bid Status	Broadcast Date	Date Due ▼	Name	Actions
RFP-2019-01-0-2019/df	Town of Malabar	Active	5/15/2019	5/31/2019	Malabar Parks and Recreation Board Memorial Wall Project	Planholders, Download/Order, Details
EBID-20190077-0-2019/HF	City of Port St. Lucie, Procurement Management Department	Active	4/25/2019	5/31/2019	Purchase Breaching “Backpa Gas Masks and Gas Mask Cartridges for the Police Department JAG Grant Funded	E-Bidding, Planholders, Download/Order, Details

In order to do
e-bidding

2. Enter your contact information and enter in all required fields

Note: You **MUST** put a number of the "BID AMOUNT" box. However, that number can be 0 so as to allow for a more detailed description of your bid through your uploaded documents.

Contact Information

** indicates required fields*

Company Name *

Address 1 *

Address 2

City *

State *

Postal Code *

Phone *

Fax

Country *

 Bid Amount *

Alternate Bid Amount

Notes

In order to do e-bidding

- In the agency required documents section – check the documents you intend on uploading and fulfilling. By checking these boxes this is **ONLY** an acknowledgement of how you will fulfill the requirement. You still have to upload the documents.

Required Documents



The following documents are required by the agency for this project. Please select which documents you will be submitting electronically (online) and which ones you will submit directly to the agency (offline).

Agency Required Documents

Document	None	Online/ Electronic	Offline/ Manual	Not submitting
-				
Bid Reply	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checklist	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subcontractor List	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current Workload, List of Projects and Completion Dates	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Questionnaire	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drug Free Workplace Form	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In order to do e-bidding

Upload your response documents in an accepted file format

Make sure that you have covered and uploaded all the required documents

E-Bid Response Documents

Agency Name	City of Port St. Lucie, Procurement Management Department
Bid Number	EBID-20190077-0-2019/HF
Bid Name	Purchase Breaching "Backpack" Kits, Gas Masks and Gas Mask Cartridges for the Police Department JAG Grant Funded
Bid Due Date	5/31/2019 3:00:00 PM Eastern time
Bid Opening	14 days, 21 hours, 45 minutes, 5 seconds

No response documents uploaded

Agency Accepted File Formats



Formats

- Adobe Acrobat (*.PDF)
- Microsoft Excel (*.XLS)
- Microsoft Excel (*.XLSX)
- Microsoft PowerPoint (*.PPT)
- Microsoft Word (*.DOC)
- Microsoft Word (*.DOCX)

Upload Electronic Documents

* indicates required fields



Document Title *

Specify Upload Document *

 No file chosen

(Type the path of the document, or click the Browse button.)

In order to do e-bidding

Once you decide you've uploaded all your documents that you would like to submit, make sure you click the **NEXT** button at the bottom of the screen

E-Bid Response Documents

Agency Name City of Port St. Lucie, Procurement Management Department
 Bid Number EBID-20180218-0-2018/jer
 Bid Name Sculpture on Lawn at City Hall Temporary Art Installation
 Bid Due Date 1/9/2019 2:00:00 PM Eastern time
 Bid Opening 100 days, 1 hour, 20 minutes, 11 seconds

	Document Title	Format	Size	Uploaded	Status	Action
1	 E-Bidding for Suppliers	Microsoft Word	12 Kb	10/1/2018 9:39:50 AM	Complete	View , Remove

Agency Accepted File Formats

Formats
 Adobe Acrobat (*.PDF)
 Microsoft Excel (*.XLS)
 Microsoft Excel (*.XLSX)
 Microsoft PowerPoint (*.PPT)
 Microsoft Word (*.DOC)
 Microsoft Word (*.DOCX)

Upload Electronic Documents

* indicates required fields

Document Title *

Specify Upload Document *

(Type the path of the document, or click the Browse button.)

Your document has successfully uploaded but your response is not yet complete. You must still click 'Submit Response' on Bid Response Details page in order to complete your response and receive a confirmation



Completing your e-bid submittal

- Please **VERIFY** that you have attached **ALL** the required documents
- Click on the **Submit Response** button to complete your e-bid

Agency Required Documents

EDIT

1. **Bid Reply** (Electronic/Online) ✓
2. **Checklist** (Electronic/Online) ✓
3. **Subcontractor List** (Electronic/Online) ✓
4. **Current Workload, List of Projects and Completion Dates** (Electronic/Online) ✓
5. **Questionnaire** (Electronic/Online) ✓
6. **Drug Free Workplace Form** (Electronic/Online) ✓
7. **Current Certificate of Insurance** (Electronic/Online) ✓
8. **License/Certification to do Described Work** (Electronic/Online) ✓
9. **Reference Check Form** (Electronic/Online) ✓
10. **E-Bid Reply Excel Spreadsheet** (Electronic/Online) ✓
11. **E-Bid Bond** (Electronic/Online) ✓
12. **Vendor Code of Ethics** (Electronic/Online) ✓
13. **W-9 form** (Electronic/Online) ✓

Uploaded Documents

EDIT

1. test document upload to ensure e-bidding active

E-Bid Confirmation

After clicking "Submit Response" the following process will begin:

- We will verify that your response is complete as entered.
- You will see a confirmation page with your confirmation number and date/time stamp of your upload.
- You will receive a confirmation e-mail indicating a successful response submittal.
- You may track your response submission under the View Responses page.

If you do not receive any of the above, please call Supplier Services at (206) 940-0305.

<< Return

Submit Response

Confirmation of Response

- When you complete you will receive a confirmation
- This is a confirmation that what you uploaded will be visible to the agency when the bid closes, **this is not** a confirmation that all your documents were fill out or submitted correctly

E-Bid Response Details

Agency Name City of Port St. Lucie, Procurement Management Department

Bid Number EBID-20180218-0-2018/er

Bid Name **Sculpture on Lawn at City Hall Temporary Art Installation**

Bid Due Date 1/9/2019 2:00:00 PM Eastern time

Bid Opening 100 days, 1 hour, 6 minutes, 46 seconds

Response # 15104

Results Your bid response is submitted.

<< Return

Post Submission Edits

If you feel like you missed something or need to make a change you can go back to your submittal response and edit your e-bid. By clicking on “DETAILS” then “EDIT” the section you wish

Bid Identifier	Agency Name	Bid Status	Broadcast	Date Due ▼	Name	Status	Actions
EBID-20190077-0-2019/HF	City of Port St. Lucie, Procurement Management Department	Active	4/25/2019	5/31/2019	Purchase Breaching “Backpack” Kits, Gas Masks and Gas Mask Cartridges for the Police Department JAG Grant Funded	Incomplete	Details, Bid, History

Contact Information

[EDIT](#)

Company Name Sample DBE Company
Address 1 509 Olive Way
Address 2
City Seattle
State Washington
Postal Code 98101
Phone 2063739233
Fax 2063739233
Country United States of America
Bid Amount \$0.00
Alternate Bid Amount
Notes



Agency Required Documents

[EDIT](#)

1. Bid Reply (Electronic/Online) ✓



DemandStar E-Bidding: Frequently Asked Questions

- Do suppliers need to be registered with DemandStar to participate in e-bidding?
Yes. But if they don't already have an account with DemandStar, they can sign up and either
 - Be a subscriber for only your agency, at no charge, and be able to download documents at no charge and then receive notifications that match their commodity codes
 - Be a "basic supplier" for free - who researches on our platform and then pays \$5 to download all documents, thus becoming a plan holder
 - Be a paid subscriber for a county, state, national and receive notifications from all included agencies
- Can suppliers respond with document uploads or do they simply fill in forms?
Yes, they may respond with document uploads that are available to you via the DemandStar platform.
- What type of E-Bidding Documents can be uploaded?
Acceptable file formats for sending back documents that the city will accept:

E-Bidding Documents

Document Types	Bidding Documents - Exhibits Pricing Bid Bond
File Formats	Adobe Acrobat (*.PDF) Microsoft Excel (*.XLS) Microsoft Excel (*.XLSX) Microsoft PowerPoint (*.PPTX) Microsoft PowerPoint (*.PPT) ZIP Compressed Archive (*.ZIP)

- Is there a maximum file size that I can upload?
Vendors can simply upload a single file or multiple documents as long as it doesn't exceed 100 MBs (single or multiple files)
- After a bid opening, what document(s) are made public by DemandStar?
None. Only the agency can see the vendor responses so you are the only ones who will determine what you want to download and make public.
- Who do I call if I have questions or problems with the DemandStar?
The City strongly encourages each respondent to setup their account and to explore the eBidding module at least a couple of days before the bid due date.

If you have questions or issues creating your account, accessing the eBidding module or submitting your bid prior to the bid due date, please contact DemandStar at 866.273.1863 or by email at hello@demandstar.com.