



RESPONSE TO THE RFP 19-29

CITY OF EVANSTON
LONG-TERM LEASE OF THE
HARLEY CLARKE MANSION
AND COACH HOUSE

SUBMISSION BY
THE EVANSTON CONSERVANCY
FEBRUARY 28, 2020

LETTER OF INTRODUCTION

The Evanston Conservancy Benefit Corporation ("Evanston Conservancy") is pleased to submit this proposal in response to the City of Evanston RFP 19-29 for the Long-Term Lease of the Harley Clarke Mansion and Coach House.

Attached, for the benefit of the Evanston community, we present a fiscally self-sustaining, dynamic new center for conservation, education, advocacy and community in the historically landmarked Harley Clarke property. This plan was developed and influenced through a collaborative effort of our advisory board and industry experts, including many established leaders in Evanston.

Unlike previous concepts for the Harley Clarke renovation that relied heavily on fundraising, the Evanston Conservancy business plan emphasizes financial sustainability. Our capital budget of \$4.9 million is funded through investments, federal and state tax benefits, grants, bank financing and donations and will provide for historical restoration, new building systems, compliance with all relevant ADA requirements, refurbished Jens Jensen gardens and grounds, and complete tenant space renovations. Our project will remain financially sustainable through tenant revenue, events and conferences. All work will comply with Evanston codes and M/W/EBE requirements.

Harley Clarke truly has the potential to be a showcase for all that is good in Evanston - inclusivity, innovation and pride.

We welcome your review of our project proposal and required documentation, and look forward to our continued discussion on this mutually exciting project.

Trish Stieglitz, Vice President & Secretary (Authorized Binding Official)
Richard Murray, President
Evanston Conservancy Benefit Corporation
1024 Central Street
0201
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SECTION 1 THE VISION

ABOUT US

GOALS AND OBJECTIVES

OUR VISION

ABOUT US

“Old ideas can sometimes use new buildings. New ideas must use old buildings.” (Jane Jacobs)

The Evanston Conservancy will celebrate Evanston’s rich and diverse culture by focusing on Conservation, Collaboration, Creativity and Community.

- Conservation / Sustainability (Historic/Natural)
- Education / Advocacy
- Creative Expression
- Evanston / Global
- Inclusion / All Races, Ages & Abilities

Located on the historic Grosse Pointe in Evanston, Illinois, adjacent to Lighthouse Beach, and surrounded by Jens Jensen designed gardens, with Lake Michigan and natural dunes to the east and Northwestern University directly to the south.

The Evanston Conservancy seeks to renovate and restore the Harley Clarke Mansion, Coach House and Jens Jensen Gardens in a commitment to sustainability and adaptive reuse. Partnering with best-in-class organizations, Evanston Conservancy will house a diverse tenant base and programming use to serve the interests of the broad Evanston community and beyond.



GOALS & OBJECTIVES

- 01 Preserve Forever
- 02 Public Access
- 03 Inclusion
- 04 Celebrate Evanston
- 05 Financially Sustainable

OUR VISION

The Evanston Conservancy will create a welcoming and inclusive place to match Evanston's diverse community through its tenants, users, events and strategic partnerships. The historic structures and gardens will house next-generation ideas with a focus on sustainability, nature and creative expression, organically inspired by their striking location.

The Evanston Conservancy will house a nature-based preschool, community co-working and conference spaces, mindfulness and movement programming, maker and performing arts spaces, a farm-to-table light fare café (with potential dinners, classes and events of this type), utilization of the greenhouse and conservatory for classes by a local farm, and a "ride-up" bicycle shop located in a portion of the coach house to service cyclists utilizing the recently-completed bike paths on Sheridan Road.

Utilizing a sustainable, nonlinear funding model which has been successfully implemented in other projects, we have researched and created a plan that will provide specific community benefit, taking into account that Evanston voters are committed to preserving this property for use and access by the public, consistent with the Evanston Lakefront Master Plan, at minimal or no cost to Evanston taxpayers. The plan keeps the majority of the first floor of the mansion open to the public and allows for community use of the lower level performing arts space as well as the third floor ballroom. Through strategic partnerships we envision a welcoming and inclusive space with a variety of uses for members of the community from all wards, with the potential to offer visitors from even further afield an opportunity to explore and experience this rare, landmarked beauty, while providing revenue-generating possibilities to Evanston for cultural tourism, employment opportunities, and more.

The house and coach house will be fully restored incorporating ADA accessibility and sustainable building techniques.



SECTION 2 THE TEAM

INTRODUCTION

APPLICANTS

ADVISORY BOARD MEMBERS

RELEVANT EXPERIENCE

INTRODUCTION

*"It has been said that, at its best, preservation engages the past in a conversation with the present over a mutual concern for the future."
(William Murtagh)*

A complex project requires a strong base of talent and experience to achieve success. Our project team is comprised of the best and brightest in the construction, financing, design, preservation and community fields, most with strong Evanston roots. The origin of a team is mirrored in our purpose: to use our skills to make Evanston the best it can be.

We have worked with the advisory board to collaboratively identify the optimal, most cost effective design and building restoration techniques, highest and best community uses, and creative financing options

If chosen, throughout execution and management of the project we will continue to work closely with local non-profit and community groups, including Friends of Harley Clarke, the City of Evanston and the Lighthouse Landing Complex Committee.



APPLICANTS

RICHARD MURRAY

Richard Murray is President of Equity Schools, Inc., an Illinois benefit corporation, based in Evanston and working nationally to solve capital and operational funding problems for schools, other tax exempt organizations, public entities, and for-profit businesses. He created the Nonlinear approach to project funding, and he continues to devise Nonlinear funding solutions to meet new challenges. These projects typically range from \$10 to \$30 million.

Of local relevance is Murray's experience with Baker Demonstration School (BDS). When BDS approached him they were a tenant on the National Louis University (NLU) Evanston/Wilmette campus which NLU had decided to sell. BDS, with no assets of its own, had only two years to secure a permanent facility. Murray's Nonlinear solution led to a \$20 million project through which BDS acquired and renovated its own building and campus within the two-year period. Murray devised and implemented the plan, including directing: entitlements (two jurisdictions), financial structuring, negotiating transactions, design, and construction.

He has presented his innovative nonlinear funding concept as the topic of a TED Talk, and his successful work in this arena has been featured on 60 Minutes.

Murray's other experience includes extensive work in real estate - including historic restoration projects - and in finance, law, and education. He previously was president of a real estate development company, The Ross Development Company.

His education includes: the University of Michigan (B.A.; graduate research); Loyola University of Chicago School of Law (J.D.); the University of Salzburg (law); and London School of Economics (law). He is active with a variety of environmental, business, human rights, and refugee organizations.

TRISH STIEGLITZ

Trish Stieglitz is founder of the Evanston-based, woman-owned Construction Concept Management Corporation and Vice President of Development and Construction for Midtown Athletic Clubs, where she has managed national and international construction and development projects with budgets in excess of \$500 million, including the recently completed, award-winning Chicago Midtown Athletic Club and Hotel.

A 30-year construction industry veteran, she is a licensed General Contractor in the City of Chicago and Evanston. Her expertise spans construction, planning, leasing, and negotiating, and includes vast experience in the hospitality and tennis and fitness facility industry. She has extensive project management experience for signature restaurants and hotels including the Hotel at Midtown, Hyatt Hotels, Swiss Hotel Chicago, Michael Jordan Restaurants, Cornerstone Management Corporation, and Music Institute of Chicago.

She is a member of several professional and industry organizations including the US Green Building Council (USGBC), Intl. Facility Management Assn. (IFMA), Natl. Association of Women in Construction (NAWC), Women in Real Estate and Landmarks Illinois.

Stieglitz is a founding member of Central Street Neighbors Association and a founding member and Co-President of Evanston Public Library Friends. She has been involved in many community-based initiatives.

ADVISORY BOARD

The Evanston Conservancy Advisory Board is comprised of multi-disciplined professionals from a variety of industries, with vast knowledge and expertise. Their diverse disciplines from fundraising to architecture, construction, historic restoration, real estate, finance, education, landscape design and restoration and more, are reflected in a wide range of age, race, industry, experience and ability, but they are all seasoned professionals willing to give of their time and talents to ensure the success of the project for the Evanston community.

Many represent minority or women-owned businesses and most are Evanston residents. In addition to their brain-power, many have offered in-kind donations as well, as the project gets underway. Some Advisory Board members may also be tenants of the building with a vested interest in the successful outcome of the adaptive reuse of the space. More complete tenant information may be found in Section 3.



ADVISORY BOARD
DESIGN & CONSTRUCTION

MARK EVANS

Mark Evans, LEED AP, is President of Construction & Client Solutions at Bulley & Andrews and has a specific area of expertise in General Contracting and Historical Restoration with budgets totaling hundreds of millions of dollars. He leads teams with multi-dimensional backgrounds including academics, field operations, project management and estimating, including nine business unit leaders, 120 project management and administrative staff as well as 300+ field personnel. In addition to his 38 years of experience, Evans is an active member in the Chicago Area General Contractors Association and has led his award-winning team in multiple adaptive reuse and historic restoration properties.

Notable Projects: The Robert Crown Community Center, Ice Complex and Library, The Chicago Athletic Building Restoration, 104 Michigan Ave. Restoration, the University Club of Chicago, with multiple projects including interior and facade restoration; restoration of the masonry water tower and pump building in Riverside Illinois, The Palmolive Building first and second floor historical column and window restoration.

ADVISORY BOARD
DESIGN & CONSTRUCTION**DWAYNE MACEWAN**

Dwayne MacEwen is Principal of DMAC Architecture. With 25 years in the industry, MacEwen is a licensed architect in multiple states including Illinois, and a 20-year resident of Evanston. He understands the Harley Clarke property is a valued asset to the community and is committed to the vision of the The Evanston Conservancy plan to adaptively reuse the house and grounds. MacEwen holds active memberships with AIA - National, Illinois and Chicago, NCARB, and The Chicago Architecture Center Leadership Council. He has extensive experience designing architecture and interiors for the hospitality industry and other public spaces, spanning a range of projects and scales, including several adaptive reuse projects. MacEwen approaches every project with the idea of conserving, repurposing and upcycling wherever it matters most.

Notable Projects: Midtown Athletic Club and Hotel, "Urban Mall" at 900 N. Michigan, Loews Hotel, Eno Wine Bar, Greenwood Restaurant, Hilton Hotels, American Airlines, multiple luxury private residences.

C. RYAN SHANNAHAN

Ryan Shannahan serves as Executive Vice President of Development at JDL Development. He oversees project management, routinely collaborating with architects, engineers and a broad array of consultants. Shannahan is a development expert with a decade of experience in construction project management including large scale parks projects nationally, such as the National Mall Renovation, and Pike Place Market Overlook, and international experience in Saudi Arabia, and ground-up and mixed-use development projects and adaptive reuse for retail, hospitality, fitness and commercial and residential use, some of which set record sales numbers. His Evanston connections include a BS in Engineering from Northwestern and a MBA in Finance from Kellogg School of Management.

ADVISORY BOARD
LEGAL AND FINANCE

GREG HUMMEL

Greg Hummel is Senior Counsel at Bryan Cave Leighton Paisner, where his thought leadership is marked by writing and speaking on a range of timely legal and business topics. He has been an Urban Land Institute trustee and foundation governor since 2001.

Hummel helped found the American College of Construction Lawyers in 1989 and today leads its P3 Task Force. The learning and relationships he gained from these and other organizations enables him to discern and develop trends and influence behaviors.

One notable area where today he is helping to shape trends is social impact investing. He has acted as either underwriter's or bond counsel for investment banks or municipalities providing infrastructure to master planned communities or undertaking brownfield redevelopment or other economic development and job creation activities. Today, he combines this experience in a public-private partnership practice in complex redevelopment and infrastructure projects. Hummel assisted The Evanston Conservancy in its early formation, as an Evanston resident with an interest in finding a solution for the adaptive reuse for the building.

ADVISORY BOARD
LEGAL AND FINANCE

JOE KROUSE

Joe Krouse is a serial entrepreneur, with over 25 years of expertise in business development, management and contract negotiations, and will use his experience in these areas as he spearheads efforts for investment opportunities within the Evanston Conservancy Benefit Corporation at Harley Clarke.

He is a respected restaurateur as co-founder/owner of several North Shore ventures, including Evanston's well regarded Ten Mile House and DB3 Donuts. Fred's Garage, featuring an adaptive reuse of a historic gas station, has become a successful Winnetka eatery and was awarded North Shore's Best Outdoor Dining in 2019. Krouse was also the owner/founder of two custom audio/video companies (Visionary Home Systems and New World Sight and Sound, Inc.) which he sold in 2011.

Krouse is a member of both the Illinois Restaurant Association and the National Restaurant Association. Philanthropically, he has served as co-chair of the Kawasaki Disease Foundation Dinner at Lurie Children's Hospital and is an inaugural committee member with the Amy Krouse Rosenthal Yellow Umbrella Foundation.

ADVISORY BOARD
HISTORIC PRESERVATION

JULIA BACHRACH

Julia Bachrach is sole-proprietor of a woman-owned business specializing in historic preservation planning; landmark nominations; historic properties reports; and historic/cultural resource interpretation. As a Jens Jensen expert, Bachrach was the Historian and Preservation Planner for the Chicago Park District for 28 years and meets professional qualifications and standards for history and architectural history as set forth by Secretary of the Interior and has worked closely with the Illinois State Historic Preservation Agency. Bachrach served on the Board of Trustees for the Illinois Historic Preservation Agency, and is active with Landmarks Illinois and the Alliance for Historic Landscape Preservation. She grew up in Evanston and is an ETHS graduate.

Notable Projects: Historic Landscape Preservation/ Life and Work of Jens Jensen; Extensive research, writing on historic landscapes. Author of books relating to this topic including *The City in a Garden: A History of Chicago's Parks*. Bachrach has produced historic research and written documentation of historic properties for the Historic American Building Survey (HABS) Historic American Landscape Survey (HALS) and Historic Illinois Building Survey (HILS) and was lead historian for 2018 Section 106 Historic Properties Report for Federal Undertakings in and Adjacent to Jackson Park Cook County, Illinois, and Section 106 Historic Properties Report for North Lake Shore Drive

ADVISORY BOARD

HISTORIC PRESERVATION

CHARLES BIRNBAUM

Charles Birnbaum, FASLA, FAAR, is the president, CEO, and founder of The Cultural Landscape Foundation (TCLF). Birnbaum has worked for the National Park Service Historic Landscape Initiative (HLI) and spent a decade in private practice in New York City, with a focus on landscape preservation and urban design.

The American Society of Landscape Architects (ASLA) awarded him the President's Award of Excellence and inducted Birnbaum as a Fellow of the Society. He served as a Loeb Fellow at Harvard's Graduate School of Design, and was awarded the Rome Prize in Historic Preservation and Conservation. ASLA awarded Birnbaum the Alfred B. LaGasse Medal, followed by the President's Medal in 2009. In 2017, Birnbaum received the ASLA Medal, the Society's highest award.

He has written and lectured extensively, with focused topics including Jens Jensen gardens. The Cultural Landscape Foundation featured the Harley Clarke Jens Jensen gardens among its Landslide (most endangered) List.

Notable Projects: Web-based initiative What's Out There (a searchable database of the nation's designed landscape heritage). Birnbaum has authored and edited numerous publications, including *Shaping the Postwar Landscape*, *The Modern Landscapes: Transition and Transformation* series, *Shaping the American Landscape*; *Design with Culture: Claiming America's Landscape Heritage*; *Preserving Modern Landscape Architecture* and its follow-up publication, *Making Post-War Landscapes Visible*, *Pioneers of American Landscape Design*; and *The Guidelines for the Treatment of Cultural Landscapes* (National Park Service, 1996).

ADVISORY BOARD
HISTORIC PRESERVATION

CHERIE LYETH BURTON

Cherie Lyeth Burton is the granddaughter of Harley and Hildur Clarke. Her father and aunt grew up in the house, and Burton lived there as a child for a period of time as well. She is a retired executive and chairman with natural resource companies in land, timber, and minerals, has extensive fundraising, development and non-profit management experience. Burton was also a Congressional Liaison of the Advisory Council on Historic Preservation. She is an active member and former officer in a number of professional organizations, including the National Trust for Historic Preservation and the Michigan Historical Society.

In addition to providing a rich narrative of the history of the house from personal accounts, Ms. Burton has shared a diary which Hildur Clarke kept detailing the planning and construction of the house and gardens, sample pages for which are included in Appendix 1.

Notable Projects: Save Farm Creek - Rowayton CT - \$4 million land conservancy campaign; Chairman Adventure Unlimited - Bridges to the Future Capital Campaign - \$16.5 goal/raised \$16.8+

ADVISORY BOARD
HISTORIC PRESERVATION

MADELINE GELIS

Madeline Gelis is an Interior Designer and Principal of Madeline Gelis Inc., with 44 years experience in interior design, residential renovation and new construction. Dedicated to preserving the area's many rich architectural and historic treasures, Gelis is a member of the Emeritus Board of Landmarks Illinois, the state's leading voice for historic preservation. She is also a member of the President's Club of the Chicago Council on Global Affairs and a member of the American Society of Interior Designers (ASID). Gelis was co-chair for numerous successful fundraising events and developed and co-chaired the Preservation Ball and Legendary Landmarks Celebrations. Her experience in event management and promotion for events from 25 people to more than 1,000 resulted in Landmarks Illinois raising nearly \$6 million while increasing attendance from 250 to over 800.

Notable Projects: Gelis' involvement with The Emerson Center for the Arts in Bozeman MT was conceptual, creating memorable and impactful events and operation for adaptive reuse of former school housing various tenants related to the arts.

MARIE HARRIS

Marie Harris is the retired Director of Organization Services for Landmarks Illinois, formerly Landmarks Preservation Council of IL, from 1981-1997. There she supervised and facilitated programs for staff members including educational lectures, member outreach, public relations, and tours, and played an important role on the President's Committee Gala, the auxiliary fundraising Board. Harris participated in all preservation efforts undertaken by Landmarks Illinois, including The Chicago Theater. She is a longtime Evanston resident.

ADVISORY BOARD
HISTORIC PRESERVATION

NEAL VOGEL

Neal A. Vogel is principal of Restoric, a Chicago-based, nationally acclaimed interior and exterior architectural restoration company. A 32-year veteran of the industry, Vogel is a former Commissioner on Evanston Preservation Commission and is Prime Contractor for the Evanston History Center (Dawes Mansion) work. He is active in the Association for Preservation Technology, Landmarks Illinois and the Construction History Society. His firm has won multiple historic preservation awards nationally, as well as from the City of Evanston for restoration work on Evanston Landmarks.

Notable Projects: Evanston History Center, The Chicago Cultural Center Tiffany Dome restoration

**ADVISORY BOARD
COMMUNITY**

PRUDENCE CARLSON

Prudence Carlson is a writer and free-lance art critic living in New York, NY. Her work has appeared in a wide and varied array of museum and gallery publications, and she has written for Artforum, Art in America, Arts and Galleries magazines, among other periodicals. The book *Einsamkeit und Entsagung* (Solitude and Renunciation, Two Gardens by Ian Hamilton Finlay, Kehrer Verlag, Heidelberg-Berlin, 2010), for which Carlson authored both introduction and text, garnered the 2011 European Garden Book Prize and Deutschen Gartenbuchpreis, 2nd Place.

Carlson is a member of the Board of Directors, The Friends of William Alfred, Brooklyn College, NY. She is the co-executor (literary) of the estate of the writer, film critic and essayist Nora Clemens Sayre.

Carlson graduated from ETHS (1968) and Radcliffe College, Harvard University (BA 1973), and grew up in a home neighboring Lighthouse Park that her parents still own. As a child she was acquainted with the last Sigma Chi caretaker's family to reside at the Harley Clarke house, and as an adolescent she took summer classes at the Evanston Art Center when it was still housed in the mansion. Her love for Lighthouse Park, its structures and gardens, and for the Harley Clarke house and its grounds runs deep.

Carlson also serves on the board of Telephone and Data Systems, Inc., a diversified telecommunications company headquartered in Chicago.

**ADVISORY BOARD
COMMUNITY**

VIVIAN CRAIG

Vivian Craig is General Manager of ECI Investment Advisors, a privately held commercial real estate and financial services company providing municipalities, financial institutions, Real Estate Investment Trusts, and private investors with investment, development, and advisory services. Craig has over 35 years experience in the advertising and marketing industries, and has held offices in many professional organizations, including Women in Film Chicago, Association of Independent Creative Editors and the International Teleproduction Society. An accomplished musician and performer, together with her husband, Craig is also the proud owner of a successful longtime Evanston business - Hogeeye Music.

CARLTON MOODY

Carlton Moody, a lifelong educator, began his career as a teacher in Evanston and rose to leadership positions of several large school systems, including Deputy Superintendent of Stamford, CT, Public Schools; Superintendent of Schools, Cleveland Heights/ University Heights, OH, and Executive Director in the Shaker Heights City Schools.

His affiliations have included the Governing Board of the Minority Student Achievement Network, organization of school districts across the US working to solve the issue of minority student achievement); member, the Education Research and Development Institute (advisory group of some 80 superintendents that assess and review educational products and services); member, AASA (American Association of School Administrators); member, NSBA (National School Boards Association); member, ASCD (Association of Supervision and Curriculum Development). A former Evanston resident and educator, he is committed to inclusion, and providing opportunity to everyone equally.

**ADVISORY BOARD
COMMUNITY**

HECKY POWELL

Hecky Powell, President Hecky Powell, Inc. President and Founder Hecky's Barbecue. Powell believes in giving back to the community as a part of his business plan. Hecky's Barbecue has sponsored numerous community groups and organizations throughout its history and hires local young people and provides them with the necessary skills and training to pursue higher level customer service positions. In 1994, Powell established the Forrest E. Powell Foundation to honor his late father, who espoused the following three values: family, community, and spirituality. The foundation provides scholarships for young people seeking technical training and honors local residents whose lives follow the values Forrest Powell taught him.

In June 2016, Powell founded the Work Ethic (WE) program as a part of the foundation to formalize the vocational training and employment opportunities available to Evanston Township High School students. In 2015, he debuted the restaurant's newest product, Juneteenth Strawberry soda honoring the celebration of the end of slavery in Texas on June 19, 1865.

Hecky's Barbecue has expanded from one carry-out restaurant to include catering, wholesale, and retail divisions. Powell is an active member and leader in the Evanston community and has his Bachelor's degree focused in social services and community development from Northeastern Illinois University.

**ADVISORY BOARD
COMMUNITY**

SUSAN TRIESCHMANN

Susan Trieschmann of Curt's Cafe has worked in food service since the age of 13. She was the Director of Catering at the legendary Pump Room before becoming an original owner and 25 year partner of Food For Thought Enterprise. She helped to build the company from a small catering company to a food service industry specializing in upscale catering and café food service management.

Trieschmann is also an original member of Restorative Justice Evanston (RJE). RJE is a non-profit organization in Evanston that works with youth and community on peaceful dialogue around harm caused, celebrations and conflicts. She is passionate about giving youth a second chance and helping them create a positive future for themselves and their families.

HENRY WILKINS

Henry Wilkins has spent 17 years in corporate finance, most recently at Reynolds Consumer Products in his role as Finance Manager. Mr. Wilkins is a member of Kappa Alpha Psi Evanston Alumni Chapter, and is an invested Evanston resident with a focus on equity and inclusion. Mr. Wilkins is currently leading a parent initiative to return a school to the 5th Ward as part of STEM School Evanston.

RELEVANT EXPERIENCE

BAKER DEMONSTRATION SCHOOL REFERENCE - RICHARD MURRAY

Baker Demonstration School (PK-8) was being evicted from the campus it shared with National Louis University within 22 months and was losing enrollment. The objective was to save the school from near certain closure. The project was limited in that Baker owned no assets, had no fund raising experience, and could not use a tuition increase or tax referendum.

Through non-linear funding, Baker now owns its own 100,000 SF facility (classrooms, labs, library, theater, cafeteria, gym, indoor pool) and campus with playgrounds, play field, and parking (\$20 million project).

Commencement Date: 2004

Duration: 2 years

Advisor

[REDACTED]





MIDTOWN ATHLETIC CLUB & THE HOTEL AT MIDTOWN
REFERENCE - TRISH STIEGLITZ

Midtown Athletic Club Chicago, originally established in 1970 as Midtown Tennis Club, is Chicago's first urban sports resort with 575,000 square feet of health and wellness amenities with a complementary full service 55 room hotel.

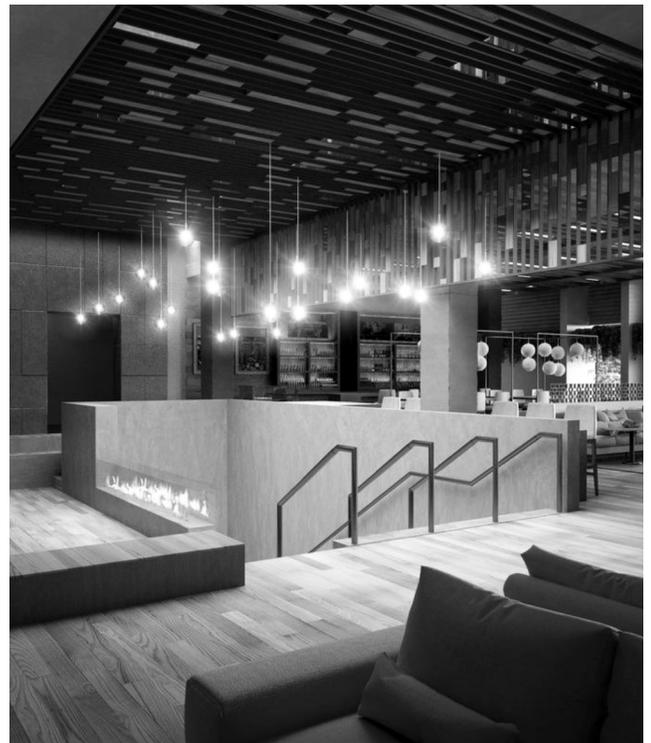
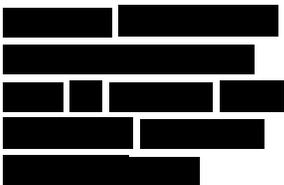
The \$80 million project was completed over a five year period and included the development of a full city block.

The project included a 575,000 square foot health club and hotel, as well as the entire shopping complex surrounding the property. The iconic landmark along Fullerton Avenue was converted into something on a whole new level, boasting four pools, an indoor-outdoor turf field, two floors of state-of-the-art fitness and mind & body studios, a 55-room boutique hotel, dining spaces and much more.

Commencement Date: 2013

Duration: 5 years

Type of Operation: Lead Development & Project Contractor





**TIFFANY DOME, CHICAGO CULTURAL CENTER
REFERENCE - NEAL VOGEL**

In a global city where architecture is a constantly evolving art form on an ever grander scale, the Tiffany dome is more of a cherished family heirloom, one that nearly got tossed in the rubbish, but luckily escaped.

Today, the restored Preston Bradley Hall is among Chicago’s most significant architectural treasures and glistens for all who venture inside. Since the restoration, visitation is up nearly 30 percent for a building that serves nearly 800,000 visitors annually, and weekend tours have swelled three-fold. Sunshine, storms and cloud cover are perceived inside, establishing an existential connection with the world outside.

The project was completed for approximately \$2.2 million and received an award for preservation excellence from the Chicago Landmarks Commission.

Commencement Date: 2006

Duration: 9 months

Restoration

[REDACTED]



Commencement Date: 2013
Duration: ongoing
Type of Operation: Restoration

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

**EVANSTON HISTORY CENTER
REFERENCE - NEAL VOGEL**

Restoric has been engaged in ongoing restoration consulting and contracting work on the Charles Gates Dawes House (a.k.a. Evanston History Center) for over a decade. The work has been completed in phases as conditions require, and funding allows, and projects have been performed on both the main house and carriage house. The first major project involved the construction of the rear terrace that was designed to utilize the rear of the property for special events where the conservatory once stood. This project included new concrete foundations, sandstone masonry restoration and replication, reconstructing brick terrace walls, resetting limestone steps, restoration of the wooden eaves on the east elevation (restoring the natural finish and replicating missing wood carvings on the eave brackets), new ornamental iron railings, and new drainage and landscaping. Several years later, Restoric designed, fabricated and installed oak exterior storm doors for the north end of the library to improve access to the new terrace.

After a plumbing leak damaged the vaulted ornamental plaster ceiling in the dining room in 2016, Restoric completed a historic paint analysis, stripped the entire ceiling, repaired the ornamental plaster and restored the original glazed finishes. This required carefully removing, crating and reinstalling the Tiffany Studios art glass chandelier.

In 2019, Restoric stripped and refinished the front entrance. This project will include the restoration and reinstallation of the exterior storm doors in spring of 2020. Currently, Restoric is restoring interior finishes in the great hall, the central chandelier, two of the second floor bedrooms and an archive space in the attic that were all damaged by a roof leak in fall of 2019. Preservation consulting work includes a roof survey and restoration plan, and window and door survey, schedule and restoration plan along with cost estimates. These two consulting projects are underway and will be completed in March 2020.



ROBERT CROWN COMMUNITY CENTER, ICE COMPLEX AND LIBRARY
REFERENCE: MARK EVANS

Originally built in 1974, the Robert Crown Center has long served as a social and recreational hub for the City of Evanston. Currently encountering a number of civil, structural, architectural and mechanical issues, this resource no longer meets the growing needs of the community.

To continue providing innovative programs and services in a safe and modern environment, the City of Evanston is building a new Robert Crown Community Center, Ice Complex and Library. Bulley & Andrews has been selected to serve as construction manager for the project.

The new center will include:

- Two NHL regulation-sized ice rinks with locker rooms
- Gymnasium space
- 6,000 sq. ft. branch library with multipurpose and study rooms
- Four-lane running track
- Fitness/dance room
- Preschool facility
- Administrative offices

Commencement Date: 2018

Duration: ongoing

Type of Operation: New Construction

[REDACTED]



COLVIN HOUSE
REFERENCE - ANGELA VALAVANIS

Two years ago, Angela Valavanis opened a second Creative Coworking location in Edgewater. To do so, she and her husband repurposed a Chicago landmark building called the Colvin House. It was built in 1909 by renowned architect George Maher, and had been a private residence until they took ownership. It had fallen into disrepair as its previous owner’s health was failing. The roof had been leaking for at least ten years—and, as many of us have seen, water can do terrible things to buildings. They repaired damage throughout the house and upgraded electrical and plumbing systems, added A/C, WiFi, a wheelchair lift, and other necessary elements, all while maintaining the landmarked exterior and preserving the beauty of the historical interior, much of which dates to a renovation in the 1920s.

They now use Colvin House for coworking, meetings, and for events. They can host up to 100 people for a formal dinner, and have 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 these two historic buildings gives her a unique understanding of what would be needed for repurposing Harley Clarke, and how best to monetize various spaces within the house while also instilling a sense of community benefit and public access.

Commencement Date: 2016

Duration: completion 2017

Restoration

[REDACTED]



SECTION 3 THE PLAN

INTRODUCTION

PROPOSED DESIGN

JENS JENSEN GARDEN RESTORATION

PARKING & ACCESS

TENANT OVERVIEW

INTRODUCTION

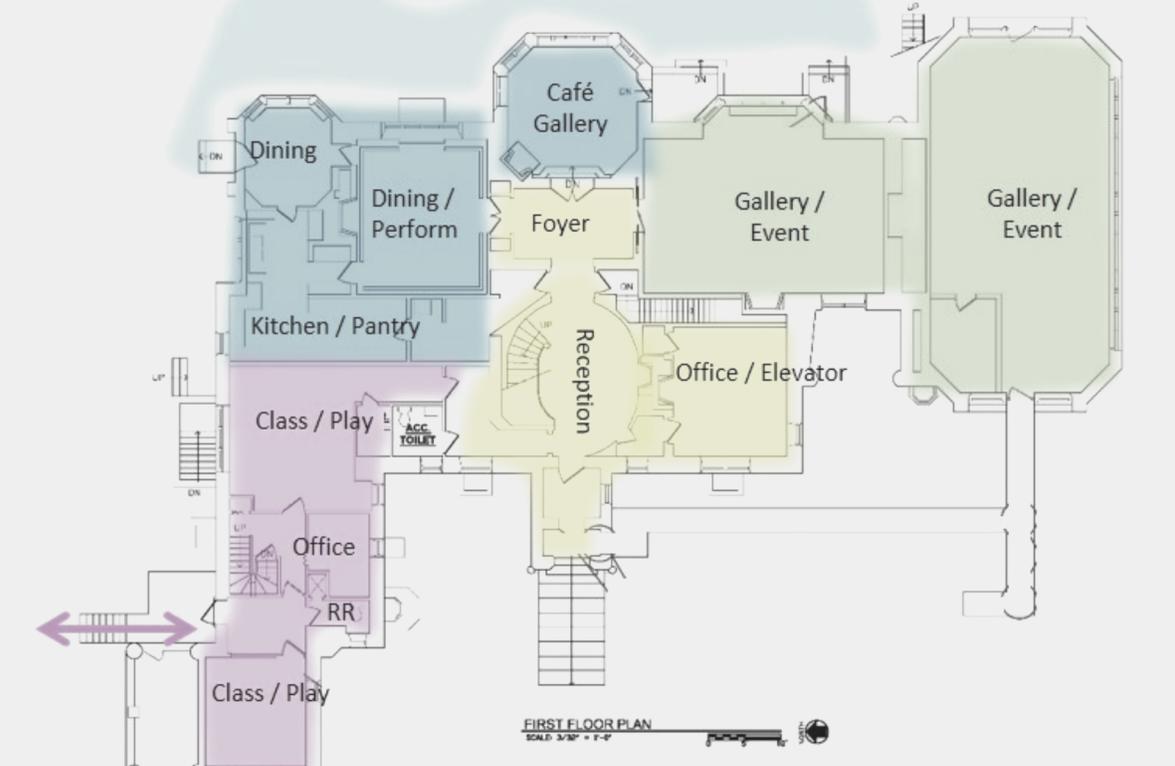
"A building is not just a place to be but a way to be." (Frank Lloyd Wright)

The Evanston Conservancy plans to invest nearly \$5M to restore the house, coach house and gardens in a way that will benefit the Evanston community. Our project goals mirror the language of the City's RFP, and, importantly, align with the language of the Referendum. Our plan also closely aligns with the Lakefront Master Plan to restore this public building in a way that is inviting to all, building on the original intent of this once-private residence to now house all functions of daily life, namely: nourishment, creating, comfort and family.

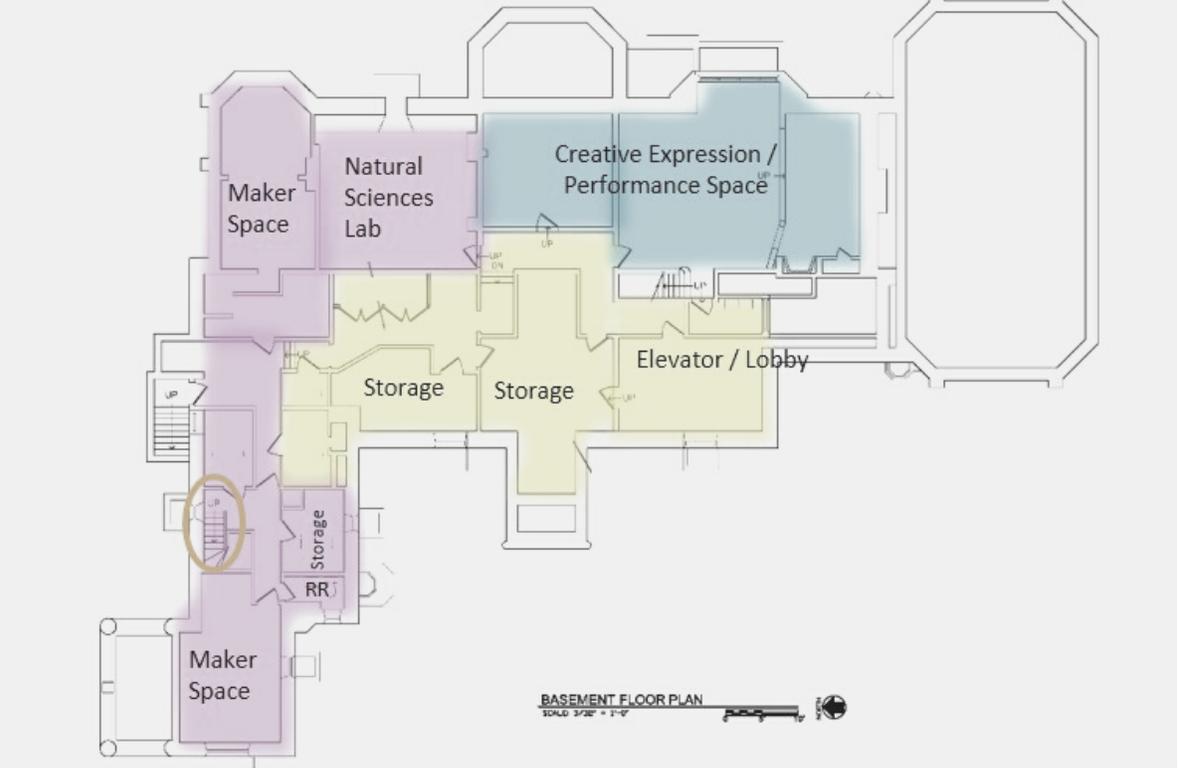
Utilizing a sustainable, nonlinear funding model that has been successfully implemented in other projects, we have researched and created a plan that will provide specific community benefit through a complementary mix of targeted tenants and activities which are inviting and inclusive, across all ages, abilities, races, ethnicities and interests.

Proposed uses include: a café and kitchen (first floor and patio); mindfulness and movement (third floor); gallery, event, and exhibition space (ground floor); performance and maker spaces and programming (lower level); a nature-based preschool (ground floor); office use for communal co-working and conference space (second floor); and common and core spaces (e.g. elevator, management office, mechanical, storage, etc.).

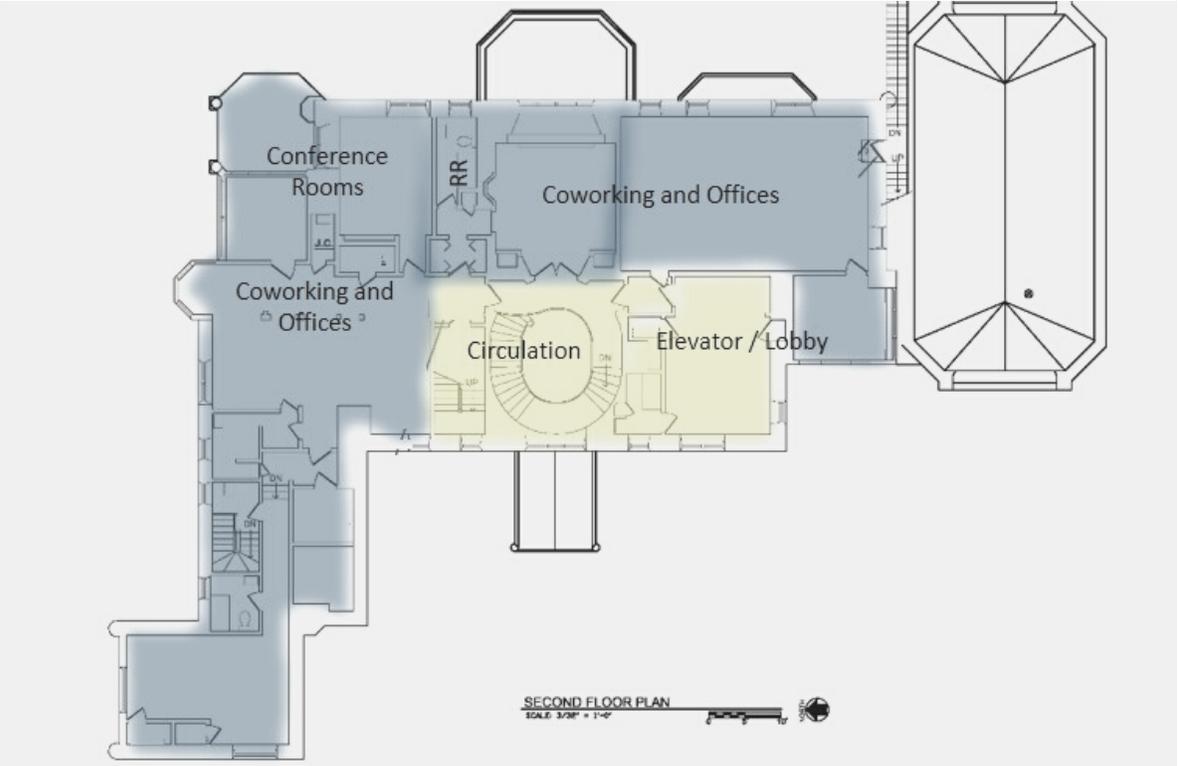
PROPOSED GROUND FLOOR PLAN



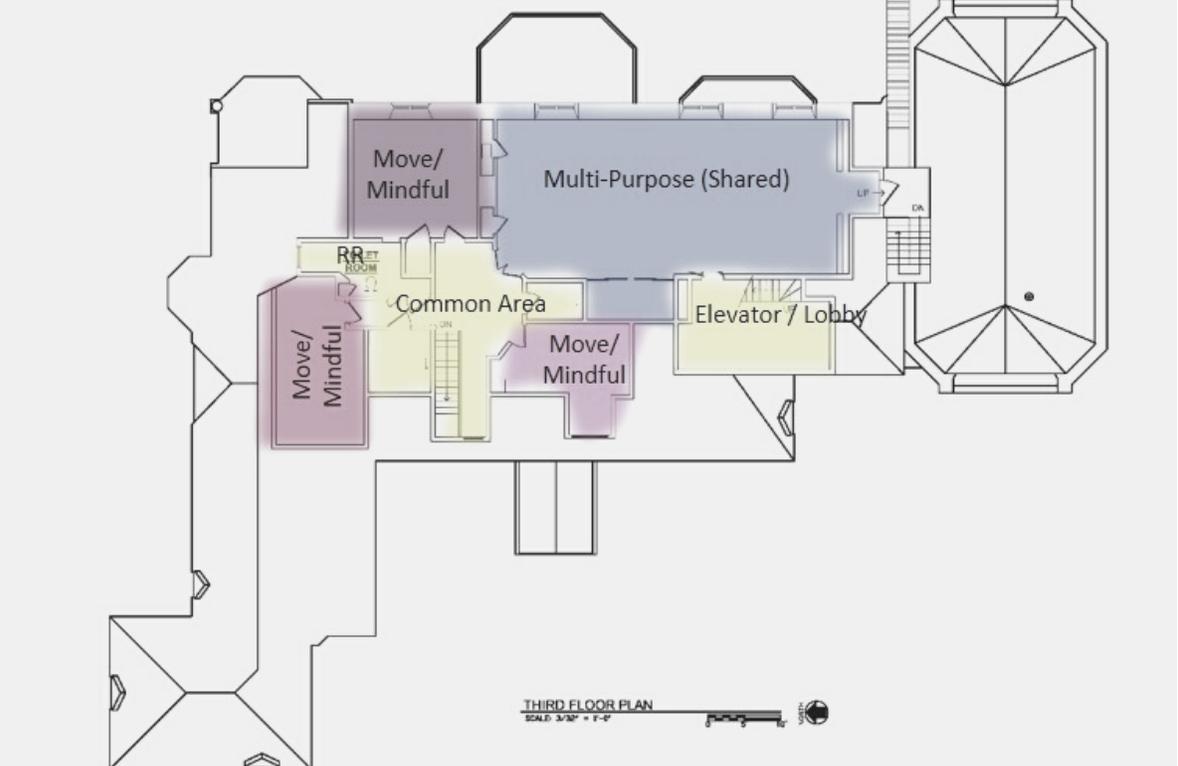
PROPOSED LOWER LEVEL PLAN



PROPOSED SECOND LEVEL PLAN



PROPOSED THIRD LEVEL PLAN



PROPOSED COACH HOUSE PLANS



JENS JENSEN GARDENS

Nearly a century ago, Jens Jensen was commissioned to create plans for the Harley Clarke estate. A year later, his young and unknown superintendent, Alfred Caldwell ensured that those plans were implemented to accentuate not only the physical structures being built but the natural surroundings that would remain. In 1980, landscape architect and Jensen expert, Stephen F. Christy was commissioned directly by the City of Evanston to create plans to restore the plantings and for improvement of the same site.

In collaboration with community groups such as The Garden Club of Evanston, the Evanston Conservancy plans to revitalize and renovate the gardens and landscape under the guidance of our Advisory Board members Julia Bachrach and Charles Birnbaum of The Cultural Landscape Foundation.

We will utilize both Jens Jensen's original 1928 plans and the more recent plans and drawings by Stephen F. Christy as starting points. According to Christy, the work completed at the time of his commission included minor landscaping around the house (now mostly gone), restoration of the grotto area, and replanting the dunes. While minor adaptations to the plans may need to be made to reflect up-to-date best practices, climate change, and current plantings, a considerable amount of planning has already been accounted for in the drawings provided and we look forward to continuing the project that the City initiated nearly 40 years ago.

Grotto and Conservatory

Jensen and Caldwell brought the outside in with the rockery and water features that were originally placed in the conservatory to frame the view of the grotto pond and waterfall directly to the south. Levered windows still allow for sweeping views of the Grotto pond and waterfall. The plan will be to restore the interior side water features and to ensure that all features of the Grotto and pond are in good working order to once again highlight Jensen and Caldwell's work. It is sometimes said that Caldwell's work on this property may have been the inspiration for his critically prized work on the Lincoln Park Lily Pool.

Council Ring

Restoration of the Council Ring and recognition of the meaning will be a focus. We will take advantage of the Council Ring during all seasons with public gatherings, classes, and events that incorporate the original purposes of this garden feature: equity and equality. Additionally, conferences and public classes will be welcome here. The seating circle invites people to share ideas, stories, and songs, while also sharing an experience in nature. "The council ring is a symbolic representation of both ancient Danish traditions of village gatherings and newer ideals of American democracy. The circular design of the structure invites people to come together in an egalitarian way. Just as a circle has no beginning or end, there is no hierarchy within a group gathering around a council ring."

East Terrace

Overlooking the dunes and beautiful views of the lake, the east terrace will accommodate small gatherings and outside seating at the light fare café. During appropriate weather a walk-up window for beach and park goers will also be available so that patrons may pick up a healthy snack from the café. Mindfulness work and yoga classes can be held here, taking advantage of the solitude of early morning quiet.

West Lawn

We envision the west lawn as a gathering space for occasional community events such as acoustic concerts or movies, but also as simply an open field in which to take a pause with a blanket and a book on a nice spring day. A cyclist might use it when stopping to "refuel" and refill at the bicycle outpost or a child of any age might interrupt a fresh snowfall by having hot chocolate and building a snowman or making snow angels. Preschoolers will have an outdoor classroom at the ready with no walls and the blank, unencumbered canvas in front of the house will allow for creativity to take center stage.

Greenhouse and Hotbeds

Original to both the house and the garden plans, the greenhouse and adjacent hotbeds located just west of the coach house will be fully restored to useable condition, further beautifying the property and increasing the usable and rentable space. Our tenants will utilize this space collaboratively to grow, teach and learn.

PARKING & ACCESS

We acknowledge that parking can be an issue at Lighthouse Landing during the busier months. In an effort to be respectful of our neighbors and to be consistent with the Lakefront Master Plan, we plan to address parking by offering several parking and transportation solutions. In keeping with the theme of sustainability and conservation, carpooling, walking, cycling, and public transportation options will always be encouraged.

Daily Use

In addition to the public spaces at Lighthouse Landing, there are several paid parking lots within a few blocks and significant 2-hour street parking available. The Central Street Purple Line is 4 blocks west and the 201 CTA bus has a designated stop at Central and Sheridan and another just one block west at Central and Orrington. Additionally, Northwestern's Intercampus Shuttle route travels directly past Sheridan and Central allowing students and faculty direct transportation. The protected bike lanes along Sheridan Road will bring cyclists directly to our front door.

Impact of Tenants

Employees of The Evanston Conservancy will be asked to be respectful of the limited parking during busier times and park off-site or utilize alternate transportation, leaving parking available. Covenant Preschool will alleviate any additional parking constraints by adopting a carpool line where parents can pull up and drop their child off to a waiting teacher rather than parking and entering the building. We do recognize that some parents may choose to park and drop off to take advantage of the collaborative nature of other resources of the building - co-working space, café, wellness classes and we hope they, too will take advantage of eco-friendly options.

Conferences and Events

In reference to events, the Lakefront Master Plan states “The existing vehicular drop off makes valet parking, or the use of a parking shuttle from off-site parking areas, a viable option for increasing the use of the park without impacting the character of the park.” The Evanston Conservancy will contract with licensed and insured shuttle services to bring conference goers, students and guests for mid to large sized events to the property from hotels, remote parking facilities, and schools. We have spoken with Northshore University Healthsystem, who is willing to explore parking options once an agreement is reached between the city and The Evanston Conservancy. They have several lots within blocks of the property, including Evanston Hospital, The Cos Building and 1000 Central which are underutilized on most weekends and evenings. Alternately, we have explored partnerships with Orrington School, (a short 3-minute walk away) and Northwestern University (several lots within 1 mile) as well. Additionally, the City of Evanston has several public lots within 1.25 miles that are rarely fully utilized in the evenings and on weekends, making them perfect for shuttle locations. Evanston Conservancy will also utilize valet parking services as needed.

It is the intent of The Evanston Conservancy to contract with two (a primary and a secondary) highly respected and vetted shuttle and valet companies (such as Windy City Limousine, Five Star Valet and / or Charter Empire) for these services after the contract for the Harley Clarke property is awarded. We believe that having a single provider for these services will ensure a consistent experience not only for event goers but for neighbors and residents alike.

TENANT OVERVIEW

High quality, rent-paying tenants are a key component of the revenue-generating model for the Evanston Conservancy at Harley Clarke. Tested financial models support that ongoing revenue from rented areas will be a key component that will support a financially self-sustaining plan, while also allowing spaces available to the community. In addition to the space that Evanston Conservancy will be making available to the community, each tenant is also providing their own component that makes their business, services and in some cases even internships available to the community.

The Evanston Conservancy has secured the written intention of eight businesses (two for the same cafe space) and organizations to become tenants at Harley Clarke as part of the The Evanston Conservancy plan. Tenants represent well-respected businesses and non-profit organizations, many based in Evanston, or run by native or current Evanston residents. All tenant plans will include a community use component, whether through scholarship, job training, shared spaces, or other solutions which will be finalized in lease agreements.

Our financial models estimate the ability to lease 60% of our designated rental spaces in year 1; 75% in year 2; and 90% in year 3 and ongoing. With outreach to prospective tenants, we were met with overwhelming enthusiasm and immediately enlisted a high percentage of those approached. With great interest in the plan and desirability of the location, we anticipate the ability to quickly lease any remaining designated areas in the building. Essentially we learned that people are eager to learn what will happen next at Harley Clarke, and extremely interested in being involved in what they view will be a successful model for adaptive reuse of this high-profile, landmarked building.



COVENANT NURSERY SCHOOL EVANSTON

**A nature-based, equity focused preschool
for all**

Executive Director: Tina Vanderwarker
Space: Ground Floor: two classrooms and an
office space with a dedicated entrance

Overview

Nature preschools are a growing trend in the United States and Evanston has the opportunity to be leaders in this field. In partnership with the Evanston Conservancy and their other tenants, this could indeed be a cutting edge facility. This space is ideal for a Covenant led nature preschool. Using the unique environment offered by Harley Clarke and the surrounding parkland, Covenant Nursery School will open a satellite, part day Nature Preschool program that offers a high quality, inquiry-based curriculum, while initiating them into a lifelong, meaningful relationship with the natural world. The Nature Preschool will serve children and families from the entire Evanston community and will consist of two classrooms and an office space with a dedicated entrance, separating the school from the rest of the building. Classes will meet in the morning or afternoon and will follow the D65 calendar and include early care and lunchtime options. In addition to being a primary preschool experience, Covenant's Nature Preschool programming will serve to offer additional enrichment programs -- an immersive nature experience -- to supplement other preschool experiences for students in outside preschools (e.g. children enrolled in Head Start morning program may add on an afternoon nature class.)] To note: the bulk of Nature Preschool's programming would be in session largely OUTSIDE of the busy beach season.

Nature Emphasis

Covenant Nursery School places a high value on educating children and the importance of nature and our connection to it and in June 2011 began incorporating a developmentally appropriate nature focus to its programming. With an epidemic of childhood obesity, a prevalence of attention difficulties, greater stressors, and less time spent outside, there is a new movement in early childhood to get children back into nature and research shows a wealth of benefits -- increased physical activity, fine and gross motor skill development, cognitive development and increased focus and attention span.

Rationale

This geographic area of Evanston has a notable absence of preschools and aside from Covenant's current location on Golf Rd, there is a lack of nature based early childhood programming in Evanston. The additional location at Harley Clarke will allow us greater reach with our philosophy -- more time outside, combined with better opportunities to explore a variety of diverse habitats will lead children to a better understanding of the nature world that surrounds us all.

Focus on Equity

Covenant welcomes children and families of all racial, cultural, ethnic, and religious backgrounds. We embrace the varied family structures of our society as part of what makes each child unique and we work to celebrate the diverse backgrounds of our children. We strive to create an inclusive environment where every individual has the opportunity to participate, interact, and explore. We are dedicated to creating a warm environment where children learn to respect and value the differences in each other and where all children are free to be themselves.

Community Access

The philosophy of embracing all of Evanston's young children, regardless of family status or ability to pay will continue in the new Nature Preschool at the Evanston Conservancy where we would dedicate two spaces in each of the four classes to families for whom the cost would be fully subsidized.

Additionally, creating more structured partnerships with area Head Start and Preschool for All programs both at District 65 and the McGaw YMCA will be actively pursued to widen the reach and impact that this space has. We envision Head Start and Preschool for All classes doing regular, weekly field trips to our location for a Covenant staff supported immersive nature experience. Transportation, often a barrier, could be problem solved to allow access to the greater population of young children in Evanston. (Head Start programs in Evanston already have field trips off site with school bus transportation, making this an easy to configure destination.)

Covenant administrators already have strong relationships with other Evanston Early Childhood programs. We could envision hosting staff of other programs to explore the natural world around Harley Clarke, join us on site to share environmental curriculum ideas, and enrich lives beyond the walls of just our school. Family events could be planned that reached outside of Covenant families with fun, inclusive activities and an opportunity to learn more about the unique environment and wander the premises. What a great opportunity to bring together families from all over Evanston!



CREATIVE COWORKING EVANSTON & CHICAGO LOCATIONS

A vibrant community hub for co-working, events and education

Owner: Angela Valvanis, Creative Co-Working, Colvin House, immediate past president of the Evanston Chamber of Commerce
Space: 2nd Level

OVERVIEW OF CREATIVE COWORKING

Evanston resident Angela Valvanis opened Creative Coworking nine years ago at 922 Davis Street – a three-flat built in 1900 to serve as a boarding house for railway workers constructing the Davis Street train station, and renovated the building according to her vision. People use the shared space hourly, daily, or with a monthly membership package. Entrepreneurs, freelancers, and remote workers who would be working from home or the coffee shop can instead have a peaceful, professional space in which to be productive. The space doubles as an art gallery displaying the work of over 50 local artists.

Two years ago, Angela opened a second Creative Coworking location in Edgewater. To do so, she repurposed a Chicago landmark building called the Colvin House. It was built in 1909 by renowned architect George Maher, and had been a private residence until she took ownership. It had fallen into disrepair as its previous owner's health was failing. The roof had been leaking for at least ten years—and, as many of us have seen, water can do terrible things to buildings. She repaired damage throughout the house and upgraded electrical and plumbing systems, added A/C, WiFi, a wheelchair lift, and other necessary elements, all while maintaining the landmarked exterior and preserving the beauty of the historical interior, much of which dates to a renovation in the 1920s.

She now uses Colvin House 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. They also curate public events showcasing the talents of local musicians, singers, dancers, and actors.

CREATIVE COWORKING AT HARLEY CLARKE

Creative Coworking's experience repurposing these two historic buildings provides a unique understanding of what would be needed for repurposing Harley Clarke, and how best to monetize various spaces within the house while also instilling a sense of community benefit and public access.

The second floor space could be used for meeting rooms, private offices for nonprofits, while leaving some open space for drop-in coworking. There are now multiple coworking spaces in town serving these needs, but there's still a shortage of larger meeting rooms—a gap that Harley Clarke could fill. The space would also attract users simply because of its unequaled beauty and location. The larger rooms on the first floor could be used for private event space, with the beach and gardens enhancing the potential for events during warmer months. The third floor ballroom could also be used for meetings and events. Flexibility in usage will be a key to success.

The diversified revenue streams that the Evanston Conservancy has planned out will provide stability for the house's maintenance, while the addition of meeting and events usage will provide a revenue boost. During event season, the house will be buzzing with wedding receptions and birthday parties; in the off season, the house will be the site of strategic planning retreats for local businesses and a conference site for various industries. Multiple local organizations have already expressed interest in using the space for their off-site meetings. Year round, parents will drop off their kids at the preschool and stay to use the coworking space, attend a yoga class upstairs, or grab breakfast at the café overlooking the lake.

PARTNERING FOR SUCCESS

The approach to coworking and events usage of the building would be community focused. The goal is to develop a program by which residents felt they could have access to the house—viewing it as a community resource, not something accessed only by an elite group.

This could be done in part by providing resident discounts for using the coworking space and for event rentals, along with free programming that invites residents to come to the house for educational workshops, local art shows, and classical music concerts throughout the year.

Staffing for the coworking space could be an internship program in partnership with local colleges and the high school with many opportunities for job training as well. Local businesses could sponsor free public events. Based on experience, Creative Coworking is eager to partner with The Evanston Conservancy. They recognize the possibilities are endless, because the house has the resounding support of the community, and feels confident the partnerships will come naturally and continue to grow organically.



HARLEY CLARKE RESTORATION CAFE

Farm-to-table cafe dining

Potential partner: Kevin Kelly, Executive Chef, President and Partner of J&L Catering
 Space: Ground Floor, Dining Room and Kitchen

The Harley Clarke Restoration Cafe would reflect the community, space and grounds. We would utilize any natural items that can be grown in gardens and in the greenhouses. Not only pastries, coffee and lattes, but healthy items that will draw on the the mindfulness and yoga aspects in the mansion, but feature some daily soups and stews that reflect a diverse community, while giving the people who use multi-use and office space a selection of options as well. Items would change seasonally and use local ingredients/or items available from vendors at The Evanston Farmers Market and The Talking Farm in Skokie. Use Collective Resource from Evanston for composting, only recyclable and/or reusable sustainable items should be offered.

Interest in Harley Clarke

We see utilizing the cafe space to feed and nourish, for relaxing and working. The kitchen/cafe then extends into working for preparation of special events. J & L Catering is interested in the Evanston Conservancy/Harley Clarke project from an historical and preservation aspect as well as the dynamic adaptive reuse of the space. It is a remarkable location that would involve the community in so many ways from education, preservation, food, farming-gardening, floral, landscape and ecology. This will be a premier space to showcase any and all aspects of that as well as allow the community of Evanston to share a multi-use space for all of its citizens. We believe the cafe/multiple use of the space, including special events, has a lot to offer the entire Evanston community. We also believe coordinating the green house and gardening in outdoor areas, in conjunction with a culinary aspect brings a unique experience for everyone involved. It can be educational and communal in a setting that showcases Evanston and the lakefront.

Community Components

Currently, we mentor and train interns in our organization from the CCK program (Chicago's Community Kitchen) through The Greater Chicago Food Depository and would continue to do so at this location and hope to engage organizations from Evanston that would like to participate in a similar fashion such as the YWCA and Evanston Township High School. We would hope to engage in partnerships with The Talking Farm, where Kevin serves on the board, with community programming and onsite urban farming. We would use seasonal and local ingredients/or items available from vendors at the Evanston Farmers Market and The Talking Farm in Skokie. We would use local bakeries Hewn, Tags, Bennison's, New York Bagel and Bialy, etc. and Collective Resource from Evanston for composting, only recyclable and/or reusable sustainable items should be offered.

Some Sample Menu Ideas

In addition to traditional coffees and pastries, including items from local bakeries (Hewn, Tags, Bennison's, New York Bagel and Bialy, etc):

- Overnight oats with almond milk or coconut milk, chia seeds and flax, topped with fresh berries. Yogurt parfaits with homemade granola
- Daily rotations of seasonal homemade soups and stews that reflect a diverse community. Such as- African sweet potato curry, hearty mushroom and barley black bean with avocado crema and tortilla strips, corn chowder
- The "Beach" - A salad with shaved carrots, marinated Chick peas, cherry tomatoes and avocado, topped with dill and chives, freshly snipped from the garden
- Grainscape - Quinoa, farro, lentils, celery, charred cauliflower & broccoli, over arugula with feta cheese and roasted lemon vinaigrette
- Noodle and Rice Boxes - Fusion salads served in bio friendly take out boxes. Soba noodles with tandoori spiced chicken, black beans and marinated cucumber
- Rice stick noodles with BBQ jack fruit, fresh peppers and spinach Brown Rice with edamame, cranberries, apples and feta
- The Harley Clarke - A sandwich of grilled chicken, greens from the garden, romesco-mayo, quick pickled vegetables on multigrain
- Pulled Pork Bahn Mi - on baguette with pickled carrots and daikon radish, ginger-jalapeno mayo.

Additional simple items such as turkey sandwiches and fresh fruit would always be available. Including some of the menu items for pick up by beach patrons would also be explored.



THE CATERIST

Lite Fare Cafe

Potential partner: Lynda Ross, Owner;
Christina Gustafson
Space: Ground Floor Kitchen and Cafe

As a full-service company, the Caterist offers clients and venues full planning, styling, and event staff along with delicious and artistically displayed food options. The Caterist's reputation as an Evanston-based business has allowed them to partner with venues such as the Women's Club of Evanston where they are a preferred vendor as well as Charles Dawes House, Evanston Public Library, Evanston Art Center, and Evanston Park District Facilities.

The Caterist now has a strong footing in all of the Chicagoland area and works closely with other venues such as Ovation, Newberry Library, Room 1520, Firehouse Chicago, The Joinery, Arranmore Farm and Polo Club, and many more. They have managed food services at Techny Towers Retreat & Conference Center where they continue to serve over 30,000 annually, and for the Skokie Park District where they have run concessions at the Weber Leisure Center, Devonshire Aquatic Center, and Skokie Water Playground where they offer healthy, refreshing options to the community.

The Caterist is an Evanston based, woman-owned and operated business and is in the process of applying for the Women's Business Enterprise National Council. Their staff is small and mighty with a core team of around 30 employees. They have received Wedding Wire's Couples' Choice awards 3 years in a row in 2017, 2018, and 2019.

Menu for the cafe would be based on the success of their similar healthy fare options for existing clientele and would include meals, sides, salads, beverages and desserts.

Community Engagement

The Caterist would encourage community involvement/engagement in their use of the space and some ideas include pop-up dinners, job industry training and employment opportunities for underserved members of the community. Other ideas include wedding planning workshops, chamber music performances and cooking classes for all ages. As plans are finalized, more detailed concepts can be explored and provided.



UPENDED PRODUCTIONS

A Black Box Theater

Owner: Noelle Krimm

Space: Lower Level

We envision a small black box-style theater in the lower level of the building. Not only does this utilize an area typically ignored within conventional programming facilities, it also ensures the space lives up to its mission to fully embrace a multi-use programming model that invites and serves the entire community.

Evanston is filled with experienced artists and would-be artists and people with amazing stories who could be artists but one of the main stumbling blocks for would-be/could-be artists is accessibility. The high price of rental spaces that require up-front funding and a flat fee exclude much-needed voices from their potential audiences. This vision for the space centers inclusion by opening programming opportunities to marginalized artists, established theater companies who may be itinerant or not yet able to afford large rental fees, and established companies looking for a second space in order to create smaller experimental pieces or workshop new works. Evanston is filled with creative writers, performers, singers, and poets who have brilliant ideas but lack the resources necessary to reach a wider audience by eliminating the high expense of utilizing a performance space.

Evanston could also benefit from partnerships with more established companies by requiring them to offer free workshops, talkbacks, staged readings, lectures, or other community events to help offset the low price of rental. We see the space becoming a new work incubator for local artists, with an emphasis on programming that features artists of color.

From a practical standpoint, because the space will be multi-use, all physical elements will be moveable—meaning the room can be anything an organization or individual needs it to be: a large empty space, a performance space with seating, a small lecture hall with a lectern, or a meeting space with long tables and chairs. A small, movable, theatrical lighting grid and a small sound system will be available as well.

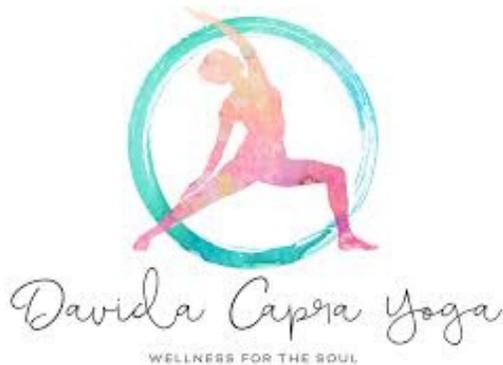
Krimm specializes in creating work that has a theater-festival feel by curating work from dynamic artists who each create a piece that fits into a larger framework. This method of building a cohesive show featuring the work of many creators enables networking, spectacle-building, and cross-partnerships on a broad and community-anchored level.

For Upended Productions, the appeal of the Evanston Conservancy at Harley Clarke extends past programming the basement space. Our work provides opportunities for local artists to create small, new, commissioned performance pieces that highlight the best of what they do with a tour of the larger space so that audiences initially drawn in by the theater are introduced to the many offerings in the building.

Upended Productions' signature show - Alice, the framework show produced for The Neo-Futurists -- Fear, as well as Upended Productions' upcoming show -- A Christmas Carol (currently in pre-production - opening November of 2020) are examples of arts-based placemaking for the entire building. They are able to be produced without inhibiting the operations of the other businesses within the building while keeping the Conservancy theater open to other programming.

About

Upended Productions provides performance frameworks for artists of all stripes—actors, dancers, filmmakers, puppeteers, musicians, visual artists, and more—to come together and create unexpected, innovative, multidisciplinary work. Our shows are not confined to conventional theaters. We perform in and around community spaces, surprising and delighting audiences and stimulating artistic collaboration, social interaction, and the local economy.



DAVIDA CAPRA YOGA

Restorative yoga with personalized attention

Owner: Davida Capra, CYT, RYT, 200

Space: Third floor office, multi-use space

Vision for the Space

Davida's practice and teaching focuses on Restorative Yoga and the practice of conscious, supported relaxation with props that is quiet yet powerful and is crucial for everyone in today's stress-induced daily life. Davida has a small studio in Evanston where she offers private and small group sessions in addition to teaching children at local Evanston schools, including Willard, Washington and School for Little Children. These programs directly focus on the component that really connects to the focus of teaching to everyone.

Children, teens, adults of all ages can benefit as it encourages mindfulness and is deeply nurturing. In addition it soothes the nervous system and aids in joint mobility. typical Restorative session has 5 or 6 poses or less, which allows the body to completely reset and relax. In addition, she teaches Vinyasa flow gentle yoga.

With the Evanston Conservancy, Davida would continue in the smaller setting but have the ability to teach larger groups in the ballroom space on the 3rd floor, and also outside on the patio or lawn, when weather allows.

The Harley Clarke House holds wonderful memories for Davida as her children attended the Evanston Art Center and the location, environment and community play a role in her decision to possibly move my yoga business from downtown Evanston to the Evanston Conservancy. With a unique lakefront location and the proposed plan, Davida can envision my business thriving while also offering the unique location to current and prospective students.

The Evanston Conservancy can continue community inclusivity with a possible community monthly or bi-monthly special gathering that would include a free community yoga class followed by a small reception with food and gathering. This would really be beneficial to all Evanston residents and surrounding communities.



full bloomed lotus

FULL BLOOMED LOTUS/ GROW THROUGH MINDFULNESS

Mindfulness and movement

Owner: Ramaa Krishnan

Space: Office and multi-use space

Full Bloomed Lotus Center for Self-Awareness has been teaching Mindfulness and Meditation since 2000, with a goal to change lives by raising consciousness through teaching self-reflection and emotional intelligence in a practice that has recently received increasing validation and popularity.

Through their work, the group started Project Engage, collaborating with La Casa Norte, a non-profit organization to help youth and families facing homelessness. They have been facilitating weekly Food Rescue for La Casa Norte in collaboration with Trader Joe's since 2017. This additionally led a project to furnish 25 apartments for the families supported by La Casa Norte,

In 2018 the group established the non-profit Grow Through Mindfulness (GTM) to bring Mindfulness teachings and training to communities such as schools, corporations, health care and senior living. Their work has been used in bringing mindfulness to Glencoe Schools, K thru 8 in District 35.

Through their work, the groups have collaborated with other non-profit organizations, such as Connections for the Homeless, Curt's Café, Youth and Opportunity United, in Evanston to bring mindfulness into those communities. With a presence at The Evanston Conservancy, FBL and GTM would work to facilitate classes and teacher training to bring the many benefits of mindfulness to the Evanston community and beyond through their many connections and outreach efforts within the not for profit network to bring these practices to an at-risk population most in need of these principles. They will endeavor to use the space collaboratively with other tenants and the public to bring the greatest benefit to the largest number of people, especially those who may not have historically have had access or exposure to these concepts.



HERITAGE BIKES & COFFEE

Mindfulness and movement

Owner: Mike Salvatore

Space: Garage bays at coach house

About Heritage Bikes & Coffee

Heritage is a mash-up of two concepts and cultures that really go hand in hand: bikes and coffee. With several locations in Chicago, this would be Heritage's first Outpost in Evanston. Utilizing the perfect "Ride-up" location, just east of the Sheridan Road bike lanes and in the bays of the coach house garage, cyclists and pedestrians alike will find themselves welcome.

Come in to fix a flat, to grab a latte or a new Yakkay helmet, or to try the latest seasonal options from our own Heritage Coffee, we are here to make you feel at home in Chicago's and (soon-to-be) Evanston's original bike café. Whether you come in to relax or to fuel up, you can enjoy the stellar show put on by the bike mechanics in the garage, as well as the sweet and savory treats from some of Chicago's finest kitchens. For those of you who prefer less caffeine, we carry an awesome selection of loose-leaf teas, as well as hot chocolate. Watch our specials board too, so as not to miss our delicious rotating seasonal drinks.

Community Benefit

Typically, Heritage locations employ 7-10 people as baristas, managers and bike mechanics; it's an exciting opportunity to bring these jobs to Evanston. Also, owner Mike Salvatore has served on the board of West Town Bikes, which teaches low income kids to be bike mechanics, building their confidence and giving them practical life skills that make them employable. The Evanston location could offer a great opportunity to replicate this program. Overall, Heritage Bikes and Coffee is excited about bringing our fast growing business to Evanston and are very enthusiastic about the concepts of collaboration, community and sustainability that The Evanston Conservancy is bringing to life.



THE TALKING FARM

Community-based, urban gardening

Owner: Wendy Aeschlimann, President,
Board of Directors
Space: Greenhouse

The Talking Farm's mission is to provide education, example, and hands-on experience to members of the community to expand the awareness, importance, and availability of food grown sustainably. Our students learn, using hands-on techniques, about sustainability, urban agriculture and horticulture. Each year, we offer over 3,000 hours of on-farm, hands-on, intensive learning to members of the community of all ages. We produce over 21,000 pounds of sustainably-grown produce for the community yearly between the Howard Street Farm and our off-site gardens and urban farms. By 2022, we aim to produce over 60,000 pounds.

Teaching by Doing

To fulfill our mission, we must increase awareness of the environmental, social justice, and health effects of food. We teach people about food by doing. We sustainably grow produce, herbs, and flowers at the Howard Street Farm, which serves as a model small-scale, biodiverse, agricultural teaching and volunteering space. We lead off-site teaching gardens and programs with schools and community organizations, and provide urban agriculture internships, certification programs, and volunteer opportunities.

Interest at Evanston Conservancy/Harley Clarke

Discussions underway regarding potential for The Talking Farm to work with the Evanston Conservancy with community and educational programming, planting and farming to education.

MIDWEST CENTER FOR CLIMATE ACTION

Education and advocacy against the threat of climate change

Representative: Tom McAuliffe
Space: Offices

Mission

The primary mission of the Midwest Climate Action Center is to help address the defining issue of our time: climate change. The Center will focus on education and advocacy to address the issue. It will balance the risk of a potential global disaster with the conviction that we can take actions that will dramatically reduce the risk. We must do our part by educating citizens, politicians, business leaders and organizations, and by effectively advocating for the urgent actions that must be taken now.

The Challenge We Face

Climate change is already driving more-intense hurricanes and more-frequent wildfires; droughts and water resource challenges; heat waves; coastal and inland flooding; and the spread of tropical diseases throughout the globe.

The vast majority of thousands of climate scientists have reached a global consensus that we must achieve a 50% reduction in carbon emissions by 2030, and a net-zero carbon world by no later than 2045 to avoid the worst impacts.

Location

The Center will be housed in the former Harley Clarke mansion, a 20,000 square foot building that will make an ideal home for the Center.

Programs, Activities and Resources

- A climate advocacy program. This is the core program for the Center. It will train volunteers to work with citizens, community leaders, politicians, organizations and businesses in Illinois and across our Midwest neighboring states. Their focus will be to accelerate the momentum for climate action, and contribute to the national and global mobilization that is essential to avoid the worst potential impacts of climate change.
- A wide range of educational experiences. It will include all ages, from preschool to adult. Programs will focus especially on the effects of climate change, the urgency to address it, and the actions needed to reduce its impact. There will also be a focus on building an understanding of ecosystems, appreciation for the beauty and importance of our natural world. It will focus in particular on our local and Regional environments, including the Great Lakes. Educational programs for all ages could possibly be enhanced by the participation of other organizations such as Northwestern University's Institute for Sustainability and Energy, and the Center for Water Research.



SECTION 4 IMPLEMENTING THE THE PLAN

PROPOSAL MANAGEMENT
FINANCIAL STRATEGY
PROJECT COSTS
PROJECT PHASING
FINANCIAL FEASIBILITY
PROPOSED LEASE TERMS
IRR
INSURANCE
STAFFING
PARTNERSHIPS
IN KIND PARTNERS
COMMUNITY BENEFITS & PUBLIC COMPONENTS

PROPOSAL MANAGEMENT

We have assigned Richard Murray and Trish Stieglitz to negotiate and oversee this proposal, future discussion and negotiations.

Their abilities, qualifications and experience are outlined on pages 14 and 15 of this document.

Richard and Trish can be contacted at:

ay
[REDACTED] [REDACTED]

FINANCIAL STRATEGY

Although the project goals are desirable – restoration of the property, education, public access, celebrating Evanston – philanthropy should not be the primary source of funds. The Evanston Conservancy will achieve these goals, but by using a financial strategy that is realistic, creating a viable investment that can sustain itself and generate a fair return for investors.

The strategy begins with a high-quality restoration including complete finishing of tenant spaces, which in turn attracts established and stable businesses as tenants to pay market rate rents. Combined with a modest and capped level of business, educational and social events, this approach will restore the property, open it for public access, financially sustain it without public subsidy, and provide new local taxes, jobs, and revenues for existing Evanston businesses.

The Evanston Conservancy has presented its plans to multiple established local businesses that have expressed desire to become tenants at market rents. These prospective tenants, even at this conceptual stage, would be sufficient to lease most or all of the available space.

To increase the likelihood of success, the financial strategy also reduces investor risk while providing a fair return. Of the project's \$4.9 million cost, the current investor target is only about one third of the total cost, with the remainder covered by a combination of market-rate bank financing and a reasonable level of grants and donations.

Investors also may be able to receive a variety of tax benefits, including up to \$800,000 of federal historic restoration tax credits, Illinois historic tax credits (potentially of equal or greater value, but more competitive to secure), and a possible preservation easement donation benefit.

Preliminary projections show investors could see 10-year internal rates of return ranging from 5% to 15%, depending on multiple assumptions (eg, the mix of fund sources for the project, whether and how investors may be able to use any tax benefits, other future conditions, etc.). The Evanston Conservancy has presented its plans and projections to several prospective investors who have expressed interest and are prepared to form the necessary investor group.

And while the Evanston Conservancy's strategy does not primarily rely on fund raising, grants and donations are certainly welcome, and a reasonable level is assumed. The Evanston Conservancy has presented its plans to multiple interested parties who have pledged support. To date we have received pledges for donations, investments and in kind work totaling approximately \$500,000.

In sum, the Evanston Conservancy's financial strategy assumes a full renovation of the property, but it does not rely primarily on fund raising. Prospective high-quality tenants have reviewed the plans and are prepared to pay market rate rents. The proforma projects sufficient cash flow both for the bank financing component, and for prospective investors to receive a fair rate of return.

The Evanston Conservancy's financial plan is realistic and achievable.

FINANCIAL STRATEGY

Linear funding is the traditional way to fund a project: fund raising and/or tax revenue. These are important funding sources, but unfortunately sometimes these fall short of what a big project needs.

In contrast, nonlinear funding solutions are much more diverse, and involve unexpected or non-obvious strategies.

There's no such thing as one solution to funding every project. Nonlinear funding does consider fundraising and tax revenue, but then we look beyond. This can include: community uses, ecological design, new revenue streams, preservation easements, tax credits and custom designed enterprises.

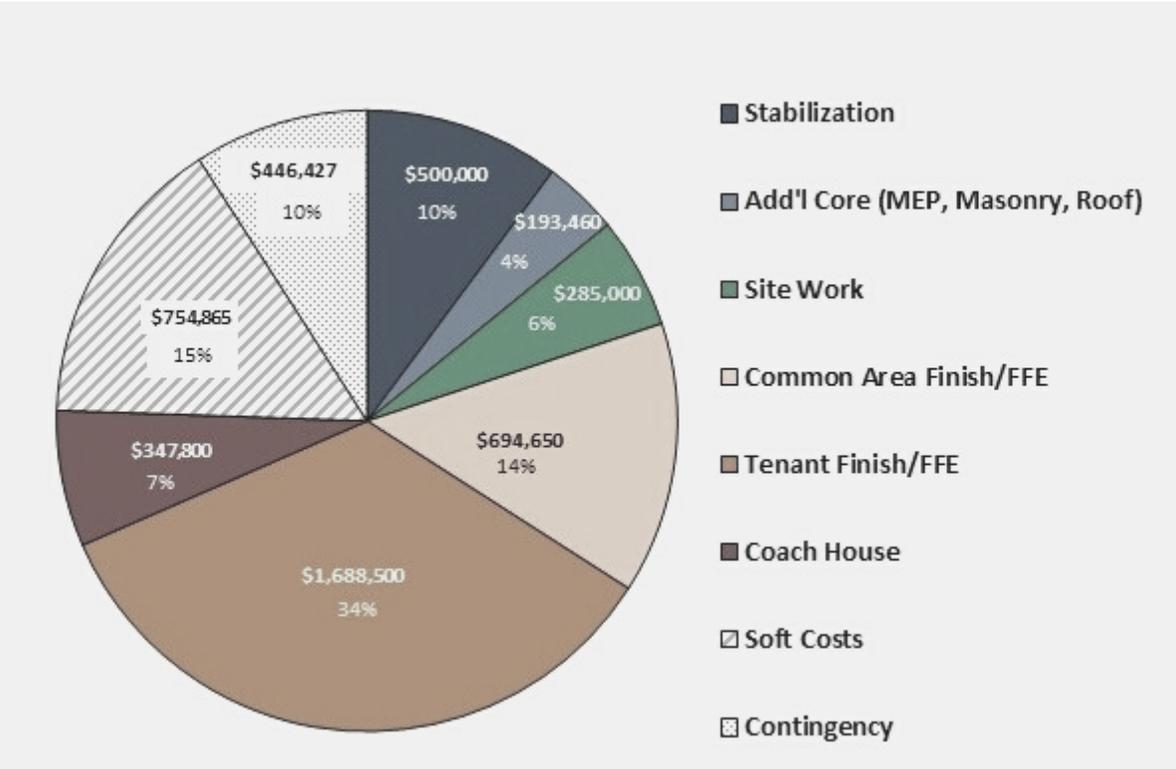
FINANCIAL STRUCTURE

The Evanston Conservancy will use a combination of donors (a tax-exempt entity already is formed for this purpose), grants, investors, and bank debt. Investors will participate through an LLC that will distribute cash and tax benefits to the investors.

POTENTIAL TAX BENEFITS

The project could qualify for federal historic tax credits of up to \$800,000. Illinois historic tax credits in addition could have an equal or higher value but are more competitive to secure. Finally, it may be possible to create and donate a preservation easement to further enhance the tax benefits. Tax benefits are available upon placing the Property in service.

PROJECT COSTS



ACTIVITY
PHASE 1
PHASE 2
PHASE 3
PHASE 4
TOTAL

ESTIMATED BUDGET
\$100,000
\$400,000
\$350,000
\$4,059,868
\$4,909,868

HARD COST BUDGET

Evanston Conservancy

Hard Cost Budget

<u>Program of Uses</u>	<u>Units</u>	<u>\$/Unit</u>	<u>Cost</u>
Stabilization (WJE Report)			
Priority 1			\$50,000
Priority 2			\$300,000
Priority 3			\$150,000
Site Work			
Utilities - new water service			\$150,000
Connection Fees			\$10,000
Storm management			\$5,000
Patio			\$10,000
Walks			\$5,000
Gardens			\$40,000
Retaining Wall Repairs			\$10,000
Lighting			\$20,000
Signage			\$15,000
Security system			\$20,000
Main House			
Mechanical			\$30,000
Electrical			
General			\$30,000
Emergency Equip			\$10,000
Communications			\$15,000
Plumbing			
General			\$30,000
Fire Suppression	21,730	\$2	\$43,460
Masonry			\$15,000
Roof			\$20,000
Tenant Finish			
Pre-School	2,548	\$125	\$318,450
Creative Expression (LL)	1,243	\$75	\$93,240
Café			
Kitchen	343	\$300	\$102,900
Storage	144	\$50	\$7,200
Dining	838	\$125	\$104,750
Gallery / Events	2,358	\$100	\$235,800
Co-Working	3,022	\$100	\$302,160
Mindfulness/Movement	884	\$75	\$66,330
Performance Space	1,339	\$300	\$401,760
Common Areas			
Main Entry/Reception	252	\$200	\$50,400
Foyer	175	\$200	\$35,000
Rest Rooms	5	\$20,000	\$100,000
Conservancy Storage	852	\$50	\$42,600
Mechanical Room	180	\$50	\$9,000
Corridors/Circulation	5,153	\$60	\$309,180
Elevator/Floor Lobbies			
Structural work			\$35,000
Equipment			\$50,000
Lobbies	4	\$25,000	\$100,000
Conservancy office	150	\$125	\$18,750
Coach House			
Stabilization (WSE Report)			\$0
Renovation			
Residential	3,228	\$100	\$322,800
Greenhouse			\$25,000
Sub-Total, Hard Costs			\$3,708,780
Contingency			10%
			\$370,878
Total, Hard Costs			\$4,079,658
Hard Costs/SF (Bldgs)			\$175

PROJECT PHASING

PHASE ONE

- Complete critical "Priority One" facade restoration as outlined in the Wiss, Janney, Elstner (WJE) 9/11/19 report. This scope of work will be funded from the Priority Preservation Campaign by the Friends of Harley Clarke and in kind services from multiple identified industry experts.
- Due diligence and site investigation works for architectural, mechanical/electrical/plumbing, civil engineering and utilities.
- Tenant lease negotiation.
- Finalizing the project financial structure.

PHASE TWO

- Begin "Priority Two" and "Priority Three" exterior restoration as outlined in the WJE report.
- Full design development and construction bid and award.

PHASE THREE

- Planning permission and permitting process from the City of Evanston and all relevant authorities, including historic preservation.
- Complete "Priority Two" and "Priority Three" restoration. projects.

PHASE FOUR

Restoration and renovation works for house, gardens and coach house. This work will be completed concurrently in one phase to minimize costs while benefiting from economies of scale.

DESCRIPTION OF WORK	START DATE	END DATE
SIGN LEASE WITH CITY		MAY 2020
PHASE 1	JUNE 2020	SEPT 2020
PHASE 2	OCT 2020	JAN 2021
PHASE 3	FEB 2021	JULY 2021
PHASE 4	AUGUST 2021	APR - JULY 2022

PROPOSED LEASE TERMS

We suggest here three options for a potential lease structure between the Evanston Conservancy and the City of Evanston. With regard to all three options:

- The Evanston Conservancy Benefit Corporation can also be referred to as "ECBC" or "Evanston Conservancy" and can mean the corporation or any investment entity it uses for investor participation (such as an LLC).
- 99-year lease
- ECBC responsible for all project hard and soft costs (estimated at \$4.9 million).
- City as lessor will provide all necessary IRS and related support for ECBC's interest in the Property to be eligible for federal historic rehabilitation tax credits (HTC) and Illinois historic preservation tax credits (IL-HTC) (see IRS Form 3468 which has express instructions on how lessors can elect to let lessees be treated as owners for the purpose of the tax credits; the City would still hold title)
- "Conservancy Event" means any business, educational or social gathering at the Property occurring within one calendar day and involving 75 or more attendees

Option 1.1

- Term = 99 years
- ECBC responsible for all project hard and soft costs (estimated at \$4.9 million)
- Rent payable to COE
 - Year 1 to 3 = \$1/year
 - Years 4 and after = \$1/year plus 30% of any annual surplus (after debt service and capital reserve) for years in which investor returns exceed 6.0% internal rate of return (IRR) and 50% if investor IRRs exceed 12.0%
- Conservancy Events annually capped at an average of eight per month
- City as lessor will provide all necessary IRS and related support for ECBC's interest in the Property to be eligible for federal historic rehabilitation tax credits (HTC) and Illinois historic preservation tax credits (IL-HTC).
- The City provides all necessary IRS and related support for ECBC to secure the tax benefits from a preservation easement donation.

Option 1.2

- Term = 99 years
- ECBC responsible for all project hard and soft costs (estimated at \$4.9 million).
- Rent
 - Year 1 to 3 = \$1/year
 - Years 4 and after = \$1/year plus 15% of any annual surplus (after debt service and capital reserve) for years in which investor returns exceed 6.0% internal rate of return (IRR) and 25% if investor IRRs exceed 12.0%
- Conservancy Events annually capped at an average of six per month
- City as lessor will provide all necessary IRS and related support for ECBC's interest in the Property to be eligible for federal historic rehabilitation tax credits (HTC) and Illinois historic preservation tax credits (IL-HTC)

Option 1.3

- Term = 99 years
- ECBC responsible for all project hard and soft costs (estimated at \$4.9 million)
- Rent
 - All Years = \$1/year
- Conservancy Events annually capped at an average of five per month
- City as lessor will provide all necessary IRS and related support for ECBC's interest in the Property to be eligible for federal historic rehabilitation tax credits (HTC) and Illinois historic preservation tax credits (IL-HTC)

FINANCIAL FEASIBILITY

TEN YEAR OPERATIONAL PROJECTIONS

**Evanston Conservancy
Operations**

	Year	1	2	3	4	5	6	7	8	9	10
Revenues											
Tenants/Events		\$512,262	\$554,944	\$599,127	\$611,110	\$623,332	\$635,799	\$648,515	\$661,485	\$674,715	\$688,209
LESS Vacancy		(\$87,305)	(\$55,657)	(\$22,708)	(\$23,162)	(\$23,625)	(\$24,098)	(\$24,580)	(\$25,071)	(\$25,573)	(\$26,084)
Total Revenues		\$424,957	\$499,287	\$576,419	\$587,948	\$599,707	\$611,701	\$623,935	\$636,413	\$649,142	\$662,124
Expenses											
Utilities (\$/SF)		\$32,595	\$32,595	\$32,595	\$32,595	\$32,595	\$32,595	\$32,595	\$32,595	\$32,595	\$32,595
Building Maintenance (\$/SF)		\$54,325	\$54,325	\$54,325	\$54,325	\$54,325	\$54,325	\$54,325	\$54,325	\$54,325	\$54,325
Grounds/Gardens (annual)		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Executive Director (gross)		\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Insurance		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Events		\$58,600	\$58,600	\$58,600	\$58,600	\$58,600	\$58,600	\$58,600	\$58,600	\$58,600	\$58,600
Contingency		\$19,192	\$19,192	\$19,192	\$19,192	\$19,192	\$19,192	\$19,192	\$19,192	\$19,192	\$19,192
Total Expenses		\$294,712	\$300,606	\$306,618	\$312,751	\$319,006	\$325,386	\$331,894	\$338,531	\$345,302	\$352,208
NOI		\$130,245	\$198,680	\$269,801	\$275,197	\$280,701	\$286,315	\$292,041	\$297,882	\$303,840	\$309,916
Transfers											
Debt Service		\$95,493	\$153,253	\$153,253	\$153,253	\$153,253	\$153,253	\$153,253	\$153,253	\$153,253	\$153,253
DCR		1.36	1.30	1.76	1.80	1.83	1.87	1.91	1.94	1.98	2.02
To Capital Reserve		\$0	\$21,730	\$22,165	\$22,608	\$23,060	\$23,521	\$23,992	\$24,472	\$24,961	\$25,460
Annual Surplus		\$34,752	\$23,698	\$94,383	\$99,336	\$104,388	\$109,541	\$114,797	\$120,158	\$125,626	\$131,203
Fund Balance (no distrib)		\$0	\$23,698	\$118,081	\$217,417	\$321,805	\$431,346	\$546,143	\$666,300	\$791,926	\$923,130

TENANTS - FINANCIAL PROJECTIONS

Evanston Conservancy

Tenants

Rental Rates	\$/Mos/SF	\$/Year/SF
Pre-School (LL)	\$1.50	\$18.00
Pre-School (1st Floor)	\$2.00	\$24.00
Café/Kitchen (1st Floor)	\$3.00	\$36.00
Gallery / Events (1st Floor)	\$0.00	\$0.00
Co-Working (2nd floor)	\$2.50	\$30.00
Mindful/Move (3rd Floor)	\$2.50	\$30.00
Performance (3rd floor)	\$0.00	\$0.00

Program of Uses

	Room IDs	Tenant SF	Rent/Mos
Main House			
<i>Pre-School</i>	101, 102, 103, 104, L01, L02, L06, L07	2,548	\$4,318
<i>Creative Expression (LL)</i>			
Small Room	L08	336	\$0
Large Room	L09	907	\$0
<i>Café</i>	106, 107, 108, 109, 110	1,590	\$3,975
<i>Gallery / Events</i>	112, 113	2,358	\$0
<i>Co-Working</i>	201, 202, 203, 204, 205, 206, 208, 209, 210	3,022	\$6,043
<i>Mindfulness/Movement #1</i>	301	306	\$612
<i>Mindfulness/Movement #2</i>	303	338	\$677
<i>Mindfulness/Movement #3</i>	306	240	\$480
<i>Performance Space</i>	304	1,339	\$0
<i>Main Entry/Reception</i>	115	252	\$0
<i>Foyer</i>	111	175	\$0
<i>Core/Elevator/Floor Lobbies</i>	L10, 114, 211, 305	1,049	\$0
<i>Rest Rooms</i>	105, 207, 302	201	\$0
<i>Conservancy Storage</i>	L03, L04, L05, L11, L12, L13, 307, 308	852	\$0
<i>Mechanical Room</i>	L12	180	\$0
Totals, Main House	<i>(Tenant SF)</i>	15,693	\$16,105 \$193,262

EVENTS - FINANCIAL PROJECTIONS

Evanston Conservatory

Event Venue

Assumptions

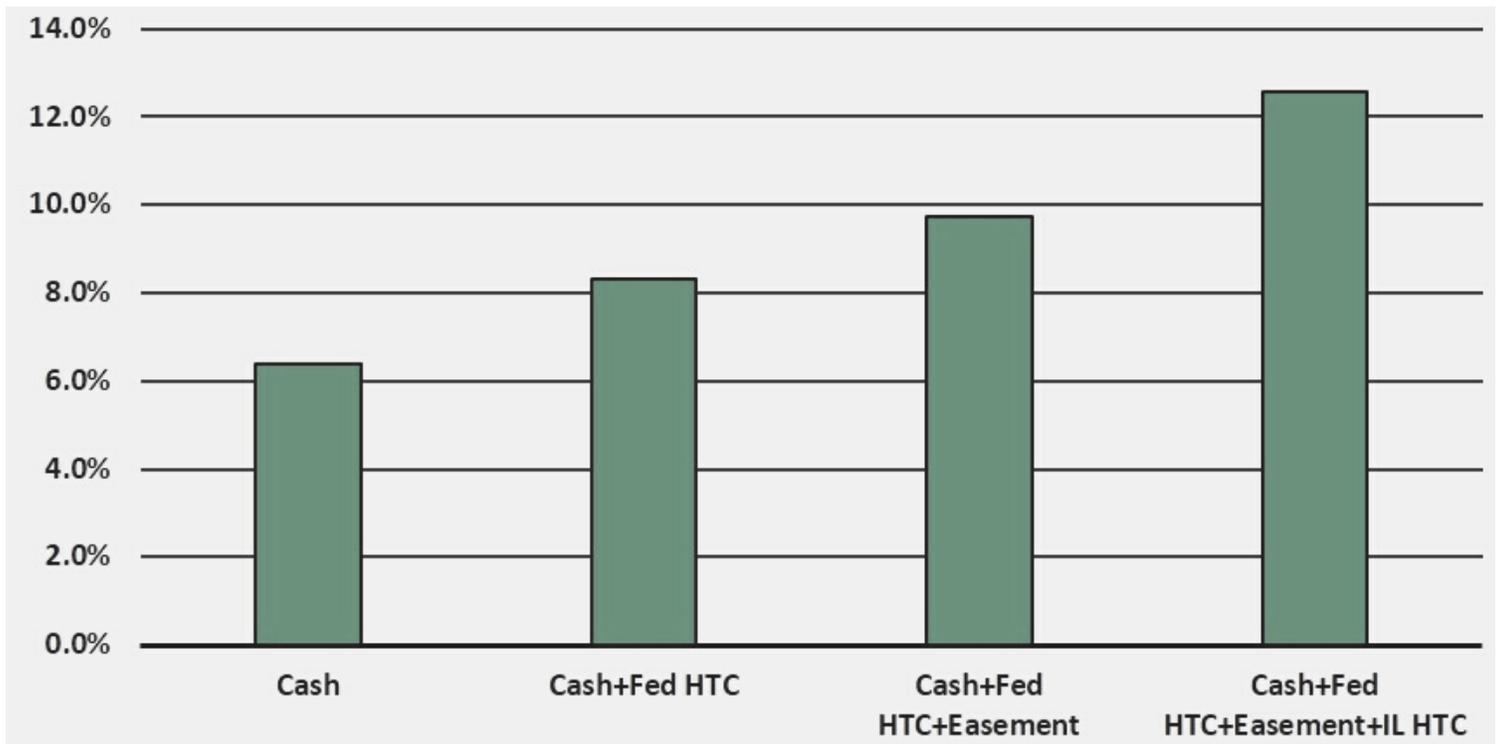
	Year 1		Year 3		Years 4+ (annual increases)		Expenses/Event (ave; annual increase inflation)	
Peak Events/Mo	3.0	Peak Fee (6 hours)	\$5,000	Peak Events/Mo	0%	Advertising	\$25,000	
Off-Peak Events/Mo	2.0	Off-Peak Fee (6 hours)	\$4,000	Off-Peak Events/Mo	0%	Staging/Event	\$100	
Evening Events/Mo	3.0	Evening Fee (various)	\$500	Event Events/Mo	0%	Cleaning/Event	\$250	
Peak (Yr 3) Events/Mo	3.0	Peak Fee (6 hours)	\$6,000	Peak Rate (Yr 4+)	0%			
Year 3 Off-Peak/Mo	2.0	Off-Peak Fee (6 hours)	\$5,000	Off-Peak (Yr 4+)	0%			
Evening Events/Mo	3.0	Evening Fee (various)	\$600	Evening Fee (Yr 4+)	0%			

Comments

Revenues (Operating)	
Peak Events Yr 1	\$180,000
Off-Peak Yr 1	\$96,000
Evenings Yr 1	\$18,000
Total Revenues	\$294,000
Peak Yr 3	\$216,000
Off-Peak Yr 3	\$120,000
Evenings Yr 3	\$21,600
	\$357,600
	\$0
	\$357,600

INTERNAL RATE OF RETURN

10 YEAR INVESTOR IRR



Preliminary projections show positive 10-year IRRs for investors in the 5% to 15% range, depending on whether certain tax benefits are included. There is risk and these are not guaranteed returns. Rates of return will vary depending on many variables. These rates represent a reasonable set of assumptions regarding sources of funds and future conditions.

INSURANCE

Individual insurance will be maintained by the Evanston Conservancy Benefit Corporation, each contractor, sub-contractor, and/or tenant at levels to meet and/or exceed the insurance requirements as outlined in the RFP.

Upon signing of the lease agreement, the Evanston Conservancy will provide an insurance certificate naming the City of Evanston as an additional insured and will provide a variety of insurances including minimum coverage for the following categories of policies:

- Comprehensive general liability - \$3,000,000 combined single limit for each occurrence for bodily injury and property damage - designating the City as Additional Insured
- Workers Compensation - Statutory Limits
- Automobile Liability - \$1,000,000 per occurrence for all claims arising out of bodily injuries or death and property damages.
- Errors and omissions or professional liability insurance - \$1,000,000

We acknowledge that the City of Evanston has the right to review and approve all insurance policies per the requirements as laid out in the RFP.

STAFFING

An important component in the success of our plan will be that an Executive Director will be onsite to coordinate logistics and become an integral liaison between all tenants, the public, and the various other administrative aspects of the organization. The Executive Director will ideally live onsite in the Coach house as part of an employee compensation package, and will work with the Café Operator, and all others to ensure an optimal user experience for every person who visits The Evanston Conservancy. In addition to scheduling smaller entertainment and event uses (such as community art or music experiences) the Executive Director will be a go-to resource for neighbors and others who may ever have questions or concerns.





PARTNERSHIPS

The Evanston Conservancy is currently in conversations with Northwestern University's Institute for Sustainability and Energy as well as The Chicago Botanic Garden. Both have been impressed with our plan and opened the door for further discussion as opportunities develop.

Northwestern identified an interest in the climate focus, as well as potential meeting and event space, while Botanic Garden could potentially explore offsite educational opportunities.

We have been consistently encouraged by the widespread interest among the wider community in this project.

If awarded the project, The Evanston Conservancy will continue our dedication to reinforcing partnerships throughout Evanston and the wider region, including local nonprofits, community groups, social and business organizations and local employers.

IN KIND PARTNERS

In addition to the professional services provided by our Advisory Board, the Evanston Conservancy is grateful to the following provider who has pledged their support in the form of in-kind services:

Ludowici Roof Tile

For over 130 years architects, homeowners, universities, commercial, and government clients have turned to Ludowici for uniquely beautiful architectural terra cotta clay tile products that stand the test of time. Crafted in New Lexington, Ohio, their clay tile products are infinitely customizable and carry a 75-year warranty. Ludowici clay tiles are of the highest quality available - chosen to adorn thousands of historic and newly built structures around the world - including the roof at Harley Clarke. In fact, Ludowici used the Harley Clarke roof as an example of standing the test of time in an advertisement for the company in 2003 (See Appendix 2).

The Ludowici company is excited to be a part of the historic restoration initiative by The Evanston Conservancy and will donate in kind services, expertise and materials for the effort.





COMMUNITY BENEFITS & PUBLIC COMPONENTS

Community benefits should be about more than space being accessible. Ideally, they should have long lasting effects and change one for the better. We believe that over time these will only evolve and grow into even better programs and assets. We invited our tenants to include initial thoughts on how they might like to make a difference. What contributions might they make that could have meaningful impacts for others? Even better, how can those have a viral effect to spread to the larger community?

The Evanston Conservancy

The Evanston Conservancy will take an active role in directing and sponsoring community programming. This might be monthly open houses where services and programming are free, acoustic music and movies on the lawn, trivia & game nights, and Jens Jensen garden tours & community planting days. On a day to day basis, much of the house will remain open for public access, at no charge.

Each tenant is committed to giving back in a meaningful way - for more details please see individual tenant information in Section 3.

Covenant Nature Based Preschool

8 equity scholarships & Head Start/Preschool for All partnerships

J&L / Restoration Cafe

Local youth culinary training and internships plus partnerships with The Talking Farm and Chicago Community Kitchen

The Caterist

Job industry training and employment opportunities for underserved members of the community

Heritage Bikes & Coffee

Vocational bike mechanic training

Upended Productions

Subsidized theatre experiences centered on inclusion

Creative Coworking

Resident discounts, free educational workshops & programming

Davida Capra Yoga

Regular free community restorative yoga classes with gatherings afterward

Full Bloomed Lotus / Grow Through Mindfulness

Facilitate classes and teacher trainings to bring the benefits of mindfulness to the Evanston community

The Talking Farm

Entire program is community-serving, but additionally: urban agriculture internships, certification programs, and volunteer opportunities

Economic Impact on Evanston

While Harley Clarke has a small footprint, this can equal a large economic impact. The immediate impacts are permit and city fees, direct and spillover construction costs, and job creation. Medium and longer term impacts include bringing new businesses to Evanston, continued job creation, job training and internships, tax revenue (approximately \$125k/year directly to Evanston), plus additional spillover benefits from visitors to the site.



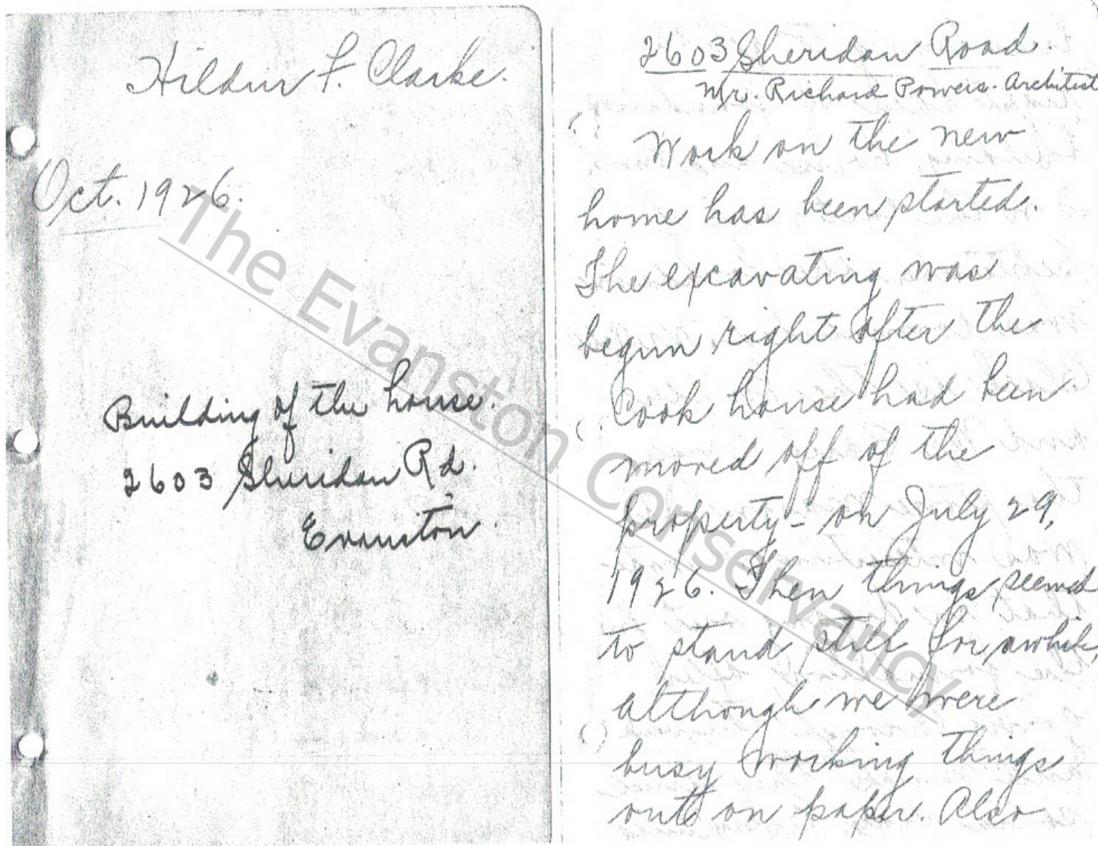
APPENDIX

APPENDIX 1: HILDUR CLARKE DIARY EXCERPTS

APPENDIX 2: LUDOWICI ROOF TILE ADVERTISEMENT

APPENDIX 1

HILDUR CLARKE DIARY EXCERPTS



busy trying to get the
 right idea of "foundations",
 "building", "house" and "home".
 In the last week of
 September the foundations
 was commenced. Mr. P. H.
 Black is the builder
 and Mr. Paul Kruger
 the stone mason. It
 was interesting to note
 that in digging out for
 the foundations after
 going through the sand
 and "muck" they struck
 solid clay. Everywhere

is progressing very well
 considering the ^{rainy} weather.
 28 men on the job.
 Monday, Oct. 4, 1926.

This morning a
 sample wall of stone
 was ready for me to
 see. I did not like it;
 it was too cold - too
 flat looking - the joints
 were too wide and too
 gray. We also had some
 samples of roof tile to
 look at, and decided on
 them. Harley and I drove

Friday, Oct. 29.

Another bright day!
And I know how what they are going to do with the ponds. The concrete goes between them and forms beams. I got some more pictures today. I think I got a good one of two of the stone masons.

Saturday, Oct. 30.

Went over to 2603 to get some leaves for Hammond's Halloween baskets. Found that the

first stone was being laid on the north wall of the house. Looks pretty good.

Tuesday, Nov. 2.

After getting went over to home with Harley before his train left.

Stopped in at Mr. Powers' office. talked over a few details.

Thursday, Nov. 4.

Pouring concrete for floors - some finished and set - Laying the stone is the next thing on the program. Look some more pictures.

Saturday, Nov. 6.

Harley & I bought Kazanah at Takigima, for new dining room. Harley liked it very much.

Monday, Nov. 8.

Everything ready for the stone work now, and four stone masons are on the job. Looks as if they were using too many dark stones and too many strong yellow ones.

Tuesday, Nov. 9.

Arrived in Cincinnati to-day, with Marion. Visited the Pottery & Potteries. Their bath room tiles are exquisite, far superior to any tile

Wednesday, ^{aug.} July 17-

Trim well on the way - finished in hall room and crafters being applied. Trim on 2nd floor almost all in - finished floors in nearly all rooms on 2nd floor - bathroom tiles all put. All stairs are in except circular ones - they are beginning to arrive. Wallpaper in library all in - also paneling in dining room. Primer coats being applied in bedrooms.

On the outside Mr. Jensen's work is progressing. The rock garden and pool are about finished, and the ledge of rock and steps to lake nearly complete. The terrace wall which was laid up with cement instead of dry is to be taken down and laid up dry. Mr. Caldwell is Mr. Jensen's superintendent. He is very enthusiastic and interested in his work. He has a lot to say on this.

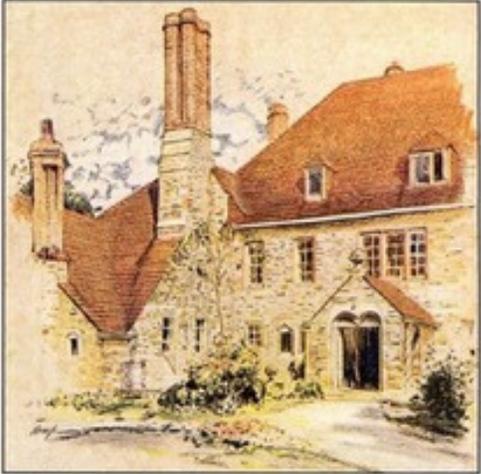
APPENDIX 2

LUDOWICI ROOF TILE ADVERTISEMENT

 *Seventy-seven years ago a beautiful English Tudor mansion with a magnificent Ludowici roof was built in Evanston, one of Chicago's most renowned suburbs.*



Architect Richard Powers based his 1926 design on the timeless look



The Ludowici roof as proud owner's art investment and architect's trophy component. **1926**

ALL UNDER ONE ROOF

of a 16th century English country house. He specified a durable, beautiful version of Ludowici's Provincial tile to match the enduring beauty of the design.



In years since, this majestic structure has been the residence of a prominent Chicago businessman, the national headquarters of a fraternity, and, today, the Evanston Art Center.





2003 The very same work of art as cost-efficient, workhorse tile. The Ludowici roof is the lowest-cost roofing material over a structure's life cycle, in this case flourishing through seventy-seven Chicago winters.


LUDOWICI
 ROOF TILE

Specifying the beautiful durability of Ludowici Roof Tile for any project assures it a place in history. Our first-class roofing tiles come in an endless variety of styles and colors, and offer the added assurance of a seventy-five year limited warranty. Call us for more information.

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