



Opportunities with Food Partners to Reuse Closed CPS Schools



JULY 2015



LANDMARKS
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ABOUT LANDMARKS ILLINOIS



Landmarks Illinois is the state's leading voice for historic preservation. Since its founding in 1971, the statewide membership organization has saved countless architectural and historic treasures throughout Illinois. Landmarks Illinois' mission today focuses on preserving historic places and advancing policies that enhance communities, empower citizens, and catalyze local economic development throughout Illinois. For more information, visit www.Landmarks.org.

ABOUT THE FUNDER



AlphaWood Foundation is a Chicago-based, grant-making private foundation working for an equitable, just, and humane society. Each year we award grants to organizations, primarily in the areas of advocacy, architecture and preservation, the arts and arts education, promotion and protection of the rights of LGBT citizens and people living with HIV/AIDS, and other human and civil rights.

ABOUT THE AUTHOR



New Venture Advisors helps communities and entrepreneurs identify market-based food systems solutions and build them into successful enterprises. In over 40 food systems projects, NVA has led a comprehensive and collaborative process that builds from existing assets to create enterprises that expand local food production, strengthen the livelihood of small and beginning farmers, promote healthy food access and improved eating habits, and bring economic development opportunities to the region.

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EXECUTIVE SUMMARY

PROJECT BACKGROUND

In 2013, the Chicago Board of Education closed 49 of its public schools in Chicago in an effort to combat its budget deficit and allow the district to more efficiently distribute its student population and resources. At the time, the Board of Education did not have an immediate process in place to consider the future of each school building. Each alderman with a closed school in their ward was charged with devising his or her own community process to direct the Board of Education in determining the optimal reuse cases for their shuttered school and soliciting bids for these buildings.

As the state's leading voice for historic preservation, Landmarks Illinois recognized the opportunity to work with Chicago Public Schools (CPS) and aldermen to help identify possible reuse opportunities for schools of historic and architectural significance. After reaching out to public officials to offer assistance, Landmarks Illinois was included in the "School Repurposing and Community Development" section of the *Report of the Advisory Committee for School Repurposing and Community Development* as a resource to support the school reuse process. The organization hired New Venture Advisors to explore possible reuse cases that leverage schools' kitchens and multipurpose space for food and agricultural production and to identify food-related organizations interested in serving as potential tenants of these schools.

Landmarks Illinois created a list of 18 of the 49 schools it considers a priority for preservation and reuse based on architectural significance. The schools identified by Landmarks Illinois on which to focus its advocacy efforts include:

- | | | |
|-------------|--------------|--------------------------|
| • Earle | • Near North | • Songhai/Thomas Scanlon |
| • Emmet | • Overton | • Stewart |
| • Fiske | • Parkman | • Trumbull |
| • Key | • Peabody | • Von Humboldt |
| • Kohn | • Pope | • Wentworth |
| • Lafayette | • Ross | • West Pullman |

While these 18 schools were selected primarily based on their architectural significance, as identified in existing architectural surveys by the state, the city and by experts in the field of architecture and architectural history, they were also selected based on their age and location in key neighborhoods already identified by the city for other planning initiatives. These include neighborhoods in the City of Chicago's Green Healthy Neighborhoods Plan and the Micro Market Recovery Program (MMRP).

For those schools in neighborhoods with a struggling real estate market, Landmarks Illinois wanted to explore the opportunity to reuse an important and often overlooked asset in these buildings: the commercial kitchen. New Venture Advisors' task was to identify within these 18 priority schools those that have a viable commercial kitchen, prospective local food makers, advocates, or organizations that need access to such space for food production or processing.

METHODOLOGY

The team approached the primary research.

1. *Initial interviews with food systems leaders in Chicago:* Conducted from April 10th to April 24th

The goals of these interviews were 1) to build a list of potential food and agriculture related organizations and entrepreneurial entities across the city of Chicago that might be interested in acquiring or leasing space, 2) to uncover neighborhoods that are current or emerging hubs of local food-related entrepreneurial activity, and 3) to identify optimal food-related uses of a school facility.

2. *Interviews with potential tenants:* Conducted from April 30th to June 12th

The purpose of these interviews was to understand each organization's mission, expansion plans, any work they had previously done to explore the potential reuse of CPS schools, and their interest level in securing space in one of the 18 identified historically significant schools. **This feedback, coupled with other considerations, enabled the group to identify seven high potential schools out of the initial list of 18.**

3. *Interviews with aldermen:* Conducted from May 26th to June 4th
Outreach was conducted to engage aldermen in each ward that is home to one of the seven identified school buildings. Interviews with aldermen, or with staff in aldermen's offices, sought to fully understand existing efforts to repurpose CPS schools in their ward and to gather their feedback on whether the organizations or entrepreneurs identified as potential tenants would receive community acceptance.
4. *Site visits:* Conducted on June 4th
Site visits were conducted for these seven schools on the south and west sides of Chicago. The objectives of these visits were to understand the structural assets and limitations of each school, and the viability of repurposing sections of each building to meet the needs of the food-related tenants that have expressed interest in each specific school. After these site visits, **six of the seven schools had kitchen and/or broader facility infrastructure suitable for use cases identified by interested tenants.** One school lacked the kitchen infrastructure, building layout and multipurpose rooms required for the identified food and agriculture related uses of interest.
5. *Follow up interviews with high potential tenants:* Conducted from June 5th to June 12th
Follow up interviews were conducted with interested potential tenants in order to share insights from the site visits, convey any new information on the viability of the schools for their needs, and to confirm interest for those whose needs could likely be successfully met by their preferred school building. After these discussions, **potential interested organizational tenants were identified for five schools.**

Additionally, the team conducted secondary research throughout the project to identify and understand the history of reusing shuttered schools in urban districts, and particularly any cases in which food and agriculture-related operations were a component of their reuse. This research helped ensure the team reached out to the optimal types of potential organizational or entrepreneurial tenants and established the right evaluation framework for each building's potential reuse.

RECOMMENDATIONS

The team identified potential matches between **seven food and agriculture related organizations and five historically significant CPS school buildings.**

Three of these opportunities warrant immediate further exploration, while the others should be considered when interested developers or anchor tenants have emerged for relevant schools, or at the time when an RFP is being developed.

The below chart summarizes recommended use cases and potential organizational tenants for the seven schools the team visited.

Asterisked organizations = Organizations that are immediately interested in exploring the recommended school reuse opportunity, and should be engaged by CPS Real Estate, the ward's alderman and Landmarks Illinois.

Unasterisked organizations = Organizations that have indicated interest, but are not immediately looking for expansion or would prefer to wait until a lead developer or anchor tenant emerges before engaging in the process.

No org identified = Instances where research identified strategic use cases for portions of a specific school's building; however, no organization emerged that is interested in exploring the option further.

Not a suitable use case = The facility, surrounding area (parking lot and lawn space) and/or neighborhood characteristics suggest that the use case is not suitable for this particular school.

One school, Fiske, was identified as suitable to support organizations that provide culinary education or run urban agriculture operations; however, no specific interested tenants have yet emerged for the school.

One school, Wentworth, did not have the kitchen infrastructure, facility layout or multipurpose space to support any of the identified food and agriculture-related use cases. The building would, however, be well suited for many other non-food production related uses, including residential, community engagement, and performing arts.

	Shared-use kitchen	Contract manufacturing	Culinary education	Hydroponics / Aquaponics	Urban agriculture	Food service	Commercial brewing
Overton	Not a suitable use case	Not a suitable use case	Green City Market	No org identified	Growing Power	No org identified	Not a suitable use case
Pope	Kitchen Chicago Name redacted organization - interested in providing shared business services to an incubator	Not a suitable use case	*Christy Webber	Not a suitable use case	*Christy Webber	Not a suitable use case	Lagunitas (did not interview but are located close to the school)
Near North	No org identified	Not a suitable use case	*Green City Market	Not a suitable use case	Not a suitable use case	No org identified	Not a suitable use case
Earle	*Greater Englewood DC Kitchen Chicago	No org identified	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case
Von Humboldt	Kitchen Chicago Name redacted organization - interested in providing shared business services to an incubator	Not a suitable use case	Not a suitable use case	*Garfield Produce Company	No org identified	No org identified	*Forbidden Root
Fiske <i>No potential tenants have been identified</i>	Not a suitable use case	Not a suitable use case	No org identified	Not a suitable use case	No org identified	Not a suitable use case	Not a suitable use case

	Shared-use kitchen	Contract manufacturing	Culinary education	Hydroponics / Aquaponics	Urban agriculture	Food service	Commercial brewing
Wentworth	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case
<i>Food or agricultural related reuse may not be applicable</i>							

PROJECT BACKGROUND

In 2013, the Chicago Board of Education closed 49 of its public schools in Chicago in an effort to combat its budget deficit and allow the district to more efficiently distribute its student population. At the time, the Board of Education did not have an immediate process in place to consider the future of each school building. Each alderman with a closed school in their ward was charged with devising his or her own community process to direct the Board of Education in determining the optimal reuse cases for their shuttered school and soliciting bids for these buildings.

To date, the progress has moved slowly. Several large districts across the country closed a number of schools around the same time as Chicago Public Schools, and reuse efforts in these cities have been similarly slow, indicating the complexities associated with finding optimal redevelopment plans that respect the community's needs, support local economic development, and generate revenue.

As the state's leading voice for historic preservation, Landmarks Illinois recognized the opportunity to work with Chicago Public Schools (CPS) and aldermen to help identify possible reuse opportunities for schools of historic and architectural significance. After reaching out to public officials to offer assistance, Landmarks Illinois was included in the "School Repurposing and Community Development" section of the *Report of the Advisory Committee for School Repurposing and Community Development* as a resource to support the school reuse process.

Landmarks Illinois created a list of 18 of the 49 schools it considers a priority for preservation and reuse based on architectural significance. For those schools in neighborhoods with a struggling real estate market, Landmarks Illinois wanted to explore the opportunity to reuse an important and often overlooked asset in these buildings: the commercial kitchen. Landmarks Illinois hired New Venture Advisors to identify within its 18 priority schools those that have a viable commercial kitchen, prospective local food makers, advocates, or organizations that need access to such space for food production or processing.

SCHOOLS

Out of the 49 schools closed by CPS in 2013, Landmarks Illinois identified 18 that it viewed as priority schools on which to focus its advocacy efforts to help find possible reuses.

While these 18 schools were selected based primarily on their architectural significance, as identified in existing architectural surveys by the state, the city and by experts in the field of architecture and architectural history, they were also selected based on their age and location in key neighborhoods already identified by the city for other planning initiatives. These include the City of Chicago's Green Healthy Neighborhoods Plan and the Micro Market Recovery Program (MMRP). The Green Healthy Neighborhoods Plan aims to better target public and private investments in the most efficient and effective way to support neighborhood health and revitalization, and has already catalyzed community organizations and private companies in planning and development efforts in selected neighborhoods of focus. Schools in neighborhoods included in this plan may therefore be particularly suitable for food and health related reuse efforts. The MMRP is focused on combating residential foreclosures and filling vacant homes. Finding new uses

for closed schools in neighborhoods with high foreclosure and vacancy rates is important so that these buildings can serve as anchors of neighborhood redevelopment.

The 18 schools identified by Landmarks Illinois are as follows:

School	Neighborhood	Year built	Notes
Earle	Englewood	1896	School is in a Green Healthy Neighborhood focus area
Emmet	South Austin	1913	Schools received a \$2.2M renovation in 1997
Fiske	Woodlawn	1905	School is in a Green Healthy Neighborhood focus area
Key	South Austin	1907	Located in existing Austin Town Hall National Register District
Kohn	Rosemore	1911	School contains important murals
Lafayette	Humboldt Park	1893	School contains important murals that were restored in 2001, Building was renovated around 2003
Near North	Near West	1884	
Overton	Bronzeville	1963	Designed by Perkins and Will. Located in the 47 th and King Micro Market Recovery Program. Building was renovated in 1996-97. Exceptional example of Mid-century Modern.
Parkman	Back of the Yards	1911	School is in a Green Healthy Neighborhood focus area
Peabody	Near West	1895	
Pope	Lawndale	1918	Building is orange-rated in the Chicago Historic Resources Survey and located in the proposed National Register boulevard district. Received a \$1.5M renovation in 2000.
Ross	Washington Park	1937	School is in a Green Healthy Neighborhood focus area
Songhai/Thomas Scanlon	West Pullman	1897	Building is orange-rated in the Chicago Historic Resources Survey
Stewart	Uptown	1906	Building is orange-rated in the Chicago Historic Resources Survey. The school has important murals that were restored in 2002. Building was renovated in the early 2000's. There has been a local push for landmark designation.
Trumbull	Andersonville	1909	Building is orange-rated in the Chicago Historic Resources Survey. The school has important murals. Building was renovated in 2002-03.
Von Humboldt	Humboldt Park	1884/1895	Building underwent a major renovation in 2008.
Wentworth	Englewood	1890	Has a large, important mural collection, many of which have been restored. School is in a Green Healthy Neighborhood focus area
West Pullman	West Pullman	1894	Building is orange-rated in the Chicago Historic Resources Survey. The school has important murals.

STAKEHOLDERS

Landmarks Illinois

Lisa DiChiera, Director of Advocacy

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Chicago Public Schools Real Estate

Liza Balistreri, Director of Real Estate

The CPS Real Estate Department is dedicated to managing all property owned, leased and used by CPS, and serves as the point of contact for all real estate issues and to ensure that CPS utilizes property in a way that: (1) supports and benefits schools and educational programming; (2) serves the needs of the community; and (3) if possible, generates income for schools. The Department also strives to maximize the use of all real estate assets and minimize property rental expenditures. CPS Real Estate is responsible for ensuring that closed CPS school buildings are successfully sold, in deals that benefit communities and maximize revenues for the district. For more information, visit http://cps.edu/About_CPS/Departments/Pages/Facilities-RealEstate.aspx.

Aldermen

Aldermen in each ward with a closed school were tasked with establishing a strategy and engaging his or her community to effectively direct the Board of Education and CPS Real Estate in determining optimal reuse cases and soliciting bids for buildings. Aldermen inform the requests for proposals, ensuring that their communities' needs are reflected as baseline requirements that bidders must fulfill. Learn more about aldermen representing Chicago's 77 wards here:

<https://www.cityofchicago.org/city/en/about/council.html>

CBRE

Mike Nardini, First Vice President

CBRE, the preeminent commercial real estate firm in Chicago, was retained by CPS to secure interest and proposals from developers for closed school buildings. CBRE Chicago provides a full range of real estate services meeting a broad range of our client's needs, including site selection, lease negotiation, building management, valuation and more. Crain's Chicago Business began compiling its Largest Brokers List in 2004, and CBRE Chicago is the #1 firm every year. For more information, visit <http://www.cbre.us/o/chicago/Pages/chicago-commercial-real-estate.aspx>.

New Venture Advisors

Kathy Nyquist, Principal

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New Venture Advisors helps communities and entrepreneurs identify market-based food systems solutions and build them into successful enterprises. In over 40 food systems projects, NVA has led a comprehensive and collaborative process that builds from existing assets to create enterprises that expand local food production, strengthen the livelihood of small and beginning farmers, promote healthy food access and improved eating habits, and bring economic development opportunities to the region. To learn more, visit <http://newventureadvisors.net/>.

REUSE PROCESS

The Advisory Committee for School Repurposing and Community Development was established in 2013. The Committee was comprised of independent civic leaders, and was tasked with recommending a framework and implementation plan for repurposing the sites of closed CPS schools.

The Advisory Committee reviewed recommendations from various existing community planning efforts, including Community Action Councils' plans and LISC Chicago's quality-of-life plans, as well as citywide plans like Sustainable Chicago 2015, Chicago Neighborhoods Now, the City's Five-Year Housing Plan, and the Chicago Housing Authority's Plan Forward. The City of Chicago and various sister agencies, such as the Chicago Park District, were asked to review the property and identify potential repurposing opportunities. The Advisory Committee produced a report that established a three-phase repurposing and development process.

The *Report of the Advisory Community for School Repurposing and Community Development* was published in February of 2014 and can be accessed here: <http://cps.edu/SiteCollectionDocuments/CommitteeReport.pdf>.

The schools are currently in Phase Two of the process.

Phase One: Immediate Reuse

The first stage of the process was to identify and quickly put to use buildings that may help meet the programmatic needs of the City of Chicago or other governmental agencies.

Phase Two: Competitive Redeployment

The second phase is the first public offering of properties not identified for immediate reuse. Public offerings are heavily informed by community and aldermanic input, and are advertised through a public solicitation process. The properties are conveyed "as-is, where-is" in a sale transaction and CPS will not provide any mortgage or financing. The school is awarded to the bidder with the highest offer, as per citywide policy, as long as the bidder meets all building, community and use case requirements put forth in the RFP.

Phase Three: Development through a Revitalization Partner

The third stage is designed to allow CPS to engage a Revitalization Partner whose core business is real estate planning and community development to assist in the repurposing of the remaining properties where a community or financial benefit is not readily available or apparent. The Revitalization Partner will implement a similar community input process as described in the Phase Two: Competitive Redeployment stage.

As part of the Advisory Committee's report, Landmarks Illinois was identified as an organization that may be able to assist with school repurposing and community development. Landmarks Illinois commissioned this study to help fulfill this effort.

Background information for this study was developed based on information from Chicago Public Schools' 2013 Schools Repurposing website, at <http://cps.edu/Pages/schoolrepurposing.aspx>.

PRIMARY RESEARCH

METHODOLOGY

There were five phases to the primary research:

1. *Initial interviews with food systems leaders in Chicago:* Conducted from April 10th to April 24th
The goals of these interviews were 1) to build a list of potential food and agriculture related organizations across the city of Chicago that might be interested in acquiring or leasing space, 2) to uncover neighborhoods that are current or emerging hubs of local food-related entrepreneurial activity, and 3) to identify optimal food-related uses of a school facility.
2. *Interviews with potential tenants:* Conducted from April 30th to June 12th
The purpose of these interviews was to understand each organization's mission, expansion plans, any work they had previously done to explore the potential reuse of space in a CPS school, and their interest level in securing space in one of the 18 identified historically significant schools. This feedback, coupled with other considerations, **enabled the group to identify seven high potential schools out of the initial list of 18.**
3. *Interviews with aldermen:* Conducted from May 26th to June 4th
Outreach was conducted to engage aldermen in each ward that is home to one of the seven identified school buildings. Interviews with aldermen, or staff in aldermen's offices, sought to fully understand existing efforts to repurpose CPS schools in their ward and gather their feedback on the viability and community acceptance of the organizations identified as potential tenants.
4. *Site visits:* Conducted on June 4th
Site visits were conducted for these seven schools on the south and west sides of Chicago. The objectives of these visits were to understand the structural assets, primarily the kitchens, and limitations of each school, and the viability of repurposing space in each to meet the needs of the tenants that expressed interest in each specific school. After these site visits, **six of the seven schools had kitchen and/or broader facility infrastructure suitable for use cases identified by interested tenants.** One school lacked the kitchen infrastructure, building layout and multipurpose rooms required for the identified food and agriculture related uses of interest.
5. *Follow up interviews with high potential tenants:* Conducted from June 5th to June 12th
Follow up interviews were conducted with interested potential tenants in order to share insights from the site visits, convey any new information on the viability of the schools for their needs, and to confirm interest for those whose needs could likely be successfully met by their preferred school building. After these discussions, **potential interested organizational tenants were identified for five schools.**

INTERVIEWS

Food systems interviews

Eight interviews were conducted with food systems leaders across Chicago. These interviewees included funders, distributors who work closely with food entrepreneurs, technical assistance providers and community leaders.

Interview summaries and suggested organizations

Interview	Notes	Potential tenant organizations
<p>Irv Cernauskas <i>Fresh Picks</i></p> <p><i>Distributor, online grocer</i></p>	<ul style="list-style-type: none"> Interested in using school kitchens as processing facilities; recognizes limited availability of such facilities in Chicago (currently directs his vendor to Wisconsin Innovation Kitchen). Fresh Picks could supply product and support with inbound distribution. 	<ul style="list-style-type: none"> Bob Scaman, Goodness Greenness Lee Greene, Scrumptious Pantry Jason Weeden, Gourmet Gorilla Natural Foodworks in Decatur
<p>Trinita Logue & Rich Wallach <i>IFF</i></p> <p><i>CDFI</i></p>	<ul style="list-style-type: none"> IFF recommended against commerce for schools in low-density areas, but stated that each school must be looked at separately. As with all real estate, IFF states that it is important to see and assess buildings in their entirety, particularly historically and architecturally significant buildings, to full understand the challenges, opportunities and costs. IFF assembled a proposal with a group of tenants for the Von Humboldt school, and this project was awarded the building in July 2015. The uses reflect community priorities and needs, including housing for teachers. IFF is interested in identifying potential partners who would pursue Pope for A Safe Haven, a transitional housing facility. IFF observes that, as the process unfolds, many creative uses are being proposed that will revitalize neighborhoods, reflecting the ideas, needs and hopes of Chicago communities. Nonprofit and commercial uses are being successfully combined in many of these projects. 	<ul style="list-style-type: none"> Harry Rhodes, Growing Power USDA, Alan Shannon The Plant Heartland Alliance
<p>Alan Shannon <i>USDA</i></p> <p><i>Public agency, technical assistance</i></p>	<ul style="list-style-type: none"> High potential neighborhoods: Hyde Park, Woodlawn, Near Westside, Fulton River, Ukrainian Village, Humboldt Park. Consider putting up a winter farmers market in a school. Create processing facilities in schools for established brands that might need Chicago based processing (i.e. McClure's Pickles in Detroit). Consider combined art / food businesses, in partnership with Art Institute. 	<ul style="list-style-type: none"> Yvette Moyo, Real Men Cook Connie Spring, Experimental Station Emmanuel Pratt, aquaponics facility Linda Mallers, FarmLogix FarmedHere FamilyFarmed.org, Jim Slama Green City Market Baker Miller Reverend Al Sampson New Life, near westside church
<p>Harry Rhodes <i>Growing Home</i></p> <p><i>Nonprofit</i></p>	<ul style="list-style-type: none"> High potential neighborhoods: Growing Home has been at the forefront of several networks over the past ten years that have been working to turn Englewood from a food desert to a food destination. Yale and Bontemps are already being pursued for redevelopment. Neither is considered an historic building. 	<ul style="list-style-type: none"> Glen Fulton, Englewood CDC Terry Gunn, Teamwork Englewood Sonia Harper, Grow Greater Englewood Billy Burdett, AUA (Advocates for Urban Ag)

Interview	Notes	Potential tenant organizations
Dave Rand <i>Local Foods</i> <i>Distributor</i>	<ul style="list-style-type: none"> Seems like Chicago needs another shared kitchen space (Kitchen Chicago is the only one, and it is maxed out of space) or a small co-packing facility, where equipment can be utilized by multiple businesses. Entrepreneurs also need business support and input (sales, distribution, honest feedback) The Plant has a very patient investor, with a long payback period. Good to learn from but economics may make this a hard model to compare to. 	<ul style="list-style-type: none"> Industrial Council of Nearwest Chicago The Plant Kitchen Chicago Zina Murray, former owner of Logan Square Kitchen
Jim Slama <i>Family Farmed.org</i> <i>Nonprofit, technical assistance</i>	<ul style="list-style-type: none"> Many businesses who participate in the Good Food Trade Show or Good Food Business Accelerator are scaling up and will need new or additional processing capacity or a dedicated commercial kitchen. There is definitely a need for more capacity in this space. 	<ul style="list-style-type: none"> Jenny Yang (PHX Tofu) is interested in a 20K sqft facility with a dock (not willing to pay \$20/sqft though) Urban Canopy (urban composting company)
Dana Benigno <i>FarmLogix</i> <i>Produce distributor</i>	<ul style="list-style-type: none"> FarmLogix has no need for physical space as they are a broker, not an aggregator and/or distributor. 	<ul style="list-style-type: none"> Chicago Market Cooperative Green City Market Growing Power Rebel Group

High priority neighborhoods

Interviewed food systems leaders identified the following neighborhoods as hubs of food and agricultural related entrepreneurial activity and suggested focusing on schools and potential tenant organizations in these communities.

This section provides background information on each identified high potential neighborhood, and detail on the types of food and agriculture businesses that are dominating their local food movement.

Demographic data below has been gathered from the US Census (census.gov) and City-Data (www.city-data.com). Historic data and maps of the neighborhood locations within Chicago are from the Encyclopedia of Chicago (<http://www.encyclopedia.chicagohistory.org/>).

Englewood



The neighborhood is located on the southwest side of Chicago, bordered by Garfield Blvd to the north, 75th St to the south, Racine Ave to the west, and State Street to the east. The neighborhood had a population of almost 100,000 in 1960, but has declined dramatically, with the 2010 census indicating a population of approximately 30,000. The neighborhood's poverty rate is 44% (compared to the city's average of 24%). The neighborhood consistently ranks as one of the top five most dangerous neighborhoods in Chicago.¹ Despite these challenges, Englewood is home to a grassroots, highly dedicated movement of individuals and organizations working together to bring new life to the neighborhood. These groups have identified healthy food access and urban agricultural as focal points of urban renewal.

¹ (Chicago Tribune 2015a)

Englewood has also been established as ground zero for the City of Chicago's Department of Housing and Economic Development's (DHE) Green Healthy Neighborhoods initiative. According to the Chicago Metropolitan Agency for Planning, there are plans to develop 13 square miles in Englewood into an urban agriculture corridor, using land currently scattered with vacant lots and sparse commerce.² Central to the plan is the redevelopment of a two-mile abandoned rail line called the New ERA (Englewood Re-making America) Trail, which will serve as a corridor for green businesses as well as community engagement.

Additionally, the neighborhood will be home to Chicago's newest Whole Foods, currently under construction on 63rd and Halsted. The store is scheduled to open in 2016, and has committed both to maintaining affordable prices and purchasing local products that support area entrepreneurs. The store may create unique opportunities for residents, neighborhood entrepreneurs and community organizations focused on health and food.

Additional organizations that are central to these urban agriculture and food development initiatives include:

- Growing Home
- Resident Association of Greater Englewood (R.A.G.E.)
- Teamwork Englewood
- Greater Englewood Development Corporation
- Washburne Culinary Institute
- The Plant Chicago is located in Back of the Yards, immediately north of Englewood

Hyde Park



Located on the south side of Chicago, near Lake Michigan, Hyde Park is bounded by 51st Street/Hyde Park Boulevard on the north, Midway Plaisance on the south, and Washington Park on the west. Hyde Park may be best known for hosting the University of Chicago. The neighborhood is also home to two of Chicago's first four designated historic sites (listed on the National Register in 1966): Chicago Pile-1 and the Frederick C. Robie House. The neighborhood is now very well known as the home of President Barack Obama.

Twenty-five percent of residents in the neighborhood are below the poverty level (compared with 24% of residents across Chicago), and the median household income of \$43,000 is on par with the city of Chicago's. The neighborhood is highly diverse: 47% White, 30% African American, 12% Asian American and 6% Hispanic. The neighborhood ranks 60th in crime rate among Chicago's 77 community areas.

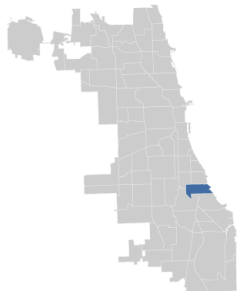
Hyde Park has avoided the severe economic depression and high crime rates that are experienced by surrounding neighborhoods, in large part because of University of Chicago's role as a major anchor. President Obama is currently in the process of choosing a location for his presidential library, and both Jackson Park and Washington Park (located adjacent to Hyde Park) are under consideration, which will bring continued growth and development to the neighborhood.

Organizations that are central to these urban agriculture and food development initiatives include:

- KAM Isaiah Israel
- Hyde Park Handmade Bazaar and Farmers Market
- 62nd Street Garden (sits on the border of Hyde Park and Woodlawn)
- St. Paul And The Redeemer Food Garden (sits on the border of Hyde Park and Kenwood)

² (Smith 2014)

Woodlawn



Located 7 miles southeast of the Loop, Woodlawn is surrounded by Lake Michigan to the east, 60th Street to the north, Martin Luther King Drive to the west, and 67th Street to the south.

Woodlawn is home to Jackson Park, a 500-acre premier park and golf course on Lake Michigan. Additionally, the neighborhood borders the Midway Plaisance, a well-maintained walking and bike riding thoroughfare, and houses many University of Chicago buildings. As noted above, a location selection for President Obama's library in Jackson or Washington Parks will bring exciting growth and development to the neighborhood.

Twenty-eight percent of residents in the neighborhood live below the poverty level (compared with 24% of residents across Chicago). The neighborhood is 87% African American, 7% White, 2% Asian American and 2% Hispanic.³ Woodlawn is tied for 13th in highest crime among Chicago's 77 community areas.⁴

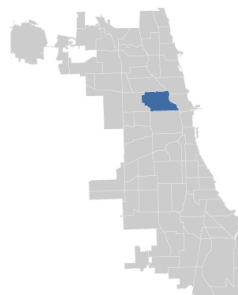
In 1946, the Chicago Plan Commission designated Woodlawn eligible as a conservation area, but no plan was ever implemented. By 1960, Woodlawn had deteriorating, crowded housing and few commercial attractions to support a population that was 89% African American. Due to unemployment, poverty, and crime, Woodlawn's population declined from a high of 81,279 in 1960 to the current 25,983.⁵ In the early 1990s, community leaders began to bring private development and commercial enterprises back to Woodlawn. Today, the median household income is over \$25,000. In parts of eastern Woodlawn the white population is almost 30% and growing, fueled by gentrification.

Like Englewood, Woodlawn is also part of Chicago Department of Housing and Economic Development's (DHE) Green Healthy Neighborhoods initiative, with hopeful development and infill projects planned that will help bring more stable employment opportunities and income into the area. Residents have joined together to create a more visually stimulating community. Along the streets are bike trails; alleys are well-lit and paved; and where there were once vacant lots, neighborhood gardens now provide residents with fresh organic fruits and vegetables as well as colorful flowers.⁶

Organizations that are central to urban agriculture and food development initiatives include:

- Angelic Organics Urban Garden
- Hyde Park Academy
- Experimental Station
- Real Men Cook
- 61st Street Farmers Market

Ukrainian Village



Ukrainian Village is a Chicago district located in West Town, which also includes the neighborhoods of East Village, Noble Square, Smith Park, and Wicker Park.⁷

Its boundaries are Division Street to the north, Chicago Avenue to the south, Western Avenue to the west, and Damen Avenue to the east. Ukrainian Village features the Ukrainian National Museum, Ukrainian Cultural Center, Ukrainian Institute of Modern Art, and many Ukrainian restaurants, churches, stores and businesses.

³ ("Woodlawn Neighborhood in Chicago" 2011)

⁴ (*Chicago Tribune* 2015c)

⁵ (Seligman 2005)

⁶ ("Chicago Area Housing" 2011)

⁷ ("Chicago Neighborhoods" 2015)

The population of Ukrainian Village is 82,236. It has remained a middle-class neighborhood over the past 50 years, with Eastern Europeans dominating the community. Ukrainian Village was insulated from the rising crime rates and declining socioeconomic trends that affected neighboring communities because of its strong ethnic community.⁸

In 2002, part of Ukrainian Village was designated a Chicago Landmark District. After several extensions, about 75 percent of Ukrainian Village is a Chicago landmark district.⁹

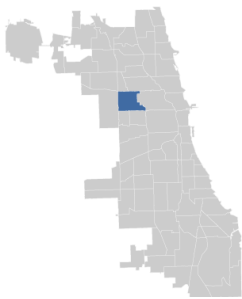
Named for the Eastern European immigrants who bought homes there in the 1920s and then stayed, the village still has a very strong Ukrainian presence. But the neighborhood has also blossomed and diversified, with the rapid development of adjacent neighborhoods like Wicker Park and East Village, and has seen an influx of new businesses and a growing population of urban professionals, artists and families.¹⁰

Unlike Englewood, Hyde Park and Woodlawn, there are no collaborative community efforts in Ukrainian Village that are focused on the development of its local food system. However, with the influx of urban professionals and artists, the neighborhood has also seen a growth in restaurants, artisan food shops and aspiring food entrepreneurs.

The small number of more formal organizations or initiatives that are focused on food access, urban agriculture and specialty food retailers include:

- Greenhouse Garden
- Chicago Urban Iditarod
- Ethnic shop owners, such as Kasia's Deli and Amish Healthy Foods

Humboldt Park



The community boundaries for Humboldt Park include Bloomingdale Ave to the north, the Union Pacific railroad tracks to the south, the train tracks running between Kostner and Cicero to the west, and Humboldt Park proper to the east (to the East side of California Ave).

The population of the Humboldt Park neighborhood is 65,836, with a current ethnic breakdown of 53% Hispanic, 41% African American, and 4% White. However, the area has seen significant shifts in its social and ethnic demographics over the past 100 years. The last 40 years has seen a large increase in the neighborhood's Puerto Rican population; however this population is on the decline now due to gentrification of the neighborhood.¹¹ Today, Puerto Rican residents make up 25% the neighborhood's population. The community hosts an annual Puerto Rican

People's Parade and the Fiesta Boricua, which draws an estimated 65,000 attendees each summer.¹² This neighborhood is also home to the "Paseo Boricua," a section of Division Street that is flanked by 59-foot tall Puerto Rican flags.

Mexican immigrants have been increasing their presence in the neighborhood. The African American population is also steadily increasing; and most recently, the arrival of Dominican immigrants in the northwestern section reflects the community's ongoing ethnic evolution.¹³ Humboldt Park ranks 21st among Chicago's 77 community areas for crime.¹⁴

Organizations that are central to Humboldt Park's urban agriculture and food development initiatives include the following (several are West Humboldt Park organizations whose efforts extend to Humboldt Park):

⁸ Ibid.

⁹ (Rogers 2009)

¹⁰ Ibid.

¹¹ ("Humboldt Park City Data" 2011)

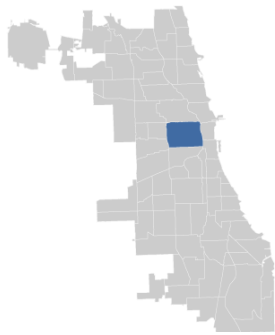
¹² ("Chicago Neighborhoods" 2015)

¹³ (Badillo 2005)

¹⁴ ("Crime Trends in Humboldt Park" 2015)

- West Humboldt Park Development Council
- West Humboldt Park Farmers Market
- Northwest Food Partners Network
- Healthy Bodegas Program
- West Humboldt Park Family & Community Development Council

Near West Side



The Near West Side is an 88-block community area located 2 miles west of the Loop, bounded by the Chicago and Northwestern Railroad to the north, the Pennsylvania Railroad to the west, the South Branch of the Chicago River to the east, and 16th Street at its southern edge.

The Near West Side is officially home to multiple designated neighborhoods - Columbus Circle, Greektown, Little Italy, Illinois Medical District, Tri-Taylor, Fulton-Randolph Market District, and University Village/Maxwell Street.¹⁵

The population of the Near West Side is 54,881 with an ethnic breakdown of 42% White, 32% Black, 9% Hispanic, and 15% Asian. Historically, the Near West Side consisted of different ethnic communities occupying separate sections of the neighborhood.

Approximately 26,000 African Americans lived there by 1940, with the number increasing to more than 68,000 by 1960. The addition of the Chicago Circle expressway interchange and the construction of the University of Illinois at Chicago (UIC) changed the area dynamics. With the increase in real-estate values around UIC, and the construction of the new United Center, parts of the Near West Side became increasingly attractive to higher income Chicagoans interested in living near the downtown.¹⁶ The Near West Side now has a diverse set of buildings, ranging from commercial, residential, industrial, and institutional. The area is developing rapidly due to its proximity to downtown and excellent transportation system.¹⁷ The Near West Side ranks 28th among Chicago's 77 community areas for crime.¹⁸

The Industrial Council of Nearwest Chicago (ICNC) has been in the Near West for 50 years, with the mission of supporting business in the community by working with startups in manufacturing, food processing, and technology industries. Recently, ICNC has heavily focused on incubating food entrepreneurs and is seeking to increase this component of their operations, by establishing a new facility that can serve as the food venture incubation center for the organization.

Fulton-Randolph Market District

Fulton-Randolph Market District is part of Chicago's Near West neighborhood and is a unique micro-food culture, focused more on a thriving restaurant scene and wholesale food processing and distribution than on food production. The district is an area bounded roughly by Hubbard and Halsted streets, Ogden Avenue and Washington Boulevard. It is located in the Near West Side and West Town community areas of Chicago.

The area was originally dominated by the meatpacking industry, warehousing and transportation, due to the number of railways and the Chicago River, and then started to more heavily transition to residential and office redevelopment in

¹⁵ ("Chicago Neighborhoods" 2015)

¹⁶ (Pauillac 2005)

¹⁷ ("Near West Side Area Land Use Plan" 2000)

¹⁸ (Chicago Tribune 2015b)

the early 2000s.¹⁹ Many warehouses have been converted to residential and office loft buildings, while many buildings still house wholesale produce and meatpacking outlets.

Fulton-Randolph Market District is now one of the city's fastest growing neighborhoods, with a unique vibe - industrial, artistic and residential activity and functioning meatpacking/produce warehouses operating alongside thriving restaurants, residential buildings and trendy office spaces. A section of the district is pending City of Chicago landmark designation.

The neighborhood is now known as one of the city's most vibrant dining scenes. Many of Chicago's best and most creative restaurants came to the area seeking lower rents and found the unique warehouse and industrial buildings and proximity to wholesalers particularly enticing.²⁰

Potential tenant organization interviews

Seventeen interviews were conducted with potential tenant organizations.

These organizations were identified through food systems leader interviews as described above, New Venture Advisor's secondary research, and recommendations received from organization leaders. Attempts were made to reach out to the majority of recommended organizations. Many declined or failed to respond after multiple attempts, suggesting minimal interest in exploring CPS school reuse for their operational needs.

The following table is a summary of interest level and desired use cases indicated by each organization. Many interested interviewees suggested that they were flexible on the specific location or school, because their organization is not tied to a specific neighborhood. Other organizations are deeply rooted in their community and would only pursue one or two specific schools. (See Appendix B for background information on each of these organizations.)

Organization	Main contact	Neighborhood	Desired use case	Interest level
Christy Webber Landscapes	Anna Maria Leon	Interested in Garfield Park, West Side and United Center area	Women's center Urban gardens	High
Experimental Station	Connie Spreen	Interested in Woodlawn and Hyde Park	Expansion of bike shop, combined with urban farming	Low. CPS schools are not close enough to current location. Looking to expand into old fire station.
Grow Greater Englewood	Sonya Harper	Englewood	Center for health and food related organizations in Englewood	Low. Focus is on Bontemps school, which is located on an old train line where a nature line is being developed.
Growing Power & Iron Street Farms	Erika Allen	Bronzeville, Bridgeport	Urban agricultural and farmer training	Moderate, if other groups are driving the process and investment. Has previously explored Overton, but is not interested in serving as a landlord.

¹⁹ ("Fulton River District Real Estate" 2015)

²⁰ ("The Fulton River District" 2015)

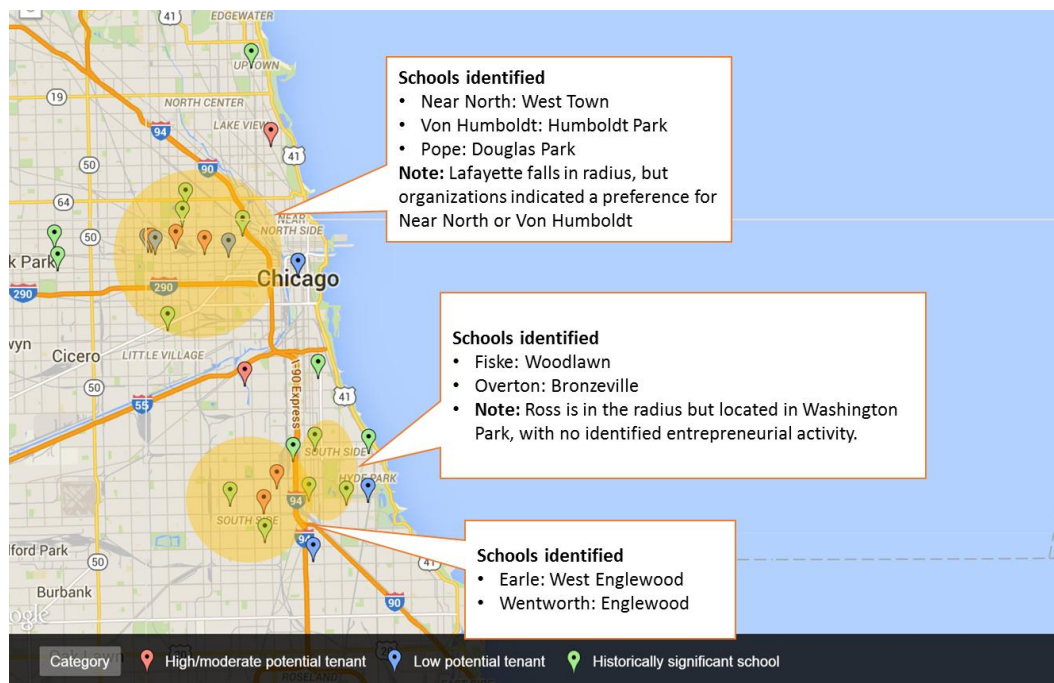
Organization	Main contact	Neighborhood	Desired use case	Interest level
Industrial Council of Nearwest Chicago	Ben Spies	Nearwest	Expansion of office space for food related ventures and development of permanent, tenant-specific production spaces	Low. Already worked with CRBE to explore a few CPS schools that were geographically close, but none were suitable for ICNC's business model of establishing permanent production facilities for each tenant (rather than a shared-use kitchen). Wants to stay within Near West Side/East Garfield Park/Humboldt Park.
Kitchen Chicago	Alexis Leverenz	None specifically	Expansion of production space for food trucks. Establishment of second event space with kitchen for caterers.	Moderate. Not proactively pursuing expansion, but would be interested if a unique opportunity and appropriate facility becomes available. Emphasized need for small scale contract packaging services vs commercial kitchen space.
Name redacted	Redacted	None specifically	Establishment of a culinary incubator with a shared-use kitchen for food entrepreneurs; this organization is specifically interested in providing shared business services and support to these entrepreneurs	High interest in supporting owner and operator of an incubator kitchen in a CPS facility. Low interest in pursuing the development and ownership of a commercial kitchen.
Real Men Cook	Yvette Moyo	Woodlawn, Hyde Park, Englewood	Establishment of a culinary education center	Low. Interested in Yale due to its location next to Eat to Live Urban Garden and Farm Development, but school is not historically significant.
Angelic Organics Learning Center	Martha Boyd	Englewood / Greater Grand Crossing	Support for urban farmers in AOLC programs	None. Interested in establishing a modest post-harvest near AOLC growing sites. Does not envision this in a school, but in a nearby building to their existing urban farms.
Scrumptious Pantry	Lee Greene	None specifically	Second production facility for the company	None. Existing production facility fully meets Scrumptious Pantry's needs. Emphasized need for small-scale contract packaging services over commercial kitchen space.

Organization	Main contact	Neighborhood	Desired use case	Interest level
Breakthrough Urban Ministries	Arloa Sutter	East Garfield Park	Culinary and health education, food production job creation	Low. Would only explore schools within a 40-block radius of site (402 N. St. Louis Ave). Interested in Ward Elementary, which is not a historically significant school.
Breakthrough Enterprises	Brad Foulk	East Garfield Park	Fulfillment service for shippers and display cases	Low. Layouts are not likely to be efficient for this level of operations. Loading areas and production and fulfillment areas may be too small, and doorways to low and narrow.
Garfield Produce Company	Mark Thomas	East Garfield Park and surrounding neighborhoods	Urban hydroponics	High. Sees school as an ideal facility, with classrooms used for hydroponics, kitchens for washing, sorting and packing, and gyms for order fulfillment.
Greater Englewood CDC	Glen Fulton	Englewood or West Englewood	Culinary incubator kitchen for food entrepreneurs, partnership with new Englewood Whole Foods	High. Actively exploring buildings for production and classroom space.
Green City Market	Melissa Flynn	Fulton-Randolph District, Humboldt Park, open to others	Teaching garden, kitchen space for community nutrition and cooking education, popup market	High. May have financing. Open to locations across the city. Interested in partnering with other nutrition education nonprofits.
Forbidden Root	Robert Finkel	Open to any location	Commercial brewery requiring around 20,000 square feet of ground floor space with high ceilings and access to loading docks	High. Actively seeking a commercial brewery space to open in the next one-to-two years.

The following factors were assessed to narrow the list of 18 historically significant schools to a set of **seven** for site visits and further research:

- Schools specifically highlighted by interested potential tenants. This led the team to identify Overton and Earle.
- Schools in or near neighborhoods that interested organizational tenants were focused on. This led the team to identify Von Humboldt, Pope and Wentworth.
- Schools located in or near enough to neighborhoods with high food-related entrepreneurial activity, even if no specific interested organizations were identified that are ready to consider a CPS school for expansion. This led to the team to identify Fiske as a potential school, and reiterated the importance of looking at Wentworth, Earle and Overton.
- Schools that are of particular interest based on stagnation of interest, increase in vandalism and concerns about allowing them to remain unutilized for several more years. This reiterated the importance of looking at Pope.

The following map highlights the 18 historically significant schools identified by Landmarks Illinois and the potential schools in which tenant organizations expressed interest after our initial interviews.



Aldermen interviews

Outreach was conducted with **aldermen representing each of the seven schools** that were identified for further research and site visits. Input was also gathered from CPS Real Estate and news articles describing any existing efforts to repurpose these schools.

School	Alderman	Status
Von Humboldt Humboldt Park <i>2620 W Hirsch St</i>	Moreno Ward 1	<ul style="list-style-type: none"> RFP was issued and closed on April 20th. RFP stated a preference for affordable housing (ideally for teachers), and that the kitchen could be used for separate food production or restaurant operations. RFP resulted in two developer submissions, both with a mixed-use plan. A Puerto Rican community organization has expressed interest in utilizing the gym, but this was not included in any of the proposals. Neither proposal includes the use of the kitchen space, so a partnership opportunity remains open.
Near North West Town <i>739 N Ada St</i>	Burnett Ward 27	<ul style="list-style-type: none"> RFP was issued and closed on April 20th. RFP designated the building for mixed-use residential and commercial development, and stated that the winning bidder must apply to seek landmark status. RFP resulted in multiple submissions. It is not clear if the bidders intend to use the kitchen area.
Pope Lawndale <i>1852 S Albany Ave</i>	Scott Ward 24	<ul style="list-style-type: none"> A reunion and community meeting was held in August of 2013. After that, there has been minimal community activity to drive forward reuse efforts. The school has seen a fair amount of vandalism and deterioration.

School	Alderman	Status
Overton Bronzeville <i>221 E 49th St</i>	Dowell Ward 3	<ul style="list-style-type: none"> RFP was issued and closed on April 20th. The initial RFP was broad in terms of potential use, with approved use cases including recreational, educational, counseling and mentoring programs; career, trade and entrepreneurial business training programs; or housing, retail and manufacturing or technology. As of the date of the report, CPS anticipated a decision by the July 22, 2015 board meeting Thus far, no proposals indicated a specific use for the kitchen and food storage area.
Fiske Woodlawn <i>6145 S Ingleside Ave</i>	Cochran Ward 20	<ul style="list-style-type: none"> CPS Real Estate is in talks with a potential tenant for a five-year lease. Despite the school's proximity to University of Chicago, CPS Real Estate indicated that the university has not proactively expressed specific interest in the reuse of this school.
Earle West Englewood <i>6121 S Hermitage Ave</i>	Lopez Ward 15	<ul style="list-style-type: none"> No current interest or activity. The majority of activity in and around this neighborhood has been focused on Yale and Bontemps.
Wentworth Englewood <i>6950 S Sangamon St</i>	Sawyer Ward 6	<ul style="list-style-type: none"> Alderman Sawyer's Chief of Staff indicated that they have found it challenging to generate interest in such a large building (125,000 sqft). They are eager for community organizations to lead reuse efforts and help identify developers and funders.

SCHOOL VISITS AND RESEARCH

On June 4th, representatives from New Venture Advisors, Landmarks Illinois, and Chicago Public Schools Division of Real Estate visited the seven prospective schools identified as having the highest food use potential through prior research. New Venture Advisors was represented by Saloni Doshi and Erin Lenhardt. Lisa DiChiera, Director of Advocacy, was present from Landmarks Illinois. Liza Balistreri from CPS Real Estate, and Ellen Stoner of AltusWorks (architectural firm on behalf of Landmarks Illinois) were also present. The group visited Wentworth, Earle, Fiske, Overton, Pope, Near North, and Von Humboldt and was also joined by Thomas Stovall, Aldermanic Aide to Alderman Pat Dowell at Overton, Brian Sleet, Chief of Staff to Alderman Sawyer at Wentworth, and Mike Nardini (from CBRE) at Von Humboldt.

Considerations

Each building was evaluated for its kitchen size, equipment size, condition, existing infrastructure, outdoor space, and neighborhood location. Infrastructure considerations included size, location, and condition of the kitchen, cold and dry storage areas, gymnasium, and common spaces such as auditoriums. Classroom location, size and proximity to potential meeting and production spaces was noted, as was the size of hallways and ability to separate or segregate common areas from the rest of the building. Ease of ensuring compliance with building code requirements regarding egress routes and separation of tenants at the potential areas of occupancy was examined. Ability to easily establish a loading dock between the parking area and the kitchen and storage areas was also assessed. Outdoor space considerations included parking lots, lawns, and proximity of vacant lots.

Facility Evaluations

Each school's existing infrastructure plays an important role in determining potential reuse for food and agriculture production. Overall size of the building provides an indication of number and types of tenants necessary for successful redevelopment. Features such as ceiling height, hallway size, number and location of classrooms, and location, size, and

condition of kitchen and gymnasium factor into reuse potential as well. Other features of each building, such as existing elevators or ability to install an elevator were also noted for buildings with multiple stories, particularly when important rooms, such as the gymnasium, were on upper level floors. The layout of each building was assessed to determine whether areas surrounding kitchens and gyms could easily be isolated into sub-components while retaining two means of egress in order to ensure compliance with fire code requirements. Stairways located at the end of the building were noted as being generally more desirable than central stairways, as they are easier to isolate by putting up a new wall with doors to create an isolated stairwell in order to comply with fire code requirements.

Kitchen

Kitchens were assessed for location, size, type, and condition. Each facility was noted for the type of kitchen it possessed: a full production kitchen complete with HVAC and hoods, or a kitchen that was simply used for reheating and serving purposes. Full production kitchens were examined for existing exhaust hoods and fire suppression, HVAC systems, ovens, drainage, sinks, grease trap basins, and existing usable production equipment in place.

Cold and Dry Storage

Kitchens were assessed for existing cold and dry storage areas, or areas that could easily be converted into storage rooms with minimal investment. Location and proximity of these potential storage areas to the kitchen and the loading dock were considered. For cold storage, in-room ventilation systems were noted.

Loading Dock

Exits and existing loading docks were noted for their proximity to kitchens and gymnasiums. If loading docks did not exist, facilities were assessed for ease of adding loading docks with immediate access to parking areas that easily connect to the main road and that are close to the kitchen and storage areas.

Gym

Understanding that gymnasiums might be repurposed as packing facilities or for indoor hydroponics or aquaponics growing operations, locations of gymnasiums (and other large, multipurpose rooms) were noted. First-floor locations were noted as being more ideal than those accessible only by stairs and with no immediate outside entrances. Additionally, gymnasiums and multipurpose rooms were assessed for size, ceiling height, and existing ventilation and drainage. Where gymnasiums were combined with auditoriums, existing infrastructure was also noted, such as whether or not auditoriums had working lights.

Grounds and Location

Important considerations for the building grounds and location included proximity to land and open lots for food retail and/or urban agriculture. Highway access, location of main roads, and whether or not public transportation was nearby were considered. The size of existing on-site parking lots and routes for vehicular access, particularly to the kitchen, storage areas, and gymnasium were assessed. Building zoning codes were also noted; while possible to change with aldermanic support, zoning codes play an important role in understanding optimal redevelopment cases.

COMPARISON TABLE

SCHOOL	Full Kitchen w/ hood & drainage	Ample Existing Equipment	Sprinkler, safety equipment for hood	Cold / Dry Storage	Easy Loading Zone	Easy to enclose stairway	Easy to Isolate Kitchen	Adjacent Classrooms	Minimal Wear / Good condition	First Floor Gymnasium	Lawn & outdoor space	Parking
Von Humboldt <i>Humboldt Park</i>	✓			✓	✓	✓		✓		✓		✓
Near North <i>West Town</i>	✓				✓		✓	✓	✓			
Pope <i>Lawndale</i>	✓	✓					✓			✓	✓	✓
Overton <i>Bronzeville</i>				✓	✓			✓	✓	✓	✓	✓
Fiske <i>Woodlawn</i>		✓		✓	✓		✓	✓				
Earle <i>West Englewood</i>	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
Wentworth <i>Englewood</i>				✓				✓				

SECONDARY RESEARCH

Thousands of public schools have been closed in various cities across the nation over the last several years. In the 2010-2011 school year, 1,929 public schools out of approximately 99,000 nationwide were closed. The number has ranged from 1,200 to 2,200 every year since 2010, and the trend is expected to continue as populations shift.²¹ In 2010-2011, Kansas City closed roughly 40 schools, Tulsa 14, and Philadelphia approximately 64 schools.²² In Detroit, of the 1729 schools that were open in 2010, only about 100 remain open today.²³

Chicago Public schools closed 49 schools for the 2013-2014 school year. “The impact fell heavily on Chicago’s African-American students—and teachers. Of the 49 closed elementary schools, 90 percent had a majority African-American demographic, while 71% had a majority African-American staff of teachers, according to the Chicago Teachers Union.”²⁴ When these schools were in operation, they served an important community role. Now closed, they left not only a hole in the community, but also a vacant building that can impact surrounding property values and neighborhood stabilization efforts. If these schools are not repurposed, they will continue to deteriorate not only physically, but also in the role they are able to play in uniting and supporting the redevelopment potential of their respective communities. Communities across the nation are rallying together to figure out how to repurpose their closed school buildings.

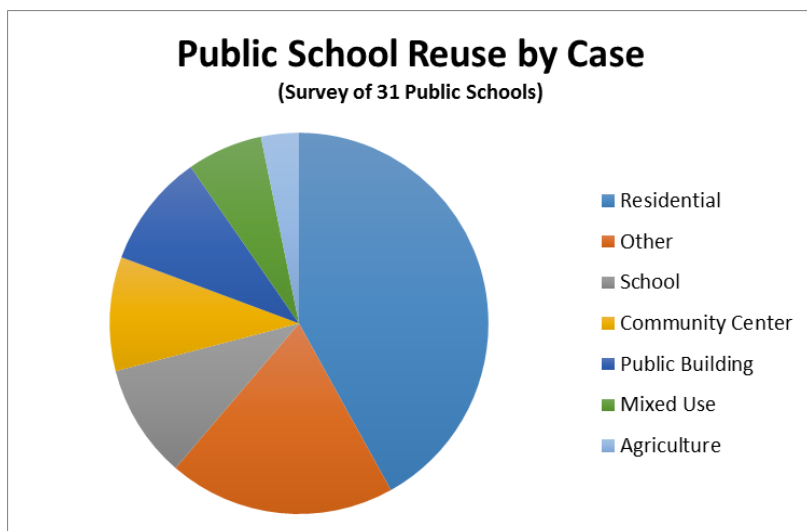
²¹ (Levine 2015)

²² (Scott 2012)

²³ (Levine 2015)

²⁴ (Kunichoff 2014)

Thirty-one school reuse cases were studied nationally in order to understand how schools are being reused. The schools included in this study were chosen because information regarding their closing and ultimate reuse was public and available. As the figure below illustrates, the majority of these 31 schools have been repurposed for residential use (often with an affordable housing component, and frequently with commercial space added to the first floor of the building). Other reuse types include schools, community centers, public buildings, mixed use (often with restaurants or bars included in the redevelopment plans), and agriculture production.



Several closed public school buildings have been repurposed as schools, and typically charter schools, given the ease of adapting empty school buildings for this purpose. Still others are adapted for mixed-use purposes, often with housing, commercial, and office space combined. Two of the mixed-use purposes included food-producing and serving spaces, including bars and restaurants. Some of the residential use cases also include restaurant space.

The “Other” category of uses includes hotels and hospitality, arts centers, churches, storage spaces. Two schools within this category are still vacant, but are in the RFP process of redevelopment.

Agriculture reuse occurred in one instance at a school in Michigan. Long-term plans for this facility include hoop houses, gardens, and a community kitchen. This example will be described in further detail under the Food and Agriculture Reuse Cases section of this report.

Extending the scope of secondary research to include other public buildings (such as hospitals, churches and psychiatric institutions) that have been repurposed reveals strong examples of redevelopment use as museums and hotels. Several churches and theaters have been repurposed as breweries. There are efforts in Colorado to convert a former jail into a legal marijuana-producing facility in Colorado.

FACTORS DRIVING SUCCESS

Cities that have successfully repurposed a large portion of their closed school buildings have been able to do so largely by successfully engaging their communities and partnering with the right local organizations.

Most successful school reuse projects have been led by a champion, whether it is a non-profit, architect, or residential development group. Some communities have even found long-term partners for the redevelopment of their schools. Kansas City, for instance, under its Repurposing Project, has successfully sold or leased 10 of its buildings.²⁵ For redevelopment, it has partnered largely with two groups: Kansas City Sustainable Development Group and Foutch Brothers, an architecture group. Foutch Brothers has led 20 Kansas City school redevelopment projects, most of which have been mixed-use or residential housing.²⁶

Washington DC provides an excellent example of how to successfully engage the community in the school reuse process. Hine Junior High is being repurposed as a mixed-use development, to include 158 residential units (46 affordable), specialty shops, boutiques, and restaurants. They also plan for a landscaped plaza, commercial office space,

²⁵ (Schools 2015)

²⁶ (“Neighbors Get New Details on Westport Middle, High School Proposals | Midtown KC Post” 2015)

underground parking and space for a flea market.²⁷ Led by the Stanton Development Corporation, which has developed close to 200,000 square feet of mixed-use buildings (several of which have historic status), the project included dozens of community meetings through which local residents provided feedback, commented on proposals and attended Stanton presentations.²⁸ The group built a website for their project, through which community members can track progress, find out about future meetings, and submit feedback.

BARRIERS TO DEVELOPMENT

Barriers to redeveloping schools are substantial. In addition to the considerable price tag associated with the renovation and adaptive reuse of a school, these buildings are large and are often located in areas that make them unattractive for redevelopment. It can be difficult to find enough, or the right kinds, of tenants for mixed-use buildings. Depending upon the age of the building, there may be significant utilities and maintenance costs that do not exist with new buildings. Finally, while the community is generally an asset when it comes to school redevelopment planning efforts, these groups often have differing opinions regarding optimal reuses, including whether private development should be permitted versus a continued educational use by another entity. When communities are not well engaged and leveraged in this process, redevelopment efforts can be significantly impeded.

CHARACTERISTICS OF WINNING BIDS

Study of successful school redevelopment projects across the nation reveals some common trends among winning proposals, though much of the selection process is highly dependent upon the type of building being repurposed, the reuse case, and community engagement and interest. Three important components of successful bids in addition to community support are secured funding sources, established redevelopment partners, and committed tenants.

Not all projects have investors in place before reuse cases are proposed, but projects are most successful if they have a clear direction for their funding sources and a deep understanding of the types of use cases that will be best supported by the local community before their RFP response is submitted. Residential housing projects and mixed-use developments typically have investors already in place, and have identified the architects they will use for renovations. Most mixed-use cases have already identified potential tenants as well. In one case, a non-profit procured signed leases in order to both demonstrate tenant commitment to their redevelopment project as well as a source of funding for needed renovations.²⁹

FOOD AND AGRICULTURE USE CASES

Examples of schools being reused as centers for food and agriculture are occurring more and more frequently. Most reuse cases reveal that schools are being reused *in part* for food production purposes across the country. There is one case of a school in Detroit being used almost entirely for food and agriculture production.

The Kettering High School, located on the eastside of Detroit and built in 1964, is slated for reuse for the purpose of agriculture and food production. Plans for its 27-acre footprint include hoop houses, redeveloping land for school lunch crops, and a food-processing plant.³⁰ Executive Director of the district's Office of School Nutrition explained, "We looked at the footprint of the area and tried to conceive of a plan to re-purpose one of our own buildings in a way that would benefit the city and neighborhood will serving our children by expanding access to fresh, healthy food."³¹ The project has been broken into a four phases. The hoop houses are already complete; the last and final phase includes developing the food processing facility.

In Pittsburgh, the Connelly Trade School has been redeveloped into a mixed-use space that includes a community kitchen. The Community Kitchen Pittsburgh is a "mission-based, multi-faceted food service company" that is focused on

²⁷ ("Project Overview," n.d.)

²⁸ ("Community Calendar," n.d.)

²⁹ (Nelson 2015): St. Vincent de Paul redeveloped an old SunTrust bank outside of Atlanta, Georgia.

³⁰ (Levine 2015)

³¹ ("Urban Farm Planned for Shuttered Kettering High School" 2014)

workforce development, community-engaged social enterprise, and food waste reduction. The kitchen has partnered with the Greater Pittsburgh Community Food Bank to serve food insecure residents, with Laurel Vista Farms for co-packing services, and with the Energy Innovation Center (another tenant of the redeveloped school) on a developing a 10,000 square food commissary kitchen, which will allow it to expand its operations.³²

The Reed School in Portland, Maine was recently used as the central kitchen for Portland Public Schools, where 2,500 meals were produced daily for the city's schools. The facility was not ideal and required significant upgrades for this use case to continue. The city estimated that it would cost approximately \$3.4M to fully renovate the kitchen, a cost that was hard to justify given the facility's high maintenance costs and the need to redesign the entire existing facility.³³ The kitchen was ultimately relocated to a new facility built explicitly for this use (at a cost of \$3.2M).³⁴ The Reed School is now a candidate for reuse, a process that is being managed by the Reed School Reuse Advisory Task Force. Based on zoning restrictions and permitted uses, it is most likely that the Reed School will ultimately be repurposed for residential purposes.³⁵

Mixed-use cases sometimes include a food production component. For instance, the Kennedy School in Portland Oregon was recently renovated for reuse as a mixed-use facility that includes a restaurant and on-site brewery. The project was led by McMenamins (a developer of hotels, brewpubs and entertainment venues in Oregon and Washington) after their proposal was approved by the city. The renovated Kennedy School now includes a 57-room hotel, a theatre, a brewpub, and restaurant. The cafeteria was repurposed as The Courtyard Restaurant, which its website describes as being "A school cafeteria like no other!"³⁶ Open daily, "the restaurant replaces the traditional lunch-tray offerings with hearty pub fare, handcrafted ales brewed steps away in the onsite brewery and seasonal weekly specials."³⁷ The school's auditorium has been reused as a movie theatre, with weekly matinees and infant-friendly showings. Lectures and community events take place in classrooms and the old library.³⁸

A similar project was successfully executed at Washington High School in Portland, Oregon. Washington High School, designated as a Portland Historical Landmark, sat empty for decades despite the community's desire that the school be returned to an active, community-enhancing space. The project was led by Art DeMuro, a preservationist and the founder of Venerable Group, Inc., and was completed by the Venerable Group in 2014. The building is anchored by local grocery chain New Seasons Market, which now has its headquarters and office space in the old school. The renovated building includes space for a restaurant, roof deck, auditorium, two bars (one includes food service), and dozens of offices. All office space has been leased; however, the restaurant still sits empty. Leasing representatives report that the restaurant space has not been leased due to "fit" issues rather than lack of interest. They reported that there have been several inquiries but that they are waiting for the right tenant, one that will not compete with their existing bar tenant, will be able to adequately fill the space (close to 5,000 square feet not including an additional 1,000 square foot outdoor patio), and will also be able to provide catering services to the building's rooftop deck.

There is some precedent for food and agriculture related use of schools in Chicago. While not yet approved, one proposal for the Trumbull School in Andersonville includes a Fresh Farms grocery store.³⁹ Recently, businessman and Chef Jaime Guerrero has partnered with Chicago's Carl Schurz High School on Chicago's northwest side to create an indoor farm. At 2,200 students, Schurz (part of the Chicago Public School system) is the third largest high school in Illinois. Students will take ownership of the farm's operations, which will be housed in a former shop classroom. The room will contain a series of hydroponic systems complete with grow lights. Two chefs have agreed to purchase the food

³² ("Community Kitchen Pittsburgh" 2013)

³³ (Murphy 2011)

³⁴ (Graff 2013)

³⁵ (Grimando 2014)

³⁶ ("Courtyard Restaurant" 2014)

³⁷ ("Courtyard Restaurant" 2014)

³⁸ (Quinn 2013)

³⁹ (Emmanuel 2014)

produced and have also agreed to work with students to provide them real-life experience working in commercial kitchens.⁴⁰

Outside of Chicago, the Robert R. Lazar Middle School in Montville, New Jersey has found a way to incorporate farming into students' science curriculum. Led by teacher Matthew Myers, seventh graders learn organic and sustainable farming techniques. His students spend their "Farm Friday's" tending, planting, and harvesting the crops they grow in one of the courtyard areas of the school. Once harvested, the vegetables and leafy greens are used for lunches, and some are sold to the teachers and staff members on campus. The rest are sold through a CSA (Community Supported Agriculture) program. Revenues are reinvested back into the agriculture project for next year's class of seventh graders.⁴¹

While several examples of schools being used for food and agriculture production exist, it is important to acknowledge the barriers that exist when it comes to adopting closed schools for these purposes. Existing kitchens may be incomplete. Only 12% of school districts surveyed by the Pew Charitable Trusts have the equipment needed to produce and serve healthy meals.⁴² The majority of school buildings have "warming kitchens" for reheating purposes only, and therefore do not have existing hoods or the HVAC systems required for food production. Additionally, kitchens may be located in less than ideal parts of the building, away from loading docks or in areas that are difficult to isolate from the rest of the building.

Other considerations include renovation and maintenance costs. It can often be easier and less expensive to build a new commercial kitchen than to try to repurpose one within an existing and empty school building. Renovation costs for schools in general can be considerable, ranging from \$1M to \$25M or more, depending on the project and size of the school. Touchstone Energy Cooperatives notes that K-12 school buildings in the U.S. use an average of 10kWh of electricity and approximately 50 cubic feet of natural gas per square foot on an annual basis.⁴³ Energy efficiency buildings can get to 8kWh of electricity and approximately 25 cubic feet of natural gas per square foot, running full year round (as opposed to schools which generally run for nine months).⁴⁴ They also reported that the average public school building is forty-two years old and is not designed to meet the growing demands of today's energy loads. Another study by XcelEnergy found that the most efficient schools were up to three times less expensive to operate than the least efficient.⁴⁵

Other Public Building Examples

Outside of schools, there are a few examples of other public buildings being repurposed for food and agriculture production. Several churches have been redeveloped as breweries, as have some hospitals and theatres. Forbidden Root, a new botanical brewery in Chicago, is slated to open a brewery and brewpub in the historic Hub Theater (located at 1746 W. Chicago Ave) in the summer of 2015. The project is noteworthy because Forbidden Root worked with the community and its alderman in East Village to get a zoning change approved that would allow the business to manufacture beer and to lift the existing liquor moratorium along Chicago Avenue from Ashland Avenue to Wood Street.⁴⁶

Other notable reuse cases include a mall and a psychiatric hospital. The Galleria at Erieview, a mall in Cleveland, Ohio, was repurposed as a hydroponics operation starting in 2010. Herbs, salad greens, and fruit were grown hydroponically in the mall's glass atrium. Old jewelry stalls were repurposed as gardens on wheels. The project was shut down two years

⁴⁰ (Deveney 2015)

⁴¹ (Marinello 2015)

⁴² ("Federal Budget Funds School Kitchen Upgrades, Modifies Nutrition Standards" 2014)

⁴³ ("Facts about Energy Use in Schools" 2015)

⁴⁴ ("Managing Energy Costs in Office Buildings" 2010)

⁴⁵ ("Managing Energy Costs in Schools: A Guide to Energy Conservation and Savings in K-12 Schools" 2007)

⁴⁶ (Morris 2014)

Farmed Here are producing fresh produce within vertical, indoor farms. Entrepreneurs are pitching in to provide neighborhood farm-to-table restaurants, microbreweries, distilleries, coffee roasters, and even composters. Family Farmed recently launched a new accelerator focused on local food and agriculture start-ups (the Good Food Business Accelerator). Investors, too, are interested and ready to support local food production; angel investment groups such as SLoFIG, or the Sustainable Local Food Investment Group, fund projects that address food sustainability and access to local food.⁵³

SUMMARY

While food and agriculture-related use of closed school buildings is not yet as common as other use cases such as residential redevelopment, the confluence of school closings with strong and growing interest in local food production presents interesting community opportunities. Existing kitchens within these closed buildings are being newly recognized as important assets for surrounding communities, and present opportunities for engaged communities to repurpose not only closed schools but also to support local food and community agriculture.

Considering only existing examples, the most important factor for the successful redevelopment of closed schools is community engagement and demonstrated need for the proposed reuse case. Beyond community support, the most successful use cases for food production have paired food production with other commercial uses. Examples such as the Reed School and the Washington School (both in Portland, Oregon) demonstrate the advantage of segregating large buildings into several disparate sections that will be appropriate for different types of tenants. Restaurants, bars, and brewpubs, especially when situated in urban environments, can easily be paired with hotels, theatres, and even commercial office space in a way that ensures there are enough tenants to occupy the often-large footprint of a closed school building. Finally, just as secondary research demonstrated that successful redevelopment bids include clear project champions, investors, and pre-identified tenants, successful food-related reuse cases also included champions willing to serve as project leads.

CONCLUSIONS AND RECOMMENDATIONS

Reuse of closed school buildings (and other public buildings) in ways that support food and agriculture is challenging. Schools are often shut down because they are in depopulating neighborhoods with economic struggles and low household incomes. These factors set a weak foundation to support many reuse efforts such as housing, food service, hospitality, retail or the incubation of entrepreneurial ventures. Shuttered schools located in more densely populated, thriving or emerging neighborhoods, are often very well positioned to be utilized for housing, and the lower margins of food and agriculture production may not align with these developers' interests.

However, the city of Chicago has a strong focus on improving food access, supporting the city's growing base of food entrepreneurs, and establishing green healthy neighborhoods. Green Healthy Neighborhoods (GHN) is a 10- to 20-year planning strategy implemented by the Chicago Metropolitan Agency for Planning, as a result of their local food study conducted in 2010. GHN aims to maximize the use of vacant land and other neighborhood resources within Chicago's Englewood, West Englewood, Washington Park and Woodlawn community areas as well as parts of the New City, Fuller Park and Greater Grand Crossing community areas.

Additionally, schools – particularly those that previously held fully functional kitchens complete with drains and hoods – have extremely valuable assets to support the city's growing food movement. Given this, reusing closed CPS schools for food production and other food and agriculture-related functions is a unique opportunity for Chicago neighborhoods.

POTENTIAL USE CASES

Of the 18 schools identified as architecturally significant, seven emerged for a site visit. Of these seven, potential tenant organizations were identified for five closed CPS schools.

⁵³ (Hanley 2015)

Note that all of these use cases would require only a portion of a school's footprint. The majority of organizations that were interviewed indicated that they are not interested or able to serve as a lead or anchor tenant of a CPS school and instead, are interested in working alongside a developer or anchor tenant. Forbidden Root is the exception. Forbidden Root, a Chicago-based botanical brewery, has distribution in hundreds of restaurant and retail locations and is opening a brewhouse in East Village in the summer of 2015. The organization is looking to build a commercial brewery in the next one to two years and is actively seeking a ground-floor facility with about 20,000 square feet of space.

1. **Shared-use commercial kitchen:** Fully certified commercial kitchen, with cold and dry storage space, where food entrepreneurs can produce their products without having to make the large-scale investment in their own facility. These kitchens generate revenue by charging entrepreneurs an enrollment fee, hourly kitchen usage fees, and monthly storage fees. Kitchen Chicago and Now We're Cookin' (located in Evanston, IL) are two examples of established kitchens for Chicago food entrepreneurs, and both are at maximum capacity during the summer months. Facilities like The Plant and Industrial Council for Nearwest Chicago (ICNC) meet a similar need, but are structured very differently from a shared-use kitchen. Tenants in these facilities establish permanent office and kitchen space, pay monthly leases, and invest in the equipment and upfitting of their dedicated space.
2. **Contract manufacturing:** Fully certified food manufacturing facilities that process goods for other companies, to be sold under their brand and developed based on those companies' formulas and specifications. Many entrepreneurs look to transition from in-house processing to contract manufacturing when they reach the right sales and production volume levels. However, entrepreneurs such as Lee Greene of Scrumptious Pantry and kitchen operators such as Alexis Leverenz of the Kitchen Chicago have emphasized the dearth of contract manufacturing options for entrepreneurs who have outgrown shared-use kitchens but are not yet able to meet order minimums in place by traditional manufacturers. These food leaders have suggested that shuttered CPS schools might be suitable facilities for contract manufacturing operations. Thus far, no potential operators have emerged who might be interested in running a business like this.
3. **Community culinary and nutrition education:** Centers to teach community members about all aspects of healthy eating. This may include nutrition education, grocery shopping classes, lessons on basic cooking techniques, and strategies for using fresh and seasonal ingredients. These types of education efforts typically require a facility with stainless steel tables for culinary lessons and knife skills and a basic kitchen with standard cooking equipment such as a stovetop, oven and microwave. Kitchens do not need to be certified for commercial processing because these centers are not producing any food for retail or wholesale markets.
4. **Hydroponics and aquaponics:** Hydroponics is a method of growing plants indoors, without soil, using mineral nutrient solutions in water. Aquaponics is a subset of hydroponics that combines aquaculture (raising fish indoors, in tanks) with hydroponics. Water from the aquaculture system is looped into the hydroponic system where animal waste is used as fertilizer for the plants. The cleaned water is recirculated back to the aquaculture system.
5. **Urban agriculture:** The practice of growing fruits, vegetables, proteins and other farm products in urban environments, on small tracts of lands or on raised beds. Urban agriculture operations typically have an educational component to them, teaching urban youth about farming and reconnecting them with real food.
6. **Foodservice:** This can include full service restaurants, cafes and anything in between. A full service restaurant would need a fully equipped, certified kitchen for production, and ample front of the house space. A café that is serving coffee, snacks and sandwiches and does not do any onsite cooking would need minimal kitchen infrastructure, but would be benefited by the plumbing and layout of a warming kitchen in a lunchroom. The visual appeal of the room that could be used for front of the house operations is important, with features like bright light, windows, and high ceilings being a tremendous benefit. Finally, it is critical that a door can be established between the front of house area and the parking area.
7. **Commercial Brewery:** Commercial breweries are spaces for the large-scale production of beer. These types of operations typically require high ceilings in order to accommodate brewing equipment, drainage, ventilation, and access to loading docks in order to receive ingredients and ship out finished products. Access to water and electricity are important. Space requirements can be considerable.

EVALUATION CRITERIA

Regardless of the use case, the following are important characteristics of a school facility:

- Sprinkler system in place in the kitchen and any area with a hood
- At least one stairway that can be easily walled off to meet fire safety regulations
- Ability to isolate the areas of the facility that would be dedicated to different food-related use cases and ensuring that each independent area has at least two means of egress
- All production areas located on the first floor, or on the basement level, with a spacious ramp between the entryway and basement level

These different uses have varied facilities requirements. The following table summarizes the top requirements or features of interest for each use case.

Shared-use kitchen	Contract manufacturing	Culinary education	Hydroponics and aquaponics
<ul style="list-style-type: none"> • Installed hood • Installed drain • Installed triple sink • Triple basin grease basin • Moderately sized loading area, fairly close to the kitchen or storage area • Space once used for cold storage • Space once used for dry storage • All production and storage facilities on the first floor or basement, with flat or ramp exit to loading doc 	<ul style="list-style-type: none"> • Installed hood • Installed drain • Installed triple sink • Triple basin grease basin • Large loading area with roadway and parking to accommodate trailers • Immediate access from loading area to storage areas and kitchen • Ample space for cold and dry storage • Access to highways • Access to labor in or near the neighborhood • All production and storage facilities on the first floor or basement, with flat or ramp exit to loading doc 	<ul style="list-style-type: none"> • Warming kitchen • Basic kitchen equipment a plus (oven, stovetop, etc) • Space in kitchen area to accommodate 15+ community members comfortably • Adjacent classroom space a plus • Safe and easy access into the facility • Access to public transportation a plus 	<ul style="list-style-type: none"> • Classrooms with plumbing and light • Efficient temperature control and infrastructure that effectively maintains ambient temperature • All production and storage facilities on the first floor or basement, with flat or ramp exit to loading doc • Adjacent classroom space for lectures a plus
Urban agriculture	Food service		Commercial Brewery
<ul style="list-style-type: none"> • Ample parking area that can be utilized for urban farming with raised beds (this is preferred over soil) • Lawn space that can be converted to urban farms is also a viable option 	<p>Full service restaurant</p> <ul style="list-style-type: none"> • Installed hood • Installed drain • Installed triple sink • Triple basin grease basin <p>Full service or café with no cooking</p> <ul style="list-style-type: none"> • Moderately sized loading area, fairly close to the kitchen or storage age • Space once used for cold storage • Space once used for dry storage • Classroom or lunchroom that can be used for front of house operations • Ample parking <p>Doorway between front of house operations and parking area</p>		<ul style="list-style-type: none"> • High ceilings • Installed drain • Ample space for dry storage • Access to loading docks • Access to water • Access to electricity • Installed sprinkler system • Efficient temperature control and infrastructure that effectively maintains ambient temperature

RECOMMENDATIONS AND NEXT STEPS

The following schools, recommended use cases and aligned potential tenant organizations emerged.

Earle

West Englewood; 6121 S Hermitage Ave

Located in a TIF district, located in a Green Healthy Neighborhood

Optimal use cases

Earle's kitchen is fully established for commercial kitchen certification, and its easy access to both the gym and the lunchroom, as well as a fairly large potential loading area, make it an excellent site for a shared-use commercial kitchen or contract manufacturing facility.

Potential tenant organizations

Greater Englewood Community Development Corporation is the most promising potential tenant, with Executive Director Glen Fulton actively making progress towards the establishment of an incubator, shared-use kitchen in the neighborhood. These efforts are motivated in part by the development of a Whole Foods Market at 63rd and Halsted in Englewood. Whole Foods has indicated a desire to purchase from food entrepreneurs in the community, prompting the need for a shared-use commercial kitchen for these food producers. Greater Englewood Community Development Corporation has already identified and is exploring a facility very close to Whole Foods Market; however, given baseline interest they expressed in learning more about possible reuse of Englewood schools, immediate outreach to Glen Fulton for further discussions is warranted. He has indicated that Earle could serve an alternative location for their kitchen.

Kitchen Chicago may be interested in establishing or supporting the development of a commercial kitchen in Earle if a developer and/or lead tenant moves forward with the building and is looking for a strategic partner to leverage the kitchen and surrounding rooms. The organization is not interested in initiating immediate next steps, but should be engaged if an interested developer emerges or an RFP is issued. It is important to note that schools in other neighborhoods that are further north and more accessible to the entrepreneurs who currently work with Kitchen Chicago would be more appealing to them. Another organization (name redacted for this report) may be interested in working alongside the developer and operator of a commercial kitchen and incubator program to provide shared business services to entrepreneurs working launching their enterprise out of the facility.

Nathaniel Pope

Lawndale; 1852 S Albany Ave

Located in a TIF district, located in a Green Healthy Neighborhood

Optimal use cases

Despite the significant deterioration this building has experienced, the kitchen is setup well for commercial certification. A hood and drains are already installed, the kitchen is well isolated from the rest of the facility, and it has a roof, allowing for fairly economical renovations. The main drawback of the kitchen area in this school is that there is no existing cold or dry storage area. This will have to be set up by any food production tenant by using classroom space that is adjacent to the kitchen. The building has ample classroom space and a beautiful, large auditorium to support community education and engagement programming.

Optimal use cases are a commercial shared-use kitchen and education-related community programming. Urban agriculture is also a viable use case, by utilizing the north side parking lot and potentially securing one of the empty lots across the street from the building. Several of the larger rooms could be utilized for commercial brewing. The kitchen

facility is likely too small to support a contract manufacturing operation. The school is located across the street from Douglas Park, where shared programming could be coordinated with the Chicago Park District.

Potential tenant organizations

Christy Webber Landscapes emerged as the most interested tenant organization for this school, with a vision of developing portions of the building into a women's center and workforce training facility to serve girls after school and upon graduation. Christy Webber Landscapes would envision utilizing some aspects of the facility and surrounding area for urban agriculture as well. The company would be interested in pursuing this facility in collaboration with the Lawndale Community Coalition, which Anna Marie Leone is actively involved in. Additionally, IFF indicated interest in finding and funding partner organizations and developers who would be interested in repurposing Pope into a safe haven and transitional housing facility.

Neither Christy Webber Landscapes nor IFF indicated interest in utilizing the kitchen in Pope. Kitchen Chicago may be interested in establishing or supporting the development of a commercial kitchen in Pope if a developer and/or lead tenant moves forward with the building and is looking for a strategic partner to leverage the kitchen and surrounding rooms. The organization is not interested in initiating immediate next steps, but should be engaged if an interested developer emerges or an RFP is issued. It is important to note that schools in other neighborhoods that are further north and more accessible to the entrepreneurs who currently work with Kitchen Chicago would be more appealing to them. Another organization (name redacted for this report) may be interested in working alongside the developer and operator of a commercial kitchen and incubator program to provide shared business services to entrepreneurs working launching their enterprise out of the facility.

Near North

West Town; 739 N Ada St

Optimal use cases

The winning bidder to redevelop Near North will be announced shortly. If the basement area of the school, including the kitchen, bathroom and two classrooms do not yet have clear uses in these developers' plans, the kitchen in this school is well suited for a small scale commercial shared-use kitchen operation that does not require more than ten parking spaces and whose tenants can be accommodated by a loading area reached through an alleyway.

Additionally, the high density of this neighborhood make this area well suited for a full service restaurant that would also require the hood and drain system, both of which are already installed.

Potential tenant organizations

Green City Market may be interested in utilizing the kitchen area and adjacent classrooms for community culinary education. This would be a particularly strategic partnership if the winning developer is required to allocate a portion of the facility to operations that support the nearby community.

While the school's existing kitchen facility could support a commercial kitchen, it is likely that the parking and loading area would be too small to accommodate Kitchen Chicago's needs, as they envision an expanded kitchen to mostly support their food truck tenants who require more vehicle space than traditional food entrepreneurs.

Overton

Bronzeville; 221 E 49th St

Located in a TIF district. Located in the 47th and King Micro Market Recovery Program.

Optimal use cases

Overton has only a warming kitchen area in a small lunchroom, making it unsuitable for any commercial kitchen or processing operation. However, the basic warming area, beautiful lawn, large parking lot, and ample classrooms with lots of light make it a potential facility to accommodate urban agriculture and community culinary education efforts.

The RFP for Overton may be reissued in 2015. Interested developers should be encouraged to connect with community organizations that may be able to successfully utilize the lunchroom and surrounding classrooms in ways that support community engagement.

Potential tenant organizations

Growing Power / Iron Street Farms has already taken initial steps to explore the possibility of establishing urban farming and education programming in Overton, and they remain a strong potential tenant. Additionally, Green City Market may be interested in utilizing the school for community culinary education and a popup market.

Von Humboldt

Humboldt Park; 2620 W Hirsch St

Optimal use cases

The winning bidder to redevelop Von Humboldt will be announced shortly. If the kitchen, playroom and/or auditorium do not yet have clear uses in these developers' proposed plans, the kitchen in this school is well suited for a commercial shared-use kitchen operation and the multiple multi-purpose rooms on the first floor could be well suited for hydroponics or commercial brewing.

Additionally, the high density and changing demographics of this neighborhood make the kitchen in Von Humboldt well suited for a full service restaurant that would also a hood and drain system, both of which are already installed.

It is important to reiterate that Von Humboldt may be a particularly challenging school for this type of reuse, because a narrow corridor connects the old building (built in the 1880's) with the newer addition making it challenging to isolate just the kitchen area in a way that meets fire codes.

Potential tenant organizations

Forbidden Root may be interested in pursuing large sections of the school for commercial brewing. Garfield Produce Company may be interested in utilizing first floor classrooms or multipurpose rooms, for hydroponics operations.

Kitchen Chicago may be interested in establishing or supporting the development of a commercial kitchen in Von Humboldt if this fits into the developer's plan.

SUMMARY

Research identified a variety of innovative reuse opportunities for closed CPS schools that could leverage school kitchens, multi-purpose rooms and outdoor space. Five schools have been identified that have tangible opportunities for food or agriculture-related reuse and identified organizations interested in exploring the option further.

The following chart summarizes potential food and agriculture-related use opportunities for each of the seven schools initially selected for in-depth assessment.

Asterisked organizations = Immediately interested in exploring the recommended school reuse opportunity and should be engaged by CPS Real Estate, the ward's alderman and Landmarks Illinois.

Unasterisked organizations = Have indicated interest, but are not immediately looking for expansion or would prefer to wait until a lead developer or anchor tenant emerges before engaging in the process.

No org identified = Instances where research identified strategic use cases for portions of a specific school's building; however, no organization emerged that is interested in exploring the option further.

Not a suitable use case = The facility, surrounding area (parking lot and lawn space) and/or neighborhood characteristics suggest that the use case is not suitable for this particular school.

	Shared-use kitchen	Contract manu-facturing	Culinary education	Hydroponics / Aquaponics	Urban agriculture	Food service	Commercial brewing
Overton	Not a suitable use case	Not a suitable use case	Green City Market	No org identified	Growing Power	No org identified	Not a suitable use case
Pope	Kitchen Chicago Name redacted - organization interested in providing shared business services to an incubator	Not a suitable use case	*Christy Webber	Not a suitable use case	*Christy Webber	Not a suitable use case	Lagunitas (did not interview but are located close to the school)
Near North	No org identified	Not a suitable use case	*Green City Market	Not a suitable use case	Not a suitable use case	No org identified	Not a suitable use case
Earle	*Greater Englewood DC Kitchen Chicago	No org identified	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case
Von Humboldt	Kitchen Chicago Name redacted - organization interested in providing shared business services to an incubator	Not a suitable use case	Not a suitable use case	*Garfield Produce Company	No org identified	No org identified	*Forbidden Root
Fiske <i>No potential tenants have been identified</i>	Not a suitable use case	Not a suitable use case	No org identified	Not a suitable use case	No org identified	Not a suitable use case	Not a suitable use case
Wentworth <i>Food or agricultural related reuse may not be applicable</i>	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case	Not a suitable use case

Three closed schools that are not considered historically significant also emerged through this research – Bontemps in Englewood, Yale in Englewood and Ward Elementary in East Garfield Park. It is recommended that the coalition of organizations in Englewood focused on the reuse of Bontemps for urban agriculture and healthy eating efforts be well supported in their efforts. Additionally, Breakthrough Urban Ministries expressed interest in exploring Ward Elementary. The organization has a history of real estate transactions in the East Garfield Park neighborhood, and should be connected with CPS Real Estate and alderman representatives to further explore this opportunity.

NEXT STEPS

The following next steps are recommended that will build on the initial momentum and excitement generated through the interviews and site visits conducted as part of this research.

- **Chicago Public Schools Real Estate & CBRE:** The team recommends that CPS Real Estate and CBRE reach out to the eight organizations identified as potential tenants of these five schools, with a particular emphasis on the four that expressed strong interest: Forbidden Root, Garfield Produce Company, Christy Webber Landscapes and Green City Market. Initial meetings would further assess and establish interest and generate contacts for developers or anchor tenants to connect with, based on their needs and ideas.
- **Aldermen:** There is significant interest in innovative reuse of closed schools. However, identifying interest sometimes requires proactive outreach to potential organizations and matchmaking between various groups. The team recommends that aldermen reach out to organizations that have expressed interest in schools in their ward, and where appropriate, gather input from their community members on the potential food and agriculture related use cases identified in order to gauge the level of support these strategies would garner.

The team recommends that aldermen and Chicago Public Schools Real Estate continue to look to Landmarks Illinois as a valuable resource in exploring reuse opportunities, connecting stakeholders with potential organizational tenants and developers, and identifying incentives for historic building reuse.

Chicago is emerging as a leader in food entrepreneurship, local food systems, urban agriculture, and healthy food access innovation. Food entrepreneurship is being supported by organizations as diverse as New We're Cookin', Kitchen Chicago, Greater Englewood Development Corporation, FamilyFarmed.org's Good Food Business Incubator, The Plant and Industrial Council of Nearwest Chicago (ICNC). Urban agriculture and healthy food access innovation are being driven by a myriad of entities and cross sector partnership across the private, public and nonprofit sector. Regional food hubs that connect farmers across the Midwest with Chicago buyers are launching in and around the city, fueled by consumers' ever growing desire to know where their food comes from and how it was produced.

Within this exciting food culture, assets like closed CPS schools (whether they are considered architecturally significant or not), which previously served as focal points of their community and often have beautiful, well designed facilities with functional commercial kitchen space, can be very well positioned to play a key role in this rapidly expanding sector.

APPENDIX A: FLOOR PLANS AND PHOTOGRAPHS

EARLE

West Englewood

Address: 6121 S Hermitage Ave

Building square footage: 93,050

Zoning: RS3 surrounded by residential

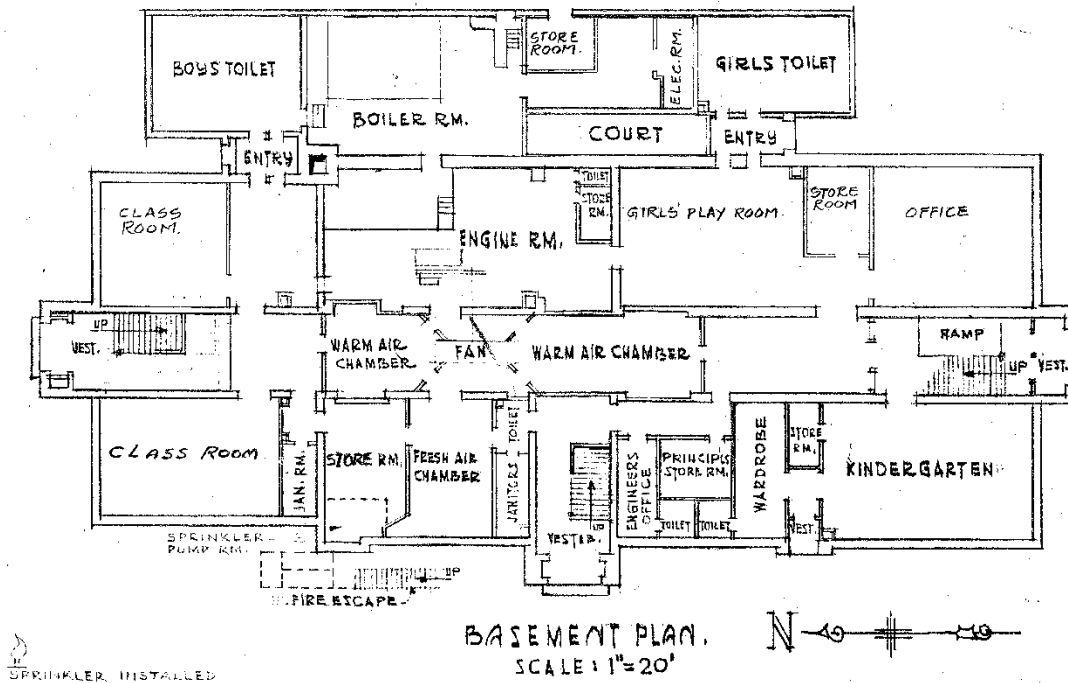
Estimated maintenance costs: \$310,592

Estimated carry costs: \$110,030

TIF district: Yes



2-7



WENTWORTH

Englewood

Address: 6950 S Sangamon Street

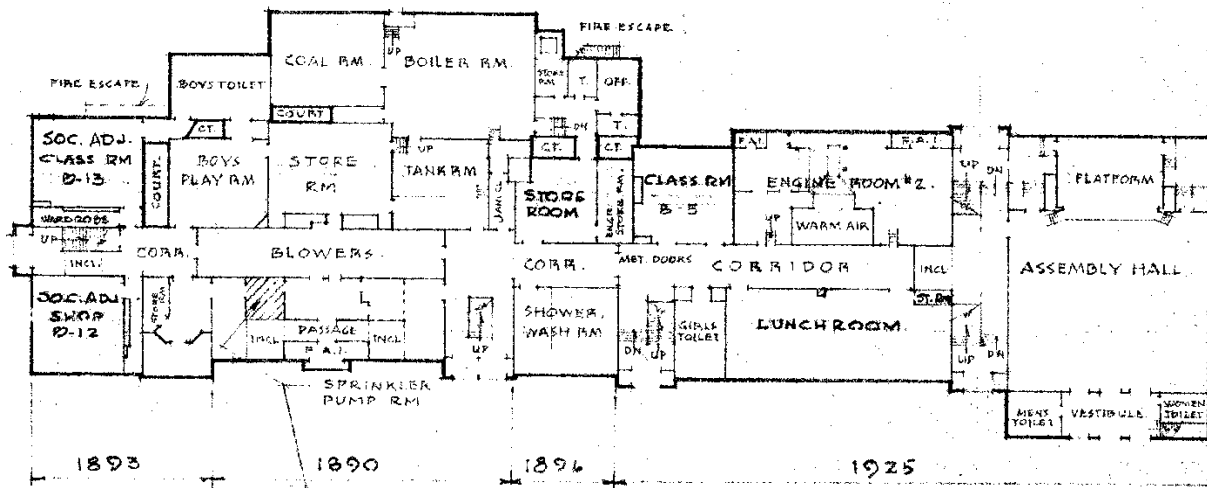
Building square footage: 122,400

Zoning: RT4 surrounded by residential

Estimated maintenance costs: \$364,400

Estimated carry costs: \$102,567

TIF district: None



BASEMENT PLAN
SCALE: 1" = 48'

FISKE

Woodlawn

Address: 6145 S Ingleside Ave

Building square footage: 70,500

Zoning: RM5 surrounded by residential

Estimated maintenance costs: \$269,250

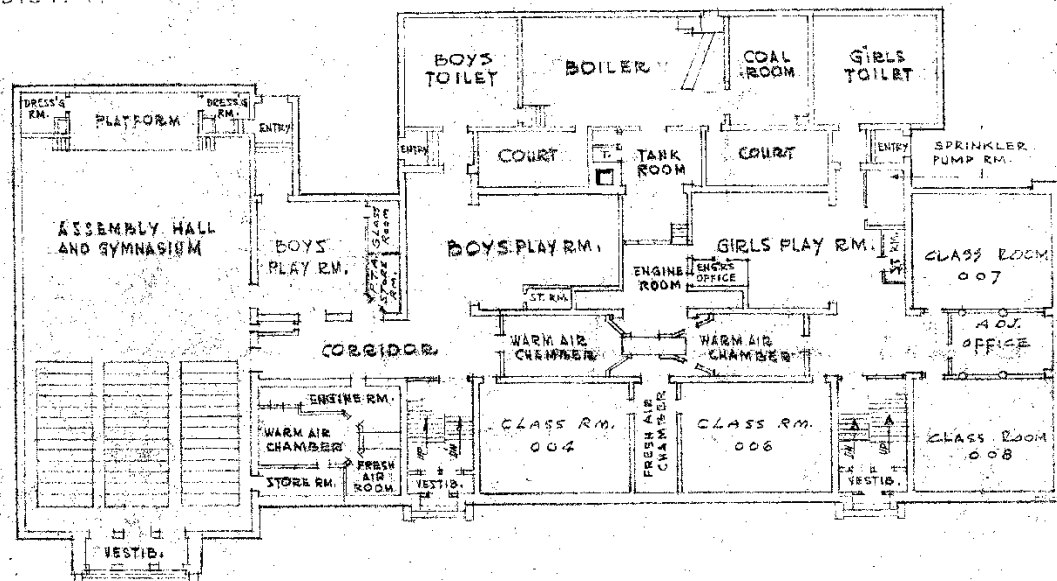
Estimated carry costs: \$83,867

TIF district: Yes



T

DIST. 14



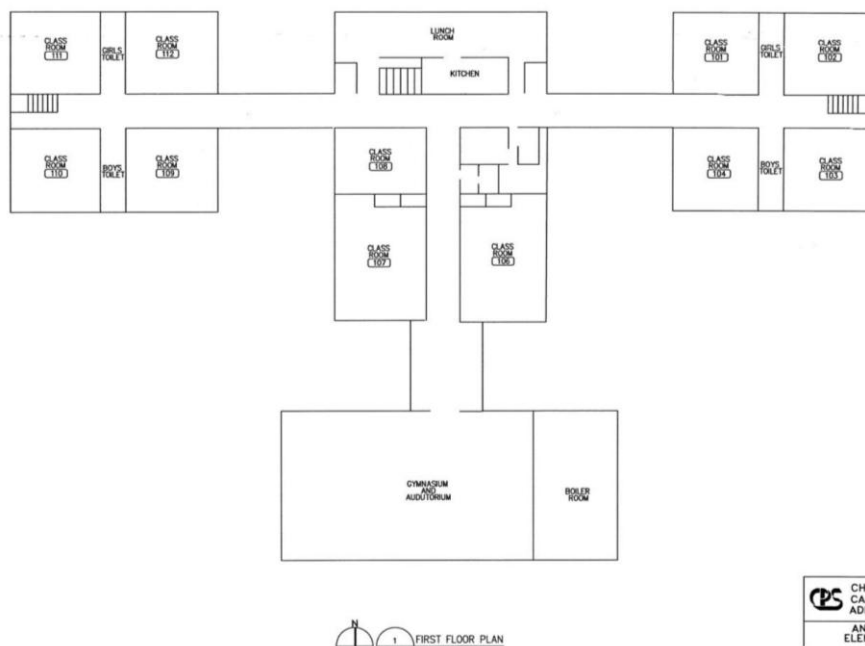
BASEMENT PLAN.
SCALE = 1" = 25'-0"

Bronzeville

Building square footage: 60,600

Estimated maintenance costs: \$251,100

TIF district: Yes



POPE

Lawndale

Address: 1852 S Albany Ave

Building square footage: 75,000

Zoning: RM5 surrounded by residential

Estimated maintenance costs: \$277,500

Estimated carry costs: \$85,978

TIF district: Yes



FIRST FLOOR LAN/TV LAYOUT

NEAR NORTH

Near West

Address: 739 N Ada Street

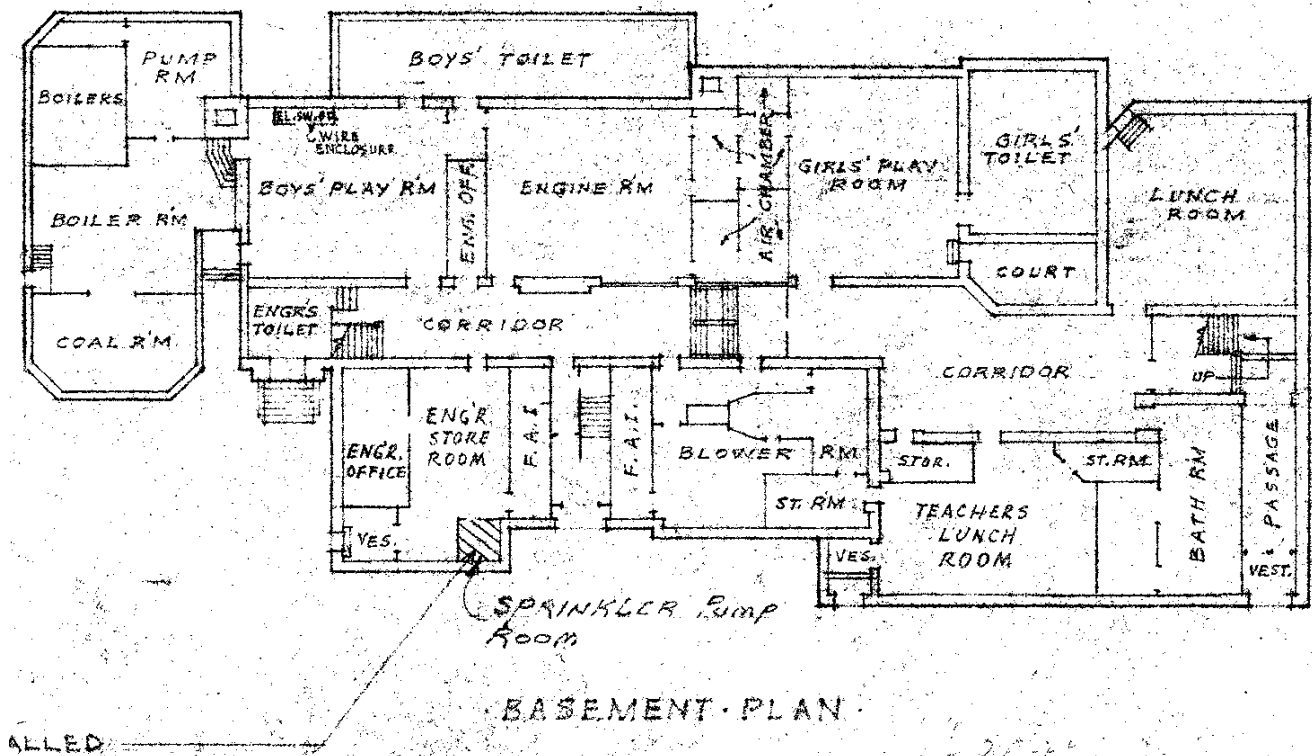
Building square footage: 57,400

Zoning: RS3 residential & business uses

Estimated maintenance costs: \$245,233

Estimated carry costs: \$29,697

TIF district: None



VON HUMBOLDT

Humboldt Park

Address: 2620 W Hirsch Street

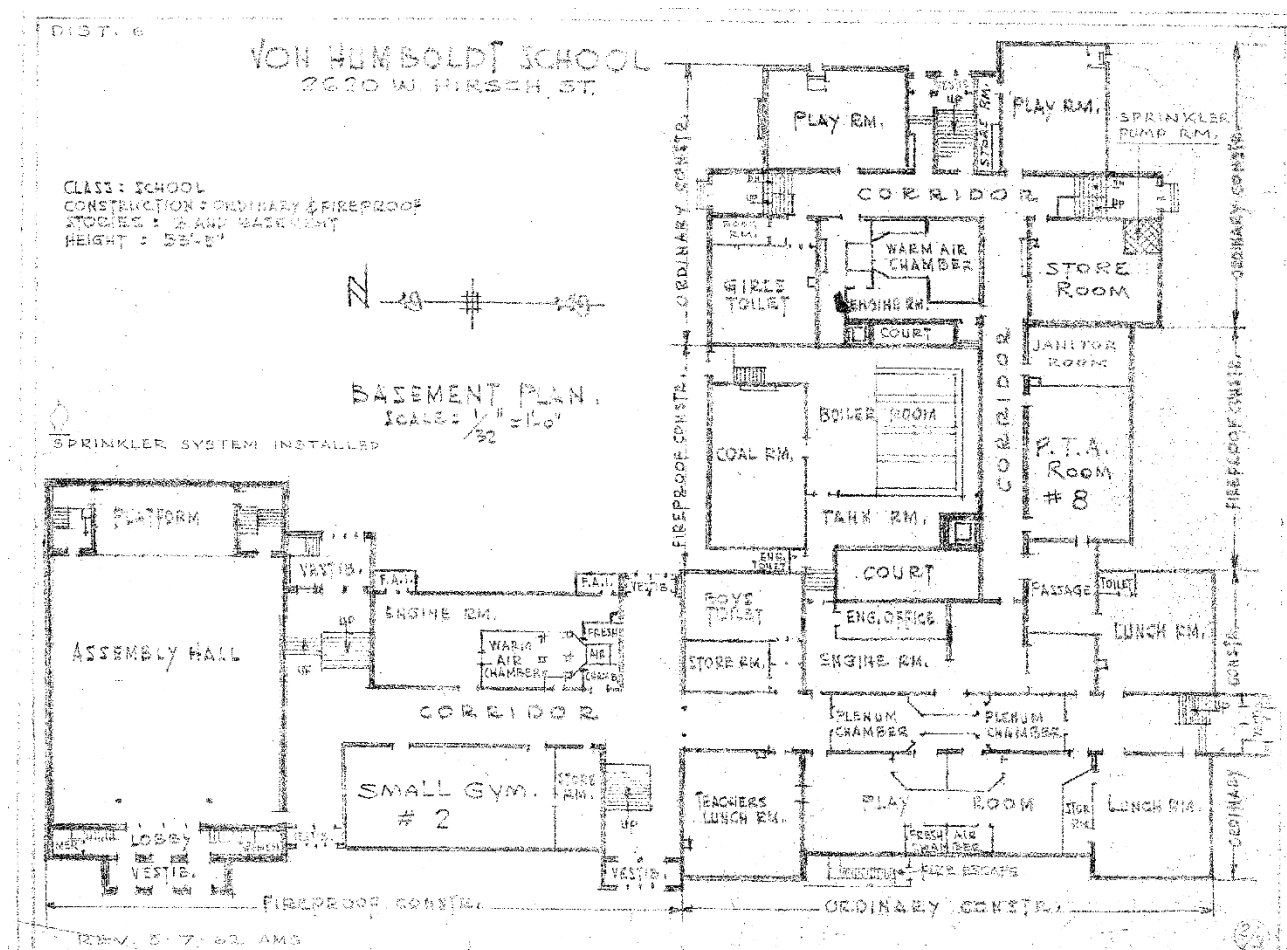
Building square footage: 150,100

Zoning: RS3

Estimated maintenance costs: \$440,667

Estimated carry costs: \$121,028

TIF district: None



APPENDIX B: POTENTIAL TENANT ORGANIZATIONAL SUMMARIES

Organization	Description
Christy Webber Landscapes	Christy Webber Landscapes is a full-service landscape provider offering design, construction, and maintenance programs to residential, commercial, and municipal clients throughout Chicago. www.christywebber.com/
Experimental Station	Experimental Station builds educational and cultural programs, small business enterprises and community initiatives on the south side of Chicago. Current programs include Blackstone Bicycle Works, 61st Street Farmers Market, Invisible Institute, EBT For the City of Chicago, and LINK Up Illinois. http://www.experimentalstation.org
Grow Greater Englewood	Grow Greater Englewood, formerly known as Englewood Urban Agricultural Taskforce, is a collaboration initiated by Growing Home, to build an urban agricultural district in Englewood. www.growinghomeinc.org
Growing Power & Iron Street Farms	An abandoned food hub on the south side of Chicago, Iron Street Farm is a 7-acre farm and warehouse run by Growing Power, with 7 hoop houses for year round production, vermicompost, mushroom production, an apiary, pygmy goats, and a composting facility. http://www.growingpower.org
Industrial Council of Nearwest Chicago	ICNC provides a full range of services for start-ups and established businesses on Chicago's nearwest side in industries such as manufacturing, food processing, and technology at no cost. In addition, ICNC is home to one of the largest business incubators in the country. http://www.industrialcouncil.com
Kitchen Chicago	Kitchen Chicago is a fully equipped, commercially licensed, shared use kitchen or kitchen incubator, available for rent by the hour in Chicago. http://www.kitchenchicago.com
Real Men Cook	Real Men Cook events, presented by Real Men Charities, Inc., is a national crusade to positively change the way the world views men in relationship to their families and the community, promoting fatherhood, mentorship and community involvement. Real Men Cook are food tasting events featuring men volunteering to cook for and serve the community. http://www.realmencook.com
Angelic Organics Learning Center	AOLC helps build local food systems by offering opportunities to learn agricultural and leadership skills, grow healthy food and a better quality of life, and connect with farmers and the land through their programs at partner farms and urban growing sites in northern Illinois and southern Wisconsin. http://www.learnngrowconnect.org
Scrumptious Pantry	Scrumptious Pantry partners with family farms to grow Heirloom fruit and vegetables. Heirlooms have amazing flavors, textures and colors unique to certain places or regions. http://scrumptiouspantry.com
Shepherd's Hope	Shepherd's Hope works to rebuild communities by combatting physical hunger, lack of spiritual awareness, lack of adequate housing, lack of community interest and education and vocational deficiencies. http://shepherdshopechicago.org
Breakthrough Urban Ministries	Breakthrough Urban Ministries is a nonprofit that runs transitional housing, job training and youth development programs in the East Garfield Park community. http://www.breakthrough.org/
Breakthrough Enterprises	Breakthrough Enterprises is a for-profit subsidiary of Breakthrough Urban Ministries which provides a low-cost fulfillment service and employment opportunities for the community in the East Garfield Park neighborhood. http://www.btechicago.org
Garfield Produce Company	Garfield Produce Company is an urban hydroponics farm in East Garfield Park which partners with Breakthrough Urban Ministries. Breakthrough provides job training to homeless and Garfield Produce Company hires them. http://www.garfieldproduce.com
Greater Englewood CDC	The Greater Englewood Community Development Corporation (GECDC) is a not-for-profit organization that seeks to improve the economic vitality of The Greater Englewood area in Chicago. http://www.greaterenglewoodcdc.org/

Organization	Description
Green City Market	Green City Market is a marketplace for local, sustainable food that educates, promotes and connects farmers and local producers directly to chefs, restaurateurs and the greater Chicago community. http://www.greencitymarket.org
Forbidden Root	Chicago's first botanical brewery uses all natural ingredients, including herbs, spices, barks, roots, honeys, stems, seeds, nuts, vanilla bean and cacao beans. http://forbiddenroot.com

APPENDIX C: NATIONAL SCHOOL REUSE CASE RESEARCH

School	City	Redevelopment Use Case
Franklin Junior High School	Minneapolis, MN	Arts Center developed by non-profit Artspace - (led by Milled Dunwiddie Architecture)
Holland School	Minneapolis, MN	Northeast Community Lutheran church (bought building for \$1.7M and financed a renovation)
Page-Woodson school	Oklahoma City, OK	New Page's plans include restoring the school and its 750-seat auditorium and restoring it as a center of community activity with the aid of historic preservation tax credits.
Bridge Street School	Suffield, CT	Proposed Community Center
Kennedy School	Portland, OR	57-room hotel; The auditorium is now a movie theatre, with weekly matinees and infant-friendly showings; lectures and community events are held in the old library and classrooms; weddings happen in the former gymnasium.
Medford Senior High School	Medford, OR	Community Center: Offices, public meeting areas, auditorium, large gymnasium + 2 smaller gyms
Washington High School	Portland, OR	Mixed Use Building (New Seasons Anchor) - includes a restaurant
Evergreen Elementary School	Evergreen, OR	Redmond City Hall
West Site Academy	Detroit, MI	Substance abuse programs
P.R. Harris	Washington DC	The large gym at P.R. Harris Education -- project budget = \$1.3M Center was selected to house the Fire & Emergency Medical Services (FEMS) Candidate Physical Agility Testing Center (CPAT). This new facility enables FEMS to test and train new recruits as well as provide rehabilitation programs for employees on disability leave.
Central Park High School	Minneapolis, MN	condos / "loft apartments" - "Central Park Condominiums" (led by Milled Dunwiddie Architecture) - 62,000 sqft
Heberle School	Cincinnati, OH	Heberle Lofts
Gordon School	Atlanta, GA	High end apartment rental units
Lafayette Bloom Middle School	Cincinnati, OH	59 market-rate apartments and 5,000 to 6,000 square feet of street-level commercial space.
Dallas High School	Dallas, TX	Apartments (+ retail?)
Grimke School	Washington DC	Call for proposals: At time of article, in use as DC Department of Corrections and the DC Fire and Emergency Medical Services -- contract was awarded to Sorg Architects and Roadside Development -- (52000 sqft building will become a residential, retail and community complex)

School	City	Redevelopment Use Case
Bancroft School	Kansas City, MO	Mixed use -- but looks like apartments. Bancroft school signals a catalytic shift in community revitalization that began with the residents of Manheim Park boldly claiming a new future, and a broad public-private partnership and strategic investment of leadership, design, capital and philanthropy. This effort has already resulted in a remarkable reduction in crime — from 2011-2012 there was a 27% reduction in crime reported — and increase in hope. As residents claim their new homes, the legacy becomes the development of human capital by design. This is urban acupuncture and it redefines urban redevelopment.
Hine Junior High School	Washington DC	The planned redevelopment would include 158 residences, 61,000 square feet of retail space, office space, a plaza, underground parking, and an area for the flea market section of Eastern Market, though smaller than what currently exists.
Whitted Junior High School	Durham, NC	79 homes for elderly, low-income residents as well as pre-kindergarten classrooms. (Project estimated to cost \$21.5M)
Adams School	Adams, Maine	Affordable housing, public greenway, playground (not clear if they're going to renovate the building or just tear it down)
Barnes School	Boston, MA	Developer East Boston Community Development Corporation redeveloped the school into 74 studio and one-bedroom units of affordable rental housing for the elderly. The Department of Neighborhood Development contributed \$1,600,000 and provided \$350,000 in maintenance and preservation before project started.
Sidney D. Miller High School	Detroit, MI	Charter school
YE Smith School	Durham, NC	Maureen Joy Charter School
Lincoln Highschool	Portland, OR	Proposal Only - 190000 sqft 2-story building (renovation cost of ~\$23M) - want to build an urban magnet high school
Stone Middle School	Huntsville, AL	Warehouse storage? (Not clear from article)
Lyman Trumbull Elementary School	Andersonville (Chicago), IL	Seven Proposals submitted to Ald. Pat O'Connor include one for a Fresh Farms grocery store
Thomas B. Reed School	Portland, ME	The former Thomas B. Reed School on Homestead Avenue in Portland was most recently used by the city school department as the school district's central kitchen and warehouse space, but is now vacant and unused.

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