

SUMMARY BUSINESS PROPOSAL:

**MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

**AND FAIRCLOTH FARM**

CHAPEL HILL, NC

UPDATED MAY 2009



PROJECT MANAGEMENT:

JOSEPH MOSNIER, PH.D., MANAGING GENERAL PARTNER  
IRENE FAIRCLOTH GATTIS, PARTNER (OWNER, FAIRCLOTH FARM)  
DIANE DODGE, MBA, PARTNER (OWNER, 'HOME ON THE RANGE' CATERING)  
HARVEY HARMON, LIMITED PARTNER (FARMING OPERATIONS/CONSULTANT)

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## **SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

### **I. VISION AND BUSINESS DESCRIPTION**

Using a socially responsible, community-centered business model, we propose to transform the beautiful historic Mann's Chapel church site, located two minutes from Cole Park Plaza just south of Chapel Hill, into an upscale but entirely friendly farm-to-table café, and to use the two-hundred acre Faircloth family farm located just around the corner for related farming operations. Thus we will offer something entirely unique in our region: the experiential pleasures of the elegant old church, a bustling farm open to visitors, and foods of unmatched freshness drawn from our own fields.

But just as Weaver Street Market represents far more to Carrboro than a grocery store, we aim to be more than a restaurant. Our goal is to make our neighborhood and region a better place, to offer our neighbor-patrons participation in a community-centered business model the success of which they celebrate and regard as their own. Our values are sustainability, social responsibility, and giving back. Thus we plan an environmentally innovative "green" renovation of the old church, an organic future for the farm, employee profit sharing, and donating a percentage of profits to Triangle Land Conservancy and Carolina Farm Stewardship Association to support open space and local family farms.

How do we make the model work financially? Full-day operation, complete catering, and special on-farm events yield financial strength through multiple revenue streams. The café will operate as a morning coffee house, lunch café, evening bistro, and late-night bar. Our full catering services will include on-farm weddings and other special events. Monthly on-farm dinners, musical events, and other activities will deepen the bonds felt by patrons to the farm's beautiful landscape and bustling farm operations. We celebrate the dominant trend in American cuisine and restaurant service toward fresh, local, and sustainably grown foods, and the parallel and related trend toward increasing agri-tourism. What we cannot grow on the farm, we will endeavor to purchase locally to further strengthen our region's extraordinary small farm network.

Local market dynamics – existing demographics and household income, patterns of consumer preference, and burgeoning residential development at close proximity – are highly favorable. We are located two minutes from Cole Park Plaza, and just ten minutes from downtown Chapel Hill.

What makes the model work is not the earnestness of our values, but unparalleled food, vibrant social networking, and *fun*. Imagine diner-style brunch at the café on weekend mornings, an early morning café breakfast on the way to work, memorable American regional cuisine fresh from our fields for dinner. Come meet your neighbors at our on-farm special dinners, or gather with friends for food- and farming-centered activities and live music events. Buy a share in the farm's subscription CSA program and join us for "Fridays at the Farm," the lazy end-of-the-workweek late afternoon when you stop by the farm to greet your neighbors, let the kids run, and pick up your share of week's

subscription produce. Hold your wedding for two hundred guests on the farm, fully catered from our kitchen with fresh foods from the surrounding fields.

In sum, we propose a socially responsible business model based on local foods, community, and a lot of fun. Or, as we like to say, food with a future, for everyone.

Response to our vision has been uniformly enthusiastic. We recently secured the necessary rezoning of the church parcel, with the support of our neighbors and the unanimous backing of the Chatham County Commissioners and Planning Board.

*We are poised to launch project development upon receipt of project financing. We anticipate project development in two phases: (1) catering and farming operations, followed by (2) church renovation for restaurant operations.*

## **SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

### **II. PARTNERSHIP TEAM**

Our partnership team includes the following persons, with varying responsibilities and equity positions:

**Joseph Mosnier, Ph.D., Managing General Partner (majority equity holder):**

B.S. Physics with Honors, Phi Beta Kappa, Stanford University; post-collegiate two-year financial analyst internship, Goldman Sachs & Co., Mergers & Acquisitions Department; Ph.D. History (U.S. civil rights legal history), UNC-Chapel Hill; organic and sustainable farming hobbyist. Joe will act as general partner and also oversee the farming operation.

**Irene Faircloth Gattis, Limited Partner:**

B.A., M.A., UNC-Chapel Hill; twenty-five years' small business experience in a variety of operations including antiques and collectibles, artisan crafts and giftware, and most recently fifteen years in interior design/home furnishings consulting. With her mother and two siblings, Irene owns the Faircloth family farm. Irene's grandparents were members of Mann's Chapel UMC from the 1910s; Irene was baptized and married in Mann's Chapel; her father is buried in the (non-contiguous) cemetery. Irene and her husband, Rev. William Gattis, former longtime pastor at University UMC in Chapel Hill, are lifelong members of the local community. They have decades of experience as convenors of large social gatherings, and are strong proponents of sustainable land use and environmental stewardship.

**Diane Dodge, MBA, Catering Partner:**

B.S. Chemistry, UNC-Chapel Hill; MBA, UNC-Chapel Hill; ten years experience as successful small business person through Home on the Range Catering of Chapel Hill. Diane's catering operation handles everything from elegant small dinners for UNC-Chapel Hill donors to very large weddings. A proponent of fresh local foods, Diane has grown her business to the limits of her current facility; she welcomes a larger base of operations, full marketing support, and a direct connection to an active farm operation.

**Harvey Harmon, Limited Partner:**

B.A. Engineering/Public Policy/Ethics, Duke University; five year service as agriculture and community development specialist in rural homeland area of South Africa; operates Sustenance Farm, a sustainable farm in Chatham County; launched Central Carolina Community College's sustainable farming program (Pittsboro campus), a nationally recognized model for sustainable agriculture education; currently working on sustainable development with an emphasis on renewable local economics. Harvey will guide the start-up farming operation through active consultation, and will bring to the business his strong professional relationships and close personal acquaintance with all major figures in the Piedmont organic and sustainable farming community.

**(to be hired) Chef, Partner:**

We will hire a young, dynamic culinary professional to run our kitchen. Our venture represents an exceptional opportunity for a talented, ambitious young chef, and we expect strong interest in the position. Our area is renowned for its burgeoning culinary scene and superb network of small farms. To align our interests, we will vest this person into a significant equity position across five years.

**Additional partners and/or key employees may include:**

Operations/Marketing Manager: an individual with strong interpersonal and technology skills will run the front of the house, lead our marketing, and keep our business on the comfortable leading edge of web-based communication and social networking positioning

Early Morning Coffeehouse Manager: an avid coffee/tea specialist will run our coffeehouse and morning breakfast café operation

Special Events Manager: Reporting to our catering partner, this individual will manage major catering events (including weddings), and special on-farm events.

## **SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

### **III. PROJECT DEVELOPMENT: REPORT-TO-DATE**

Joe Mosnier and Irene Faircloth Gattis have jointly developed the project vision, with Mosnier taking the active lead in day-to-day project development. We brought Diane Dodge into our discussions early on, anticipating her participation as a catering partner.

In July 2007 we acquired the historic Mann's Chapel property from the North Carolina Conference of the United Methodist Church. The Conference, having closed and formally decommissioned the church in 1987, welcomed the sale as a means to give renewed life to a venue with great sentimental and historic value. The church building was empty at the time of purchase, and vulnerable in the absence of any long-term plan for upkeep. Persons throughout the area are familiar with the church and regard it fondly on account of its beauty and long history.

Prior to the church purchase, we had secured an option to buy an adjacent three-acre parcel for use as a septic system distribution area, envisioning use of an innovative reclaimed water system increasingly common and fully familiar to State regulators. However, we now envision a simpler alternative approach using a pipe easement from the church to the nearest portion of Faircloth Farm, where we intend to utilize a traditional in-ground septic system.

In August 2008 we filed an application to rezone both the church and adjacent parcels as B-1 conditional use. Backed by strong community support and absent any opposition, our proposal was warmly received by county officials, and we ultimately secured the unanimous backing of the Chatham County Commissioners, Planning Board, and Appearance Committee. Various neighbors and community members supported our application, as did Triangle Land Conservancy and the Carolina Farm Stewardship Association. Note: We will apply for necessary rezoning for perhaps six net acres at Faircloth Farm for special events areas and septic; we are advised by our attorney that such rezoning should be uncontroversial.

Per our application, the conditional use permit allows all of the following: 120 total seats (seventy indoors and fifty on a seasonal patio); authority to construct the new restaurant kitchen as an addition to the church; a fully ample allowance of fifty-six onsite parking spaces; signage per our design; and unrestricted operating hours.

Our professional service providers include:

Legal: Nick Robinson, Esq., Bradshaw & Robinson, Pittsboro, NC.

Architecture/Design: John Gus Beck, Hardweardesigns, Durham, NC.

Civil Engineering: Mark Ashness, CE Group, Cary, NC.

Traffic Engineering: Rynal Stephenson, Ramey Kemp Associates, Raleigh, NC.

Septic: Dr. Halford House, Integrated Water Strategies, Apex, NC.

Soils: Michael Wood, Catena Group, Hillsborough, NC.

## **SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

### **IV. MARKET COMMENTARY**

All key market dynamics are strongly positive. We enjoy favorable local area demographics with high household incomes in our immediate vicinity, and are just ten minutes from downtown Chapel Hill with access via a major traffic artery (15-501). The church and farm are situated in the burgeoning northern Chatham County growth zone where residential development is expanding rapidly; the Briar Chapel development, which will include 1600 homes, is centered less than two miles from the church, with an access point at less than one mile. Multiple additional residential developments continue to expand in the area. Our setting, a lovely historic church and nearby farmscape that offer customers a uniquely pleasant dining atmosphere as well as the delights of firsthand on-farm experiences, confers a permanent competitive advantage. We capture customer enthusiasm by embodying and extending the central trend in American cuisine toward local and organic. Our menu will celebrate beautiful fresh foods grown locally by "folks you know." We anticipate strong levels of community support and buy-in to our vision, which fosters face-to-face relationships, the restoration of a valued historic church property, and farmland preservation. Our ties to local farmers and community organizations are strong. Finally, the northern Chatham County area is currently underserved by restaurants.

Current demographics: The church and farm are two miles west of the Cole Park Plaza/Chatham Crossing shopping area on 15/501, some five miles south of Chapel Hill. Reflecting the strong existing local population and high household incomes, this shopping area includes the top-performing Lowe's supermarket in all of North Carolina. Chatham Crossing, in the words of its operator Weingarten Realty Investors ([www.weingarten.com/retail/property/0504-504/](http://www.weingarten.com/retail/property/0504-504/)), "serves an affluent, highly-educated consumer base just outside of Chapel Hill in rapidly growing Chatham County." Upscale local residential communities include Fearington Village (ten minutes from the church/farm), Governor's Club (ten minutes), and Southern Village (seven minutes). Within a five mile ring around Chatham Crossing, reports Weingarten, there were in 2007 some 17,960 households with average household income of \$70,079; two-thirds of this population hold college degrees.

Burgeoning local residential growth: The northern portion of Chatham County is experiencing extensive and very rapid residential development, perhaps to a greater degree than any other area of the Triangle. The church/farm are located directly amidst this pattern of rapid, typically upscale residential development. The largest single such development, Briar Chapel ([briarchapelnc.com](http://briarchapelnc.com)), centered less than two miles from the church/farm, anticipates 6,000 residents in 1,600 homes averaging \$320,000. Cottages at Stonegate, immediately proximate to the church/farm, anticipates thirty-one homes starting at \$550,000. Other large developments includes Bingham Ridge, Valley Meadow, Booth Mountain, Williams Corner, Chatham Downs, Valley View, Mann's Crossing, and numerous others (for a compendium, see *Independent Weekly*, 26 April 2006, pp. 25-29). Some 10,000 new homes have been permitted in Chatham County, the



greatest percentage of them to be built in the county's northern portion close to Chapel Hill. One might reasonably expect that this rapid growth will enhance all the more the public's appreciation of our effort to preserve the historic church property and Faircloth Farm.

Culinary and consumer preference trends: The trend in the American culinary scene and consumer purchasing behavior runs ever more strongly toward fresh, local, and organic, with restaurant menus and farmer's markets reflecting this shift. The Triangle area has emerged as a nationally-recognized culinary destination; our farmer's markets and local small farmers are similarly heralded. The local foods infrastructure grows apace. Carolina Farm Stewardship Association's 26<sup>th</sup> Annual Piedmont farm tour, on the consecutive weekend afternoons of April 19 and 20, 2008 (Sunday was rainy), drew some 2,600 "locavores" who made 9,000 total visits to area farms. By connecting our neighbors in a direct and very personal way to our farm and our table, we provide an exceptional opportunity through which our patrons can realize their preferences for food, farm, fellowship, and fun.

Existing area restaurants: The northern portion of Chatham County is currently served by a small number of restaurants, many of them of indifferent quality. Cole Park Plaza/Chatham Crossing includes sit-down fish camp, "family Italian," and Mexican restaurants; take-out pizza, sub sandwiches, and Chinese; and a parking lot coffee kiosk. Three miles north along 15/501, dining options at Southern Village include a coffee house, health-oriented juice/sandwich café, Singaporean restaurant, Italian trattoria/pizzeria, family-oriented grill, and sub sandwich franchise. Three miles south of Cole Park Plaza/Chatham Crossing, Fearrington Village includes both a café and a formal four-star "destination" restaurant. Two miles farther south, near Bynum, there is a take-out barbeque restaurant. Pittsboro, a net ten miles to the south along 15/501, includes a brew pub restaurant, various fast food franchises, Chinese take-out, and several informal cafés.

Catering market commentary: *forthcoming from Diane Dodge*

**SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ****V. PROJECT DEVELOPMENT BUDGET: SUMMARY OVERVIEW**

After obtaining necessary utilities (water, gas, sewer), we will then develop the project in two phases. (A detailed budget is separately available.)

(dollars in thousands)

Net Expenses to Date:

Church acquisition	\$75	
Project development through rezoning (legal & prof'l service fees, site design)	<u>80</u>	<u>\$155</u>

Utilities:

County water line extension	71	
PSNC gas line extension	10	
Septic system	<u>165</u>	\$256

Phase I: Catering Kitchen

Catering kitchen in existing "fellowship hall" and all related equipment	<u>94</u>	\$94
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Phase II: Restaurant and Site Development

Church renovation incl. new kitchen addition and all related equipment	422	
Courtyard patio	41	
Site development	53	
Other	<u>10</u>	<u>\$526</u>

*Net Expenses to Date* **\$155**

*Utilities* **\$256**

*Phase I: Catering Kitchen* **\$94**

*Phase II: Restaurant and Site Development* **\$526**

*5% contingency (5% of ALL costs/expenses)* **\$44**

***TOTAL:*** **\$1,075**

**SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ****VI. PRO-FORMA FINANCIALS**

We anticipate revenues in two primary categories, (a) restaurant operations and (b) catering including on-farm special events. In the estimates below, we have used conservative presumptions regarding business volume. These estimates do not reflect what we regard as potential longer-term significant upside from alcoholic beverage sales now that Chatham County has adopted liquor-by-the-drink in the May 2009 referendum.

Revenue and pre-tax margin estimates for the entire business are as follows:

Total Revenue, Restaurant Operations	\$ 1,446,276
Pre-tax margin 20%	\$ 289,255
Pre-tax margin 17%	\$ 245,867
Pre-tax margin 14%	\$ 202,479
Total Revenue, Catering	\$ 1,497,372
Pre-tax margin 26%	\$ 389,317
Pre-tax margin 23%	\$ 344,396
Pre-tax margin 20%	\$ 299,474
<b>TOTAL REVENUE</b>	<b>\$ 2,943,648</b>
<b>BEST-CASE PRE-TAX MARGINS (20% &amp; 26%)</b>	<b>\$ 678,572</b>
<b>LOWEST-CASE PRE-TAX MARGINS (14% &amp; 20%)</b>	<b>\$ 501,953</b>

**(a) Restaurant Operations**

Total venue seating capacity: 70 indoor plus 50 seasonal patio = 120 total.

*Operating hours (open six days/closed Mondays):*

	<u>Tuesday-Thurs</u>	<u>Friday</u>	<u>Saturday</u>	<u>Sunday</u>
Breakfast	6a–11a	6a–11a		
Brunch			7a–2p	8a–2p
Lunch	11:30a–2:30p	11:30a–2:30p		
Dinner	5:30p–9:30p	5:30p–10:30p	5:30p–10:30p	5:30p–9:00p
Late night	9:30p–12a	9:30p–1a	9:30p–1a	9:00p–10:00p

*Weekly revenue, by restaurant component*

*[the figures below include a conservative 70-seat (indoor seating) baseline, rather than the 120 seat venue total that includes the 50-seat seasonal outdoor patio]:*

	Weekday am (café b'fast menu)	Weekday Lunch (café lunch menu)	Sat/Sun am 'Diner' Brunch	Dinner (bistro menu)
Days/Week	4	4	2	6
Capacity	20%	30%	60%	75%
Turns	3	2	4	1.5
Covers/Day	42	42	168	79
Avg Ticket \$	\$8	\$15	\$15	\$30 (note 1)
Covers/Week	<u>168</u>	<u>168</u>	<u>336</u>	<u>472.5</u>
	\$1,344	\$2,520	\$5,040	\$14,175

	Bar (note 2) (beverage svc)	Late Night (bevs/small plates)	Morning To-Go Coffee/Pastry (Tuesday-Friday)
Days/Week	6	6	4 (note 3)
Covers/Day	40		
Capacity		15%	
Turns		1	
Covers/Day		11	50
Avg Ticket \$	\$10	\$18	\$6
Covers/Week	<u>240</u>	<u>63</u>	<u>200</u>
	\$2,400	\$1,134	\$1,200

Total Weekly Revenue, Restaurant Operations: \$ 27,813

Annual Revenue, Restaurant Operations, by component:

Weekday café breakfast:	\$ 69,888
Weekday café lunch:	131,040
Sat/Sun diner brunch:	262,080
Dinner:	737,100
Bar:	124,800
Late night:	58,968
To-go weekday coffee:	<u>62,400</u>
	\$ 1,446,276

Total Annual Revenue, Restaurant Operations: \$ 1,446,276

**(b) Catering Operations**

Catering Operations include the following routine and special events components:

*Weekly revenue, routine catering:*

	<u>Large-event Breakfasts</u>	<u>Boxed Lunches</u>	<u>Buffet Lunches</u>	
Events/Week	1	5	4	
Covers/Event	75	50	25	
Avg \$	\$15	\$17	\$16	
Covers/Week	<u>75</u>	<u>250</u>	<u>100</u>	
	\$1,125	\$4,250	\$1,600	
	<u>Cocktail-type Light Receptions</u>	<u>Alcohol Supplement</u>	<u>Buffet/Seated Dinners</u>	<u>Alcohol Supplement</u>
Events/Week	2	(note 4)	3	(note 5)
Covers/Event	90	54	25	15
Avg \$	\$25	\$12	\$28	\$12
Covers/Week	<u>180</u>	<u>108</u>	<u>75</u>	<u>45</u>
	\$4,500	\$1,296	\$2,100	\$540
	<u>Table-ready Foods To Go</u>	<u>Prepared Foods/ Groceries</u>		
Days/Week	6	6		
Covers/Day	(note 6)	(note 7)		
Avg Ticket \$				
Covers/Week	_____	_____		

Total Weekly Revenue, Routine Catering: \$15,411

Annual Revenue, Routine Catering, by component:

Large-event Breakfasts:	\$ 58,500
Boxed Lunches:	221,000
Buffet Lunches:	83,200
Cocktail-type Receptions:	234,000
Alcohol Supplement:	67,392
Buffet/Seated Dinners:	109,200
Alcohol Supplement:	28,080
Table-ready Foods To Go:	(note 4)
Prepared Foods/Groceries:	<u>(note 5)</u>
	\$ 801,372

Total Annual Revenue, Routine Catering: **\$801,372**

Revenue, special events catering:

Using Faircloth Farm as our venue, we will cater large weddings, subscription lunches and dinners, and other events as defining aspect of our business model.

Weddings: 22 annually (3/month April/May/June/Sept/Oct, else 1/month)

Avg attendance	125
Avg Ticket \$	\$115
Avg Alcohol \$	<u>\$ 25</u>
	\$17,500

Farm venue rental (two days)	\$3,000
Tent rental	\$2,500
Special equipment	<u>\$1,500</u>
	\$7,000

Revenue per Wedding: \$24,500

Total annual revenues, Weddings: \$539,000

Corporate/University large events: 12 annually (1/month; half of these on-farm, half elsewhere)

Avg attendance	75
Avg Ticket \$	\$65
Avg Alcohol \$	<u>\$20</u>
	\$6,375

Farm venue rental \$	\$1,000
Tent rental \$	\$1,000
Special equipment \$	<u>\$1,500</u>
	\$3,500 (half of these events only)

Revenue per Corp/Univ event: \$8,125

Total annual revenues, Corp/Univ: \$97,500

On-Farm Lunches: 5 annually (1/month April/May/June/Sept/Oct)

Avg attendance	85
Avg Ticket \$	\$35
Avg Alcohol \$	<u>\$ 15</u>
	\$4,250
Total <u>annual</u> revenues, On-Farm Lunches:	\$21,250

On-Farm Dinners: 5 annually (1/month April/May/June/Sept/Oct)

Avg attendance	85
Avg Ticket \$	\$65
Avg Alcohol \$	<u>\$ 25</u>
	\$7,650
Total <u>annual</u> revenues, On-Farm Dinners:	\$38,250

**Total Annual Revenues, Special Events Catering:     \$ 696,000**

Annual Revenue, Special Events Catering, by component:

Weddings (22 events):	\$ 539,000
Corporate/University (12 events):	97,500
On-Farm Lunches:	21,250
On-Farm Dinners:	<u>38,250</u>
	\$ 696,000

**Total Annual Catering Revenues:**

<b>Routine Catering:</b>	<b>\$ 801,372</b>
<b>Special Events Catering:</b>	<b><u>\$ 696,000</u></b>
	<b><u>\$ 1,497,372</u></b>

Notes for pro-formas:

- (1) \$30 figure includes \$26 food plus \$4 beer/wine; we presume 50% of dinner patrons have one drink at an average cost of \$8. .
- (2) We anticipate 40 bar-only covers/day for beer/wine service. As noted in the narrative, high-margin bar revenue stands to increase sharply now that Chatham County has adopted liquor-by-the-drink in the May 2009 referendum.

- (3) To-Go Coffee/Pastry estimate is based on weekday business only, as we will have “diner style” brunch on both weekend mornings and there is no regular weekend morning commute traffic.
- (4) Presumes a 1.5 drink supplement for 60% of covers (average beer/wine charge per drink for catered events \$8)
- (5) Presumes a 1.5 drink supplement for 60% of covers (average beer/wine charge per drink for catered events \$8)
- (6 and 7) These components, which we have yet to estimate, are revenue upsides in our model. Table-ready Foods To Go presumptively will include a selected range of full meal options, as well as soups, salads, pizzas, etc. Prepared Foods/Groceries presumptively will include pies, cakes, preserves, produce from our farm and other area farms, local meats and cheeses, and retail beer and wine.



**SUMMARY BUSINESS PROPOSAL: OLD MANN'S CHAPEL FARM-TO-TABLE CAFÉ**

**ATTACHMENTS**

An architect's rendering, site plan, and vicinity map are attached.