We, the members of Bickerdike Redevelopment Corporation, are committed to the redevelopment of the West Town, Humboldt Park, Logan Square and Hermosa communities for the benefit of and control by the low and moderate-income families in these areas. We are deeply dedicated to preserving the ethnic and cultural character of our neighborhoods, while improving the economic conditions of the community. We carry out our mission by: providing high quality affordable housing, struggling against gentrification and displacement, promoting economic development by creating and preserving jobs, and advocating for additional resources. In all our endeavors, we are committed to the principles of: honesty, openness, democratic process, education, involvement and empowerment of community residents' self-worth, self-respect, and pride.

Networking with other organizations and stakeholders who share the vision of the community’s collective struggle to control its own destiny is integral to Bickerdike’s mission.

Nosotros, los miembros de Bickerdike Redevelopment Corporation, estamos comprometidos al desarrollo de las comunidades de West Town, Humboldt Park, Logan Square y Hermosa por y para el beneficio de los residentes de ingresos bajos y moderados de estas áreas. Estamos profundamente dedicados a preservar las características étnicas y culturales de nuestros vecindarios y el mejoramiento de las condiciones económicas de la comunidad. Llevamos a cabo nuestra misión a través de proveer viviendas a precios razonables, luchar contra el desplazamiento, promover programas de desarrollo económico a través de la creación y la conservación de empleos en nuestra comunidad y abogar por recursos adicionales. En todos nuestros esfuerzos, estamos comprometidos a los principios de honestidad, el proceso democrático, la educación, involucramiento y la auto-determinación de los residentes de la comunidad, dignidad y orgullo. Trabajar con organizaciones y otros que comparten la visión de una lucha colectiva para controlar nuestro destino es un componente integral de la misión de Bickerdike.

Mission

Dear Friends and Neighbors,

As Bickerdike celebrates its 40th anniversary in 2007 our mission is as relevant today as it was forty years ago. Though our external environment has shifted dramatically, from disinvestment and blight to condo conversions and million-dollar single-family homes, thousands of low and moderate-income residents in our communities continue to need safe, decent affordable housing, access to quality job and training opportunities, and a vehicle through which to make their voices heard. Founded in 1967 by organizations and institutions seeking to revitalize the neighborhoods for local residents, Bickerdike is today one of the oldest, largest, highly successful community development corporations locally and nationally.

As you will see throughout the pages of this year’s annual report, there has been steadfast clarity and progression to our work over the decades. In 2007 we have continued to stay true to our core competencies, established so many years ago, and kept our community partnerships strong, while moving forward with strength and intention to break new ground. This year, for the first time ever, Bickerdike was awarded funding commitments for three projects in the same year! The 264 Ward New Homes project, along with Rosa Parks Apartments and Zapata Apartments will result in 201 affordable rental and ownership units for low and moderate-income families. In addition, we celebrated the successful completion of our first mixed-use development, La Estancia, and thank all of our community partners for helping to make this project a reality. We hope that you will take the opportunity to visit the beautiful anchor building at California and Division, welcoming all those entering at the west end of the gateway to the Paseo Boriqua.

Our premier economic development initiative, Humboldt Construction Company (HCC), solidly managed its general contractor role on three important projects this year, La Estancia, the Institute of Puerto Rican Arts and Culture, and the Lorington Apartments, while actively bidding on outside jobs and preparing for construction on two developments breaking ground in early 2008. We were particularly pleased to be able to partner with Community Builders on its Lorington Apartments hallmark preservation project. And, in a special agreement, Bickerdike also provided temporary relocation units to the residents of the Lorington as individual apartments and the buildings were under rehab construction.

As Bickerdike opened waiting lists for all of our housing developments in 2007 and stepped up to provide high quality maintenance and janitorial services for an expanded portfolio, we continued to respond to resident concerns. Our Rental Housing Steering Committee met throughout the year to analyze and take action to address the consequences of the growing credit crisis experienced by our City’s residents. Bickerdike’s preservation and asset management work continued to be at the forefront of CDUs in Chicago as we engaged a diverse strategy to preserve our affordable housing portfolio long term. This year, we engaged in the establishment of a separate asset management department and made significant progress in exiting limited partner investors, planning for future exit of co-general partners from three of our developments and pursuing recapitalization strategies to accomplish this and capital improvement planning goals in a variety of properties.

On other fronts this year, Bickerdike, our Affordable Housing Committee and affordable housing advocates throughout Chicago celebrated a major victory with the City’s expansion of the Affordable Requirements Ordinance in May, establishing an affordable housing set aside in most market rate developments of 10 units or more. This was followed by another great victory, when the state approved continued property tax relief legislation which followed the expiration of the 7% tax cap last year.

There is so much more to tell you, and so much to celebrate. We invite you to celebrate with us. As you turn the pages of this 40th Anniversary Annual Report, see how far we’ve come and where we’ve gone. Dream, Build, Live.

Yours truly,
Sherry Hooker
President, Board of Directors

Joy Aruguete
Executive Director

Letter from the President and Executive Director

President, Board of Directors
Queridos Amigos y Vecinos,

Bickerdike celebra su 40° aniversario este año y podemos decir que nuestra misión es tan relevante hoy como lo era hace 40 años. A pesar de que el medio ambiente externo ha cambiado dramaticamente, de ruina y desinversión, a casas familiares millonarias y conversión a condominios, miles de residentes de nuestra comunidad de bajos y moderados ingresos, continúan necesitando viviendas económicas, seguras y decentes, acceso a trabajos de calidad y oportunidades de entrenamiento, al mismo tiempo que necesitan un medio que les permita ser oídos. Fundada en el año 1967 por organizaciones e instituciones que buscaban revitalizar los barrios para los residentes locales, Bickerdike es hoy una de las corporaciones de desarrollo comunitario más vieja, grande y exitosa a nivel local y nacional.

En estos 40 años, ha habido una firme claridad y progreso de nuestro trabajo. Durante el 2007 nos hemos mantenido fieles a nuestras habilidades básicas, establecidas hace tantos años, y mantenemos nuestros socios comunitarios al movernos hacia adelante con fuerza. ¡Este año por primera vez, Bickerdike recibió un compromiso de financiación para tres proyectos durante el mismo año! El proyecto del 26th Ward New Homes junto con Rosa Parks Apartments y Zapata Apartments van a resultar en 201 unidades accesibles para la venta y para alquilar, para familias de bajos y moderados ingresos. Además celebramos la finalización exitosa de nuestro primer desarrollo de uso mixto: La Estancia; agradecemos a todos nuestros socios comunitarios por ayudarnos a hacer realidad este proyecto. Nosotros esperamos que ustedes aprovechen la oportunidad de visitar el hermoso edificio ubicado en la esquina de las calles California y Division el cual da la bienvenida a todos entrando al Paseo Boricua por el lado oeste.

Nuestra iniciativa de desarrollo económico, Humboldt Construction Company (HCC), manejó su papel de contratista general en forma sólida en tres importantes proyectos este año: La Estancia, el Instituto de Arte y Cultura Puertorriqueña, y los Lorrington Apartments, al mismo tiempo que solicitaba activamente otros trabajos y se preparaba para la construcción de dos desarrollos que se inaugurarán a principios del 2008.

Nosotras nos sentimos complaci das poder trabajar con Community Builders en su proyecto de preservación Lorrington Apartments. Y, en un acuerdo especial, Bickerdike también proporcionó unidades de reubicación temporaria a los residentes de Lorrington Apartments mientras los apartamentos individuales y el edificio estaban bajo reparación.

Al mismo tiempo que Bickerdike abrió las listas de espera para todos nuestros desarrollos de vivienda en el 2007 y se adelantó a proveer mantenimiento y servicio de limpieza de calidad para un creciente portafolio, nosotros continuamos respondiendo a las inquietudes de los residentes. Nuestra Rental Housing Steering Committee se reunió durante el año para analizar y para tomar acción para enfrentar las consecuencias de la creciente crisis de crédito experimentada por los residentes de nuestra ciudad. El trabajo de preservación y administración de bienes de Bickerdike continuó estando al frente de los CDC’s en Chicago al seguir una estrategia diversa para conservar nuestro portafolio de viviendas económicas a largo plazo.

En otros frentes, este año, Bickerdike, nuestro Affordable Housing Committee y abogadores por viviendas económicas, celebraron una victoria mayor con el pasaje de la Affordable Requirements Ordinance en mayo, estableciendo un apartado de 10% para viviendas económicas en la mayoría de los desarrollos de precio de mercado de 10 unidades o más. Y otra gran victoria siguió cuando el estado aprobó legislación para alivio de impuestos a la propiedad continuado, el límite de aumento de 7%.

¡Hay tanto más para decirles a ustedes y tanto que celebrar! Les invitamos a celebrar con nosotros, a medida que pasa las hojas de este reporte anual de este 40° aniversario, vean hasta donde hemos llegado y que nos espera más adelante. Sueña, Construye, Vive.

Sinceramente,

Sherry Hooker  
Presidente de la Mesa Direcciva  
Joy Aruguete  
Directora Ejecutiva

“Back in Chicago now after having lived in Europe for 6 years, I went with my 80 year-old uncle to visit Wicker Park where he was born and raised. I have to say that the Bickerdike buildings in that area look fantastic. All the fighting that went on years ago about building low-income housing and how it would ruin the neighborhood, as WE all knew, was complete nonsense.”

Steve Shore, Bickerdike employee 1983–1992, long-time community resident
Bickerdike Highlights Over Four Decades

1969 The Peoples Conservation Plan was created by 500 families calling for affordable housing development for their children (in response to the Chicago 21 Plan). The plan included 25-action proposals for improved living standards.

1972 Chicago Community Land Trust is established to support affordable housing projects. A 5-member board oversees the development of projects.

1974 The City of Chicago Designates the Humber Park South Project as a “Model Community.” The project will serve as a model for other communities.

1981 The Chicago Department of Housing and Urban Development awards $10 million to the Chicago Community Land Trust for Phase I of the North Town Housing Partnership.

1986 Bickerdike begins work on the Howard Apartments, a 70-unit multifamily housing development.

1992 Bickerdike begins work on the Lincoln Park Apartments, a 107-unit multifamily housing development.

1995 Bickerdike’s Board votes to expand its mission to include economic development.

2000 Bickerdike celebrates grand opening of its 1,000th home of 2550 W. North Avenue, setting the stage for the community’s future.

2007–to-date Bickerdike has received numerous awards and accolades for its work, including the Fannie Mae Housing Finance Excellence Award, the Jim and Pam Brescia Community Leadership Award, and the National Affordable Housing Trust’s National Housing Trust Award.

2009 The 2000 Census shows dramatic changes in the West Town neighborhood. The Latino population decreases, while the number of minority residents increases.

2012 Bickerdike receives the Illinois Housing Trust Fund’s Excellence and the Jim and Pam Brescia Community Leadership Award.

2017 Bickerdike opens El Mercado, a 200,000-square-foot retail complex featuring 107 small businesses and 700 employees, marking the organization’s presence in the community.

2018 Bickerdike celebrates 50 years of service and raises a total of $278,000 for its annual fund.

2019 Bickerdike’s first rental project, the 362-unit Austin Co-op, after years of technical assistance and management, is formally converted to a cooperative.

2020 Bickerdike’s second rental project, the 69-unit Pueblo Apartments, begins construction.

2021 Bickerdike’s third rental project, the 49-unit SRO, begins construction.

2022 Bickerdike’s fourth rental project, the 255-unit Humboldt Construction, begins construction.

2023 Bickerdike celebrates its 50th anniversary with a variety of events and activities, including a celebration at El Mercado.

2025 Bickerdike looks to the future, planning for continued growth and success.

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Bickerdike Highlights Over Four Decades

1969
The Peoples Conservation Plan was amended by the state legislature to allow affordable housing development for families in response to the Chicago 21 Plan.

1974
Bickerdike's first single-family home selling adventure.

1983
Bickerdike established Humboldt Construction Co. to manage the building and management of 918 affordable housing units.

1992
Bickerdike completes its 145 homeowners, and California. Research study finds that 145 homeowners remain in their homes built as early as 1983.

2007–to-date
Over 75 union jobs for local residents.

2011
Over 75 union jobs for local residents.

2016
In response to standards established by the Federal Housing Authority, Bickerdike completes its 145 homeowners in their homes built as early as 1983.

2017
Bickerdike celebrates grand opening of El Mercado, a 62-unit development.

2019
Bickerdike completes the Humboldt Building project.

2020
Bickerdike celebrates 25 years of comprehensive, affordable housing development across 3 projects.

2023
Bickerdike completes the Nuestro Hogar 31-unit Co-op after years of technical assistance and management.

2025
Bickerdike establishes the Nuestro Hogar Co-operative after years of technical assistance and management.

2030
Bickerdike is named lead agency for the Chicago Neighborhood Land Trust.

1969
Bickerdike breaks ground on its first single-family home selling adventure.

1974
Bickerdike wins over 230,000 restructuring projects, with Mayor Richard J. Daley appointing Bickerdike Co-op.

1986
Bickerdike celebrates grand opening of the award-winning project.

2006
Bickerdike celebrates grand opening of El Mercado, a 62-unit development.

2007–to-date
Over 75 union jobs for local residents.

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Forty Years of Community Development

Forty years ago, Chicago’s West Town community was devastated by arson and demolition. Abandonment, absentee landlords, and vacant land substituted for local neighborhood organizations, leaving the area plagued by arson and demolition, Forty Years of Community Development, Fortytwo-year-old community group Bickerdike is an outgrowth of the efforts of low-income residents, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development, Forty Years of Community Development.
Forty Years of Community Development

Forty years ago, Chicago’s West Town community was devastated by arson and demolition. Abandonment, abandoned landlords, and vacant land stood in the way of any hope for a community. Forty years later, Bickerdike Organizations, Inc. has transformed the neighborhood, initially focusing on affordable single-family housing development in Chicago’s West Town, Humboldt Park, and Logan Square Communities.

In its first seven years, Bickerdike constructed 70 affordable single-family homes—some of the only new construction the area had seen in over fifty years. Modest three and four-bedroom homes sold for $21,500 to $24,200 and were available to families with down payments as low as $250. In the late 70’s, Bickerdike expanded its strategies, adding the rehab of single-family homes and an early condominium, and offering housing repair assistance localized to service areas as a delinquent agency for the City of Chicago.

Recognizing that neighborhood revitalization requires more than housing development, and recognizing the opportunity to link job creation for community residents to its affordable housing development, Bickerdike utilized the federal CETA (Comprehensive Training and Employment Act) program to create construction jobs for local residents. This solidified Bickerdike’s organizational blueprint—established in the seventies but guiding the organization today: Affordable housing, economic development, technical assistance provided in grassroots community participation, and collaboration.

Rental housing development in the 1980’s propelled Bickerdike to an entirely new level as the organization refined its approach to housing and economic development, and community and resident involvement. Between 1980 and 1989, Bickerdike developed 501 units, including 218 new construction town homes, 195 multi-family rental units, and 20 single-family homes. With its first rental project, West Town Housing Partners Phase I, Bickerdike committed to manage its own properties to ensure resident participation, decisions making and engagement, creating an innovative property management model that has been sustained for nearly 25 years. In 1987, a Rental Housing Steering Committee was established to determine rental criteria and rules for the properties and in 1985 the Bickerdike Residents Council formed to provide an independent setting where tenants could discuss the work of property management, network with other residents and share information among the various housing cluster sites.

At the same time, Bickerdike intensified its economic development efforts, taking the significant step to incorporate Humboldt Construction Company in 1981 as a wholly-owned subsidiary to provide a formal construction entity. Bickerdike’s development formalized its role as general contractor with carpentry as its trade. Bickerdike’s development of the Humboldt Building in the late 1980’s—the organization’s first substantial multifamily rehab—marked its interconnected multiple roles as developer, contractor and property manager. This represented a major achievement for the organization and established the model for all subsequent development.

By the early ’90s, as Bickerdike surpassed 600 units, expanded its development area and multiplied its staff, the communities were beginning to experience an influx of upper-income residents. This demographic shift occurred in tandem with escalating real estate activity marked by loss of rental stock to condominium conversion. Throughout the decade, with steadily upward movement, along with the newer more affluent residents came increased opposition to housing for low and moderate-income residents. Development once welcomed began to be adamantly opposed by not just visual groups, thus pushing the newly arrived against long-time residents, and those representing their interests.

This dynamic was most poignantly illustrated in a twenty-year fight for an affordable cooperative led by Bickerdike and Erie Neighborhood House. After six years of struggle involving petitions, public meetings and events, a tabloid referendum, intense legal engagement, a fist blacken and gone, the project was re-proposed in a neighboring Ward and finally approved, almost triple the size. The intense effort solidified a core of community activists who initially comprised the steering committee for the project, expanded our work into grassroots community organizing following the closing of NCO in the mid-1990s, and gave birth to Bickerdike’s Affordable Housing Committee, a necessity given the increasingly high status change caused by gentrification.

As gentrification challenged the organization’s housing development agenda throughout the nineties, Bickerdike was tested on other fronts as well. Since 1994-1995, the organization faced a top leadership transition when Bob Brehm, executive director for 17 years, turned the organization over to Joy Angarola, who continues as executive director today. The organization’s economic development project, El Mercado, required retooling when the public marketplace concept didn’t take root, which was successfully repositioned with locally based Carmak Produce established at the site. Fundamental changes in funding mechanisms for affordable housing development made it necessary to pioneer the utilization of untested resources for the development of multifamily rental housing and to work creatively at the city and state levels to establish new revenue streams. And, between 1993 and 1999, Bickerdike waded into unchartered territory as the first developer in the region to renew an existing Section 8 contract, prior to the Multifamily Assisted Housing Reform and Affordability Act of 1997 (MAHRA) which established policies for the renewal of Section 8 contracts.

Emerging from its third decade a vastly stronger and empowered organization, in 2007 Bickerdike is Chicago’s oldest, and one of the largest and most successful community development corporations. By 2007, Bickerdike had developed a total of 2,296 units, including 600 affordable units in previously vacant or occupied flats and condominium homes. Today, Bickerdike provides property management services for 516 units and has taken a leadership role on affordable housing preservation. Our tenant and community organizing efforts have resulted in vital policy wins and as the lead organization for the Humboldt Park New Communities Program of LISC/Chicago, our collaborative work has deepened. On top of all of this, Bickerdike continues to be community-based when comparably-sized organizations have set, and our award-winning model and mission remain as essential and relevant today as forty years ago.

With Bickerdike, being a young mother with a high school education: I’ve been able to go to college and buy my own home. My goal wasn’t to get in one of what has happened.”

Margo Timmerlake-Silva, Board member, former renter and current homeowner

Martha Turner

"Margo, a former renter and current homeowner at Bickerdike, provides a personal account of how the organization has helped her achieve homeownership."
Al mismo tiempo, Bickerdike intensificó sus esfuerzos de desarrollo económico, tomando el importante paso de incorporar a Humboldt Construction Company en 1981 como una compañía subsidiaria de Bickerdike para crear empleos para residentes locales en los proyectos de vivienda. Una relación con la Unión de Carpinteros se creó, dándoseles acceso a esta unión a latinos, así como afro-americanos, y Humboldt Construction formalizó su función de contratista general con la carpintería como su enfoque. Con el desarrollo del Humboldt Building a fines de los 1980’s –el primer edificio multifamiliar de sustancial rehabilitación de la organización– marco su interconexión múltiple como desarrollador, contratista y administrador de propiedades. Esto representó un importante logro para la organización y estableció el modelo para el desarrollo de los subsiguientes desarrollos.

A principios de los años 90’s, Bickerdike superó las 600 unidades, amplió su área de desarrollo y multiplicó su personal, las comunidades empezaban a experimentar un flujo de residentes de ingresos más altos. Este cambio demográfico se produjo a la par con la escalación de actividad de bienes raíces marcada por la pérdida de alquileres convertidos a condominios. A lo largo del decenio, con el constante movimiento hacia el oeste, con más residentes nuevos y de alto ingreso aumentó la oposición a las viviendas para residentes de bajos y moderados ingresos: Desarrollos una vez celebrados comenzaron a ser opuestos por pequeños grupos vocales, poniendo a los residentes recién llegados en contra de los de largo tiempo, y aquellos que representan sus intereses.

Esta dinámica fue ilustrada en una lucha que tomó doce años para poder obtener una cooperativa económi- co dirigido por Bickerdike y Erie Neighborhood House. Después de seis años de lucha con peticiones, reuniones públicas y eventos, un referéndum, participación cívica, una demanda por libelo, y disculpas públicas, el proyecto fue propuesto en otro distrito y finalmente aprobado, casi triplicando el tamaño. El intenso esfuerzo solidificó a un grupo de activistas comunitarios, que inicialmente fue compuesto por el comité directivo del proyecto, ampliamos nuestro trabajo en el área de organizar al nivel comunitario, tras el cierre de NCO a mediados de los 1990’s, se creo el Comité de Vivienda de Bickerdike, todos una necesidad dando el clima cada vez más volátil causado por la “gentrification”.

Surgiendo de su tercera década una organización vastamente más fuerte, en el 2007 Bickerdike es una de la más grande y exitosa organización sin fines de lucro de desarrollo comunitario en Chicago. En el 2007, Bickerdike ha desarrollado un total de 1,063 unidades de viviendas de calidad para el alquiler, cooperativas, viviendas familiares, y condominios. Hoy, Bickerdike proporciona servicios de gerencia a 918 unidades y ha tomado liderazgo en la ciudad para preservar viviendas económicas. Nuestros esfuerzos de organizar con los inquilinos y la comunidad como resultado en victorias locales y como la organización principal para el Programa de Nuevas Comunidades en Humboldt Park de LISC/Chicago, nuestro trabajo de colaboración se ha profundizado. Única de todos esto, Bickerdike continúa siendo una organización comunitaria cuando organizaciones de tamaño comparable no siguen siendo, y nuestro modelo galardonado y misión siguen siendo tan esenciales y pertinentes hoy como hace cuarenta años.
Bickerdike’s 2007 Year in Review

Implementing a Multifaceted Community Development Model

In 2007, Bickerdike continued to lead a broad network of service providers, civic and cultural institutions, educators, planners and public officials and institutions from the community in implementing over 55 projects as the lead agency for the Humboldt Park New Communities Program of LISC/Chicago. The planning while doing model, with access to seed funding and leverage capital for target initiatives, has allowed the community to address such critical issues as: productively engaging youth; improving local schools using a community-based and culturally sensitive approach; creating a community of wellness; and improving physical, economic and social infrastructure through increased safety and jobs.

With an array of Humboldt Park institutions involved in plan implementation, the Humboldt Park New Communities Program continued to break new ground in 2007 with the most LISC/Chicago grants invested in a single community. To date, Bickerdike has helped attract and leverage $2,710,413 for projects identified as community priorities, and millions more in capital for bricks and mortar projects. With 35 of 55 projects in the Humboldt Park Quality of Life Plan implemented or in progress and the commitment from the MacArthur Foundation and LISC/Chicago to renew the program for another five years, Bickerdike is leading the community in a second mini-planning process to update the plan and identify new priorities, strategies and projects.

Housing and Community Development

With the explicit mandate to develop housing affordable for low and moderate-income families, use existing housing programs for the benefit of long-time residents, and bring resources to the disinvested community in collaboration with local activists and institutions, Bickerdike was founded to develop housing where others would not, and build housing for low and moderate-income residents when the market would not. Bickerdike continues to be adamantly proactive in addressing community needs, remaining innovative and flexible in our housing development strategies, and building award-winning affordable homes for rent and ownership for low and moderate-income families in Chicago.

2007 Highlights

La Estancia In November of 2007, Bickerdike and the community celebrated the completion and opening of our final building in our latest development, La Estancia. Bringing 57 units of affordable rental housing and 13,000 square feet of affordable retail space to Humboldt Park, La Estancia spans three sites along the Division Street Paseo Boricua corridor with the flagship building at California and Division Streets. The project represents years of planning and collaboration with Humboldt Park community partners, including the Near Northwest Neighborhood Network/Humboldt Park Empowerment Partnership, 26th Ward Alderman Billy Ocasio, the Puerto Rican Cultural Center and the Division Street Business Development Association.

26th Ward New Homes With financing in place, Bickerdike closed out the year ready to break ground on the 26th Ward New Homes Project, which brings 32 affordable ownership units—11 single-family and 21 condominiums—to Humboldt Park and Logan Square. Over three hundred families received pre-applications for the opportunity to purchase homes that will sell for $130,000 to $165,000 after subsidy.

Rosa Parks Apartments In 2007, Bickerdike’s Rosa Parks Apartments development was approved for tax credits by the Illinois Housing Development Authority, and HOME and TIF funding by the City of Chicago. This innovative project, which brings 94 units of affordable rental housing to southwest Humboldt Park, will feature environmentally friendly technologies and resource efficient landscaping.

Zapata Apartments Bickerdike’s third project approved for financing in 2007, Zapata Apartments, an affordable 75-unit mixed-use rental project in Logan Square ended the year in final negotiations on sites. Zapata Apartments (formerly Armitage Apartments) was developed in conjunction with local community organizations through the Logan Square Neighborhood Association, as a strategy to prevent displacement of families with school-age children. With community input on planning and design, the project will occupy long-vacant lots along the western Armitage Avenue corridor.

Technical Services and Assistance In 2007, as a delegate agency for Chicago’s Home Repair for Accessible and Independent Living program (1-RAIL), Bickerdike provided small-scale repairs and services for 32 senior households. The program fielded nearly 300 requests for assistance and maintained a waiting list of 75 senior households. Highlights for Bickerdike’s Housing Resource Center this year included continued hands-on assistance with property tax appeals for residents in the Jefferson and West Chicago townships and creation of a bi-lingual condominium purchase manual. To address the growing crisis around poor credit, Bickerdike held its first workshop on understanding credit and credit repair and will continue to address this critical issue.

10 Bickerdike’s 2007 Year in Review 11
Economic Development

Early on it became clear to Bickerdike and community leaders that affordable housing development could generate jobs for local residents. Tapping a federal jobs program, Bickerdike was able to link local workers to construction jobs on our single-family developments, creating a corps of trained residents eager to participate in community revitalization. With the founding of Humboldt Construction Company (HCC) in 1981, economic development became a fundamental component in Bickerdike’s overall approach. Since then, the goal to create jobs and opportunities so that current and long-time residents benefit from neighborhood improvement, has been infused throughout the organization. Today, in addition to HCC, Bickerdike’s economic development strategies include: A local grocery development with a local hiring priority; mission-driven mixed-use developments; leased commercial space in our main office building and, an active community hiring preference within the organization.

HIGHLIGHTS IN 2007

Humboldt Construction Company

In 2007, HCC was the general contractor on three projects directly creating 30 well-paying jobs this year: La Estancia, Bickerdike’s 57 unit mixed-use project including 13,000 sq. ft. of commercial space; the Institute of Puerto Rican Arts and Culture, a LEED certified historical renovation of the Humboldt Park Stables; and, Community Builders’ Lorrington Apartments—a landmark Section 8 preservation rehab in Logan Square for which Bickerdike also provided relocation apartments. These jobs, with contracts totaling approximately $22 million, also generated work for 18 local and minority subcontractors and their local workforces.

Also in 2007, HCC engaged in comprehensive construction planning and design for Bickerdike’s first LEED certified project, the Rosa Parks Apartments, and completed construction preparations for the 26th Ward New Homes development.

El Mercado

Celebrating its grand opening in 1992, Bickerdike’s El Mercado development, with Cermak Produce as anchor tenant, continues to create over 30 employment opportunities for local residents. Cermak remains a vital resource for the community, offering high-quality groceries, with fresh and culturally relevant produce in an under-served area.

Mixed-Use Development

In 2007, Bickerdike incorporated its latest economic revitalization tool: Mixed-use development. La Estancia’s 13,000 sq. ft. of commercial space will bring needed services to the community while offering affordable space targeted to local independent businesses. Chicago Youth Centers (CYC), a nonprofit offering daycare and after school programming for youth and teens became Bickerdike’s first commercial tenant at the La Estancia 3222 & 3232 W. Division sites. Bickerdike is excited to welcome CYC to the neighborhood and we look forward to generating additional jobs and services through leasing of La Estancia’s remaining commercial space.

Organizational Hiring

In 2007, Bickerdike continued to be a vehicle for economic development with a community hiring preference. As the organization tops 100 employees, over 75% of staff live in the communities we serve.

“The dramatic challenge which the Puerto Rican community posed to this city during the 1966 riots—about the deplorable housing conditions, gave birth to the creation of work that Bickerdike has continued to this very day.”

Jose Lopez, Executive Director, Puerto Rican Cultural Center
**Property Management**

Bickerdike’s property management model, which evolved with the development of our first rental project in the early eighties, was designed to incorporate significant resident participation, input and decision making. Bickerdike’s decision to manage its own properties stemmed from its mission and desire to have residents of Bickerdike housing and the broader community involved in the management of our properties. Today, the Rental Housing Steering Committee, with its several subcommittees, including our Residents Council and its subcommittees, allows residents a direct say in such things as building rules, maintenance and tenant selection, and has proven to be vital long-term preservation strategy.

**Highlights in 2007**

**Growth in Number of Units Under Management** In 2007, Bickerdike’s property management portfolio expanded to include 918 units of housing. Staffing in property management reached an all-time high of 35 employees with 11 janitors and 9 maintenance workers servicing units across 116 sites. Also in 2007, Bickerdike agreed to provide Community Builders with temporary relocation units for residents of the Lorrington Apartments during the project’s substantial rehab.

**Waiting Lists** This year, Bickerdike opened waiting lists for all of its housing developments with nearly two thousand community residents waiting in line for pre-applications, some camping out for up to two nights. By year end, Bickerdike had accepted nearly 1,600 pre-applications for processing, evidence that demand for affordable housing in the community remains high.

**Public Safety** In 2007, Bickerdike’s property management office continued to work closely with local law enforcement officials to address public safety concerns around our housing and in the community at large. Throughout the year, staff remained in constant communication with district commanders, tac teams and beat officers and continued to coordinate with the broader City structure to ensure safer neighborhoods for our residents.

**Credit** Poor credit of applicant households emerged as a growing issue in 2007 as the Bickerdike tenant selection process encountered increased numbers of applicants being rejected in record numbers due to damaged credit. Utility collections, cell phone contract breaches, and payday loans in an economy where expenses have increased much faster than incomes, have wrought havoc on the credit reports of working low and moderate-income families. In an effort to mitigate the poor credit conditions of families needing housing, Bickerdike has proactively begun credit education among our applicant households and modified our policies regarding interpretation of applicants credit information in order to enhance an applicant’s chances for securing a unit and our ability to meet our communities’ housing need.

“When I came 15 years ago, I was a single parent with four kids. No one wanted to rent to a single mother. Coming to Bickerdike was a dream come true. Four bedrooms so the kids were comfortable. The property was clean. I didn’t have to deal with a slumlord. It was a blessing for me. And, it’s why I’ve stayed involved over the years.”

Alice Pepin, Bickerdike resident for 15 years
Preservation and Asset Management

Nonprofit affordable housing asset management and preservation strategies have significantly evolved and are vastly different today than in years past, when developments were new and preservation of assets meant adequate maintenance, regulatory compliance and property tax appeals. As the housing stock ages, and nonprofits like Bickerdike remain committed to the long-term sustainability of our developments, asset management is evolving to encompass a multi-level approach consistent with these goals. This approach includes such items as: negotiations of limited partner/investor exits, recapitalization planning, long-term capital improvements planning with detailed equipment upgrade schedules, loan refinancing and/or restructuring, and expanded replacement reserves planning, as well as more intensive preservation planning in the pre-development stage of new projects under development.

2007 Highlights

Department Establishment  In 2007 Bickerdike took an important step toward establishment of an asset management department. A new position of Asset Management Director will allow Bickerdike pursue a comprehensive approach to long-term preservation and asset management.

1704 N. Humboldt  Bickerdike finalized acquisition of the limited partner interest in 1704 N. Humboldt Boulevard (29 units) from investors, and continued to engage in the U.S. Department of Housing and Urban Development’s Section 8 Mark to Market process. This Section 8 contract renewal process will require a complex refinancing of debt, including recapitalization of the property, approximately one million dollars in capital improvements over the next twelve months.

Victory Apartments  Over the year, Bickerdike finalized negotiations with our limited partner investors in our Victory Apartments (107 units) development, closing in late fall. This marked the culmination of a detailed multi-part effort, engaging significant staff resources to preserve the project as affordable and warding off an attempted plan for conversion to condominiums this past year.

West Town Housing Partners  In the past year, Bickerdike focused its efforts on weighing multiple preservation strategies for this 140-unit, 20-plus year-old development, including evaluation of a major refinancing and possible strategy for the exit of our co-general partners and assembling the capital to do so.

Woolman Washington Cooperative  In 2007, Bickerdike also engaged in a process to preserve this affordable housing cooperative in Wicker Park, which we do not have an ownership interest in but helped convert into a Co-op almost 20 years ago. We worked intensively with the Co-op Board and membership to design and execute a financial plan to enhance revenue for the Co-op and create a longer term strategy for recapitalization and capital improvement planning to ensure the physical and financial health of the property and Co-op corporation over the long term.

“Wow. Bickerdike has come a long way over the past forty years–what great accomplishments and staying power. As one of the first executive directors, I’m proud to see that the organization is thriving today as a successful CDC working at scale. Congratulations to all who have worked so hard.”

Bruce Gotschall, Executive Director, Neighborhood Housing Services
Leadership Development and Community Organizing

Bickerdike has continued to build on the legacy of its founding organization, Northwest Community Organization, as a sustainable community-based, community-controlled institution with the power to create real and lasting change. In forty years, Bickerdike has amassed community partnerships and political support for the production of 1,063 units of safe, quality affordable housing, slowing the large-scale displacement of local residents experienced in other communities. With an active membership of nearly 800 community residents, 32 organizations and an engaged resident body of over 2,500 living in our housing, we have a strong grassroots base and our turnout capacity is large. Because of this, Bickerdike continues to move forward with a proactive agenda for positive community change.

2007 Highlights

Affordable Requirements Ordinance (ARO) In May of 2007, the City passed an expanded Affordable Requirements Ordinance requiring most Chicago developments over 10 units to set aside 10% of units as affordable. For Bickerdike, a lead organization on the Balanced Development Coalition, and for our Affordable Housing Committee, the ordinance expansion represented a momentous victory, capping a six-year campaign. Bickerdike strongly applauds Mayor Daley and the City Council for passage of the ARO and a host of other progressive affordable housing policies along the way including: Chicago Partnership for Affordable Neighborhoods (CPAN), the Downtown Density Bonus, creation of the Housing Opportunities Fund and establishment of the Chicago Community Land Trust.

Civic Engagement Bickerdike prioritized civic engagement throughout the year, organizing a leader and staff training in January and holding a series of civic-oriented activities including voter registration, election bingo, and an election returns party. Bickerdike continued to mobilize around voter registration, increasing the number of residents living in Bickerdike housing who are registered to vote by nearly 10% throughout the year.

Public Safety In 2007, Bickerdike organizers and volunteers continued to participate actively in nine local CAPS Beat meetings. A series of meetings this year with the Commander in Beat 1311 resulted in increased police response and presence around identified trouble spots and successful placement of a blue light security camera near Augusta and Sacramento.

Residents Council Bickerdike’s Residents Council continued to oversee all resident programming in 2007 including the work of the Gardening Committee, the Newsletter Committee and the Bickerdike Youth Council, and the Mothers Day Dusty Dance and Holiday Dinner Celebration. In addition, the Council continued to manage tenant site meetings and mediate work order issues with the Bickerdike Property Management office.

Community Workshops This year, Bickerdike tenant and community organizers assisted in planning and outreach for: a homeownership workshop targeted to Bickerdike renters interested in affordable ownership, budgeting and credit repair workshop to address the growing credit crisis in the community; and, property tax appeals workshops.

"Bickerdike is an organization strongly rooted in the community and what it really means and takes to be a community developer. For Bickerdike, community development is not just building housing—which is important—it is also about building up and organizing the people, and especially those who do not have political or economic power, so that they are informed and can participate in decisions being made about their community. To me, BRC is the exemplar of community development by and for the people."

Janet Smith, Co-Director, Nathalie P. Voorhees Center, Associate Professor, Urban Planning and Policy Program University of Illinois at Chicago
Bickerdike: Who We Are

As we grow as an organization and budgets increase in size, staffing rosters expand, and new programs are added, Bickerdike keeps the community front and center to ensure that our work remains relevant and successful. More than ever, Bickerdike’s membership, staff and community-based Board keep the organization accountable and grounded.

Membership

As a community-based organization, Bickerdike’s work is governed by a membership body of nearly 800 individuals and 32 organizations who believe in our mission. Members elect the organization’s Board of Directors from among their ranks and participate directly in setting the organization’s planning and development priorities each year.

Board

Bickerdike is one of a few mature CDC’s of its size to sustain operations with a community-based Board of Directors. Consisting of local residents who live and work in our service area, Bickerdike’s Board governs all aspects of the organization, including comprising our subsidiary Boards of Directors, ensuring that local residents have a voice in the development of the community.

Staff

Bickerdike has always viewed its own hiring as an important tool for economic development and, today, continues to actively employ a community hiring preference. As the organization has grown to include a staff of more than 100 in 2007, including Bickerdike and Humboldt Construction Company, over 75% of staff live in the communities we serve.

Bickerdike: ¿Quienes Somos?

Mientras crecemos como organización, igual que en los presupuestos, mas crece el rol del personal, y añadimos nuevos programas, Bickerdike mantiene la comunidad en frente de todo, para asegurar que nuestro trabajo sigue siendo pertinente y exitoso. Más que nunca, la membresía de Bickerdike, sus empleados y la mesa directiva con base comunitaria mantiene la organización responsable y bien fundada.

Membresía

Como una organización con base comunitaria, el trabajo de Bickerdike es delineado por una membresía de más de 800 individuos y 32 organizaciones comunitarias quienes están comprometidos a nuestra misión. Los miembros eligen a los directores del la mesa directiva de los otros miembros y participan cada año en la planificación y el desarrollo de las prioridades de la organización.

Mesa Directiva

Bickerdike en uno de las pocas organizaciones de desarrollo comunitario del mismo tamaño que mantiene sus operaciones con una mesa directiva basada en la comunidad. Compuesta de residentes locales que viven o trabajan en nuestras comunidades, la mesa directiva de Bickerdike gobiernan todos los aspectos de la organización, incluyendo las mesas directivas subsidiarias, asegurando que los residentes locales tengan una voz en el desarrollo de su comunidad.

El Personal

Bickerdike siempre ha considerado el empleo de su personal como un componente clave para el desarrollo económico, y hoy, seguimos con una preferencia en empleo a residentes locales. La organización ha crecido a tener un personal de más de 100 en el año 2007, incluyendo a Bickerdike y Humboldt Construction, de la cual más de un 75% viven en las comunidades que servimos.
The People Behind Bickerdike Redevelopment Corporation

BICKERDIKE REDEVELOPMENT CORPORATION

2007 Board of Directors
Sherry Houston, President
Diane Spiers, Vice President
Jose Martinez, 1st Vice President
Reynal Luna, Treasurer
Maria Santiago-Foreman, Secretary
Margo Timberlake-Silva, Assistant Secretary
Atanacio "Nacho" Gonzalez, Director
Pamela King, Director
Sarita Rosenthal, Director
Enrique Salgado, Jr., Director
Annette Threets, Director
Judith Vazquez, Director
Joy Aruguete, Executive Director

HUMBOLDT CONSTRUCTION COMPANY

2007 Board of Directors
Atanacio "Nacho" Gonzalez, President
Reynal Luna, Vice President
Joy Aruguete, Secretary/Treasurer
Sherry Houston, Director
Pamela King, Director

ROCKWELL COMMUNITY DEVELOPMENT, INC.

2007 Board of Directors
Diane Spiers, President
Annette Threets, Vice President
Joy Aruguete, Secretary/Treasurer
Sarah Rosenthal, Director
Enrique Salgado, Jr., Director
Judith Vazquez, Director

BRC AFFILIATE, INC.

2007 Board of Directors
Diane Spiers, President
Annette Threets, Vice President
Joy Aruguete, Secretary/Treasurer
Sarah Rosenthal, Director
Enrique Salgado, Jr., Director
Judith Vazquez, Director

STAFF
Main Office
Joy Aruguete, Executive Director
Michael Burton, Development Supervisor
Yolanda Cruz, Accounting Director
Awilda DeLaGarza, Human Resources Manager
Raul Estruiano, Projects Coordinator-NCP
Clementina Garcia, Accountant
Sandra Gray, Executive Assistant
Maya Hernandez, Program Manager - NCP
John Knox, Project Manager (HCC)
Jesuanyn Kraft, Operations Director
Judith Lizota, Senior Bookkeeper
Jose Marcano, Carpenter, H-Rail Program
Shree Patel, Project Manager (HIC)
Claudia Monroya, Community Organizer
Khit Muhammad, Outreach Worker
WHF - NCP
José Ortiz, Janitor
Liliana Palacios, Bookkeeper
Gabriela Reyes, Administrator
Christie Richards, Resource Development Manager
Nelson Robles, Construction Business Manager
Jose Rosado, Construction Manager
Hal-Hill Program
Andrea Traudi, Homeownership Development Coordinator
Ethan Vargas, Director of Housing & Economic Development
Shadonna Ware, Asset Manager
Constantine Williams, Technology Manager
Alex Wilson, Bickerdikes Program Instructor
Irma Zarzosa, Secretary

Bickerdike Apartments, LLC
Alfredo Alcoves, Maintenance II
Carlos Ayala, Janitor
Ike Blocker, Security/Clerk/Clerk
Maria Brantin, Senior Organizer
William Caldwell, Maintenance II
Carmen Costo, Leasing Agent
Jose Crespo, Janitor
Rosa Crespo, Tenant Organizer
Pedro Diaz, Janitor
Allen Hampton, Maintenance I
Tyronn Hardaman, Janitor
Virginia Higareda, Secretary
Orlando Huertas, Maintenance
Billy Lyn Jackson, Property Management Supervisor
Gail Jones, Desk Clerk
Teresa Lawson, Youth Intern
Yazekia Mcdade, Site Manager
Rafael Marro, Desk Clerk
Jose Martinez, Janitor
Francisco Navarro, Janitor
Miguel Ortiz, Janitor
Angel Padilla, Maintenance Manager
Raymond Ramos, Maintenance II
Jose Rivera, Janitor
Carmelo Roman, Desk Clerk
Maria Ramos, Tenant Organizer
Angel Rosario, Leasing Agent
Jimmy Ross, Maintenance Engineer
Scotie Samuicuk, Janitor
Carmen Sanchez, Office Manager
Darian Santiago, Maintenance Coordinator
Rosario Serpa, Janitor
Jose Serrano, Leasing Agent
Andrew Soto, Property Management Director
Laildina Stewart, Site Manager
David Torres, Maintenance I
Rafael Torres, Site Manager
Nancy Velazquez, Secretary
Nicole Wright, Site Manager

Humboldt Construction Company
David Agost, Journeyman
Guadalupe Arias, Journeyman
Juan Burgos, 1st Year Apprentice
Fernando Castilla, Journeyman
Angel Chavez, Journeyman
Kenneth Clair, 4th Year Apprentice
Antonio Santiago Cruz, General Foreman
Pablo Delave, Foreman
Marlene Echeci, 1st Year Apprentice
John Fries, Journeyman
Henorio Galaz, Journeyman
George H. Garrison, Foreman
Jesuanyn Kraft, Journeyman
Mariano Lopez, Journeyman
Elisa Lucas, 1st Year Apprentice
Gerardo Lucas, Journeyman
Timo Medina, Jr., Site Manager
Ralph Nieves, Journeyman
Antonio Mendez, 1st Year Apprentice
Antonio Oliveras, Journeyman
Alberto Perez, Journeyman
Anastacio Perez, 4th Year Apprentice
Antonio R., 1st Year Apprentice
Leonardo Rodriguez, Journeyman
Gerardo Rodarte, Journeyman
Anthony Santiago, 1st Year Apprentice
Ismael Smith, Journeyman
Francisco Torode, Journeyman
Robert Villagomez, 1st Year Apprentice
Salvador Villas, Journeyman
Laurent Williams, 1st Year Apprentice

Bickerdike Redevelopment Corporation
STATEMENT OF FINANCIAL POSITION
GENERAL AND HED FUNDS
SEPTEMBER 30, 2007

ASSETS

Current Assets
General Cash & Cash Equivalents $127,651
HED Cash & Equivalents $2,980,751
Accounts Receivable & Others $426,786
Total Current Assets $3,538,188

Fixed Assets
Net Office Furniture & Equipment $109,221
Total Fixed Assets $109,221

Other Assets
Investments in Housing Development $2,111,055
Other Investments & Partnerships $4,468,653
Predevelopment Costs/Other Land $3,715,905
Total Other Assets $10,295,657

TOTAL ASSETS $13,943,065

LIABILITIES AND NET ASSETS

Current Liabilities
Accounts Payable $10,252
Accrued Expenses & Others $88,553
Total Current Liabilities $98,805

Long-Term Debt
Total Long-Term Debt $3,446,607
Total Other Liabilities $3,446,607

TOTAL LIABILITIES $3,545,412

Net Assets
Unrestricted as of December 31, 2006 $9,209,609
Temporarily Restricted as of December 31, 2006 $1,350,000
Excess of Revenue Over (Under) Expenses $(161,956)
NET ASSETS AS OF SEPTEMBER 30, 2007 $10,397,653

TOTAL LIABILITIES AND NET ASSETS $13,943,065
