Bickerdike Redevelopment Corporation

Laying a Foundation, Leaving a Legacy

2008 Annual Report
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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 la preservación de 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, envolvimiento 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.
Dear Friends,

It has been an exciting year at Bickerdike, marked by inspiration and innovation. In September, we celebrated the groundbreaking of Rosa Parks Apartments, our 94-unit new construction, affordable rental development in eight buildings which features comprehensive, integrated environmentally friendly design and technology. We also held a ribbon-cutting ceremony to commemorate completion of the first single-family home of the 11 single-family homes and 21 condominiums which make up our 26th Ward New Homes development.

This year we continued to make significant strides in the preservation of affordable housing, focusing on the expanded scope and capacity-building of our Asset Management department. Bickerdike is breaking new ground with an integrated, inter-departmental asset management approach, to ensure the high quality, sustainability and affordability of our real estate portfolio.

Our Property Management department remains dedicated and engaged in the resident-involved, quality management of our 867 rental and co-op units in 114 buildings. In late 2008, our maintenance department wrapped up a comprehensive evaluation and planning process for strengthening our work order system and established a plan for its phased-in implementation in 2009.

Bickerdike’s wholly owned Humboldt Construction Company (HCC) completed final work on our acclaimed La Estancia mixed-use development, and began construction on the 26th Ward New Homes and Rosa Parks Apartments projects. HCC also engaged in additional construction contracting at the Institute of Puerto Rican Arts and Culture, and continues to be successful in providing access to high-quality jobs and apprenticeship opportunities for local residents, and opportunities for local businesses through subcontracting.

In 2008, we celebrated the rollout of our second Humboldt Park New Communities Program Quality of Life Plan! With a renewed 5-year commitment by the MacArthur Foundation to LISC/Chicago’s New Communities Program (NCP), coupled with our completion of 80% of the projects in our first Quality of Life Plan, we became the first and only NCP community thus far to achieve this accomplishment. To date, the over 60 local organizations and institutions that make up the Humboldt Park NCP Task Force have successfully brought in over $46 million dollars for the implementation of projects in the plan!

Leadership development and organizing remain at the center of everything we do. We wrapped up the year with a successful non-partisan civic engagement initiative which registered and educated broad numbers of voters, and culminated with a significant Get Out The Vote campaign. We also focused on engaging and developing our future leaders with two successful summer youth programs, BickerBikes, our innovative and award-winning earn-a-bike program now in its 6th year, and B’s Ball on the Block, an 8 week street based youth basketball competition engaging approximately 75 youth weekly.

While the current challenging conditions of our economy have threatened the well-being of our nation, city, and communities, Bickerdike remains a solid and committed organization. As the oldest and most well-established locally based community development corporation (CDC) in Chicago, we are poised to continue addressing the priorities of our neighborhood residents head on.

We express our deep gratitude to the many partners in our work, who have been key in of our ability to carry out our mission. This year’s theme, Laying a Foundation, Leaving a Legacy, embodies what we accomplish in our work together. ¡Unidos venceremos!

Sincerely,

Diane Spires
President, Board of Directors

Joy Aruguete
Executive Director
Queridos Amigos,

Ha sido un año excitante en Bickerdike, marcado por la inspiración y la innovación. En septiembre celebramos la ceremonia del comienzo de la construcción de los Apartamentos Rosa Parks, nuestro nuevo desarrollo de 94 unidades de viviendas económicas para alquilar, desarrollado en ocho edificios, los cuales presentan diseño y tecnología comprehensiva e integrada al medio ambiente. También celebramos una ceremonia de inauguración para conmemorar la finalización de la primera casa familiar, de las 11 casas familiares y los 21 condominios que constituyen nuestro desarrollo de Nuevos Hogares del Distrito 26.

Este año continuamos teniendo avances significativos en la preservación de las viviendas económicas con nuestro Departamento de Administración de Bienes y Raíces. Estamos avanzando con un enfoque integrado para asegurar la alta calidad, la sostenibilidad y la economicidad de nuestro portafolio de bienes raíces.

Nuestro Departamento de Gerencia sigue dedicado y comprometido a promover el involucramiento de los residentes en la administración de nuestras 867 unidades de alquiler y unidades cooperativas en 114 edificios. A fines del 2008, nuestro departamento de mantenimiento completó un proceso de planeamiento y una evaluación comprensiva para fortalecer nuestro sistema de solicitudes de reparación y estableció un plan para su implementación en el 2009.

Humboldt Construction Company (HCC), la compañía subsidiaria de Bickerdike, completó nuestro aclamado desarrollo de uso mixto, La Estancia y comenzó la construcción de dos nuevos proyectos: Nuevos Hogares del Distrito 26 y los Apartamentos Rosa Parks. HCC sigue siendo exitoso en proveer acceso a trabajos de alta calidad y a oportunidades de aprendizaje para residentes locales, y oportunidades para negociantes locales a través de nuestras actividades de subcontratar.

¡En el 2008, celebramos el desarrollo de nuestro segundo Plan de Calidad de Vida del New Communities Program (NCP) de Humboldt Park! Con la renovación del compromiso de la Fundación McArthur con el NCP patrocinado por LISC Chicago por otros 5 años, unido a que Humboldt Park completó más del 80% de los proyectos de nuestro primer Plan, nosotros nos convertimos en la única comunidad de NCP en alcanzar este logro. ¡Hasta la fecha, las más de 60 organizaciones e instituciones locales que componen la Comisión NCP Humboldt Park han traído más de $46 millones de dólares a la comunidad para la implementación de los proyectos del plan!

El desarrollo de liderazgo y nuestros esfuerzos organizativos quedan al centro de todo lo que hacemos. Nosotros completamos el año con una exitosa iniciativa de responsabilidad cívica, el cual registró y educó a un amplio número de votantes y culminó con una exitosa campaña de movilizar el voto. También nos enfocamos en comprometer y desarrollar a nuestros futuros líderes con dos exitosos programas de verano para jóvenes: BickerBikes, nuestro innovativo y premiado programa “gánate-una-bicicleta” y Baloncesto en la Cuadra, un programa de verano de 8 semanas.

Mientras las condiciones de nuestra economía han amezonado el bienestar de nuestra nación, de nuestra ciudad, y de nuestras comunidades, Bickerdike sigue siendo una organización sólida y comprometida. Como la más vieja y mejor establecida organización basada en la comunidad en Chicago, nosotros estamos preparados para seguir enca- rmando las prioridades de los residentes de nuestros barrios.

Nosotros expresamos nuestro profundo agradecimiento a los muchos socios en nuestro trabajo, los cuales han sido clave en nuestra habilidad de llevar a cabo nuestra misión. El tema de este año: Construyendo una Fundación, Dejando una Herencia, personifica lo que juntos logramos en nuestro trabajo. ¡Unidos Venceremos!

Sinceramente,

Diane Spires            Joy Aruguete
Presidenta de la Mesa Directiva   Directora Ejecutiva
Bickerdike: Who We Are

**Membership**

Bickerdike is a member-based community development corporation and our membership is our broadest decision-making body. Membership is open to anyone who supports our mission and/or lives or works in the community. Over 700 individual members and 30 institutions are kept informed of Bickerdike’s work throughout the year and encouraged to become more involved in guiding the organization’s work. Members annually elect Bickerdike Board directors from among their peers and vote on resolutions regarding organizational direction.

**Board**

Bickerdike’s 15 member community-based Board of Directors governs all aspects of the organization. They engage in policy setting, financial oversight, and programmatic direction. Our Board ensures that we are carrying out our mission and that local residents have a voice in the development of the community.

**Volunteer Committees**

Bickerdike’s organizational structure includes a broad cross section of volunteer committees comprised of local residents to ensure the community has a strong voice in our work. Committees are engaged in all aspects of our work in such areas as: new housing development, all aspects of the management of our rental housing, priority community issues, resident quality of life and civic engagement.
STAFF

Bickerdike and Humboldt Construction Co. employ a community hiring preference to foster local economic development, creating employment opportunities for local residents. Three quarters of our employees are residents of the neighborhoods we serve, and a number live in our housing.
Bickerdike: Quienes Somos

Membresía

Bickerdike es una corporación comunitaria basada en la membresía y nuestra membresía es nuestra más amplia toma de decisiones. La membresía está abierta a todos los que apoyan nuestra misión y que viven o trabajan en la comunidad. Los más de 700 miembros individuales y 30 instituciones se mantienen informados del trabajo de Bickerdike durante el año y se les anima a involucrarse en guiar la dirección del trabajo de la organización. Los miembros anualmente eligen la Mesa Directiva entre los otros miembros y votan por resoluciones que se refiere a la dirección organizacional.

Mesa Directiva

La Mesa Directiva de Bickerdike cuenta con 15 miembros comunitarios los cuales gobiernan todos los aspectos de la organización. Ellos involucran en la creación y establecimiento de pólizas, la supervisión de las finanzas, y en guiar la dirección programática. Nuestra Mesa asegura que llevamos a cabo nuestra misión y que los residentes locales tengan una voz en el desarrollo de la comunidad.

Comités Voluntarios

La estructura organizacional de Bickerdike incluye una amplia interacción de comités voluntarios compuestos de residentes locales para asegurar que la comunidad tenga una voz fuerte en nuestro trabajo. Los comités están involucradas en todos los aspectos de nuestro trabajo y en áreas tales como: nuevo desarrollo de viviendas, todos los aspectos de administración de nuestras viviendas de alquiler, asuntos comunitarios de prioridad, calidad de vida de los residentes y responsabilidad cívica de los mismos.

Personal

Bickerdike y Humboldt Construction Co. emplean preferentemente personas de la comunidad para fomentar el desarrollo económico local, creando oportunidades de empleo para los residentes locales. Tres cuartas partes de nuestros empleados son residentes de las comunidades que servimos y un número de los mismos viven en nuestras viviendas.
America’s current housing and economic crisis has created a chain of disaster for the world’s economy and has profoundly impacted the housing climate in Chicago and in our communities. We see evidence of this on street after street in Humboldt Park, Logan Square, West Town and Hermosa: boarded up homes next to stalled condominium conversions, families being evicted from apartments as the buildings are going to auction. Before the economic bust, our neighborhoods were facing intense gentrification pressures with rising housing sales and rental prices, and skyrocketing property taxes. 2008 marked a profound change in our housing market and economy which has thrust not only our neighborhoods, but the entire world into a true crisis.

Exploding interest rates on adjustable rate mortgages, irresponsible lending practices in the mortgage market fueled by a lack of federal regulation, combined with an increase in property taxes has contributed to disastrous outcomes. Our city and nation are overrun with widespread mortgage defaults, and millions of renters and homeowners losing their homes due to foreclosure.

**Skyrocketing Foreclosures**

Foreclosure rates continue to climb with an estimated one million homes in foreclosure this year alone. Chicago experienced a higher than national average number of foreclosures, with filings increasing 85% between 2005 and 2007 and with an estimated 1.64% of Chicago homes in foreclosure in 2007 alone. Approximately 35% of Chicago foreclosures are in 2-6 unit multifamily buildings, forcing many unsuspecting renters from their homes. Humboldt Park has been one of the communities hardest hit particularly when it comes to foreclosures of multi-unit buildings. According to the Woodstock Institute, over 50% of foreclosures in Humboldt Park have involved buildings with two to six units. In addition, Latino and African American families are most affected, with Latinos twice as likely as white residents, and African Americans three times as likely to be impacted by ballooning mortgage payments.

**Collapsing Financial Market**

In 2008, the banking industry reached near collapse and there have been deep, penetrating negative ripple effects impacting our entire economy and the world. Credit markets have come to a near halt, despite the world’s biggest financial bailout by the federal government. Multi-level bailouts in 2008 have amounted to over $1.1 trillion dollars ($30 billion-Bear Sterns, $85 billion, raised to $150 billion -AIG,
$200 billion-Fannie Mae and Freddie Mac, $700 billion on distressed mortgage related assets to banking industry, and estimated $25 billion on foreclosure prevention and neighborhood stabilization). And, additional bailouts are still under discussion. In 2008 the U.S. deficit was $455 billion for the year, bringing the U.S. national debt to over $10.5 trillion. Credit channels have been constricted, making it near impossible for individuals, and large and small businesses to access mortgage lending and crucial funds for their operations.

**Plummeting Personal Economics**

The ripple effects of the financial crises are huge. In 2008, unemployment hit a 14 year high with a jobless rate of 6.5% (7% in the Chicago area) representing 10.1 million workers unemployed. Job losses in the first 10 months of 2008 alone reached 1.2 million in the U.S. Corporate profits have continued to decline and layoffs are increasing. Consumer debt has reached staggering levels, with people owing double the amount on average than they did a decade ago. And, personal savings have been in alarming decline, decreasing over the past 2 decades from people saving about 10% of their disposable income on average to a negative savings rate in 2005 (meaning that not only is there no saving but people are spending their savings), the first time since the Great Depression. Increasing consumer debt, declining savings, and high unemployment have led to increasing bad personal credit, making it more difficult to participate in our economy.

Real income has been declining, with median incomes dropping, and African Americans and Latinos have fared the worst with drops in median income over a six year period at 8% and 2.7% respectively. Meanwhile, prices of consumer goods and services have continued to climb. Home heating and electricity costs are up. Food prices have skyrocketed and the rate of inflation continues to creep up.

**Affordable Housing Shortage**

At the same time, Chicago and Bickerdike’s communities are facing a shortage of quality, affordable rental units—as demand is increasing. The shortage has driven current rental costs up, making it difficult for people to find affordable housing units. A 2007 report by DePaul University and the Urban Land Institute projects that Cook County will have a shortage of 185,000 affordable rental units by the year 2020.

Each year, Bickerdike receives thousands of calls from low and moderate-income residents seeking housing assistance, as circumstances have made it difficult to stay living where they are. Yet, the development and operation of affordable rental housing have become extremely challenging in the context of the economic and foreclosure crisis.
Development Challenges

On the development side, the steep drop in tax credit equity market pricing has left gaps in funding and has slowed or even halted many projects under development. It has become difficult to acquire loans of all types due to a tightening of credit on mortgages, credit cards, auto loans, and student loans. Sales of single-family housing, including affordable single-family homes, have come to a near standstill as borrowers cannot secure mortgages. Recently, vibrant construction and development markets have come to a screeching halt, and unsold housing with more units coming on line are in competition with the overabundance of foreclosed properties on the market.

Increasing Operating Costs

On the operating side for affordable rental housing, as government agencies have tightened resources, they have turned their attention to ensuring dollars are well spent through stepped up monitoring, regulatory compliance and physical inspections. Maintenance priorities are redirected by inspections—often having little to do with safe, decent and sanitary issues—and away from the priorities of residents who live in the properties. Operating costs of multifamily buildings continue to skyrocket as utilities, property taxes, insurance and maintenance costs go up, forcing owners to either raise rents, sell buildings or operate at a loss, which is unsustainable.

Solutions

The bleak national and personal economic situation is overwhelming. The analysis of how we got here is complex and should be discussed and understood as we look for solutions to emerge from this crisis. As our new national leadership works to address the deep crisis we face today, there will be opportunities to work in partnership at the neighborhood and broader levels to define solutions that bring about positive change.

Through our multifaceted approach to community development, Bickerdike will continue to address the housing and economic priorities in our communities head on. With 41 years of experience in good and trying times, we will use our organizational strength and community roots to continue solid strategies for the development and preservation of quality affordable housing and jobs. And, we will continue the proactive coordination and implementation of broader community based strategies for the improvement of our neighborhoods and the improved quality of life for the residents who live there.
Founded in 1967 by local residents and institutions, Bickerdike has received wide acclaim for its innovative and multifaceted approach to revitalizing Chicago’s West Town, Humboldt Park, Logan Square, and Hermosa neighborhoods. Through mission-driven affordable housing development and preservation, property and asset management, economic development with a focus on jobs, comprehensive community planning and project implementation, grassroots leadership development and youth engagement, we improve the quality of life for, and with, low and moderate-income residents and the neighborhoods in which they live. Despite the economic meltdown which has pierced our country, we have held strong, remained effective, and have made hard decisions when required. All realms of Bickerdike’s work achieved notable success in 2008. We are happy to share with you this year’s highlights.

Fundada en 1967 por residentes e instituciones locales, Bickerdike ha sido aclamada ampliamente por su enfoque inovativo y multi-facético para revitalizar los barrios de Humboldt Park, West Town, Logan Square y Hermosa. A través del desarrollo de viviendas económicas y su preservación, de la administración de bienes y propiedades guiada por nuestra misión, a través del desarrollo económico con un enfoque en fuentes de trabajo, planeamiento comunitario e implementación de proyectos, del desarrollo de liderazgo a nivel local y envolviendo a jóvenes, nosotros hemos mejorado la calidad de vida para, y junto con los residentes de bajos y moderados ingresos y los barrios en los cuales viven. A pesar de las difíciles condiciones económicas que atraviesa el país, nosotros nos sostenemos fuertes, nos mantenemos efectivos y hemos tomados fuertes decisiones cuando se requiere. En todos los aspectos de trabajo de Bickerdike, hemos logrado éxitos notables en el 2008. Nos alegra compartir con ustedes nuestros logros del año.
Following over a year of detailed planning and preparation, Bickerdike closed and broke ground on Rosa Parks Apartments, a 94 unit multifamily rental development in Humboldt Park featuring comprehensive environmentally friendly technology and energy efficiency. This new construction development includes 8 three and four-story buildings with over 97,900 square feet of residential space, designed to fit and enhance the current architecture of the surrounding area. Rosa Parks Apartments includes family sized units of 1, 2, 3 and 4 bedrooms.

With 14 layers of funding for the project and widespread community support, Bickerdike is partnering with the Illinois Clean Energy Community Foundation and Enterprise Green Communities to create a best practice model for energy efficient, sustainable, affordable multifamily housing in Chicago. We anticipate achieving silver LEED Certification on our Site 7 building. Our overall target project completion is anticipated in spring of 2010.

A variety of specialized environmentally friendly features will be incorporated into Rosa Parks Apartments. These components will reduce the project’s carbon and other harmful emissions and energy consumption, as well as focus on the use of sustainable materials and environmentally friendly practices. They will also decrease project operating and maintenance costs, as well as the utility costs for nearly 300 low and moderate-income residents.

Bickerdike’s position as a leader in Chicago’s community development industry and our multiple roles of developer, builder, and property manager provide a unique opportunity for the successful incorporation of energy efficient and environmentally friendly design. In addition, our experience in developing and managing a large number of affordable, multifamily, residential units coupled with the high level of tenant involvement and education enhance the likelihood that Rosa Parks Apartments will be a successful model for sustainable, green development.
26th Ward New Homes

This past spring, Bickerdike broke ground on our 26th Ward New Homes project, an affordable homeownership initiative featuring 11 single-family homes and 21 condominiums in 7 buildings in Humboldt Park and Logan Square. As part of Bickerdike’s preservation strategy, homes in this project will be placed in the Chicago Community Land Trust, which will help keep these homes affordable.

Given the national economic and credit crises, Bickerdike is pursuing aggressive credit and homeownership counseling strategies in partnership with local housing counseling agencies and service providers to ensure the successful homeownership experience of our low and moderate-income buyers.

Zapata Apartments

Bickerdike’s next rental development is Zapata Apartments, a mixed-use project located in Logan Square, which will bring 75 units of much needed affordable rental housing to an area that continues to be hard hit by a loss of rental housing to condominium conversion and loss of multifamily units to foreclosure. Zapata will also include affordable commercial space targeted to local businesses, enhancing the Armitage Avenue corridor. With strong community support from local residents and organizations seeking to preserve housing opportunities for low and moderate-income families in Logan Square, Bickerdike anticipates completing all assembling of financing for closing and groundbreaking on Zapata Apartments in late 2009/early 2010.

Technical Services and Assistance

As a Housing Resource Center (HRC) delegate agency for the City of Chicago, Bickerdike provides technical information and assistance, referrals, and informational workshops for hundreds of local landlords, renters, and community organizations. In 2008, HRC worked with local partners to sponsor three bi-lingual workshops addressing foreclosures and foreclosure prevention, building code violations, and contractor fraud and administrative hearings. Through our Home Repair for Accessible and Independent Living (H-RAIL) program, Bickerdike makes minor home repairs and accessibility adaptations to seniors’ homes annually. Repairs were completed in 38 seniors’ homes in 2008.
The Humboldt Park New Communities Program

As lead agency for the Humboldt Park New Communities Program, Bickerdike has worked with the over 60 organizations and institutions that make up the Humboldt Park NCP Task Force to successfully bring in over $46 million to the greater Humboldt Park community over the last five years! Embracing a “doing while planning” model, the Task Force completed the development of its second five-year Quality of Life Plan, Humboldt Park: Staking our Claim, The Next Five Years: Raising the Stakes. The development of a second plan was a priority given the completion of over 80% of projects in the first plan and the renewed 5 year financial commitment by the MacArthur Foundation for the New Communities Program sponsored by the Local Initiatives Support Corporation (LISC) in Chicago.

The Plan’s seven strategies represent a locally defined comprehensive approach to community development. Each strategy is further defined by a variety of specific projects addressing a broad array of priorities such as housing, youth engagement, public safety, prisoner re-entry, employment, education, and health. With funding from the MacArthur Foundation, over 60 projects were successfully implemented from the first Plan and another 58 projects will be implemented from the second Plan.

Some of the initiatives in the new Humboldt Park NCP Quality of Life Plan are:

- Employment and Career Training
- Affordable Housing Development and Fair Housing
- Violence Prevention
- Re-entry and Ex-offender Services
- Strengthening Education Programming and Options
- Business Corridor Development and Business Development
- Community of Wellness
- Environmentally Friendly “Green” Technology and Sustainable Practices
- Building Community through the Arts
- Transportation– a focus on alternative approaches (bicycling, trolley, transit oriented development, commercial corridors, etc.)
Spotlight: Investing in our Future Leaders

**BickerBikes**

Throughout Bickerdike’s service area, youth represent a high percentage of the population. Poverty, gangs, and drugs are a visible reality, while recent studies confirmed that youth in the communities are at increased risk for serious chronic health conditions such as obesity, asthma, and diabetes. Bickerdike designed BickerBikes, a successful earn-a-bike program and after school bike club, as a wide-reaching approach to address marginalization of youth, gangs, drugs, lack of focus on leadership development and skill building, and chronic health conditions such as obesity, asthma, and diabetes.

Now in its sixth year, BickerBikes awards participants the opportunity to choose, completely rebuild and earn bikes, learn in depth bike mechanics, as well as have the chance to partake in dozens of community events and field trips. In doing so, BickerBikes promotes leadership and self-esteem, improves health, teaches about safe, independent transportation and provides marketable job skills.

With strong organizational partnerships, innovative youth leadership development and mentorship strategies, a dynamic nutrition education component, effective environmental education, and ongoing demand, BickerBikes has evolved into a key youth engagement strategy.

**B’Ball on the Block**

In partnership with the Humboldt Park NCP Safety Committee, Bickerdike played the lead role in the implementation of “B’Ball on the Block” in greater Humboldt Park. First piloted in other NCP communities, “B’Ball on the Block” was established in 2008 as a way to increase public safety, improve health, develop and sustain leaders, and nurture collaboration among local residents, as well as between Bickerdike and other community organizations.

On Friday nights during the summer, “B’Ball on the Block” brought youth between the ages of 8 to 18 out to play basketball on rotating designated blocks throughout Humboldt Park. Resources and activities such as arts and crafts, entertainment, and health information tables were provided throughout the evening. “B’Ball” provided a safe place for kids to enjoy the neighborhood and interact with each other and served as a positive youth engagement alternative to gangs and violence. Resident and youth involvement in the planning, along with the many collaborating partners, ensured the successful launch of B’Ball on the Block in Humboldt Park.
Economic Development

Humboldt Construction Company

Bickerdike’s premiere economic development initiative, Humboldt Construction Company (HCC), has created over 75 well-paying jobs and training opportunities for local residents, as well as business development opportunities for local subcontractors and suppliers through general contracting and carpentry.

Early this year, HCC finished work on La Estancia, a remarkable mixed-use development in Humboldt Park that includes 57 units of affordable rental housing and 14,000 square feet of affordable commercial space.

In 2008 HCC:

- Started construction on Rosa Parks Apartments, 94 affordable rental units.
- Broke ground in 26th New Ward Homes, 32 affordable homes and condominiums.
- Completed additional work on the Institute of Puerto Rican Arts and Culture, an historic and LEED certified renovation project.
- Completed The Community Builders’ Lorington Apartments, a 54-unit landmark preservation affordable housing rehab development in Logan Square.
**Cermak Produce at El Mercado**

El Mercado, with anchor tenant Cermak Produce, continues to serve the neighborhood with affordable, fresh foods and culturally relevant groceries and provides 40 jobs to residents through the local employment agreement between Bickerdike and Cermak Produce.

**La Estancia Commercial**

Bickerdike welcomed business operators at two of La Estancia’s commercial spaces. The Chicago Youth Centers established much needed early childhood and daycare programming at the 3222 West Division location, with additional plans for after school programming.

In 2008 the Dr. Pedro Albizu Campos High School inaugurated the 2753 W. Division space with the temporary location of some of its classes and programming at the site through early next year.
**Ensuring Quality Over the Long Term**

Our Property and Asset Management departments worked this year to ensure the quality, long term preservation and affordability of our 867 units of rental and co-op housing in 114 buildings. We focused on evaluating a variety of components of our work and planning for improvements in our operations and procedures. In light of the growing number of units, aging of some of our properties and the increased demand for housing given the housing and economic crisis in our country, this planning is timely and important.

**Work Order System Reorganization**

In 2008, we neared completion of the in-depth planning process for restructuring of our work order system and maintenance department to better address the growing number of units in our portfolio, the aging of our buildings, and the ever increasing inspections and compliance requirements that must be met.
Waiting Lists
With the experience of nearly two thousand people waiting in line for pre-applications in 2007, we modified our wait list opening procedures in 2008 to better address the increasing demand for affordable housing as many people’s personal economic situations continue to worsen.

Public Safety and Security
Property management continues to work with Chicago law enforcement officials to address public safety issues in our communities, ensure the safety of our residents by coordinating with public officials and precinct commanders, and cooperating with investigations to keep our buildings and neighborhoods safe.

Preservation Highlights
This year we increased capacity of and support for our asset management strategies. Asset Management has been involved in planning, reviewing, and managing the operating and capital budgets, risk management strategies, resident relations, real estate tax appeals and recapitalization strategies. In 2008, we continued with work toward an expanded recapitalization strategy for the Humboldt Building, including an expanded scope of improvements planned for the property.
Leadership Development and Community Organizing

Leadership Development

Strong, collective leadership based on grassroots principles has ensured the strength and quality of our work for more than forty years. We are committed to democratic process, resident empowerment, and collective management. By engaging volunteer leaders in real decision making roles, developing capacity through experiential learning and skills training, and engagement in a grassroots organizing process, Bickerdike creates a model for bridging the worlds of affordable housing, economic development, property management, and organizing. Bickerdike continues to serve as a critical place for individuals and families to work on issues which are priorities to them, and develop concrete leadership skills in the process.

Civic Engagement and Get Out the Vote

In 2008, we ran a very successful non-partisan civic engagement campaign which included registering voters, educating voters on the issues and a significant Get Out the Vote effort. With many community residents engaged through countless shifts, volunteer leaders knocked on doors, registered voters, discussed issues, distributed educational information, mobilized voter participation, worked as poll watchers and helped execute other election-day operations. In Bickerdike households alone, in 2008 we tracked that 69% of households had at least one adult registered to vote. In addition, according to the precincts we monitored, over 92% of households with registered voters who expressed their support for affordable housing voted!

Support for Affordable Housing in Logan Square

In fall of 2008 we worked alongside volunteer leaders, and in conjunction with the Logan Square Neighborhood Association, to begin educating area residents about Bickerdike’s planned 75-unit mixed-use project, Zapata Apartments. This effort kicked off with petitions, door-knocking, surveys, and educational information about the project.
Resident Involvement

We continued to engage over 850 Bickerdike households, to educate and involve residents in building family and quality of life among our residents, the work of the organization and the priorities of the community. Through our Residents Council, an elected/appointed group of 15 representatives from our various housing clusters, six sub-committees open to all residents work on a variety of tenant-related issues throughout the year.

Public Safety

We worked alongside our volunteer leaders to promote public safety, respond to local violence, and ensure law enforcement is engaged with and accountable to the broader resident population of our community. In 2008, we engaged in regular participation in 14 CAPS beat meetings, worked with police commanders and key officers at the 13th, 14th, and 25th Police Districts to hold positive community activities, such as gardening, clean-ups, barbeques, and summer basketball, and worked in partnership with CeaseFire to respond to incidences of violence which plagued our community.

Laying the Groundwork for Issue Selection

Bickerdike organizers held 25 one-on-one meetings with housing advocates, housing organizations, and local organizations to discuss the rapidly and profoundly changing housing and economic environment and to brainstorm potential strategies for effective and achievable solutions. This work laid the groundwork for a grassroots issue selection process which will occur in early 2009.

Tracking and Quantifying Leadership Development

With over forty years of developing leadership in our community, Bickerdike worked with others to develop a tool to both quantify and measure the development of leaders through our organization. In 2008, we worked to refine the Leadership Measurement Ladder to better reflect the culture and values of the organization. This tool has helped Bickerdike to better evaluate and increase the effectiveness of our leadership development work.
Our Partners

Development Financing
Mortgage and Predevelopment Financing
Bank of America
Charter One
Chicago Low-Income Housing Trust Fund
Citibank West
City of Chicago Department of Housing
City of Chicago Department of Environment
City of Chicago Department of Planning and Development
Developers Mortgage Corporation
Enterprise Community Partners—Green Communities
Federal Home Loan Bank of Chicago
Harris. N.A.
Illinois Clean Energy Community Foundation
Illinois Department on Commerce and Economic Opportunity
Illinois Housing Development Authority
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U.S. Department of Housing and Urban Development
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Architectural
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Lisee & Biederman, Ltd.
Malcolm Edgerton Architects
Scott Dubin Architect
Weese Langley Weese Architects, Ltd.

Accounting
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Washington, Pittman, & McKeever, Ltd.

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Community Economic Development Law Project
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Gomberg, Shafman, Gold & Ostler, P.C.
Fisk Kart Katz and Regon, Ltd.
Harvard Collection Services
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Latham & Watkins, LLP
Law Offices of Samuel V. Banks
Madigan & Getzendarner
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Slutzky & Blumenthal
Wildman, Harrol, Allen & Dixon, LLP

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Chicago Metropolitan Agency for Planning
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Pioneer Engineering & Environmental Services
Tu Multimedia
Wells Fargo

Property Management
Bickerdike Apartments, LLC
Bickerdike-Metroplex Joint Venture: West Town Management Partners

Memberships and Affiliations
Association House of Chicago
13th District Youth Net
14th District Community Policing
CAND-TV
Chicago Community Land Trust
Chicago Project for Violence Prevention
Chicago Rehab Network
Citizens United for Affordable Housing (CUFAH)
Community Media Workshop
Community Organizing for Obesity Prevention in Humboldt Park (COOP)
Community Resource Network
Computers for Schools
Consolidated to Lower Obesity in Chicago Children (CLOSE)
Developing Government Accountability for the People (D-GAP)
Donors Forum of Chicago
Enterprise Community Partners, Inc.
First Community Land Trust of Chicago
Friends of Bloomingdale Trail
Grassroots Collaborative
Greater Northwest Chicago Development Corporation
Harmony Health Plan
Hispanocare
Housing Action Illinois
Humboldt Park Housing Committee
Illinois Housing Council
Industrial Council of Near West Chicago
Jewish Council on Urban Affairs
La Capilla del Barrio
Latin United Community Housing Association
Latino Policy Forum
Local Initiatives Support Corporation (LISC) Chicago
Logan Square Neighborhood Association (LSNA)
Lumity
Metro Chicago Information Center
Metropolitan Tenants Organization
National Low Income Housing Coalition
Near Northwest Neighborhood Network (NNNN)/Humboldt Park Empowerment Partnership (HPEP)
Openlands
Puerto Rican Cultural Center
RUSH Health Heart Circle
35th Ward Zoning Advisory Committee
West Town Bikes
West Town 5
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Home Depot Foundation
Illinois Clean Energy Community Foundation
Local Initiatives Support Corporation/Chicago
MetLife Foundation
Polk Bros. Foundation
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Illinois Department on Commerce and Economic Opportunity

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In Kind

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Working Bikes Cooperative

Near North Dev. Corp.
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NNNN
Spoken Word Academy of Chicago
Tumbling for Success
West Humboldt Park Family and Community Development Council
Westside Writing Project
Willie Williams Youth Foundation
YMCA Street Intervention Program
Youth for Guidance

Garden Volunteer Groups

Amencorps
After School Matters
Building Urban Gardens
Chicago Cares
City of Chicago Green Corps
COOP Humboldt Park
Ekklesia Ministries of Care
Garden Youth Corps
Growing Power
Growing Pride Garden Club of Humboldt Park
Tree Keepers
Youth Works Ministry

Bickerdike makes every effort to include all of our supporters. Listed contributors have donated as of November 17, 2008.
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# BICKERDIKE REDEVELOPMENT CORPORATION
## STATEMENT OF FINANCIAL POSITION
### GENERAL AND HED FUNDS
#### SEPTEMBER 30, 2008

## ASSETS
### CURRENT ASSETS
- General Cash & Cash Equivalents: $165,911
- HED Cash & Equivalents: $2,939,605
- Accounts Receivable & Others: $2,148,580
- **Total Current Assets**: $5,254,096

### FIXED ASSETS
- Net Office Furniture & Equipment: $82,549
- **Total Fixed Assets**: $82,549

### OTHER ASSETS
- Investments in Housing Development: $1,851,862
- Other Investments & Partnerships: $4,128,877
- Predevelopment Costs/Other Land: $4,157,309
- **Total Other Assets**: $10,138,048
- **TOTAL ASSETS**: $15,474,693

## LIABILITIES AND NET ASSETS
### CURRENT LIABILITIES
- Accounts Payable: $28,068
- Accrued Expenses & Others: $78,164
- **Total Current Liabilities**: $106,232

### OTHER LIABILITIES
- Long-Term Debt: $3,001,923
- **Total Other Liabilities**: $3,001,923
- **TOTAL LIABILITIES**: $3,108,155

### NET ASSETS
- Unrestricted as of December 31, 2007: $10,729,613
- Temporarily Restricted as of December 31, 2007: $1,350,000
- Excess of Revenue Over (Under) Expenses: $286,925
- **NET ASSETS AS OF SEPTEMBER 30, 2008**: $12,366,538
- **TOTAL LIABILITIES AND NET ASSETS**: $15,474,693

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