The Power of Community
El Poder de la Comunidad
We, the members of Bickerdike Redevelopment Corporation, are committed to the redevelopment of the West Town, Humboldt Park, Logan Square, Hermosa, and Avondale 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, Hermosa, y Avondale 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, el envolvimiento y la auto-determinación de los residentes de la comunidad, la dignidad y el 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 and Neighbors,

In 2011, we overcame challenges and achieved our successes through the Power of Community! With a backdrop of a slow economic recovery, we embraced our work this year with tenacity and focus on our mission. And, what a productive year it has been!

In September, we closed on financing and began construction on Zapata Apartments. Through this project we will build 61 units of quality affordable housing in four buildings in Logan Square. Zapata Apartments is the fruit of over five years of solid partnership with the Logan Square Neighborhood Association, whose community planning efforts identified the need for this housing, and who helped overcome every hurdle and bring the project to fruition.

We celebrated the announcement this year that the Humboldt Building was awarded tax credits for the recapitalization and preservation of this 23 year old Bickerdike development. These will allow for a substantial rehab of this 29 unit courtyard building located on Humboldt Boulevard. The rehab of this historic building will incorporate environmentally sustainable and energy saving technology systems and materials.

Bickerdike continued working as an integral part of Lathrop Community Partners (LCP), the master development team leading the planning efforts for the revitalization of the Julia C. Lathrop Homes. The community planning process kicked off in earnest in late 2011, following the Chicago Housing Authority (CHA) Board approval of the master developer agreement for the LCP team.

With Bickerdike as the lead agency, the accomplishments of the Humboldt Park New Communities Program (NCP) in 2011 were many, with over 70 engaged partner organizations continuing to collaborate on comprehensive community development. The NCP Smart Communities Program continued to bridge the digital divide and increase broadband adoption in Humboldt Park, including the hugely successful Humboldt Park Portal.

The 2011 B’Ball on the Block had another great season, engaging local youth in positive summertime fun. The Humboldt Park NCP engaged in a mini-planning and priority setting process in preparation for its next phase, joining LISC and the MacArthur Foundation in an effort to measure the impact of the NCP community development model.

In 2011, our wholly owned subsidiary Humboldt Construction Co. celebrated its 30th anniversary of creating jobs and economic opportunity for local residents and businesses, and providing high quality general contracting and carpentry services. Humboldt Construction broke ground on Zapata Apartments in late summer, creating jobs for local residents and opportunity through its hiring of local and minority subcontractors.

Always with its eye on better serving the community, Cermak Produce at El Mercado engaged in building renovations to expand the store floor area and product offerings. Cermak continued its commitment to local hiring and offering a wide variety of fresh foods and culturally relevant groceries and products.

We continued providing high quality property management services to our portfolio of 961 rental and coop homes in 122 buildings in our communities. In 2011, we focused our efforts on streamlining organizational systems to ensure successful outcomes in light of the increasing complexity of compliance requirements.

Our asset management work in 2011 reached new heights, with several significant accomplishments. We completed a variety of green retrofits in our Boulevard Apartments thanks to our partnership with the Center for Neighborhood Technology. In addition, we successfully exited the investor in our Nuestro Pueblo Apartments and brought in additional subsidy sources for three of our housing developments through the CHA’s Property Rental Assistance program which helps make our housing more affordable for residents.

We celebrated great leadership development and organizing victories in 2011, with the successful outcomes of the Zapata Apartments campaign and the Sweet Home Chicago campaign, which created new resources for developing affordable housing and addressing the foreclosure crisis in our neighborhoods. These exemplify the active engagement of community residents and Bickerdike residents in all facets of our work throughout the year, driving our priorities, campaigns and initiatives, and ensuring positive outcomes in our efforts.

We begin 2012 with renewed tenacity and an unwavering commitment to our mission. We thank the many partners and supporters of our work. Together we embody the Power of Community!

Sincerely,

Amy Crowther and Joy Aruguete
President, Board of Directors and Executive Director
Queridos Amigos y Vecinos,

En el 2011, nosotros superamos desafíos y logramos nuestros sucesos a través del ¡Poder de la Comunidad! En el marco de una economía en lenta recuperación, nosotros realizamos nuestro trabajo este año con tenacidad y enfocados en nuestra misión. ¡Qué año productivo ha sido!

En septiembre cerramos la financiación y comenzamos con la construcción de Los Apartamentos Zapata. Este proyecto está compuesto de 61 unidades de vivienda de calidad en cuatro edificios en Logan Square. Esto es el fruto de cinco años de una colaboración sólida con Logan Square Neighborhood Association, cuyos esfuerzos de planeamiento comunitario identificaron la necesidad de estas viviendas, y ayudó llevar el proyecto de un sueño a una realidad.

Al Humboldt Building, un proyecto de 23 años, le otorgaron recursos para la recapitalización y preservación de la propiedad. Estos recursos van a permitir una rehabilitación substancial de este edificio de 29 unidades localizado en el Humboldt Boulevard, y la preservación de estas unidades como viviendas económicas. La rehabilitación de este edificio histórico va a incorporar sistemas sostenibles con el medio ambiente, tecnología y materiales que posibiliten el ahorro de energía.

Bickerdike continua trabajando como parte integral de Lathrop Community Partners (LCP), el equipo de desarrollo que conduce los esfuerzos de planeamiento para la revitalización del proyecto Julia C. Lathrop Homes. El proceso de planeamiento comunitario comenzó a finales del 2011 con la aprobación del acuerdo maestro de desarrollo del equipo LCP por la mesa directiva de Chicago Housing Authority (CHA).

Con Bickerdike como la agencia líder, fueron muchos los logros del Programa de Nuevas Comunidades (NCP) de Humboldt Park, con más de 70 organizaciones. El programa de NCP Programa de Comunidades Inteligentes, continuó la adopción de la tecnología de banda ancha en Humboldt Park, incluyendo el Programa de Oportunidades de Tecnología de Banda Ancha (BTOP) y el altamente exitoso Portal de Humboldt Park.

El Programa de B’Ball en la Cuadra tuvo otra exitosa temporada involucrando a jóvenes del área en actividades positivas del verano. El NCP de Humboldt Park se comprometió en un mini-proceso de planeamiento para prepararse para su siguiente fase.

Nuestra subsidiaria Humboldt Construction Co. celebró su 30mo aniversario en la creación de trabajos y oportunidades económicas para los residentes y negocios locales, proveyendo contratación general y servicios de carpintería de alta calidad. Humboldt Construction Co. inició la construcción de Los Apartamentos Zapata a finales del verano, creando trabajos para los residentes del área y oportunidades a través de empleo de subcontratistas minoritarios y locales.

Cermak Produce en El Mercado ha empezado renovaciones del edificio para ampliar la tienda y los productos ofrecidos. Cermak continúa su promesa de emplear a residentes del área y ofrecer una amplia variedad de productos frescos y culturalmente apropiados.

Nosotros continuamos ofreciendo servicios de gerencia de alta calidad a nuestro portafolio de 961 unidades de alquiler y hogares cooperativos en 122 edificios en nuestras comunidades. Modernizamos nuestros sistemas para asegurar resultados exitosos debido a la creciente complejidad de nuestros requisitos de acatamiento.

Nuestro trabajo de administración de bienes alcanzó nuevos niveles. Nosotros completamos la aplicación de nueva tecnología y materiales que ahorran energía en nuestros Apartamentos Boulevard gracias a nuestra colaboración con el Center for Neighborhood Technology. Además, terminamos con éxito la relación con el inversionista en Los Apartamentos Nuestro Pueblo, asegurando la preservación de estas unidades como viviendas económicas a largo plazo, y conseguimos nuevas fuentes de subsidio para tres de nuestros desarrollos de vivienda a través del Property Assistance Program del CHA, el cual ayuda a que nuestras viviendas sean más accesibles a nuestros residentes.

Nosotros celebramos grandes victorias en el desarrollo de liderazgo y la participación cívica, con el éxito de Los Apartamentos Zapata y la campaña de Sweet Home Chicago, el cual creó nuevos recursos para el desarrollo de viviendas económicas y para enfrentar la crisis de embargos hipotecarios en nuestros barrios. Estos son ejemplos de la participación activa de los residentes comunitarios y de los residentes de Bickerdike en todas las facetas de nuestro trabajo a lo largo del año, guiando nuestras prioridades, campañas e iniciativas, y asegurando el resultado positivo de nuestros esfuerzos.

Nosotros comenzamos el 2012 con tenacidad y comprometidos con nuestra misión. Les damos las gracias a todos los socios y partidarios de nuestro trabajo. ¡Juntos representamos el Poder de la Comunidad!

Atentamente,

Amy Crowther y Joy Aruguete
Presidenta, Mesa Directiva Directora Ejecutiva

Carta de La Presidenta y la Directora Ejecutiva
Humboldt Construction Company

Celebrating its 30th anniversary in 2011, Humboldt Construction Company (HCC) is a wholly-owned subsidiary of Bickerdike with a strong track record of quality construction, skilled job creation for local residents, and business opportunity creation for local and minority subcontractors. Born from the desire to link job creation with affordable housing development, over the years Humboldt Construction has grown and operated as a full-service, general contractor and carpentry subcontractor, specializing in residential and commercial construction, value engineering, and project planning and management. Since 1981, HCC has had a significant impact in our communities including:

A notable and expanding construction portfolio
To date, Humboldt has completed $100 million in substantial rehab and new construction projects for a total of over 1,000 housing units in over 150 buildings, 2 transitional group homes, a Home Depot, a grocery store, an office building, a community cultural center, and other retail space.

Green Construction Expertise
As general contractor and carpentry tradesman, HCC has demonstrated its expertise in green construction, including coordination and installation of a wide array of cutting edge, environmentally friendly and energy-saving technologies. Most recently, this includes the construction of Bickerdike’s comprehensively green, LEED Gold certified 91 unit, 8 building development, Rosa Parks Apartments.

Job Creation
Over the past 30 years, through a hard won agreement with the Carpenters Union, Humboldt Construction has prioritized hiring from our local neighborhoods. As a result HCC has employed and trained over 100 local residents in living-wage union jobs. HCC prioritizes community hiring, sponsoring and training workers throughout their four year apprenticeship and achievement into journeyman status. A number of workers have also been trained and promoted to foreman. As a result, many HCC workers have

1981
Bickerdike establishes Humboldt Construction Company (HCC) as a wholly-owned subsidiary with the aim of linking the creation of skilled jobs and employment of local residents to its affordable housing development.

1986
Officially joins Carpenters Union Local 13 after two years of negotiations on a unique agreement which allows local hiring preference and increased apprenticeships.

1991
Completes its first job for an external client: Borinquen Apartments, 37 units. Owner: Latin United Community Housing Association (LUCHA), bringing the HCC portfolio to 212 units built.

1997
HCC launches its first ever business plan to expand its reach throughout Chicago and diversify its sources of work. By mid 1998, HCC has 4 projects by three owners under construction: Casa Tabasco, 8 units and Casa Chiapas, 4 units by The Resurrection Project; Mae Suites, a 37 unit SRO by Century Place (now Heartland Housing); and Nuestro Pueblo, 69 units in 5 buildings by Bickerdike.

1999
After years of effort and assistance by the DePaul Legal Clinic, HCC is certified as a minority business enterprise (MBE), recognizing its vast majority Latino and African American Board, management and staffing at all levels.
remained with the company for decades and others have moved on to other opportunities in the field, both of which we consider successful outcomes.

**Economic Development** Through subcontracting relationships with many local and minority trade contractors, Humboldt Construction has helped create business and economic opportunity for these companies and created and sustained hundreds of additional living wage jobs. Humboldt has provided critical no-cost technical and business development assistance when needed, assisting dozens of firms in growing their capacity. HCC has also provided technical and project planning assistance to local not-for-profits, adding value beyond the typical contractor relationship. In addition, HCC has prioritized using local suppliers and vendors whenever feasible, expanding its creation of jobs in our neighborhoods, keeping money re-circulating in the community and stimulating the local economy!
The heart of our mission is community development by and for the benefit of the residents of Chicago’s West Town, Humboldt Park, Logan Square, Hermosa, and Avondale communities. Bickerdike Redevelopment Corporation’s target area is bordered by Cicero Avenue on the west, Belmont Avenue on the north, and Clybourn Avenue on the east continuing south on Ashland Avenue and then the Kennedy expressway, and Kinzie Street on the south. With a combined population of approximately 310,000, 66% of residents in our community area are Latino, 14% are African-American and 19% are Caucasian. More than 60% of the households in these areas earn significantly less than HUD’s 2011 Area Median Income (AMI) of $74,800 for a family of four while housing costs, particularly rents, are on the rise. Citywide, 54.6% of renters and 48.3% of homeowners pay more than a third of their income on housing.
For over four decades, Bickerdike has ensured that low and moderate income community residents have increased opportunities. Our strength as a leading community development corporation in Chicago and the nation ultimately rests on our membership, a committed and engaged base of over 650 individuals and 35 organizations. We meet the continuing challenges of the national economic recovery by improving the quality of life for low and moderate-income residents and their families with a comprehensive, multifaceted approach that includes: the sustainable design and construction of affordable housing, innovative property and asset management, mission-driven economic development through job creation and commercial opportunities, and civic participation through leadership development and organizing. We are happy to share this year’s accomplishments in the pages that follow.

For over four décadas Bickerdike ha asegurado mas oportunidades para residentes comunitarios de bajos y moderados ingresos. Nuestra fuerza como corporación de desarrollo comunitario en la ciudad de Chicago y en la nación, esta centralizada en nuestra membresía, una base de más de 650 individuos y 35 organizaciones. Nosotros hacemos frente a los continuos desafíos de una economía nacional en recuperación con el mejoramiento de la calidad de vida de los residentes de bajos y moderados ingresos y de sus familias, con un enfoque multifacético y comprehensivo del desarrollo comunitario el cual incluye: diseño y construcción de viviendas económicas, administración innovadora de bienes y raíces, desarrollo económico a través de la creación de empleos y de oportunidades comerciales, y la participación cívica a través de la movilización y el desarrollo de liderazgo. Estamos encantados de compartir con ustedes los logros de este año en las páginas que siguen.
Since our founding in 1967 by local residents and institutions, Bickerdike has invested over $223 million to newly construct or rehabilitate 259 buildings, which provide 1,163 high-quality, affordable homes to approximately 3,400 residents in rental and co-op housing and an additional 151 families with homeownership. In 2011, we wove sustainability practices into every aspect our community development efforts, with anticipated long-lasting impact. This will not only be good for our planet and its residents, but will increase the potential for invigorating our local economies, generating economic and construction activity, as well as creating jobs, at a time when all are badly needed.

Zapata Apartments

Following years of detailed planning and predevelopment, and with the significant partnership of the Logan Square Neighborhood Association (LSNA), Bickerdike closed on Zapata Apartments and began construction on two of its four sites. In September 2011, the Zapata Apartments groundbreaking ceremony brought together over 300 community residents, elected officials, local community leaders, funders, and lenders to celebrate this investment in Logan Square’s Armitage Avenue corridor. When completed, the 61 units in 4 buildings comprising Zapata Apartments will feature high efficiency heating and cooling; low VOC paints; adhesives; carpets and tiles; energy efficient lighting; high efficiency heating; low flow water fixtures; water permeable paving; energy star appliances; bamboo flooring; energy recovery ventilation; solar heated hot water; and on-site bicycle storage.

Julia C. Lathrop Homes

Planning for the revitalization of the Julia C. Lathrop Homes, located along the Chicago River near the crossroads of Damen, Clybourn and Diversey, kicked off in earnest in late 2011. In September, the Chicago Housing Authority approved the Master Development Agreement with the Lathrop Community Partners team comprised of Bickerdike Redevelopment Corp., Heartland Housing, Related Midwest, Magellan Development Group and Ardmore Associates. Following that, the broad community planning process kicked off in November to engage residents and stakeholders in determining the composition, scope and design of Lathrop Homes, projected to include approximately 800 to 1200 units of new and/or rehabilitated, mixed income, rental and ownership housing. Humboldt Construction Co. has joined the construction joint venture team with McHugh Construction, Den Construction & Management, and Brown & Momen for the forthcoming general contracting of the project.
26th Ward New Homes

In 2011, we were happy to bring in additional subsidies from the Federal Home Loan Bank of Chicago to increase the affordability of this homeownership initiative which features 13 single-family homes and 3 condominium units in a 3-flat building in Humboldt Park and Logan Square. Like the six single-family homes that have already been built and sold, the remaining units will feature Energy Star-rated appliances, blown-in insulation, 90% energy efficient furnaces, energy efficient water heaters, and rain barrels to collect, store and reuse rainwater. Construction on this redesigned development will continue as new buyers emerge.
Developing Affordable and Sustainable Housing

Humboldt Building
In June, the Illinois Housing Development Authority approved the 1704 Humboldt Building for Low Income Housing Tax Credits (LIHTC), giving the green light to proceed with the recapitalization and rehabilitation of this 29-unit, Bickerdike owned courtyard building. In partnership with Enterprise Green Communities, in late summer, we completed an Eco-Charette that was facilitated by the Delta Institute. This facilitated discussion brought together Bickerdike’s development team, asset management, property management, Humboldt Construction, and the architect to take a comprehensive look at integrating good green design in the forthcoming rehabilitation of the building. This recapitalization will ensure that the Humboldt Building continues to operate as quality affordable housing for years to come.

Technical Service and Assistance
As a delegate agency for the City of Chicago’s Technical Assistance Community (TACOM) Program, we provided numerous low and moderate-income residents, landlords, and renters with information and support on property tax assistance, rental assistance, senior repairs, affordable housing, and related workshop opportunities.

Through our Small Accessible Repairs for Seniors (SARFS) Program, we completed minor home repairs and accessibility adaptations for 18 senior households, helping these seniors to live more independently in their homes and age in place. With no shortage of demand, we launched the applicant waitlist for 2012.
Developing Affordable and Sustainable Housing

The airLab Project at Rosa Parks Apartments

This year, with the support of Enterprise Community Partners and in partnership with Landon Bone Baker Architects, we carried out the airLab project, in an effort to continue active pursuit of good design for healthy, sustainable development in our communities. The airLab project engaged seven local youth leaders who designed and built devises to measure and study indoor air quality in and around the development’s LEED Gold certified 541 N. Homan building. Air quality is an issue throughout many Chicago neighborhoods, as evidenced by Chicago having the highest asthma death rates in the country. The stakes are even higher in Humboldt Park, where childhood asthma rates are some of the highest in the city. The Sinai Improving Community Health Survey has found that as many as 1 in 3 children in Humboldt Park may have asthma, which far exceeds the city average of 13%.

While Rosa Parks Apartments was designed and built as a comprehensively green development, and monitoring energy consumption and green energy production are underway, the airLab project takes another step in measuring the impact of greening on air quality. With so many factors contributing to air quality, we anticipate that the low VOC (volatile organic compound) materials used in the construction of Rosa Parks Apartments, and preferred use of green cleaning products should have a positive impact on improving air quality in the building.

To take a closer look at the issue, over a six week period in the summer, the airLab team studied the issue of air quality, the science behind air quality, sources and potential sources of VOCs, and learned a lot about the Humboldt Park community. They built three air-quality sensors, two of which were placed inside of Rosa Parks Apartments units and one which was placed on the roof of the 541 N. Homan building to monitor outdoor air quality. The devices will measure air quality 24/7 over a one year period, and the data is being recorded and will be analyzed at a later date. The airLab team created a website and blog at http://airlab.landonbonebaker.com, where the students have recorded their experience in the program and thinking on the issues. Additionally, the students made two final presentations, the first on-air with Alderman Walter Burnett’s TV show, and the second at the new Daley Library on Kedzie at Chicago Avenue.
Humboldt Park
New Communities Program

As lead agency for the Humboldt Park New Communities Program (NCP), Bickerdike works in close partnership with the over 70 organizations and institutions that make up the Humboldt Park NCP Task Force. Through the Task Force and its vast array of subcommittees and working groups, NCP partner organizations implement a wide variety of initiatives outlined in the Humboldt Park NCP’s comprehensive Quality-of-Life Plan. The Humboldt Park NCP works to address the priorities identified in the plan including employment, health and wellness, housing, public safety, economic development, education, youth engagement, prisoner re-entry, sexual identity, and open space. The Task Force has facilitated the implementation of numerous projects, leveraging over $55 million in resources from the Local Initiatives Support Corporation (LISC), the MacArthur Foundation, the American Recovery and Investment Act, the National Institutes of Health, and other public and private sources since its kick-off in Humboldt Park in 2004.

Smart Communities Program

Now in its third successful year, Smart Communities has made significant inroads toward bridging the digital divide in Humboldt Park. The goals of the Smart Communities program are to increase broadband adoption and bring together organizations committed to linking Humboldt Park residents to the benefits of digital technology. The Humboldt Park Smart Communities program is one of five throughout Chicago. It is supported by the MacArthur Foundation and affiliated with the City of Chicago’s Digital Excellence Initiative, and Broadband Technology Opportunities Program (BTOP), which is administered by LISC.

The hugely successful Humboldt Park Portal, an interactive, dynamic community website, has grown exponentially this year to serve as the go-to site for local news and information and an “electronic billboard” of community events, programs, and activities. The Humboldt Park Portal has been the most active of the five newly launched community portals, boasting nearly 10,000 unique visitors per quarter and over 200 individual contributors of content since its inception. Other Humboldt Park Smart Communities highlights include: two FamilyNet technology centers, providing free internet access to neighborhood residents; the Business Resource Network, providing technology consulting and training services to local businesses; and the Digital Youth Summer Jobs Program, engaging young people to serve as digital ambassadors for their community.

The BTOP program also took part in a digital adoption marketing campaign featuring actual Humboldt Park residents using digital-technology to better their lives. These marketing billboards have been posted on city buses and at bus stop shelters throughout Humboldt Park. Additionally, technology skills trainings for local residents and organizations were launched this year using the newly developed Everyday Digital and Civic 2.0 curricula, aimed at building digital skills for novice users and enhancing digital civic engagement. A new computer lab opened at Bickerdike in September 2011 to expand teaching sites for BTOP technology skill building initiatives.
Community of Wellness

The Greater Humboldt Park Community of Wellness continued to generate impact in its eight priority areas: HIV/AIDS, Behavioral Health, School Health, Asthma, Oral Health, Active Lifestyles, and Health Careers. 2011 brought particular achievements in the area of diabetes. The Diabetes Empowerment Center carried out a full array of preventative, diagnostic, and management programming through the Humboldt Park Block-by-Block diabetes initiative. Developed in partnership with community organizations, local universities, and hospitals, the initiative is the only one of its kind in the city: a grassroots, community driven, culturally reflective, public health intervention designed to reduce the impact of diabetes in Humboldt Park.

Food Security

In 2011, Humboldt Park food-systems stakeholders formed a coalition around the education, production, distribution, and consumption of healthy food in the community. Local organizations, along with grassroots groups of community gardeners and nutrition advocates, have come together to identify strategies for partnership and collaboration to address the issue. Highlights this year included the West Humboldt Park Farmer’s Market and Bazaar, now in its second year, and the La Casa Norte Casa on the Vine program, which brought container gardens with tomato and pepper plants to families throughout Greater Humboldt Park.

B’Ball on the Block

B’Ball on the Block celebrated its fourth successful year of Friday evening basketball for youth in 2011. The program, which involved over 500 residents and volunteers this year, engages young people and their families in basketball and other activities on a local city block, connecting them to positive outlets and local resources. Youth residents of La Casa Norte’s Solid Ground transitional housing facility comprised the core logistics team alongside NCP partners such as the Neighborhood Recovery Initiative Mentoring Plus Jobs program, CeaseFire West, the Spoken Word Academy, the New Saints of Humboldt Park, West Town Bikes, KAFT4Unity Block Club, the 600 N. Springfield Block Club, the Kelly Hall YMCA, and the West Humboldt Park Development Council. Together, they provided neighborhood families with unique opportunities to get outside, play together, engage in sportsmanship, and participate in positive alternatives to gang activity and violence while enjoying healthy, active lifestyles.

Testing the Model

In 2011, Humboldt Park was invited by LISC/Chicago to be one of three NCP pilot communities helping to draft a model for evaluating the success of initiatives through the NCP comprehensive community development plan. This Testing the Model (TTM) process will also inform a new LISC proposal to the MacArthur Foundation for a third phase of funding for NCP. Through a multi-phased process, Humboldt Park NCP stakeholders have identified Healthy, Active Humboldt Park, a community-wide obesity reduction initiative, as the TTM pilot in Humboldt Park. Healthy, Active Humboldt Park will concretely measure the impact of existing preventive health programs, as well as develop new programs to increase fitness and reduce obesity community-wide. The effort will encourage local residents to enjoy the benefits of healthy cooking, exercise, stress reduction, nutrition and urban agriculture while promoting all aspects of healthy living. It will also create strategies for increasing demand for goods and services that prevent or reduce obesity and promote overall physical and behavioral health in Humboldt Park.
Communities, individuals and families need economic and employment opportunities during the continued challenging economic recovery. Bickerdike links job creation to affordable housing and community development work through our organizational local hiring preference and practice of in-house promotion, our local hiring agreement with Cermak Produce at El Mercado, and through our wholly-owned subsidiary Humboldt Construction. We foster economic vitality through our other operating commercial projects, making commercial space available for the operation of local businesses which provide services to neighborhood residents. We work to keep local dollars re-circulating in our neighborhoods, promoting thriving local communities where families can live, work, and prosper.

**Cermak Produce at El Mercado**

As the anchor tenant of El Mercado for 13 years, Cermak Produce has served the Humboldt Park neighborhood with affordable, fresh foods and culturally relevant groceries. The locally-based independent grocer is located in 1 of Chicago’s 3 “Food Deserts”, as described by the Mari Gallagher Research & Consulting Group and the National Center for Public Research.

Cermak Produce has invested in providing healthy food choices for our neighborhoods, helping reduce the conditions which contribute to the incidence of obesity, diabetes and other diseases in our community. In addition, Cermak Produce at El Mercado provides approximately 40 jobs to residents through a local employment agreement between Bickerdike and Cermak Produce.
In September, HCC started construction on Zapata Apartments, 61 units in 4 multifamily buildings located in Logan Square, breaking ground on two of the four sites. Hiring locally and prioritizing local businesses, this development will act as an economic stimulus and help invigorate the Armitage Avenue corridor. In early 2011, HCC supported the successful commissioning process for various Rosa Parks Apartments green certifications including: Enterprise Green Communities, Chicago Green Homes, and LEED Gold certification for Site 7.
Throughout 2011, we made the long-term preservation of our 961 rental and co-op units, in 122 buildings, a priority through quality property and asset management. We focused on such strategies as maintaining high occupancy rates, preventive and diligent maintenance, ensuring all aspects of compliance, capital improvement planning and implementation, exiting of investors, and project recapitalization. At the same time, we continued our focus on greening all aspects of our operations, including preservation approaches and opportunities for green retrofitting of our older housing portfolio to help preserve the long-term affordability of those properties.

**Leasing and Occupancy**

In 2011, in addition to focusing on maintaining high occupancy and low vacancy rates, we focused our efforts on streamlining organizational systems in the arena of leasing and occupancy. The environment of compliance and monitoring has continued to increase in its intensity and complexity, and our efforts have been focused on increasing our efficiencies and ensuring successful outcomes to our many compliance audits.

**Proactive Maintenance**

As a key component of our property management operation, we focused on proactive maintenance strategies to ensure our properties are in decent, safe and sanitary condition. Our maintenance department completed approximately 1,200 work orders per month from all sources during the year. Maintenance and janitorial staff continued their efforts to incorporate green practices, materials and products in their efforts to keep Bickerdike properties in excellent condition.
Preservation Highlights

Over the past year, we have made a number of noteworthy green improvements to Boulevard Apartments, a 70-unit development in three buildings rehabbed in 1994, in partnership with the Center for Neighborhood Technology (CNT). These green retrofits included the installation of additional insulation, new 2-stage high efficiency furnaces in all units, and energy-saving lighting and fixtures. CNT also conducted an energy audit for Nuestro Pueblo, our 69-unit, 5-building development in Logan Square and Humboldt Park. We look forward to beginning retrofits there in early 2012. Finally, having reached the end of the 15-year compliance period for the Low Income Housing Tax Credit for Nuestro Pueblo, we successfully exited our limited partner, the National Equity Fund (NEF), giving us full ownership of the development and ensuring its long-term preservation as affordable housing.

Sustaining our Green Operations

A key component of the effective performance of our green systems and components is ensuring our residents are knowledgeable in their care and upkeep. With the support of the Enterprise Community Partners, and in partnership with the Delta Institute, we organized a Green Lifestyles Workshops Series at Rosa Parks Apartments through which over 100 participants learned about key issues of sustainability and how to apply them to their lives. The six green topic areas included Green Lifestyles, Indoor Air Quality, Recycling and Waste Management, Heating and Cooling through Geothermal, Energy Conservation, and Green Cleaning.
In the run up to the city’s February City and Municipal elections, we joined dozens of other organizations in convening the New Chicago 2011 Mayoral Candidates Forum. Ninety-five Bickerdike leaders joined 2,500 people from across Chicago to hear from six of the seven top mayoral candidates. Additionally, Bickerdike resident leaders initiated a campaign of civic engagement focused on registering residents to vote, voter education on the issues, and get out the vote.

Throughout the year, Bickerdike residents were actively engaged in housing governance, leadership development, community issues, and civic participation. As residents articulate a vision for what they want in their communities and understand that they can have a broader impact in civic life, they develop a sense of their own power and ability to create positive change and control their own destiny. A representative Residents Council oversees and engages in all resident programming and grassroots fundraising, and engages with property management.

Our ability to build and operate community-controlled housing and create lasting positive change rests upon a broad foundation of the engagement of tenants, community residents, and our own membership. Our organizing and leadership development efforts build skills, supply tools and resources, give people a sense of their own power to create change, and result in winning real victories. Through an organizational structure built to give individuals real decision making roles in the organization, as well as a platform to work on priority issues, local residents exercise a strong voice for their communities.

Civic Engagement

In the run up to the city’s February City and Municipal elections, we joined dozens of other organizations in convening the New Chicago 2011 Mayoral Candidates Forum. Ninety-five Bickerdike leaders joined 2,500 people from across Chicago to hear from six of the seven top mayoral candidates. Additionally, Bickerdike resident leaders initiated a campaign of civic engagement focused on registering residents to vote, voter education on the issues, and get out the vote.
Zapata Apartments Campaign
This year witnessed the successful groundbreaking ceremony for Zapata Apartments, following the culmination of a six-year struggle. Working in partnership with the Logan Square Neighborhood Association and other community organizations, our Affordable Housing Committee overcame a small but vocal group of opponents to Zapata Apartments and affordable housing in general by organizing successful community meetings and house meetings to educate the residents of Chicago’s 26th and 35th Wards about Zapata. Leaders attended numerous City Council Zoning meetings and met with local alderman to ensure and demonstrate support for the project.

Sweet Home Chicago Campaign
With the victory of its TIF campaign at the beginning of the year, and the election of Chicago’s first new mayor since 1989, Rahm Emmanuel, the Sweet Home Chicago Coalition shifted gears. In May, the coalition’s efforts resulted in successfully amending the Mayor’s Vacant Building TIF Purchase and Rehabilitation Program Ordinance of 2011 to include affordable rental housing. This will permit developers to receive up to 50% of their purchase and rehab costs from TIF if they agree to set aside 50% of the units for families making no more than 50% of the Area Median Income, or about $37,000/year for a family of four.

The Grassroots Collaborative Partnership
In early fall of this year, the Affordable Housing Committee, with the approval of the Bickerdike Board, accepted an invitation of the Grassroots Collaborative to join as a full organizational member. The collaborative unites ten membership-based organizations in Illinois to create policy change on the local and statewide levels. It spans diverse ethnicities and a variety of organizing networks; including low-wage service employees, the homeless, senior citizens, immigrants, peace activists, faith leaders, and residents of poor and working class neighborhoods. As a new member, Bickerdike selected the Responsible Budget Campaign as our top organizing priority.
Who We Are

MEMBERSHIP
Bickerdike is a member-based not-for-profit community development corporation and our membership is our broadest decision-making body. Membership is open to anyone who supports our mission and lives or works in the community. Over 650 individual and 35 organizational members are kept informed of Bickerdike’s work throughout the year and are encouraged to become more involved in guiding the organization’s efforts. Members annually elect Bickerdike Board directors from among their peers and vote on resolutions regarding organizational direction. Visit our new membership website at www.bickerdikemembership.org.

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.

ORGANIZATIONAL 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 areas: new housing development, 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.
Quienes Somos

MÉMBRESÍA
Bickerdike es una corporación comunitaria basada en la membresía y nuestra membresía es nuestra más amplia toma decisiones. La membresía está abierta a todos los que apoyan nuestra misión y que viven o trabajan en la comunidad. Los aproximadamente 650 miembros individuales y 35 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. Visite nuestra página de red nueva para la membresía en www.bickerdikemembership.org.

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 ORGANIZACIONALES
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, asuntos comunitarios de prioridad, calidad de vida de los residentes y la participación cívica.

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.
Our Partners

Development Financing
Mortgage and Predevelopment Financing
Bank of America
BMO Harris Bank N.A.
Citibank
First Eagle Bank
JP Morgan Chase
Northern Trust Corporation
US Bank, N.A.

Equity Financing
Sheldon Baskin and Daniel Epstein

Technical Consultants
Architectural
Landon Bone Baker Architects, Ltd.
Lisec & Biederman, Ltd.
Malcolm Edgerton Architects
Weese Langley Weese Architects, Ltd.

Accounting
Washington, Pittman, & McKeever, LLC.
Mayer Hoffman McCann, P.C.
Rockoff, Harlan, Rasof, Ltd.

Legal
Euclides A. Agosto
Applegate & Thorne-Thomsen, P.C.
Community Economic Development Law Project
Johnson, Jones, Snelling, Gilbert, & Davis
Madigan & Getzendanner
Proskauer Rose LLP
Sanford Kahn, Ltd.

Technical and Educational Service
Bregam Photography
Better Business Planning
Center for Neighborhood Technology
Chicago Community Loan Fund
Chicago Energy Consultants
Chicago Partnership for Health Promotion
Chicago Rehab Network
CNT Energy
Community Media Workshop
Cook County Assessor’s Office
Cook County Treasurer’s Office
The Delta Institute
Ed Finkel
Edward J. Molloy & Associates, Ltd.
Great Realty Advisors
Greater Illinois Title Company
Gremley & Biedermann
Héctor Cuadra
Hispanic American Construction Industry Association (HACIA)
Juan Francisco Photography & Art Direction
J. T. Katrakis & Associates

Koan Enterprises
Landon Bone Baker Architects
Latin United Community Housing Association (LUCHA)
Local Economic and Employment Development (LEED) Council
LPL Financial
Lucas Green Associates, LLC
Media Arts for Development-Egypt
McCullom Associates
McNells & Company
Multivista Construction Documentation
Nathalie Voorhees Center for Neighborhood and Community Improvement, Univ. of IL at Chicago
Neighborhood Housing Service
Nationwide Financial Company
Northwest Side Housing Center
Papa CTO
Pension Associates
Pioneer Engineering & Environmental Services
Rebaño Campanerismo Cristiano
Respiratory Health Association of Metro Chicago
The Resurrection Project
RUSH Health Heart Circle
S.B. Friedman & Company
Spanish Coalition for Housing
Syscon, Inc.
Techcare, LLC
Title Services, Inc.
Weber Consultants, Ltd.
Wells Fargo

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

Lathrop Community Partners
Ardmore Associates
Heartland Housing
Magellan Development Group
Related Midwest

Memberships and Affiliations
11th, 13th, 14th, and 25th Districts Community Policing
Block Club Federation
Chicago Avenue Revitalization Task Force
Chicago Community Land Trust
Chicago Metropolitan Agency for Planning (CMAP)

Community Organizing for Obesity Prevention in Humboldt Park (COOP Humboldt Park)
Consortium to Lower Obesity in Chicago (CLOCC)
Developing Government Accountability for the People (D-GAP)
Donors Forum of Chicago
Enterprise Community Partners, Inc.
Friends of Bloomingdale Trail Grassroots Collaborative
Greater Humboldt Park Community of Wellness
Housing Action Illinois
Illinois Housing Council
Local Initiatives Support Corporation (LISC)

Chicago
Logan Square Neighborhood Association (LSNA)
Metro Chicago Information Center
Metropolitan Tenants Organization
National Low Income Housing Coalition
Near Northwest Neighborhood Network
New Chicago 2011
The Organization of Palmer Square (TOPS)
Puerto Rican Cultural Center
Sweet Home Chicago Coalition
The First Community Land Trust of Chicago West Humboldt Park Development Council
West Town Bikes

B’Ball on the Block Partners
11th, 13th, and 14th Chicago Police Districts
26th & 27th Wards
600 N. Springfield Block Club**
CeaseFire West
CVS Pharmacy
Chicago Commons
Consortium to Lower Obesity in Chicago Children (CLOCC)
K.A.F.T. 4 Unity**
Kelly Hall – YMCA**
La Casa Norte*
Local Initiatives Support Corporation/Chicago Neighborhood Housing Services
New Level Sound (Alliance of Local Service Organizations [ALSO])
New Saints of Humboldt Park**
Spoken Word Academy of Chicago
West Humboldt Park Development Council
West Town Bikes**
Many thanks to our 2011 funders and contributors for their generous support

**Foundation and Corporation**
- Applegate & Thorne-Thomsen
- Bank of America Chicago Community Foundation
- BMO Harris Bank N.A.
- Broadband Technology Opportunity Program/LISC
- Chicago Community Trust
- CNT Energy
- CSI 3000, Inc.
- Custom Appliances Wholesale Sellers
- CVS
- Enterprise Community Partners
- Enterprise Community Partners – The Frederick P. Rose Architectural Fellowship Fund
- GRschmidt Brick Paving & Retaining Walls
- HTH Mechanical Services Inc.
- Janus Charity Challenge
- John D. and Catherine T. MacArthur Foundation
- Latin American Restaurant
- Liberty Bank for Savings
- LISC/Chicago
- MetLife Foundation
- National Equity Fund, Inc.
- Northern Trust Charitable Trust
- Paseo Boricua Grocery & Deli
- Peoples Energy
- Polk Bros. Foundation
- Schuham Builders Supply Co., Inc.
- State Farm
- U.S. Bankcorp Foundation
- Wieboldt Foundation
- W.P. & H.B. White Foundation

**Government**
- City of Chicago Department Housing & Economic Development

**Individual**
- Dena Al-Khatib
- Roberta Al-Khatib
- Joy Aruguete and Héctor Cuadra
- Ashton Bazzell
- Nancy Bramble
- Walter Burnett Jr.
- Michael Burton
- Alfredo Calixto
- Amy Crowther
- Lucia DeLeon
- Lucy Farmer
- Sol Flores
- Hattie Foster
- Atanacio B. and Beth Gonzalez
- Maureen Hellwig
- James R. Hoey
- Carolyn Howard
- Gin L. Kilgore
- Pamela King
- Reyna Luna
- Brendan Lynch
- Roberto Maldonado
- Proco Joe Moreno
- Miguel A. Palacio
- Emily Powell
- Delia Ramirez
- Bob Reid
- Alfredo and Maria Rodriguez
- Ivette Rosario
- Yolanda Soto
- Diane Spires
- Margo Timberlake-Silva
- Scott Waguespack

**In-kind**
- Ace Hardware Ashland
- Bargains in a Box
- Blue Man Group Chicago
- Clark Street Sports
- Cermak Produce #4
- Chicago Bears Football Club
- Chicago White Sox
- El Vigia Restaurant
- Eli’s Cheesecake
- Genesis Technologies
- Habibi Grocery & Foods
- Héctor Cuadra
- Home Depot
- Janik’s Café
- La Quinta Inn & Suites
- Lovin from My Oven by Yvette Romero
- Marcello’s Restaurant
- MOEN Inc.
- Mt. Prospect Golf Club
- Rooser’s Bakery
- Revolution Brewing
- Tony’s Finer Foods
- Trés Bien Salon
- Waste Management – Illinois
- West Town Bikes
- Westtown Concerned Citizens
- Wilmar Industries
- Whirly Ball

**Garden Volunteer Groups**
- After School Matters
- Bickerdike Residents Council
- BMO Harris Bank N.A. Internship Program
- Vincentian Service Day Team of De Paul University
The People Behind Bickerdike and Its Subsidiaries

Bickerdike Redevelopment Corporation

2011 Board of Directors
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Reyna Luna, 1st Vice President
Miguel Palacio, 2nd Vice President
Freddy Calixto, Treasurer
Diane Spires, Secretary
Pamela King, Assistant Secretary
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Brenette Coleman, Director
Lucia DeLeon, Director
Sol Flores, Director
Hattie Foster, Director
Emily Powell, Director
Margo Timberlake-Silva, Director
Joy Aruguete, Executive Director

Staff
Main Office
Joy Aruguete, Executive Director
Michael Burton, Asset Management Director
Danegza Cordero, Humboldt Construction Director
Yolanda Cruz, Accounting Director
Awilda Cruz, Human Resources Manager
Rishi Desai, Smart Communities Program Manager
Clorinda Garcia, Accountant
Sandra Gray, Executive Assistant
Kevin Haras, HCC Project Manager
Garth Katner, Resource Development Manager
Teran Loeppke, Community Organizer
Judith Lozada, Senior Bookkeeper
Claudia Montoya, Development Coordinator TACOM
Keith Muhammad, Outreach Worker WHP – NCP
Jose Ortiz, Janitor
Liliana Palacios, Senior Bookkeeper
Christy Prahl, Program Director - NCP
Enrique Salgado, Smart Communities Tech Organizer - NCP
Nathalie Serrano, Secretary LTE
Daniel Splaingard, Frederick P Rose Architectural Fellow
Kemberle Taylor, Development Coordinator SARFS
Andrea Traudt, Housing Development Director
Shadonna Ware, Asset Manager
Constina Williams, Technology Manager
Irma Zamora, Secretary II

Bickerdike Apartments, LLC
Joel Aguilar, Maintenance I
Lisa Andujar, Tenant Organizer
Ike Blocker, Desk Clerk
Darnell Bonds, Property Management Director
Marla Bramble, Organizing Director
William Calderon, Maintenance II
Jose Crespo, Janitor
Rosa Crespo, Tenant Organizer
Pedro Diaz, Maintenance Unit Prep
Alonzo Dodson, Janitor
Vonzetta Edwards, Leasing/Occupancy Specialist
Jessica Fujian, Tenant Organizer
Valentin Gonzalez, Janitor
Jose Guillioty, Janitor
Tyonne Hardamon, Janitor
Orlando Huertas, Maintenance I
Gail Jones, Desk Clerk
Maria Lozada, Leasing/Occupancy Specialist

Humboldt Construction Company

2011 Board of Directors
Freddy Calixto, President
Reyna Luna, Vice President
Joy Aruguete, Secretary/Treasurer
Amy Crowther, Director
Emily Powell, Director

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Guadalupe Arias, Journeyman
Juan Camargo, Journeyman
Antonio Santiago Cruz, General Foreman
Pablo DeValle, Foreman
Marshun Echols, Apprentice
John Fries, Journeyman
Honorio Galarza, Journeyman
George Garmon, Foreman
Wilmere Maldonado, Foreman
Ralph Mejias, Journeyman
Alberto Perez, Journeyman
Anselmo Perez, Journeyman
Antonio Ramos, Apprentice
Gerardo Roldan, Journeyman
Anthony Santiago, Apprentice
Jerome Smith, Journeyman
Lamont Williams, Journeyman

Rockwell Community Development, Inc.

2011 Board of Directors
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Margo Timberlake-Silva, Vice President
Joy Aruguete, Secretary/Treasurer
Sol Flores, Director
Miguel Palacio, Director

BRC Affiliate, Inc.

2011 Board of Directors
Diane Spires, President
Margo Timberlake-Silva, Vice President
Joy Aruguete, Secretary/Treasurer
Sol Flores, Director
Miguel Palacio, Director

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Jose Marcano, Maintenance I
Rafael Marin, Desk Clerk
Jose Martinez, Janitor
Francisco Navarrete, Janitor
Yesenia Nunez, Maintenance Secretary LTE
Miguel Ortiz, Janitor
Kristen Ostberg, Property Management LTE
Salvador Padilla, Janitor
Ismael Pineda, Janitor
Michelle Pitchford, Leasing/Occupancy Specialist
Raymond Ramos, Maintenance Unit Prep
Wanda Rivera, Secretary II
Carmelo Romero, Desk Clerk
Jose Rosado, Maintenance II
Angela Rosario, Leasing/Occupancy Specialist
Jimmy Ross, Maintenance Engineer
Jose Serrano, Property Manager
Andrew Soto, Security Manager
Darryl Tabb, Maintenance I
Raquel Torres, Tenant Organizer
Armando Valenzuela, Maintenance LTE
Eddie Vargas, Maintenance II and SARFS Construction Coordinator
Tania Vences, Secretary
Yolanda Warner, Property Management LTE

Humboldt Construction

General Foreman
Antonio Santiago Cruz
Assistant General Foreman
Pablo DeValle
Foreman
Marshun Echols
Apprentice
John Fries
Journeyman
Honorio Galarza
Journeyman
George Garmon
Foreman
Wilmere Maldonado
Foreman
Ralph Mejias
Journeyman
Alberto Perez
Journeyman
Anselmo Perez
Journeyman
Antonio Ramos
Apprentice
Gerardo Roldan
Journeyman
Anthony Santiago
Apprentice
Jerome Smith
Journeyman
Lamont Williams
Journeyman
### BICKERDIKE REDEVELOPMENT CORPORATION

**STATEMENT OF FINANCIAL POSITION**

**SEPTEMBER 30, 2011**

#### ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$1,839,294</td>
</tr>
<tr>
<td>Accounts Receivable &amp; Others</td>
<td>$935,845</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$2,775,139</strong></td>
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<tr>
<td><strong>Fixed Assets</strong></td>
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<tr>
<td>Land, Net Building, Office Furniture &amp; Equipment</td>
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</tr>
<tr>
<td><strong>Total Fixed Assets</strong></td>
<td><strong>$1,111,541</strong></td>
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<tr>
<td><strong>Other Assets</strong></td>
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<tr>
<td>Investment in Housing Development</td>
<td>$1,021,758</td>
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<tr>
<td>Other Investment &amp; Partnership</td>
<td>$9,090,306</td>
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<tr>
<td>Predevelopment Cost/Other Land</td>
<td>$5,711,109</td>
</tr>
<tr>
<td><strong>Total Other Assets</strong></td>
<td><strong>$15,823,173</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$19,709,853</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
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<tr>
<td>Accrued Expenses &amp; Others</td>
<td>$1,527,755</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$1,600,758</strong></td>
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<tr>
<td><strong>Other Liabilities</strong></td>
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<tr>
<td>Long-Term Debt</td>
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<tr>
<td><strong>Total Other Liabilities</strong></td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
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<tr>
<td><strong>Net Assets</strong></td>
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<tr>
<td>Unrestricted as of December 31, 2010</td>
<td>$13,061,596</td>
</tr>
<tr>
<td>Temporarily Restricted as of December 31, 2010</td>
<td>$1,736,606</td>
</tr>
<tr>
<td>Excess of Revenue over (Under) Expenses</td>
<td>$287,893</td>
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<tr>
<td><strong>NET ASSETS AS OF SEPTEMBER 30, 2011</strong></td>
<td><strong>$15,086,095</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$19,709,853</strong></td>
</tr>
</tbody>
</table>

Note: Unaudited Statement of Financial Position as of September 30, 2011
How You Can Help

You can make a lasting impact on thousands of lives.
Help Bickerdike continue its important work in the following ways:
Make a gift online by visiting our website at www.bickerdike.org
Ask about corporate matching gifts at your office to double or triple your contribution
Ensure that healthy, affordable housing will be available into the future
with a bequest or planned gift to Bickerdike.

Bickerdike Redevelopment Corporation
2550 West North Ave
Chicago, IL 60647
773.278.5669
773.227.6332 Bickerdike Apartments • 773.278.8838 Humboldt Construction Co.
www.bickerdike.org
www.bickerdikemembership.org