



THE GLOBAL ACADEMY

Uptown Consult Lab

May 1977

Qtr IV 1977

CONSULTATION SUMMARY STATEMENT

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. Lab Implications

### COMMUNITY PROFILE

Uptown is a community of approximately 140,000 people located on Chicago's northeast side.

The community has a distinguished history, once being the only major shopping center outside of Chicago's downtown area. It has been a major cultural center with the famous Aragon Ballroom and Edgewater Beach Hotel.

The present day community is the residence of people literally from across the entire globe. All the major cultural groups are represented, and over 50 languages are spoken by its residents. Uptown contains within its boundaries the whole spectrum of social and economic conditions from wealthy Gold Coast apartment dwellers to the penniless drifter. In terms of neighborhood organizations, the complete range of types of approaches to urban problems are represented--from government supported programs to business supported independent commissions, to radical volunteer groups. One count revealed 87 community agencies or organizations.

#### UPTOWN

The neighborhood within Uptown that this document focuses on has about 30,000 residents including blacks, American Indians, Orientals, Asian Indians, Spanish-speaking people and Europeans, as well as whites from many other parts of the U.S. especially Appalachia. It also contains the highest concentration of people over 65 in the city of Chicago.

The future of Uptown is illuminated by the very conditions that are considered its problem; ethnic diversity, social diversity, the proliferation of social agencies and community organizations, transient population, deteriorating housing and fleeing middle class and businesses. Uptown has been through a process the end of which points to the possibility of a globalized urban community unlike any other anywhere in the world, capable of being an image of possibility for urban dwellers around the globe.

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The neighborhood which Uptown that this document focuses on is about 1,000 residents including blacks, American Indians, Chinese, Cuban, Vietnamese, Spanish-speaking people and Europeans, as well as whites from many other parts of the U.S., especially Appalachia. It also contains the highest concentration of people of the City of Chicago.

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## THE CONSULT METHODS LAB

This document represents the end product of the Consult Methods Lab: an educational construct belonging to the curriculum of the Global Academy of the Institute of Cultural Affairs. The Lab took place in the sixth week of the Spring Academy 1977. Its intent was to train the Academy participants in Social Methods through immersing them in doing survey work and futuristic planning on a specific community of Chicago, Uptown. The document is in no way intended as a program for implementation in Uptown, although any responsible plan for Uptown's future will deal with the same needs that this document presents. The Lab was an intensive four day think-tank based on the procedures used in Human Development Consults conducted by the ICA. It was a combination of talks, workshops and plenary sessions that distilled the operating vision of Uptown residents, stated the contradictions blocking that vision, and created proposals and tactics to responsibly deal with the forces blocking Uptown. The document is intended to represent the results of that training process rather than be a thorough - going analysis of the Uptown Community. In the same way, it is not intended to represent Uptown as a Social Demonstration site: on the other hand, the Academy dares to present this document to history as a real contribution to any future planning on the destiny of this fine community.

Part One

The Operating Vision

I

VISION

This first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Uptown. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community stands present to it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Uptown was confronted by the objectivity of the guest consultants that the Operating Vision of the community emerged.

**OPERATING VISION CHART**

A Summary of the Existing Operational Vision of the People of Uptown Five

A – toward INTENSIFYING ECONOMIC STABILITY capital base				B – toward CREATING COMMUNITY IDENTITY style creation				C – toward INCREASING SOCIAL WELL-BEING structural care					
I LOCAL COMMERCE		II INCREASED INCOME		III COMPREHENSIVE EDUCATION		IV MEANINGFUL SYMBOLS		V TOTAL ENGAGEMENT		VI COMMUNITY SAFETY		VII BASIC SERVICES	
encouraging BUSINESS DEVELOPMENT	Advisory Council	expanding EMPLOYMENT SERVICES	Service Companies	catalyzing COMMUNITY PARTICI- PATION	Parent Involvement	refurbishing COMMUNITY SPACE	Lot Transformation	facilitating COMMUNICA- TION SYSTEMS	Program Publicity	intentionalizing POLICE RELATIONS	Crime Reduction	up-grading HOUSING STANDARDS	Inexpensive Upkeep
	Commerce Chamber		Individual Services		Student Interest		Facility Renovation		Youth-elder Dialogue		Police Accountability		Landlord-tenant Relations
	Comprehensive Diversity		Small Repairs		Family Unity		Environmental Care		Citizen-business Conversations		Ethnic Force		Rent Scales
	Credit Standard		Community Areas		Neighborhood Skills		Vacancy Demolition		Resident-police Trust		Fire Prevention		
promoting BUSINESS EXPANSION	Light Industry	increasing INFORMED CONSUMERS	Information Center	re-designing RELEVANT CURRICULUM	Extra-formal Training	utilizing CULTURAL DIVERSITY	Education Programs	involving AFFLUENT RESOURCES	Celebration Support	assuring SAFE STREETS	Community Involvement	enabling SERVICES CO-ORDINA- TION	Agency Inter-change
	Insurance Service		Consumer Publications		Teacher Accountability		Ethnic Celebrations		Community Organization		Patrol System		Accessible Health
	Building Utilization		Community-wide Advertisement		Pre-school Education		Welcoming Ritual		Businessman's Participation		Legal Assistance		
	Diversified Industry		Consumer Groups		Employment Orientation		Cultural Interchange		Resident Responsibility		Street Cleaning		
developing FINANCIAL STABILITY	Permanent Business	increasing INFORMED CONSUMERS	Consumer Groups	providing ENGAGEMENT- FOCUSED EDUCATION	Youth Counseling	renewing COMMUNITY STORY	Population Stability	mobilizing ALIENATED PERSONS	Disabled Participation	assuring SAFE STREETS	Citizen's Security	improving SANITATION CONDITIONS	Street Cleaning
	Individual Self-sufficiency		Community-wide Advertisement		Elder Recovery		Transportation Image		Re-entry Structures		Elder's Protection		Drainage Maintenance
	Employment Opportunities		Consumer Groups		Out-cast Involvement		Proper Respe		Single-family Sustenance		Reduced Violence		Garbage Removal
	Indigenous Development		Consumer Groups		Inclusive Focus		Community Symbols		New-comer Integration		City-services Listings		

## OPERATING VISION

A. Economic Stability

## I. Local Commerce

BUSINESS  
DEVELOPMENT

The Uptown business community longs to improve business conditions in order to have a more attractive business community and to create more stable conditions. The Uptown business community has a vision of developing business by having an active Chamber of Commerce in which all businesses are members and work together. Uptown sees the possibility of having an agency to provide complete insurance and tax advice. Uptowners would like to see additional kinds of businesses brought in to have a complete service community. Uptown has a vision of equitable credit and economic control of failing businesses through mutual assistance organization. Uptown would see this as aiding the economy, stabilizing business, encouraging small businesses, and creating greater business activity.

BUSINESS  
EXPANSION

Uptown community members see the need for structures which promote business expansion. Residents see the development of light industry as desirable in order to provide more adequate incomes and broader employment opportunities and to eliminate the day to day living style. In addition, a variety of types of industries are envisioned to broaden the skill base, to bring more money into the area and to increase the velocity of money exchange. Uptowners see the possibility of utilizing existing empty buildings as locations for new businesses and industry. Residents have a vision of attracting a large insurance company as a source of stable employment and guidance for local business. This dream of expanded business would improve the money flow, capture the residents' imagination, provide for stable employment, and in general stabilize the business community of Uptown.

ECONOMIC  
STABILITY

The citizens of Uptown have a vision of economic stability and growth. There is a longing for permanency in the local businesses to perpetuate the stability of economic income. This accelerated growth is predicted to create extensive possibilities in employment opportunities. The self-sufficiency of every man in the community will be affected positively by these opportunities. There is a yearning for a new mood of intentional engagement in such a way that the machinery for the indigenous economic expansion of Uptown 5 will be set into operation. The importance of this dynamic will be to upgrade the mood and lifestyle of the residents of Uptown 5.

II. Increased Income

SERVICE  
JOBS

Uptowners want service jobs to increase the income of the community by creating new jobs in the area of community services. Service companies will encourage the formation of small businesses that utilize available skills, which directly affect the well-being of the community, and which require minimal financial backing. The small repair service would allow residents to locally repair small or movable appliances or vehicles and increase local income. Community areas would provide a structure to care for the public space of the community and provide additional jobs. Uptowners would like to offer services to improve the community that can be done on a very small scale. The Uptown community as a whole and the well-being of its individuals will be enhanced by increasing the income level of the community, as well as physical improvement through service jobs.

INFORMED  
CONSUMERS

The vision of Uptown citizens is for better information on business and consumer affairs. Residents desire to be aware of comparative prices, new products, goods, and services available. Coordinated business advertising would bring the diverse range of goods available to community awareness and ensure creative use of available products. A variety of consumer classes have been envisioned by community residents to enable people to be familiar with business practices, competitive prices and packaging. A Consumer Publication coordinated by businessmen and residents would bring recent products on the market to community awareness and product comparisons. Citizens and businessmen express the need for a business information center which would provide public relations for local business to a broader part of society and offer consumer information to local residents. An informed consumer public will stimulate the local economy and promote real investment by business in both the economic and social development of Uptown as well as upgrade nutrition and value received for money spent.

B. Community Identity

III. Comprehensive Education

COMMUNITY  
PARTICIPATION

The Uptown community yearns for local participation in the formal education structures of the community. The utilization of existing community skills will serve to encourage the community concern in securing a better education system. The involvement of parents will aid students in gaining the confidence to improve their learning abilities. Citizens long for a united family front which is supportive of their public schools and efforts to improve the community. Uptowners envisage the reconstruction of the present curriculum to encourage students participation in the schools and suit the interest and needs of its student population. The vision of Uptown is to utilize its community skills and resources to its total potential in order to assure a relevant and comprehensive educational system.

RELEVANT CURRICULUM

Citizens of Uptown long for a more relevant curriculum that covers the needs of the community. Certain students do not fit into the present school system; therefore Uptowners foresee that an alternative imaginal curriculum will be created for their benefit. Uptown sees the need to create structures which will keep teachers accountable to structures and vigilant over student attendance. Citizens of Uptown long for training skills oriented to new types of employment in the future. Uptowners envision enlarging and upgrading current facilities for pre-school education in the community with special attention given to parent education and quality infant pre-school teachers and supervisors. This vision for more relevant curriculum would allow the people to participate in establishing alternative and imaginal educational facilities with responsible teachers, training oriented towards future employment and quality pre-school education.

ENGAGEMENT-FOCUSED EDUCATION

Uptown residents see the efficacy of specific educational programming in focusing their creative engagement in the renewal journey. There is a longing for constructive engagement-oriented youth counselling to enable the youth to be engaged effectively in their community. In order to induce the elders to have useful participation in the activities of the community, engagement-oriented education for elders is longed for. Programs involving all aspects of the total community will dramatize the ongoing renewal process. Residents also desire that existing half-way houses in the community participate in programming oriented toward transforming the "dumping ground" image into creative engagement in the community. Indeed, the total engagement of the community, especially of the large numbers of youth and elders, is considered important by the Uptown Community, because it will allow the people to have a sense of pride, and will lead to the progress of the community.

IV. Meaningful Symbols

COMMUNITY SPACE

The citizens of Uptown see in the future reconstructed community space. This would involve picking up all the litter in the community. All abandoned buildings will be demolished. Vacant lots will be transformed into playgrounds, parks and parking lots. Finally, existing educational facilities will be expanded to increase educational and cultural interchange possibilities. This will enable the citizens to see Uptown 5 as their community.

CULTURAL  
DIVERSITY

The citizens of Uptown envision using their diversity as a gift. Education programs are yearned for that will acknowledge the gifts of all the cultures. This will enable children to participate in Cultural Interchange as they grow up and therefore to experience all cultures. Community ethnic celebrations are wanted to honor all the cultures in Uptown. Citizens see the need for a welcome service to enable people to adjust to the community and at the same time inform the community of its gifts. This will enable Uptown to become a global village.

COMMUNITY  
STORY

Residents envision a new community image and distinct identity facilitated by symbol creations. To promote this new community image, residents see the need for a new comprehensive transportation system. Uptowners envision that as soon as local residents find that the situation of their community can be stabilized, they will begin to look at themselves as permanent Uptown Residents rather than as transient passers-by. The new image will help everyone to respect and guard their own property as well as extending the security to everyone in the whole neighborhood. The Uptown citizens consider that a new self story along with stabilization, mutual cooperation in the safety and welfare of all and easy mobility will carry them a long way in becoming a community with sense of dignity and concern for general welfare.

## V. Total Engagement

COMMUNICATION  
SYSTEM

The citizens of Uptown envision an effective and responsive communication network between residents and service agencies. The residents of Uptown realize the need for an improved communications system in different arenas in the community. Citizens need to feel that they can trust police and government agencies and the government needs to feel that its efforts are well directed on behalf of the community. The citizens of Uptown and the local businesses depend on each other for their economic well-being and are bent on maintaining a responsible relationship to each other. The community is avid to establish a dialogue between its youth and elders, in order to avoid continual conflict. Residents are eager for the total engagement of all citizens in the life of the community through widely publicizing existing programs. An effective communications system among all members and agencies of the community was deemed a key to ensuring their total engagement in the future.

AFFLUENT  
RESOURCES

The Uptown resident would like the untapped resources of their affluent neighbors to become meaningfully involved in dealing with the community's despair. Locating these residents and determining the number of affluent residents in the total population is seen to be a vital beginning for the residents of Uptown. The local businessmen need to be influenced to become aware of the existing community organizations that are working to enable the community to solve their own problems. The affluent neighbors and businessmen can initially be involved through developing community wide celebrations. The initiative created by the spirit of the celebrations will enable the affluent neighbors and businessmen to involve themselves in existing community organizations. Indeed, the involvement of the affluent and the businessmen in Uptown will aid in developing financial resources and enable them to be a unifying force in the community.

ALIEN  
PERSONS

Residents of Uptown envision the creation of re-entry structures for persons cut off from community life that enable meaningful patterns of engagement. The residents envision engagement in meaningful tasks for the elderly and physically disabled persons. The residents of Uptown desire community structures to be built that will sustain single-unit families and youth for effective involvement in civic life. Uptowners also desire the rapid integration into the Uptown community life of aliens and newly arrived internationals. Uptown will then become the model of integrated community life and will demonstrate a new upsurge of effective engagement.

C. Social Well-Being

## VI. Community Safety

COMMUNITY  
POLICE

Uptown citizens have a vision of a trustworthy community police force to deal resolutely with unsolved crime. The community envisions the active participation of the police force in community meetings as a manifestation of their commitment to the general well-being. Uptown residents envision an ethnic diversity within the police force to enable a creative relationship with all cultures in the community. The residents believe a lowered crime rate will result as detection and prevention systems are improved. Uptown 5 citizens also envision that there will be less police corruption. The total effect and overall impact of improved community police relationship will release community residents to appreciate and trust peace-keeping structures.

SAFE  
STREETS

The community intends to see their neighborhood as one in which the citizens can walk on the streets in safety at all times of the day without fear of theft and assault. The citizens envision more frequent police patrols and a better equipped police force to prevent street assaults. The residents visualize using Uptown's human resources to increase the safety of its streets. The citizens envision that all ages and ethnic groups could walk on the streets assured of adequate protection. The residents of Uptown also would like their community to be free of gang violence. If these visions become a reality, then more people would use the streets as a safe means of transportation in a rebuilt community.

## VII. Basic Services

UPGRADED  
HOUSING

Uptown citizens envision upgrading and continually maintaining community housing. It is desired that buildings be properly maintained in order to prolong their functional life and to meet the needs of the occupants. Residents wish for tenant-landlord relationships which allow for an open flow of information. Residents want an enforced rent scale that would fluctuate according to the family's income level. Residents envision a cooperative effort in patrolling the area in order to spot fires or prevent arson. Uptowners envision residential quarters that enhance individual identity and motivate active participation in the enrichment of the entire environment.

SERVICES  
COORDINATION

Uptown 5 citizens see that services coordination is urgent. Having the second most concentrated battery of community services in Chicago, the citizens envision the coordination of these services. The citizens want low-cost, accessible health care that allows them more immediate attention. Uptowners are impatient for a re-designed welfare system that allows them dignity as well as more effective basic services. Another service that the citizens envision is accessible legal and political assistance that allows them to deal with urban complexity. Uptown 5 has adequate services; the significant factor now is how these services effectively match the local citizens' needs.

IMPROVED  
SANITATION

Uptown 5 citizens see that improved sanitation is a critical part of their vision. They foresee a street drainage system that effectively dispatches run-off. The residents see that their local environment requires regular street cleaning and litter control. Uptown 5 residents desire regular garbage pick-up. The citizens feel the city must be held accountable for the sanitation system. The total effect and overall impact of clean, efficient streets and gutters can be an effective catalyst for individual property upkeep.

## Part Two

## Underlying Contradictions

## II

## CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Uptown. The term "contradiction," as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible, deep currents of history and, therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the underlying contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but are bearers of significant creativity.

UNDERLYING CONTRADICTIONS CHART

I THE BREAKDOWN OF BROAD-BASED OPPORTUNITIES FOR COMMUNITY INVOLVEMENT IN UPTOWN	II THE ABUNDANCE OF UNDERDEVELOPED SKILLS OF LABOR FORCE IN UPTOWN	III THE CYCLE OF RAPID TURN-OVER OF LOCAL BUSINESSES IN UPTOWN	IV THE FRAGMENTATION OF EXISTING APPROACHES TO COMMUNITY CARE IN UPTOWN	V THE DESTRUCTION OF COMMUNITY SPIRIT BY THE DETERIORATING ENVIRONMENT IN UPTOWN	VI THE INEFFECTIVENESS OF HOUSING MAINTENANCE DUE TO RENTAL POLICIES IN UPTOWN	VII THE PERVASIVENESS OF SOCIAL INSECURITY AMONG COMMUNITY CITIZENS IN UPTOWN	VIII THE OBSCOLESCENCE OF CURRENT METHODS FOR URBAN CHANGE IN UPTOWN
defensive minority groups	low education level	limited currency circulation	agency poverty sensitivity	negative local story	income-restrictive rent standards	lack safe street	narrow futuric vision
restricted language communication	unskilled labourers concentration	lack available capital	parent educational indifference	neglected community appearance	unmaintained deteriorating buildings	malicious property destruction	unrealized community power
isolated community residents	welfare dependence syndrome	out-dated business procedures	unresponsive school administration	frequent property vandalism	negligent absentee landlords	elders fear mobility	remote political representatives
inter-ethnic group prejudice	contingency living style	restricted borrowing capacity	inflexible educational structures	lack community pride	inflexible housing regulations	regular drug traffic	ineffective planning techniques
unifying symbols vacuum	social security dependence	exorbitant insurance rates	out-dated care services	real estate deterioration	high-cost building maintenance	unchecked gang violence	restrictive federal funding
parochial ethnic responsibility	negative occupation image	irregular customer flow	unco-ordinated social agencies	irregular neighborhood clean-up	tenant space irresponsibility	community security non-participation	lack consensus-making structures
fragmented community corporateness	business employees self-depreciation	ethnic business orientation	inappropriate agency distribution	unaccountable city services			
residents "non-resident" mindset	limited employment skills	competitive business duplication					
ineffective affluent involvement	underdeveloped functional literacy	negative commerce story					
unconstructive youth activities	unavailable skills training	language barrier non-cooperation					
unfocused local leadership	inadequate employment education	non-local investment practices					
insufficient social centers	insufficient job availability						
alienated elder population							
13	12	11	7	7	6	6	6

## CONTRADICTION I

The first major contradiction has to do with the breakdown of broad-based opportunities for community involvement.

In a time of global urban complexity, city dwellers are starving for a sense of meaningful involvement in structures that allow them to "own" their community and to make decisions that allow them to claim the community as theirs. Community involvement has broken down because there is no story, and no common symbol providing unity or identity. The situation of dense population in Uptown has thwarted effective grass roots consensus structures. Most people are skeptical of the possibility of creative involvement because of several decades of failure. There has been no significantly impacting and sustained demonstration of broad-based community involvement over several decades; consequently an attitude of "nothing can happen here" prevails. Social groups fail because of ineffective methods. Leadership is unfocused, untrained, and seemingly uncommitted. There is no vehicle for local community model building and so it appears as if people do not care. One result of unengaged local creativity is transiency, elders cut off from their wisdom, and youth who drift from one thing to another without any means to effectively use their resources. Until Uptown citizens see ways to effectively engage their energies, they will remain cut off from the opportunities in their own community.

## CONTRADICTION II

The second major contradiction has to do with the abundance of underdeveloped skills of viable labor in Uptown.

Current manifestations of the contradiction in Uptown include widespread disengagement, day labor agencies, prostitution, welfare, survival, and youth gangs. At a time of astonishing technological progress, many people of this community are not equipped with the technical skills needed for new jobs and the community lacks structures for training laid-off labor forces. As a result, the tendency is to depend on welfare. The low level of education has furthered the tendency to live on welfare. Until men and women have a way to be practically equipped with a variety of skills for significant engagement, there will remain a highly unskilled, unemployed, welfare-dependent labor force in Uptown.

## CONTRADICTION III

The third major contradiction has to do with the circle of rapid multiplication of unstable businesses in Uptown.

This is manifest amid the transiency of a mobile society in the multiplicity of small businesses that frequently change hands or fail completely, unable to build a stable clientele, inventory or profit, or to discern and utilize effective business methods. Small businesses are blocked from effective operation by poor business procedures and the instability of customer flow resulting in inadequate internal business procedures. Externally restrictive practices such as excessive competition between duplicated business and innumerable barriers between different language groups result in the tendency toward business failure. High operating risk is represented by limited ability to develop adequate capital, restricted loan access, slow circulation of money and lagging investment, resulting in narrow economic margins and sometimes bankruptcy. This vicious circle of business instability leaves the community with only marginal profits from its businesses and blocks the establishment of a viable economic community.

## CONTRADICTION IV

The fourth major contradiction has to do with the fragmentation of existing structures for community care in Uptown.

The geometrical proliferation of care organizations and their inability to integrate their programs and services has not yielded the quality service needed by Uptown 5 for the upgrading of community life. The deleterious effect of un-coordinated agencies is noticed in the duplication of services, overlapping responsibilities, and low quality, yet expensive service. The marginal geographic location of agencies hampers their benefit to a wider cross section of population in the community. The independent operation of care structures has resulted in competition and encouraged an operational mode based on the survival of the fittest. Until the fragmented approach of care organizations is acted upon, the welfare of Uptown citizens is in jeopardy.

## CONTRADICTION V

The fifth contradiction has to do with the destruction of community spirit by the deteriorating environment of Uptown. In our time we have seen the environment in the inner city rapidly deteriorating to the point where its demoralized residents seek forms of escape. Vandalism destroys property and breeds an attitude of self-defeat in the community. Building deterioration reflects the difficulty of collaboration between landlords and tenants on needed repairs. Environmental neglect is manifest in litter on the streets and in public buildings, few public trash cans, and irregular and unsystematic street cleaning. A pervasive victim image in the residents and community creates a sense of frustration and powerlessness in dealing with the city bureaucracy and the on-going life of the community. Until the demoralizing effect of community environment is dealt with, the creative energies of Uptown residents will not be channelled into creating a human and livable environment.

## CONTRADICTION VI

The sixth contradiction has to do with the ineffectiveness of housing maintenance due to control policies in Uptown. In Uptown, residents are faced with high rental costs because landlords are faced with increasingly high costs of building repair and maintenance. The landlord is looking for the highest possible profit from building rental with the least possible expense for building maintenance and repair resulting in deteriorating architectures, low cost, patch work renovation and upkeep. In addition, absentee landlords create communication barriers between tenants and owners and in turn fosters a negligent attitude of the tenants towards the building. Finally, the highly variable housing regulations encourage transiency in the community. Until radical rehabilitation of housing takes place throughout Uptown, gradual erosion of living space will continue to paralyze action and erode human dignity.

## CONTRADICTION VII

The seventh contradiction has to do with the pervasiveness of social insecurity among citizens in Uptown. This is manifest in unsafe streets, malicious property damage, and the limited participation in policing the community. The crime ridden streets create antagonism and fear in residents and effectively block participation in community activities. The malicious property destruction affects the entire community's sense of pride and well-being. The transience of the population, and the drug-induced loss of vitality saps the will to enact effective security measures. This social insecurity prevents

the community from creatively participating in formulating the future direction of Uptown. Until Uptown residents feel that it is within their collective power to recover community security, they will remain isolated from their hopes of constructing a human place to live.

#### CONTRADICTION VIII

The eighth contradiction has to do with the obsolescence of employed methods for urban change in Uptown.

In a time of rapidly changing social forms, community leaders are increasingly finding that their models for action do not seem to make any difference to their situation, and consequently indifference and hopelessness prevail. Outdated planning methods do not allow the depth issues to be tackled objectively and effectively; the community is trapped in static, goal oriented thinking, and is enmeshed in immediate concerns without any way of holding these in a comprehensive, long-range plan. Ineffective leadership is hard pressed to bring together the affluent and low income sectors to work in common on the issues. Furthermore, there is no sense of urgency in the groups committed to social change. People easily lose hope anytime their proposals for funds and services get lost in bureaucratic red tape. Until the leaders of Uptown are willing to use new approaches to risk a corporate leap into the future, outdated methods will continue to block effective action.

## Part Three

## The Practical Proposals

## III

## PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Practical Vision reveals the conscious and unconscious image out of which the community operates, the practical proposals represent a clear image of the direction the community needs to move in relation to the contradictions. In this sense proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PRACTICAL PROPOSALS

I COMMERCIAL INTENSIFICATION PROPOSAL		II SOCIAL STRUCTURES	III GRASSROOTS ENGAGEMENT PROPOSALS	
A COMMERCE DEVELOPMENT PROPOSAL	B RESIDENT SERVICES PROPOSAL		D PUBLIC IMAGE PROPOSAL	E SPACE IMPROVEMENTS PROPOSAL
CAPITAL DEVELOPMENT PROJECT	CONSUMER INFORMATION PROJECT	AGENCY RENEWAL PROJECT	LOCAL IDENTITY PROJECT	ENVIRONMENTAL BEAUTIFICATION PROJECT
BUSINESS SERVICES PROJECT		LEADERSHIP DEVELOPMENT PROJECT		NEIGHBORHOOD CARE PROJECT
MANAGEMENT EDUCATION PROJECT	VOCATIONAL ASSISTANCE PROJECT	CITIZEN SECURITY PROJECT	HERITAGE RECOVERY PROJECT	HOUSING RENOVATION PROJECT
		TENANT ADVISORY PROJECT		

## I. COMMERCIAL INTENSIFICATION

Uptown Consult Lab

## B. Resident Services Proposal

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4. CONSUMER INFORMATION PROJECT	13	Purchasing Combine	building corporate buying power
	14	Consumer Advocacy	attracting outside professional assistance
	15	Data-Interchange Bureau	releasing relevant commercial information
	16	Community Publication	enabling quality goods research
5. VOCATIONAL ASSISTANCE PROJECT	17	Apprentice Training	offering in-depth employment experience
	18	In-Service Education	establishing on-the-job training opportunities
	19	Career Planning	providing professional job counseling
	20	Technological Schooling	expanding basic skills facility

## I. COMMERCIAL INTENSIFICATION

Uptown Consult Lab

A. Commerce Development Proposal

Qtr IV

1. CAPITAL DEVELOPMENT PROJECT	1 Financial Guidance	providing sound investment advice
	2 Resources Investigation	publicizing possible commercial ventures
	3 Low-Interest Loans	increasing general borrowing capacity
	4 Investment Promotion	encouraging outside financiers involvement
2. BUSINESS SERVICES PROJECT	5 Management Campaign	promoting community mercantile expertise
	6 Diversity, Research	minimizing defeating business overlap
	7 Advertisement Assistance	offering comprehensive commerce promotion
	8 Business Promotion	recruiting needed commercial diversity
3. COMMUNITY MANAGEMENT PROJECT	9 Businessmen's Training	improving local merchandizing techniques
	10 Landlord Schooling	Teaching effective residential management
	11 Business Associations	enabling realistic commercial expansion
	12 Management Training	assisting new business launch

## II. SOCIAL STRUCTURES

Uptown Consult Lab

C. Community Welfare Proposal

Qtr IV

6. AGENCY RENEWAL PROJECT	21 Consultant Teams	providing specialized social expertise
	22 Agency Network	upgrading service coordination system
	23 Model Framework	forging comprehensive program design
	24 Grassroots Participation	motivation broad-based community involvement
7. LEADERSHIP DEVELOPMENT PROJECT	25 Involvement Networks	creating comprehensive engagement channels
	26 Education Systems	re-imagining relevant learning experiences
	27 Leadership Training	insuring meaningful grassroots responsibility
	28 Methods Schooling	offering life methods training
8. CITIZEN SECURITY PROJECT	29 Legislative Advocacy	promoting effective law revision
	30 Safety Networks	organizing cooperative crime prevention
	31 Citizen Patrol	enlisting neighborhood resident vigilance
	32 Property Security	ensuring adequate physical protection
9. TENANT ADVISORY PROJECT	33 Landlord-Tenant Commons	establishing effective dialogue channels
	34 New Regulations	re-examining current housing policies
	35 Landlord Accountability	providing need awareness opportunities
	36 Quality Maintenance	assuring adequate regular maintenance

## III. GRASSROOTS ENGAGEMENT

## D. PUBLIC IMAGE PROPOSAL

Uptown Consult Lab

Qtr IV

10. LOCAL IDENTITY PROJECT	37	
	Town Meetings	holding regular community forums
	38	
	Community Exhibitions	providing meaningful display opportunities
11. HERITAGE RECOVERY PROJECT	39	
	Street Celebrations	organizing regular community festivals
	40	
	Activities Calendar	publicizing local neighborhood events
11. HERITAGE RECOVERY PROJECT	41	
	Language School	encouraging broad ethnic interaction
	42	
	Cultural Celebrations	dramatizing unique national gifts
11. HERITAGE RECOVERY PROJECT	43	
	Community Symbols	capturing unique Uptown identity
11. HERITAGE RECOVERY PROJECT	44	
	Ethnic Programs	reovering traditional cultural art forms

## III. GRASSROOTS ENGAGEMENT

Uptown Consult Lab

F. Space Improvements

Qtr IV

12. ENVIRONMENTAL BEAUTIFICATION PROJECT	45 Space Transformation	converting ordinary public eyesores
	46 Demonstration Days	catalyzing total community imagination
	47 Clean-up Corps	organizing effective neighborhood upkeep
	48 Housing Design	enabling creative citizen planning
13. NEIGHBORHOOD CARE PROJECT	49 Stake Network	creating manageable geographic care
	50 Demonstration Wards	initiating comprehensive social signs
	51 Task Guilds	organizing effective troop engagement
	52 Formulation Events	fostering cooperative citizen action
14. HOUSING RENOVATION PROJECT	53 Buildings Clean-Up	beautifying existing community facilities
	54 Maintenance Corps	providing corporate residential rehabing
	55 Community Code	establishing new rental policies
	56 New Housing	designing creative functional residences

## Part Four

## The Tactical Systems

## IV

## TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the practical proposals Chart. At this point the Operating Vision and the Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

INTENSIFYING LOCAL ECONOMIC BASE

DEVELOPING ON-GOING COMMUNITY CONSENSUS

CATALYZING CITIZEN RESOURCE ENGAGEMENT

Economic SERVICES paratactic I	FORUM PARTICIPATION paratactic II	PHYSICAL IMPROVEMENT paratactic III	BUILDING PROFOUND LOCAL IDENTITY paratactic IV	NEIGHBORHOOD INVOLVEMENT paratactic V	SOCIAL SERVICES paratactic VI	COMMERCIAL EXPANSION paratactic VII
disseminating CURRENT CONSUMER INFORMATION	accelerating LOCAL DECISION-MAKING MECHANISMS	promoting ENVIRONMENT BEAUTIFICATION CAMPAIGNS	sponsoring COMMUNITY CELEBRATIVE EVENTS	extending COMPREHENSIVE GEO-CARE UNITS	establishing FOCUSED AGENCY EFFORTS	initiating MANAGERIAL TRAINING OPPORTUNITIES
introducing COOPERATIVE BUSINESS PRACTICES		actuating LOCAL WORK PROJECTS	initiating HERITAGE RECOVERY EXPERIENCES	catalyzing INCLUSIVE SOCIO-CARE NETWORKS		facilitating COORDINATED BUSINESS EXPANSION
initiating MODERN VOCATIONAL TRAINING	providing SUPPLEMENTARY EDUCATION OPPORTUNITIES	expanding LOCAL RECREATIONAL ACTIVITIES	expanding LOCAL RECREATIONAL ACTIVITIES	creating EXPANDED SERVICE FACILITIES	creating EXPANDED SERVICE FACILITIES	promoting NEW INVESTMENT CHANNELS
forming BUSINESS CONSULTATION SERVICES		creating DEMONSTRATION RENEWED HOUSING	displaying COMMUNITY IDENTITY SYMBOLS	organizing HOUSING CARE SYSTEM		encouraging IMAGINAL COMMERCIAL PUBLICATIONS

V. IMPLICATIONS

The successful operation of this consult lab has several implications:

1. It represents the establishment of a course for training local people in methods of community re-formulation. This is a course that may be a new form of the Social Methods School.
2. Although the Lab results are not planned for implementation, they do nevertheless hold key insights that will be used by the Uptown Guild.
3. The lab was a striking demonstration of corporate power and discipline. The total work of the 4 days represents 1,840 manhours of work—3 months of work for 1 person done in 4 days.
4. This consult indicates the real possibility of doing a 4 day consult to include the survey, the battle-planning, the writing and the completed production of the Manual. It also shows that successful work can be done with teams of 9 people.

NEW  
COURSE

KEY  
INSIGHTS

CORPORATE  
POWER

4 DAY  
CONSULT