

HOUSING MODEL. PROBLEM SOLVING UNIT #2

WARD ANALYSIS AND COMPREHENSIVE REHABILITATION STEPS

Week 5 Quarter III

February 8-9 1974

Friday Night

Discussed the need for raising a strategic sign of rehab as opposed to simply doing an easy rehab job.

We started Friday with questions of what are your concerns when thinking of housing?

What's blocking people in Uptown from obtaining their values relative to housing?

We did a quick brainstorm of blocks in direct relationship to Uptown housing.

Then we discerned the key contradictions relative to housing, such as:

1. lack of broad based participation of local community in decision making process relative to land use, rehabs, new construction.
2. city planners have different vision of Uptown's future than current residents.
3. Fragmented and contradictory stories of the future of Uptown.
4. Residents have shallow roots in Uptown.

We then brainstormed what elements you have to consider in process of rehabing a structure in Uptown. Gestalted the data into seven comprehensive arenas and created an imaginal holding chart.

| | | | |
|-----------|---|-------------|--------------------|
| Useage | Economics of the Rehab Package | Finances | Operating Costs |
| | | Acquisition | |
| Selection | | Rehab Prep | |

Saturday Morning

We examined the data collected Friday night and decided as a group to move in the direction of creating 4 X 4s for each of the seven rehab arenas. The 4 X 4 creation was done as an entire group, asking what are the 4 major elements of deciding the building useage? Then what are the 4 inclusive aspects of each element? We spent the morning creating the data for each rehab arena, making sure that each 4 X 4 held the inclusive data relative to comprehensiveness and community impact. We pushed each other for data that would be crucial for any rehab job. We rehearsed the data brainstormed Friday night for each rehab arena and asked where is it incomplete? What questions do we need to answer relative to brainstormed data? What else needs to be there? The completed 4 X 4s are included in the text of the report.

Saturday Afternoon

We rehearsed Week 3 PSU's findings and went back out into the 5 wards of Uptown 5 to do a quick walk through and be aware of anything that strikes us. Teams of two were sent out to each ward.

We gathered back in an hour and had a reflective conversation on each ward and listed current trends using our intuitions about the ward, what was currently taking place and what it would mean to put a housing sign there.

The following data was determined:

A listing of the commercial and residential trends of each of the wards in Uptown Five. We then focused our attention to 4 specific blocks in Uptown 5 for future concentration, they are:

- 1) Ward 4
Agatite (East of Sheridan)
Sunnyside
- 2) Ward 5
Lakeside
- 3) Ward 2
Winnona
- 4) Wards 3 & 5
Lawrence (East & west of Sheridan to Broadway)

The Housing PSU of weeks 3 and 5 have now completed a grid of Uptown 5 Housing with a color coded description of both type and condition, a holding chart of the seven comprehensive steps of rehabilitation and 4 X 4's to hold a rational approach for housing rehabilitation. We have also discerned the trends in each of the wards relative to present trends in development. We have now tentatively narrowed the signal rehabilitation site down to 4 blocks in Uptown 5. The next steps will involve establishing hard criteria for a specific neighborhood rehabilitation site. A close look at the 4 neighborhoods for specific rehabilitation sites and taking the initial 4 X 4's and push them down a level deeper.

TRENDS BY WARD:

Ward One

High-rise stabilized
single-family, Castlewood
stable number in area
varied--in between
zoning

Ward Three

deteriorating commercial area
projected college extension
projected shopping center
el--subway
encircled by commercial

Ward Five

institutional domination
variety on Lakeside
influence of Weiss hospital
Lawrence Ave.--visible

Ward Two

strong commercial
Jimmy Wong Argyle development
stable, varied block at 4900 N.
Winthrop
contrasting conditions--opposite
sides of Kenmore
influence of vacant space

Ward Four

"Boardwalk" development
hospital
potential and existing high-rise
speculation related to high-rise
weak commercial
varied condition of structure--need
of sign

POSSIBLE BLOCKS

Aqatite--abandoned building
Sunnyside
Lakeside
4600-4700 N. Kenmore
Winona-Ward 2
Lawrence

DECIDING BUILDING USAGE

| RENT LEVELS | TYPE OF PEOPLE | QUALITY OF REHABILITATION | OWNERSHIP |
|---------------------|-----------------------|---------------------------|------------|
| Operating Costs | Size of Unit | Longevity | Individual |
| Type of Financing | Current Occupancy | Facilities | Corporate |
| Question of Subsidy | Current Housing Needs | Equipment | Profit |
| Location | Tenant Priorities | Quality of Workmanship | Non-profit |

SELECTING THE LOCATION

| COMMUNITY SERVICES | COMMUNITY ATTITUDE AND MOTIVATION | SYMBOLIC SIGNIFICANCE | DEVELOPMENT TREND |
|---------------------|-----------------------------------|-----------------------|----------------------|
| Public Services | Visible Threads of Hope | Create Positive Image | Population Evolution |
| Commercial Services | Present Condition of Neighborhood | Visible Location | Commercial Change |
| Social Services | Neighborhood Participation | Ethnic Diversity | Social Change |
| Cultural Services | Clear Communication | Economic Possibility | Cultural Change |

ECONOMICS OF REHABILITATION PACKAGE

| ECONOMIC FEASIBILITY | CURRENT CONDITION | TOTAL PROJECT COST | OPERATING COST |
|------------------------|------------------------|-------------------------|-----------------------------|
| Neighborhood Stability | Sound Structure | Occupied or Vacant | Taxes in Relation to Zoning |
| Project Plans | Major Mechanical | Acquisition Cost | Maintenance Costs |
| Availability of Money | Major Cosmetic | Actual Contracted Cost | Insurance Costs |
| Analysis of Cost | Question of Conversion | Projected Time Schedule | Management Costs |

FINANCIAL ARRANGEMENTS

| TYPE | INTERIM FINANGING | PERMANENT FINANGING | SEED MONEY |
|--------------------|---------------------------------|-------------------------|--------------------|
| Government Subsidy | Price of Rehabilitation Package | Submit Appraisal | Land Cost |
| Foundation | Interest Rates | Mortgage Application | Legal Fees |
| Conventional | Negotiation Costs | Submit Operating Budget | Architectural Fees |
| Individual | Building Permits | Close the Deal | Public Relations |

| ACQUISITION PROCESS | | | |
|---------------------|--|-----------------------|---|
| AVAILABILITY | CURRENT OWNERSHIP | FUNDING | LEGAL |
| Research Landlords | Present Status of Ownership | Availability of Funds | Clear Title |
| Research Market | Willingness to Sell | Private Sources | Zoning |
| Land Values | Absentee Local Ownership | Public Sources | Status of Building in Relation to Legal |
| Community Support | Relationship of Ownership and Management | Profit Non-profit | Taxes |

REHABILITATION PREPARATORY

| BANKING | ARCHITECTURAL | CONTRACTING | LEGAL |
|--------------------|--|--------------------------------|----------------------------------|
| Locate Bankers | Determine Need | Locate Experienced Contractor | Building Codes |
| Construction Loan | Locate Interested, Experienced Architect | Supervision and Responsibility | Zoning Specifications |
| Private Sources | Cost | Type of Contracting Work | Legal Services |
| Government Sources | Projected Use | Cost and Time | Question of Legal Responsibility |

| OPERATING COSTS | | | |
|-----------------|--------------------------|----------------------------------|------------------------|
| FIXED COSTS | CONTINGENCY FUND | MANAGEMENT | MAINTENANCE |
| Taxes | Emergency Reserve | Bookkeeping | Supplies and Equipment |
| Insurance | Optional Operating Costs | Tenant Selection | Janitorial |
| Mortgage | Major Maintenance | Management Financial Arrangement | Outside Labor |
| Utilities | Income Maintenance Fund | Collection of Rent | Equipment |