

Friday Night

We examined the previous weeks PSU's (weeks 3, 5), outlined grid and steps to rehabing, and took a brief walk through the 4 x 4's.

We used past happenings to lay ground for the future by asking the questions:

"What was happening in the globe in 1963-64?"

"What was happening in Chicago? In Uptown?"

"What do present trends in Uptown development tell you about the future?"

"What's Uptown going to look like in 10 years?"

We looked at ward by ward images of housing, commercial, institution, internal boundaries, etc., put on a preliminary grid and pushed back to get the data articulated as concretely as possible. Our objective was to have a full tentative arrangement of the Uptown community in ten years and be able to tell a story about it.

Saturday Morning

We took Friday night's work to get a consensus of what our decision of Uptown in the next 10 years is (relative to housing, commercial, institutional, development). We decided the colors to symbolize each section and what shades should be used to signify shifts in the same areas. (Example: Red for Jimmy Wong's community development in Ward 2 North of Argyle, dark orange South of Argyle to Lawrence, etc.) We built a scale model of the 10 year grid.

Taking the 4 x 4's we pushed one down another level as a group until we had a 4 x 4 x 4. Then we divided into teams to do the same process with the six remaining 4 x 4's.

Saturday Afternoon

Taking the 4 x 4 x 4's on Building Usage and Location we brainstormed criteria for a signal rehabilitation demonstration in Uptown. We gestalted the brainstorm to establish four major categories for each.

We walked through the areas of the community that were selected and that were established in week 5 PSU as possible rehab locations. The gestalt of criteria relative to usage and location were used as a check list.

Then we reflected on what we saw in our visit to possible locations and valanced each possibility according to the criteria set up in the afternoon. Results and implications for the future were discussed.

DECIDING BUILDING USAGE

RENT LEVELS		TYPE OF PEOPLE		QUALITY OF REHABILITATION		OWNERSHIP	
OPERATING COSTS	Maint. level	SIZE OF UNIT	# of rooms	LONGEVITY	Flexibility	INDIVIDUAL	Occupant vs. Absentee
	Mortgage paym't		# of units		Amt. of replace		Long-term invest
	Taxes, insurance		Space design		Public Areas		Short-term investment
	Profit return		Facilities		Private areas		Tax write-off
TYPE OF FINANCING	Conventional	CURRENT OCCUPANCY	Vacancy rate	FACILITIES	Necessity	CORPORATE	Condominium
	Low interest		Mixed use		Amt. of facility		Cooperative
	Construction loa		Tenant stability		Public areas		Non-profit corp.
	Mortgage arrang.		Relocation Q.		Private areas		Profit corporatio
QUESTION OF SUBSIDY	Multiple sources	CURRENT HOUSING NEEDS	Family/single	EQUIPMENT	Durability	PROFIT	Income return
	Flexible form		Q. of immediacy		Maintenance		Capital gains return
	Public sources		Market condition		Installation qua.		Speculation
	How much		Income level		Functional		Long term
LOCATION	Zoning	TENANT PRIORITIES	Stability	QUALITY OF WORKMANSHP	Time	NON PROFIT	Tax write-off
	Amenity		Financial res.		Skill		Foundation
	Environment		Age level		Cost		Public agency
	Saleability		Community facil.		Attitude		Eventual self-sufficiency

SELECTING THE LOCATION

COMMUNITY SERVICES		COMMUNITY ATTITUDE AND MOTIVATION		SYMBOLIC SIGNIFICANCE		DEVELOPMENT TRENDS	
PUBLIC SERVICES	Transportation	VISIBLE THREADS OF HOPE	Owner-occupancy	CREATE	Attractive architecture	POPULATION EVOLUTION	Age trend
	Utilities		Quality manag't.	POSITIVE	External space		Stability
	Schools		Stable tenants	IMAGE	Family bldg. Appropriate useage		Resurgence of residential
	Sanitation		Holiday decor'tn				Newest immigrants
COMMERCIAL SERVICES	Gen. shopping	PRESENT CONSIDTION OF NEIGHBORHOOD	Bldg. maintenanc	VISIBLE LOCATION	Proximity to thoroughfare	COMMERCIAL CHANGE	Weekly/monthly
	Personal care		Exter. cleanlin'		Not Overshadowed		Reduced Vacancies
	Food		Abandoned cars		Large building Noticeable improvement		Reduced vandalism
	Gen. services		Landscaping				Quality shopping
SOCIAL SERVICES	Health	NEIGHBORHOOD PARTICI-PATION	Block clubs	ECONOMIC POSSIBILITY	Structurally sound	SOCIAL CHANGE	Neighborhood vandalism
	Mental rehab.		School councils		Appealing to tenatns		Development of mutual concerns
	Child programs		Broader involvement		Pays its own way		Neighborhood participation
	Adult programs		Cooperative child care		Rents which meet tenants need		Neighborhood identification
CULTURAL SERVICES	Entertainment	CLEAR COMMUNI-CATION	Ethnic groups	ETHNIC DIVERSITY	Viable mix	CULTURAL CHANGE	Ethnic recognition
	Parks, playground		Identifiable Leadership		Age Mix		Age-group . interaction
	Churches		Church groups		Family base		Ethnic appreciation
	Eating/drinking		Tenant association		Stable elements		Events participation

ECONOMICS OF THE REHABILITATION PACKAGE

ECONOMIC FEASIBILITY		CURRENT CONDITION		TOTAL PROJECT COSTS		OPERATING COST	
NEIGHBORHOOD STABILITY	Property value trends	SOUND STRUCTURE	Roof	OCCUPIED OR VACANT	Relocation costs	TAXES IN RELATION TO ZONING	Zoning status
	Vacancy rate		Foundation		Interim rents		Tax assessment
	Turnover rate		External walls		Eviction costs		Tax practice
	Ethnic tensions		Doors & windows		Interim operating costs		Appeal channels
PROJECT PLANS	Present facilities	MAJOR MECHANICAL	Heating	ACQUISITION COST	Basic cost	MAINTENANCE COSTS	Heat
	Architectural costs		Electrical		Transfer		Utilities
	Timing		Plumbing		Real estate fee		Repairs
	Acquisition arrangements		Fire equipment		Interim financing		Management
AVAILABILITY OF MONEY	Agency selection	MAJOR COSMETIC	Landscapes	ACTUAL CONTRACT COSTS	Mechanical system	INSURANCE COSTS	Fire
	Type of financing		Walk & porches		Structural alterations		Extended coverage
	Gov't support		Exterior walls		Interior walls and floors		Liability
	Interim		Painting		Painting and landscaping		Mech. failure
ANALYSIS OF COST	Tax structure	QUESTION OF CONVERSION	Appropriate usage	PROJECTED TIME SCHEDULE	Acquisition	MANAGEMENT COSTS	Bonding
	Interest rates		Interior renovation		Architecture		Salary
	Acquisition and rehabilitation		Alternate entrances		Final approval		Supplies
	Operating expenses		Code compliance		Rehabilitation		Equipment

FINANCIAL ARRANGMENTS

TYPE		INTERIM FINANCING		PERMANENT FINANCING		SEED MONEY	
GOVERNMENT SUBSIDY	Direct	PRICE OF REHAB. PACKAGE	Transaction cost	SUBMIT APPRAISAL	Proper instit.	LAND COST	Options
	CHA Rent suppl.		Promise of permanent fin.		Definite amt.		Assume equity
	Tax relief		Rehab loan		Drafting costs		Re-registration
	Low-interest loan		Acquisition cost		Financing term		Lower interest
FOUNDATION	Low-interest loan	INTEREST RATES	Current mkt. rate	MORTGAGE APPLICATION	Proper instit.	LEGAL FEES	Consultative fees
	Rent subsidy		Negotiated rates		Definite amt.		Negotiation cost
	Rehab grants		Low-interest foundation		Description		Drafting costs
	Seed money		Low-interest business		Length of time		Closing costs
CONVENTION- AL	Interested banks	NEGOTIA- TION COSTS	Option costs	SUBMIT OPERATING BUDGET	Yearly breakdown	ARCHITEC- TURAL FEES	Retainer fee
	Savings and loan		Appraisal costs		contingency allo		Plan costs
	Insurance co.		Legal fees		Summed balance		Building code conformity
	Foundations		Finders fees		Operational breakdown		Beautification
INDIVIDUAL	Private invest.	BUILDING PERMITS	Heating	CLOSE THE DEAL	Closer's fee	PUBLIC RELATIONS	Neighborhood coffees
	Gifts		Electrical		Legal costs		brochures
	Tax write-offs		Gen. Contracting		Finder's fee		Advertisement
	Subj. to mort.		Plumbing		Registration fee		Common problems

ACQUISITION PROCESS

AVAILABILITY		CURRENT OWNERSHIP		FUNDING		LEGAL	
RESEARCH LANDLORDS	Willingness	PRESENT STATUS OF OWNERSHP	In trust	AVAILA- BILITY OF FUNDS	Credit record	CLEAR TITLE	Clear present ownership
	Statutes		Regular		Overall lending situ.		Purchaser status
	Amount of holding		Receivership		Track record		Complications (i.e. time)
	Fiancial situ'tn		Legal situation		Location risk		# of interests in building
RESEARCH MARKET	Recent ownership	WILLING- NESS TO SELL	Speculative	PRIVATE SOURCES	Savings and loan	ZONING	Feasibility
	Same use		Financial stabil.		Mortgage co.		Flexibility
	Changing use		Cooperation		Regular bank		Relationship to surroundings
	Money available to spend		Owners mood/situ.		Individual loan		Others influence
LAND VALUES	Zoning	ABSENTEE LOCAL OWNERSHIP	Large unstable	PUBLIC SOURCES	Foundation	STATE OF BUILDING IN REL. TO ZONING	Court situation
	Present development		Small stable (owner occup.)		Federal		Title situation
	Projected development		Community interst		State		Rel. of suits
	Stability of area		Individual inter.		Type of subsidy		Insureability
COMMUNITY SUPPORT	Demonstration action	RELATION OF OWNERSHIP AND MANAGE- ment	Hired mgt.	PROFIT-- NON- PROFIT	Character of funding	TAXES	Present assessment
	Community consensus		Self mgt.		Income return		% of oper. costs
	Passive consensus		Corp. mgt.		Decisional usage		Possibility of appeal
	Specific interest groups		Indirect/Direct		Long-range operation		Revenue interest

REHABILITATION PREPARATORY

BANKING		ARCHITECTURAL		CONTRACTING		LEGAL	
LOCATE BANKERS	Accessibility	DETERMINE NEED	Extent of rehab.	LOCATE QUALIFIED CONTRACTOR	Past experience	BUILDING CODES	Determine replacement
	Willingness		Use of building		Type of contracting arrangement		Present violation
	Mutual interests		New construction		Licensed/union		Struc. soundness
	Utilize contacts		Function of serv.		Local interest		Compliance
CONSTRUCTION LOAN	Application	LOCATE QUALIFIED ARCHITECT	Mutual interest	SUPERVISION AND RESPONSIBILITY	Architect	ZONING SPECIFICATIONS	Research specif.
	References		Experiences in rehabilitation		Purchaser		Flexibility
	Detail estimates		Licensed		General contractor		Compliance
	Best deal		Prof. status		Combined accountability		Projected use
GOVERNMENT SOURCES	Application	COST	Extent of services	TYPE OF CONTRACTING WORK	Mech. equipment	LEGAL SERVICES	Purchasing
	Source selection		labor		Cosmetic		Compliance
	Amt. of subsidy		Extent of role		Structural		Proper insurance
	Detailed feasibility est.		Project interest		Basic services		Taxes
PRIVATE SOURCES	Application	PROJECTED USEAGE	Room arrang.	COSTS AND TIME	Projected time	QUESTION OF LEGAL RESPONSIBILITY	Equipment guarantee
	Detailed devel.		Unit size		Budgeted expenses		Financial accountability
	Immediacy		Public space		Arrang. of paym't		Contractual arrangement
	Feasibility est.		Equip. arrang.		Contingency		Architectual accountability

OPERATING COSTS

FIXED COSTS		CONTINGENCY FUNDS		MANAGEMENT		MAINTENANCE	
TAXES	Decision to appeal	EMERGENCY RESERVE	Unexpected interior repair	BOOK-KEEPING	Materials	SUPPLIES AND EQUIPMENT	Janitorial
	Discrepancy of zoning use		Unexpected exterior repair		Labor		Cleaning
	Assessed market value		liability		Time		Minor replacement
	Local tax rate		Accountability		Extent of Accounting serv.		Furnishing
INSURANCE	Location	OPTIONAL OPERATING COSTS	Scheduled cosmetic interior	TENANT SELECTION	Time	JANITORIAL	Amt. of labor
	Extent of coverage		Scheduled cosmetic exterior		Req'd references		Cost of labor
	Type of coverage		Public facilities provided		Type of lease		Contractual arrangement
	Choice of agent		Unit services		Persons/unit		Stability of service
MORTGAGE	Amount of principal	MAJOR MAINTEN- ANCE	Interior struc.	MANAGEMENT FINANCIAL ARRANGEMENT	Self-management	OUTSIDE LABOR	Exterminator
	Interest rate		Ext. structural		Hired		Garbage collect.
	Location		Anticip. service		% of rental income		Handyman
	Leading institu't		Anticipated replacement		Reciprocal space arrangements		Major repair
UTILITIES	Lease arrangem't	INCOME MAINTEN- ANCE FUND	Q. of lease	COLLECTION OF RENT	Manager	EQUIPMENT	Purchase
	Type of utilities		Stable occupancy		Collection agent		Durables replace.
	Amt. of services		Insurance cover.		Self		Replacement of obsolete
	Present rate		Reliable mgt.		Court costs		Repair of parts