Bickerdike
Redevelopment Corporation

LINKS
- Letter from the President & Executive Director 1
- Mission 2
- Mission in Motion 3
- Timeline 1967-2012 4
- Year in Review 7
- Housing Development 8
- Humbold Park New Communities Program 12
- Economic Development 14
- Property & Asset Management 16
- Leadership Development and Organizing 18
- Who We Are 20
- Our Partners 22
- Our Supporters 23
- The People Behind Bickerdike and Its Subsidiaries 24
- Statement of Financial Position 25
- Adopting a Digital Mindset/Contact Information backcover

2012 Annual Report
We, the members of Bickerdike Redevelopment Corporation, are committed to the redevelopment of 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,

This year has been a celebration of our 45th anniversary and a tribute to 45 years of successes in the development of our neighborhoods! We are proud to share that Bickerdike Redevelopment Corp. was awarded the 2012 Alford-Axelson Award for Nonprofit Managerial Excellence by The Axelson Center for Nonprofit Management at North Park University in Chicago.

Bickerdike's Housing Development and Humboldt Construction have been busy this year. We finished two of the four Zapata Apartments buildings in 2012, with the remaining two in full swing construction and scheduled for completion in the first half of 2013. At year's end we closed on the financing and began construction on the 1704 N. Humboldt Building, a recapitalization and substantial rehab of this 29-unit historic building.

With the first round of the community site plan concept working sessions completed, we look forward to the next two rounds of community planning meetings in 2013 to lead to what will be the final plan for the revitalization of the Julia C. Lathrop Homes.

The New Communities Program has ensured a smooth transition to our next exciting phase of work, ushering in the Humboldt Park Healthy Corridors initiative which engages partnerships for obesity prevention and intervention among our community youth and families. Smart Communities had a banner year, completing 1,500 digital trainings, and distributing 256 netbooks to qualified individuals. The Humboldt Park Portal has had 80,000 visits from 58,000 unique visitors per month, continues to grow its base of contributors, and has become a go-to source for local news and information.

Also on the economic development front, Cermak Produce at El Mercado continued its building improvements in 2012, completing a new attractive building façade on the west and north sides of the building along the parking lot and North Avenue respectively. If you haven't lately, stop in and visit this great fresh foods and grocery market at 2701 W. North Ave, and check out the new offerings.

Property Management stepped up its focus on performance and quality of service. In 2012 Bickerdike Apartments achieved some of our lowest vacancy rates in history, ensuring that our housing is made available for the many individuals and families who need it. Additionally, they conducted the wait list opening for Zapata Apartments, the lease up of the first two buildings turned over for occupancy, and the new residents are ecstatic about their new homes!

Asset Management continued our efforts to green our older housing stock, increasing their operating efficiency while reducing our environmental impact and lowering our costs. In partnership with the Center for Neighborhood Technology and others, in 2012 we installed new furnaces, low-flow water-saving plumbing fixtures and compact fluorescent lighting in 134 units in 10 buildings. We also completed the installation of high performance insulation in roof cavities in 5 buildings.

Organizing actively worked in support of our Residents Council in their successful efforts to expand the Council and enhance its interface with a broader numbers of residents. Several very successful tenant mixers mobilized hundreds of residents to come out for fun and conversation. Leading up to the national elections in fall of 2012, our civic engagement efforts registered new voters in Bickerdike households and the surrounding communities. Over 80% of Bickerdike households have at least one registered voter, and most of them voted. We played an active role in citywide priority initiatives through the Grassroots Collaborative.

Our 45th year has been one of great growth and innovation. We remain committed to our mission as a guide for all of our work each year. We thank our many partners in our work, and share our successes with the many of you who help us accomplish so much each year. Our history and our work embody our 2012 theme of Mission in Motion: 45 Years Strong!

Yours truly,

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

¡Este año ha sido una celebración de nuestro 45° aniversario y un homenaje a los 45 años de éxitos en el desarrollo de nuestros apartamentos!

Este año, nuestro Departamento de Desarrollo de Viviendas y Humboldt Construction han estado muy ocupados. Hemos completado construcción de dos de los cuatro edificios de Zapata Apartments con los otros dos bajo plena construcción y prevista su finalización en el primer semestre de 2013. A finales del año cerramos la financiación y comenzamos la construcción en el proyecto 1704 N. Humboldt Building, una recapitalización y rehabilitación sustancial de este edificio histórico de 29 unidades.

Con la primera ronda de sesiones comunitarias del Julia C. Lathrop Homes finalizada, donde estrenamos los conceptos iniciales de la revitalización, esperamos con anticipación las próximas dos rondas de reuniones comunitarias en el 2013.

El Programa de Nuevas Comunidades ha asegurado una buena transición a la siguiente fase de trabajo, marcando el comienzo de la iniciativa de Humboldt Park Healthy Corridors que involucra alianzas para prevenir la obesidad con la intervención de nuestros jóvenes y las familias de la comunidad.

Smart Communities ha tenido un año excepcional, completando 1,500 entrenamientos digitales y la distribución de 256 netbooks a personas calificadas. El Humboldt Park Portal ha tenido 80,000 visitas de 58,000 visitantes únicos por mes, sigue creciendo su base de contribuidores, y se ha convertido en una fuente de noticias e información local.

También en el frente del desarrollo económico, Cermak Produce en El Mercado siguió su construcción en el año 2012, completando una nueva fachada en el oeste y norte lado del edificio a lo largo del estacionamiento y la avenida North, respectivamente. Si usted no ha ido recientemente, pase y visite este mercado de buenos alimentos frescos y comidas, y vea las nuevas ofertas en el 2701 W. North Avenue.

La Gerencia de Propiedad aumentó su enfoque en el rendimiento y calidad del servicio. En 2012 Bickerdike Apartments logró algunos de nuestros más bajos tasas de vacantes de nuestras propiedades en la historia, lo que garantiza que nuestras viviendas económicas está disponible para los muchos individuos y familias que lo necesitan. Además, se llevó a cabo la apertura de la lista de espera para los Apartamentos Zapata, y el alquiler de los dos primeros edificios entregados para su ocupación; ¡Los nuevos residentes están felices por sus nuevos hogares!

Administración de bienes continúa nuestros esfuerzos para hacer más sostenible nuestras viviendas más antiguas, aumentando su eficiencia operativa y reduciendo nuestro impacto ambiental y la reducción de nuestros costos. En colaboración con el Center for Neighborhood Technology y otros, en 2012 instalamos nuevos calentadores, accesorios de plomería para el ahorro de agua, e iluminación fluorescente compacta en 134 unidades en 10 edificios. También se completó la instalación de insolución en las cavidades de techo en 5 edificios.

El Departamento de Organización ha trabajado activamente en apoyar a nuestro Concilio de Residentes en sus exitosos esfuerzos para ampliar el Concilio y mejorar su interfaz con amplios números de los residentes. Varias actividades para los inquilinos fueron muy exitosas, movilizando a cientos de residentes a salir para divertirse y conversar. Antes de las elecciones nacionales en el otoño de 2012, nuestros esfuerzos para la participación cívica resultó en nuevos votantes registrados en los hogares de Bickerdike y las comunidades vecinas. Más del 80% de los hogares de Bickerdike tienen al menos un votante registrado, y la mayoría de ellos votaron. Hemos jugado un papel activo en las iniciativas prioritarias de toda la ciudad a través del Grassroots Collaborative.

Nuestro año 45° ha sido uno de gran crecimiento e innovación. Seguimos comprometidos con nuestra misión como un guía de todo nuestro trabajo cada año. Agradecemos a nuestros socios en nuestro trabajo, y compartimos nuestros éxitos con todos ustedes que nos ayudan a lograr tanto cada año, Nuestra historia y nuestro trabajo representar nuestro tema de 2012: Misión en Acción!

Sinceramente,

Amy Crowther y Joy Aruguete
Presidenta de la Mesa Directiva Directora Ejecutiva

Nuestra historia y nuestro trabajo representar nuestro tema de 2012: Misión en Acción!
Mission in Motion

Community Development by and for the benefit of local residents

1968

1971

2006

2011
Northwest Community Organization, with Erie Neighborhood House, Holy Innocents Church, and others form Bickerdike Redevelopment Corporation to create affordable housing opportunities in West Town, Humboldt Park, and Logan Square.

Bickerdike breaks ground on its first single-family home selling for approx. $25,000 in West Town, the first new construction in the area in decades. Over the next ten years, Bickerdike would build a total of 90 single-family homes and flats.

Bickerdike is designated by the City of Chicago to serve as a delegate agency for the Housing Repair for Accessible and Independent Living (H-RAIL) program, providing home repairs and adaptations for low-income seniors and families with disabilities.

The Chicago Department of Housing and U.S. office of Housing and Urban Development approves financing for Bickerdike’s first rental project, West Town Housing Partners Phase I, with 140 affordable units. Luis Gutierrez, now Congressman, joins Bickerdike’s Board.

The consequences of gentrification in West Town become increasingly apparent as the Latino population decreases, average home sales prices rise, and rental apartments are lost to condominium conversion. Bickerdike begins work on Boulevard Apartments’ 70 units, as owner/devolver, builder, and manager. Bickerdike also begins work on the Howard Apartments SRO with 49 units in the heart of Wicker Park.

The Residents Council is formed to give tenants a formal voice and Bickerdike moves to its current home of 2550 W. North Avenue, setting the stage for future growth.

With completion of West Town Housing Partners Phase II with 178 units, Victory Apartments with 107 units, and the Humboldt Building with 29 units, Bickerdike surpasses 500 units developed. Around this time, Bickerdike’s Board votes to restrict development fees for future real estate development.

Grand opening of El Mercado, Bickerdike’s indoor public market place offering fresh, culturally relevant groceries and food, and providing a space for local, independent businesses and entrepreneurs.
After 17 years Bickerdike’s executive director, Bob Brehm, steps down. A national search results in the hiring of Joy Aruguete as the organization’s fifth executive director.

Bickerdike begins to pursue property tax reform in response to growing concerns of longtime homeowners, a campaign that would eventually result in County passage of the Longtime Homeowners Property Tax Exemption. Bickerdike also begins development of La Paz Place, a 44 unit development.

Bickerdike wins the Not for Profit Neighborhood Development Group of the Year Award by the Chicago Neighborhood Development Awards. Bickerdike is also named lead agency for the LISC/Chicago New Communities Program in Humboldt Park. The Humboldt Park NCP quickly distinguishes itself by high levels of participation, the number of projects in implementation, and the high number of dollars invested.

Bickerdike wins two national awards: Fannie Mae Foundation’s Maxwell Award for Excellence and the Jim and Patty Rouse Award by Enterprise Community Partners, Inc. Humboldt Construction Company celebrates 25 years! The City launches the Chicago Community Land Trust.

Bickerdike joins four other developers to respond to the RFQ for Lathrop Homes and Lathrop Community Partners is formed. LCP is selected as the master developer for the revitalization of the Julia C. Lathrop Homes.

Bickerdike celebrates its 45th anniversary with 1,182 units developed to date and hundreds of community leaders advocating for progressive policy change. Bickerdike is awarded the 2012 Alford-Axelson Award for Nonprofit Managerial Excellence by the Axelson Center for Nonprofit Management. Bickerdike completes construction on the first two of four Zapata Apartments buildings and begins construction on 1704 N. Humboldt Building.
“The work goes on, the cause endures, the hope still lives and the dreams shall never die.”
As Bickerdike celebrates 45 years in the community, we continuously recommit ourselves to ensuring that our mission is more than just words. Our strength as a leading community development corporation rests on the engagement of our communities in the work that we do. We continue to meet the 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. During the last 45 years, Bickerdike has ensured community development that includes: excellent and 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. Our mission has always been much more than just words, it is a mission in motion, transforming beliefs into results. We are happy to share this year’s accomplishments in the pages that follow.

Mientras Bickerdike celebra sus 45 años en la comunidad, nosotros nos comprometemos nuevamente a que nuestra misión no sea sólo palabras. Nuestra fuerza como una corporación líder de desarrollo comunitario descansa en el involucramiento de nuestras comunidades con el trabajo que realizamos. Continuamos haciendo frente a los desafíos de la recuperación económica nacional, mejorando la calidad de vida de los residentes de ingresos bajos y moderados y de sus familias a través de un enfoque multifacético. Durante los últimos 45 años, Bickerdike ha asegurado el desarrollo comunitario el cual incluye: excelente y sostenible diseño, y construcción de viviendas económicas, administración innovadora de bienes y propiedades, desarrollo económico a través de la creación de empleos y oportunidades comerciales, y participación cívica a través de la organización y del desarrollo del liderazgo. Nuestra misión ha sido siempre mucho más que palabras; es una misión en acción, transformando creencias en resultados. Estamos encantados de compartir con ustedes los logros de este año en las páginas que siguen.
During our 45 year history, Bickerdike has invested over $223 million to newly construct or rehabilitate 259 buildings, which provide 1,182 high-quality, affordable homes to approximately 3,400 residents in rental and co-op housing and an additional 151 families with homeownership. In 2012, we continue to weave sustainability practices into every aspect of 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 completed construction on its first two of four Zapata Apartments buildings at 3734 W. Cortland and 3503 W. Armitage. Along with the 1955 N. St. Louis building, 3734 W. Cortland includes solar hot water heating. 1955 N. St. Louis will also feature a green roof. Zapata Apartments is participating in the Enterprise Green Communities and Chicago Green Homes certification programs for all four buildings. The “green” elements in Zapata Apartments will help create a healthy living environment for tenants, reduce their energy consumption, and reduce their utility bills, as well as reduce their families and the building’s impact on the environment.
1704 N. HUMBOLDT BUILDING

This 1920s courtyard building was purchased by Bickerdike Redevelopment Corporation in 1988 and converted from 54 studios into 29 units of family affordable housing. Now, after almost 25 years of operation, the Humboldt Building was in need of recapitalization and building rehabilitation. In 2012 we were awarded Low Income Housing Tax Credits for the project by the Illinois Housing Development Authority, as well as historic tax credits, HUD Mark to Market financing, and other funding. These new resources will facilitate a substantial rehabilitation of the building to increase the quality of life for its residents and reduce its carbon footprint and environmental impact. Building residents were temporarily relocated and the project closed on financing and began construction late in 2012. This development is poised to be a model for Affordable Housing Energy Efficient Retrofits and Historic Preservation.

JULIA C. LATHROP HOMES

In 2012 representatives of Lathrop Community Partners (LCP) traveled to San Francisco, Seattle, and Victoria, British Columbia early in the year to conduct research on excellent sustainable design in affordable housing. They met with local housing authorities, developers and architects, and visited a variety of public housing mixed-income developments, to gather best practices which could be incorporated into the revitalization of Lathrop Homes.

In November, the first round of community feedback and idea sessions took place over a three day period. Three site plan concepts were displayed and discussed, and participants were asked to provide input and feedback to the concepts, as well as share their ideas. This information will be used to formulate two site plan concepts for community feedback and ideas, anticipated to occur in the first quarter 2013, and from there to generate a single site plan concept which with additional community feedback will become the plan for the revitalization of Lathrop Homes.
**FRANKLIN APARTMENTS**

In early 2012, Bickerdike received a future commitment of Low Income Housing Tax Credits from the City of Chicago for this new construction project in the 27th Ward along the Franklin Boulevard corridor in Humboldt Park. Now in predevelopment, this project will provide approximately 82 units of quality affordable housing.

**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, in 2012 we completed more than 25 minor home repairs and accessibility adaptations for senior households, helping these seniors to live more independently in their homes and to age in place.
Roadmap to Community Development

Welcome to the world of Community Development! Whether you are a community member, student, politician, or anyone else, we hope you find this overview helpful to reach a level of basic understanding that will allow you to participate more fully.
Humboldt Park Healthy Corridors

In summer 2012, the Humboldt Park Healthy Corridors obesity prevention and reduction initiative was launched. The initiative will concretely measure the impact of existing preventive health programs, as well as develop new programs to increase fitness and reduce obesity community-wide, and 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. Humboldt Park Healthy Corridors is formulating strategies for increasing demand for goods and services that prevent or reduce obesity and promoting overall physical and behavioral health in Humboldt Park.

In the Humboldt Park Healthy Corridors 2012 funding opportunity round, 15 proposals were submitted by community organizations. The proposals were reviewed and selected by an independent panel for Year 1 cohort funding.
SMART COMMUNITIES

Now in its fourth successful year, Smart Communities has made significant inroads toward creating a digital mindset in Humboldt Park. With the support of the MacArthur Foundation, and affiliated with the City of Chicago’s Digital Excellence Initiative, and the Broadband Technology Opportunities Program (BTOP), which is administered by LISC, the program saw many accomplishments in 2012.

Over 2,000 residents used the FamilyNet center and Bickerdike computer labs for over 1,500 instances of training, and 256 netbooks distributed. The Humboldt Park Portal topped over 80,000 visits from over 58,000 different individuals, with over 187,000 pageviews. A record number of individuals posted to the portal in 2012 and our aim is to keep that number growing and keep the portal as the go-to place for local news, information, and local happenings.

### SMART COMMUNITIES PROGRAM ACCOMPLISHMENTS

- **Business Resource Network (West Humboldt Park Development Council)**: Conducted Tech Assessments with 92 businesses and oversaw the completion of 31 Tech Action Plans.
- **FamilyNet Centers (Association House and Chicago Commons)**: Over 2,000 residents used the FamilyNet center labs, over 1,500 instances of training, and 163 netbooks distributed.
- **Tech Organizer Program (BRC)**: 62 classes taught, with nearly 900 instances of training, and 93 netbooks distributed.
- **Early Action Project**: East Meets West Partnership between Puerto Rican Cultural Center, Westside Writing Project, and the Spoken Word Academy of Chicago to develop a curriculum for youth looking to publish digital art.
- **Digital Youth Summer Jobs (PRCC and BUILD)**: 24 summer jobs created for Humboldt Park youth, with each participant receiving a MacBook computer upon completion.
- **Digital Youth Network**: After-school program at Richard M. Daley Public Library, Cameron Elementary, and Association House of Chicago, provided digital media training to hundreds of Humboldt Park youth.
- **HP Portal**: Over 80,000 visits from over 58,000 different individuals, with over 187,000 pageviews.
- **Marketing Campaign**: Distributed over 2,000 pieces of marketing materials to community members, featuring testimonials from real residents who had participated in our programs. The marketing campaign included bus ads, brochures, flyers, and more.

- **Leveraged Opportunities**
  - **Steering Committee and Smart Network Events**: Dedicated group has met monthly for the last 34 months, establishing a strong group of individuals dedicated to improving technology access in Humboldt Park. There have also been 5 “Smart Network Events”, a quarterly conversation about technology-related opportunities in the community for local residents.
  - **Bickerdike Computer Lab**: Computer lab donation leveraged through Smart Communities to provide a teaching space for Smart Communities Classes.
  - **Smart Communities Launch Event**: Over 300 people attended the Smart Communities Launch Event, kicking off the program in October of 2010.
  - **CTC List**: Directory of Community Technology Centers in the Humboldt Park neighborhood with their hours of operation and eligibility requirements.
  - **Digital Prisoner Re-Entry Resource Grid**: Digital version of the Humboldt Park Prisoner Re-Entry Taskforce’s resource grid, helping members of the community and social service agencies better refer the returning citizens to resources in the community.
Economic Development

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, through our wholly-owned subsidiary Humboldt Construction, and through our local hiring agreement with Cermak Produce at El Mercado. 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

The Humboldt Park community continues to be one of Chicago’s 3 “Food Deserts”— a community in an urban setting with little or no access to fresh and affordable foods needed to maintain a healthy diet that a large grocery store may offer. Most often, these communities have many fast food restaurants and convenience stores, which contribute to the incidence of obesity, diabetes, and other diseases.

Now in its 14th year as the anchor tenant of El Mercado, Cermak Produce has served to fill this need in the Humboldt Park community offering affordable, fresh foods and culturally relevant groceries. In 2012, Cermak Produce completed its makeover, with new facades on the North Ave and entry sides of the building, a newly designed entryway, and resurfaced parking lot. In addition to providing health benefits to the community, Cermak Produce at El Mercado employs local hiring practices in accordance to a local employment agreement between Bickerdike and Cermak Produce.
For over 30 years, Humboldt Construction Company (HCC) has been a part of the economic development in our communities by creating skilled jobs for community residents, as well as providing business opportunities for local and minority subcontractors. HCC specializes in general contracting and carpentry, and has expertise working with green systems, materials, and technologies.

In September 2012, HCC completed construction on the first two of four Zapata Apartment buildings located in Logan Square. Construction continues on the other two buildings, one which is comprised of 30 units and a community space, and the other which will feature 12 units in Bickerdike’s first smoke-free housing building. In late 2012, HCC began construction on the 1704 N. Humboldt Building, a 29-unit substantial rehabilitation project.
Throughout 2012, we made the long-term preservation of our 1182 rental and co-op units a priority through quality property and asset management. We focused on strategies such 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.

PROPERTY MANAGEMENT

Ever since Bickerdike developed its first rental project in 1983, we have provided property management services to all of our rental and co-op units. Our property management stems from our mission and our desire to involve residents in the management of the properties where they live. Today, our property management team maintains a portfolio of 1182 rental and co-op units in 124 buildings, providing service to over 3,400 residents. As we grow, we continue to provide high-quality property management services that are responsive to resident and community needs.

Throughout 2012, Property Management stepped up its focus on performance, quality of service, and customer service orientation. This year Bickerdike Apartments achieved some of our lowest vacancy rates, in an effort to make sure our housing is kept occupied by the individuals and families who need it. Additionally, Bickerdike Apartments maintenance completed thousands of work orders, passed numerous inspections, and kept our buildings in quality condition and assets to our communities. In April 2012, Property Management conducted the waitlist opening for Zapata Apartments, and completed the lease up of the first two buildings turned over for occupancy.
Property Management continues to work with Chicago law enforcement officials to address public safety issues in our communities and ensure the safety of our residents. We coordinate with public officials and precinct commanders, and cooperate with investigations to keep our buildings and neighborhoods safe.

**Asset Management**

Bickerdike’s asset management strategies embody our mission and are a model of innovation. We continually find ways to preserve and improve our older buildings. Preservation makes economic sense, particularly since it costs far less to preserve an existing unit as affordable than to build a new one. We build and manage our housing to last. In the aftermath of the housing bust, preservation stands out as the strategic focus that most clearly distinguishes community development from ordinary real estate development.

Throughout 2012 we have made environmentally sustainable improvements and retrofits to our older housing stock, reducing our carbon footprint and creating healthier living environments for our residents. During this past year, working in partnership with the Center for Neighborhood Technology and Delta Faucet Company, and with funding from ComEd and People’s Energy, we conducted a variety of energy saving retrofits on 144 units. At Nuestro Pueblo, we installed roof insulation, low-flow water saving fixtures, and compact fluorescent light (CFL) bulbs in all 5 buildings and 69 units. Low-flow water fixtures and CFL bulbs were installed in Nuestro Hogar’s 31 units and at La Paz Place’s 44 units. These improvements help us lessen our footprint and lower utility bills.

Our property management activities are an integral part of our overall preservation strategy. As our community continues to lose affordable rental units, the implementation of strategies to preserve our existing affordable housing stock has become more important than ever.
Throughout the year, Bickerdike has continued to build upon its legacy. Leadership development and community organizing are cornerstones of Bickerdike and its comprehensive strategy for community development. Engaged constituents inform the development and management of our housing, they help secure resources and approvals for new housing, and they make our communities safer over the long term. With an active membership of over 650 community residents and 30 organizations, and a resident body of over 3,000, we have a strong grassroots base. Bickerdike’s leadership development and organizing initiatives further the causes of affordable housing, neighborhood safety, and other issues that neighborhood residents identify and prioritize as needing to be addressed. These efforts also help our residents and neighbors find their voice and realize their full potential as members of our community.

**RESIDENT ORGANIZING**

In 2012, our Tenant Organizing and Residents Council launched a summer long series of social mixers. These social events were held at five locations. Activities included two movie nights, games, and a back to school celebration. Over 450 tenants of all ages participated in these family-friendly events that build community ties. Additionally, the Bickerdike and other community residents oversaw and managed two community gardens that beautify our neighborhoods, provide a healthy activity, and a place to grow healthy food. In November, the Residents Council hosted its well-attended annual Family Holiday Dinner for residents living in Bickerdike housing.
**Civic Engagement**

Organizers and volunteer leaders from our Affordable Housing Committee, Residents Council and other committees made phone calls, knocked on hundreds of doors, registered voters, informed residents of changes in polling places due to the redistricting of wards, and led a get out the vote effort. An astonishing 81% of Bickerdike households have at least one registered voter.

**Citywide Campaigns**

Throughout the year, Bickerdike’s Affordable Housing Committee continued to play an active role as a member of the Grassroots Collaborative. This year, the Grassroots Collaborative was successful in getting the Chicago Mercantile Exchange to return $15 million dollars in TIF money that had previously been allocated for them.
Who We Are

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

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 30 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.

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.

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.
Membresía
Bickerdike es una corporación comunitaria basada en la membresía y nuestra membresía es nuestro cuerpo más amplio de toma de decisiones. La membresía está abierta a todos los que apoyan nuestra misión y que viven o trabajan en la comunidad. Más de 650 miembros individuales y 30 instituciones se mantienen informados del trabajo de la organización. Los miembros anualmente eligen la Mesa Directiva de entre sus miembros y votan por resoluciones que determinan la dirección organizacional.

Mesa Directiva
La Mesa Directiva de Bickerdike cuenta con 15 miembros comunitarios que gobiernan todos los aspectos de la organización. Ellos están involucrados en la creación y establecimiento de pólizas, la supervisión de las finanzas, y en guiar la dirección de nuestros programas. Nuestra Mesa Directiva asegura que llevemos 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 de voluntarios compuestos de residentes locales para asegurar que la comunidad tenga una voz fuerte en nuestro trabajo. Los comités están involucrados en todos los aspectos de nuestro trabajo y en áreas tales como: en nuevo desarrollo de viviendas, la administración de nuestras viviendas de alquiler, asuntos de prioridad comunitarios, calidad de vida de los residentes, y responsabilidad cívica de los mismos.

Personal
Al momento de reclutar empleados, Bickerdike y Humboldt Construction Co. emplean una política de preferencia comunitaria con el fin de fomentar el desarrollo económico local y crear oportunidades de empleo para los residentes locales. Tres cuartas partes de nuestros empleados son residentes de las comunidades que servimos y un número de ellos mismos viven en nuestras viviendas.
DEVELOPMENT FINANCING

Mortgage and Predevelopment Financing

Bank of America
Berkadia Commercial Mortgage
BMO Harris Bank N.A.
Chase Community Development Bank
Chicago Housing Authority
Chicago Low Income Housing Trust Fund
City of Chicago Department of Housing & Economic Development
Developers Mortgage Corporation
Illinois Facility Fund
Illinois Housing Development Authority
Jewish Council on Urban Affairs
JP Morgan Capital Corporation
Local Initiatives Support Corporation
Midland Loan Services, Inc.
U.S. Department of Housing and Urban Development
US Bank, N.A.
Wells Fargo

EQUITY FINANCING

City of Chicago Department of Environment
CNT Energy
Enterprise Community Partners—Green Communities
Federal Home Loan Bank of Chicago
Illinois Clean Energy Community Foundation
Illinois Department of Commerce and Economic Opportunity
National Equity Fund, Inc.
State of Illinois Attorney General

FINANCIAL PARTNERS

Sheldon Baskin and Daniel Epstein

BANKING

Bank of America
BMO Harris Bank N.A.
Citibank
First Eagle Bank
JP Morgan Chase
LPL Financial
Northern Trust Corporation
US Bank, N.A.

TECHNICAL CONSULTANTS

Architectural
Canopy Architecture & Design
Landon Bone Baker Architects, Ltd.
Liseck & 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
Applegate & Thorne-Thomsen, P.C.
Community Economic Development Law Project
Gomberg, Sharfman, Gold and Ostler, P.C.
Johnson, Jones, Snelling, Gilbert, & Davis
Madigan & Getzendanner
Proskauser Rose LLP
Sanford Kahn, Ltd.

TECHNICAL AND EDUCATIONAL SERVICE

AllCovered
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.
Enterprise Community Partners—Green Communities
Erie Neighborhood House
Franklin Energy
Great Realty Advisors
Greater Illinois Title Company
Gremley & Biedermann
Héctor Cuadra
Hispanic American Construction Industry Association (HACIA)
J. T. Katrakis & Associates
Knapp Photography

Koan Enterprises
Landon Bone Baker Architects
Local Economic and Employment Development (LEED) Council
LPL Financial
Lucas Green Associates, LLC
MacRostie Historic Advisors
Media Arts for Development—Egypt
McCullom Associates
McNellis & 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
Pension Associates
Peoples Gas, North Shore Gas, ComEd – Multi-Family Program
Pioneer Engineering & Environmental Services
Radon Detection Specialists, Inc.
Rebaño Campaferro Cristiano
REO Movers and Van Lines, Inc.
Respiratory Health Association of Metro Chicago
RUSH Health Heart Circle
S.B. Friedman & Company
Signet Partners
Syscon, Inc.
Title Services, Inc.
Urban Relocation Services, Inc.
Weber Consultants, Ltd.
Wells Fargo

PROPERTY MANAGEMENT

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

LATHEROP COMMUNITY PARTNERS

Ardmore Associates
Heartland Housing
Magellan Development Group
Related Midwest

MEMBERSHIPS AND AFFILIATIONS

11th, 13th, 14th, and 25th Districts Community Policing
Association House of Chicago
Block Club Federation
Broader Urban Involvement and Leadership Development (BUILD)
Center for Changing Lives (formerly Humboldt Park Social Services)
Chapin Hall
Chicago Avenue Revitalization Task Force
Chicago Commons
Chicago Metropolitan Agency for Planning (CMAP)
Consortium to Lower Obesity in Chicago Children (CLOCC)
Diabetes Empowerment Center
Donors Forum of Chicago
Enterprise Community Partners, Inc.
Erie Family Health
Friends of Bloomingdale Trail
Grassroots Collaborative
Greater Humboldt Park Community of Wellness
Heartland International
Housing Action Illinois
Humboldt Park Vocational Education Center
Illinois Housing Council
Kelly Hall YMCA
La Casa Norte
Local Initiatives Support Corporation (LISC) Chicago
Logan Square Neighborhood Association (LSNA)
McCormick Tribune YMCA
Metro Chicago Information Center
Metropolitan Tenants Organization
National Low Income Housing Coalition
Puerto Rican Cultural Center
Sinai Urban Health Institute
The Organization of Palmer Square (TOPS)
Trust for Public Land
Sweet Home Chicago Coalition
The First Community Land Trust of Chicago
UNITE HERE! Local 1
West Humboldt Park Development Council
West Town Bikes
Our Supporters

**Foundations and Corporations**
- Alford Axelson Award for Nonprofit Managerial Excellence
- Applegate & Thorne-Thomsen
- Bank of America Chicago Community Fund
- Bike & Build (*special thanks to Erin Potter*)
- BMO Harris Bank N.A.
- Broadband Technology Opportunity Program/LISC
- Chicago Community Trust
- Enterprise Community Partners
- Illinois Clean Energy Community Foundation
- John D. & Catherine T. MacArthur Foundation
- Landon Bone Baker
- LISC/Chicago
- MacArthur Foundation
- MB Financial Community Development
- MetLife
- People's Energy
- Polk Brothers
- Respiratory Health Association of Metropolitan Chicago
- Seigle's
- U.S. Bankcorp Foundation
- UNITE Here Local 1
- W.P & H.B. White Foundation
- Wieboldt Foundation

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

**Individuals**
- Miguel A. Palacio
- Amy Crowther
- Alfredo Calixto
- Mervin Mendez
- Hattie Pearl Foster
- Reyna Luna
- Dena Al-Khatib
- Joy Aruguete
- Sol Flores
- Lucia DeLeon
- Hattie Pearl Foster
- Pamela King
- Diane Spires
- Richard Rowe

**In-Kind**
- 13th District CAPS Office
- 27th Ward Alderman Walter Burnett Junior
- Allied Waste Services of Chicago
- Cermak Produce #4
- Delta Faucets
- Eli's Cheesecake
- F.Y.I.A. Dancers
- Genesis Technology
- Héctor Cuadra
- Loving from My Oven by Yvette Romero
- Midwest Academy
- Movimiento Latino Performance
- New Life Covenant Church
- Revolution Brewing
- Roeser's Bakery
- Sage Community Health Collective
- Those Funny Little People
- Waste Management
- Women of Vision

**Garden Volunteer Groups**
- AmeriCorps Service Day
- Baretto Boys and Girls Club / Union League
- Bickerdike Residents Council
- BMO Harris
- West Town Bikes - Girls Bike Club

Many thanks to our 2012 funders and contributors for their generous support.
The People Behind Bickerdike and Its Subsidiaries

Bickerdike Redevelopment Corporation

2012 Board of Directors
Amy Crowther, President
Miguel Palacio, 2nd Vice President
Reyna Luna, 2nd Vice President
Alfredo Calixto, Treasurer
Diane Spires, Secretary
Pamela King, Assistant Secretary
Brenette Coleman, Director
Lucia DeLeon, Director
Debra Geiren, Director
Sol Flores, Director
Hattie Foster, Director
Mervin Mendez, Director
Richard Rowe, Director
Joy Aruguete, Executive Director

Humboldt Construction Company

2012 Board of Directors
Reyna Luna, President
Alfredo Calixto, Vice President
Joy Aruguete, Secretary/Treasurer
Amy Crowther, Director
Hattie Foster, Director
Pamela King, Director

Rockwell Community Development, Inc.

2012 Board of Directors
Sol Flores, President
Diane Spires, Vice President
Joy Aruguete, Secretary/Treasurer
Brenette Coleman, Director
Richard Rowe, Director

BRC Affiliate, Inc.

2012 Board of Directors
Sol Flores, President
Diane Spires, Vice President
Joy Aruguete, Secretary/Treasurer
Brenette Coleman, Director
Richard Rowe, Director

Staff

Main Office
Joy Aruguete, Executive Director
Michael Burton, Asset Management Director
Danegza Cordero, Humboldt Construction Director
Katherine Rissell Cordova, Resource Development Manager
Yolanda Cruz, Accounting Director
Awilda Cruz, Human Resources Manager
Rishi Desai, Smart Communities Program Manager

Clorinda Garcia, Accountant
Sandra Gray, Executive Assistant & Co-Interim Property Management Director
Eric Guajardo, HCC Project Coordinator
Kevin Haras, HCC Project Manager
Wylbia (Libby) Julig Vazquez, Communications Manager
Teran Loeppke, Community Organizer
Judith Lozada, Senior Bookkeeper
Ralph Mejias, SARFS Repair Coordinator Maintenance II
Claudia Montoya, Development Coordinator FACHOM
Barry Mullen, Housing Development Director
Jose Ortiz, Janitor
Liliana Palacios, Senior Bookkeeper
Christy Puhl, Program Director – NCP
Gerardo Roldan, SARFS Repairperson Maintenance I
Enrique Salgado, Smart Communities Tech Organizer – NCP
Daniel Spaingard, Rose Fellowship Architect
Kemberle Taylor, Development Coordinator SARFS
Shadonna Ware, Asset Manager & Co-Interim Property Management Director
Constina Williams, Technology Manager
Irma Zamora, Secretary II

Bickerdike Apartments, LLC

Lisa Andujar, Tenant Organizer
Ike Blocker, Desk Clerk
Marla Bramble, Organizer Director
William Calderon, Maintenance II
Oralda Colon, Leasing/Occupancy Specialist
Jose Crespo, Janitor
Rosa Crespo, Tenant Organizer
Pedro Diaz, Maintenance Unit Prep
Alonzo Dodson, Janitor
Valentin Gonzalez, Janitor
Cornelius Green, Janitor
Jose Guillory, Janitor
Tyrone Hardamon, Janitor
Cecilia Hernandez Rivera, Property Manager

Paul Hoskins, Janitor
Orlando Huertas, Maintenance I
Gail Jones, Desk Clerk
Maria Lozada, Leasing/Occupancy Specialist II
Rafael Marin, Desk Clerk
Jose Martinez, Janitor
Carlos Medina, Maintenance I
Francisco Navarrete, Janitor
Yesenia Nuñez, Maintenance Clerk
Salvador Padilla, Janitor
Ismael Pineda, Janitor
Michelle Pitchford, Leasing/Occupancy Specialist II
Ted Puraleski, Maintenance Manager
Raymond Ramos, Maintenance Unit Prep
Wanda Rivera, Secretary II
Carmelo Romero, Desk Clerk
Jose Rosado, Maintenance II
Angela Rosario, Property Manager
Jimmy Ross, Maintenance Engineer
Antonio Santiago, Preventive Maintenance Supervisor
Jose Serrano, Property Manager
Andrew Soto, Security Manager
Darryl Tabb, Maintenance I
Raquel Torres, Tenant Organizer
Tania Veneces, Secretary
Eddie Vargas, Maintenance II
Yolanda Warner, Leasing/Occupancy Specialist II

Humboldt Construction

Jesus Almazan, Foreman
Osvaldo Almazan, Journeyman
Juan Camargo, Journeyman
Pablo DeValle, Foreman
Carmen F. Francis, Journeyman
John Frees, Journeyman
Wilmer Maldonado, Foreman
Nancy Ortiz, 2nd Year Apprentice
Janina Y. Samuels, 2nd Year Apprentice
Francisco Topete, Journeyman
Jose L. Topete, Journeyman
Miguel A. Topete, Journeyman
Corey L. Yancy, 1st Year Apprentice
### ASSETS

#### Current Assets
- All Funds: Cash & Cash Equivalents: $2,513,765
- Accounts Receivable & Others: $948,735
- **Total Current Assets**: $3,462,500

#### Fixed Assets
- Land, Net Building, Office Furniture & Equipment: $1,201,482
- **Total Fixed Assets**: $1,201,482

#### Other Assets
- Investment in Housing Development: $1,018,734
- Other Investment & Partnership: $10,762,212
- Predevelopment Cost/Other Land: $1,141,076
- **Total Other Assets**: $12,922,022

- **TOTAL ASSETS**: $17,586,004

### LIABILITIES and NET ASSETS

#### Current Liabilities
- Accounts Payable: $29,633
- Accrued Expenses & Others: $1,426,627
- **Total Current Liabilities**: $1,456,260

#### Other Liabilities
- Long-Term Debt: $0
- **Total Other Liabilities**: $0

- **TOTAL LIABILITIES**: $1,456,260

#### Net Assets
- Unrestricted as of December 31, 2011: $13,992,801
- Temporarily Restricted as of December 31, 2011: $1,613,055
- Excess of Revenue over (Under) Expenses: $523,888
- **NET ASSETS AS OF SEPTEMBER 30, 2012**: $16,129,744

- **TOTAL LIABILITIES AND NET ASSETS**: $17,586,004

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**Note:** Unaudited Statement of Financial Position as of September 30, 2012
ADOPTING A DIGITAL MINDSET

The world is fast becoming a digital one. Social media platforms such as Facebook, Twitter, and YouTube are no longer just used for social and entertainment purposes, they are a means to connect, educate, engage, build and organize community.

In 2012 Bickerdike joined both Facebook and Twitter as an additional means to further engage our members, residents, funders, and the communities we serve, in the work that we do.

For real-time updates you can like us on Facebook at http://www.facebook.com/BickerdikeRC and follow us on Twitter at http://twitter.com/BickerdikeRC.