Thesis II

A Multi-Use Facility

by

Caryn Bailey

P378
.B1513

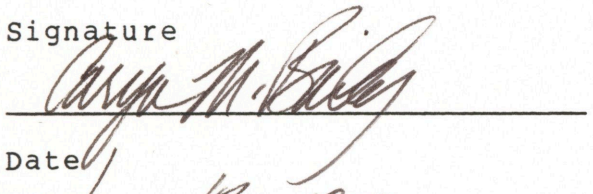
Montana State University Library, Bozeman

Statement of Permission to Use

In presenting this thesis in partial fulfillment of the requirements for a Bachelor of Architecture degree at Montana State University, I agree that the library shall make it available to borrowers under the rules of the library. Brief quotations from this thesis are allowable without special permission, provided that accurate acknowledgement of source is made.

Permission for extensive quotation from or reproduction of this thesis may be granted by my advisor, or in his absence, by the director of libraries when, in the opinion of either, the proposed use of the materials is for scholarly purposes. It is understood that any copying or publication of this thesis for financial gain shall not be allowed without my permission.

Signature



Date

June 12, 1988

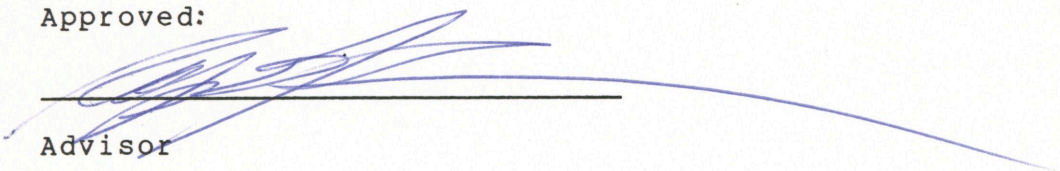
A Multi-Use Facility

by

Caryn Bailey

A Professional Paper Submitted in Partial
Fullfilment of the Requirements for the Degree of
Bachelor of Architecture

Approved:



Advisor

Thesis Coordinator

Director, School of Architecture

Montana State University
Bozeman, Montana
June, 1988

INTRO

PRODUCTION

NA2540
P378
.B1513

I started out with a city - Billings. I had no specific architectural building type in mind. I simply drove through the streets I grew up in and made intuitive observations of the place. I observed a run down area of town with a bad reputation and in need of developement. I knew some of the history of the place through the generic image I had been taught growing up, full of prejudices and ignorance. But as I began to linger in the area and think about what I saw I realized how misinformed I had been. I knew that the area had been ignored by present designers, developers and the city until recently. However, because of the 'skid row' type atmosphere and its 'low - quality tenants' the city has decided that this area is really too much of an embarrassment to allow this sort of decay to continue. This decision is in part due to the nature of the place, but mainly because this area borders the main thoroughfare, 27th Street, connecting the main highway leading through the downtown city business district to the airport. This street is divided into two sociol districts, the northside and the southside, by the railroad tracks which cut through the city. The side I'm choosing to focus on is the southside. The city has been trying to buy up the land along South 27th Street for five years now and is buying up half block strips on both sides of the street. As each site is slowly bought existing buildings are bulldozed away in the hopes that the land will be more appealing to future developers. Maintaining that this will create an 'edge' and cover what really lies beyond. Out of sight out of mind. I don't believe so, because what has gone in so far are those institutions which only reinforce the image of the place.
ie: a juvenile detention center, a youth center for drug addicted alcohlic teenagers, a new jail, a community health center and a retirement facility. Regardless of what developement might go in to cover this image it has already bled through into the edge.

As I observed the area I became aware of a specific place where all the existing sociol forces culminated. This area I picked for my site. I felt it offered an educational opportunity that in all my years of schooling had never been raised as an issue, and has been neglected in the architectural field in a broader sense. It was at this point that I realized I needed to gain a full understanding of the problem before I could identify a solution.

The site is in an area rich with history but on the 'wrong side of the tracks'. I observed the life of the site for several days collecting mental and physical data. The people, activities, and the buildings which make up the sites character both in a broad sense and in a more intimate sense to the site itself.

EXISTENTIALISM

"On the early geography maps this area is marked as part of the Great American Desert. It was mostly a treeless, cactus expanse."[1] Only three buildings existed in the area, but all that changed with the coming of the railroad in March 1882. Land was plotted out and people from all around came to buy up what they could. The area to the south of the tracks seemed to be the area that would be developed. None of the nearby townspeople thought this boom would last. They nicknamed it the tent city because the early architecture was constructed of tar paper and canvas. However, much to everyone's surprise it sprang up seemingly overnight and soon earned the name the Magic City. Many residents of nearby towns moved into the rapidly growing city, leaving ghost towns behind in their place. With the completion of the tracks in May of 1882 the town was given its official name of Billings after the president of Burlington Northern Railroad who had died the year before. It wasn't until 1889 that Billings was considered a part of Montana.

Minnesota Avenue, Montana Avenue and the general area of my site was the life of the city in the earlier days. It had the... "picturesque aspect of a wild and wooly frontier town".[2] Tramps, gamblers, prostitutes,cowboys and shouts of convivial groups and dancehalls filled the valley with sounds of night life. Minnesota and Montana Avenues were the main streets of Billings and became well established with a grocery store, a hardware store, a bakery, hotels and entertainment establishments such as restaurants, bars, gambling joints and houses of ill repute. People of all economic and social backgrounds from businessmen to transients came to hangout. They all came for the same purpose, to spend their money and to have a good time.

Prostitution has had a significant impact on this area throughout the history of Billings. It's something the city has been fighting unsuccessfully since its beginning. It's always been there and always will be. Countless times the women have been rounded up and hauled in clearing the streets for a few weeks, usually until some local election passed. However, prostitution in the earlier days was set up a little differently than it is today. They were called 'Houses of Joy'. Madams of very good reputation were well known, well liked and well respected by their visiting patrons. "Prominent citizens, cowboys and tinhorn gamblers sat side by side in its luxurious parlors; drank elbow to elbow at its long mahogany mirror-backed bar and danced with its girls."[3] The women were well taken care of and well protected, unlike the prostitution that takes place on the streets today. The late '50's and early '60's saw the last of the prominent madams. She was Della May, a black women

---

1. H. Adams, History of the South Park Neighborhood, (Paper), 1978, p.1.

2. K. Wright, Billings: the Magic City and How it Grew, Artcraft Printers, 1978, p.23.

3. Ibid.

who won the hearts of many men, young and old alike. Her business resided in the general area of my site, along with the 'cribs', another popular item in this area. 'Cribs" were one story rectangular buildings with rhythmic pattern of picture windows, and picture windows is exactly what they were. The women would sit in the windows on display and call the men into their interiors. Today all that remain are indiscrete alleyway entrances and women who walk the streets starting at five p.m. and go until two or three a.m. They have no protection and lead a much more dangerous life than they did in the past. Prostitution is a battle which has long been fought but never won.

In 1906, the sugar beet factory was constructed and with it came the industrial movement to Billings. It was and still is a significant employer of southside residents and surrounding farmers. Even though it was a seasonal employer, in better times that was alright because there were plenty of jobs to be found in the summer months. As the economy changed and other seasonal jobs became scarce, many were left unemployed, forcing people to collect welfare and unemployment. The factory was one of the elements which started the decline of the southside and its decaying image.

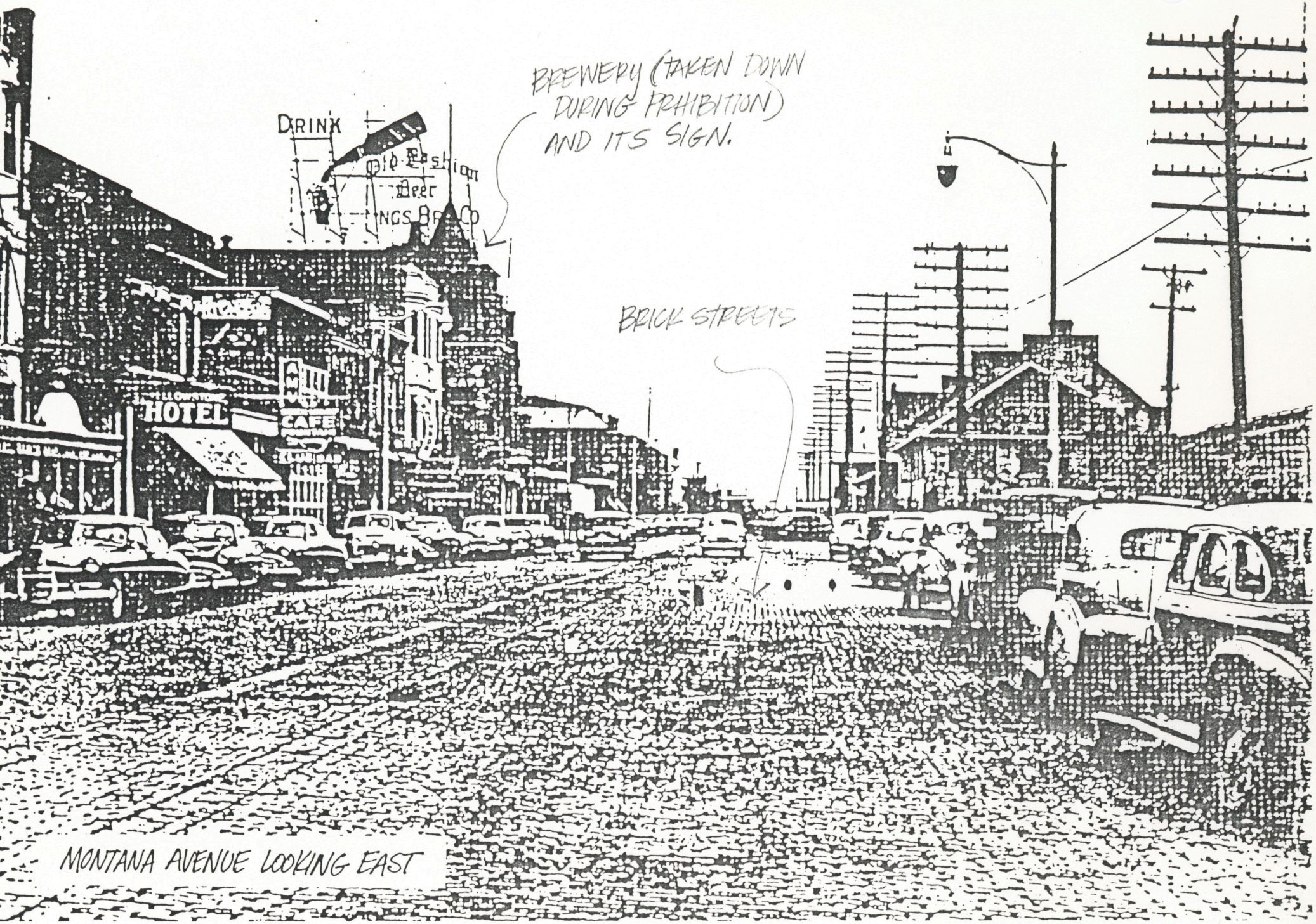
The 1930's saw the development of a drug culture. It was called China Alley and was located in "...a dark, debris-strewn, shack-cluttered..."[4] alleyway of my site. The drugs came in on the railroad from the west coast in such forms as opium, cocaine, morphine, heroin, and marijuana. The myth that only poor minorities are drug addicts and alcoholics was born.

At some point in the history of Billings, the growth of the city began to jump the tracks, moving into the north side which consisted mainly of wealthy merchants and their wives. This was another element which contributed to the southside's poor reputation. Although it was subtle at first, it came to be known as a rundown community. That image worsened until it took on the image it carries with it today; one of filth, poverty and decay. Even though much of the image is untrue, not only the city as a whole believes it, but the immediate community believes it also in the sense that they live it. These people are uneducated, derelict, alcoholic, drug addicted, prostitutes and transients.

The southside is the oldest, most ignored and economically depressed part of the city. My site was an area of bars, restaurants, and much activity until the early '60's. Now it is nothing more than run down bars abandoned buildings, and decay.

---

4. Ibid. p.35.



MONTANA AVENUE LOOKING EAST

LAYING STREET BRICKS — THESE STILL EXIST UNDER THE STREETS AROUND MY SITE.

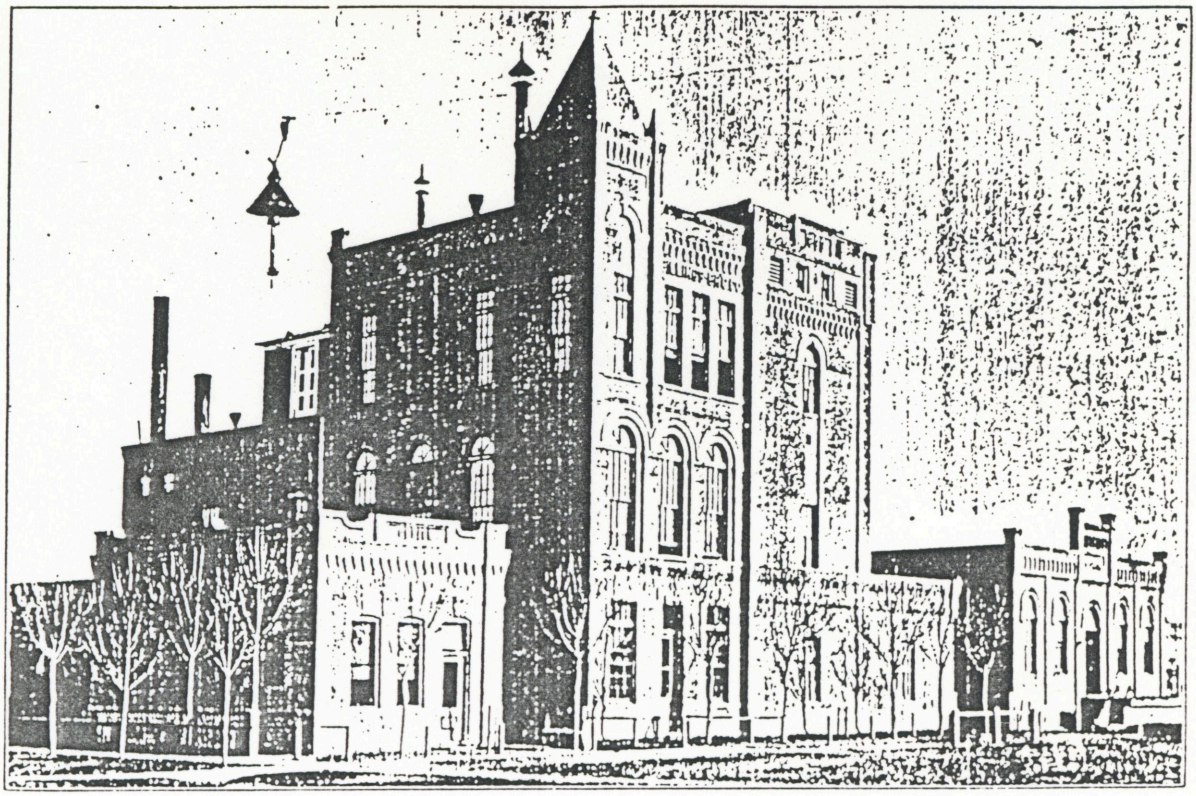
12

Billings Brewing Co.

HENRY MUELLER,
President

COLLINS WEST,
Secy and Treas.

PHIL GREIN,
Vice Pres. and Mgr



BOHEMIAN BEER PILSENER BEER

"The Beer that made Milwaukee Jealous"

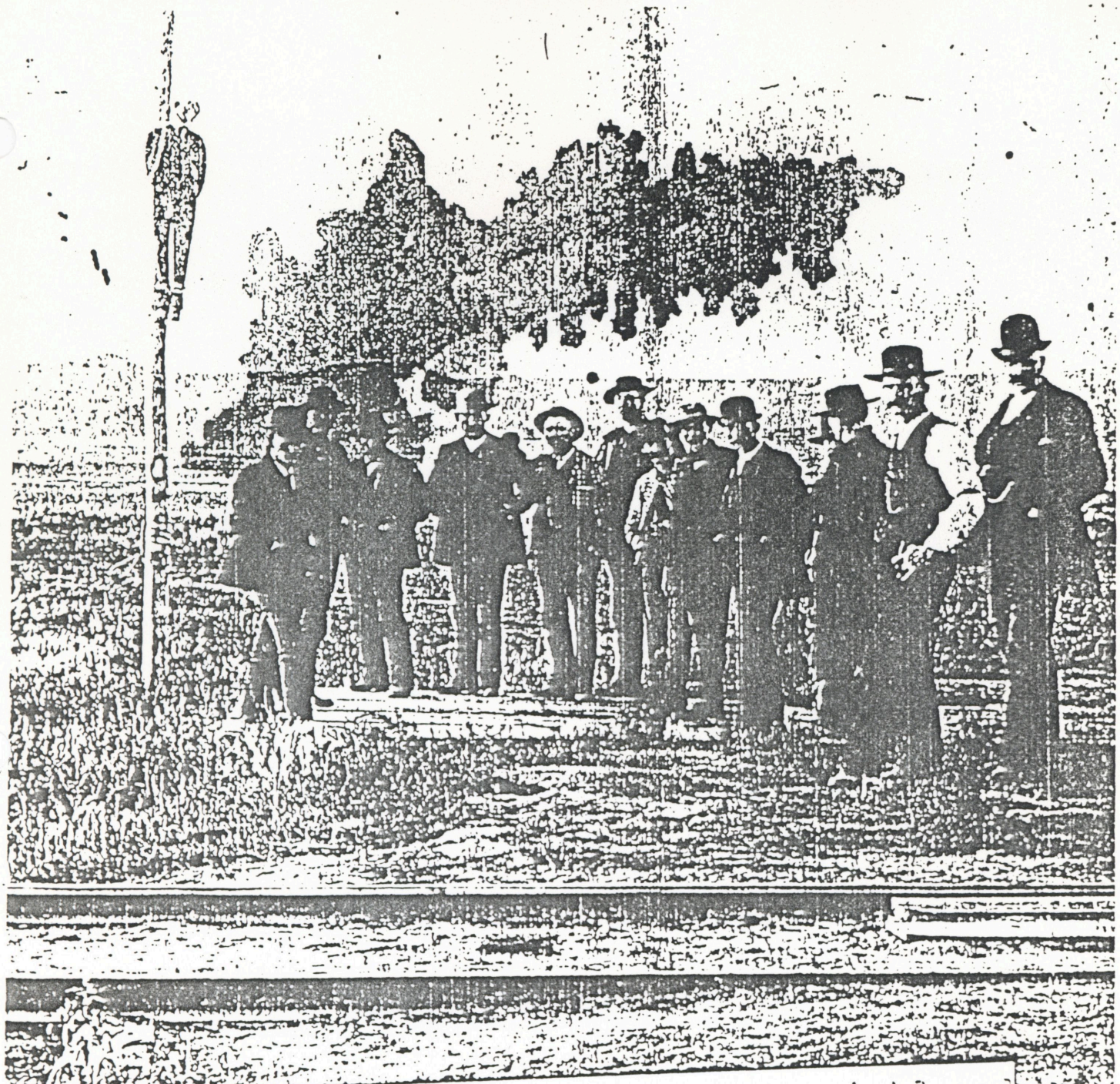
NORTHERN HOTEL

EUROPEAN PLAN

New and up-to-date in every particular. Steam Heat, Electric Lights, Hot and Cold Water and Telephone in every room. Large Sample Room and every modern convenience. Located in the heart of the business center and close to the union depot

RATES QUOTED ON APPLICATION

NORTHERN HOTEL CO.
PROPRIETORS



The hanging of a tramp who killed Clancy, a saloon man, 23 July 1891 Lowther, the author of Filler to reet, saw this and scored the hangmen for hanging the man improperly. For this reason the film of this picture was destroyed.

ON MY SITE.

MONTANA AVENUE AND 27th STREET LOOKING NORTH

THERE IS A HORSE CAR THAT GIVES RIDES AROUND DOWNTOWN.

THE FOLLOWING PICTURES SHOW THE DIVERSITY AND EXCITEMENT OF THE STREET THAT NO LONGER EXISTS.

First Brick Building in
Billings.
Erected in 1882.
By
Christopher F. Horr.

LOTS OF SIGNAGE WAS PAINTED ON THE SIDES OF BUILDINGS.

21

END OF AN ERA

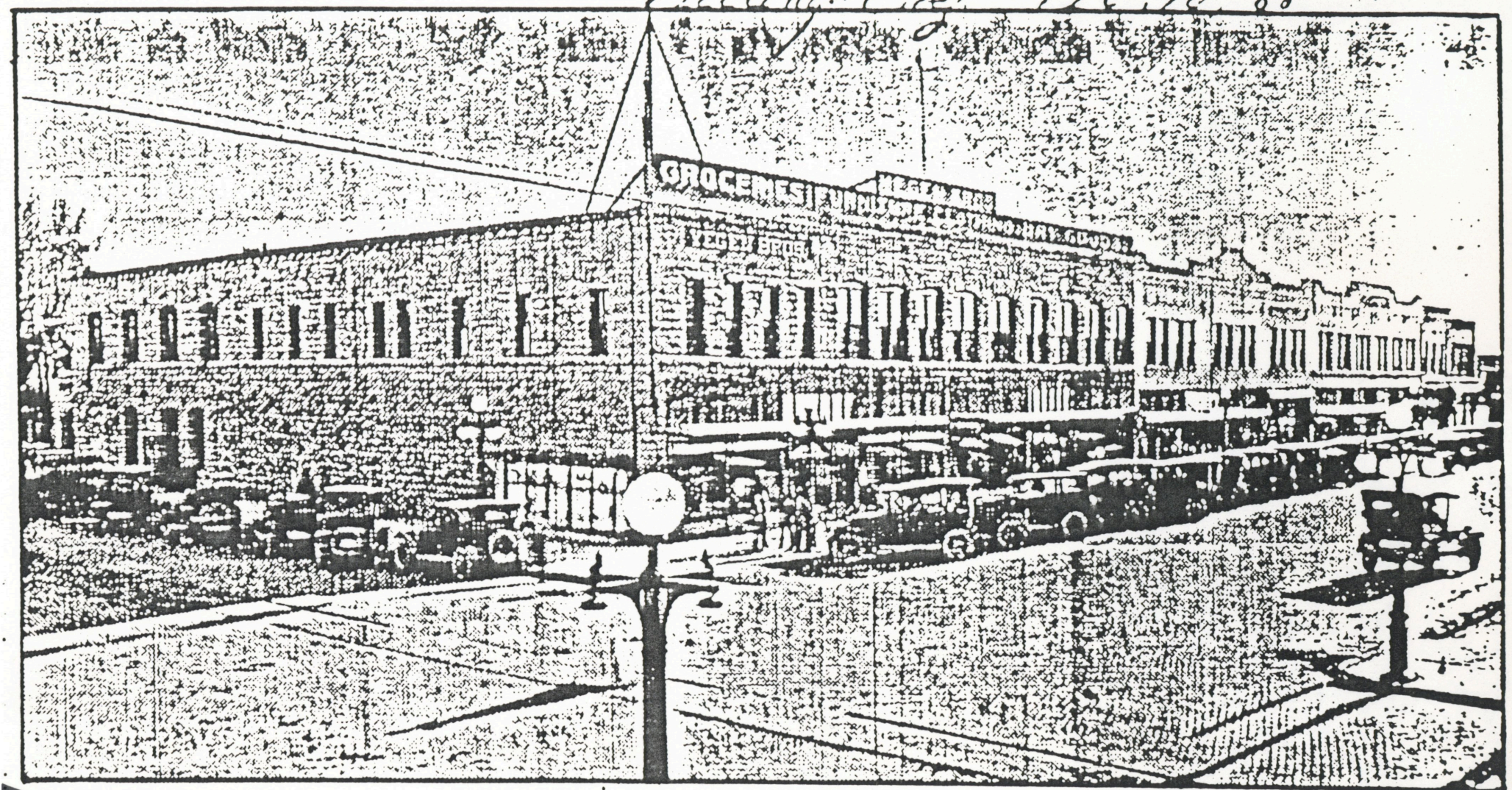


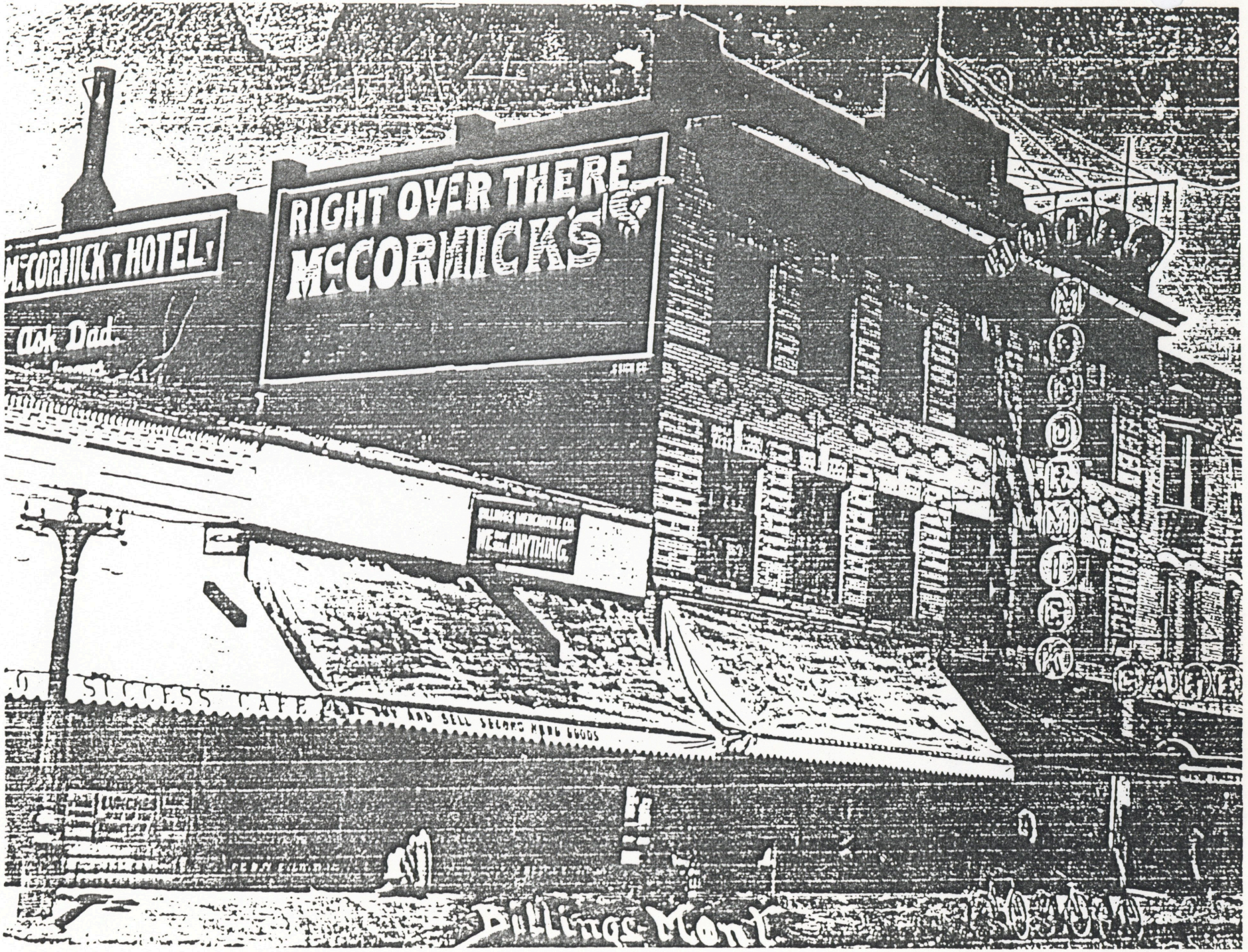
Photo courtesy of Elliot's Furniture

Yegen Bros. dry goods was the forerunner of Elliot's Furniture, 2804 Minnesota Ave. When this photo was taken in the 1920s, Minnesota Avenue was a busy thoroughfare.

MONTANA AVENUE AND 29th STREET

OLD FASHIONED POPCORN ART.

MONTANA AVENUE BETWEEN 27th AND 28th STREET



MONTANA AVENUE BETWEEN 26th AND 27th STREET

1ST AVENUE AND BROADWAY

INTER VIEWS

Montana Rescue Mission - Mitch Sartin(House manager)
January 22, 1988

Q: I told him what I was considering for thesis and asked if he had any suggestions as to what could go there that would benefit the immediate community.

A: The realities of the place make it very difficult to answer that. Because while there are people in the immediate community who search for alternatives to drinking the majority of people drink and drug for entertainment. However, what you propose to try to do there is much more realistic than what the city proposes and has the potential to be more successful.

Q: Isn't the fear factor that this area portrays mainly a reaction out of ignorance?

A: Most definitly. These people down here are good people who are labelled as being bad or scum by socioty. They've listened for so long to all the negative images about the place that they believe it of themselves. A lot of the people in this area have a very low self esteem. The immediate community needs an opportunity to mix with socioty. Not to be treated as scum The city is angry with us. The people at the shelter sometimes come here drunk wanting in and we have to refuse them. It's one of our policies. So they gather out back. It doesn't 'look' good, and as the city puts it "dirt only collects more dirt". This is a valid point. They sleep on the benches out back and in the parking lot. They urinate in the alley. All these points are true. But if we pull out, 'clean up' and move into a better area of town then where do these people go? Who else is going to want them in their area. We are in need of a 13 unit multi-family housing unit. Women and children without husbands. The city won't do it because of the prentense they have about what these people would be like and would attract more 'scum'.

Some sort of multi-purpose facility would be helpful. A place where basketball and volleyball could be played. Where movies could be watched and meetings could take place. A place where the immediate community could come together and sociolize without having to drink. Some realities would be that there will be vandalism. There will be drunks sleeping on the sidewalks and in the doorsteps. There will be fights and gangs against gangs. But when you're around it and used to it it's not so hard to accept. People who understand the area can understand this and step away from it until it ends.

Q: How is the money found to run this place? Is it government?

A: No. The government has so many rules, laws and standards that the very people we are trying to help would be back out on the streets. We are a Christian organization supported by churches throughout Montana. Everything is taken care of through the mission. Food stamps, bus tickets and vouchers for clothes. Maybe if there were a building that would begin to educate the comunnity. It's a mess that no one wants to look at and everyone would just as soon ignore.

Irma House Resident - Harry Rux WHAT WOULD HE SAY?
January 22, 1988

Something needs to be done. The immediate community can't even begin to support their own grocery store. It may go bankrupt. It serves many people in this area. People without cars or a means of transportation to go elsewhere. Those people especially will be hurt if something isn't done to save the store.

I was born and raised in this part of town, and in these conditions. It's been the same for years. It hasn't really changed and neither have the people. Mainly made up of Spanish, Indians, Negroes, and poor whites. These people don't know any better life and aren't convinced that they could have it if they wanted it.

If the city tries moving them out they'll only go elsewhere where other people will have to deal with them, and the problems will start all over again. It's already beginning to occur. For example there are only three bars left on the southside; the Silver Dollar, the Western, and the Arcade. People have already started moving across the tracks to Montana and 1st Ave. N. They (the city) just shift the problem not remove it. Every city has its "eyesore" you can't eliminate it. The thing is, is these people are not "bad" they're decent people. I used to hang out down here and I was never molested or raped. Even as a kid. Ignorance is 90% of the reason why people from the northside won't come visit. Parents tell their kids not to go down there because "those kids" are bad. They are no different.

A lot of the people are uneducated which is a real problem. Job situations are real bad. They go to job service to apply for jobs and are laughed at. What are they supposed to think and how should they react. It's very depressed in that area.

For a lot of them every dime they get goes directly to booze and if they don't have the money the steal it. They can't be trusted. Give them something nice and they'll only destroy it. Not entirely true. All the new projects are vandal free so far. Those who use the place respect it.

Lots of transients from the tracks don't know there are other ways to live. They get off the trains and look for work. They stay a week or two and then they're gone. There used to be a hobo farm where the city livestock is now. Guys could stop there, pitch a tent and stay there for a while or they'd sleep in abandoned buildings. Now they sleep in abandoned buildings because it's their only choice.

MARION DOZIER — CITY COUNSEL MEMBER

How does the city feel about that area and my particular lot in general.

A: there are a couple of different areas such as Minnisota Avenue they(would just as soon buy it out and clean the whole area up because it's just bars, arcades, adult bookstores, etc. and it doesn't have a very good reputation.. and there are certainly no good tax dollars there anyway. There are also quite a few abandoned, borded up places in that area too. Even a long time business such as Elliot's Furniture is leaving.

Q: How does the city feel about the fact that all the bars that the "scum or low-life" hang out in are slowly being closed thereby moving them into the heart of downtown. Exactly where they don"t want them to go?

A: That hasn,t been an issue yet.. I think prostitution is an issue. It used to be Minnisota and now it's Montana and first Avenue, on the corner by the Sheratin.. So it's moving closer into downtown. You're right justas soon as you take it away from one part it it's not going to solve the problem because they'll only find another place.

Q: What does the city want to do exactly. Do they want to bring retail into that area. DO THEY WANT MORE of whats downtown to filter through into that area?.

A: The city wants to rebuild and are litterally dumping millions into revitalizing downtown. Building up an economic base.. they're trying to have a way to attract people downtown. and they think one way they can do that is by attracting a big major department store.

Q: Yes, I've seen H.Faggs proposal., but all that is taking place on the north side of the tracks but what about the citys thoughts on the south side of the tracks?

A: Nothings going on with the south side of the tracks. In fact I think there is a push, I don't know if it's intended, to move downtown to the west towards the new Interstate building..and I think downtown is moving more towards the hospital then towards the center. Look at all the closers along 29th (south) and in that general area. They are the edges of the town and their all dying fast. Fast.. not to say anything about Montana and Minnista because we don't even talk about those. (How does the city plan a successful 27th street with no connection between the two sides of the tracks?)

Q: So as far as revitalization goes nothing is planned for the south side.

A: No. What they have done is tried to buy up all the land along 27th.. they are having problems with the land on 27th and Minnisota (my property) they (the city) were going to buy the Arcade bar.. But nothings happened so far. It's a developement package (my site) but what would you put there? I get so angry with what the city is doing now with 27th street. It's supposed to be all revitalized with all these good businesses and then the architects front parkview nursing home with a parking lot. and that is not what we were sopposed to be doing with27th street. We were supposed to be having this landscaping all along the street. Here we have this parking lot with the front end of all these cars facing the street well it might just as well have been a used car dealership.if there's going to be that. It's so dumb. The city bought all this property

so they could control it and then this happened. When I questioned the city they said all the criteria had been met. And then they sold some land to medowgold dairy and they parked semi's next to the street. We were supposed to have a greenway into the city and there were supposed to be setbacks of landscaping. and you weren't supposed to be able to drive in from 27th, It was supposed to be a really nice place to drive into and there was supposed to be this continuity.. not that the buildings had to be alike but they were supposed to have so much green space and so many trees, not have big signs, it had to meet this whole criteria. The one across the streeet from park-view, Rivendale, that's nicely landscaped but it looks like a zoo. with the big iron bars with nothing to soften it up. I keep wanting to see a couple of giraffes..sticking up over the fences.. It's nicely done but it's very cold. it's not broken up with anything. however it is an institution.

Q: How long have you lived in this area?

A: 21 years

Q: So you as an imediate resident... what could I put there that the immediate community could benefit from?

A: Well I just don't know..That's a very good question. I can't answer it. Because you can't put amusement or youth stuff there because it's not percieved as a safe place to go. The city has looked at putting a transit center there but I will never vote for that. or to have the buses and everything pucking up their exhaust. all in one square block. I'll never go for that. I don't know what they'll put there. I guess they could put a nice series of clinics but they'll never do that, Or something that makes a nice product, Some kind of manufacturing. Acomputor store.. Something that does some kind of clean manufacturing.. That would give jobs to the area and still produce taxes. that would be helpful. I can't

I can't think of anything that could be put in that neighborhood that the people could use let alone support. You know we're already about to lose the only grocery store for miles. We lose businesses because there are not enough people with money to support them in this area.. Where I see this neighborhood is that people look at these modest little houses and think ahhh what a cudy neighborhood. because they are used to the eighty thousand and updollar houses. These people can't afford anything more than what they have. they are living here because its the one place thats home..an d thats all the housing that they can afford. They can't afford to pay more taxes, they can't afford to pay more upkeep and we've got to have neighborhoods with modest housing in them. And there is a lot of pridein this area. In about 12-14 years this neighborhood has turned around a lot. There has always been a lot of that in this area.. People take care of their lawns, there are big gardens, big houses, bird baths, nicely pruned trees, etc... But I think we need these types of neighborhoods. When I watch t.v. and they show areas being sweeped away to make room for big high rises and condos I think where are the people who used to live there going to go? Where are they going to put those old ladies or the guy with the wife and three or four kids. and that's all they can afford.

Q: So why do you have a problem with the mission even tho those are the very people they are trying to help..

A: The mission has not kept care of their own. If the guy that were the head of the mission were sincere he wouldn't have those wino's sleeping in back of the mission. and he wouldn't have broken glass all over the place.He wouldn't have that kind of stuff hanging around - I mean he should be policing the place a little better then he is.

Q: Well they can't let the drunks in cause that's one of thier policies. They are trying to come up with a way to keep those people from sleeping there. But the thing is that "those people" are going to find some place to sleep and their going to make it look like dirt.
A: But why should it be our neighborhood? I mean our neighborhood already has such a bad reputation. I'm really worried when this issue goes before city councel because their going to say "Well my god where else should we put them?" Put it down there where they live I mean those people don't care..
Q: Instead of where else could you put it how about what could be done? Anything?
A: Ya! The mission doesn't have to come down onto a residential neighborhood. With transit family programs.. They could buy Elliots... They could buy one of the old hotels up.on Minnisota avenue, (But they will still be in the same area) Ya but they won't be down here trickling into the residential area.as bad as what they are now. We had a people complaining that live in the area around the mission and they have talked about the impact those people have in that area. The go to Kon's to buy cheap wine or steal it.. urinating in the alley to sleeping under bushes, and you could just draw a circle around the missionand thats the impact of the mission. Now they won't tolerate that downtown so why should we. Yes there is a problem with homeless people there is a problem with drugs..I don't know where you put them but you do not put them in residential neighborhoods. If your drunk and sleeping on a bench you need a clean bed. you don't need a backyard with nice trees.. When your a drunk all you care about is some food, warm clothes, an occasional shower, and a place to sleep.. your not to interested in improving your life or moving up in the sociol ladder.
Q: Where does the money come from to do all this clean up.

A: Well I think it could come from taxes. It's got to be a priority. Instead of building marble slabs in front of the bank and putting brick paved sidewalks in use that money to help the poor. I think the taxx-payers owe the DOWN & OUTERS some - I think the DOWN & OUTERS owe us some.. I think these people should work some for their keep rather that just getting free handouts all the time. they do thet in California somewhere.. They bus the residents out and get them odd jobs then the money they make some of it goes for their keep. (Bozeman food co-op) It was almost dormitory style. Enough of having to just give to these people.

What could you put there on your site that would be benificial to the south side. A place to work where people could go make money. How about a daycare center. So that the women who are working and can't afford babysitting can have a place to, leave their kids, Thats close. Who doesn't have a place to go are the young mothers. They don't have a place to leave thier kids and get away. A lot of them don't hav have cars. They could go to hte park but thats the only place right noe for them. It would have to be subsidized.

How about a proposal to lower the railroad tracks? Or raise them so that there is a better traffic flow.into downtown.. How about the fact that they are chopping our neighborhood in half. The city has discussed that option before. You couldalso utilize the old train depot.

You could put a transient shelter there. I mean I'd probably never support it but the train tracks are right there. You could have a sand pit for them to land on when they jump off the train..

I'm already afaid that we have to many institution like things on this side of the tracks. and so peopp e don't see it as a place to come over and develope..they think it's a bunch of loserz that live over here. Institutions-- new jail, rivendale, nursing home, youth services center, mission, deerling clinic, Irma houses

q;The mission is trying to aquire some apce for 13 low income families to move into but the city isn't allowing it. Why?

A:Bec ause it's not properly zonex. and because it is right around the corner from the ¥egen hokes. It's for women and children.it's an apartment house now but they would bus them three times a day every day tȧ the mission to feed them. that's a residential neighborhood it's not a motel or a hotel. and yes there is a need to get the women and children in out of the cars.But put it closer to the mission In the Elliots furniture store or one of the abondoned hotels in the area. or on your site. If these people are desperate then an old hotel will do..And where there are women there are going to be men. and the people of the area--southside task force-- say no we won't allow it. so 1 it's not zoned correctly so they have to enter the political ring with the issue. and we're fȯghting. If we allow that in it's like saying put anything you want on ȳhe southside we dȯn't care. and people already see this neighborhood as not caring.. A couple have said ahhhh we've allways let the poor and the down and outers ina'" Well ya and looȻ at the reputation we"ve got because of it.

It's time to say enough. I like our culture Ilike our minorities but enough is enough.

Q:It seems like I keep going back to the idea of trying to change or modify the image of the place. rather than try and accomodate it. q;

A: If you cȧuld do something that helps the south side some kind of a factory or something that brȯught jobȧ into the area. and work a daycare into your joȧ sȭTE. Every company that has come into the southside has said that they would target the southside with jobs but if you did a study you'd find that most of the people getting those jobs are people from other areas, 1

If you put a shelter or something of that nature down there then youre insuring and pnrpetuating skid rowin that area.So if you go the nexȻ step up and put in daycare or something that offers employ-

employment then your up grading that whole area. and your offering jobs andalso enhancing our residential neighborhood. and we need to keep this a residential neighborhood. But it's good to keep something that our people can work at ahd go back and forth to and walk to. Soif ypu do thay then you'll enhance the blue collar neighborhood. If you do a dinner theater than you enhance the economic basis of the downtown. and probably help the upper middle income.. Most of the people around here don't go out and because they can't afford ao do a lot of things..

- THE SITE IS A SUBTLE EDGE. FROM THE HIGHWAY EXIT HEADING TOWARDS THE AIRPORT THERE IS A SENSE OF ENTERING INTO ANOTHER DISTRICT (DOWNTOWN) @ MY SITE. THIS IS SOMETHING WHICH COULD CHANGE INTO SOMETHING STRONGER.

- THE AREA IS STRONGLY IN NEED OF REVITALISATION HOWEVER, NOT AT THE EXPENSE OF THE IMMEDIATE COMMUNITY.

- REBUILD A SENSE OF COMMUNITY AND PRIDE.

- DRAW PEOPLE IN FROM OTHER AREAS AND EVEN OUTSIDE COMMUNITIES TO GIVE ECONOMICAL SUPPORT. IE: FARMERS MARKET, EDUCATION, ENTERTAINMENT

- ENCOURAGE FURTHER GROWTH IN THIS AREA OF TOWN.

- EDUCATE THE CITY ABOUT THE NATURE OF THIS PLACE AND WHAT IT IS REALLY LIKE. CREATE PUBLIC SPACES WHERE PEOPLE FROM DIFFERENT ECONOMIC AND SOCIAL BACKGROUNDS CAN COME TOGETHER IN HARMONY.

- INSTEAD OF BRINGING IN A TECHNOLOGICAL FACILITY WHICH WILL SUPPOSEDLY GIVE JOBS TO PEOPLE IN THIS AREA, BRING IN AN EDUCATIONAL FACILITY WHICH WILL EDUCATE THIS AREA OF TOWN SO THEY CAN OBTAIN JOBS IN A TECHNOLOGICAL FACILITY.

CONCLUSIONS

SOME OF THE MOST IMPORTANT DATA I GATHERED FOR THIS PROJECT WAS IN THE FORM OF INTERVIEWS I HAD WITH VARIOUS PEOPLE WHO LIVED AND WORKED ON THE SITE. FROM THOSE INTERVIEWS I GAINED A MUCH BROADER UNDERSTANDING OF THE PEOPLE AND THE PROBLEMS. IT ALSO DISPELLED SOME OF THE IGNORANCE AND PREJUDICE I HAD CARRIED WITH ME SINCE CHILDHOOD. I FOUND THAT THERE WERE COMMON THREADS IN EACH OF THE INTERVIEWS THAT I COULD DRAW FROM TO REACH DESIGN DECISIONS.

ONE OF FIRST THINGS I LEARNED HAD TO DO WITH MY OWN PREJUDICE AND IGNORANCE. IT HAD TO DO WITH THE IMAGE I'D GROWN UP WITH ABOUT THIS PLACE. IT'S AN IMAGE THAT EXISTS BOTH OUTSIDE THE COMMUNITY AND WITHIN IT. WITHIN IT BECAUSE AS HARRY RUX SAYS, "THESE PEOPLE DON'T KNOW ANY BETTER LIFE AND AREN'T CONVINCED THAT THEY COULD HAVE IT IF THEY WANTED IT". PARENTS RAISE THEIR CHILDREN THE WAY THEY WERE RAISED. MANY ARE ALCOHOLIC, DRUG-ADDICTED, AND UNEDUCATED. IT IS AN ENDLESS CYCLE. THE PARENTS ON THE NORTHSIDE TELL THEIR CHILDREN NOT TO GO DOWN TO THE SOUTHSIDE BECAUSE IT'S A DANGEROUS AREA AND THE CHILDREN DOWN THERE ARE 'BAD NEWS'. IT'S BELIEVED TO BE AN AREA OF CONSTANT CORRUPTION, RAPES, MURDERS, AND DRUGS. WHEN PEOPLE HEAR THIS ENOUGH THEY BEGIN TO BELIEVE IT. ONCE SOMETHINGS BELIEVED IT'S LIVED.

IN PARTS OF THIS AREA THERE ISN'T A

STRONG SENSE OF COMMUNITY, NO PRIDE IN THE PLACE. HOWEVER, I ALSO LEARNED THAT THERE ARE AREAS THAT ARE VERY PROUD OF THEIR COMMUNITY AND IN FACT THIS GROUP IS THE MAJORITY. THEY'RE TIRED OF THE REPUTATION THIS PLACE HAS. THE CITY HAS BOUGHT UP ALL THE LAND ALONG 27th STREET SOUTH AND BULLDOZED ALL THE BUILDINGS TO CREATE EMPTY LOTS FOR FUTURE DEVELOPERS. HOWEVER ALL THAT'S GONE IN SO FAR ARE INSTITUTIONS, ie: NEW JAIL, RIVENDALE YOUTH DETENTION CENTER, etc ... BECAUSE OF THIS, ACCORDING TO MARION DOZIER, "PEOPLE DON'T SEE IT AS A PLACE TO COME OVER AND DEVELOP. THEY THINK IT'S A BUNCH OF LOSERS THAT LIVE OVER HERE. SOME PEOPLE SAID AHHH WE'VE ALWAYS LET THE DOWN AND OUTERS IN, WELL YEAH AND LOOK AT THE REPUTATION WE HAVE BECAUSE OF IT. IT'S TIME TO SAY ENOUGH!"

"THE CITY WANTS TO REBUILD AND ARE LITERALLY DUMPING MILLIONS INTO REVITALISING DOWNTOWN. THEY'RE TRYING TO BUILD UP AN ECONOMIC BASE AND HAVE A WAY TO ATTRACT PEOPLE DOWNTOWN" STATES MS. DOZIER. HOWEVER, THE SOUTHSIDE HAS BEEN IGNORED EXCEPT IN THE AREA OF DEMOLITION. THE CITY WANTS TO CHANGE THE IMAGE OF THIS PLACE BUT THEY WANT A DEVELOPER TO COME IN AND SPEND THE MONEY. WHAT ABOUT PUTTING A PORTION OF THOSE MILLIONS INTO THIS AREA AS A CATALYST FOR FUTURE DEVELOPEMENT? MS. DOZIER FEELS THE SAME WAY AND SAYS "INSTEAD OF BUILDING MARBLE SLABS IN FRONT OF THE BANK AND PUTTING BRICK PAVED SIDEWALKS IN, USE THAT MONEY TO HELP THE POOR. I THINK THE TAXPAYERS

ONE THE DOWN AND OUTERS SOME - I THINK THE DOWN & OUTERS ONE US SOME. I THINK THESE PEOPLE SHOULD WORK FOR THEIR KEEP RATHER THAN JUST GETTING HAND OUTS ALL THE TIME."

THE AREA IN GENERAL IS ECONOMICALLY DEPRESSED RIGHT NOW. THE ONLY GROCERY STORE IS ABOUT TO GO BANKRUPT BECAUSE THERE AREN'T ENOUGH PEOPLE OR MONEY IN THE AREA TO SUPPORT IT. THE AREA IMMEDIATELY SURROUNDING MY SITE IS AN EVEN LARGER PROBLEM. IT IS AN ABANDONED, DECAYED AREA WITH VERY LITTLE TAXING DOLLARS AND A BAD REPUTATION WHICH IS REINFORCED BY THE PEOPLE WHO LIVE AND HANG OUT THERE. ALL THAT REMAINS ARE 3 BARS, 2 ADULT BOOKSTORES, A CHINESE RESTAURANT, A LIQUOR STORE AND MANY ABANDONED BUILDINGS. BOTH THE COMMUNITY AND THE CITY WANTS TO CLEAN MY SITE UP BUT HAVE NO IDEAS AS TO WHAT CAN BE DONE EXCEPT TO GO IN AND CLEAN EVERYTHING OUT AND START OVER.

ONE OF THE FIRST CONCLUSIONS I REACHED IS THERE IS AN OBVIOUS NEED FOR A SOCIAL PLACE. A PLACE WHICH WILL DRAW PEOPLE INTO THE SITE FROM ALL OVER THE CITY. IT HAS TO BE A SPECIAL PLACE THAT WOULD INTEREST PEOPLE SO MUCH THAT THEY WILL FORGET ENOUGH OF WHAT THEY HAD BEEN TAUGHT ABOUT THE AREA TO COME AND SEE IT. IT WILL CREATE A PLACE WHERE PEOPLE OF DIFFERENT ECONOMIC AND SOCIAL BACKGROUNDS CAN COME TOGETHER IN HARMONY, AND LEARN SOMETHING ABOUT EACH OTHER AND THE PLACE. THE SOLUTION NEEDS TO ENHANCE THE PLACE ENOUGH NOT ONLY SO

THAT IT WILL DRAW BUSINESS FROM NORTH OF THE TRACKS, BUT SO IT WILL ALSO HAVE THE ABILITY TO CREATE A STRONGER COMMUNITY FILLED WITH PEOPLE WHO CAN BE PROUD OF WHERE THEY COME FROM.

ANOTHER CONCLUSION I REACHED IS THIS PROCESS WILL HAVE TO BE A REVITALISATION PROCESS. BY REVITALISATION I MEAN THAT EXISTING BUILDINGS WOULD BE UTILIZED AS MUCH AS POSSIBLE, ALONG WITH CONSTRUCTION OF NEW ONES. NORMAL ECONOMIC, COMMERCIAL AND SOCIAL FORCES ARE NOT ADEQUATE FOR THIS PLACE TO SURVIVE. NOR WOULD SIMPLY CREATING ANOTHER TOURIST TRAP BE ENOUGH. TO SURVIVE IT NEEDS TO BE A PROJECT WHICH WILL SERVE AS A CATALYST FOR FUTURE GROWTH IN THIS AREA. THROUGH INTERVIEWS AND GATHERING GENERAL DATA ABOUT THE SITE I HAVE DETERMINED BASIC ELEMENTS I NEED TO BEGIN THIS REVITALISATION PROCESS:

1) A FARMER'S MARKET
2) A MULTI-PURPOSE FACILITY
3) DAY CARE
4) MULTI-FAMILY HOUSING
5) AN EDUCATIONAL FACILITY

PRELIMINARY

MAGICAL MARKET PLACE

The battle to save Seattle's Pike Place Market has been won

BY BETTY J. RITTER, A.I.A.

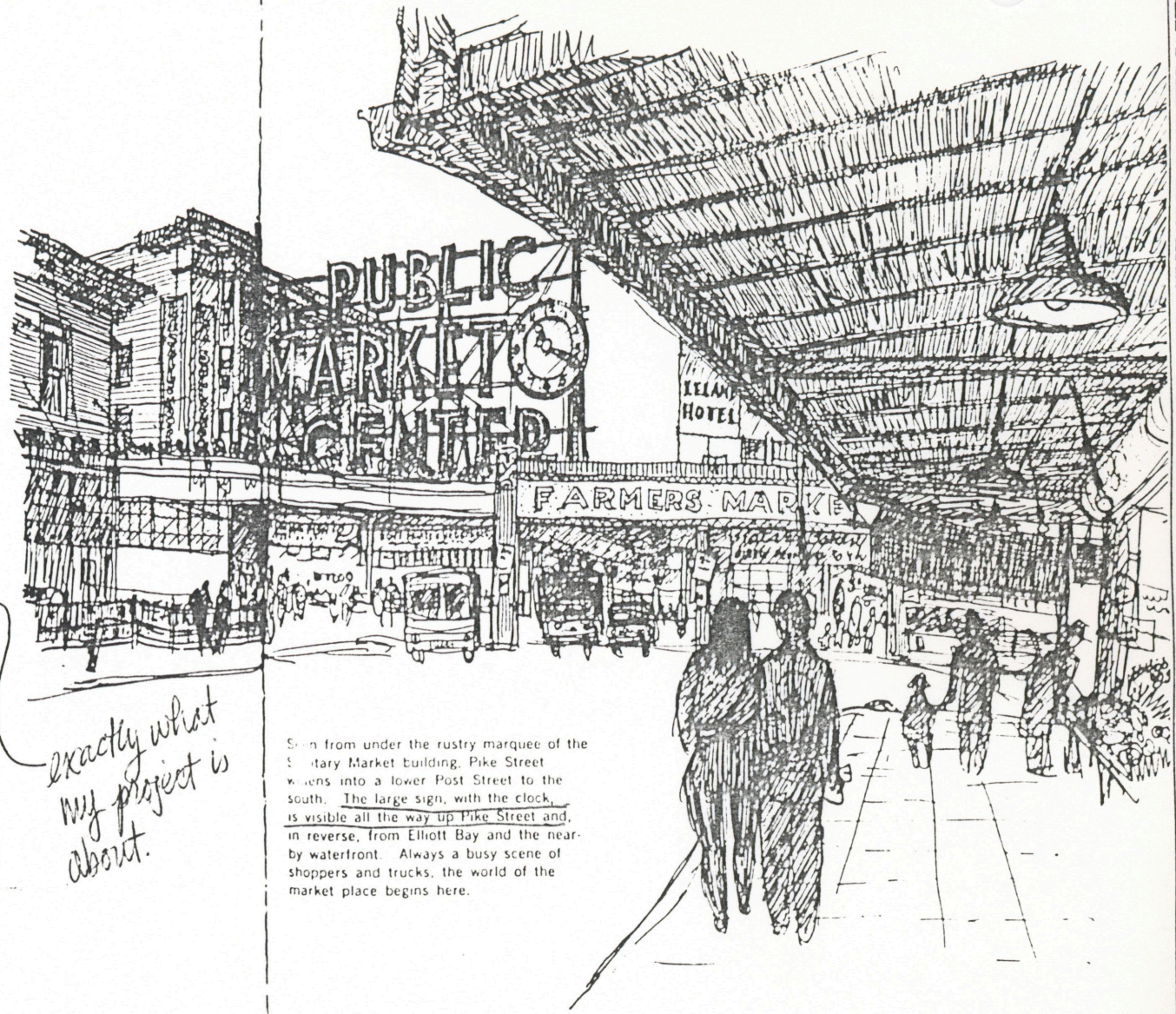
It's been almost ten years of exhausting, emotional debate. And no one in Seattle, Washington quite knew, half the time, whether the Pike Place Market was being preserved or destroyed. Now that preservation of the Market is about to get underway, Seattle citizens have time to reflect on a practical lesson in semantics: the difference between "urban renewal" and "preservation."

Generally speaking, urban renewal is accomplished by rehabilitation and preservation of buildings, or by razing and replacement. In this country, urban renewal plans have, more often than not, opted for the bulldozer. Many people became alarmed when urban renewal was recommended as the cure for the Market's blighted neighborhood in 1964. Led by Architect Victor Steinbrueck, they organized Friends of the Market (FOM) to inform the general public about the possible danger.

The FOM alert seemed to heighten and sharpen the love affair that had long existed between Seattle residents and the Pike Place Market. By the time a development plan was unveiled in 1968, FOM was geared for action. It spearheaded reaction against the plan, which would have created major changes on a 22-acre site. The plan featured a 600-room luxury convention hotel; some 1,400

The $85,000,000 development plan above was adopted by the city council and was going to receive HUD funding before voters defeated it in 1971. The ordinance that followed created a Pike Place Market Historical District (dotted area of the map) and a commission responsible for approving any future changes.

Ms. Ritter, former Senior Editor of Building Design and Construction, writes on architecture from her new home base in Seattle, Washington.



Seen from under the rustry marquee of the Sanitary Market building, Pike Street widens into a lower Post Street to the south. The large sign, with the clock, is visible all the way up Pike Street and, in reverse, from Elliott Bay and the nearby waterfront. Always a busy scene of shoppers and trucks, the world of the market place begins here.

exactly what my project is about.

WHAT THE CITY OF BILLINGS IS DOING ON MY SITE AND THE GENERAL AREA

39

units of upper and [illegible] income apartments [illegible]rise towers, 350 units of low income housing, 500,000 sq. ft. of commercial space, and parking for nearly 4,200 cars. The development cost was estimated at $85,000,000.

FOM feared the impact on the Market. So, when the plan was adopted by the city council in 1969, and approved for HUD funding in 1971, FOM redoubled its efforts. Nearly 53,000 petition signatures were obtained, enough to bring the objections to the city council. The council, in turn, decided to put the issue before Seattle voters in November, 1971, in the form of an initiative. The voters approved the initiative, which called for action to "preserve, improve, and restore" the Market. Accordingly, an ordinance was passed on December 1, 1971, creating a 7-acre Pike Place Market Historical District and a Market Historical Commission charged with the responsibility of approving any changes to buildings or structures within that District.

The ordinance touchingly describes the market buildings "... which, although humble and anonymous in character, are an example of intriguing, dramatic architectural space servicing and adjusting to the varied and varying characteristic marketing activities. The central building spaces are particularly unique in form and character, having grown to the present form through years of anonymous and functional creation to conform to the changing market activities which serve low-income consumers along with other special needs of the public. The District possesses integrity of location, original construction, use, and of feeling and association."

Created in 1907, the Market has grown into a unique, beloved Seattle institution. Unlike many landmark buildings, the Market is alive and functioning. It is not an artificial tourist attraction, although it does attract tourists. It is a real market, and serves all kinds of people—rich, poor, young, old, hip, square. And they come to the Market because it has vitality—a vitality growing out of its unself-conscious charm, its cafe-free rubbing of elbows. There is that jubilant array of fruits, vegetables, fish, meat, breads, coffee, spices, antiques, books, records, and arts and craft handiwork—enough to set the head swirling, and to suit the most exotic taste. Whether you come to shop or merely look, visiting the Market is an exuberant experience.

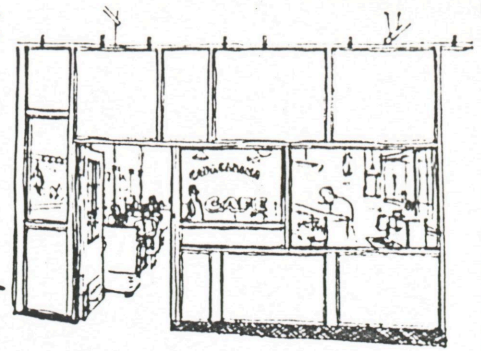
As Steinbrueck says, "The Market is a good, living market. There are things that can be done to enhance it—clean it up, paint it, and so on. But it doesn't need Ghiradelli-type buildings, or a chi-chi kind of development. It's an ordinary people's marketplace, and the qualities that are there are the ones that should be enhanced. Not shabbiness, but a sort of anonymous quality that is very hard for architects to do. It's an effective architectural space, framed by people. And it has all the delights of an architectural experience in space."

Architect Paul Hayden Kirk, one of those who created the 1968 plan, disclaims charges that the scheme would have destroyed the Market. Kirk, who worked with John Morse & Associates on the design team, says, "There was never a plan we presented that didn't save the Market. The core buildings were not to be touched, except to be rehabilitated. And that rehabilitation was to be exactly in kind—if you took out a bent pipe, you put back a bent pipe, but you installed it with the right kind of wiring inside—that sort of thing. It was all very carefully programmed."

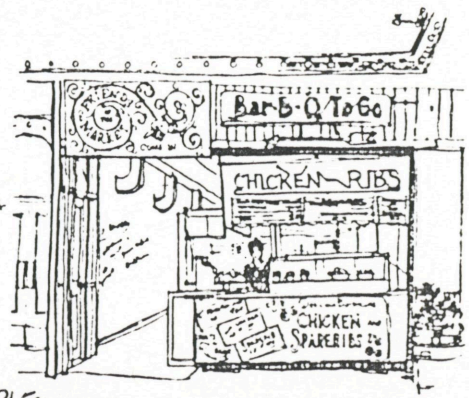
But critics of the Kirk/Morse plan asserted that such drastic upgrading of the neighborhood surrounding the Market would inevitably change the character of the Market and ultimately turn it into an "attraction."

Steinbrueck insists, "The Pike Place Market is more than just the core buildings—the L-shaped farmer's row building—it's those thrift shops across the way, the taverns and junk shops down the street. This kind of low-cost market can, in no way, exist as an isolated thing surrounded by high-rise buildings, luxury apartments, and non-market uses."

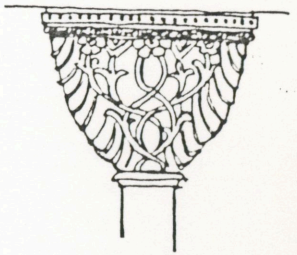
Kirk says, "We had a very extensive plan and it obviously made major changes in the area. But I seriously question that the market shops would start to lose their identity because of the impact of our plan.



Open-air stalls give way to the Sanitary Market building, an array of colorful old shops and cafes where market people meet over cups of coffee, gossip and stories.



In the bright space of the Pure Food Markets, with fruits and vegetables stands, a small doughnut cafe and Philippine import shop contrast with open counters, containing local produce. Victorian cast-iron columns stand amidst dazzling rows of incandescent light bulbs above the farmers' stalls.



"We felt we had something for everyone. We were saving the Market. We were introducing parks, open public spaces, and opportunities to enjoy scenic vistas of Elliott Bay and the Olympic Mountains. And, because we eliminated the street grid, we were able to take advantage of the views in patterns that fit the topography."

Architect James E. Mason, manager of the current project, says the preservation plan now being implemented is an amended version of the Kirk/Morse proposal. But the emphasis is on preservation. Mason says: "The whole ecology of the Market is a cultural thing. What you have is institutions that have to be housed in physical surroundings. We have visual and functional images of the Market. It's a very complex organism that we're dealing with. One that, at the moment, is sustaining itself. That's why I believe we have to be sensitive and, having taken one step, look at it and see what effect that will have on the rest of the project before we take the next step. The traditional approach of City Hall—a lot of ribbon cutting within a short period of time—just won't work here, if we're going to save the Market."

Mason and his project staff, who are employees of Seattle's Department of Community Development, must solicit approval of their work from a five-man Pike Place Design Review Board and the Historical Commission, as well as from the city council and HUD.

The four architects on Mason's staff have covered the walls of their project offices with composite photographs that show block-long elevations of every street within the 7-acre Historical District. Each building in the area has been examined and evaluated from several points of view including structural condition, code compliance, and type of occupancy. Mason says rehabilitation is the preferred option that has been recommended whenever possible.

Taking a cue from the past stormy decade, Mason has made an effort to encourage citizen participation. There are weekly progress meetings open to the public. He says, "We have a mailing list of some 200 organizations. We send them a monthly newsletter and notify them of all our meetings. We sent the preservation plan to a number of the key groups for their review and comment."

To maintain the rent levels in the renewed Market, Seattle is studying the possibility of forming a public corporation similar to those successfully used in Philadelphia, New York, and Baltimore. Mason says, "It's impossible to maintain the level of rents unless there is some form of subsidy. We think a public corporation, acting as a preferred developer, can accomplish that."

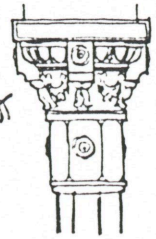
The $14.6-million preservation plan is geared to a completion time of five years. But Mason thinks it will take longer, if they move as slowly and sensitively as he wants to. Work on the remaining 15 acres of the urban renewal area could be undertaken simultaneously with the 7-acre core preservation, Mason says. But he wants to concentrate first on the more critical core work.

He does feel a certain urgency because, as he explains, "This Market is slowly slipping through the cracks because of lack of maintenance and upkeep by the owners. They're saying, 'We're not spending any money as long as urban renewal is sitting over us.' So as long as we delay, we are, in effect, demolishing by neglect here."

Mason and Steinbrueck raise this plea to fellow architects: *learn to think in total urban design terms.* Mason says ruefully, "Most architects think of individual buildings and, if that building is a masterpiece, they don't give a damn how it affects other buildings nearby." Steinbrueck says, "Architects have a need to design something that doesn't need to be redesigned. They seem to feel they can design something better than that which has grown over a period of years."

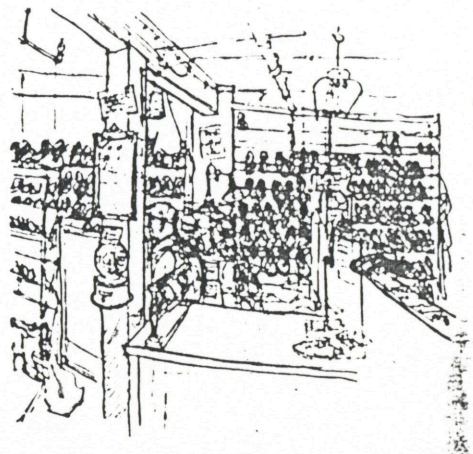
Whatever the philosophic differences that have existed among Seattle's architects during the past decade, it is significant that the Pike Place Market project is presently referred to as "preservation" plan, and not an "urban renewal" plan. That is a winning change in emphasis—one worth watching. There are, after all, many different fruits this Market could bear—among them, solid lessons about making the most of our urban heritage.

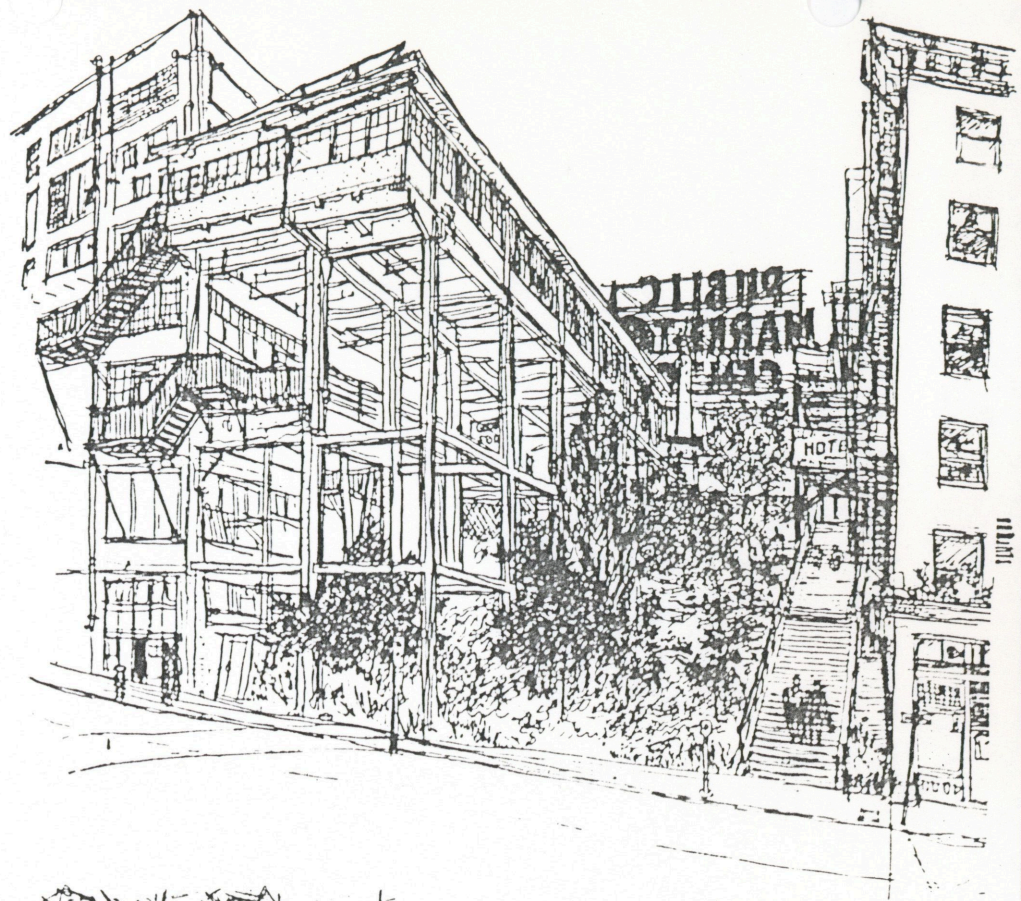
Elisa and Elena's Cafe, at the foot of the ramp down to the lower level is a small shop with just ten stools, and a magnificent view of Elliott Bay.



WHAT WILL BE THE IMPACT OF FUTURE DEVELOPMENT IN MY AREA?

Down in the corridors and byways of the lower level shops and stores have been doing business for decades. Van's Shoe Repair serves many of the area's old residents.





A small hillside park at the end of Western Avenue marks the ramp structure of Flower Farmer's, and the mass of the market to the left. The reversed letters of the Public Market Center sign gain an abstract quality when viewed from this direction. The market has always attracted people because of its concentrated variety of places and activities and offers a dramatic, esthetic appeal in contrast with the usual shopping center.

Drawings and captions are adapted from Victor Steinbrueck's MARKET SKETCHBOOK. ©1968 by the University of Washington Press.

41

The Rediscovery of Public Markets As Nuclei of Neighborhoods

Once shunned as uneconomic, they are coming back to life in cities from Seattle to Boston. By Ann Satterthwaite, AIP

The public market is making a comeback. Considered inefficient as marketing systems in the '50s and '60s and unproductive sources of revenue from prime downtown land, markets are providing transfusions of life for sterile downtowns in many U.S. cities. People have come to value their noises, smells, colors, bustle and, most of all, the one-to-one contact between buyer and seller.

The best public markets are more than cosmetic attractions for tourists and suburban dwellers. They are meeting shopping needs of people in close-in neighborhoods. And in many cases they are providing something of what is lost when pristine office plazas, tasteful signage, uniform street furniture and underground shopping arcades replace pushcarts, delicatessens, old shops, news stands and inexpensive ethnic restaurants. In fact, some of the most successful redevelopments have been the most modest, those that have maintained their original flavor and least disrupted the community.

Pike Place Market in the north end of downtown Seattle is a good example of this modest, respectful approach. Perched on a cliff above the docks and railroad tracks, and overlooking Puget Sound, it is a rambling structure with several floors of stalls, shops, bars and restaurants linked by ramps, passageways and stairs.

The market was founded 70 years ago and success came quickly. In 1911, it attracted an estimated 300,000 customers a month and was expanded to meet the needs of more than 1,000 farmers selling at 240 stalls. It continued to prosper until the 1950s when much surrounding farmland was yielding to suburbs and industry, and supermarkets and frozen foods were changing marketing habits. By 1957, only 56 stallholders remained, and the neighborhood was in decline.

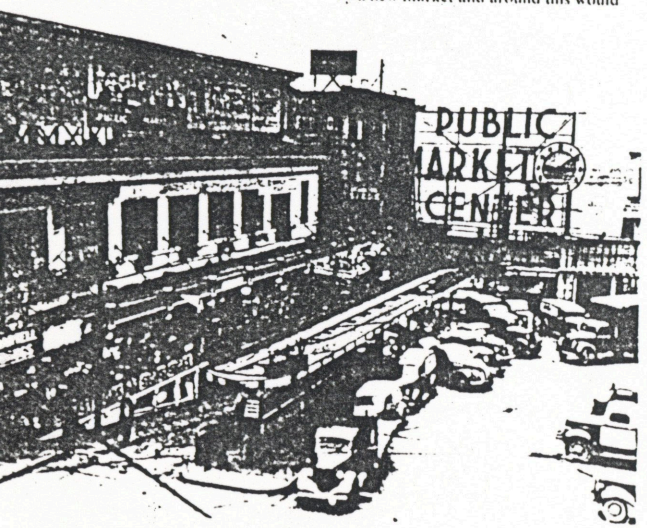
In 1968, the Seattle city council approved a plan to transform the market area: A 3,000-car garage would be topped by a new market and around this would be arranged hotel and apartment towers and a plaza. News of the plan aroused public concern, out of which emerged a citizens' group, Friends of the Market, which drafted a petition to change the concept from demolition and clearance to rehabilitation and preservation. Friends of the Market proposed a seven-acre Pike Place Market Historic District, a plan which was approved by the state advisory council and won approval of Seattle voters in November 1971. The market has been placed on the National Register of Historic Places.

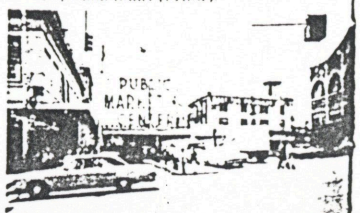
What was innovative about this historic district was its purpose: not to protect an architectural gem or to preserve an historic site, but to continue the existing uses within the market and to maintain the social environment of the market district, which also provides housing for a community of low-income residents. These residents, in turn, contribute to the life and character of the market.

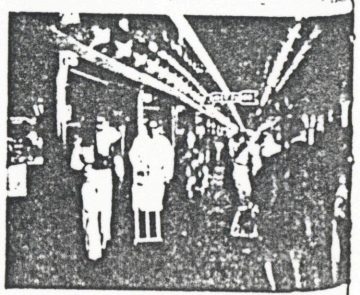
An authority has been set up to rehabilitate, preserve, restore and develop structures and open spaces in the historic district. To maintain its function as a workplace, the authority is establishing low rent policies to protect small merchants.

Architect George Bartholick, AIA, planned the renovation so as to "retain the social environment and the functions of the market, the mix of merchants and market users, from panhandlers to uptown university shoppers." He refrained from imposing big-concept design "solutions," because he believes such work is successful "if the market community is barely aware of any changes when the job has been completed."

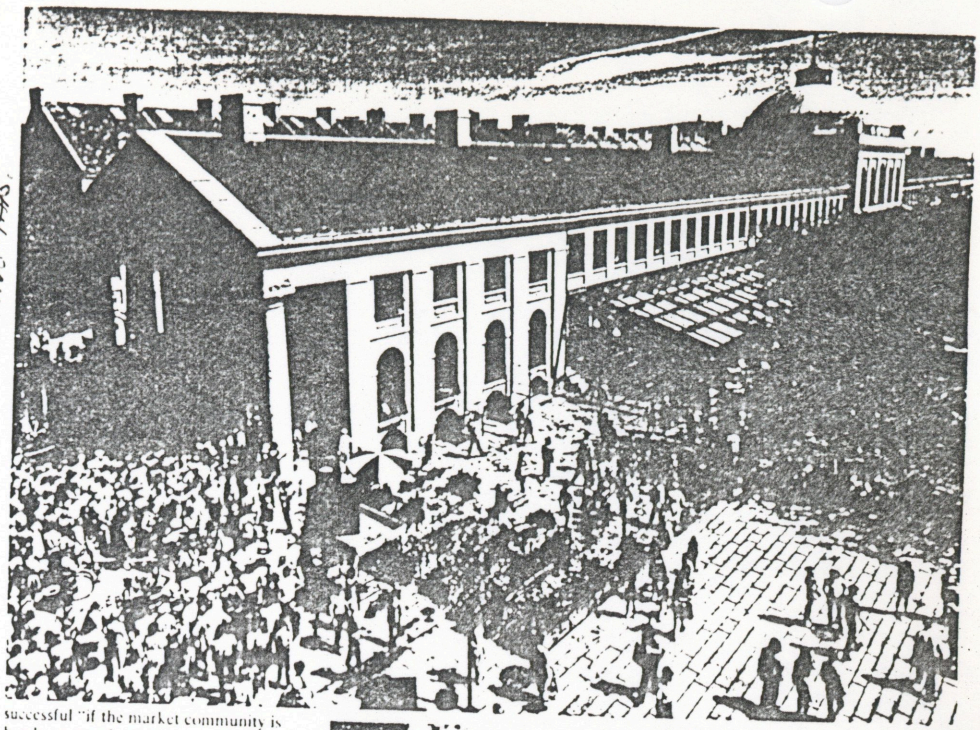
Ms. Satterthwaite is a planning consultant, lecturer and writer in Washington, D.C., whose special interest is historic preservation.

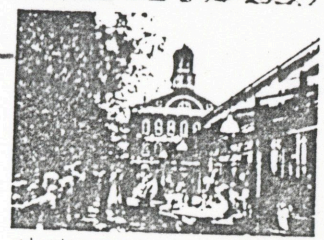


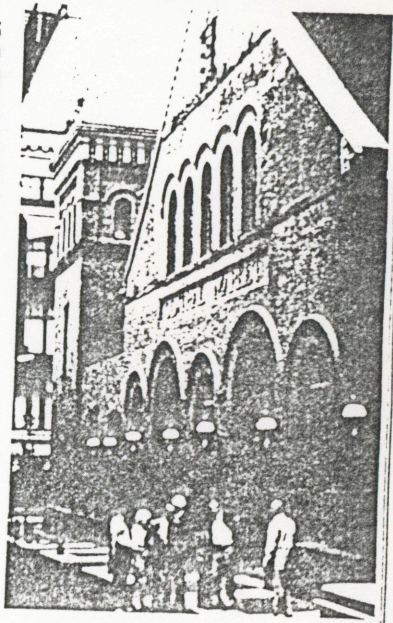




Seattle's Pike Place Market in the early '40s (left) and today (below)







Boston's Quincy Market (above) and Lancaster's Center Market (right)

at lunchtime. Architect Benjamin Thompson, FAIA, in charge of the renovation, says: "The important task was to pull together the heart of Boston and, most particularly, to provide in a natural way the functions, service and dynamics that had long been missing from the city core."

Lancaster, Pa., has shown what can be done in a smaller community. King George II's charter for the borough of Lancaster set aside land granted to the city in 1730 for an open-air market. That site still serves the same function, although since the 1750s Center Market has been housed in several structures.

The building it now occupies was constructed in the 1880s from plans of an

English architect James Warner. In its day, the building was admired for its graceful Romanesque lines, its efficiency, its good use of natural light and ventilation and its sanitary facilities.

Lancaster, the center of the Pennsylvania Dutch farming country, took a hard look at its public markets in the 1960s and recognized their importance to the community. Center Market was seen as an economic and social magnet, requiring renovation and deserving landmark status in a proposed historic district.

Architect S. Dale Kaufman, AIA, who has since died, planned the renovation with a minimum of changes, principally upgrading lighting, heating, ventilation and sanitary systems. The market was kept open during the remodeling, part of which was done by stall holders and volunteers.

In announcing that the Center Market project had won a HUD design award for 1976, Lancaster Mayor Richard M. Scott said that increased market sales and larger downtown crowds on market days indicate that Center Market is the "keystone in downtown revitalization."

Baltimore has been the only city in the country which has kept a system of markets. Today, Baltimore is capitalizing on markets as assets to its neighborhoods, maintaining more than 1,500 stalls in eight markets located in the downtown section and in close-in neighborhoods. Each market has its own ethnic flavor.

Baltimore's markets have experienced support in times of trouble. Centrally located Lexington burned to the ground in 1959 and Broadway was extensively fire damaged the next year, both were rebuilt at the insistence of merchants and citywide patrons. For Hollins Market, patrons donated material and labor to replace broken windows. City hall has renewed its support of markets and surrounding commercial districts through a bond-financed program which has set aside $4 million for public rebuilding and $3 million for 7 percent, 20-year loans for private improvements.

Baltimore's centrally located Lexington Market on a busy Saturday afternoon.

Renovations of working markets in Seattle and Lancaster, reuse of a market building in Boston and ongoing support of a market system in Baltimore represent a turnaround in urban planning from a decade ago. What many considered blighted, outdated and inefficient in the 1960s have proved to be popular, even chic, in the '70s. But there are pitfalls. Upgrading can easily lead to uptowning: A place can easily stop functioning as a working market and become an amusement center—kitsch for the rich, as a Boston newspaper put it. A restraint is called for in market renovation, and even a realization that sometimes it is better to leave things alone. The natural inclination of the designer to impose a sense of order and cleanliness, for example, may provide a neat, stylized market, but it can also kill an essential part of a market—its earthiness and real-worldliness.

In many cases, the renewal efforts have originated with the people who work in and use markets and not with city halls, urban redevelopment agencies, realtors, bankers, planners or architects. Recent efforts prove that renovations call for different individual approaches, but in each case the functioning of the market, needs of the merchants, desires of the shoppers and the market's role in the neighborhood and city are fundamental concerns. An architect who understands and responds to these concerns can reinforce the qualities a market contributes to urban life. □

The Architectural Graduates of The 1970s: Where Are They Now?

Among a sample surveyed by ASC/AIA, only a little over half have found work in architectural firms. By Ella Hall

A survey conducted by the Association of Student Chapters/AIA of 702 alumni who have graduated from architectural programs since 1971 shows that less than 5 percent are unemployed and not in school.

However, only 51.8 percent are working in traditional architectural practice, as defined by the National Council of Architectural Registration Boards (NCARB). Another 21.9 percent had jobs related to architecture, for which NCARB may allow partial credit, such as working for engineers, federal contractors, landscape architects, government agencies and as teachers of architecture.

Nearly a fifth of the respondents (19.3 percent) were in jobs not directly related to architecture, defined as those for which NCARB gives no credit. These ranged over some 100 occupations, from jewelry design to television production. Ten percent of the respondents were continuing education either full or part-time.

The ASC survey, entitled "probing architectural career opportunities," was funded by the National Endowment for the Arts and the Graham Foundation for Advanced Studies in the Fine Arts. The study included graduates from 68 schools all over the United States. Some have NAAB accredited programs, others have nonaccredited curricula and the remainder are junior colleges.

Over half of the survey respondents were between ages 25 and 29, while approximately 30 percent were over 30 years of age. Women comprised 15 percent of the sample, a far higher proportion than their numbers in the architectural profession. More of the respondents in the 20- to 24-year-old age group reported that they were either continuing their education or were unemployed than did older graduates. A larger number of single graduates than married graduates were either unemployed or were continuing their education.

The Bachelor of Architecture degree was the highest obtained by over half of those surveyed, and the study showed a strong correlation between B. Arch. graduates and employment in traditional architectural practice. Graduates of four-year programs were most heavily represented among those who were continuing their education.

ASC's study focused on the group in the "gray area" working in jobs which receive only partial or no credit at all from NCARB. By examining case histories reported on questionnaires, ASC attempted to identify some of the "alternative career opportunities" chosen by architecture graduates.

One graduate reported that he is a successful manager of a New England construction company. He commented that since the number of students now in architectural schools is nearly equal to the number of architects in practice, "many more job opportunities must become available—opportunities which allow for experience credit toward licensing." Another graduate who chose to work in construction is a dedicated missionary who at the time of the survey was a construction supervisor for a religious complex in Missouri, and expressed satisfaction with his chosen work.

Because jobs in traditional architectural practices were in such short supply when she graduated, explained a woman respondent, she decided to accept a teaching position. Although she hopes to become a registered architect in time, she said she has no regrets about having chosen an alternative along the way. She added that she thought architectural school is a good preparation for many things and that graduates from architectural programs shouldn't feel obligated to become architects if it isn't what they finally decide they want.

An alternative career found by one young man who graduated from architectural school was banking and administration. He said that his architectural training helps him evaluate and inspect property for construction loans.

A New York City architecture school graduate with a love for dance used her architectural training to become a scenic designer for a theater company. Another graduate who is a toy designer today said he chose architectural school not as preparation for a job, but to learn a disciplined approach to work. He suggested that schools of architecture broaden their concepts of what an architectural professional is and what his or her curriculum should include.

In a similar vein, another woman graduate said she believes that architectural education provides the best foundation for learning all forms of design. Afraid that she would starve if she insisted upon going into architectural practice after graduation, she took a job as a discotheque and lighting designer, and feels that a thorough knowledge of lighting will help her create "marvelous spaces, surfaces and textures."

A man who left architectural school to become a flight instructor and then a flight engineer attributed his change of professional goals to misleading and inadequate counseling in architecture school. As a student, he said, he had no realistic understanding of the architectural profession.

Another graduate, whose main interest was the ministry, used his architectural training to obtain a job in construction while studying for the ministry. He said he went to architectural school only because he did not know what he wanted to do with his life when fresh out of high school.

Still another architecture graduate is now training to become a television producer, and said that his four years of broad architectural training, with exposure to a wide range of subjects and people, were good training for his chosen field. He added that "architects have got to become more involved in everyday life. They have brains like everybody else but tend to use them only in limited ways."

They are in a wide variety of fields ranging from contracting to teaching to toy design.

Profiles like the above tell us what some of the alternative careers are that architectural graduates are pursuing, but they do not adequately answer the question, "Why are so many of the graduates surveyed by ASC choosing fields that are relatively new to architects?"

The answer may be that there aren't enough traditional architectural jobs to go around. It is also possible that an education in architecture encourages people to be creative and search for new alternatives. One conclusion that should be drawn from the fact that so many graduates are choosing new fields is that the profession ought to broaden its concept of itself to include and reward alternative careers in architecture. □

Ms. Hall, past president of the Association of Student Chapters/AIA, directed the study described in this article.

PIKES MARKET: ANALYSIS

- IT'S AN URBAN THEATER — THE BUYER IS A PART OF THE SIGHT, SOUND, SMELL, TASTE, AND FEEL OF THE PLACE.

BUSINESSES WHICH EXIST THERE: MEAT, POULTRY, & FISH SHOPS; VEGETABLE AND FRUIT STANDS; A CHEESE SHOP; CAFES — ITALIAN, MEXICAN, ORIENTAL, etc. — HOMEMADE QUALITY FOODS; SPICE STORE; ICE CREAM PARLOR; TAVERNS — ONE WHICH SERVES DIFFERENT FOREIGN BEER; MOTION PICTURE THEATER (OPEN ALL NIGHT); DOUGHNUT SHOP; PET STORE; AMUSEMENT ARCADE; SHOE SHINE; ART STALL AND GALLERY; SALVAGE CLOTHING; SURPLUS STORES; FLOWER SHOP; PLAZA SPACE; BENCHES FOR OBSERVING PEOPLE AND EATING; BALCONIES; OLD BOOKS, MAGAZINES AND FOREIGN RECORDS STORE.

- IT PROVIDES A TRUE SLICE OF LIFE. IT'S AN EDUCATIONAL EXPERIENCE IN LEARNING ABOUT OTHER TYPES OF PEOPLE WITH DIFFERENT SOCIAL AND ECONOMIC BACKGROUNDS.

- THE MARKET AS A WHOLE ADDS LIFE TO A RATHER BLAND URBAN CORE.

- HAS A HIGH DEGREE OF ARCHITECTURAL DIVERSITY; A WIDE ARRAY OF COLORS AND FORMS
  - RONS OF COLUMNS SEPERATE THE PEDESTRIAN FROM THE VENDOR
  - DAYLIGHTED OPENINGS PERIODICALLY BURST THROUGH THE REPITITIOUS COLUMNS BREAKING THE RYTHM PERIODICALLY.
  - EACH ENTRANCE HAS A DIFFERENT CHARACTER TO IT.
  - ATTRACTION INTO NEW SPACES BECAUSE THEY HAVE A CERTAIN MYSTERIOUS CHARACTER ABOUT THEM.
  - EXPOSURE OF SUPPORTS & FIXTURES
  - SIGNAGE — OLD & NEW
  - NAKED LIGHT BULBS
  - PICTURESQUE QUALITY WHICH ADDS TO THE HISTORICAL PERSPECTIVE AND ARCHITECTURAL VARIETY

- CONTINUOUS ACTIVITY — DAY AND NIGHT

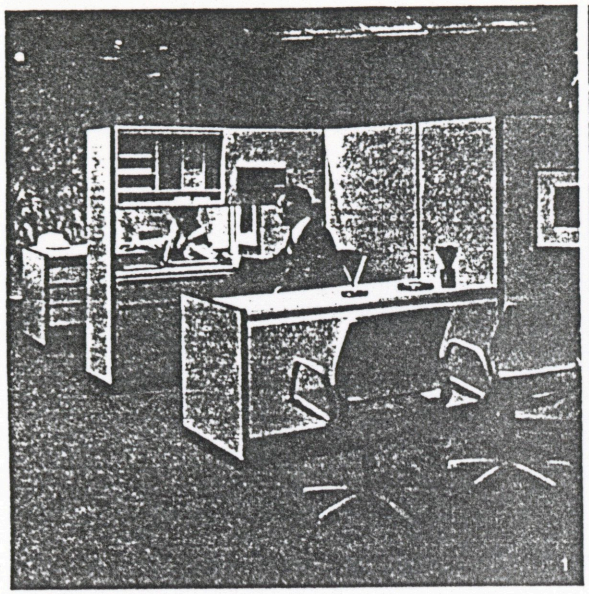
- NO BETTER PLACE TO SHOP FOR THE BEST FRESH PRODUCE, FOR OUT OF THE ORDINARY FOODS, & FOR INEXPENSIVE GOODS OF ALL KINDS.

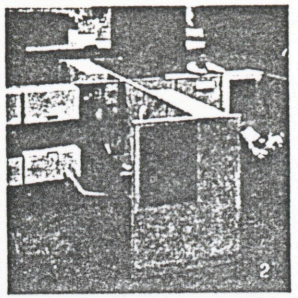
- A PRIME SHOPPING AREA FOR LOW INCOME PEOPLE

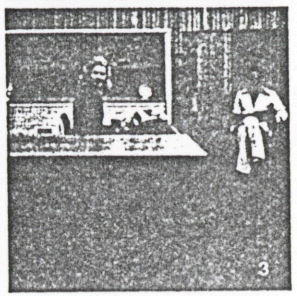
- PLAZA SPACE — SIMPLE, A LARGE RED SIGN WITH A CLOCK ON IT WHICH CAN BE SEEN A LONG WAY OFF.

- AREAS WHERE BUYERS CAN SIT AND OBSERVE PEOPLE.
- LOW INCOME HOUSING NEARBY
- ALCOHOLICS, BUMS, PROSTITUTES MIX WITH ENTREPRENEURS, HOUSEWIVES, CHILDREN ETC... IT IS AN EDUCATIONAL EXPERIENCE FOR EVERYONE
- A SENSE OF COMMUNITY IS CREATED AND CAN ADD PRIDE OF PLACE TO AN AREA.
- ITS ROUGHNESS REMINDS PEOPLE OF SEATTLES BEGINNINGS, ITS LUSTY PAST. "AN HONEST PLACE IN A PHONEY TIME."
- MUCH OF THE FRUIT & VEGETABLES ARE SUPPLIED BY LOCAL FARMERS OF THE AREA.

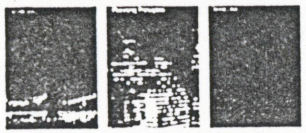
These Steelcase office furniture systems can save your clients space, time and money.







Three free booklets show you how. Write for your copies.



Yes, please send these Steelcase Office Systems booklets to

Name

Address

City State Zip

Mail to Steelcase Inc., Department GB, Grand Rapids, Michigan 49501

Changing, refurbishing or planning new offices? Here's some new ideas on how to make the best use of existing and future office space and how to help people work more efficiently.

1. Series 9000 shared workstation with pass-through feature. Opening can be sealed with tackboard for privacy.

2. Mobiles workstation cluster for salesmen, with Movable Walls and auxiliary units.

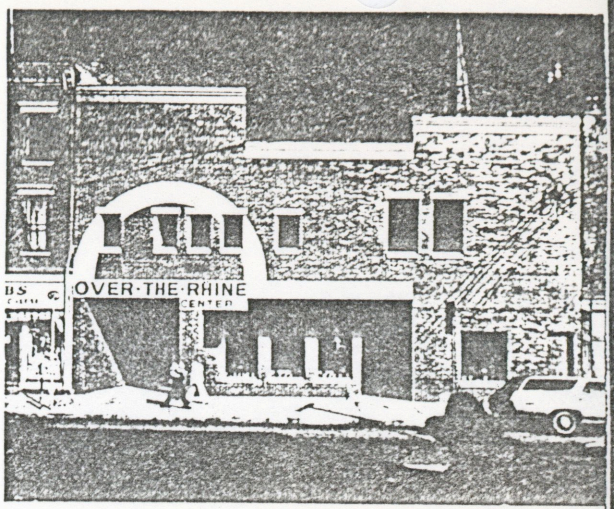
3. Designs In Wood open office arrangement with interchangeable components of wood and steel.

Three booklets provide complete information. Mail coupon or write Department G.

Steelcase Inc., Grand Rapids, MI 49501, Los Angeles, CA 90067, Ontario, Steelcase (Far East) Ltd., Tokyo.

Steelcase

For more data, circle 91 on inquiry card.



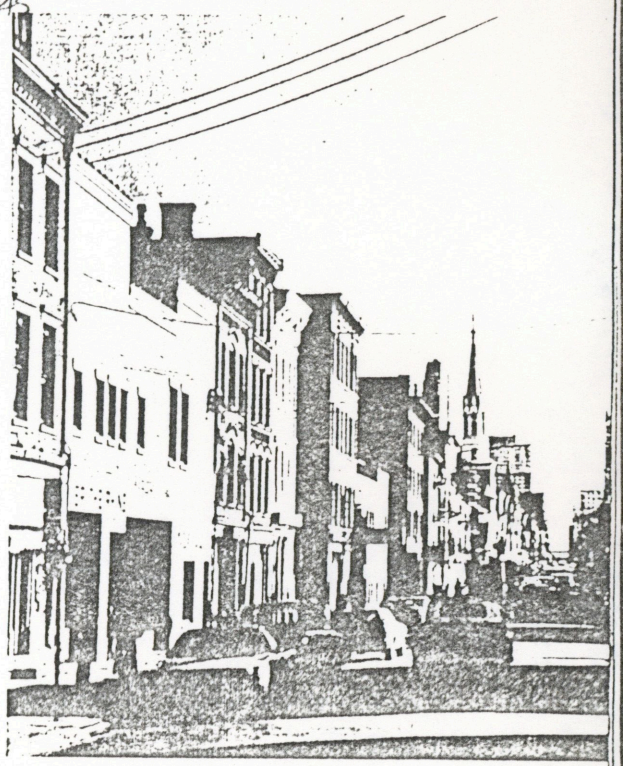
THIS PROJECT HAS SOME QUALITIES WHICH ARE SIMILAR TO MY PROJECT & WHAT I WANT TO DO.

IT UTILIZES AN OLDER SECTION OF TOWN AND ITS BUILDINGS; INFILLING WITH NEW AS NEEDED.

Pilot Center–filling in Over-the-Rhine

OVERLAPPING FACILITIES WHICH SHARE COMMON AREAS

Infill, mixed use and neighborhood context are familiar buzz words in the professional designer's theoretical vocabulary. Here, in the Pilot Center for Cincinnati's Over-the-Rhine district, designed by Woollen Associates of Indianapolis, is an admirable example of these concepts being put to good use. The center is a complex of four separate recreational and social-service facilities that occupy what was originally two city blocks, weaving their way in among older neighborhood buildings and, on the street, filling in the gaps while making semi-enclosed public spaces on the inside. The new buildings, by virtue of their scale and materials and composition, allude, as in the photograph above, to their older neighbors even as they assert their own complexities with painted-on graphics and with window and door openings. But their effect is somehow quiet and modest—they are blessedly unrhetorical descendants of louder-mouthed forebearers of the "Yale-Philadelphia," or "Inclusivist," design persuasion . . .



STRENGTHENING A COMMUNITY BY BRINGING THE PEOPLE TOGETHER

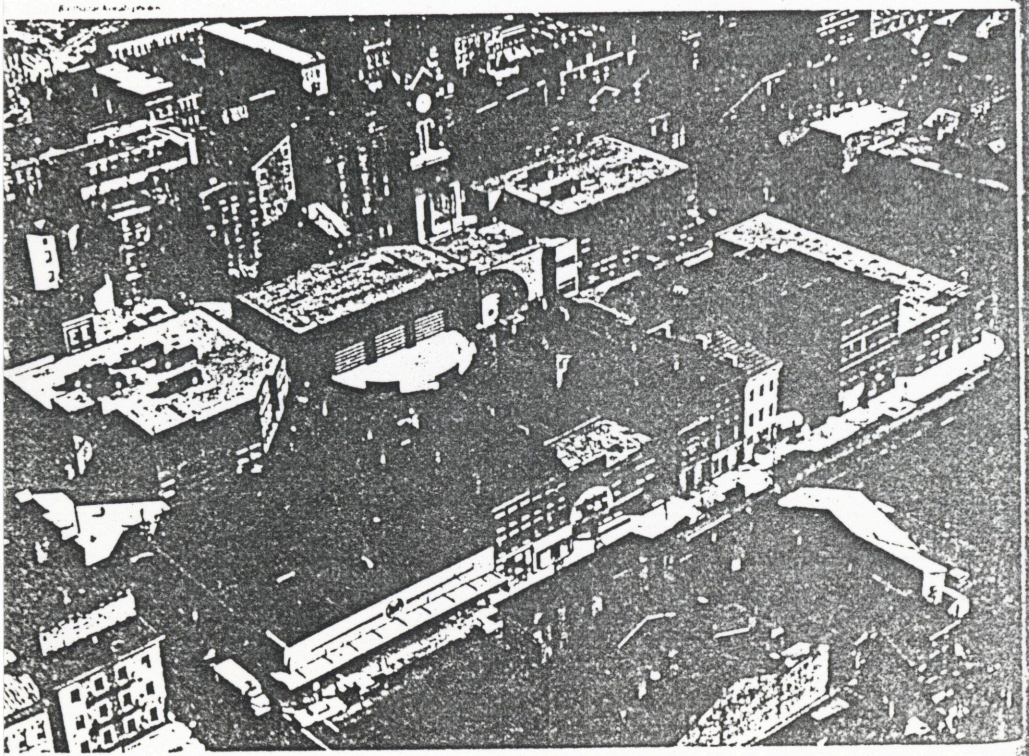
New buildings join old ones to form a co-operative partnership

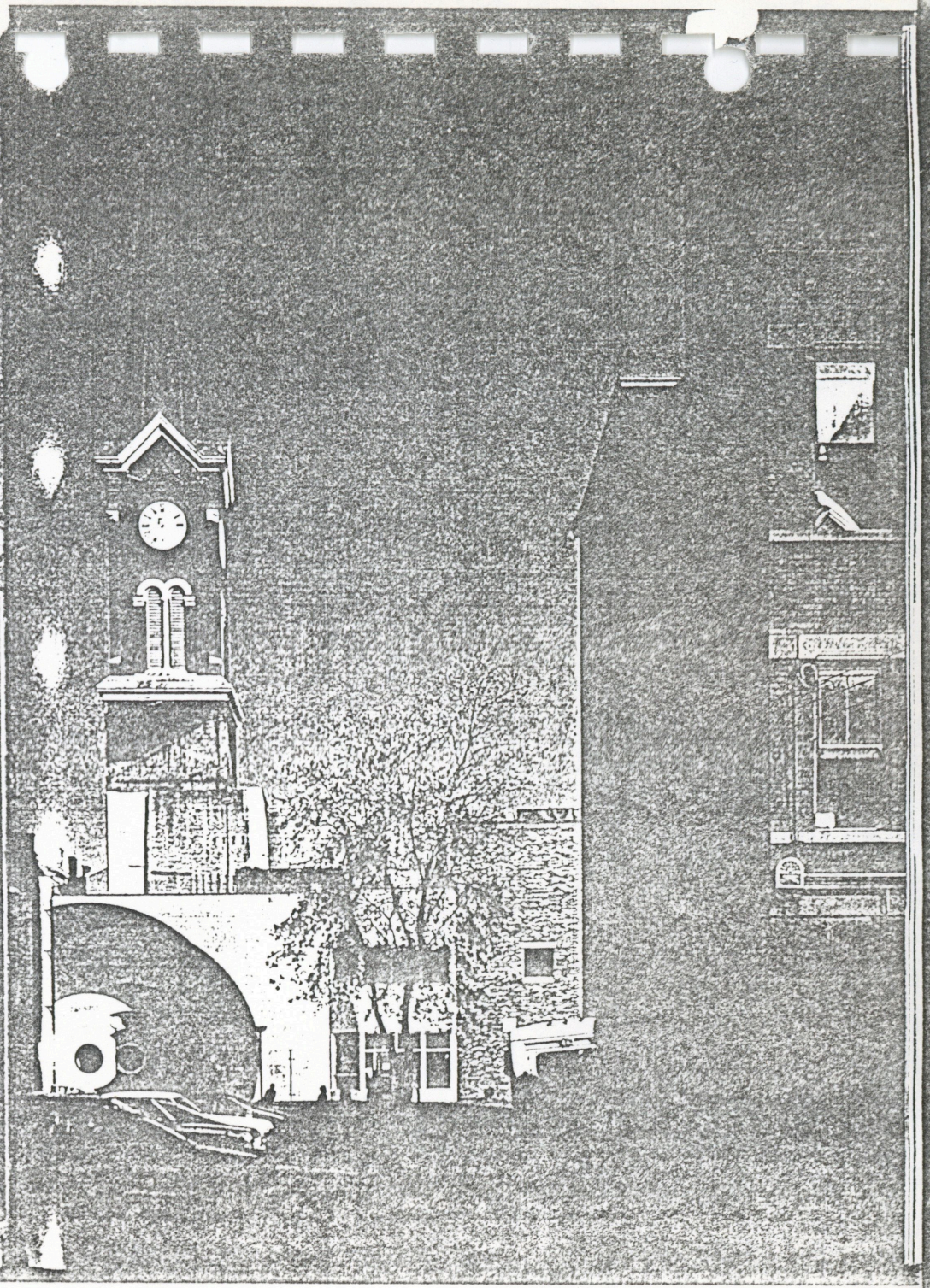
"We have been able to add the things people need in order to identify with a community—the social and recreational elements that bring people together," says architect Evans Woollen. "And we have been able to do it with a minimum disruption to the existing fabric." The existing fabric is Cincinnati's Over-the-Rhine district, a neighborhood that is 45 per cent black, 45 per cent Appalachian white, and 10 per cent of German extraction. Over-the-Rhine has been suffering from many of the familiar, self-compounding ills of older urban neighborhoods—deterioration of housing, loss of population, and low average incomes (about $4500 per year) among those who remain. Thus what was once a well-knit social (and architectural) fabric had begun to unravel.

But planners and residents who hoped for a brighter future for Over-the-Rhine did not place their hopes on the *ci-devant* panacea of wholesale urban renewal; instead, they opted for a more meticulous process of retaining whatever old buildings were sound (and therefore retaining the image and character of the district).

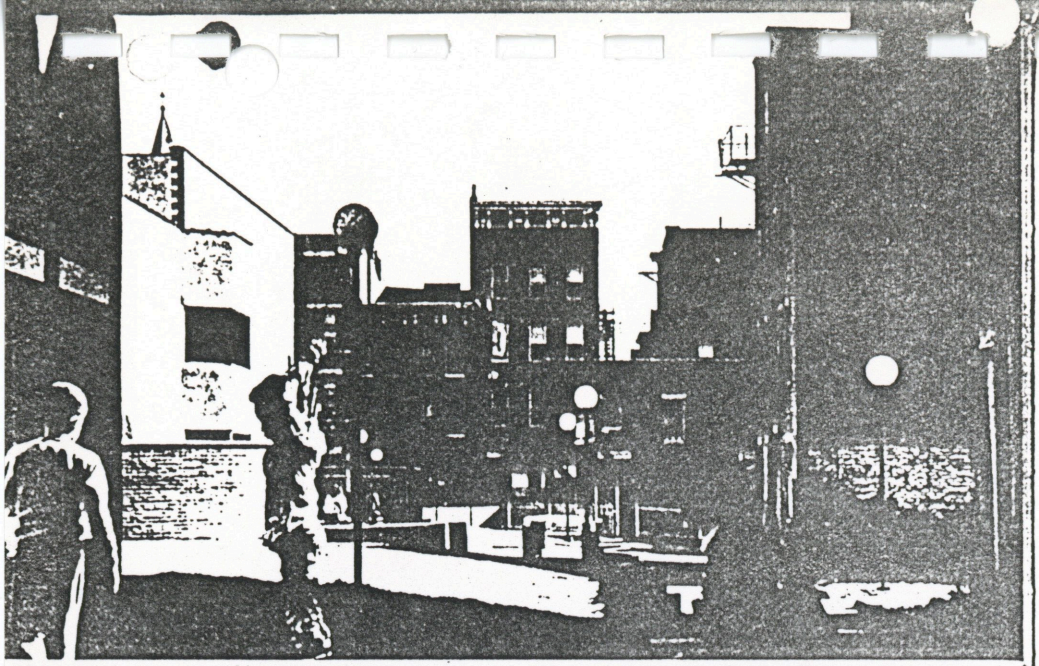
Initially, only one part of the district — dubbed the Target Area—was singled out for study by planners, and at its heart was the 1850 Findlay Market, an open-air meat and produce market diagonally across from the A & P store shown in the photograph below. In the planners' view, Findlay Market had an importance to the Target Area analogous to the importance of a shopping center in a contemporary suburb. Most of the key new buildings would be built close by it.

So the Pilot Center is only one cog in the Target Area wheel. It consists of four separate buildings (site plan left) that fill gaps between older buildings and enclose an interior green space. The spire in the photograph on the right is the surviving remnant of an 1840 Roman Catholic church, demolished to make way for a new gymnasium—a loss to the cause of adaptive reuse, and to the architects, who argued for its retention.





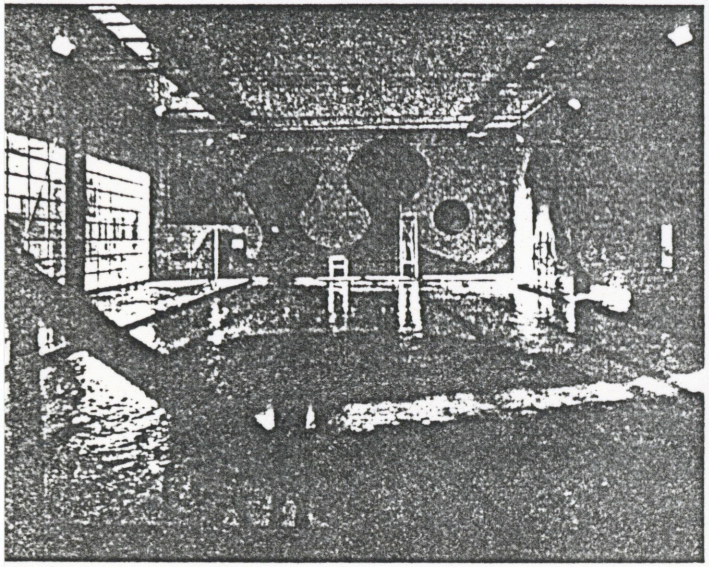
47

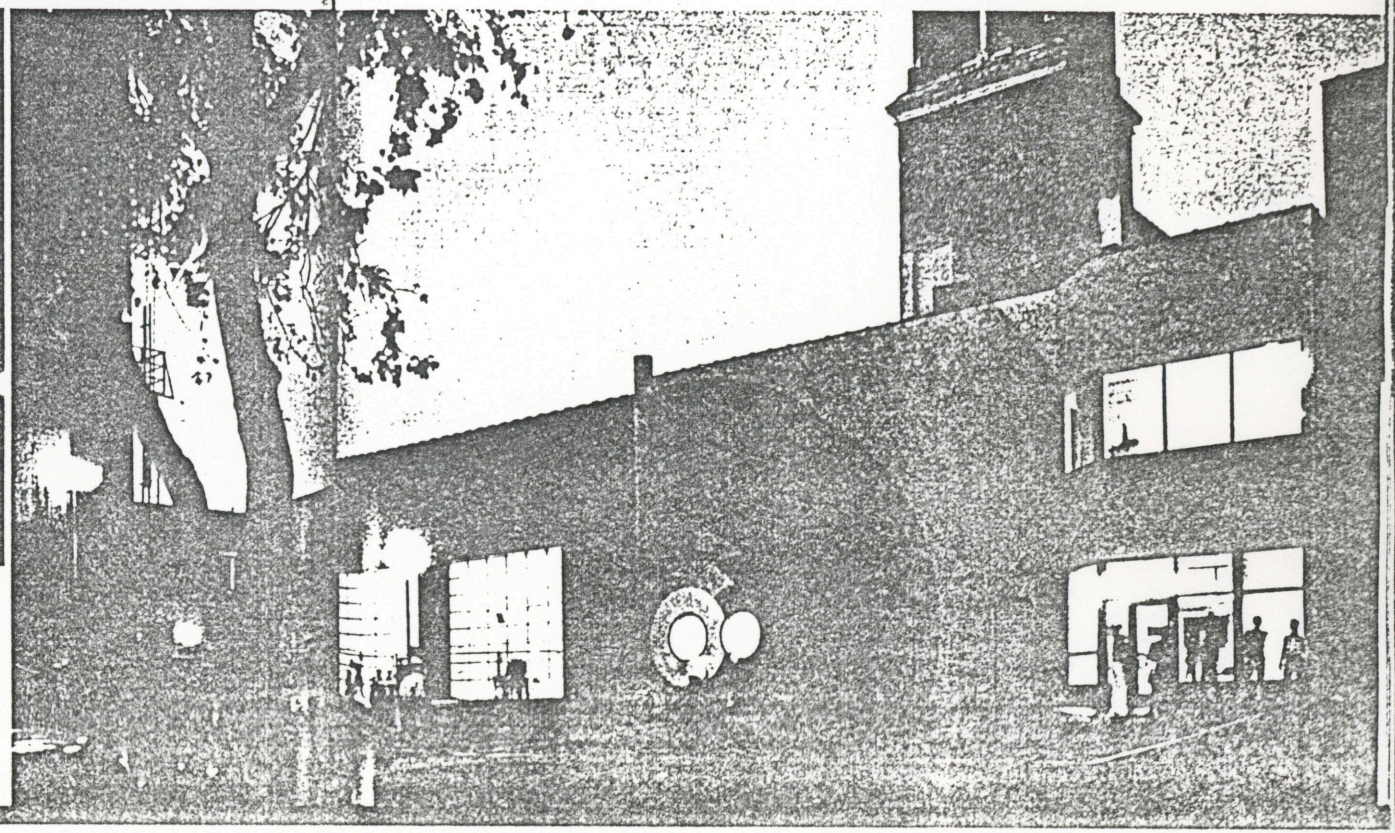


A block-long city street becomes a pedestrian common

In order to maximize contact with local residents, Woodlen Associates planned the Pilot Center from a branch office in a store near the site. The largest of four buildings in the Center is the recreational building seen in part in the photograph below and on the left. It contains a skating rink, games room, crafts room, gym and swimming pool. The pool is in a two-story space enclosed on one side with aluminum and glass garage doors that can be opened up on warm days to give some sense of connection between the pool and the outdoors. Conversely, two portholes (photo below) give passers-by the chance to look in at the pool and the swimmers.

Across the pedestrian common from the recreation building is the Senior Citizen Center, it provides low cost meals, recreational and educational facilities for the elderly. Also across from the recreation building is a Parent Child facility that houses a Montessori school and a day care center. The H.U.B. Services building is the heart of Pilot Center; it contains a large community room for local meetings, parties, weddings and movies. In addition, the building provides employee training and placement services, a free store, a small health center and a post office. The architects hoped that this building, like the other ones in





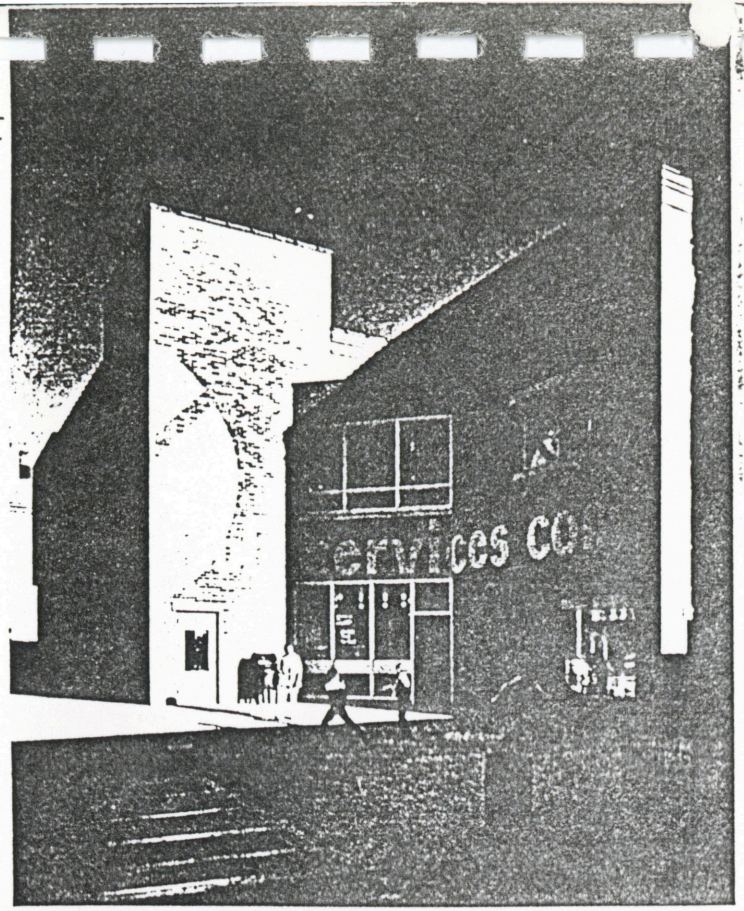
84

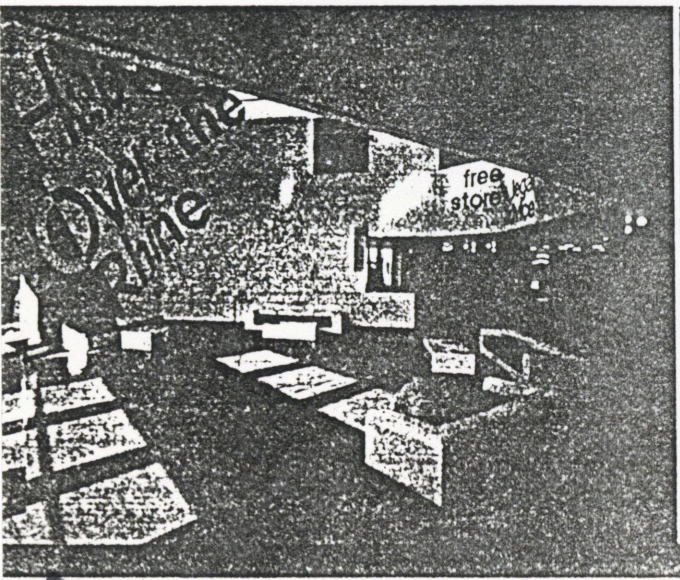
PILOT CENTER

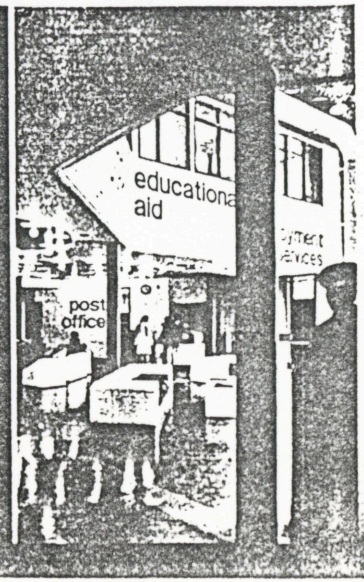
[illegible] residents with [illegible] rather than a bold and [illegible] new architectural statement that would run the risk of being forbidding.

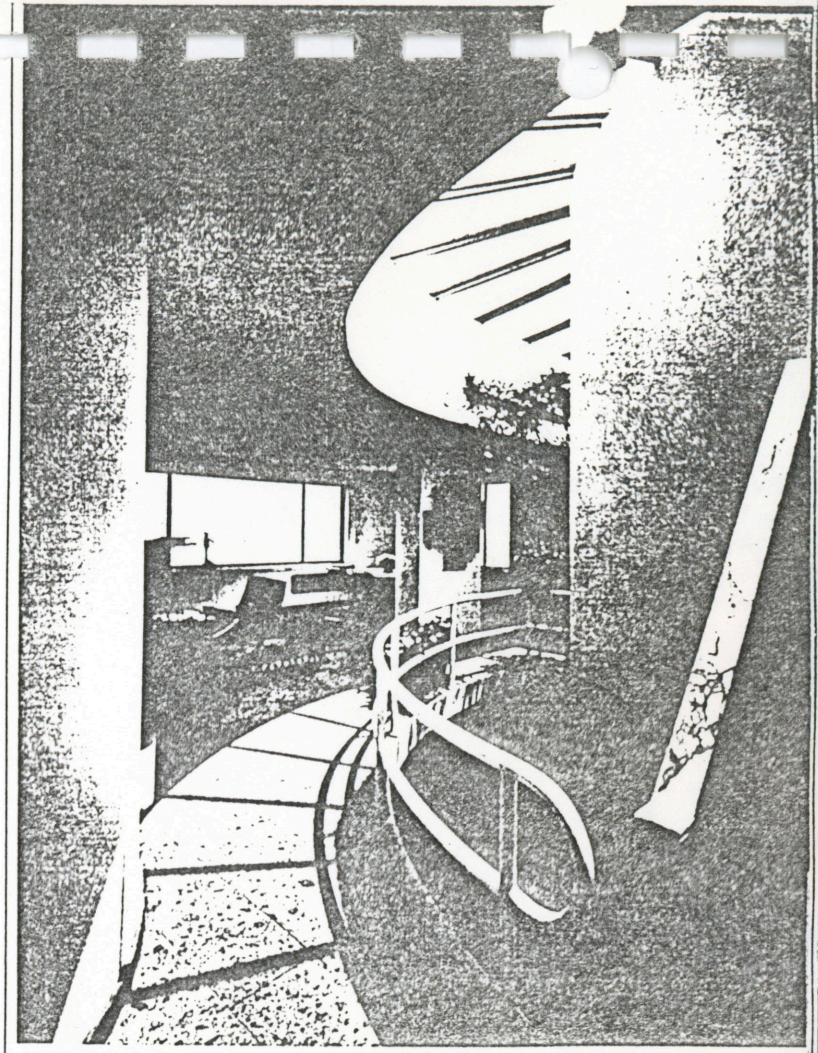
The $2.5 million cost of Pilot Center was funded by the United States Department of Housing and Urban Development and by the city of Cincinnati whose Department of Urban Development was, with Woollen Associates, also a major contributor to the task of co-ordinating the host of separate organizations that finally made their home in Pilot Center.

PILOT CENTER Cincinnati, Ohio Architects: *Woollen Associates—project architects: Laurence O'Connor and David Niland* Engineers: *Miller, Tallarico McSmith & Hoettel* (structural); *WHB Associates* (mechanical and electrical) Consultant: *Robert Weinstein* (interiors) General Contractor: *Messer, Perin, Sundahl, Inc.*







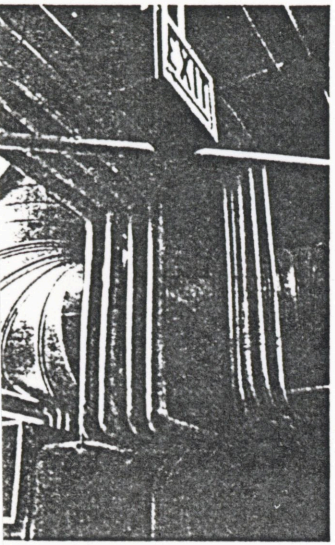


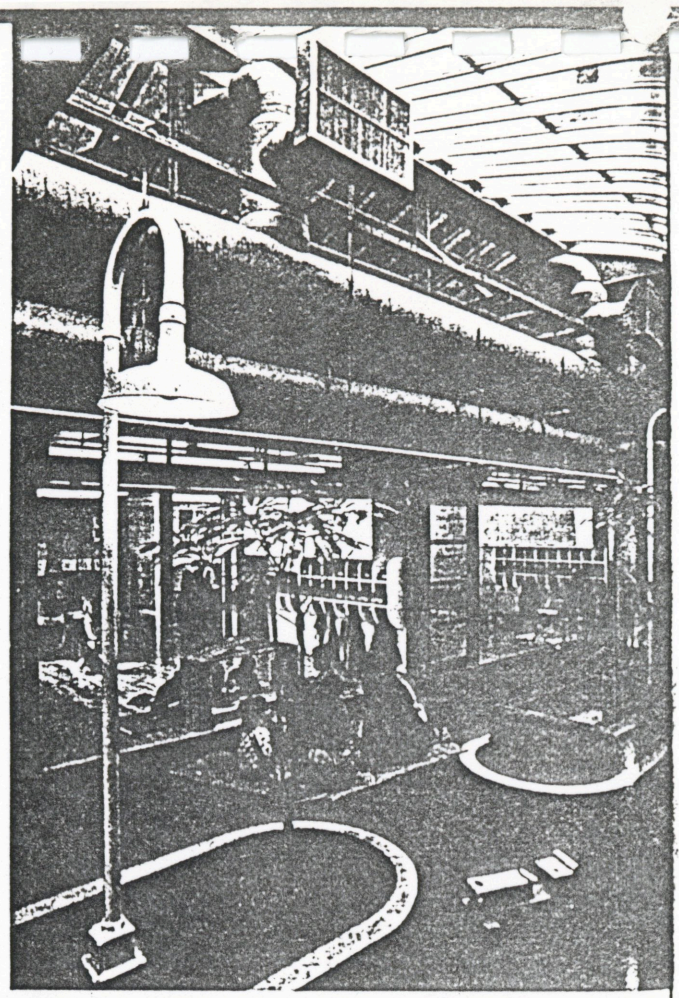
3 MANHATTAN APARTMENT INTERIORS

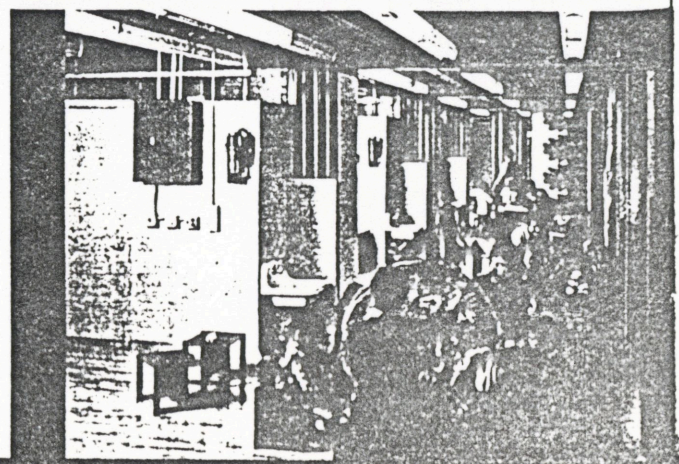
New York City's inventory of housing types is surprisingly narrow and unimaginative. But even within this constraint, skillful residential designers can create spaces that are rich and varied, fluid and expressive. When they can do this where spatial limits are also severe—as in the apartment by *Design Coalition* in this portfolio—the accomplishment is particularly noteworthy.

A commitment

A DAYCARE CENTER WHICH HAS BEEN BUILT IN WITH A COMMUNITY CENTER. SIMILAR TO WHAT I WANT TO DO.







When it received a citation in the 1972 P A Awards program, The Childrens Learning Center in East New York, N Y was praised by the jury for being a thoroughly workable kind of advocacy design. Earl Flansburgh, in concurring, said, "Yes, when we talk about advocacy, this is something that is really the toughest kind of design." The design, by Works (East) is physically shaped by its interior functions—it is an interior building, essentially. The spaces and their ordering spring from a very direct attempt to make a responsive shell for varied activities. The exposure of ducts, piping, wiring and structure have a definite place in this effort, but should be seen in context.

Works was first involved by the United Community Day Care Development Fund Co., Inc., a social work organization. It was their desire to build a facility to serve 180 children in a severely deteriorated neighborhood. More than that, it was to become a community use center after school hours, and it had to be flexible, not imposing itself on its users.

The site was surrounded by buildings which were scheduled to be torn down in preparation for a Model Cities park. An existing one-story corner building was retained as part of the Center, though extensively renovated. Funding conditions, both for learning centers and for parks have not been that good recently, and the architects began work with more involvement and commitment than money. As for the park, the community leaders have begun a search for alternative funds for it, but it is not yet in sight. The Center, however, is a gratifying reality in the bleak streetscape.

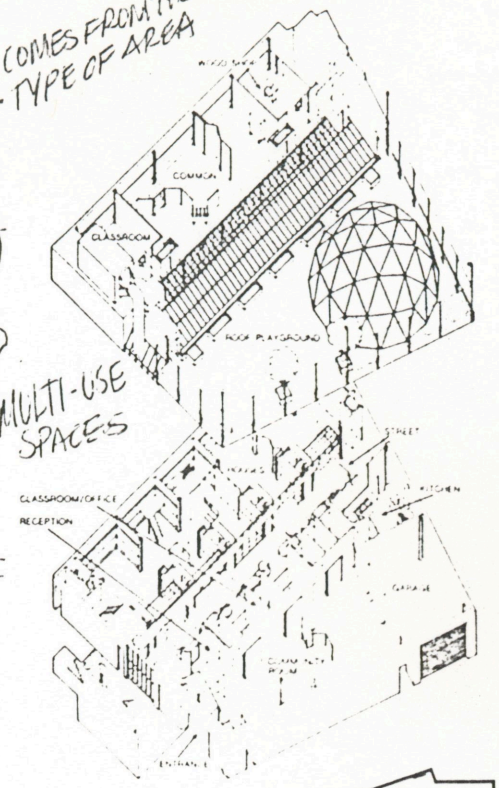
Works' Robert Mangurian stresses the fact that the building was designed to be acted upon by the community, and to promote interaction between school and home experiences. Every aspect of the interior, from the surfaces to the functional plan organization, was guided by this intent. The building is actually two masses, the existing one and a new two-story structure, linked by a skylighted "street" or activity spine. This central space is seen as the hub of the building, in both visual and functional terms. It explodes into a very special kind of urban atrium, with green rubberized floor surfaces, small trees and a fountain. Overhead, under the full length skylight, all of the building's main HVAC ducts are exposed and painted in bright colors. It is a vital space, a mixture of light, humor and warmth—a real oasis in the gray existence of East New York.

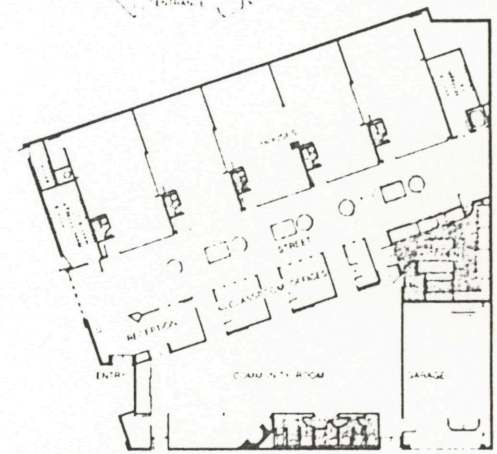
The building is zoned for less and less noisy activities in a progression of spaces off the "street." Each of a series of "houses" on the street level of the new building can be opened or closed to the spine by means of glazed overhead garage doors. Each house was also designed with successively quieter areas away from the doors. On the opposite side of the "street," in the existing building, are a band of administrative spaces, kitchen facilities and a combined use classroom/office. Beyond that is a large common room for both community and Center use. The second floor of the new building is for after school community use. New functions will probably be found as the community grows into the Center.

That, in fact, is the architects' whole rationale for the facility. The users should not be intimidated by the design, Mangurian feels. The exposed mechanical/structural elements, although brightly painted, are meant to give a feeling of casual familiarity with the building to those who occupy it. Works hopes that the informality of the Center and its capacity to be manipulated is reinforced by the materials used, the Center's

COMES FROM THE SAME TYPE OF AREA

MULTI-USE SPACES



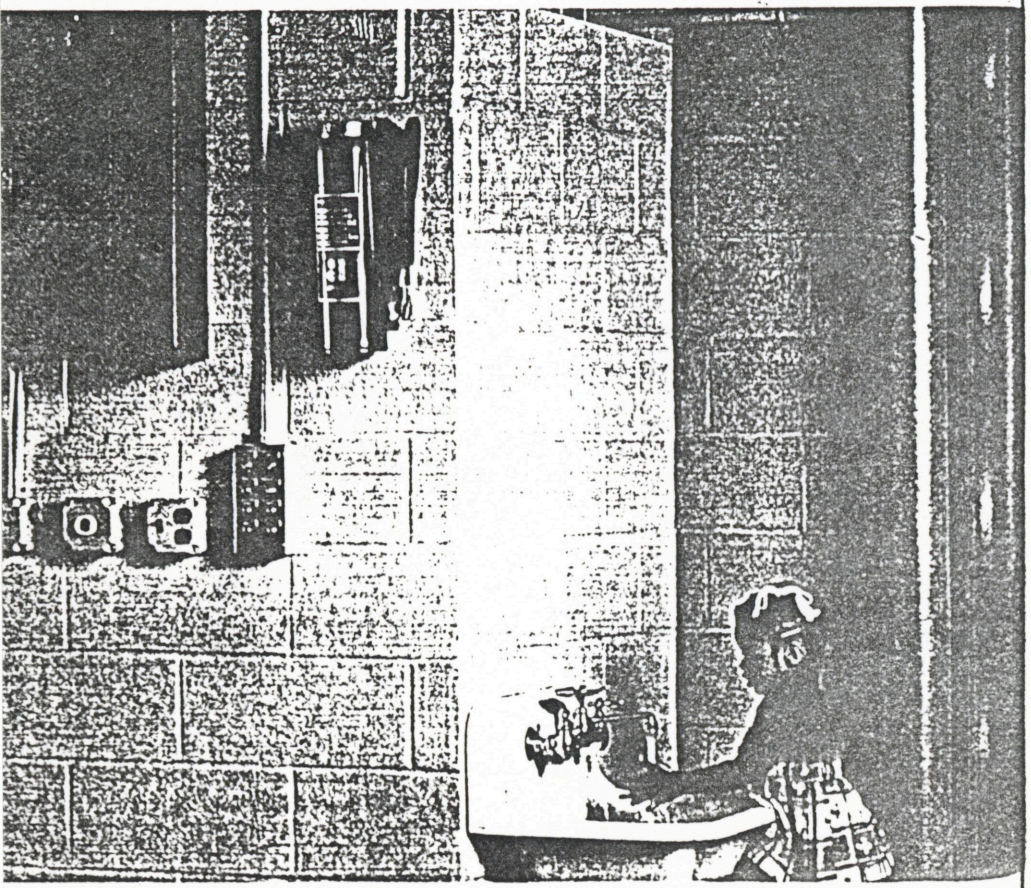


FIRST FLOOR PLAN

program stressing social development through growth and change will put that to the test. Given the built-in options for opening and closing spaces and the building's clear adaptability, success seems assured.

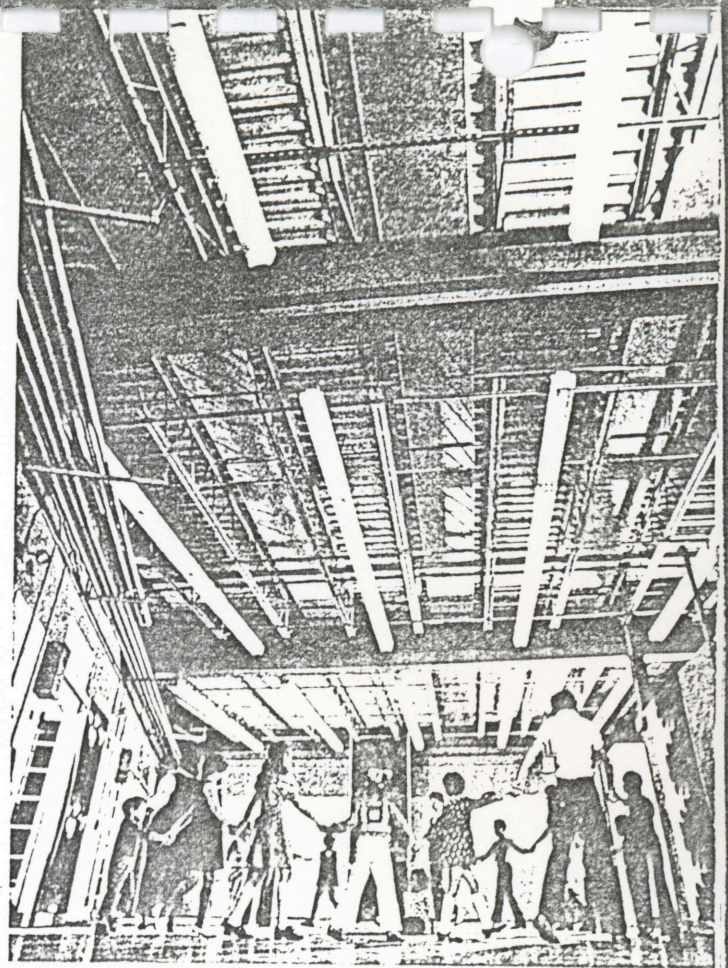
Tenacity and optimism, from both Works and the Center's staff leaders, paid off. Despite the inevitable hassles at every stage (funding, building department, contractor, etc.), only a few aspects of the project changed from the original design. Child-height areas for playing market or house along the "street" had to be abandoned, as did traffic lights inside, for budget reasons. Exterior display panels at the corner of the existing building also will not happen. They were to have held child-designed messages about Center activities, events and work. Kit-of-parts furniture, to be assembled by community members, is not yet a reality, but remains a possibility.

For all of that, the facility supports two points very well. First, the notion that planning with and for the community can, with sensitivity, produce an open-ended program and a structure that is sympathetic to those goals. Second, if a piece of architecture is to mean anything to the people it serves, its parts will grow from the inside out. The Childrens' Learning Center hasn't been around long enough to allow evaluation of its concept and/or solution from the users' standpoint. The architects are monitoring that. If it does nothing else (and that is highly improbable), it has already proved that there *are* dedicated people out there, working to lessen the relentless nosedive of underpriviledged areas. What's more, they've done it very well, against heavy odds. [JM]

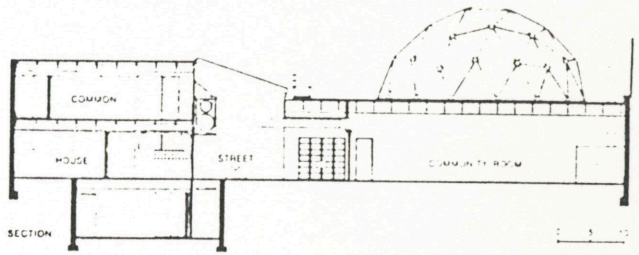


Credits:

Architect: Works, Robert Mangurian, design team: Robert Mangurian, Lester Walker with Jeffery Harrington and Jeffery Mosteri
Consultants: structural: David Geiger-Horst Berger, P.C., mechanical: Dalton & Dunne
Contractor: Castel Construction, Inc.
Photographs: John Dominis

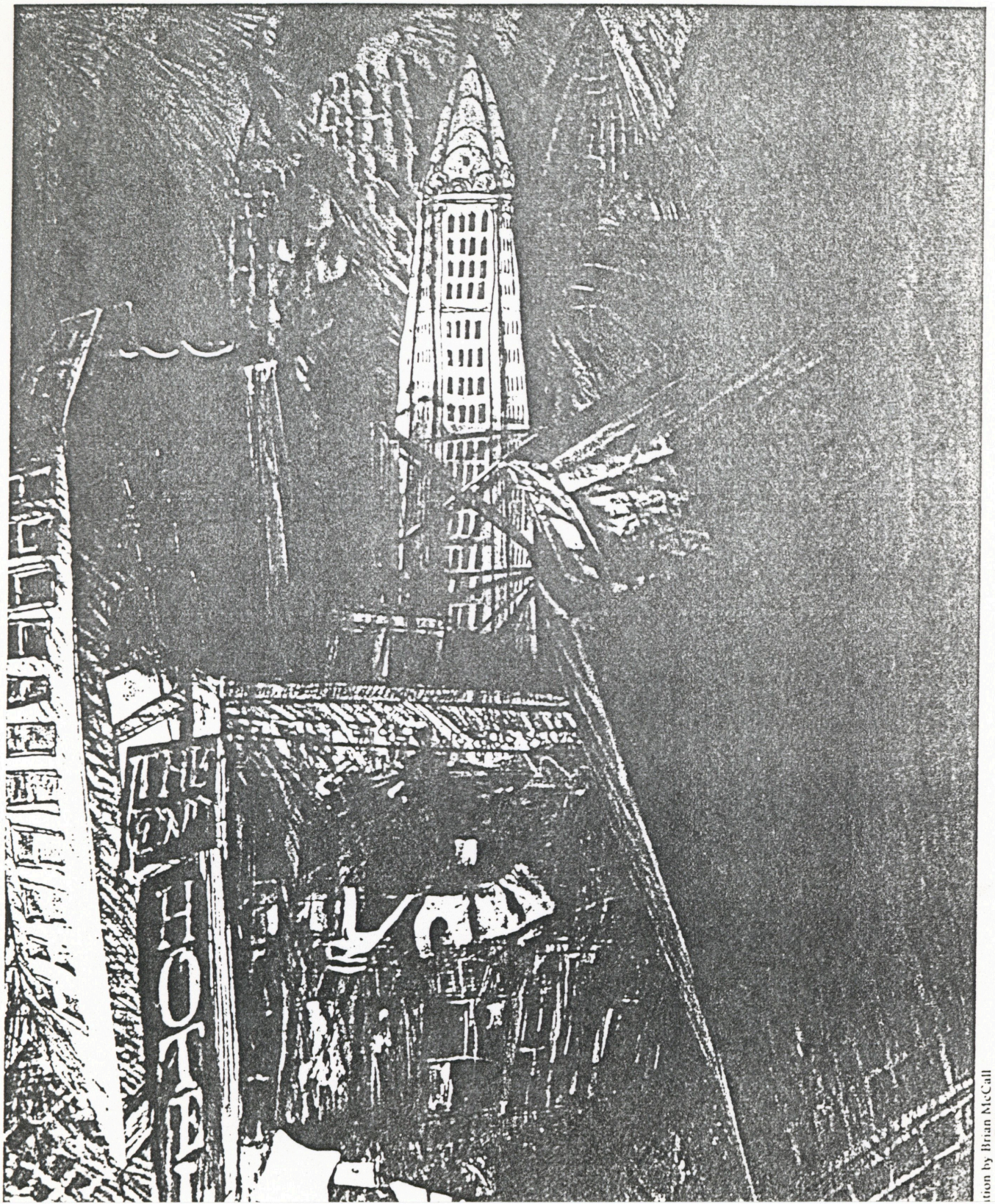


Familiarity is built into The Children's Learning Center because it is expected to serve and to respond to the people who use it. All the way from the individual child (opposite) to community groups (above, right) the center will be asked to accommodate. The community room (above, right) and the "street" (above) are different kinds of areas for vigorous activities, separated by a block of office, classroom spaces in the newly remodeled existing building. Areas to the left of the "street" in the section (right) become increasingly quieter as a function of distance.



Housing for the Poor: Losing More Than We Build

So far no real substitute has been found for a positive federal role.
By Nora Richter Greer



tion by Brian McCall

52

MY PAGE IT WILL ONLY BEGIN TO TOUCH THE PROBLEM THAT EXISTS BOTH NOW AND WILL EXIST LATER.

As 1990 approaches, so does a housing crisis of a magnitude not seen in the United States since Franklin D. Roosevelt called a third of the nation "ill housed" as he launched h New Deal. If current trends persist, by the turn of the cent y nearly the same percentage of the population could be living in substandard dwellings, be paying excessive rents, or be homel s altogether.

The causes of the crisis are interrelated and complex, centering around the virtual dismantling of federal low-income housing programs. The solution will necessitate a new, long-term f ancial commitment by the federal government, housing experts s . But just as assuredly, what is being called "the vigorous new creative thrust" of cities and states toward housing their poor w ll significantly transform national housing policy.

What has housing experts concerned is the impending confluence of trends in federal housing: the virtual halt of low-income housing construction; the aging and decay of subsidized housi projects, accelerated by dwindling rehabilitation funds; and t expiration of 20-year contracts with private sponsors of low-income housing. HUD's budget has dropped from $35.7 billion in fi al year 1980 to $14.2 billion in fiscal year 1987. Although t tabulation is difficult to make, it is quite clear that many l low-income units are lost each year than replaced. Roberta Youmans, of the National Housing Law Project, predicts that in bout five years a "massive influx of money will be necessary" t emedy the situation.

With the drop in production of new units and the rise in the number of poor, there are long waiting lists for public housing. A ong the worst cases, according to the Council of Large Publi Housing Agencies, are Baltimore, with 13,000 families waiting for openings in 17,000 existing, occupied units, and Chicago, w th 44,000 families waiting for openings in 49,000 units. In fiscal y r 1987, 74,000 new units were built, down from 192,000 in 1960 and from 393,000 units in 1977. The units being built now were authorized during the Carter years; under the Reagan A ministration, new construction contracts have virtually stopped.

ast as damaging has been the meager provision for rehabilitating public housing units, half of which are over 20 years old. Since 1975 the government has spent $7.9 billion for repair and m dernization; for fiscal year 1988, the Administration has requested $437 million. At the same time, ABT Associates, a private research group in Cambridge, Mass., has reported to Congr s that $21.5 billion is needed to repair and modernize the na on's 1.3 million units of public housing. Each year, as many as 70,000 units of public housing are abandoned or demolished because repairs are too expensive. For example, in 1986 the Philad phia Housing Authority closed two 15-year-old towers because th $18 million cost to repair them was prohibitive.

T biggest crunch, though, is expected in the coming decade, w contracts the federal government made with private owner subsidized low-income housing start to expire. Then the owners will have no obligation to either the federal government or their tenants and will be able to convert their units into higher-re condominiums, sell their buildings, or even tear them down. Th General Accounting Office predicts a reduction of as much as 900,000 units by 1995. Others are less pessimistic.

William Apgar, associate director of the MIT/Harvard Joint Center for Housing Studies, warns, "We could be entering a period in which additions to the subsidized inventory are needed just to keep the number stable." The National Association of Home Builders estimates it would cost more than $130 billion to replace the current supply of subsidized housing.

The Reagan Administration's sole housing initiative is the five-year vouchers program. The vouchers, the Administration says, give tenants more freedom of choice as to where they might live. Under the program, recipients must find private-market housing and pay the difference between 30 percent of their income and the "fair market rate," a standard amount set by HUD as the maximum a low-income household should pay for rent. Under the current certificate program for subsidized housing, tenants pay only 30 percent of their income.

The Administration's proposal for fiscal year 1988 calls for 100,000 vouchers. "The program doesn't expand the supply of housing at all," says Douglas B. Diamond Jr., NAHB's assistant vice president for housing policy. "In fact, it expands the competition for the existing supply of housing."

The Administration's emphasis on the "privatization" of public housing portends another potential drain on supply. In 1984, HUD launched a demonstration program encouraging tenant ownership of such housing. Since then, 3,589 units have been sold in 55 formerly subsidized projects. Reactions are mixed. Doug Cavanaugh, legislative counsel for the Council of Large Public Housing Agencies, calls the program "a ruse for unloading the public housing stock on tenants who can't afford to keep it." Apgar calls it a "cruel trick."

THIS IS VERY TRUE IN ALLINGS THERE ISN'T A PROBLEM. - RIGHT?

As the federal role diminishes, a cutback in multifamily dwellings in the private market also is taking place, as the market moves further and further into the middle- and high-income levels. Between 1970 and 1975, single-family housing starts accounted for 55 to 65 percent of the total; between 1975 and 1980, 70 to 75 percent.

Private development of low-income rental housing is virtually nonexistent. In addition, nearly 100,000 privately owned low-income units are lost every year through abandonment, foreclosure, arson for profit, and condominium conversions, says the National Low Income Housing Coalition.

It is still unclear how changes in investment tax credits brought by the Tax Reform Act of 1986 will affect the partnerships of private investors with nonprofit organizations or state or local housing agencies geared to developing low-income housing, especially where a large private investment is involved. The tax credits remain significant—9 percent annually of the cost of low-income units, minus the cost of land, over a 10-year period. "But they are loaded down with restrictions that will discourage investors, particularly the clause calling for the credits to be taken only on passive income," Diamond says.

It is hard to avoid making the correlation between the decline in the supply of low-income housing and the rise in homelessness. Estimates of the number of homeless now range between 250,000 and 4 million. By the year 2003, unless some drastic steps are taken, 18.7 million could be homeless, burdened with excessive

rents, or forced to live in slums, the Neighborhood Reinvestment Corporation predicts.

To avoid such an outcome, public, private, and nonprofit groups at the state and local levels are forging ahead with new approaches to providing low-income housing. So widespread are these efforts that "local influence on federal involvement may be as strong as the federal influence on local housing and community development activity of an earlier period—from 1934 to 1980," says Mary Nenno, association director for policy development at the National Association of Housing and Redevelopment Officials. Developer James Rouse puts it this way: "There is a whole uprising out there." New types of partnerships have been formed, new development methods tried, and new financing schemes devised, many of which seem to be more responsive to community housing conditions than the federal programs.

Take Chattanooga, Tenn., for example. Last September the city announced a $200 million plan aimed at providing a decent home to every city resident within the next decade. That will involve the construction of 500 units and the renovation of 13,000. A newly formed group, Chattanooga Neighborhood Enterprise Inc., will lend money and technical assistance to neighborhood groups, churches, and individuals for the renovations. So far, $3 million has been raised from local and national sources to cover the first three years' operations. The effort was spearheaded by local nonprofit and community groups and developed by the Baltimore-based Enterprise Foundation.

Although larger than most, this program is typical of work the Enterprise Foundation has been doing since it was founded in 1981. Its financial base consists of profits generated by the Rouse Company's festival marketplaces, modeled after Quincy Market/Faneuil Hall in Boston and Harborplace in Baltimore, but built in smaller cities such as Norfolk, Va., Toledo, Ohio, and Battle Creek, Mich. The Enterprise Foundation also receives grants from other foundations and businesses. It expects to have raised $2 million by the end of 1987 and will have provided funding and technical assistance to 67 nonprofit community groups.

"We work strictly with poverty-level families where the economics are very tough," says Peter Werwath, director of the foundation's rehab workshop. "The majority of those people live in substandard housing, and the odds against replacing all those units with modern, decent housing are enormous. It isn't a volume program. We're usually trying to demonstrate some new kind of production or financing technique." Emphasis is also placed on strong community services—health care, job training, and education, among others.

A similar organization is the Local Initiatives Support Corporation, which began in 1979 as a joint effort of the Ford Foundation and six major private insurance, industrial, and banking firms. LISC started with a budget of $9.35 million; by the end of 1986 its assets topped $100 million. Its objective is to assist local nonprofit organizations in securing private and public resources for the design, financing, and management of housing and community developments of significant scale. These developments are to be long-term, profitable economic ventures. Special attention is given to assisting low-income households while maintaining middle-income residency in a particular neighborhood.

Housing partnerships have been formed across the nation that assemble funding (and sometimes expertise) from private and public sources and direct it toward a specific low-income housing development. More recently, these partnerships have been formed to develop and manage multiple projects. For instance, the Boston Housing Partnership, formed in 1983, contracts with 10 community development corporations, which in turn are responsible for specific low-income housing initatives. The Massachusetts Housing Partnership, formed in 1985, set as its goals the reclamation of all salvageable abandoned housing units in the state, redevelopment of abandoned lots, strengthened efforts to maintain households in existing housing stock, expanded housing production, and innovative demonstration projects.

An example of a nonprofit, cooperative venture at the local level is the Nehemiah Plan, established in New York City in 1980. This coalition of 52 religious congregations—the East Brooklyn Churches—raised seed money, secured $15 million in interest-free loans from the state for mortgages, received land donations and short-term suspensions of property taxes from the city government, and built 1,600 single-family houses for families with incomes ranging from $20,000 to $40,000. In the San Francisco Bay area, BRIDGE, a nonprofit regional development corporation, produced 1,466 housing units in six counties for families earning $12,000 to $25,000 per year.

Meanwhile, special revenue-raising programs tied to the development dynamics of a specific market have sprung up. In San Francisco, for example, downtown commercial developers must either produce one low-income unit for every 1,125 square feet of office space or contribute a set fee to the Citywide Affordable Housing Program Fund. The requirement is based on the assumption that each additional million square feet of office space produces the need for 386 low-cost apartments to house the low-paid workers employed in the new buildings. From 1981 to 1986, 3,793 units were funded by this program. Similar programs have been adopted in Boston, Jersey City, N.J., and Santa Monica, Calif.

A fund-raising technique first used in the early 1950s has resurfaced in 35 states—tax increment financing. Under state laws, localities can generate new revenues for future housing and community improvements by taking advantage of an increase in property values resulting from redevelopment. Property taxes are frozen at the start of the redevelopment; at the end, when rates have increased, developers must pay the difference between the frozen level and the full taxes. The funds are used to help pay off the public revenue bond issued to finance the housing.

Other housing trust funds are created by the interest earned on real estate transactions, such as escrow deposits, real estate title transfer fees, mortgage property tax and property insurance prepayments, and commercial and residential tenant security deposits. Nationwide, income from tenant security deposit, sale, and mortgage escrow interest could total $1.7 billion annually, according to the National Association of Housing and Redevelopment Officials—enough to build 39,000 units or rehabilitate 170,000. Some trust funds take an unusual twist. California uses

54

taxes levied against offshore oil revenues. Atlantic City collects taxes on hotel rooms, entertainment, and other luxuries; gambling casinos are required to invest in low-income housing.

Supplementing the housing trusts, states have generated new rental and homeownership assistance programs, rent supplements, neighborhood improvement programs, and aid to special-needs housing. California, for example, will use the funds from its offshore oil taxes over the next three years to provide seed money for construction of low-income rental housing, grants to organizations providing shelter for the homeless, and loans for housing for the elderly and disabled.

Localities, too, have increased their efforts. It is not unusual to find a local government acquiring or renovating low-income housing, although the programs are usually quite limited in scope. The Houston Housing Authority recently bought foreclosed homes to rent to low-income households. In Alexandria, Va., the housing authority recently purchased 152 units to "ensure there would be some low-cost housing." Under a neighborhood preservation ordinance, the City of Hartford, Conn., requires that anyone wishing to demolish or convert residential units must replace those units with an equal amount of square footage or contribute to a low-income housing fund. In the program's first 18 months, 65 units had been replaced.

Most of these state and local programs will ultimately meet only a small percentage of the need unless there is a significant influx of federal dollars. As of 1982, states and cities were subsidizing about 600,000 households. Currently, about 4.2 million households participate in federal programs.

But in terms of establishing the institutions that may someday be used to fill the needs, the state and local programs are significant, says housing expert Cushing Dolbeare. "The expertise state and local governments and nonprofit organizations have recently acquired in developing and operating housing projects provides a base on which federal programs may soon be rebuilt." Nenno predicts an even larger role: "If carried to fruition, these trends should have a long-term effect of changing the status of low-income housing as an isolated and after-the-fact activity to one of an assured place in the total marketplace." In the future, the availability of low-income housing may increasingly be seen as a key component in a locality's economic revitalization.

Housing experts, though, say it is still essential to have a strong federal role supporting the state and local efforts. Only the federal government, they say, can provide national standards and policies needed to direct private funds into housing. What those standards will be, concerning the construction or rehabilitation of any public housing, is intrinsically tied to costs.

"We imagine we have enough money so everybody can live in good-quality housing," Apgar says. "We set high standards for what we expect our public programs to achieve, and we produce very high-cost housing that becomes more and more like standard subdivision housing. But then we don't follow through and make enough resources available so everybody can get access to the housing."

Kenneth Beirne, HUD's general deputy assistant secretary for policy development, suggests, "The market can build shelter that by worldwide standards would be fantastic for low-income people. By American standards it would be utterly intolerable." In reality, the solution may be somewhere in between.

Kathryn Wylde, of the Housing Partnership Development Corporation in New York City, points to bathroom and kitchen size requirements. "By the time you are done," she says, "you've lost the economics."

Partial rehab is an option. "In most cities, 15 to 20 percent of the housing doesn't even meet housing codes," Werwath says. "If you drive a nail and pull a building permit, you are committed to spending $40,000 a unit. Partial rehabs can run from $15,000 to $35,000." Werwath says the Enterprise Foundation stresses least-cost, high-value techniques for such tasks as roofing, drywall fastening, caulking, and painting.

Another departure from conventional housing is the reintroduction of the single-room-occupancy hotel. That type of housing—where residents have private bedrooms but share bath, kitchen, and other living spaces—has proved appropriate and affordable for once-homeless persons who do not yet have the means for separate apartments. The building type is highly flexible and can be altered for a specific population, such as the chronically mentally ill, the elderly, or single men or women. Many argue that the single-room-occupancy hotel is a better social environment for these populations than separate apartments. Supportive services, located on or near the residential site, can add a crucial dimension.

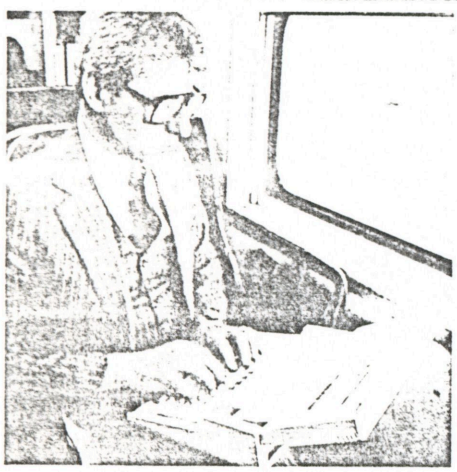
By the year 2003, says the Neighborhood Reinvestment Corporation, 7.8 million more units of low-income housing will be needed. "There is a sense that it's time to start putting housing policy back together," Apgar says. "You've got former enemies now working together—builders, bankers, advocacy groups. It's like starting fresh all over again." Spearheading the effort in Congress are Senators Alan Cranston (D-Calif.) and Alfonse D'Amato (D-N.Y.), who in 1988 or 1989 will introduce the first major post-Reagan-era national housing policy. And a number of both Republican and Democratic presidential candidates are talking about what the federal government can and should do to mitigate the impending crisis.

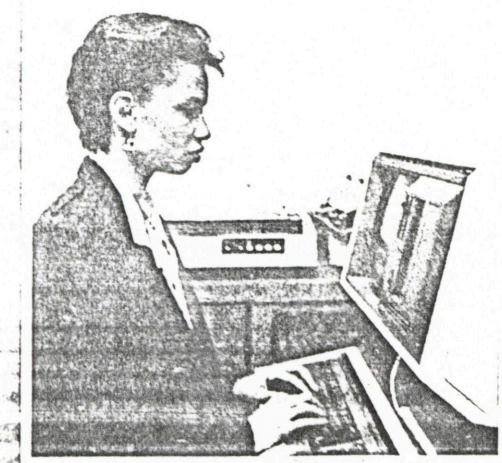
Already, essential elements of future housing policy are clear. Flexibility and diversity are needed to better match scarce resources, "so that where it is cost-effective to rehab, communities will do that, and where it is cost-effective to do new construction, communities will do it that way," Apgar says. Most projects will be community based and small in scale. "Volume production and highly standardized federal programs don't work," Wylde says. Kermit Baker, senior economist for Cahners Publishing Co. in Boston, says, "The federal government has much more ability to raise funds than anyone else. It's difficult for rural Mississippi, for instance, to raise the money for housing. The places that can afford to do that are probably not where the problems are going to be. Without federal aid, you're going to have very, very serious distortions. Whether the feds should administer the programs or not—that's a separate issue."

What is most clear is that "we have to re-establish a longer-term commitment to gradually expanding the number of subsidized, affordable units," in Apgar's words. □

BUSINESS OPERATIONS

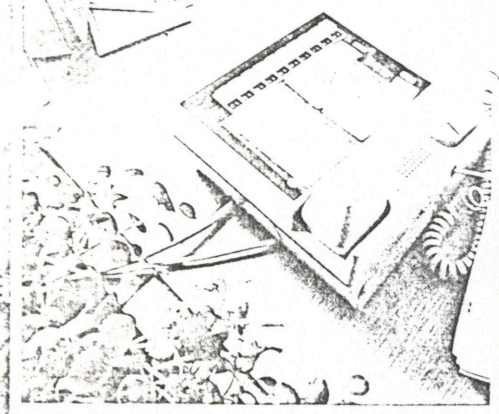
DeVry





COMPUTER INFORMATION SYSTEMS

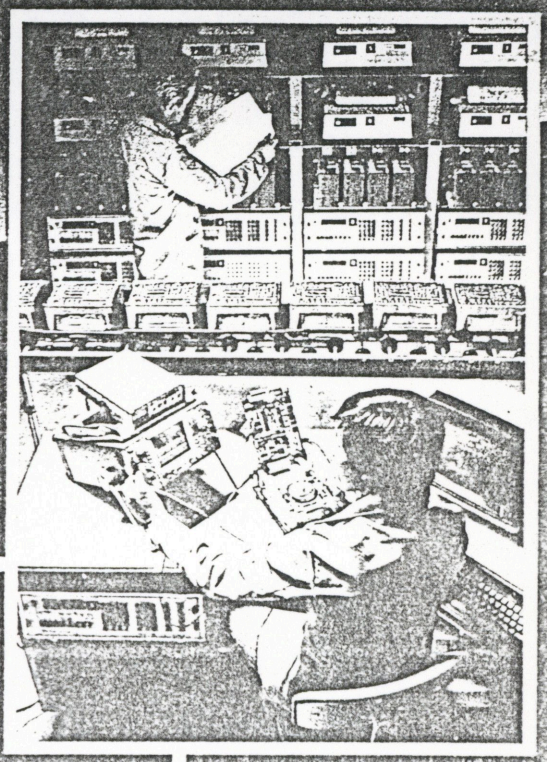
DeVry

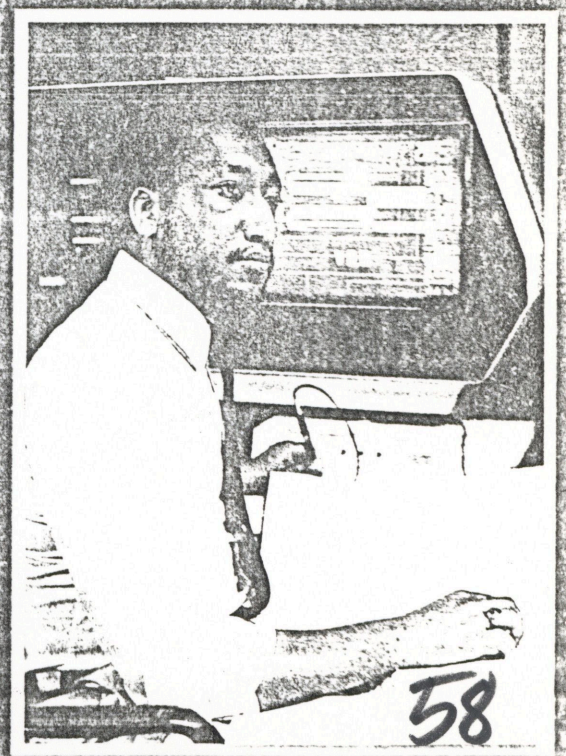


DeVry Inc.
A Bell & Howell Company

ELECTRONICS

DeVry





DeVry Inc.
A Bell & Howell Company

58

Planning for career success

The following information is a summary of the 1987-88 DeVry Career Update Seminar. It is intended to give you guidance in choosing a career and an educational path that is right for you.

Whatever move you make in life, make sure you move ahead

The future moves ahead, with us or without us. To stand still is to fall behind. Students who are serious about success plan their future with the knowledge that success depends on forward motion, on constant commitment to move with the changes that shape our world.

You don't have to start big. You can begin to move ahead by thinking about possibilities, about what you want in the way of a career. You can talk to your counselor, and you can send away for more facts. Every brochure you receive is another piece of information you can use. Every step you take will put you one move closer to deciding what you want to do with the rest of your life.

Technology is transforming the way we live

Education, medicine, business – almost every profession has been reshaped by the advance of technology. Technology is helping us learn faster, work faster, think faster, and accomplish far more than was ever before possible. From microchips that can read 2,200 pages in one second, to superconductors that could shrink an automobile engine to the size of a fist, technology is broadening the horizons of the possible.

The marriage of business and technology

Technology has been moving business ahead at an incredible pace. It has changed the face of business forever, creating new businesses and recreating old businesses all around the world.

The marriage of business and technology is allowing people to know more, to do more, and to spend more time making decisions – in short, to be more creative, more productive. And creativity and productivity have always been key factors in the success of any business enterprise.

Career opportunities in technology-based business

Industry needs people who have harnessed the latest technology to do business faster, better, more profitably than ever before.

Telecommunications, perhaps the largest source of new jobs in the world, is just one example of the new career fields that have sprung from the marriage of technology and business. Now, more than ever, there is great demand for people who know how to use technology to solve problems and extend the reach of modern business. This fusion of business and technology has yielded an abundance of career opportunities for business managers, electronics technologists, computer specialists and virtually any business person who can use the latest technology to move ahead.

Choosing the right education for the career you want

More and more people are seeking higher education, and it remains true that people with college or other education beyond high school can usually find jobs more easily than people who do not go on to school. An education continues to be a very valuable asset when competing for a career position.

A good education at an accredited school will prepare you for a lifetime of moving ahead, so that as the world changes, so can you.

Education: The critical factor

Once you have a reasonable idea of the kind of career you want, there are some critical questions you should confront. These questions are presented to help you examine the practical side of choosing an education that will provide the right preparation for the career you want.

1. What type of education do you want and need? It is important that your education be keyed to the career you have selected. When choosing a school, you should also assess your own needs, desires and abilities.

2. How much time are you willing to invest in your education? The answer to this question is dictated by

(over)

your career choice and the credentials you want, such as a recognized diploma or degree.

3. Will your education provide the knowledge and skills you will need in your career? Many employers look for career candidates who have a solid foundation in theory, balanced with practical, hands-on experience that can be put to work in the real world. The school you choose should offer ample opportunities for you to apply in practice the theories you have learned in the classroom.

4. What advantages will your education give you in gaining future employment? Ask if the programs you are interested in have been designed for real-world application. Check the job placement statistics for a given school to see how successful its graduates are in finding the career employment they desire.

What school after high school?

Your education is one of the most important investments you will ever make. Once you have determined the kind of education you want, take the time to evaluate which school can give you the best education for your chosen career field. Consider the following questions:

1. Will the school give you the right education for the career you want?
2. Is the school properly accredited?
3. Does the school provide adequate facilities and the type of equipment used in modern business and industry?
4. Does the school participate in financial aid programs and offer other student services you may need?
5. How qualified are the members of the faculty? Do they have experience in the fields in which they teach?
6. How frequently are the curricula updated?
7. Does the school have a reputation that is recognized by potential employers?
8. Is the school successful in placing graduates in suitable careers?

If you are considering a career in technology or business

DeVry is one of the largest private, postsecondary educational systems in North America, operating eleven Institutes which offer diploma and degree programs in Electronics Technology, Computer Information Systems, Business Operations*, and Telecommunications Management*.

DeVry Institutes are located in: Atlanta (Decatur), GA • Chicago, IL • Columbus, OH • Dallas (Irving), TX • Kansas City, MO • Lombard, IL • Los Angeles (City of Industry), CA • Phoenix, AZ • Woodbridge, NJ • Calgary, Alberta • Toronto, Ontario

*Not all programs are offered at all campuses.

DeVry Inc.
2201 W. Howard Street, Evanston, IL 60202-3698
(312) 328-8100 (800) 323-4256

© 1985, 1987 DEVRY INC.
All rights reserved.
Rev. 8 87

Printed in U.S.A.
808951
CG 78125

60

Advice on meeting your educational costs through financial aid

A good education is a wise investment in your future, but it can be expensive. Most students and their families need additional monetary resources to help meet the rising cost of postsecondary education. Financial aid is available to eligible students, but obtaining it requires some homework on your part to discover the many options open to you and your family.

You will need to take stock of your own financial situation. It is best to figure out what kind of personal resources or "self-help" that you have first. This includes savings of your own and earnings from part-time jobs. Self-help should take care of an important share of your educational expenses, with the balance possibly being met through financial assistance.

Most financial-aid programs are normally based on need, which is determined by a complex formula that takes into account family income, living expenses, assets, number of household members and number of dependents attending school. Once all these variables are evaluated, your family's financial situation can be determined. Then it can be estimated what amount of money your family can comfortably afford to contribute to your education and what remaining costs will need to be met by assistance.

You can improve your chances of receiving the assistance you need by knowing what you have to do, when you have to do it, and by completing your applications correctly. This sheet is designed to outline the basic kinds of financial assistance available to eligible students and to explain the importance of proper preparation. The key is to plan ahead and apply early.

■ Gather educational information

It is important that you investigate your educational options as early as possible. You want to receive the best value for your money, so make sure to evaluate the academic reputation of the school, as well as the student services, such as financial aid, part-time-job assistance and placement, when you graduate.

■ Learn about the types of financial assistance

Financial assistance is divided into three basic categories:

1. *Grants or scholarships* – aid that does not have to be repaid
2. *Loans* – aid that must be repaid, but generally not until after you have graduated or left school
3. *Work programs* – jobs that may be arranged through your school

■ Evaluate the available government programs

Some of the best sources of financial assistance are grant and loan programs which are federally or state funded.

1. Pell Grant Program – Pell Grants provide money to help undergraduates (who have not earned a bachelor's degree) pay for their education. The Pell Grant program is the largest of the federal Student Aid programs. For many students, these grants provide a "foundation" of financial aid to which aid from other federal and nonfederal sources may be added. Unlike loans, grants do not have to be paid back. Although not everyone qualifies, the government encourages all students to apply for Pell Grants.

Funding is determined annually by Congress. For the 7 87 through 6 88 award year, full-time Pell Grant awards are expected to range from $200 to $2,100. The actual amount of the Pell award is based on the cost of your education and on Pell Grant program regulations.

2. Supplemental Educational Opportunity Grant (SEOG) – This grant is another award of money. It is only for undergraduate students who demonstrate exceptional need and does not have to be paid back. SEOG funding is very limited, since the federal government gives each school a set amount of money to use for the SEOG program, and when the money is gone, there are no more SEOG funds for that year. The current awards cannot be less than $200 or more than $4,000 a year.

3. Carl D. Perkins National Direct Student Loan (NDSL) – This is a low-interest (currently 5%), educational loan awarded to students who demonstrate exceptional need. These loans must be repaid. NDSL funding is limited, since the federal government gives each school a set amount of money, and when those funds are exhausted there are no more NDSL loans awarded for that year. Loan amounts vary depending upon financial need, but cannot exceed $4,500 for the first two academic years of study. Students enrolled in non-bachelor's degree programs may borrow up to $4,500 in total if they are eligible. Students enrolled in bachelor's degree programs may borrow up to a total of $9,000 if they are eligible. You begin repaying nine months after you graduate, leave school or drop below half-time status. You may be allowed up to ten years to repay your loan. The amount of your payment depends upon the size of your debt, but usually you must pay at least $30 per month.

(over)

4. Guaranteed Student Loan (GSL) Program – This is a low-interest loan (currently 8% for first-time borrowers) made to you by a lender such as a bank, credit union or savings and loan association. These loans are insured by either the federal government or the guarantee agency in your state. You may be eligible to borrow up to $2,625 per academic year (two trimesters) for the first two years to help pay the costs of tuition, books, supplies, fees and other education-related expenses. After you complete the required course work for the first two academic years you may borrow up to $4,000 per academic year. The maximum amount you may borrow under the GSL program is $17,250 as an undergraduate.

All students must demonstrate a need for a GSL loan by completing a "needs test." The amount of loan these students may borrow will depend on the results of the needs test, but may not exceed the academic-year (two trimesters) maximums indicated above.

Loan repayment begins six months after you graduate or leave school. The lender generally must allow you at least five years to repay the loan and may allow up to ten years. When you leave school, you must contact your lender to establish a repayment schedule.

5. *PLUS Loans for Parents (PLUS)* – Parents of dependent students may borrow up to a maximum of $4,000 per academic year (two trimesters) for educational expenses under a federal-aid program called PLUS (Loans for Parents). The current interest rate is 10.27%. Parent borrowers begin repayment within 60 days after the loan is issued.

6. *Supplemental Loans for Students (SLS)* – An independent undergraduate student may borrow up to a maximum of $4,000 per academic year under the Supplemental Loan program. The current interest rate is 10.27%. Independent student borrowers may not have to begin repaying principal within 60 days, but may be required to begin repaying interest during that time.

7. *College Work Study (CWS) Programs* – These programs provide on- or off-campus or other jobs for students with wages that are paid jointly from federal and institutional or agency funds.

■ Investigate other sources

1. Veterans Administration (VA) – if either of your parents is a military veteran, you may be eligible for assistance. Contact the VA for information.

2. Educational scholarships – check with local community groups, your parents' employers, or religious or service organizations which may be sponsoring scholarships. Many are based on abilities, such as athletic skill or artistic talent, and not just academic criteria.

3. Private companies' tuition reimbursement – this may be available to full-time employees only.

4. Credit – some DeVry Institutes accept VISA and MasterCard: however, all the DeVry Institutes offer a credit plan of their own.

■ Correctly complete the necessary forms

You must also keep in mind that in order to participate in any assistance or scholarship program, you must apply. In some cases you may combine your applications by using a scholarship service. This may require a small charge. This information is used to determine your *need* for financial assistance. (However, your need may not guarantee the amount of assistance you ultimately receive. It is up to specific colleges, programs and government agencies to decide how much and what kind of aid you will receive.)

Remember to check with your counselor, school or public library to find more information about financial assistance.

This information sheet is provided by DeVry, a major educational system with 11 Institutes in North America. DeVry Institutes are located in: Atlanta (Decatur), GA • Chicago, IL • Columbus, OH • Dallas (Irving), TX • Kansas City, MO • Lombard, IL • Los Angeles (City of Industry), CA • Phoenix, AZ • Woodbridge, NJ • Calgary, Alberta • Toronto, Ontario.

DeVry Inc.
2201 W. Howard St., Evanston, IL 60202-3698
(312) 328-8100 (800) 323-4256

© 1985, 1987 DEVRY INC
All rights reserved

Printed in U.S.A.
80894-3
FA78125

DeVry's Student Services provide the "extras" that help make it all possible

Providing assistance outside of the classroom is another important way DeVry helps you achieve your goals. Individual assistance is available for financial planning, academic advising, part-time-job assistance and graduate placement.

Financial assistance

DeVry is committed to assisting students in developing financial plans for their education through a combination of family contributions, government grants and loans, and the EDUCARD® Plan, DeVry's open-end, interest-bearing, revolving charge account. The EDUCARD® Plan gives students the chance to pay the balance of their book and tuition charges over the trimester period. In addition, EDUCARD® provides extended credit under approved circumstances when financial aid is insufficient or the student is ineligible for financial aid.

Before the EDUCARD® Plan is used, students must have applied for and utilized all other forms of available financial aid, including grants and loans.

DeVry is eligible to participate in the following federally funded programs: Pell Grant, Supplemental Educational Opportunity Grant, Guaranteed Student Loan, National Direct Student Loan, PLUS/ALAS, as well as College-Work Study (where available). Details on these financial-aid programs and other loans are available from the Institute.

Academic advising

Faculty members have a personal interest in the students' success and are available to discuss individual problems students may encounter in their courses. Students are encouraged to make appointments with the faculty for private conferences. It is our policy that DeVry instructors have professional experience in their fields.

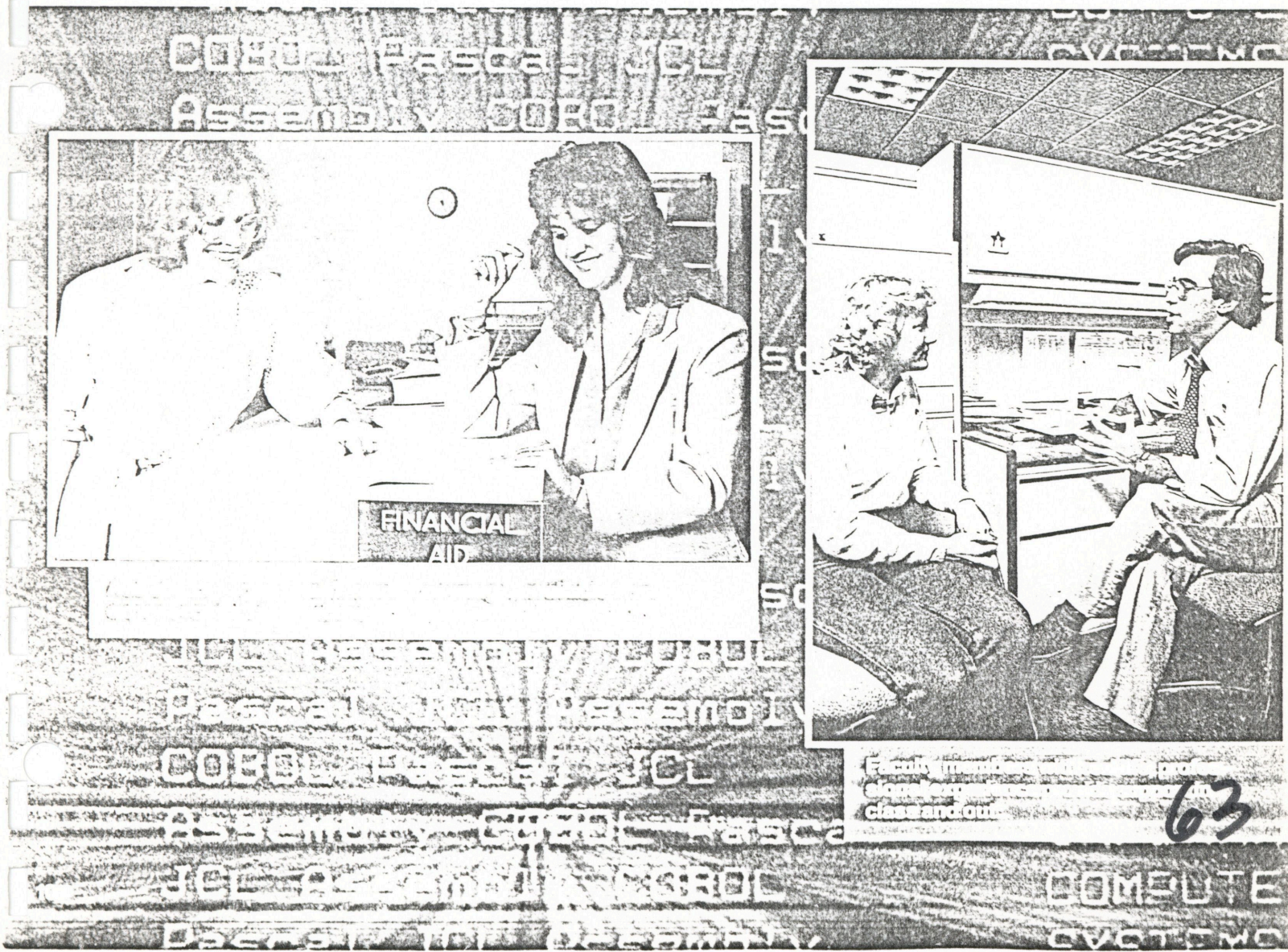
Part-time-job assistance

DeVry will also help you find a part-time job while you are attending school. The majority of our students work part time and are able to help meet living expenses through their earnings. Jobs are in a variety of areas, generally not related to your educational program. New students are eligible for this service after the first day of classes. Since employment depends on local business conditions, we cannot guarantee jobs. However, our record of part-time placement is impressive.

Housing

DeVry maintains a Student Housing Office whereby several living options are available to students. The Office assists students in finding suitable living quarters at reasonable rates.

DeVry is committed to a policy of nondiscrimination in housing, admission, financial assistance and job placement with respect to sex, race, religion and national origin. DeVry will not refuse service to persons, otherwise qualified, who are handicapped.



Career Counseling and Placement

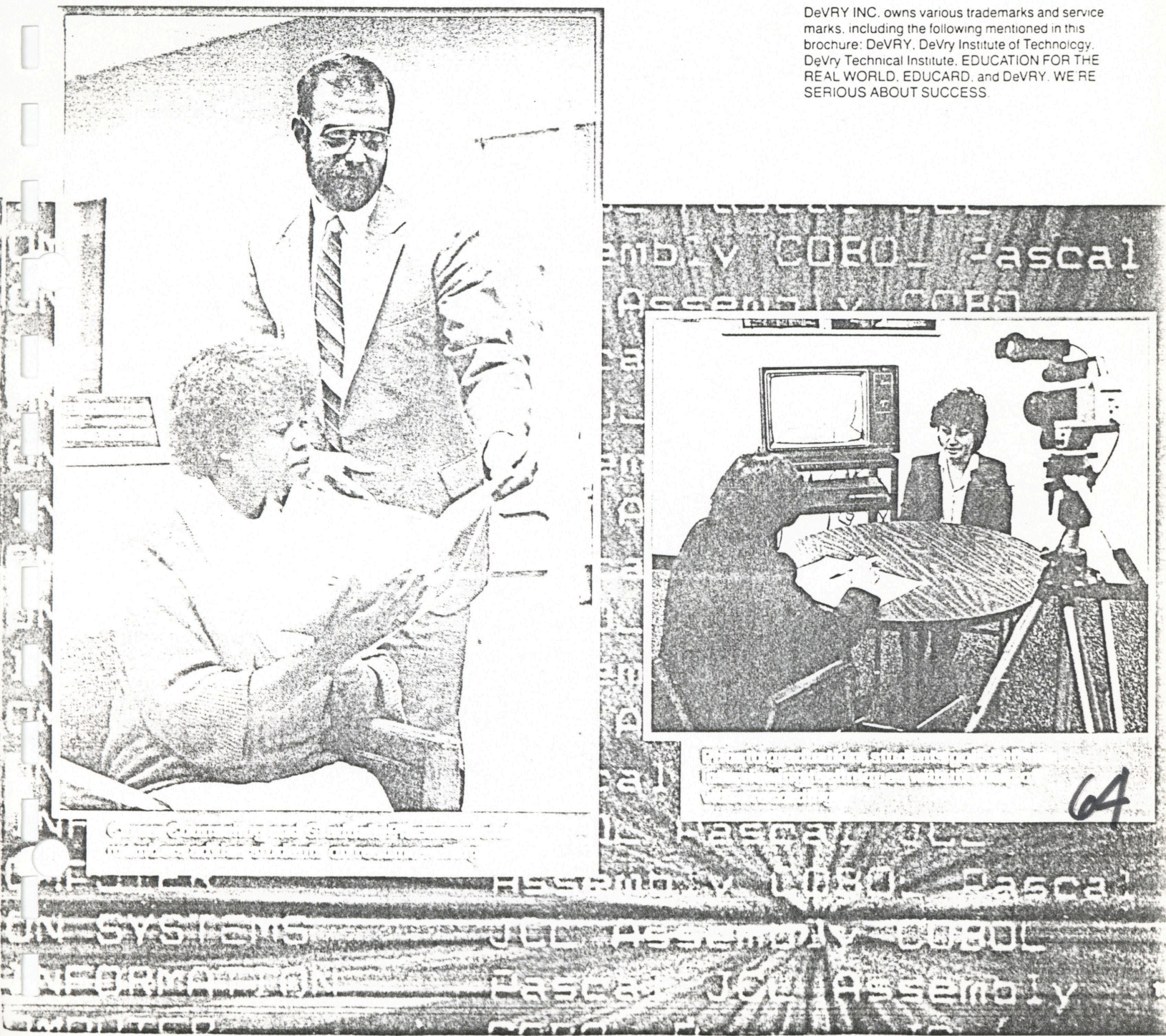
After you graduate from the program, we will help you find employment. DeVry's experienced placement staff will assist you in attaining a position in a computer field that suits your background and interests. Although no school can guarantee jobs, we offer the following services:

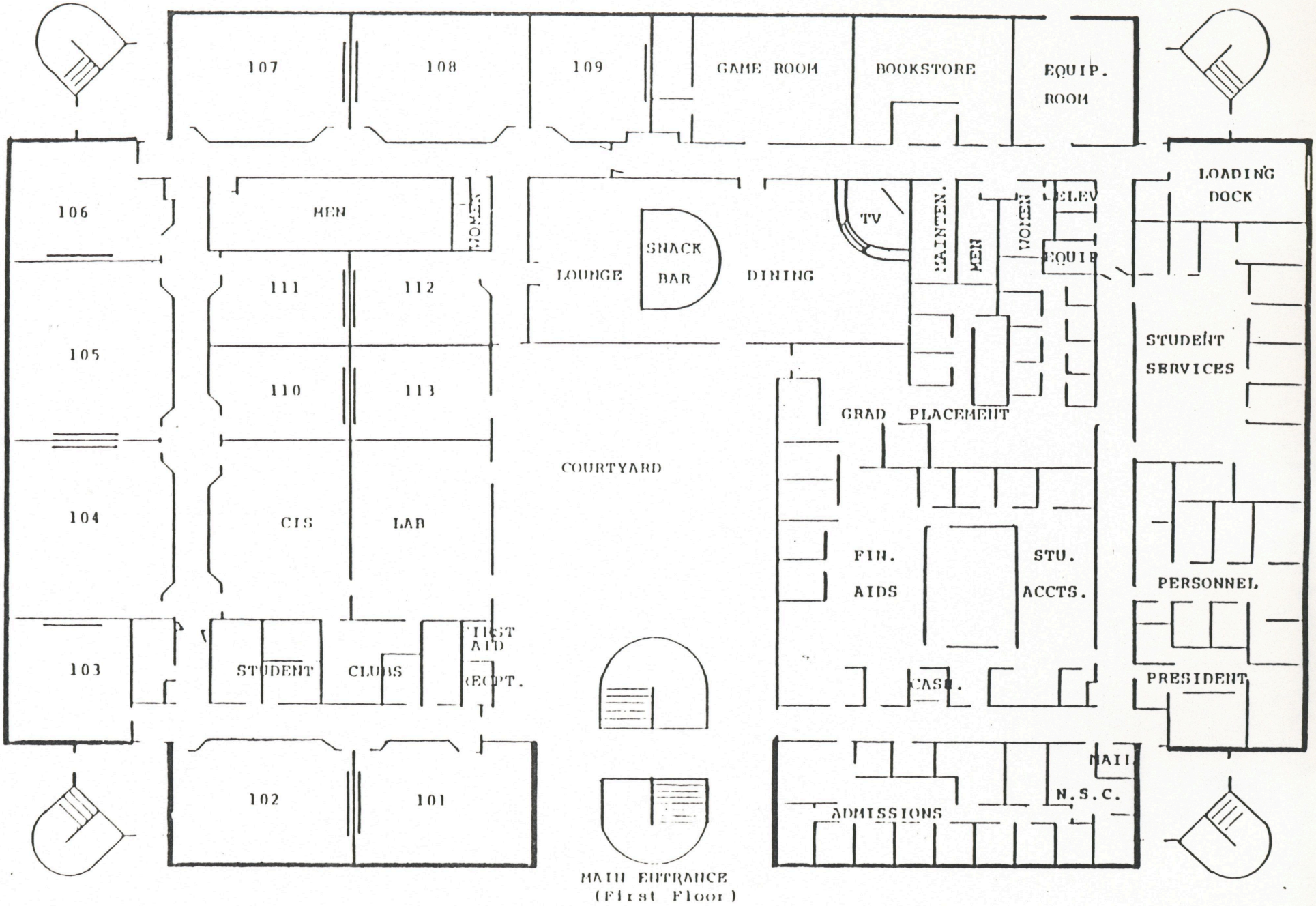
- DeVry Employment Activity Network (DEAN), an on-line computerized communication system linking all U.S. and Canadian DeVry Institutes and Regional Placement Offices, reports career opportunities to the appropriate campuses.
- Regional placement managers, located in key industrial areas in the U.S., monitor employment developments, actively pursue job opportunities and assist in arranging interviews for DeVry graduates.
- An aggressive national advertising campaign acquaints employers from coast to coast with the high quality of DeVry graduates' skill and knowledge.
- Ongoing company presentations acquaint employers with DeVry graduates.

For more information or an application for admission, please contact:

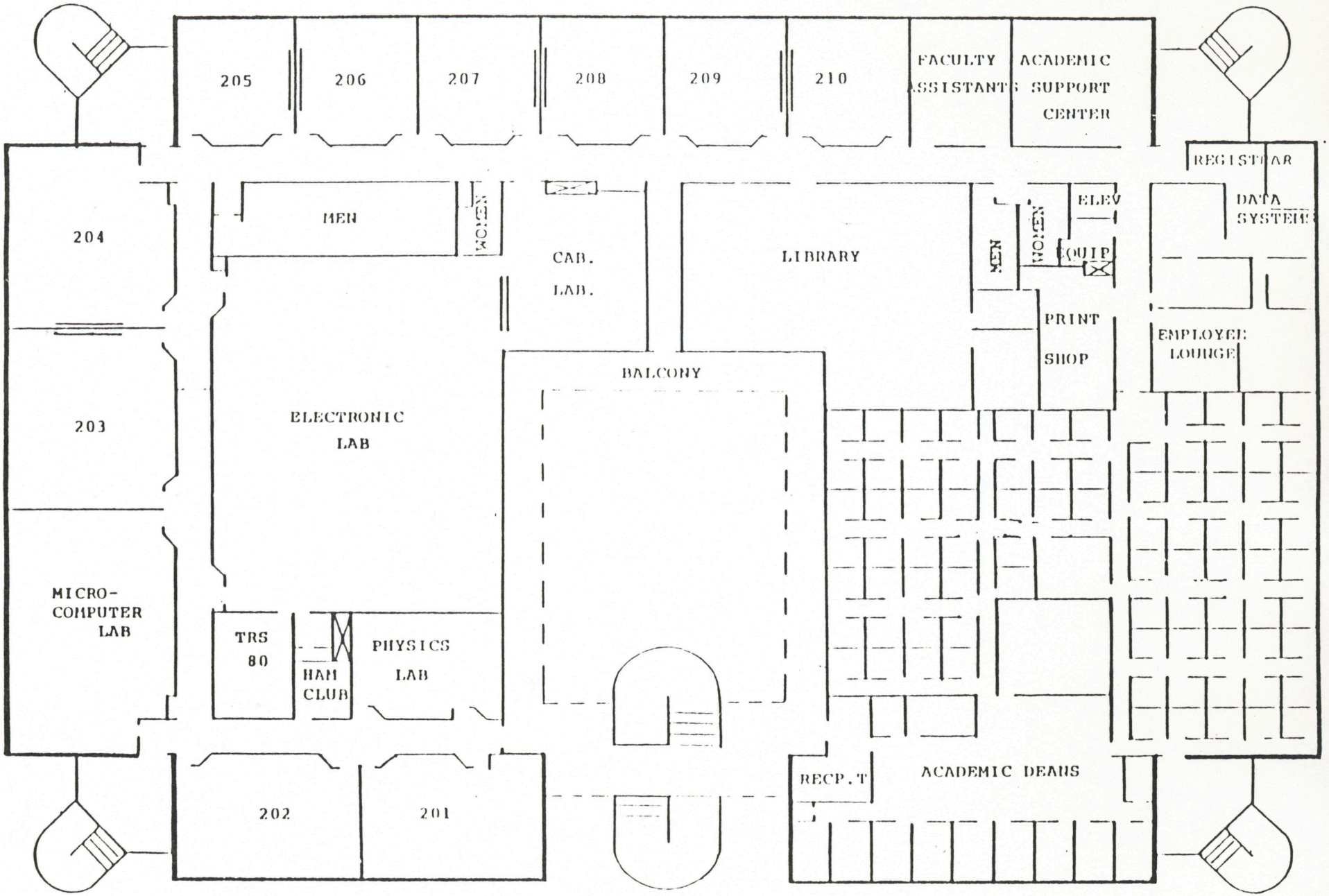
National Director of Admissions
DeVry Inc.
2201 West Howard Street
Evanston, IL 60202-3698
(312) 328-8100
(800) 323-4256 (outside Illinois)

DeVRY INC. owns various trademarks and service marks, including the following mentioned in this brochure: DeVRY, DeVry Institute of Technology, DeVry Technical Institute, EDUCATION FOR THE REAL WORLD, EDUCARD, and DeVRY. WE RE SERIOUS ABOUT SUCCESS.




107
108
109
GAME ROOM
BOOKSTORE
EQUIP. ROOM
LOADING DOCK
106
MEN
WOMEN
TV
WOMEN
MEN
WOMEN
ELEV
EQUIP
105
111
112
LOUNGE
SNACK BAR
DINING
STUDENT SERVICES
110
113
GRAD PLACEMENT
104
COURTYARD
CIS
LAB
FIN. AIDS
STU. ACCTS.
PERSONNEL
103
STUDENT
CLUBS
FIRST AID
RECPT.
CASH.
PRESIDENT
102
101
MAIL
N.S.C.
ADMISSIONS
MAIN ENTRANCE
(First Floor)

SCALE 1"=40'0"



(Second Floor)

SCALE 1"=40'0"

CURRENTLY THERE IS A PROJECT IN ST. PAUL WHERE THE CITY HAS FINANCED A CO-OP IN AN AREA THAT IS HAVING A REAL HARD TIME. ONE OF THE POOREST PARTS OF THE CITY. IT OPENED UP LAST SUMMER BUT IS GOING THROUGH SOME ROUGH TIMES DUE TO THE NATURE OF THE BUSINESS. MEANING IT'S TRYING TO BE A SUPERMARKET TYPE STORE RATHER THAN A NATURAL FOODS STORE. WHICH IS A LITTLE MORE SPECIAL. DAVE HENNESY COULD BE CONTACTED AND WILL BE IN TOWN ON THE 25th OR 26th FEB.

THERE HAVE BEEN EAST COAST CO-OPS SINCE THE 1930's. WHICH SPECIALIZED IN NATURAL FOODS. THEY WERE OWNED BY CONSUMERS. REI OUTDOOR EQUIPMENT & CLOTHING IS ANOTHER EXAMPLE.

MOST CO-OPS START OUT UNDERCAPITOLIZED – AND OFTEN TIMES MIGHT REMAIN THAT WAY FOR YEARS.

THEY GET CAPITOLIZED THROUGH BANK LOANS, INVESTORS OR GRANTS.

SHARES ON AVERAGE ARE AROUND $250 BUT CAN RANGE FROM $150 $500.

IT'S RUN SORT OF LIKE A CORPORATION EXCEPT THAT AN INDIVIDUAL IS ONLY ALLOWED ONE SHARE & ONE VOTE ON THE BOARD OF DIRECTORS.

RIGHT NOW BOZEMAN WORKS IN THE REDLINE – IT ALWAYS HAS. HOWEVER IT'S A ~~[illegible]~~ NOT CLASSIFIED AS A NON-PROFIT ORGANIZATION SO IF IT EVER BEGAN TO SEE SOME PROFIT THAT PROFIT WOULD THEN BE SPLIT AMONG THE ~~[illegible]~~ SHARE HOLDERS.

TO GET THESE KINDS OF PLACES STARTED REQUIRES HIGHLY MOTIVATED INDIVIDUALS – IT'S SORT OF LIKE A BUYING CLUB(?)

SEE ATTACHED SHEET FOR BREAKDOWN OF MEMBERSHIP FEE.

ie: $20 PER PERSON PER ADULT IN A HOUSEHOLD – ANYONE ONE WHO SHARES THE GROCERIES.

MEMBERSHIPS OR SHARES ARE REFUNDED – THIS IS BECAUSE OF THE UNIVERSITY AND THE TRANSIENT NATURE OF THE PLACE. ALSO IF AT SOME POINT A MEMBER FEELS THAT THE CO-OP NO LONGER MEETS HIS/HER NEEDS THE MEMBERSHIP MONEY WILL BE REFUNDED.

THERE IS A $6.00 BOOKKEEPING FEE

AFTER 8 QUARTERS THEY ALLOW MEMBERS TO BECOME SHAREHOLDERS.

THE CO-OP IN MOSCOW, IDAHO - CHARGES A YEARLY MEMBERSHIP FEE OF $10.00 FOR CAPITOLIZATION. ALL MONEY GOES INTO RUNNING THE PLACE, FOR BUYING EQUIPMENT, AND FOR SUPPLIES.

THAT'S WHY NON-MEMBERS HAVE TO PAY A LITTLE MORE. SORT OF LIKE A FARMERS UNION CO-OP, REI

NEED AS MUCH CAPITOL AS POSSIBLE TO GET STARTED IN TERMS OF NO OR LOW INTEREST LOANS, GRANTS AND MIGHT CHARGE $5 - $10 FOR MEMBERSHIP IN AN AREA SUCH AS MINE.

≈ 800 MEMBERS - IN BOZEMAN AND THE SURROUNDING AREA. ENNIS, THREE FORKS, BELGRADE, NORTH OF LIVINGSTON, LIVINGSTON ECT. . .

BECAUSE WE SPECIALIZE IN NATURAL FOODS - WE BUY AS MUCH LOCALLY AS POSSIBLE. HOWEVER WE ALSO ORDER FROM AREAS SUCH AS MISSOULA, PORTLAND, PHOENIX, & MADISON
WE ASO GET THINGS FROM A CO-OP OF SUPERMARKETS WITHIN THE LOCAL DISTRICT WHICH GET THEIR PRODUCTS FROM OTHER PLACES.

SOME OF THE LOCAL PEOPLE THAT SUPPLIE US GET THEIR GOODS FROM OTHER AREAS.

IT'S IMPORTANT TO HIRE A PROFESSIONAL GROCERIE STORE MANAGER FOR ABOUT THE FIRST 3 MONTHS. THEN GET AN ASSISTANT MANAGER TO STUDY UNDER HIM/HER SO THAT LATTER HE/SHE CAN RUN THE STORE CHEAPER PAY.

MEMBER OR SHARE HOLD

MOST CO-OPS WON'T DISCOUNT THE % OF HOURS THE WAY WE DO BECAUSE THEY FEAR IRS COMMING IN AND SAYING THAT WE ARE OFFERING COMP. TIME.

MOST PLACES OFFER 1-2 SET DISCOUNTS - FOR WORKING MEMBERS OF SAY 10% + 15%

CASHIERS ARE ALSO UNUSUAL HERE - BECAUSE IN MOST PLACES THEY ARE USUALLY HIRED FULL TIME. BUT WE HAVE VOLUNTEERS HERE BECAUSE OF THE NATURE OF THE AREA. THERE ARE A LOT OF BRIGHT PEOPLE WHO ARE OUT OF WORK WHO LOVE TO HAVE SOMETHING TO DO. THEY CAN REMEMBER STUFF WITHOUT WORKING HOURS A WEEK.
OTHER COMMUNITIES COULDN'T DO THIS BECAUSE IT WOULD REQUIRE SOMEONE TO BE THERE 40 HOURS A WEEK.

WORKING MEMBERS LEARN TO DO EVERYTHING HOWEVER MORE AND MORE CO-OPS ARE GETTING AWAY FROM THIS BECAUSE THERE NEEDS TO BE PEOPLE THERE ON A CONSISTANT BASIS (IE: 40 HOURS) FOR THE PLACE TO BE RAN PROPERLY.

CO-OPS ARE GENERALLY STARTED UP IN AREAS WHICH AREN'T HAVING CERTAIN NEEDS MET.

AN EXAMPLE OF FAILURE IS IN EUGENE OREGON - WHERE IN THE LATE 60's EARLY 70's ENTREPENEURS CAME IN AND TOOK THE CO-OP MARKET AND LITERALLY RAN IT OUT OF BUSINESS. THERE WERE SEVERAL CO-OPS IN THE ARE AT THE TIME AND WERE SUCCESFUL. NOW THERE ARE NONE. THE PROBLEM WAS THAT IT WAS NO LONGER A COMMUNITY INTEREST BUT INSTEAD BECAME A ONE PERSON OWNERSHIP AND THEREFORE LOST THE INTEREST IT HELD.

A START UP PROCEDURE WOULD REQUIRE LOTS OF CHEEP LABOR AND COMMUNITY HELP IN THE FORM OF VOLUNTEER WORK. AS IT GETS ITS FOOTING IT WOULD REQUIRE LESS VOLUNTEERS.

UNIV OF MASSACHUSETTS - (BOSTON?) DID A STUDY ON CO-OPS ON THE EAST COAST WHICH HAD BEEN AROUND SINCE THE 30's.

CO-OPS AVERAGE (OF THIS SIZE) $250,000 - $300,000 WHICH IS PAID OUT TO WORKERS AND THE BUSINESS.

WHEN A FOOD CO-OP BECOMES IMPERSONAL COMMITMENT AND LOYALTY WAINE. CO-OPS NEED THESE TWO INGREDIANTS TO SURVIVE. THAT IS WHY THE CO-OPS IN EUGENE FAILED IN THE 70's.

IT ALLOWS OPPORTUNITIES FOR EXPERIENCE. IT SERVES TO EDUCATE BECAUSE PEOPLE CAN VOLUNTEER AND GAIN VALUABLE EXPERIENCE.

((ITS SORTOF A SOCIOLIST IDEA.)) SOCIOLISTIC SCHEME.

GOVERNMENT ALSO OFFERS JOB PROGRAMS — WE HAVE PEOPLE WORKING FOR US FROM HRDC — JOB TRAINING PROGRAM WHICH ALLOWS PEOPLE TO COME IN AND WORK AND THEN PAYS THEIR WAGES.
THERE ARE ALSO GRANTS WHICH ARE PROVIDING STAFF AND WAGES THROUGH THE HRDC.

THERE IS A NATIONAL STUDENTS CO-OP
NASSCO IN MADISON WISCONSIN WHICH PROVIDES CO-OP TRAINING FOR MANAGERS.

THERE IS A CO-OP BANK — WHERE CONGRESS PROVIDES MONEY IN THE ORDER OF GRANTS AND LOANS.
THERE HAS BEEN SOME NEW MONEY LATELY PUT INTO THE FUNDING TO HELP FOOD MARKETS.
IN THE LAST FEW YEARS THEY HAVE ALSO BEEN PUTTING MONEY INTO HOUSING PROJECTS. (QUITE A BIT)

* THERE IS ALSO COMMON HEALTH IN
SUPERIOR WISCONSAN 54880
1505 N. 8th ST.
1-715-392-9862
THEY HAVE TEACHING ASSISTANCES WHICH COME OUT TO THE NEW CO-OP AND HELP SET IT UP. THEY WOULD ALSO PAY MANAGERS FROM SAY THE CO-OP IN BOZEMAN TO GO HELP ALSO. THE ~~CREC~~ CAN CONNECT YOU WITH THE CO-OP BANK & NASSCO

SWEDEN IS FULL OF CO-OPS & 70-80% OF THE POPULATION BELONGS TO ONE.
GAS STATIONS, BANKS, FOOD, HOUSING
— IT STARTED THERE IN THE '30s AND IS GOING STRONG.

NON TRADITIONAL MANAGEMENT IS VERY POPULAR IN CO-OPS
A NON-HIERACHAL MANAGEMENT — INTERESTED IN EMPOWERING PEOPLE — NOT A BOSS WITH PEOPLE UNDER THEM.

1 OF 3 MANGERS — (RICK OR LISA)
DANA HUSCHLE
587-4039

CO-OPS ARE RELATIVELY NEW IN AMERICA. STILL EXPERIMENTING WITH IT, BUT EUROPE HAS BEEN DOING IT FOR YEARS.

WORKING MEMBERS POLICY

The Board of Directors initiated this policy in June 1985 (after 6 months of seeking input and deliberation) in an effort to solve working member shortages and inequities; and to replace a variety of systems with one consistent system. It is the result of compromise in a consensus decision making situation and will be reviewed on a regular basis. Suggestions for improvement are always welcome.

Working members receive a 10% discount for 3 hours work per month. Every member is encouraged to participate. Scheduling is ideal, but walk-in workers are welcome. There is always something to do! A list of things to do is kept at the cashier's counter. Just ask! A wide variety of tasks are done by working members: stocking, cleaning, cashiering, cheese cutting, ordering, packaging, display, graphics, bookkeeping, newsletter preparation and more!

All working members must record hours worked on the clipboard above the worker's desk. At the end of each month a staff person will total the hours and enter the discount to be received on the cards at the cashier's counter for the cashiers to see. Working members work in one month for a discount the following month. New members are given the 10% discount their first month to allow them time to work for the next. Workers may accumulate hours and receive a 10% discount spread over the appropriate number of months.

There are a limited number of positions that receive more than a 10% discount. For these, YOU MUST CONTACT A STAFF PERSON AND BE ASSIGNED A POSITION AND NUMBER OF HOURS PER MONTH TO BE WORKED. Some are very flexible, others are quite structured. All require a 3 month committment.

Members over 60 years old receive the 10% discount always, but are encouraged to participate. The Co-op does give maternity consideration. Work credit for daycare for working members can be earned.

The chart below shows how the number of adults in your household (defined as one or more adults who share food from the Co-op) will effect the number of hours you must work for a given discount.

NUMBER OF ADULTS PER HOUSEHOLD

PERCENT DISCOUNT EARNED	1	2	3	4
10%	3	5	7	9
15%	6	10	14	18
20%	9	15	21	27
25%	12	20	28	36
30%	15	25	35	45
35%	18	30	42	54
40%	21	35	49	63
45%	24	40	56	72
50%	27	45	63	81

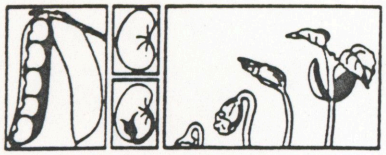
These are the Co-Op's expectations of its working members:

- To attend an orientation or training before your first shift.
- To schedule yourself at least one month in advance.
- To be on time, call if you cannot make it, find a substitute and let us know who your sub it.
- To ask questions when in doubt; helps to avoid errors and to avoid giving out misinformation.
- To read your committee notebook, clipboard and/or things to do list.
- To work systematically, thoughtfully, efficiently, and co-operatively.
- To be neat and clean. (Hands washed, etc.)
- To write down your hours.
- To leave the work area clean and ready for the next worker.
- To work carefully; as a volunteer, your safety is your own responsibility -- volunteers have no insurance or worker's comp. coverage.
- To let a staff person know of any problems you encounter while working at the Co-Op -- be it personal, price discrepancy's or cooler failure. Also, any suggestions for improvement are always welcome.
- To let the co-ordinator know when you can no longer keep your commitment to work at the Co-Op.
- To present a positive, helpful attitude to customers. Be good PR for your Co-Op.

This is what you can expect from the Co-Op:

- To receive the discount relative to the hours you've worked.
- To receive an orientation and training adequate for the work you are to do.
- To meet new people and perhaps learn a new skill.
- To enjoy yourself.
- To be treated as a co-worker -- not just free help. This is your store!
- To be given suitable work: Considering your preference, temperament, experience, and the Co-Op's needs.
- To have periodic evaluations at your request.
- The Co-op will, at your request, keep a file on you for your use as a work reference on your resume'.

MEMBERSHIP AGREEMENT



COMMUNITY FOOD CO-OP

1011 West College • Bozeman, MT 59715 • (406) 587-4039

Welcome to the Co-Op! And thanks for joining us in providing our community with a viable alternative to profit-oriented food stores. We know you'll find quality food, low prices and a sense of satisfaction, where you can participate in the operation of a store that you co-own.

****PLEASE READ CAREFULLY****

I hereby apply for membership in the Community Food Co-Op, a not-for-profit corporation. I choose the following "share" option:

___ SHORT TERM/NON-REFUNDABLE, 3 Month: $3.00/qtr/adult in household. A member with this option is eligible for "Lifetime/Non-Refundable" option after accumulating an 8 qtr. total (not necessarily consecutive).

___ SHORT TERM/NON-REFUNDABLE, 1 year: $10.00/year/adult in household.

___ LIFETIME/REFUNDABLE: $20.00/adult in household. A member with this option also pays an obligatory $5.00/household fee which is non-refundable. Lifetime/Refundable members may pay $10.00 down and $2.50 per month.

___ SENIOR CITIZENS: $5.00 non-refundable bookkeeping fee only. Senior members pay worker member prices.

A household is defined as one or more adults who share food from the Co-Op.
1 adult household: $20.00 + $5.00 = $25.00 or $3.00 for short-term
2 adult household: $40.00 + $5.00 = $45.00 or $6.00 for short-term

AS A MEMBER I UNDERSTAND THAT:

1. if I choose to work, I will receive a discount according to the current policy of the Board of Directors (see current workers policy).
2. if I choose not to work, I will pay shelf price.
3. the success of the Co-Op depends on member participation.
4. I must abide by the By-Laws of the Co-Op which are available for all to read.
5. the price per share, markups, work requirements and other operational procedures may be changed by the Board of Directors as the need arises.
6. upon notice in writing I may resign from the Co-Op for any reason. My refundable share purchase (less any outstanding obligation) will be refunded to me no later than 8 months of said notice.

Although there is no working requirement, members are encouraged to participate. Check here if you are interested in working ___.

I heard about the Co-Op from a friend ___, brochure ___, telephone book ___, other _____.

NAME(s) _____ DATE JOINED _____

(Please print) _____ # ADULTS/HOUSEHOLD _____

MAILING ADDRESS _____ AMT. PAID TODAY _____

_____ SIGNED _____

PHONE _____ CASHIER _____

13

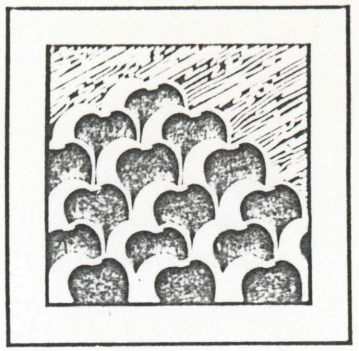
The National Cooperative Business Association

Founded in 1916 as the Cooperative League of the USA, the *National Cooperative Business Association (NCBA)* is a national membership and trade association representing America's cooperative business community. Membership includes farm supply, agricultural marketing, insurance, banking, housing, health care, consumer goods and services, student, credit union, worker, fishery, rural electric, telephone, state associations and other types of cooperatives. NCBA's work includes supporting the development and expansion of cooperative businesses in the United States and in under developed countries; representing the cooperative business community before Congress, various governmental bodies, and other national and world organizations; promoting and developing international commerce, banking, and joint ventures by and among the world's cooperatives; and representing American cooperatives in the world's cooperative business community through the International Cooperative Alliance. The *National Cooperative Business Institute*, founded in 1938 as the Rochdale Institute, is the educational and training arm of the National Cooperative Business Association. Informational brochures on cooperatives were produced by the NCBI with a grant from the Mutual Service Fund.

NCBI

National Cooperative Business Institute

Home Office:
National Cooperative Business Association
National Cooperative Business Center
1401 New York Avenue NW, Suite 1100
Washington, DC 20005
202/638-6222

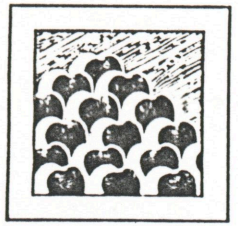


FOOD COOPERATIVES

Cooperative Business in the United States

NCBI

National Cooperative Business Institute



FOOD COOPERATIVES

In rural and urban communities across the United States, food cooperatives provide grocery items of the highest quality and best value to their members. Whether it be a small buying club, a retail store, or a large food warehouse, a food cooperative is owned and controlled by its customers. And when it comes to their food cooperative, member-owners place service, quality, education, and value at the top of their shopping list!

What is a Cooperative?

A cooperative is a business. In many ways it's like any other business, but in several important ways it's unique and different. A cooperative business belongs to the people who use it—people who have organized to provide themselves with the goods and services they need.

These member-owners share equally in the control of their cooperative—they meet at regular intervals, hear detailed reports and elect directors from among themselves. Directors in turn hire management to handle the day-to-day affairs of the cooperative in a way that serves the members' interests.

Members invest in shares in the business to provide capital for a strong and efficient operation. After bills are paid and money is set aside for operations and improvements, all net savings (profits) remaining are returned to members.

The Cooperative Principles

Cooperatives worldwide generally operate using the same principles as adopted in 1966 by the International Cooperative Alliance:

1. ***Open and voluntary membership.*** A cooperative is open to all, one who can use its services and is willing to accept the responsibilities of membership.

2. ***One member, one vote.*** Members are equal co-owners in the business and have a say on a "one member, one vote basis (in contrast to one share, one vote in private enterprises).

3. ***Limited interest on shares.*** Membership shares in the cooperative pay limited interest to insulate the membership from those who would invest purely for speculative return.

4. ***Return of surplus to members.*** All net earnings (profits) are returned to members proportionally, to their patronage with the business. These returns are commonly made partially in cash and partially in cooperative dividends.

5. ***Constant education.*** Cooperatives provide education on the principles and practices of cooperative business so that members will be good decision makers, and so the general public will better understand cooperatives.

6. ***Cooperation among cooperatives.*** Cooperatives work together at the local, regional, national and international levels to further economic democracy.

U.S. Food Cooperatives

Retail cooperative food stores number approximately 500 in communities across the United States. Whether a full line "supermarket" style co-op, or a small specialty or natural food store, all cooperative stores are committed to consumer education, service, product quality, truth in advertising and member control. At most co-ops, members and non-members alike may shop, but the benefits of membership include a voice in co-op policy, discounts or rebates for patronage, and other specialized services.

Buying clubs or preorder co-ops are typically informal groups organized to buy directly from a wholesaler and save substantially on groceries. Group members order in bulk, divide their order among themselves and each person volunteers time towards the tasks of ordering, bookkeeping, and distribution. Buying clubs may be organized to obtain common grocery items, or special types of products such as produce, natural foods, or canned goods.

Cooperative food warehouses across the United States supply food to retail co-ops and buying groups, maintain listings of cooperatives within their service regions, and provide technical assistance to groups interested in starting food cooperatives. These warehouses are owned and controlled by the local cooperatives they service. Similarly, many private grocery store owners enjoy the benefits of cooperation through *retailer-owned cooperatives* which supply them with goods and services. There are approximately 75 retailer-owned cooperatives operating in the grocery industry in the United States.

For help in organizing a food co-op, or joining an existing buying club or retail cooperative in your community, contact one of the cooperative warehouses listed by region on the enclosed insert.

75

THE COOPERATIVE PRINCIPLES

(Wording approved by International Cooperative Alliance in 1966)

1. Membership of a cooperative society should be voluntary and available without artificial restriction or any social, political, racial or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.

2. Cooperative societies are democratic organizations. Their affairs should be administered by persons elected or appointed in manner agreed by the members and accountable to them. Members of primary societies should enjoy equal rights of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies the administration should be conducted on a democratic basis in a suitable form.

3. Share capital should only receive a strictly limited rate of interest.

4. The economic results arising out of the operations of a society belong to the members of that society and should be distributed in such a manner as would avoid one member gaining at the expense of others. This may be done by decision of the members as follows: (a) by provision for development of the business of the cooperative; (b) by provision of common services; or, (c) by distribution among the members in proportion to their transactions with the society.

5 All cooperative societies should make provision for the education of their members, officers, and employees and of the general public in the principles and techniques of cooperation, both economic and democratic.

6 All cooperative organizations, in order to best serve the interest of their members and their communities, should actively cooperate in every practical way with other cooperatives at local, national, and international levels.

In Other Words

1. Open membership
2. Economic democracy
3. Limited return on invested capital
4. Patronage rebates
5. Education
6. Cooperation among cooperatives

Common Health Warehouse
Cooperative Association
1505 N. 8th St. • Superior, WI 54880 • (715) 392-9862

MEMBERSHIP CRITERIA

Membership in Common Health is available to food buying clubs and cooperatively run retails. Our members comply with the following criteria:

- open membership (non-discriminatory)
- one member, one vote (democratically run)
- limited return on share investment
- distribution of any surplus earnings as patronage rebate
- ongoing education of members and the public about cooperation
- cooperation with other cooperatives
- members are able to work to reduce the cost of goods (exchanging labor for cost savings, as in a buying club)

SERVICES FROM COMMON HEALTH

FOR MEMBERS:

- ownership and control of the Association
- more lenient credit terms
- buying clubs: written resources and technical assistance from regional coordinators; regional meetings
- stores: Store Manager's Association: retail rep program; general technical assistance
- library -- free book lending service

FOR MEMBERS AND NONMEMBERS:

- excellent delivery service throughout service area
- product information: annual product catalog; information and recipes in each issue of the Common Health Press; will find answer to any question on any of our products
- meetings: 2-3 held in each region per year; general membership meeting held annually. All are welcome to attend and enjoy meeting people, trying samples, learning about food and cooperatives -- and having fun!

# # # # #

11

The following is edited from an article written by Robert Gibson of the National Rural Electric Cooperative Association. Due to space limitations, we could not print the article in its entirety. This brief history of the Rochdale Society is an important reminder of cooperative ideals; for your spirit, in celebration of Co-op Month.

ROCHDALE: THE ROOTS ARE GONE, BUT THE SPIRIT SURVIVES

In December of 1844, in the English industrial town of Rochdale, a crowd gathered to watch a shop open up on a warehouse-lined street called Toad Lane. Tradesmen and shopkeepers had come to see the store, run by a band of poor weavers from the nearby cotton mill. That night, the store had minimal goods for sale; it was lighted by candles that were supposed to be for sale, but had to be used because the gas company was too skeptical of the venture to supply the shop.

The Rochdale Equitable Pioneers Society became so successful that it gave birth to the modern cooperative movement that includes housing co-ops, credit unions, and farm, marketing, and electric cooperatives. That movement is alive and well today in 67 countries with more than 360 million co-op members. Rochdale wasn't the first cooperative society, but it was the first that survived, prospered, and inspired others. Today the Rochdale principles of democratic control and returning dividends to the member/owners have been preserved in the bylaws of all cooperatives.

The original Rochdale Society no longer exists. The co-op grew to more than 50,000 members and several shops by the late 1960s. By the early 1980s, it had lost business to noncooperative stores, and had been weakened by poorly planned expansion; in 1982, the co-op merged with a larger co-op, Norwest. After 138 years, the Rochdale Society was history.

Mergers, like the one that did away with the Rochdale Society, are being encouraged for economic strength in Britain. Yet tradition and social conscience keep hundreds of small and unprofitable shops open. With size have come problems of identity and loyalty. "Young people think Rochdale is a privately run business that was started by a Mr. Co-op," says George Hulme, a longtime member of Rochdale. The original Rochdale Society building is now a co-op museum. Six miles east of Rochdale is the Lane Bottom Industrial Equitable Pioneers Society, a small co-op grocery that does a $2 million/year business by providing its members with a variety of services. In all their trading, Lane Bottom staff emphasizes that personal contact is what keeps the members returning. The manager delights that his small co-op enjoys much success while resisting what he calls the "bigger is better mentality" that dominates most co-op thinking. "Lane Bottom started just 15 years after the Rochdale Pioneers, and we're still in our original building," he says. "And we're not a museum, we're a working piece."

October is Co-op Month. It is a time for us to celebrate our cooperation - to brag about it - to show off a little bit - and to invite others to join us. I thought it would also be a good time to take a deeper look at the motivation behind joining a co-op. Why do we do it? Why do we work so hard and throw ourselves into the hustle and bustle with such fervor?

Co-ops are, plainly and simply, economic activities. But there is a spirit there that sets them apart from non-co-op businesses. In a search for quality products and services, honesty in the marketplace, and a desire to work on worthwhile activities with others, people are drawn to co-ops. Co-ops can be a kind of neighborhood, a special association, and a way to create new and lasting friendships.

And, there can be another reason for some of us, a greater reason, for seeking out co-ops - the desire to move away from the competitive in all we do. It is the need for a powerful and meaningful way of viewing our world. Cooperation can be a comprehensive, all-embracing perspective on life.

Turning away from the competitive and getting on the path to cooperation has many benefits. Think of the way co-ops provide an outlet for creativity! We share skills, we share decision making, we share the rewards. And we all take control and responsibility through that sharing.

Working with co-ops allows for giving. We find ourselves giving our living rooms for meetings, tools for projects, skills for good work, and support and patience in relationships with others.

Beautiful things happen when we work with co-ops; we find ourselves drawing out the best in the people we work with. When the group comes first, we are not so apt to try and be competitive and 'better' than someone else.

So, in this co-op world, during Co-op Month as well as every other month, we can see our fellow co-opers giving unselfishly, not until it hurts, but until it feels good.

Cheryl Riana Reitan
Editor, The Common Health Press

MATERIAL

1) THE FARMERS MARKET

The only grocery store in the area that serves the community - Kon's Sooper- is about to go out of business. There are two reasons. First, all of the other Kon's stores have gone out of business throughout the city. Secondly, and pertaining to this store in particular, there is not enough patronage to support it. Many of the residents in the area don't own cars so if this store went out of business it would create some real problems in this area. If I simply provide another grocery store the problem would not change. It needs to be something special enough to draw buyers in from other areas to support it. A farmer's market would have the ability to do this. There isn't anything like this in Billings so it has the specialty needed. It also has the potential to draw people from communities surrounding Billings. I choose to make it a co-operative business. This means the community would be allowed to buy into the business and receive discounts of their food. There would also be an opportunity for members to work and receive further discounts proportional to the number of hours worked.

A place like this has the opportunity to become a social gathering place.

Possible businesses which could be introduced:

Meats, poultry, fish, vegetables, fruit, cheeses, little cafes` - Indian, Mexican, Barbecue, Italian, German, Chinese, Home-made type foods, Cajun, Coffee shops (spices, teas, and coffee), Ice cream parlor, tavern - different foreign beers, doughnuts, pets, amusement arcade, art stall, open spaces, bakery, old fashioned candy stores.

* This will be the best place to buy fresh food items and specialty foods which would be inexpensive and create prime shopping for low income people.

* It will share some facilities with the multi-purpose area.
  - -Amusement arcade
  - -Daycare center - will be shared space
  - -Craft stands - work made in multi-use space displayed also

* Also special events could occur: i.e. meat auctions put on by the Fish and Game.

* **GROSS SQ. FT. = 20,000**

MARKET PLACE SQUARE — NATURAL FOODS

STATIONARY AREAS

- MEAT — 200 sq ft
- FISH — 200 sq ft
- POULTRY — 200 sq. ft.
- CHEESE/DAIRY — 200 sq. ft.
- BAKERY — 200 sq. ft.
- SPICES (coffee and teas) — 150 sq ft.

~~NATURAL FOODS AREA~~

* NATURAL FOODS CAFE — 1800 sq. ft.
  ALSO OTHER SMALLER SPECIALTY FOODS PLACES ie: MEXICAN, INDIAN, GERMAN, etc...
- RESTROOMS — 200 sq. ft. (ea)
- MARKET KEEPER'S OFFICE — 150 sq. ft.
  FILES/SNACK LOUNGE — 80 sq. ft.

FREE STANDING STANDS

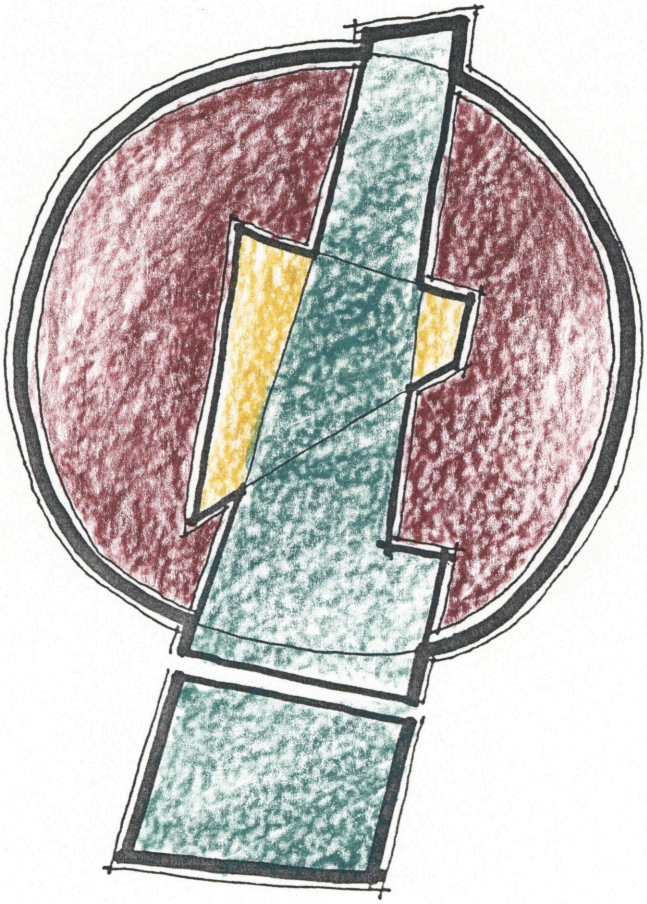
* FOOD STANDS (VENDORS) — 150 sq. ft. (ea)
- PRODUCE STANDS — 150-200 sq. ft. (ea)
* CRAFT STANDS (LOCAL ARTIST WORK) — 200 sq. ft.
- PUBLIC SPACE (FOR SITTING, OBSERVING, TALKING, ETC..) 500 sq. ft.

* SPACES SHARED W/ MULTI-PURPOSE AREA

* CHILDRENS DAY CARE FACILITY
  (OUTSIDE PLAY AREA SHOULD ALSO BE PROVIDED)
  - PLAY ROOM — 600 sq. ft.
  - NAP ROOM — 200 sq. ft.
  - OFFICES/RECEPTION — 300 sq. ft.

MICRO SPACE ADJACENCY

FARMER'S MARKET



STATIONARY STANDS

FREE STANDING STANDS

PUBLIC SPACE

2. MULTI-PURPOSE FACILITY

There is a park in this community with outdoor basketball courts and a public swimming pool. However, these can only be utilized in the summer months (3 months) when the weather permits. This facility would be a very diverse place where different types of activities could occur. this facility would offer alternatives to drinking and would also attract people from other areas onto this site. It would be a place where spaces could overlap, different activities could occur in the same space at different times. This place also would become a social gathering place. It will offer a variety of activities ranging from recreational to educational.

It will share areas with both the market place and the educational facility:

* Market place: see description page for this information
* Educational Facility:
  Multi-use gym: could be occasionally utilized for lectures
  Meeting Rooms: for local meetings when needed

*** GROSS SQ. FT. = 22,000**

3. DAYCARE FACILITY

There is a strong need for this already, and with the additional facilities being added to this area increases that need. Parents working in the farmers market or utilizing the community education areas in the multi-use facility or using The educational facility would be able to utilize this facility. (Those families which could afford no other means of childcare.)

***GROSS SQ. FT. = 4,000**

4. MULTI-FAMILY HOUSING

The rescue mission right now is looking for a place where they can put thirteen low income multi-family units. The families are husbandless women with children. Right now these families are living in cars and abandoned buildings and are in need of a place to go to. One of the rescue missions' problem in locating a place for the housing is that it's looking at places that are too far away from the mission itself. This place really needs to be close enough to the mission so that it can be walked to. My site offers an opportunity for this. There are a lot of abandoned buildings which could be utilized. These buildings could even be shops on the first level with housing on the second.

MULTI-USE FACILITY

SQ. FT.

CRAFT ROOMS — 3,000
1) WOODWORKING (600)
2) DRAWING & PAINTING (600)
3) CERAMICS (600)
4) SEWING & WEAVING (600)
? 5) GREENHOUSE (600)

* GAME ROOM — 600

COMMUNITY ROOMS (meeting) — 1200
1) 2 RMS @ (300) ea
2) 1 RM @ 600

ADMINISTRATION OFFICES — 480
1) DIRECTOR (120)
2) SECRETARY/FILES/WAITING (200)
3) STORAGE/SNACK AREA (80)
4) EQUIPMENT HANDOUT (80)

MULTI-USE GYM —
1) · SEATING
· BASKETBALL; VOLLEYBALL; BADMITTON; ECT.....
· OCCASSIONAL LECTURES
· COMMUNITY EVENTS
ie: childrens shows
2) · STAGE (1000)
* 3) · PROJECTION BOOTH (MOVIES) (100)
4) · STORAGE (1000)

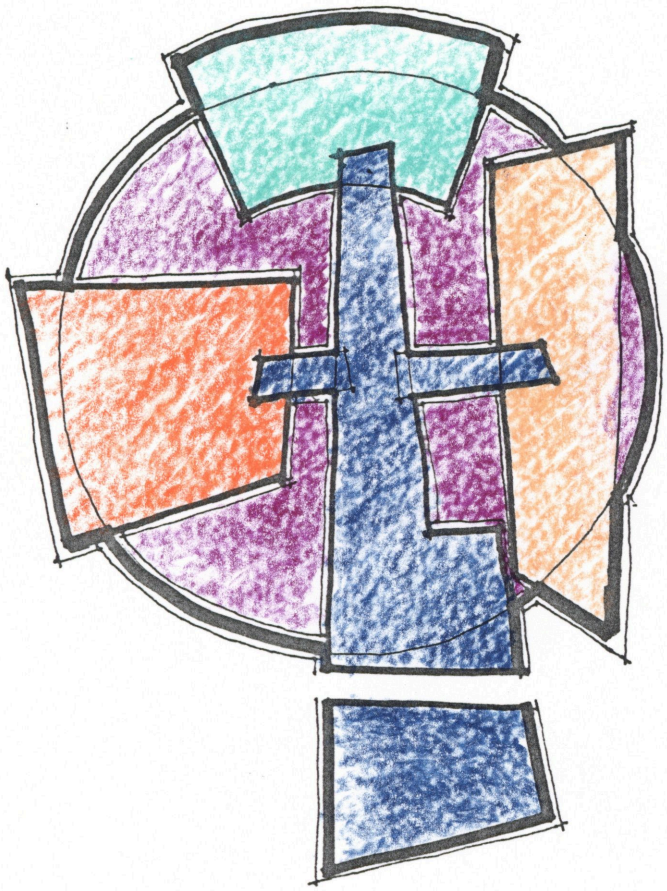
RACQUETBALL COURTS (2 @ 20'x40' ea) — 1600
EQUIPMENT & WEIGHT ROOM — 900
DANCE & AEROBICS AREA — 900
WOMEN LOCKER ROOMS — 1400
1) LOCKER & DRESSING AREA (650)
2) SHOWERS & DRYING ROOM (300)
3) TOILET ROOM (350)
? 4) SAUNA (100)

MENS LOCKER ROOM — 1400
(SAME AS WOMENS)

* SPACES SHARED WITH MARKET AREA

MICRO SPACE ADJACENCY

MULTI-USE FACILITY



- MULTI-USE SPACE
- ADMINISTRATION OFFICES
- CRAFT ROOMS
- COMMUNITY MEETING ROOMS
- PUBLIC SPACE

* Abandoned buildings will be utilized for housing. Square footages will be in accordance with building capacity.

* **GROSS SQ. FT. = 9,000**

5. EDUCATIONAL FACILITY

Every company that has come in has said that they would be found that most of the people getting those jobs are from other areas. The main reason for this is because much of the community is uneducated. Many of the people in this area are industrial oriented, blue collar workers. Our society is in transition. We are going from an industrial nation to a technological nation. The businesses that consider coming in to the area are technological in nature and therefore can not hire anyone from this community. Bringing in an educational facility that could help this is more immediately needed. This kind of a facility would bring outsiders into the community and would enhance services and exposure.

* Square footages and space adjacency similar to devry- see precedence

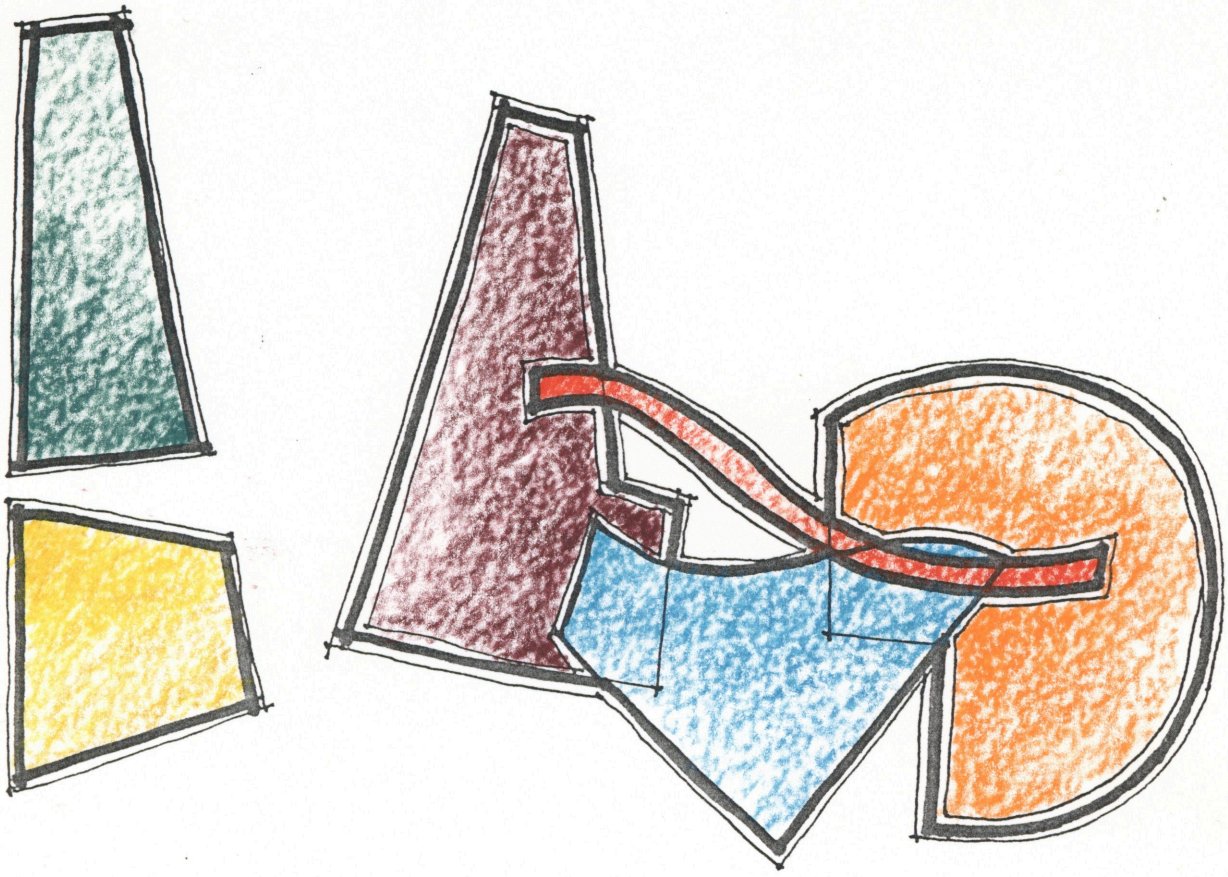
* **GROSS SQ. FT. = 90,000**

6. BROTHEL

Prostitution is a battle which has long been fought but never won. I propose taking on the attitude of if you can't beat 'em, join em', much like they have done in parts of Europe. Recreate 'Houses of Joy' which would be safer, healthier and even provide a tax base for the city. Bring back the houses of the past and create a safer place for all those involved.

* **GROSS SQ. FT. = 6,400**

MACRO SPACE ADJACENCY



FARMER'S MARKET

MULTI-USE FACILITY

EDUCATIONAL FACILITY

DAYCARE FACILITY

MULTI-FAMILY HOUSING

BROTHEL

SITE ANALYSIS

Billings currently has a population of 66,798 within the city limits and 108,035 in the greater metropolitan area. It is the largest city in Montana and within a radius of 500 miles.

The site and the area in general is a built up area. Most of the buildings are 70 to 100 years old. It is located in one of the oldest parts of the city and is in the historical district. So many of the buildings in the general area, and throughout downtown, are abandoned and run down which reinforces the dying downtown district.

27th Street adjacent and east of the site is labeled by City Planning as the 27th Street Corridor. A boulevard will eventually be created which will run from 1st Avenue South down to State Avenue. The street is a main thoroughfare off the highway into downtown and up to the airport. The site almost becomes a gateway because it lies on the very edges of the commercial business district. It could also create a possible break in the barrier that exists due to the tracks. The tracks create a "northside" - "southside" image separation.

The social structure in the area consists of Whites, Blacks, Mexicans, and Indians. Indians are considered the lowest on the social scale with Mexicans and Blacks coming nest respectively. Within the social structure of the area are clicks and conflicts. The people in this area are clearly the minority and are slowly being forced out of the area. There is a high ratio of unemployment, alcoholism, drug addiction and illiteracy in this area also.

The site - Block #190 - is 300' x 300' = 90,000 sq. ft. = 2 acres.

THE SITE AND IMMEDIATE SURROUNDING AREAS:

The site, block #190, is located in the commercial business district, however, because of the barrier of the tracks it does not, in reality, feel like it is a part of the Central Business District. Ignored by the city and left to decay, it carries with it the "south-side" image of a 'skid-row' type atmosphere and "low quality tenants".

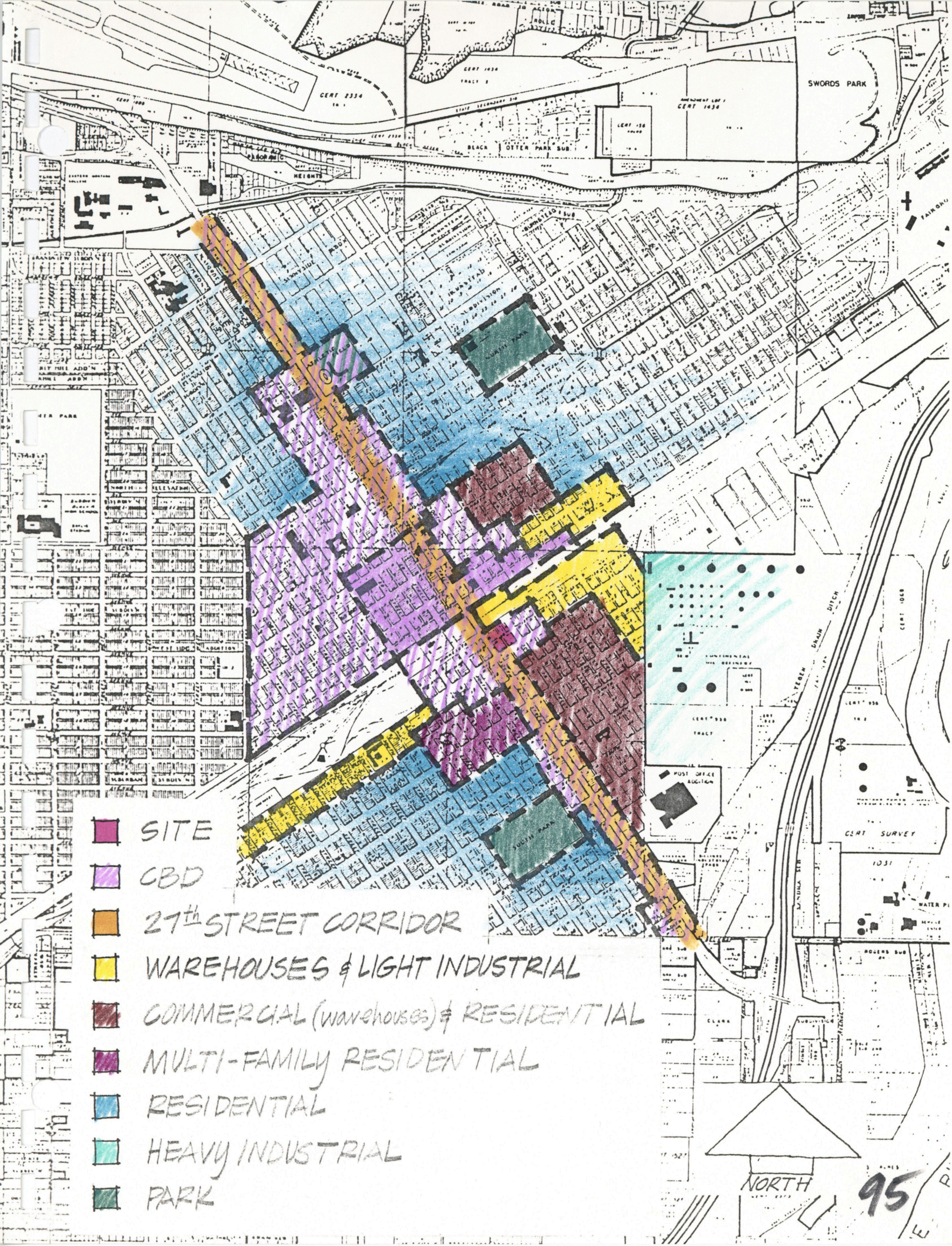
The railroad tracks, which are to the north of the site, are extremely active with one to Two trains passing every hour. Consequently they are very noisy and smelly. The trains also bring in with them the transients which hang-out in this area of town.

To the east are ware-houses which are either abandoned or have almost no activity. Some of the buildings have been subjected to vandalism mainly along the lines of spray painted graffiti and broken out windows. There is also a heavy industrial district in this general area which pukes up a constant stream of smoke day and night non-stop. However, I found the shapes rather interesting instead of repulsive like the smoke would indicate, especially at night when the area is lit up.

1st Avenue South lies to the south of the site and is a trucking route with a heavy amount of traffic. 27th Street, to the east, is also a very heavy traffic street due to the interstate exit. Both Minnesota, to the north and 26th to the east see little or no traffic.

South of the site is a mixed warehouse and residential area. The housing in this area is probably the poorest in the city. the city is slowly buying up the land and selling it to warehouse type businesses. Consequently, the residents are one by one being moved out. This fact becomes evident when driving or walking through because several of the blocks will have both houses and warehouses right next to each other. This area is contained strictly to the east of 27th Street. To the west of 27th is more housing but there is a difference in it from the east. It is kept up better and not in quite the shambled wreck as the housing to the east. some of the streets in this area are lighted which in part adds to the sense of safety felt in this area in comparison to the east side. To the west of the site is more of the Central Business District. However, many of the buildings are abandoned and worn down, and in general, considered an embarrassment to the city. The main business in the area are the "undesirable" kind and only attract more "scum" to the area, for example: bars, adult bookstores and theaters, the Montana Rescue Mission, and prostitution.

There is also a greater sense of community and pride in this area. The residents have created a south side task force which attempts to have some say as to what happens in this area. The community wants to clean up the general area of the sire, and begin to change and eventually erase the false image that the area carries with it.


SWORDS PARK
SITE
CBD
27th STREET CORRIDOR
WAREHOUSES & LIGHT INDUSTRIAL
COMMERCIAL (warehouses) & RESIDENTIAL
MULTI-FAMILY RESIDENTIAL
RESIDENTIAL
HEAVY INDUSTRIAL
PARK
NORTH

UNSAFE:

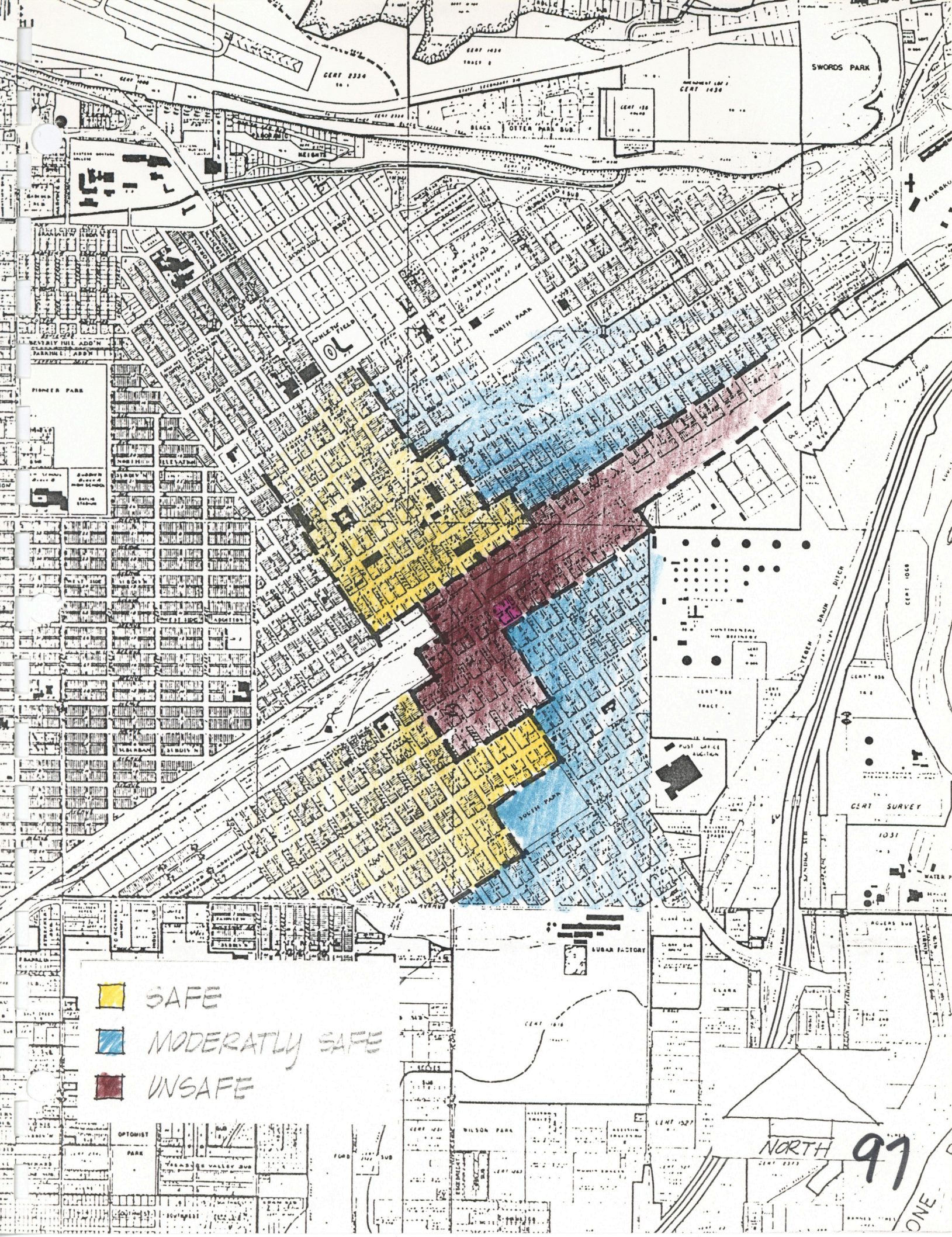
* Dark; little or no lighting
* The types of people that hang-out in these areas that make it a rough area
    - Transients
    - Alcoholics
    - Drug addicts
    - Unemployed
    - Prostitutes

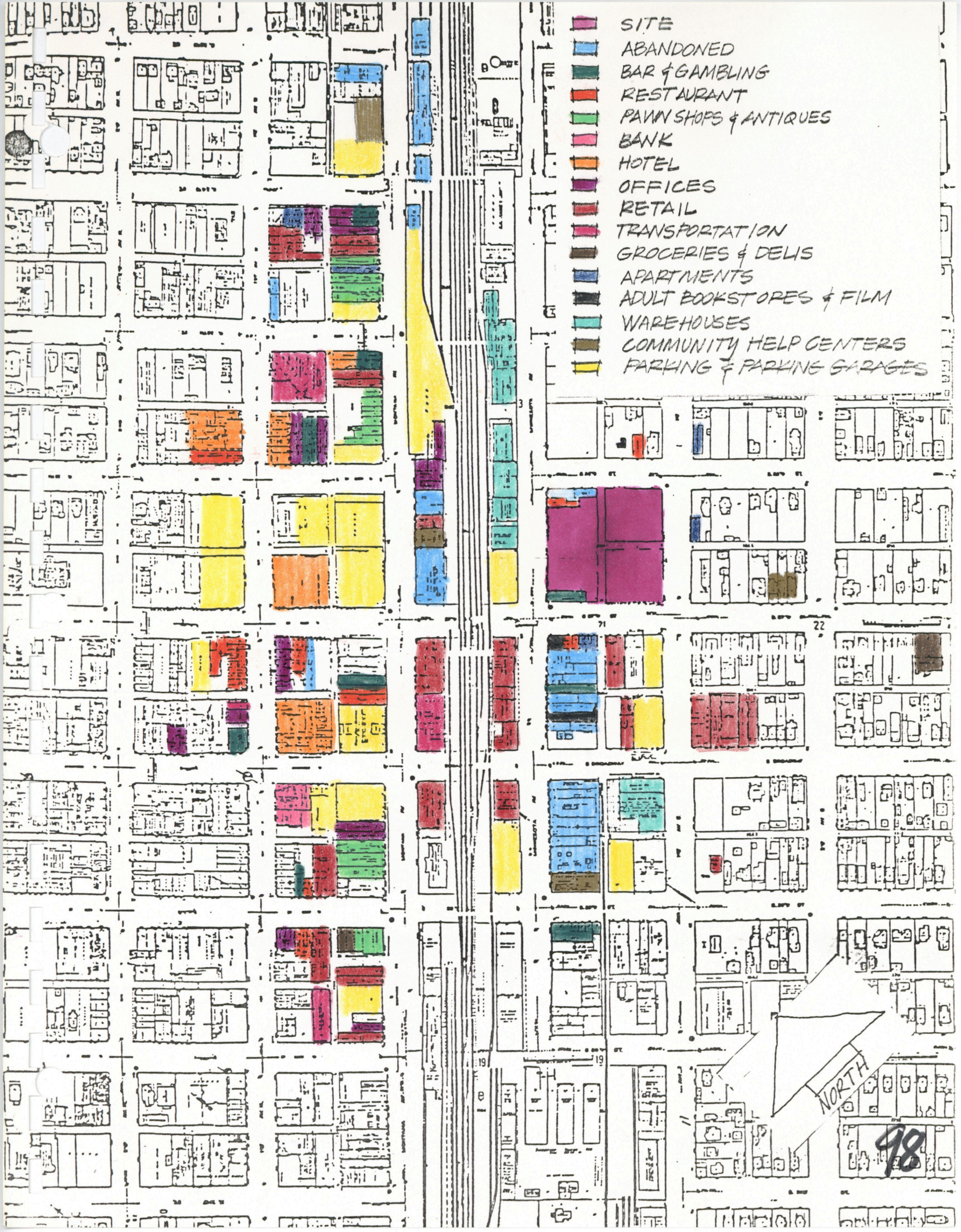
MODERATELY SAFE:

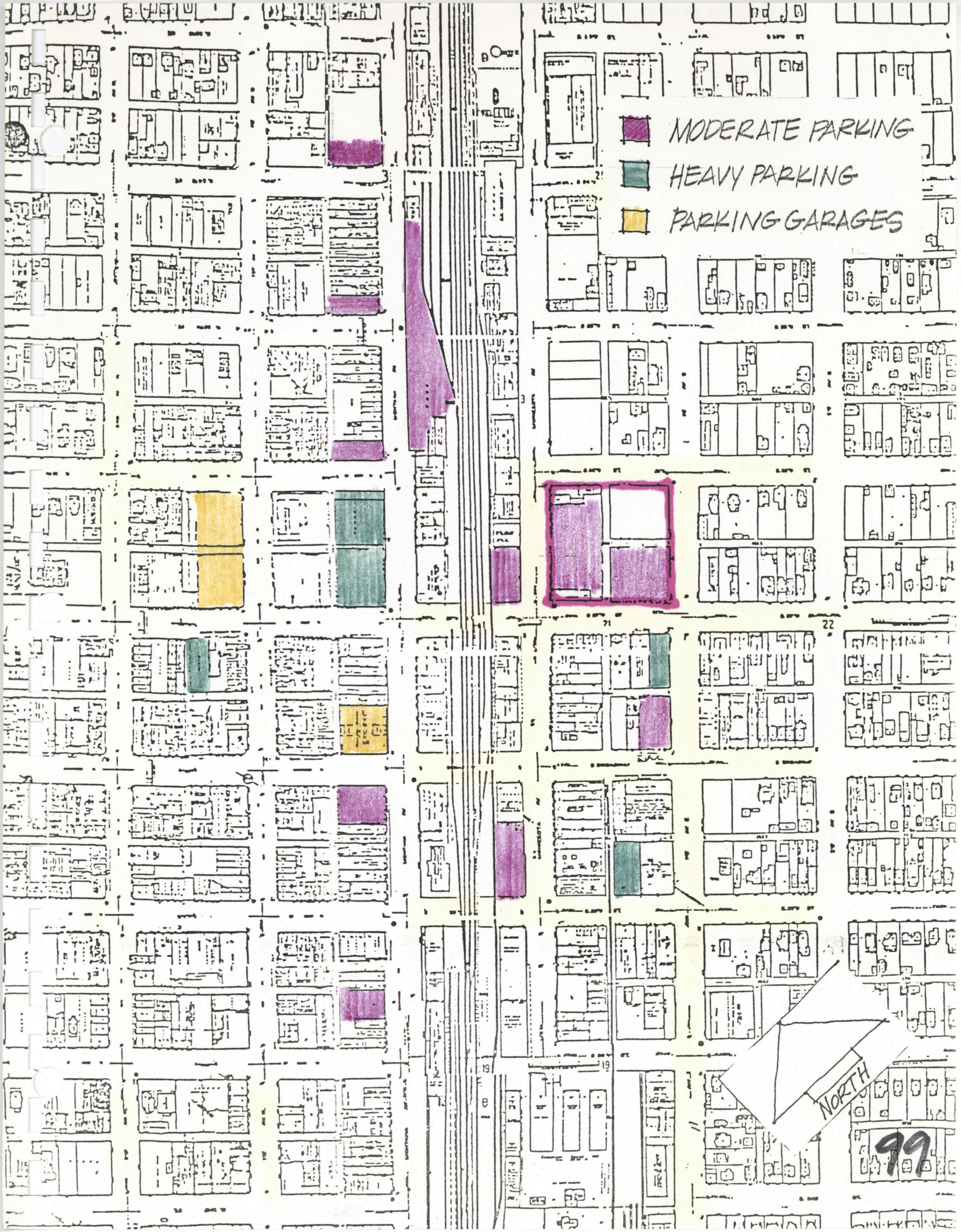
* Factory workers; blue collar
* The bars nearby the sugar beet factory are dangerous
* The south park is considered dangerous
* Poor lighting
* Low income families
* Alcoholism and drug addiction

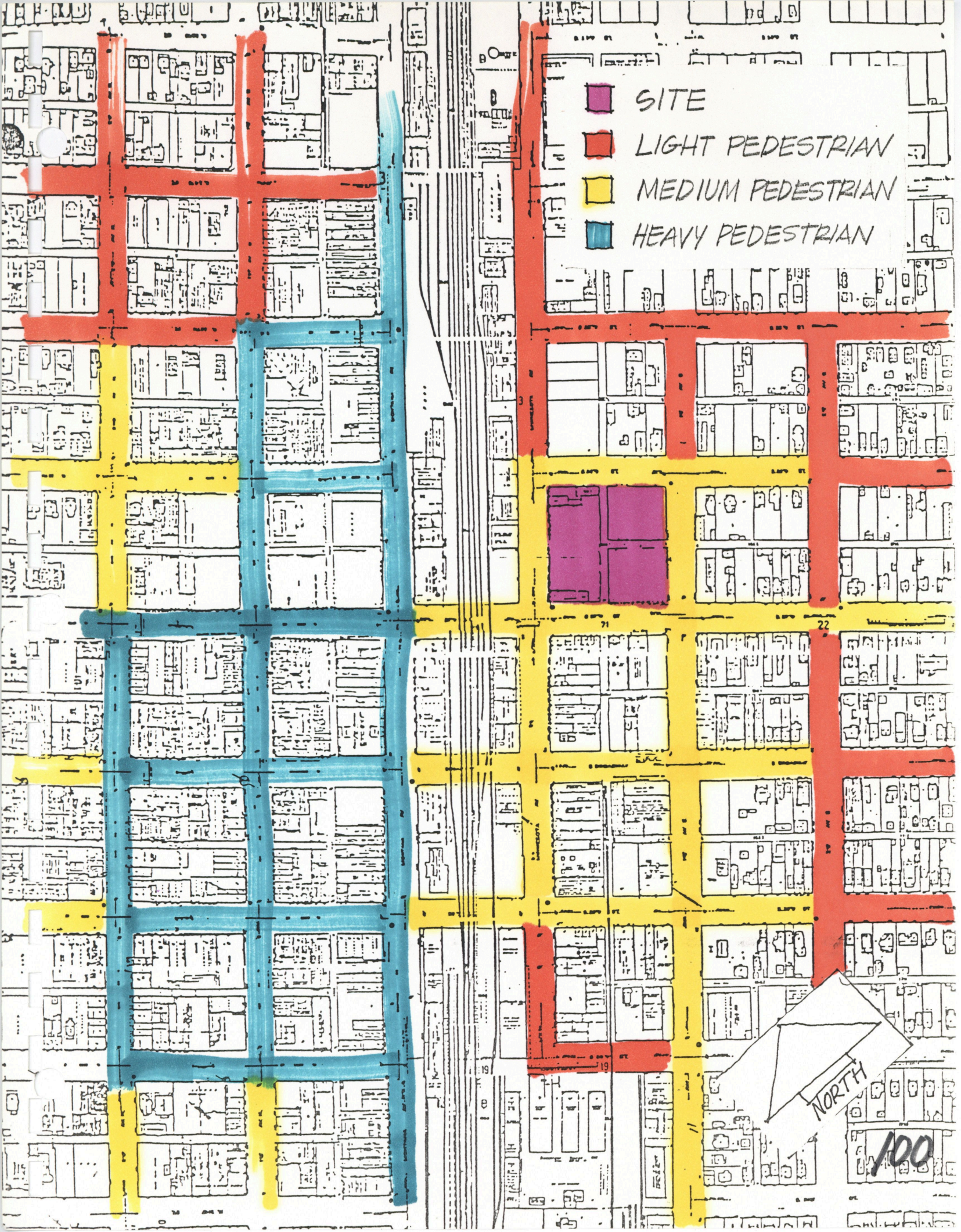
SAFE:

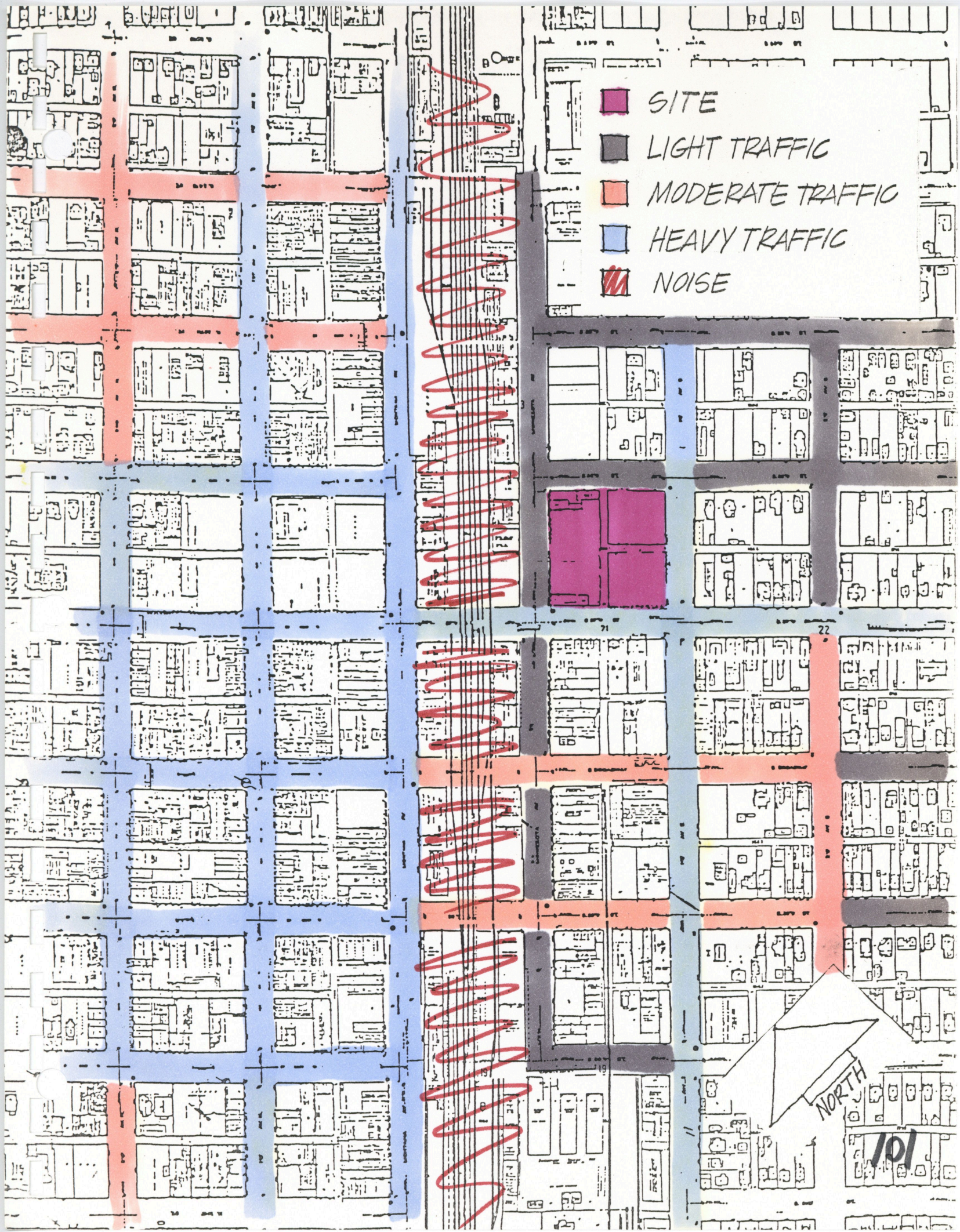
* Sense of neighborhood - sense of pride
* A lasting community - a lot of the residents own their homes
* Good lighting
* All the areas feel safe during the day but dangerous at night

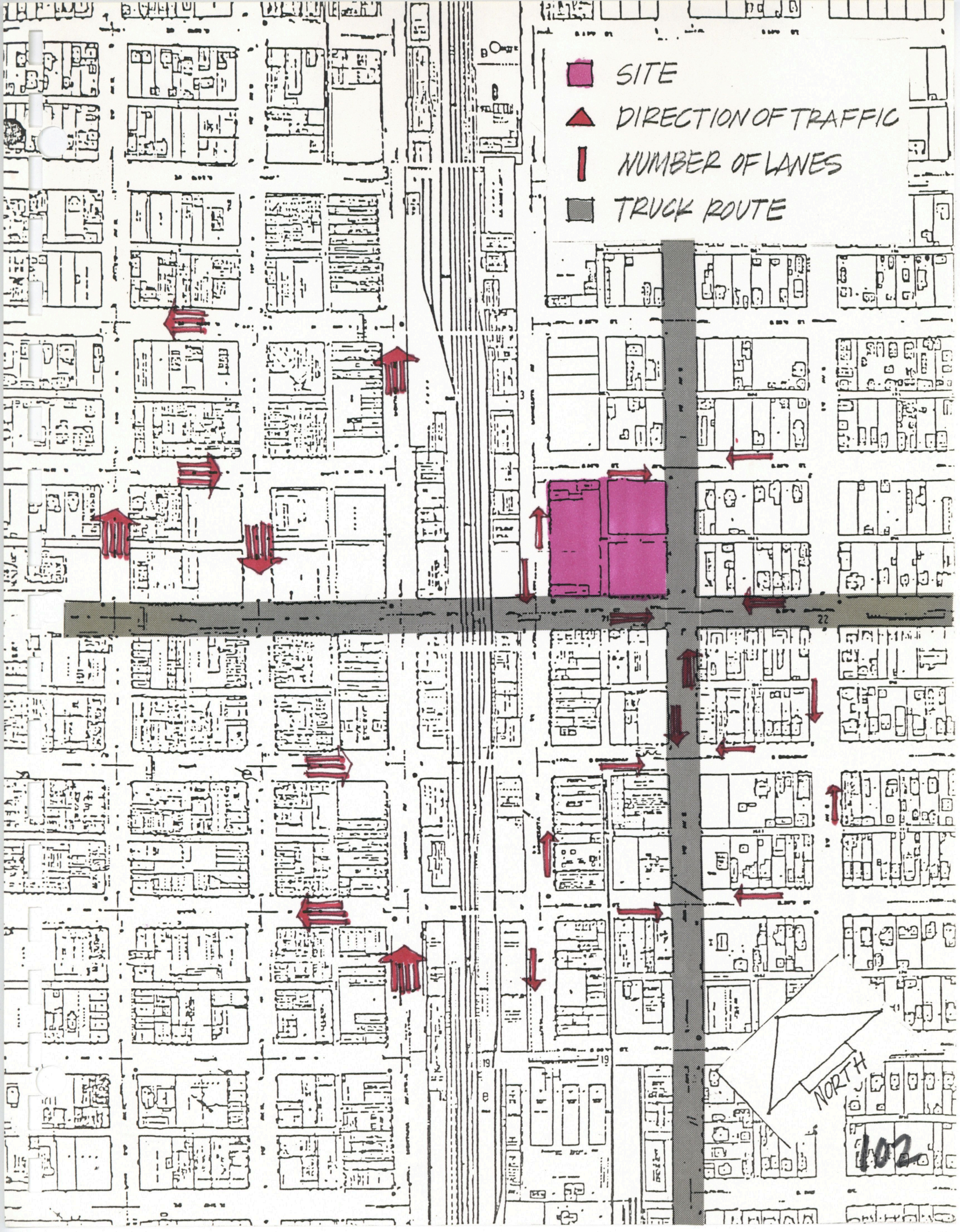

SAFE
MODERATLY SAFE
UNSAFE
NORTH
97


SITE
ABANDONED
BAR & GAMBLING
RESTAURANT
PAWN SHOPS & ANTIQUES
BANK
HOTEL
OFFICES
RETAIL
TRANSPORTATION
GROCERIES & DELIS
APARTMENTS
ADULT BOOKSTORES & FILM
WAREHOUSES
COMMUNITY HELP CENTERS
PARKING & PARKING GARAGES
NORTH
98


MODERATE PARKING
HEAVY PARKING
PARKING GARAGES
NORTH


SITE
LIGHT PEDESTRIAN
MEDIUM PEDESTRIAN
HEAVY PEDESTRIAN
NORTH
100


SITE
LIGHT TRAFFIC
MODERATE TRAFFIC
HEAVY TRAFFIC
NOISE
NORTH
101


SITE
DIRECTION OF TRAFFIC
NUMBER OF LANES
TRUCK ROUTE
NORTH

ATLAS

ANXIETIES

Here's a town skyline to look down on

Bragg about Billings

Addison Bragg

I guess it's the sort of thing that happens when one has been around for a while, and the sooner one gets used to it the better.

But I can't help — after looking at our town the way it is and the way it was — but mourn the disappearance of another landmark.

In fact, it was more than a landmark. It made up an important piece of our town's skyline.

All this started years ago, of course.

The first to go — in my era, anyway — was the Billings Brewery sign.

It died a slow death.

First it went dark and you could no longer watch that bottle filling that glass from clear out on the Laurel Road as you headed into town.

But the skeleton, black and rusting, stayed around until they finally tore the building down.

Next on the wrecking-crew list was the state's tallest neon sign, which told you long before you got there that you were on your way to the Elmo Club.

Even now at night anyone with any sort of imagination at all can still look west and see a gigantic hand-waving, thumb-pointing Bob Porter extending his invitation.

In years to come we lost other things that lightened up our skyline.

I'm talking about the blue cross (no pun intended) that marked the location of St. Vincent Hospital to anyone looking down from the Rims.

And just as prominent clear across the valley was the gigantic "GW" of the Great Western Sugar Co. refinery.

I don't know, but I suspect maybe there was some sort of environmentalist group that figured lights caused pollution because they sure got on a roll where neon was concerned.

Or maybe they thought revolving clocks were hazardous to skyline health — even though they were the biggest revolving clocks in the world.

Anyway, the one atop the Security Bank came down — and we can thank Oscar Cooke for saving it.

But it must be a bringdown even for a revolving clock to move from a skyline to a river bottom.

Another revolving sign to go was the flying red horse on the old Mobil Oil Co. — now the Transwestern — building. (It ended up, in case you're interested, at a Mobil service station in the eastern part of the state.)

Then, to bring all this nostalgia up to day, we lost the Midland Bank tower.

It didn't revolve. It just blinked.

And if you could remember the jingle that went with it, it predicted the weather.

All in all, I think it's too bad about how our skyline's deteriorating.

And if you don't think so, consider for a moment:

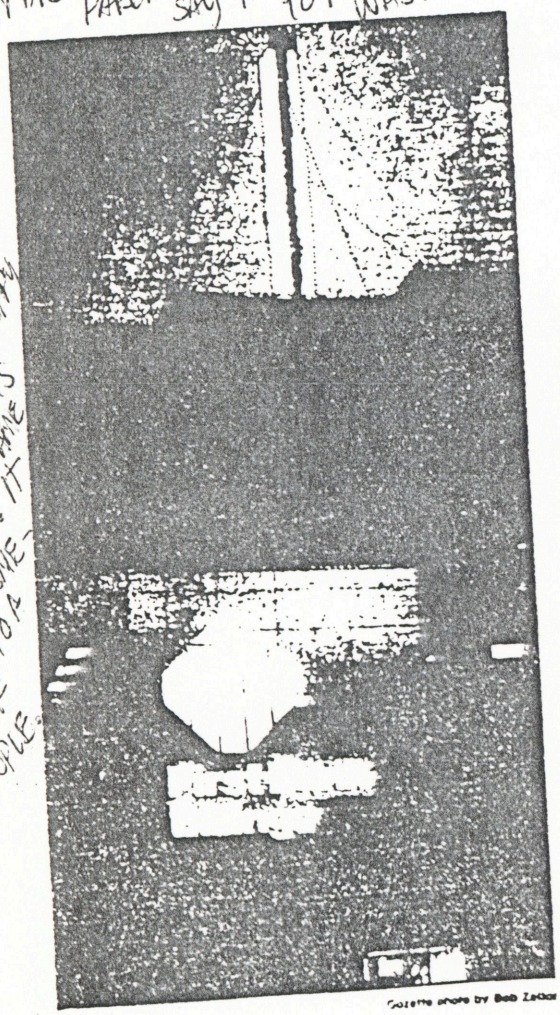
At the rate things have been going — and if it keeps on like this, the only skyline we're going to have left will be made up entirely of tall buildings.

I WANT TO ADD TO THE SKYLINE, BRING BACK SOME OF THIS THAT HAS BEEN LOST. I THINK THE FARMER'S MARKET PROVIDES THAT OPPORTUNITY.

I THINK SIGNAGE WILL PLAY IN IMPORTANT ROLE IN MY PROJECT, SPECIFICALLY THE FARMERS MARKET.

I REMEMBER THIS TOWER. MY PARENTS USED TO SAY THE JINGLE TO ME WHEN I WAS A KID.

PEOPLE WERE VERY UNHAPPY WHEN THIS TOWER WAS BROUGHT DOWN. IT MEANT SOMETHING TO A LOT OF PEOPLE.



Gazette photo by Bob Zaiser

Weather tower will soon be gone.

Tower to come off bank

By LORNA THACKERAY
Of The Gazette Staff

The Billings skyline will soon be short one familiar landmark.

The First Bank Weather Tower, which has flashed neon weather forecasts in downtown Billings for almost 30 years, will probably come down sometime in the next 60 days, according to bank President Joe Lindsley.

"We feel the tower has really become non-functional with all the detailed weather information available from other sources," The tower is also in need of "extensive renovation," he said, and bank officers thought it was time to retire the aging electronic weather vane.

A third factor in the decision was a plan to put new, more identifiable signs on top of the bank building.

The weather tower was probably put on the bank building when it was completed in 1953, the bank president said.

Since then, it has provided a color-coded weather picture for downtown office workers who remember the familiar jingle:

First Bank tower white as snow, down the temperature will go,

First Bank tower red as fire, temperature will go higher,

First Bank tower emerald green, no change in temperature foreseen,

Tower blinking night or day, rain or snow is on the way.

103

Downtown spruce-up on council's agenda

By DENNIS GAUB
Of The Gazette Staff

Planning for new lights, signs, pedestrian crossings and benches in downtown Billings could move ahead if the City Council agrees Monday night.

The council will be asked to give preliminary approval of the design for the so-called downtown streetscape project. Other improvements planned in the estimated $5 million undertaking include new information booths, planters and trash containers.

Separate council action on the design of the proposed downtown plaza and pedestrian corridor is scheduled for a later meeting.

Planning is being done by a six-company team headed by URS Corp. of Denver. Two Billings firms, Drake Gustafson & Associates (architects) and Christian Spring-Spring-Sielbach & Associates (consulting engineers), are involved in the effort.

The design team is seeking approval on two major issues: the geographic boundary of the streetscape improvements and, the design proposed for each block.

Improvements have been proposed in an area bounded by Montana Avenue, Fourth Avenue North, North 26th Street and North 30th Street.

According to the consultants, the streetscape improvements will take place on:

- Both sides of North 27th Street from Montana Avenue to Fourth Avenue North.
- Both sides of North Broadway from First Avenue North to Third Avenue North.
- Both sides of North 29th Street from Montana Avenue to Fourth Avenue North.
- The east side of North 30th Street from Third Avenue North to Fourth Avenue North.
- Both sides of First Avenue North from North 26th to North 29th.
- Both sides of Second Avenue North between North Broadway and North 29th Street, plus smaller sections of Second Avenue North on the next block west as well as immediately east of North 27th Street.
- Both sides of Third Avenue North between North 27th and North 30th streets.
- The south side of Fourth Avenue North between North 29th and North 30th streets.

The consultants have proposed a more-intense level of improvements toward the center of the streetscape area. This, they said, will allow for a larger project area while minimizing business disruption.

Plans call for using a mix of paving materials: concrete, granite and building-quality sandstone.

Lights, benches, poles and the like that are "contemporary in nature" but use "classic" materials such as sandstone and wrought iron have been proposed.

Curb alignments would be changed to provide more room for pedestrians at key intersections and additional parking under the plan.

In other business, City Administrator Alan Tandy will present the mid-year budget to the council Monday night.

The council will decide whether Billings should join Yellowstone County and Laurel in applying for $94,000 in federal funds for drug-enforcement programs. Billings would have to provide $18,900 annually in matching funds to establish a drug-enforcement unit that would spend 75 percent of its time in the city, according to officials.

Because of objections from some homeowners in College Park Subdivision, the council will discuss sidewalks, curbs and gutters scheduled for construction on Wisconsin Street this year. The average cost would range from $1,200 to $1,500 per lot, according to city officials.

Hard work can revitalize downtown, speakers say

MILLIONS ARE BEING THROWN INTO THIS REVITALISATION PROJECT. THE SIDE THAT REALLY NEEDS IT IS BEING IGNORED.

Ideas to upgrade downtown aired

104

$25 million downtown retail complex proposed

MILLIONS SPENT ON NORTHSIDE DEVELOPMENT.

By PAUL J. HOLLEY
Of The Gazette ...

Local ... to ... a ... 25 million ... downtown Billings.

The project, dubbed "City Center Mall," was unveiled at a Thursday morning news conference by Joel Long, Harrison Fagg and Downtown Coordinating Council ... City Center Mall ... the block bo... Street, North ... nue North and ... All present st... except The Grand building, would be torn down to make room for the project.

The mall would include 140,000 square feet of retail space, inclu... 50,000 square feet for ... store; 60,000 ... and parki... for ... 600 ... the ... Billi... the ... display Thursday.

... space and a five-... cluding ... businessm... Bohlinger, has approached Herberger's department stores of St. Cloud, Minn., about occupying the center, Fagg said. Discussions have also been held ... Montgomery Ward's ... Montana Power ... its offices ... center ... has been approached about occupying 15,000 to 45,000 square feet of space in the building, Fagg said.

The developers have no lease ... commitments. Jerry ... ings is the project's ... The ... dev... would ... million. The ... would be borrowed from ... ; and $8 million would be sought from the city.

The city's participation, involving the parking ramp and land purchases, would most likely come from bonds backed by the downtown tax increment district. Part of the property-tax money from the district is now used for downtown-improvement projects. Among the projects are two downtown parking ramps.

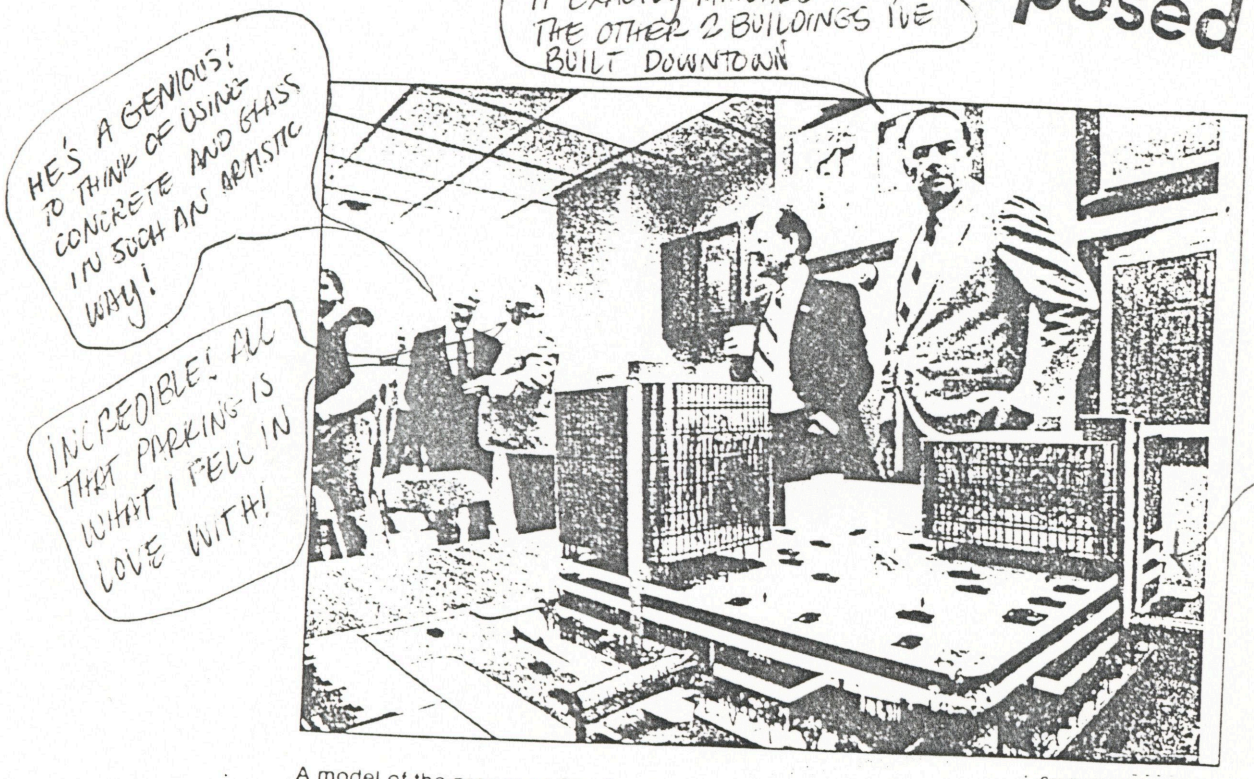
The Billings City Council is scheduled ... whether to attempt a final tax increment bond issue before the district's bonding authority expires at the end of 1988. The issue could total about $6 million.

... decided that ... cement was ... City Council. ... Thursday ... aimed ... ong ... ould have pre... ... to unveil the project after ... major tenant was signed.

"We have a decision to make ... we kill tax increment ... w, you won't see a project like this ... said ... council ... ng ... The ... ve ... 's said City Center ... would bring ... roughly $16 million ... the city's $8 million ... participation. The group also estimated that the project would generate $244,611 in annual property taxes versus about $27,000 now paid on the same area.

The project was also estimated to create 250 construction jobs and 400 permanent positions.

City Center Mall's developers have been involved in previous downtown projects. Fagg developed the Billings Sheraton Hotel and the Granite Tower office building. Long, a construction executive, developed the First Interstate Center and the Transwestern Plaza office buildings.



Gazette photo by Larry Mayer

A model of the proposed City Center Mall is displayed at a press conference Thursday.

105

Mall developers meet goals

Herbergers signs lease for project

By PAUL HOLLEY
Of The Gazette Staff

Developers of the proposed City Center Mall in downtown Billings reported this week that they have met the City Council's requirements. Here is a recap of what has been accomplished.

Tenant leases: G.R. Herbergers Inc., a department-store chain based in St. Cloud, Minn., has signed a lease agreement to occupy 45,150 square feet in the mall. The 10-year lease calls for the store's rent to start at $50,000 or 2 percent of the store's gross sales, whichever is greater. The rent would gradually increase each year. The lease also includes an "escape clause" that would allow the company to terminate the lease after the first three years if the mall's occupany falls below 50 percent. In years 7 through 10, Herbergers would be allowed to break the lease if it is unable to maintain annual sales of $3.5 million.

The developers and City Administrator Alan Tandy have received letters of interest from Lamonts, a chain of 33 stores based in Bellvue, Wash. The company is interested in a 20-year lease on 45,000 square feet at about $4 a square foot against 2 percent of sales. Peter Aaron, Lamonts executive vice president who wrote the letters, said he plans to visit Billings to inspect the downtown site and other retailers. The company has also sent a copy of its standard lease form to City Center's leasing agent.

Harrison Fagg, one of the project's developers, described the correspondence as a letter of intent. Aaron was not available for comment Wednesday.

According to Lamonts' promotional material, the company operates apparel specialty stores featuring major brand

(More on Plan, Page 14A)

By PAUL J. HOLLEY
Of The Gazette Staff

Developers of a downtown Billings shopping mall say they have met the city's challenge. Now, they want city officials to act.

Harrison Fagg, John Bohlinger and Jack Sukin, spokesman for the City Center Mall Development Group, said this week that they have arranged for financing, assembled the needed downtown land and reached a lease agreement with a department store.

City Center Mall is a retail/office/parking complex planned for the block bounded by North 27th Street, North Broadway, First Avenue North and Second Avenue North. The group's plans also include streetscape improvements, a skywalk system and another parking ramp.

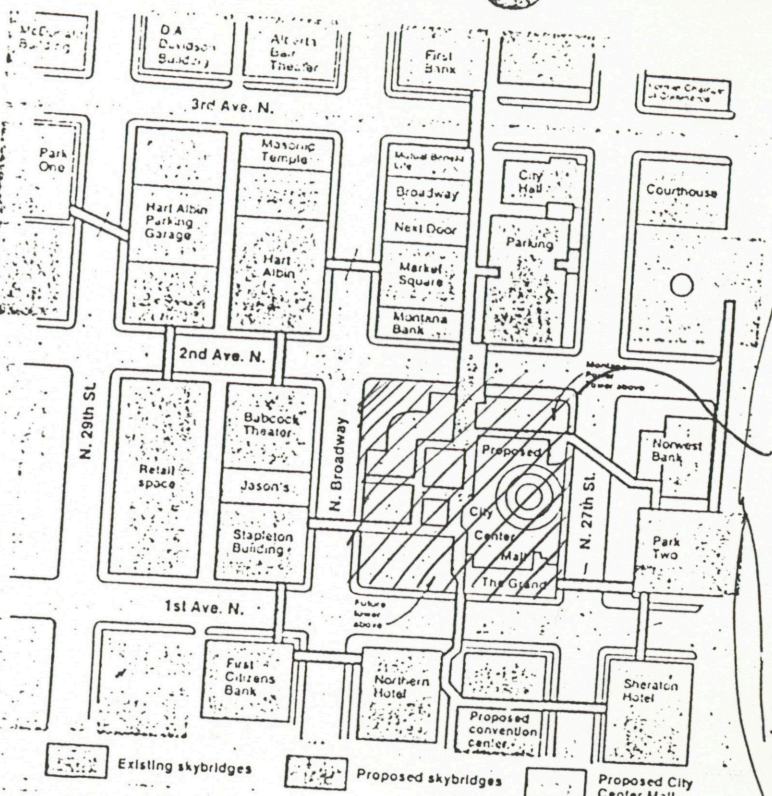
The developers, who plan to remove all of the block's structures except The Grand building, want the city to invest in the project's land and parking facilities.

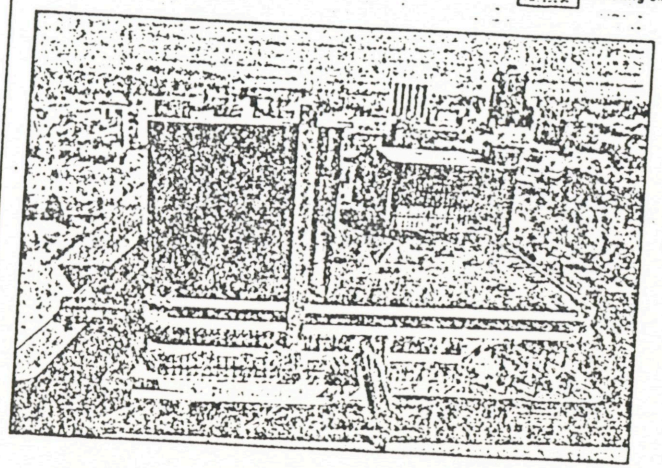
After the $25 million project was unveiled in late December, the Billing City Council gave the developers until mid-February to firm up their plans. The development group was asked to get lease agreements from mall anchor stores and smaller shops, have assurances of private financing and make arrangements for the land.

"We are pleased to report that we've done what they've asked of us," said Fagg, a Billings architect and developer whose local projects have included the Granite Tower office building and the Billings Sheraton Hotel.

Others in the development group are: Boh-

(More on Mall, Page 14A)





The City Center Mall, linked to other buildings by skybridges, is proposed for a nearly a full block in downtown Billings. The view in the above map is toward the northwest, or the Rimrocks. This model of the mall, left, includes two levels of parking, a pair of office towers and a shopping mall. The photo was taken from atop Granite Tower with the city skyline in the background.

Gazette photo by Judy Tell/Gazette map by John Potter

SEVERAL SIGNIFICANT HISTORICAL BUILDINGS WILL BE BULLDOZED AWAY TO MAKE ROOM FOR THESE 2 SQUARE TWIN GLASS TOWERS.

901

The Billings Gazette City

C Wed Sept 21 1983 B

New South 27th zoning plan unveiled

By MARK RAGAN
Of The Gazette Staff

A blue ribbon panel recommendation on controlling South 27th Street growth has won tentative approval from the city, foreshadowing a push to redevelop what officials consider a major eyesore.

The City Council approved the panel's suggestion — backed by the South Park Neighborhood Task Force — to begin the city's first use of "permit zoning" along South 27th Street, regarded as the most important entranceway into the city.

Under permit zoning, the city evaluates projects on a point system according to how well they meet requirements for landscaping, parking, lighting, traffic, architectural design and other criteria.

Developers must score a minimum number of points before they can receive a building permit.

This compares to the traditional zoning approach, where only certain types of developments — gas stations, warehouses, offices, ... can go in designated areas.

Under permit zoning, the city does not define or limit the type of development that ... district, which extends from Second Avenue South to In-

More city news, Pages 6B, 4A, 9A

terstate 90, and from South 28th Street to South 29th Street.

However, by controlling aesthetic quality of the development, city officials say the permit zoning approach will improve the looks of the street while allowing flexibility for developers.

Permit zoning offers two sets of criteria developers must meet.

Officials call the first set "absolute," meaning all developers must meet all the requirements, regardless of what project they are planning.

The second set provides a wide range of criteria that developers can choose from in planning their project.

The city assigns points to each ... and the developer must rack up a minimum number of points before a project is approved.

In the absolute category, developers must meet building code requirements, have access to city utilities, provide for orderly traffic in and out of their development, comply with design standards for fire protection and meet a host of other criteria deemed essential for all developments.

In the relative category, points are given according to how well the developer plans to landscape his property and provide adequate ... parking.

Points are also given on whether signs are compatible with the area, on the amount of parking available, on the quality of landscaping and architectural design.

The permit approach ... Committee, by the Mayor's South 27th Street Parkway Action Committee — caps a two year study of how to improve the street's appearance and encourage development along the street to eventually resell to developers.

The city is also buying or planning to buy homes along the street to eventually resell to developers.

Permit zoning won tentative approval from the council Monday night. But before that approval is final, the city must rezone all of the property in the S. 27th Street district to the permit approach.

That means notices of rezoning will go out to property owners in the district, and a public hearing will be held before the permit approach is finally adopted.

HERE ARE WAYS AROUND THOSE POINTS"

THEY'VE DONE SOME LOVELY STUFF WITH WOODCHIPS AND SKINNY TREES.

101

Eviction notice mailed to Arcade Bar owner

By DENNIS GAUB
Of The Gazette Staff

The Arcade Bar's days of operation are numbered — 30 days and counting until the city of Billings takes possession of the South Side building, a city official said Thursday.

An eviction notice has been sent to the tenant of the Arcade building at 2824 Minnesota Ave., according to City Redevelopment Manager Ralph Connone.

John Adams Jr., attorney for the former owner of the building, Lewis "Pearly" Gates, mailed the notice Tuesday and it should have been received by Thursday, Connone said.

Jose Romero, Gates' tenant and owner of what has often been called "the toughest bar in town," was reported out of town and unavailable for comment Thursday.

The City Council approved the purchase of Gates' property for $60,200 on April 15. The agreement included a stipulation that the actual sale would not take place until the building was vacant, Connone said.

"He (Gates) didn't issue an eviction notice then. He told the tenant he wanted him to move, but he didn't give any written notice," Connone said.

Another factor has been the health of the 67-year-old Gates. He is being treated in Miles City Veterans' Hospital after leg surgery, according to Connone.

Once the building is vacated, the deed will be taken to Gates for his signature and the deal will be closed, Connone said.

The fate awaiting the Arcade after that is unclear.

"There were questions about the historical and architectural significance of the building at that time (of council approval of the purchase agreement). The only thing the council agreed to was acquisition," Connone said.

The city is "fairly close" to acquiring another building on the block bounded by Minnesota Avenue, South 27th Street, First Avenue South and South 28th Street, he said. If Billings Engraving Co., 16 S. 28th St., owned by Gordon Eisenlein, is acquired soon, bids could be invited for one contract to demolish that building and the Arcade, Connone said.

Two more buildings still stand on the block that has been targeted for redevelopment.

Owners of the Gates Potter Service warehouse at 10 S. 28th St. have refused to sell, so "we're not actively pursuing that," Connone said.

"We're still working with Herman Young (owner of the Mexican Star Cafe at 2808 Minnesota Ave.) and some realtors to find him another location in town," the redevelopment manager said.

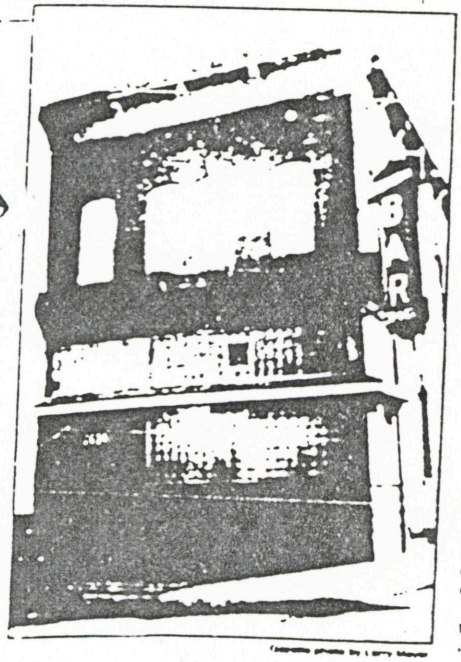
"If the city acquires Billings Engraving, I will own 12 lots south of the alley between Minnesota and First Avenue South. We could put something together on [illegible]," Connone said.

THE BAR WHICH IS LOCATED ON MY SITE.

IT'S STILL OPEN AND RUNNING.

Building sale frustrates councilmen

City OKs purchase of Arcade Bar building



City wants to redevelop Arcade building property on the South Side

Canceled bar offer irks 'Pearly' Gates

By DENNIS GAUB
Of The Gazette Staff

Lewis "Pearly" Gates wasn't chuckling Tuesday about the Billings City Council's cancellation of its 5-month-old offer to buy his South Side building — home of what has been called "the toughest bar in Billings."

"They've lied about this and they've lied about that," Gates said Tuesday after the latest city action involving the Arcade Bar building.

Because the building at 2824 Minnesota Ave. wasn't vacant by Sunday — the city-set deadline — the council Monday decided it could wait to acquire the property for eventual redevelopment. A buy-sell agreement approved in April had been contingent on Gates evicting his tenant, bar owner Jose Romero.

"I've been harassed a lot, isn't that right? I can't just throw Jose out on the street, can I?" Gates asked when reached at Miles City Veterans Hospital, where he is recovering from knee surgery.

Gates said City Redevelopment Manager Ralph Connone talked to him Monday about the Arcade.

"I said I'm tired of fooling with it," Gates said. "He (Connone) said it's my responsibility to move Jose, but I can't do that."

"The only thing I can do is sell it to Jose and let him argue it out. I'm about argued out," Gates said.

What caused the council to finally lose its patience was Gates' extension of the time that Romero will be allowed to occupy the building — until Dec. 1 "and beyond if necessary," according to a notarized letter from Gates.

That prompted Ward 2 Councilman Bill Geisse to say Gates is "thumbing his nose at us" and "chuckling as he leads the city around by a string."

Gates found nothing humorous in Geisse's remarks.

"I resent him saying things like that. I can't help being down here.

(Turn to Arcade, Page 14A)

Continued stories

Arcade

From Page One

Gates, 67, said, "I'm a 100-percent disabled vet, a veteran, citizen and a taxpayer. What am I going to do?"

Gates, hospitalized since having part of his leg removed, said he is "healing good" and using crutches to get around. He said he will remain in the Miles City hospital "two more months, then go to San Diego [illegible] my [illegible] an artificial leg.

Romero wasn't available for comment. [illegible] proposed move of the bar to 2809 Minnesota Ave., Gates said. Romero [illegible] lease agreement [illegible] building there, according to information from the city staff. It would take him until Feb. 1 to obtain approval from the City Council and the state Liquor Control Board to move the license and remodel the building, the city staff said.

Romero could not be reached for comment Tuesday.

Gates claimed there [illegible] apparent impasse.

The city could [illegible] Gates' agreement and pay Jose $16,000 for the bar's equipment. [illegible] Gates' [illegible] Gates' request [illegible] Jose [illegible]

The city and the state [illegible] does that pave the way [illegible] Gates [illegible] he said.

Council to note deadline for vacating Arcade Bar

108

END OF AN ERA

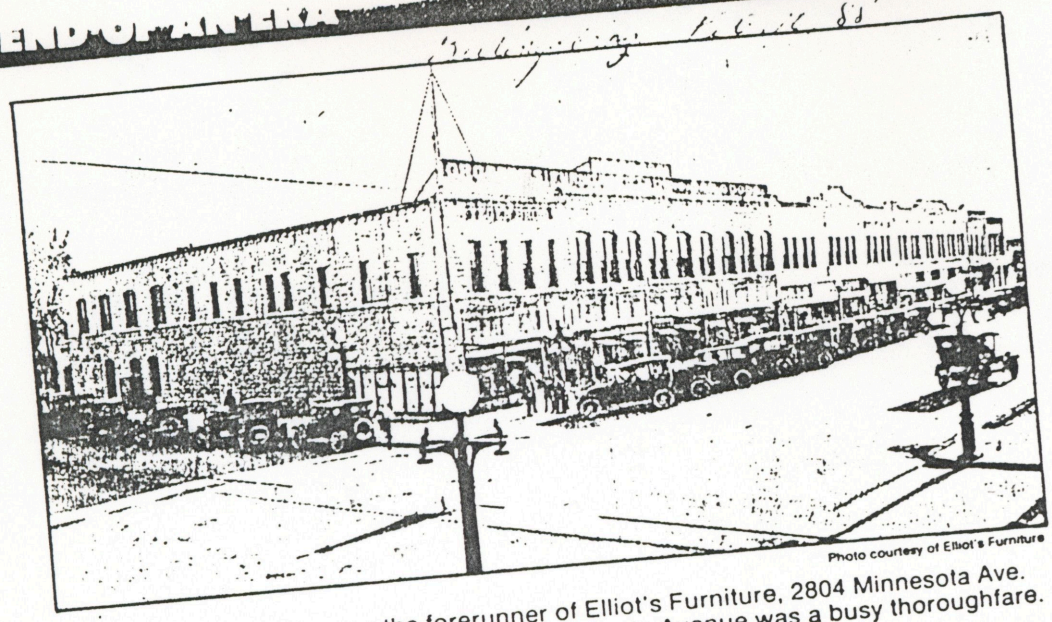


Photo courtesy of Elliot's Furniture

Yegen Bros. dry goods was the forerunner of Elliot's Furniture, 2804 Minnesota Ave. When this photo was taken in the 1920s, Minnesota Avenue was a busy thoroughfare.

Local retail 'institution' calls it quits

By PAUL J. HOLLEY
Of The Gazette Staff

IF I CAN SHUT OFF SOME STREETS TO PEDESTRIAN ONLY I CAN UNCOVER SOME OF THAT.

It will be with reluctance and sadness that the "Going Out of Business" signs appear at Elliot's Furniture later this week.

Esther Elliot, the family owned company's president of 24 years, recalls watching from the store roof as the Northern Hotel burned in 1940, and she remembers when Minnesota Avenue's bricks disappeared forever beneath asphalt.

Within a few weeks, however, the 50-year-old furniture store at 2804 Minnesota Ave. will join its long-gone neighbors, including a drugstore, a bank and clothing stores.

"My Christmas card is going to say 'Have leisure, will travel,' " Esther said, laughing.

Her son, Steve, said the store's liquidation sale will start Saturday and should last about two months. After that, family members will try to dispose of the building.

The decision to quit wasn't easy, but family members decided that it was necessary, he said. Among the factors are health, a desire to change and lackluster sales volumes.

"We are an institution on the South Side. We've weathered a lot of storms," Steve said. "But, you've got to be realistic."

Minnesota and Montana avenues were the city's major business streets when Steve's grandfather, W.G. "Bill" Elliot, and his great uncle, Tom Elliot, purchased a dry goods store in December 1926. The sandstone buildings, the oldest dating back to 1890, dominated the block.

The store retained the name of its previous owners, the Yegen Brothers, and its general dry goods merchandise lines for another decade.

Then, Steve's father, Howard, reviewed the local market and converted the business into a furniture store. Elliot's Furniture held its grand opening in May 1938.

In the late 1930s, the store sold a mattress and box springs for $24.99. A top-of-the-line studio couch was just $69. The store, which eventually grew to 100,000 square feet, also sold appliances, china, drapes and floor coverings.

Gazette photo by Larry Mayer

Esther and Steve Elliot, Elliot's Furniture.

Times changed in furniture retailing and along Minnesota Avenue.

Chain stores and furniture discounters flourished in suburban areas. Steve said the chains have been helped by quantity buying power and sizable advertising budgets.

By the 1970s, Minnesota Avenue was became known for its bars and adult bookstores. Prostitution and public intoxication were common problems.

Steve says the street has been cleaned up somewhat, but its reputation lingers.

"The atmosphere here hasn't helped us, but it's not entirely detrimental," he said. "The thing that hurts us most is the size of this building. Huge floor space isn't needed these days."

Helping the Elliot family prepare for the last big sale are 11 employees, including two who have been with the store for 40 years. A professional liquidation firm is coordinating the sale.

Esther Elliot has been the store's president since her husband Howard's death in 1964.

A son, Bill, worked in the store from 1972 to 1982, and another son, Bruce, now of Mt. Vernon, Wash., worked briefly at the store. Steve has been at the store for 4½ years.

Steve Elliot said it's tough to see an era end, but he is proud of what his family has done.

"We've more than played our part for Billings and South Billings. We've paid our taxes, kept our building up and contributed," he said.

109

Rebirth of Minnesota

An old street gets a new life

By JACQUELINE JOHNSON
Of The Gazette Staff

Minnesota Avenue's rustic character has spawned a new generation's interest.

The one-time saloon hub of Billings now has visitors that wear suits, but not ties after 5 p.m. or one neighborhood bartender will cut them off.

Two bars — The Western and the Silver Dollar — have catered to South Side working class patrons since their openings decades ago. They now attract college students and young executives, in addition to their long-time patrons.

Doug Martin, one of four Western owners, revels in the Old West flavor of his bar, gently teasing his uptown patrons.

"We had a couple of guys with suits come down here and order a 'perfect Manhattan'," tells Martin. "I gave them a shot of Jack Daniels with a beer chaser."

Martin refers to The Western as a rose among thorns, nestled between two adult bookstores on Minnesota Avenue. He says the Sheraton Hotel sits in The Western's shadow.

Martin and his partners took over the Minnesota Avenue bar three years ago, theorizing that if they added food to its offerings, they'd bring in daytime customers from the north side of the tracks.

"We had a circle of friends with suits and ties that we could get down here because of our friendship," said Billings native Martin. "We were a little worried about the two arcades, but they haven't been a problem."

Don't wear a tie to The Western after 5 p.m. or it'll be cut off, warns Martin, pointing to a large display of the tips on the wall.

Now with the opening of the back section of the Silver Dollar, The Office, in November 1985, new patrons are out in full force, bustling between the two bars until they close at 2 a.m.

"This is the oldest business corner in town," tells one of The Office's two owners, Dan Kercher, who predicts that Minnesota Avenue will be the "hot spot again."

The front section of the Silver Dollar continues to draw patrons from the South Side neighborhood, but The Office, open Friday and Saturday nights, draws young professionals from the other side of town. Kercher said the South Side customers complain more about the new patrons than the new customers do about them.

"We're drawing the younger crowd, they travel in groups and don't attach stigmas to this part of town," said Kercher.

Part of the bar's draw, according to many, is local jazz/rock band Neo Trio. One of its members Tom Cockrell recalls his initiation into the south side.

"I got three teeth knocked out by a pool cue in the Arcade," he recalled. "I probably asked for it though, wearing my Gerry ski jacket and loafers."

At left, The Office, in the back room of the Silver Dollar, Minnesota Avenue and South 29th Street, draws patrons from both sides of the tracks, an increasing number of north siders enjoy strolling Minnesota Avenue between the Western and The Office. Forget It owners D.J. Svetich, left, and Mark Johns pose with one of their cats by the floral gift/pet shop on Minnesota and South 27th.

GAZETTE PHOTOS BY JAMES WOODCOCK

Minnesota Avenue was remembered by one former bartender as being an interesting mixture of sheepherders, miners and others traveling through the state.

"The last time I tended bar was at the Buffalo on South 27th, where the Montana Bar is," recalled a 77-year-old South Side resident. "It was a lively town then."

Esther Elliot, owner of Elliots Furniture, located on Minnesota Avenue since 1928, recalls a later Minnesota Avenue where former mayor, the late Willard Fraser rode his bike every morning.

"He used to ride his bike through here on his way to City Hall," recalled Elliot. "He saw me pick up a piece of litter one morning on his way through and he sent me a letter, thanking me for keeping Billings clean."

Elliot said she was glad of her new neighbors, commenting, "I think this could be a charming neighborhood."

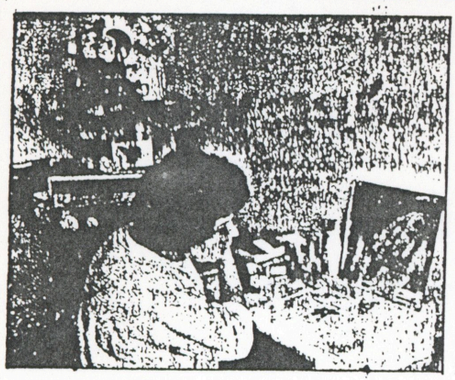
In November, another new business opened on Minnesota Avenue and South 27th Street — Forget It.

Its owners, Mark Johns and D.J. Svetich, remodeled a former warehouse into a gift/floral/pet shop, retaining most of its 50-plus year old charm.

"A lot of people questioned our choice of locations," said Johns. "They said people won't walk there. They won't cross the tracks."

But they have crossed the tracks, if for no other reason than curiosity, according to Johns.

At top, supervisor Robert Eshur examines his work at Minnesota Avenue Furniture Company; top right, Jeannie Johnson, left, and Sheree Thorn meet outside the Western Bar and Grill, 2712 Minnesota, for a night out; above left, enjoying a drink at the Western are Rebecca O'Toole and Wes Keeley, discussing plans by the Silver Dollar are Ben Lowry, left, and Jeff Lokken.



Susan Cheek, 19, shares a tiny room at the Mission with her husband of two weeks. She said she was a Billings prostitute before moving to the Mission.

Neighbors resist shelter proposal

By DONNA HEALY
Of The Gazette Staff

The composition of the homeless population in Billings has changed drastically.

Only a few years ago, the Montana Rescue Mission helped only one woman for every 100 men, according to the Rev. Tommy Thomas, executive director of the mission. "Weeks would go by without any families," Thomas said.

But now one or more families a day seeks emergency shelter from Yellowstone County social service agencies, Thomas said.

Existing shelter buildings cannot meet the local needs of homeless families, he said.

Thomas also said he believes that some homeless families do not seek his help because they are afraid. At the Mission, husbands sometimes are separated from their wives and children. The families are scared to mingle with the winos and transients that the Mission also serves. "I don't think I'd want to stay up there all night next to some of those guys," Thomas said.

On Monday, the Billings City Council is scheduled to decide whether the Rescue Mission may convert a South Side apartment building into an emergency shelter for homeless families, single parents with children and married couples. If approved, the shelter would be the first for homeless families in the state.

(More on Home, Page 12A)

Gazette photos by Judy Tell

Ward 1 councilwomen Billie Krenzler, left, and Marion Dozier oppose the plan for an emergency family shelter, at 3318 Second Ave. S. The building is in the background.

Home

From Page One

But its location, on the edge of a South Side residential neighborhood, is vigorously opposed by some members of the community who see their neighborhood evolving into an "institutional alley" and a "dumping ground." Opponents worry that the shelter will drive down already depressed property values and increase neighborhood crime. Thomas said the the fears are "groundless."

Across America, homeless families are the fastest-growing portion of the homeless, according Tim Hager of the National Coalition for the Homeless in Washington, D.C. The coalition estimates that there may be as many as 3 million homeless Americans, and 40 percent of those may be families, including an estimated 750,000 homeless children.

Last summer in Billings, 26 families were put up in local motels, when $1,500 in federal money was earmarked to cover the cost. The families stayed for as long as a week at discount rates, a move that Thomas said is not cost-effective. During the past four months, Thomas has raised $70,000 — more than half the money necessary to buy the apartment building that he wants to convert into a family shelter.

Years ago, Thomas said, families needing shelter were passing through and stranded in Billings. Now, most are from the Billings area. Many have lost their jobs.

"The vast majority want desperately to work," says Mitch Sartin, house manager at the Mission. If the families qualify for welfare, it often takes 10 days to two weeks to process their claim. Thomas estimates that the average stay at the shelter will be less than a month. Families forced from their homes by fires or natural calamities also would be housed temporarily at the family shelter.

In today's Magazine, (Page 1E) The Gazette profiles four couples who were homeless when they sought shelter at the Rescue Mission and examines the issues involved in locating the proposed family shelter.

HOME FOR THE HOMELESS

The Issue: The City Council decides Monday whether to approve a zoning special review necessary for the Montana Rescue Mission to open an emergency family shelter on the South Side for homeless families, single parents with children and married couples.

Opposition: The South Park Neighborhood Task Force, which supports the concept of providing emergency shelter for homeless families, opposes its location in a residential neighborhood. Some neighbors and task force members worry that the transient families will decrease property values, heighten crime, affect the safety of senior citizens and children in the neighborhood and further a negative image of the South Side.

Conditions: The plan has already won conditional approval from the county planning staff with the zoning commission concurring.

Approval was based on allocation of 12, off-street parking spaces and no more than 11 apartment units plus living quarters for an on-site resident manager. The yard must be fenced on the street side and the structure improved to meet building and fire codes.

The county planning staff recommended that the shelter be used for families, women and children, or single parent families only, with no single males housed in the shelter.

(The city staff and city attorney have recommended that the restriction against single men not be included as a condition of the special review since it may constitute discrimination based on sex and appears to be unenforceable.)

Location: The shelter would be located in a converted three-story furnished apartment building at 3318 Second Ave. S. The building, located on four lots, is across from the Head Start program offices at Little Flower School. St. Paul's United Church of Christ and Little Flower Catholic Church lie at the south end of the block. Garfield School is one block away.

Rules: Mission plan calls for providing security and supervision. A 10 p.m. curfew would be imposed. Families would be bused to meals at the Rescue Mission three times a day.

Financing: Four months ago, the Rescue Mission launched a fund-raising campaign to raise the $95,000 purchase price plus $20,000 for remodeling and other costs. The purchase price is $35,000 under what the building was appraised for a year ago, according to Dale Moritz, one of the owners of the property. So far, the Mission's drive has raised $70,000. An estimated operating budget of $50,000 will be needed to run the shelter.

MAGAZINE

Sign up for Elderhostels / 3E

Should teens work or study? / 4E

Some call it. . . HOME

Stories by DONNA HEALY
Photos by JUDY TELL
Of The Gazette Staff

Single men may choose a transient lifestyle, families rarely do.

Yet homeless couples and families exist in Billings, their struggles barely noticed beyond the network of local social service agencies.

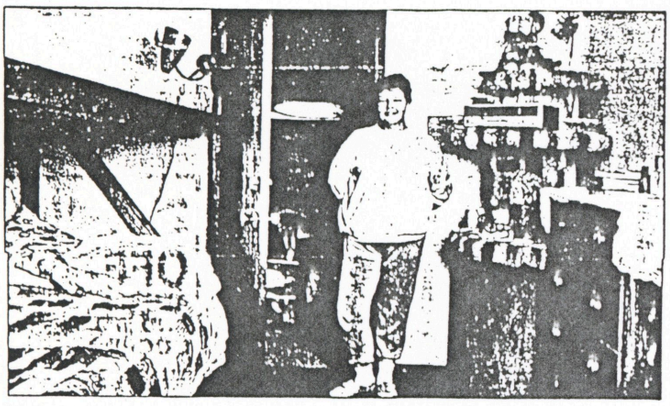
Most are left homeless through misfortune or mistakes, according to Mitch Sartin, house manager at the Montana Rescue Mission. "The vast majority want desperately to work. Some have made mistakes, but they want to get their lives squared away and get their life back on the path."

To find shelter at the Mission, husbands must sometimes be split from their wives and families. The Mission has three rooms for families now. The best has two sets of bunk beds and a crib crammed into a space about the size of a college dorm room. Bathrooms are down the hall in the men's and women's dorms.

"They're at a crisis point, the only thing they have left is themselves. Right at a time when they need to be together the most, they're forced to live apart," said the Rev. Nelson Rumore, assistant director at the Mission.

The lives of four couples who have called the Mission 'home' are profiled on this page and page two of today's Magazine, along with arguments for and against establishing an emergency family shelter on the South Side.

Christina plays on the sidewalk as her parents Dave and Paula McClellan unpack their belongings. The couple, who left California looking for ranch work and a "new start," were stranded in Billings when McClellan lost his wallet.



Susan Cheek left a life as a prostitute because she was tired of being beaten for no reason. She moved from the women's dorm to her own tiny room when she married another Mission resident two weeks ago.

Teen breaks away from the streets and begins a new life

When a pimp tried to strangle her with the cord from an iron, Susan Cheek decided she had to get off the streets.

"I was with a man that beat me and I was working on the streets. I couldn't go home and I just decided I couldn't handle it anymore, so I came here," the 19-year-old said as she sat in the back of the chapel at the Rescue Mission. "I was tired of being beat up for thing."

She had bounced back and forth between her home in Billings and the streets since she was 16. "I just really got led astray," she said. "I felt there was no hope."

Today she works as a housemother for the women's dorm, receiving $10 a week for her labor. Two weeks ago, she married Ken, the houseman at the Mission, who earns $4 a shift for his six-day a week job.

"I came to the Mission and I got tons of support and understanding. They didn't judge me and they didn't care about my background," she said.

Since their wedding, the couple has shared a bunkbed at the Mission, living in a room about twice the width of their bed. One door opens on to the women's dorm, the other on the men's dorm. "He goes to his bathroom and I go to mine," she said.

"The walls are really thin upstairs, you can't have a conversation without somebody hearing it."

To find space for the newlyweds, two men were moved to downstairs bunks. If the emergency family shelter becomes a reality, the couple may join the resident "staff."

"We've both been through a lot," she said, "and we can use the things we've been through to help other people."

Euvone Gibson bunks in the women's dorm while her husband has a room of his own on the men's side.

Mission offers a homeless family a respite from the road

Paula and Dave McClellan were "looking for a new start" when they left California, headed for Montana with their 2½ year-old daughter.

Two months ago, McClellan lost his job as a ranch hand, a job which paid $7.50 an hour and provided a trailer home for his family.

Raised on a cattle ranch, McClellan said he has held a steady job since he was 16. He has never been on welfare, never collected food stamps. But McClellan, 24, was unable to find ranch work around Stockton.

"We loaded the car with what we needed, took what was left of my paycheck and left," he said. At a gas station in Livingston, he lost his wallet, with $350 in the billfold. When the couple got to Billings, they came to the Mission.

"This is the broke-est we've ever been," he said. "I've got nothing coming in and these two to take care of. If it was just me by myself, I would have slept in the car somewhere." While he stays in the men's dorm, his wife and child sleep in one of the three rooms at the Mission for families.

On their fourth day in Billings, McClellan was chasing down job leads by phone, while his wife counted out pennies from a tea tin dug from the luggage in the trunk of their Dodge Omni. Their daughter Christina followed in tow, announcing to anyone who stopped to listen that she had broken her necklace.

"There's no place for her to play," Paula said. "She keeps saying, 'ma, let's go home.'"

Couple determined to stay together adjusts to dorm life

A beige locker sits beside Euvone Gibson's bunk bed in the women's dorm. A red suitcase and two cosmetic cases with her possessions sit near the head of her bed. Between the wall and the bunk, set on a coffee can, is a framed photograph of her 22-year-old husband Larry.

The couple have been married for four years, but while they stay at the Mission, he is forbidden to enter the women's dormitory where Euvone bunks.

"I can walk up to the stairs, but that's as far as I'm allowed to go," said Gibson. "Right now, we're separated by a wall and doors."

They see each other before 8 a.m., when Larry starts work driving the Rescue Mission truck, or in the evening, when they sit in lounge chairs at the back of the chapel.

For four years, the couple were together almost constantly.

"Larry and I need to be together to keep him on an even keel," Euvone said. "We more or less look after each other," he said.

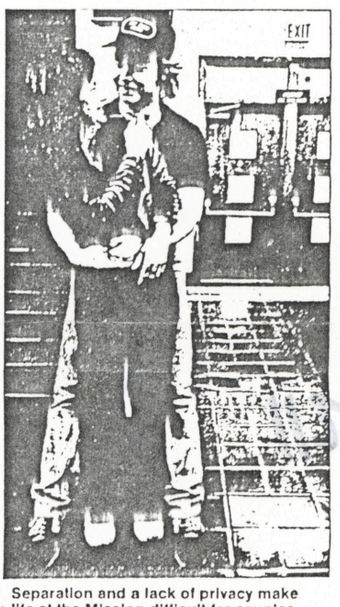
Gibson was born in Montana and grew up in Billings, getting his G.E.D. from Senior High. His wife was born in New Mexico.

"I've rented all over Billings," he said. "I try to avoid welfare, but I was collecting stamps."

Gibson has worked as a laborer, dishwasher and cook. The longest he ever held a job was just over a year. A car accident in 1982 left Euvone unable to work.

The couple were living with friends, but their room had no heat. When the cold weather came, they moved into the Mission.

"I was hoping to get a job within a couple of months," Gibson said. "Attempting to find a job, that's a constant job anyway."



Separation and a lack of privacy make life at the Mission difficult for couples like Larry Gibson and his wife Euvone.

South Side residents and Rescue Mission personnel debate location of emergency family shelter

The two Billings City Councilwomen who represent the South Side see the controversy over the Rescue Mission's emergency family shelter as particularly ironic in light of the council's vote last month to deny a stockbroker the right to relocate in a dental complex on the West End.

At the conclusion of the council meeting, Ward 1 representative Billie Krenzler jokingly invited the professionals to open offices on the South Side.

"I told them we would love to have you come to our side of town. We'll take all the dentists and stockbrokers we can get, but all we get are jails and detention centers," she recalled in a phone interview.

Both Krenzler, and Ward 1 councilwoman Marion Dozier, vehemently oppose the location of the shelter on the fringe of a strong residential neighborhood.

"The South Side is becoming a dumping ground for what people don't want in other parts of the city," Dozier said in a phone interview. The area, she said, already contains its fair share of group homes and low-income housing.

"A neighborhood to us is people who have an investment in our neighborhood," said Rod Garcia, president of the South Park Task Force. "The people who will be coming, will have no investment in our neighborhood," said Garcia, who vowed to pack tomorrow's council meeting with enough supporters to make the meeting last two hours with each individual speaking for the three-minute limit.

"There are areas on the South Side where I could embrace this," said Sheryl Hoffarth, a South Park Task Force member whose grandparents were the first in her family to move to the South Side. "We recognize the need. We are very much opposed to this location."

The Rev. Tommy Thomas, executive director of the Rescue Mission, questions why the opposition even exists. When the Mission's house managers polled the immediate neighbors, they found 15 in support of the shelter, six against. Garcia said he canvassed the area and found only one resident in favor of the shelter.

The emergency family shelter would improve the property, Thomas said. The current landlord, Dale Moritz, agrees. The large number of vacant apartments in Billings, Moritz said, has forced him to rent to undesirable tenants.

"We have had prostitutes and pimps and dope pushers and devil worshippers," he said. "I bet you over the last five years we've probably had 100 police calls over there." The Mission plans to upgrade the apartments to meet building and fire codes and enhance its appearance.

"What's the difference between an apartment building and a hotel?" Dozier challenged. "When it's an apartment building, you have a chance to know who your neighbors are. When it's a hotel, you never know," she said. "You never have any stability in the neighborhood."

The task force and others have offered to help look for other locations, rattling off a list of possibilities that includes Elliots Furniture store, the Lincoln Hotel, and the Thunderbird Motel.

Thomas said he has looked at other buildings, but each has been too small, too large, or too costly to buy or remodel.

Opponents worry that the shelter will increase the foot traffic of transients past Garfield School, which is a block away from the proposed shelter. Homeless families will be bused five blocks to the Mission for meals three times a day, said the Rev. Nelson Rumore, the Mission's assistant director, because of the insurance risk of allowing families to cook in their apartments.

The Mission staff will be unable to control the families, opponents claim, and the shelter will increase neighborhood crime, with the area's elderly residents particularly vulnerable.

"My phone doesn't quit ringing from the people in the neighborhood that are afraid," Krenzler said.

The fear, Thomas said, stems from a false impression of homeless families that equates the families with the winos and transients who hang around the Mission's back dock.

"If we could line them all up in a room and you could see them, the opposition would melt away," said Rumore, who intends to bring snapshots of the families to the council meeting.

"They're reaching out to some boogie man that doesn't really exist," Thomas said.

Opponents point to the blighted condition of the area surrounding the existing Mission, which they said is littered with broken bottles and human excrement. Winos urinate against buildings, vandalize nearby businesses and are abusive to passersby.

"The mission has already impacted our neighborhood an enormous amount," said Dozier, who expects her opponent to be cast as "sainted" for attempting to cure the problem of the homeless.

"I don't think that Tommy Thomas has any track record at all on the South Side," Dozier said, and claimed that he has been unresponsive to community complaints.

Judging the Mission by the people who sit on the back dock is unfair, Thomas said, since many of those people are turned away from the Mission because they are drunk. Thomas said he added the salary for a security guard to patrol the area to the Mission's annual budget, beginning this month. "We are hearing what the community is saying and we want to be a good neighbor," Thomas said.

Emergency shelter plans call for full-time supervision, with a married couple acting as house managers and living on the apartment building's ground floor. A 10 p.m. curfew would be imposed.

In a Gazette interview, Thomas offered to sign any reasonable guarantee to insure that the shelter does not disrupt the neighborhood and pledged to close the shelter if it became a neighborhood nuisance.

Pregnant and abandoned, she found shelter

Debbie Weis was two months married and six weeks pregnant when her husband left her. Married in early January of last year, the couple were sleeping in the backseat of her Dodge Aspen behind a gas station on the South Side.

"Don sent me out shopping for pop and cigarettes and a loaf of bread and when I got back he wasn't there," Weis, 23, recalled.

When her husband didn't show up the next morning, she stopped at the Mission to look for him. The couple met at the Mission in 1986.

For all but two weeks of their marriage, the couple had lived in a car, bouncing between Denver, Salt Lake City and Billings. At times, both were working, but they never settled down. "There was never really anything to show for it, and he was keeping it mostly in his pocket," she said.

Debbie Weis, single parent.

Weis stayed on at the Mission until the seventh month of her pregnancy, but she was told that the Mission lacked the facilities to care for her near the end of her term. Now she lives with her 4-month-old daughter Becky in low-income housing on the West End. Her first child, a boy, was given up for adoption.

Raised on a farm near Three Forks, Weis said she grew up in a "strong Christian home." After leaving home, she worked seasonal jobs at Big Sky and West Yellowstone. For her, the Mission "was a place to stay where there was a lot of Christian fellowship.

"It was time to quit running."

3/9/88

Organization suggests HUD houses as shelters

Gazette Staff Reports

A Southside neighborhood organization that opposed the opening of a shelter for Billings' homeless is submitting an alternative to the city Wednesday to use abandoned houses for shelters.

The Billings Southside Chapter of Montana People's Action is proposing that the city negotiate with the Department of Housing and Urban Development to lease houses foreclosed on by HUD as temporary shelters for homeless families. The group opposed a shelter proposed by the Montana Rescue Mission at 3318 Second Ave. S., which was voted down by the City Council Monday night.

MPA co-chairman Robb Lowe said there are more than 400 abandoned properties in Billings — 300 of them foreclosed on by HUD — that could be used as shelters. "This approach is being employed in other cities and would be an ideal way for Billings to deal with two problems simultaneously," Lowe said.

In a four-page proposal sent to City Council members Wednesday, Lowe said HUD is currently leasing foreclosed houses for $1 per year in Memphis, Tenn., for homeless families. Also, such a program would

(More on Shelter, Page 14A)

Shelter

From Page One

scatter shelters in neighborhoods throughout the city, said MPA member Dennis McCord. "We believe that this is a citywide problem and one that should be shared by the entire community," he said.

In the proposal, the neighborhood group offered to work with local government and other organizations to implement the program in Billings.

Meanwhile, The Rev. Nelson Rumore, assistant director of the Rescue Mission, said Tuesday that the organization will continue trying to open Montana's first shelter for homeless families.

The mission's board of directors met earlier in the day and decided to look for another site because "the need is great," he said.

No timetable for finding another site has been established, he said, but the mission had raised about $70,000 for the shelter project before the vote.

During its 35-year history, the mission has "been on the cutting edge (of providing shelter for the homeless) and will continue to be," Rumore said.

The mission proposed converting a three-story apartment building at 3318 Second Ave. S. into an emergency shelter for homeless families, single parents with children and married couples.

But on Monday night, council members voted 7-3 against allowing the mission to carry out its plan at that site.

The composition of the zoning vote was incorrectly reported in The Gazette on Tuesday. Those who voted against allowing the use by special review were Kay Foster, Richard Clark, Marion Dozier, Billie Krenzler, Betty Long, John Michunovich and Don Olsen. Those in favor were Owen Nelter, Norm Kolpin and Dennis Flick.

South Side residents organized to prevent the shelter from being placed in the former church building. They said the shelter would bring into their neighborhoods the problems that the mission has at its Minnesota Avenue building. There, winos and transients loiter despite mission officials' efforts to remove them from the premises.

Residents said schoolchildren wouldn't be safe and property values would drop if the shelter were allowed at the Second Avenue site. They also said the rest of the city must stop regarding the South Side as the favored location for social-service agencies and institutions.

"We aren't taking this personally," Rumore said. "It's not a they-win, we-lose situation. I don't view the opposition as enemies. I respect their rights and opinions."

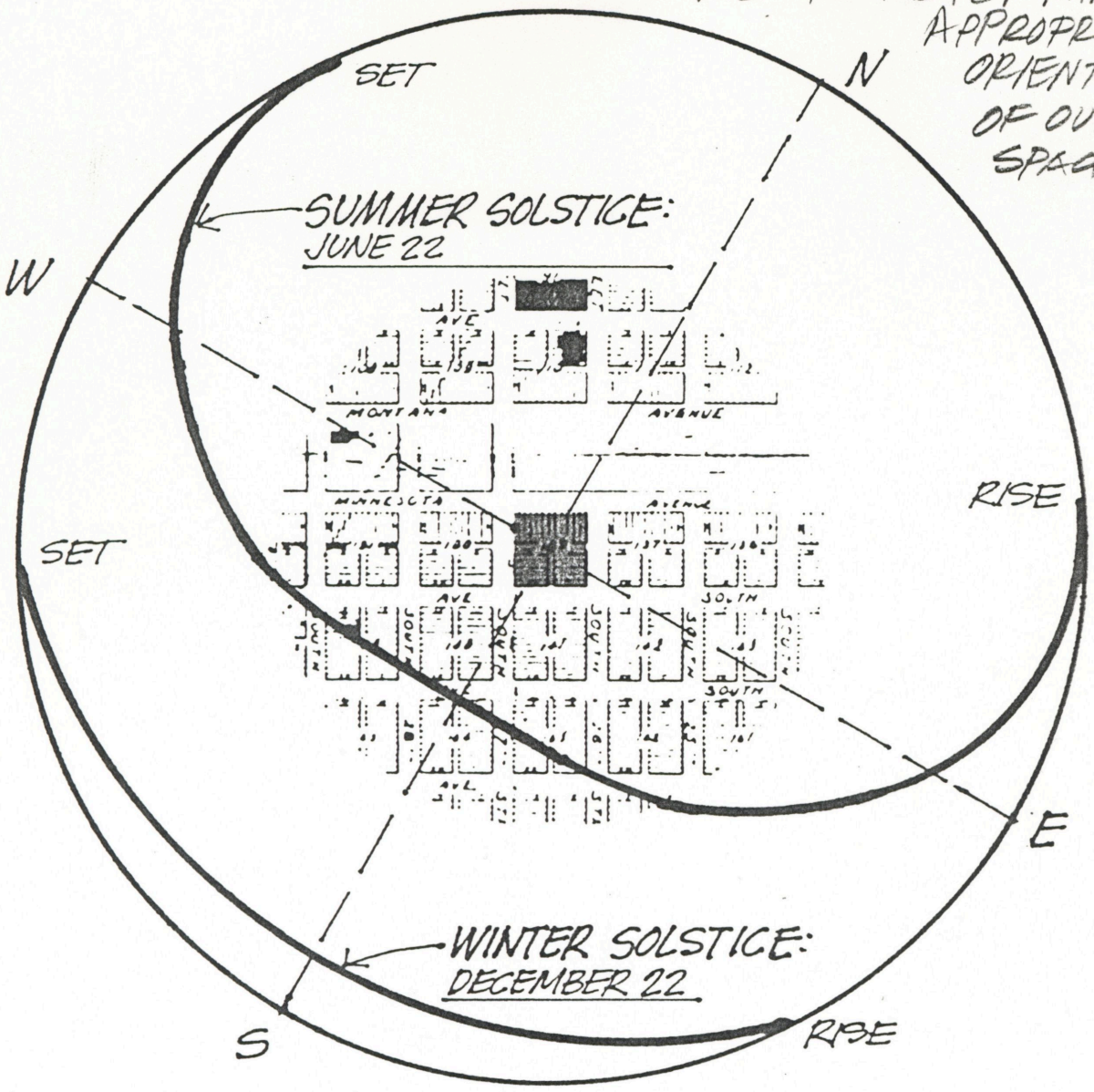
The public hearing and council vote provided "an opportunity for people to focus for a couple hours on an ongoing problem we have in this area. Tonight, we'll be in our comfortable homes, and I can almost guarantee you that there's a family (sleeping) in their car somewhere in this area," he said.

Mission officials "learned a lot about politics" during the four-month-old project, Rumore said.

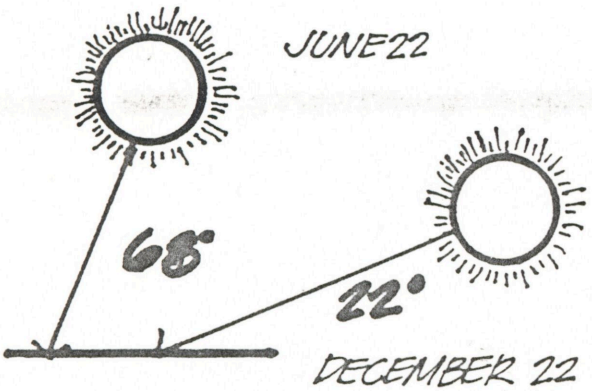
And they'll apply another lesson in trying to find another shelter site. "We're asking for broad-based community input. Give us that input as the mission seeks another shelter," he said.

CLASSIFIED

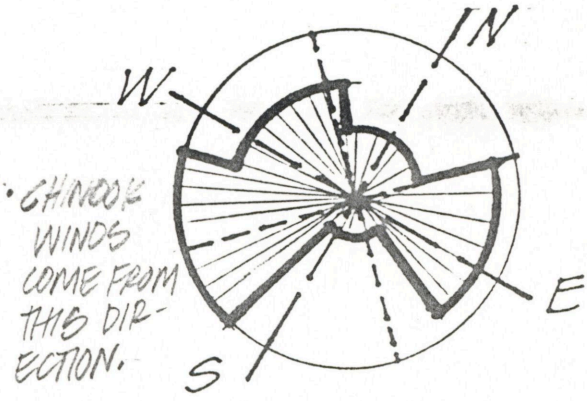
THIS INFORMATION HELPS ME TO DETERMINE APPROPRIATE ORIENTATION OF OUTDOOR SPACES.



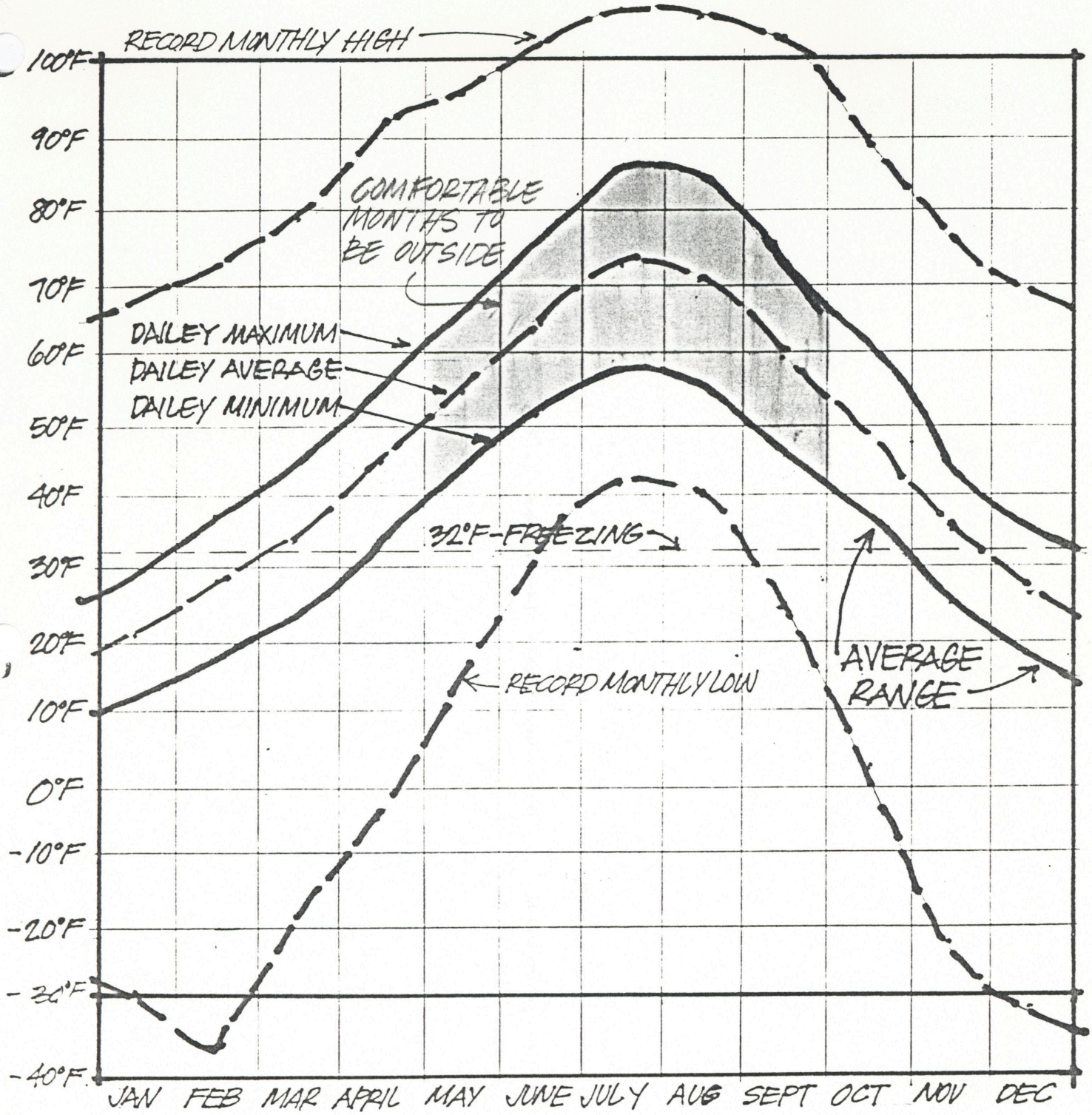
SUNPATH: FOR SUMMER AND WINTER SOLSTICE



SUN ALTITUDES



WIND DIRECTIONS



MONTHLY TEMPERATURES

REVISED
GERIATRICS

BIBLIOGRAPHY

Adams, Helen D., History of the South Park Neighborhood, paper,1978.

Jacobs, Jane, The Death and Life of Great American Cities, Random House, Toronto, Canada, 1961.

Lynch, Kevin, The Image of the City, M.I.T. Press, Cambridge, Massachusetts, 1986.

Melnyk, George, The Search for Community: From Utopia to a Cooperative Society, Black Rose Books, Buffalo, New York, 1985.

Montana: Solar and Weather Information, Western Sun, Portland, Oregon, 1980.

Ruffner, James A. and Bair, Frank E., Weather of U.S. Cities, Volume 2, Gale Research Company, Michigan, Detroit,1985.

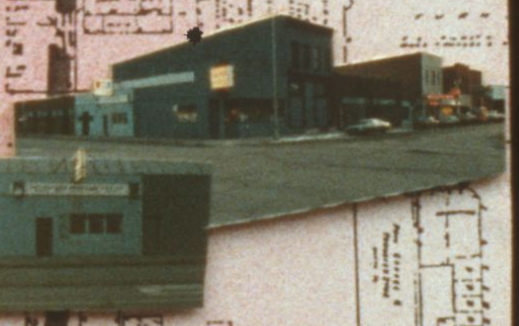
Trancik, Roger, Finding Lost Space: Theories of Urban Design, Van Nostrand Reinhold Company, New York, New York, 1986.

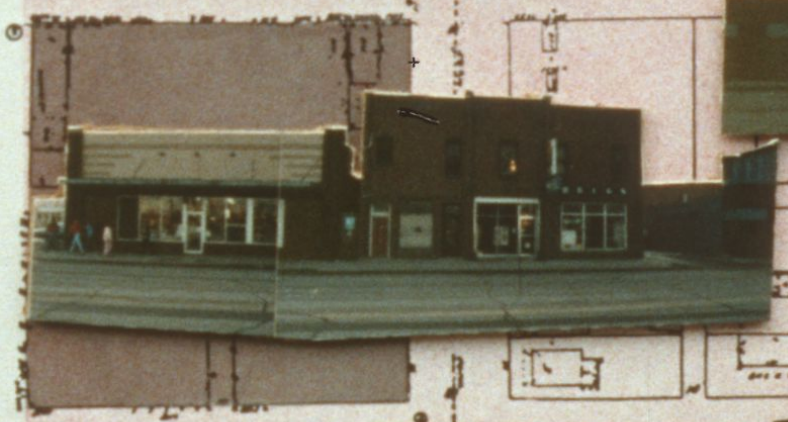
Wright, Katherine, Billings: The Magic City and How It Grew, Artcraft Printers, Montana, Billings, 1978.

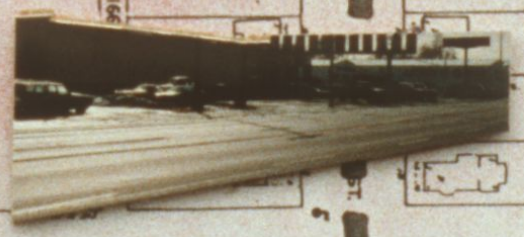
THE PLACE 1

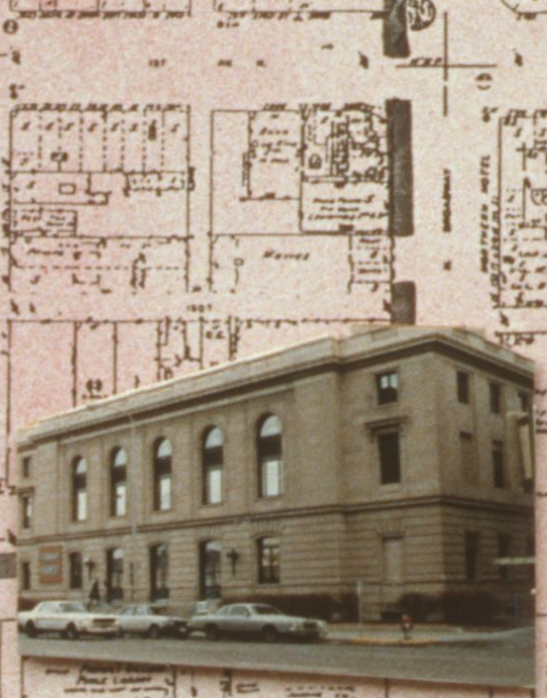
WESTERN

WESTERN





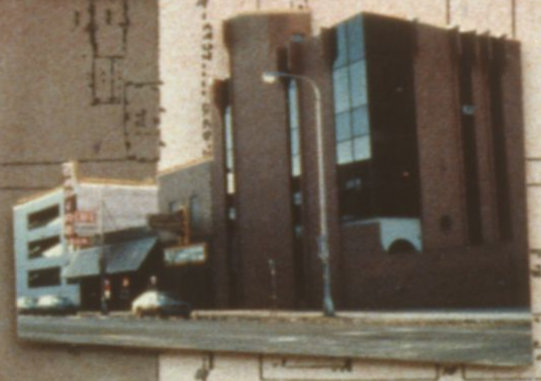




SHERATON

LIQUOR

MINNESOTA AV.
S. BROADWAY
1ST AV. S.
2ND AV. S.
21 ST
22 ST
N. 25TH
MONTANA AV.
HOTEL LINCOLN
POST OFFICE & COURT HOUSE
NORTH
3



MINNESOTA AV.
S. BROADWAY
BROADWAY
2ND AV. S.
NORTH

PRECEDENCE

PUBLIC MARKET

CO-OP COMMUNITY

ROAST BEEF 5¢ LB. BOILING BEEF 2¢ LB. ROUND STEAK 3 LBS 25¢ CORN BEEF 5¢ LB. VEAL STEW 5¢ LB ROAST EAL LB STANDARD MARKET

HOME FOR THE HOMELESS: A BILLINGS BATTLE

MONTANA RESCUE MISSION

oppose the plan for an emergency family shelter at 3318 Second Ave. S.

Couple adjusts to dorm life

The center is a complex of four separate recreational and social-service facilities that occupy what was originally two city blocks, weaving their way in among older neighborhood buildings and, on the street, filling in the gaps while making semi-enclosed public spaces on the inside.

Over-the-Rhine

A daycare center

D=VRY

COMPUTER INFORMATION SYSTEMS

BUSINESS OPERATIONS

ELECTRONICS

INTERVIEWS

...e people down in this area are labeled as scum by the rest of the community and they have listened to it for so long that they believe they are.

There are people in the immediate community who search for alternatives to alcohol and drugs however people around here still consider the major source of entertainment.

For a lot of them every dime they get goes directly for alcohol and if they don't have the money they steal it.

...these people don't know there is another way to live or don't believe they can have it they do know.

The people who live in this area live here because they can't afford anywhere else. We lose businesses because ther are not enough people with money in this area to support

The site used to hold the life of the city and everyone hung out there.

Something needs to be done the. The immediate community can't even begin to support their own grocery store. A lot of the people in this area don't own cars and this i the only grocery store in the area. If it goes what will they do?

...a greenway into the city, with setbacks of landscaping, ...long south 27th Street.

Some sort of multi-purpose facility would be helpful. A place where sports could be played, where movies could be shown for free and where meetings could take place. Someplace where people could come to ... and socialize without having to drink.

There is a need for 13 multi-family housing units but we are having a hard time finding a place to put them. No one wants them in their neighborhood because they believe it will only bring in more trash and take the value of the area down.

A lot of the people in the area are uneducated which which limits the jobs they can get. These people go into job service and are literally laughed out of the building.

A daycare center would be useful. A place where mothers can leave their children when they go to work. Maybe a place where they could get away from their chidren and do ... with other people.

... something that would create jobs and still produce tax dollars.

People don't see it as a place to come over and develop. They think it's a bunch of losers that live over here. Some people say -ahh we've always let the down and outers in - and look at the reputation we have because of it.

The edges in this area of town are dying fast because the city doesn't want to talk about them.

There are problems with the site. What would you put there? Because of its reputation its hard to see anything nice going in ther and befng ...

Instead of building marble ... in front ... bank and putting brick paved sidewalks in, use that money to help the poor. I think the taxpayers owe the poor something - I think the poor owe the taxpayers something. I think these people should work some for their keep rather than just getting free handouts all the time.

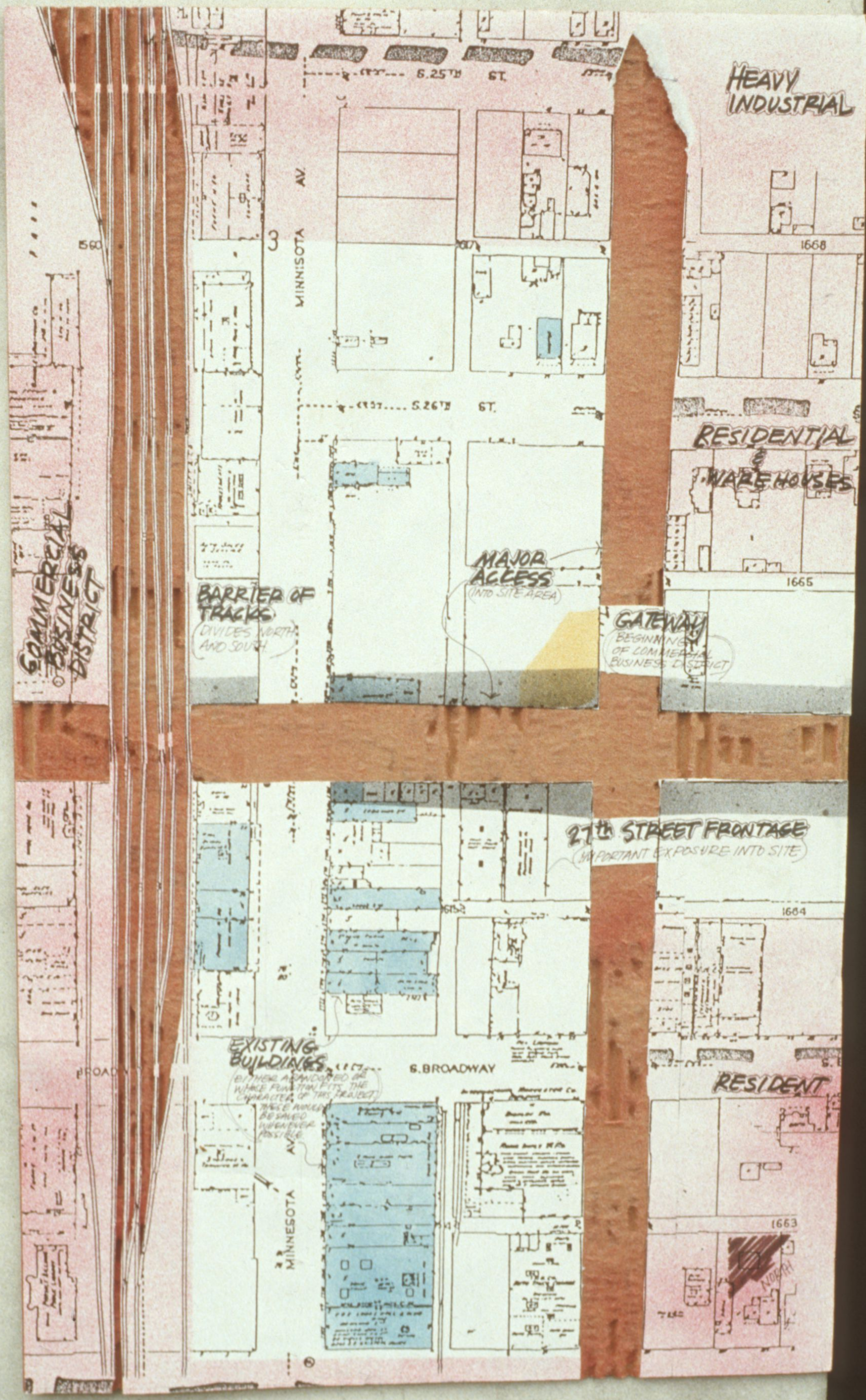
No one wants to look at the problems down here. They are more comfortable simply ignoring it or if they can't do that then they push it to another area of the city they don't have to look at it.

...dy have too many institutional facilities on this side and so people don't see it as an area to develop. They think ... bunch of losers that live over here.

HISTORY

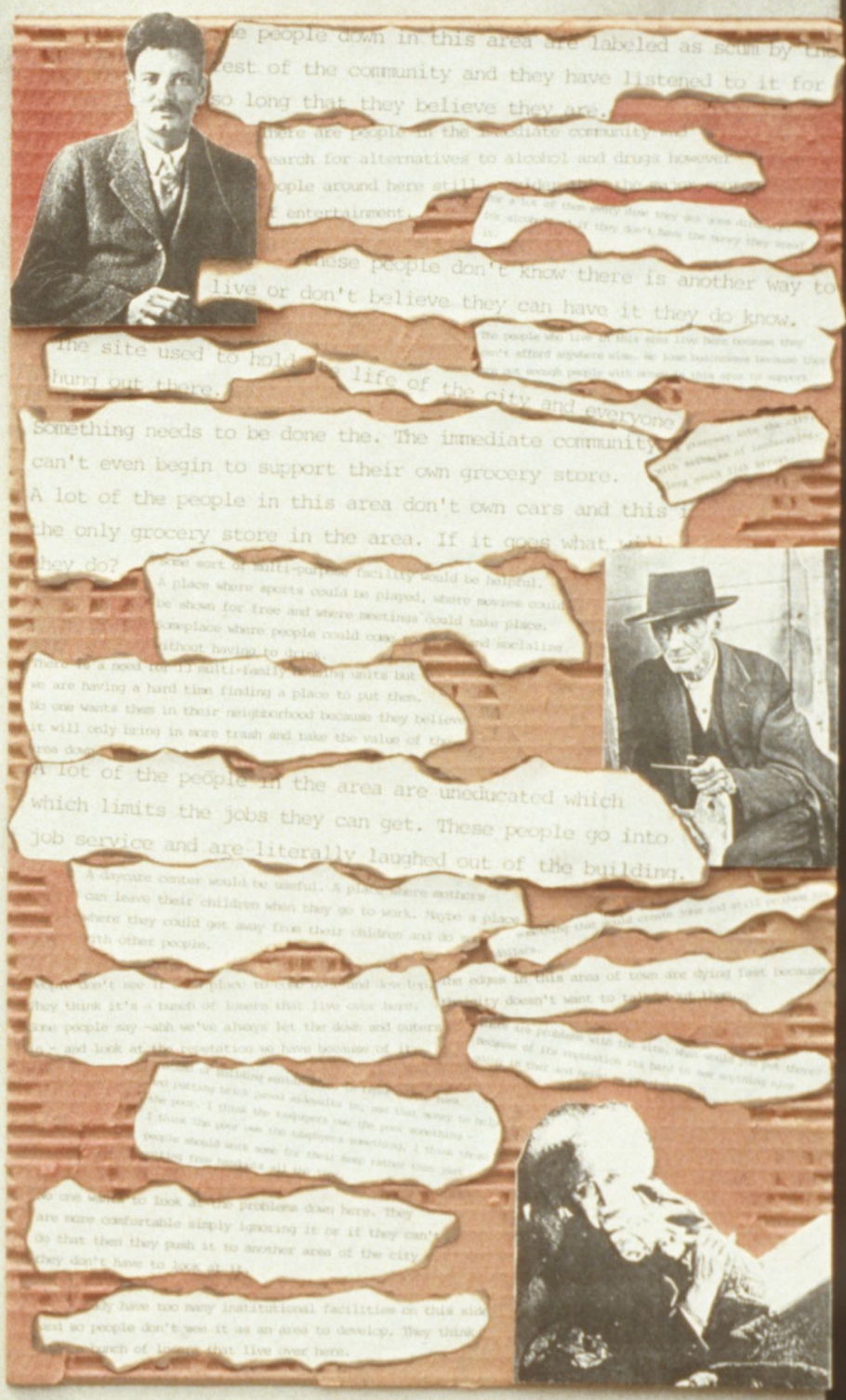
BASS
PALE ALE
FINE
OLD TOM
FINE
OLD
GLENLIVET
INDIA PALE ALE
THE Sweet Shop
XXX RATED
GIRLS
ONE WAY
CIGARS

SITE ANALYSIS



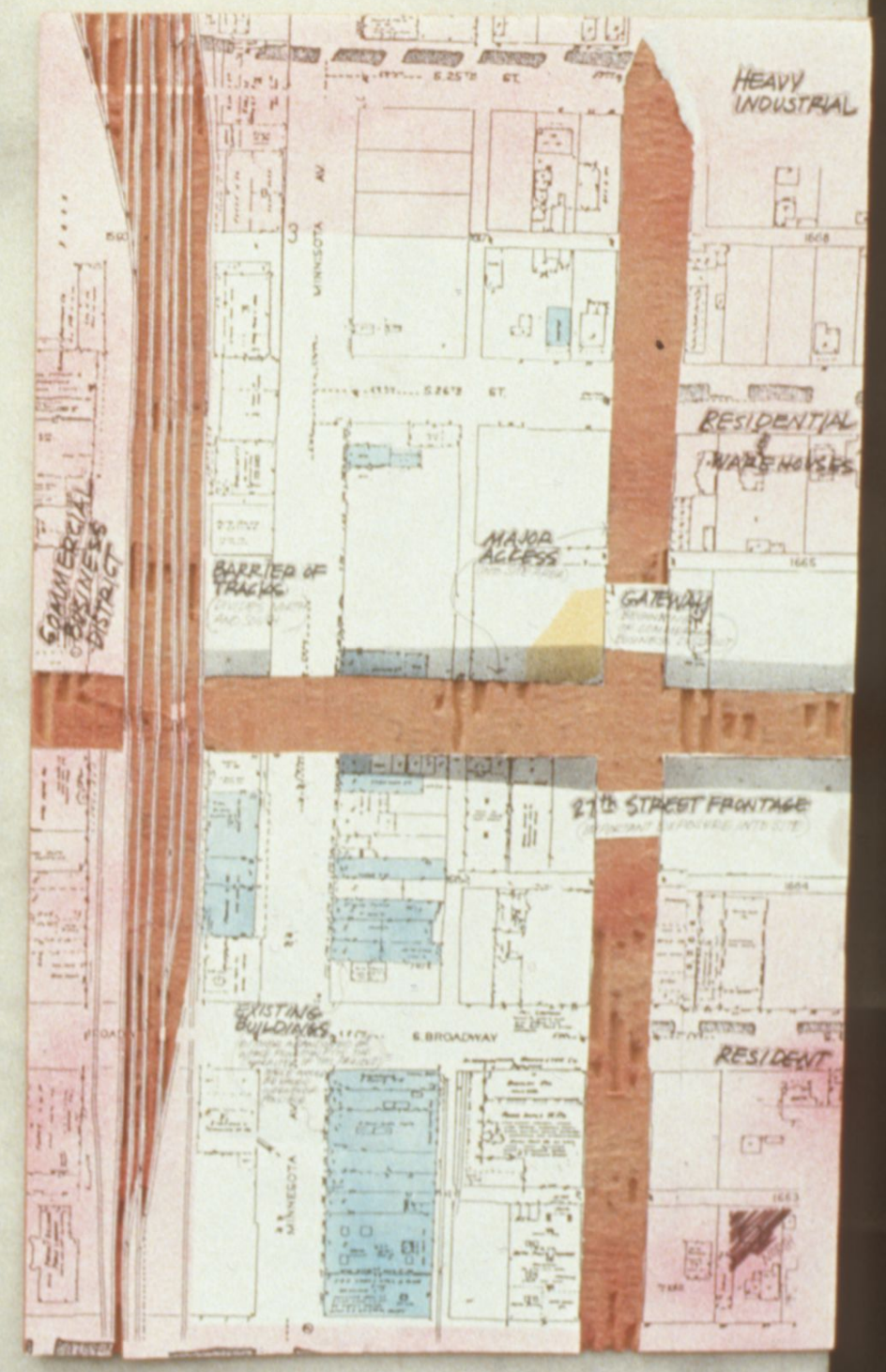
HISTORY

INTERVIEWS

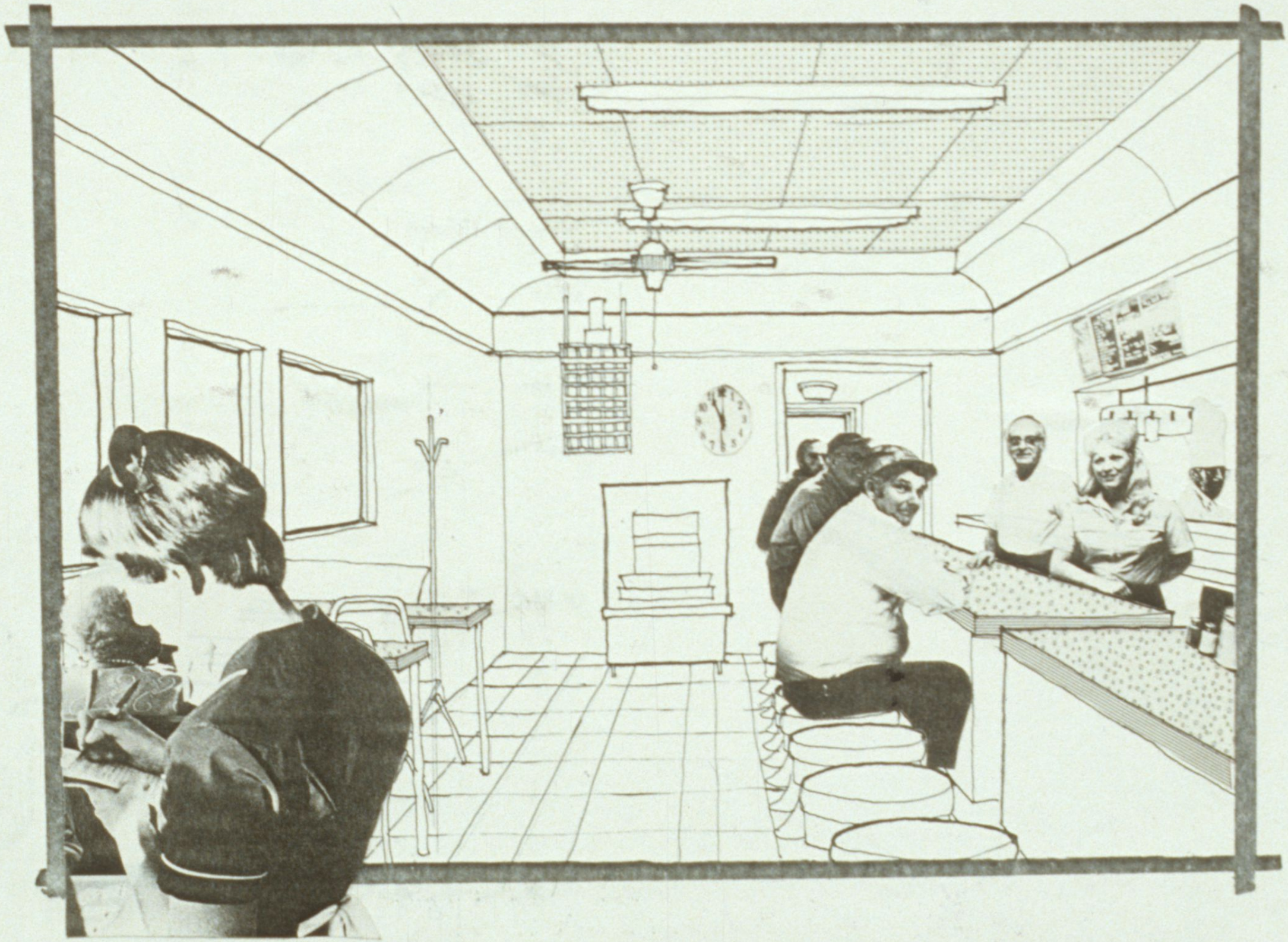


PRECIDENCE

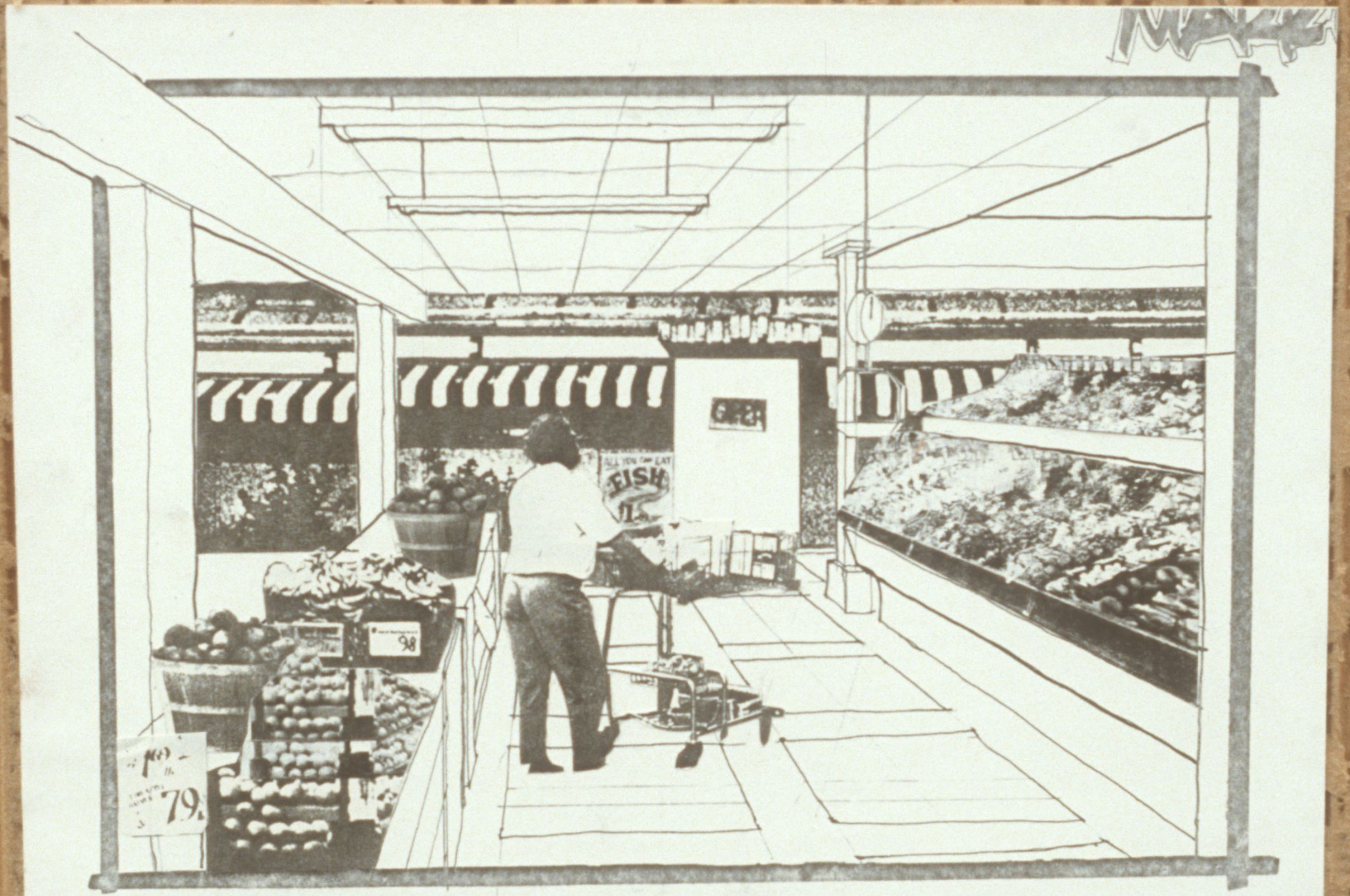
SITE ANALYSIS

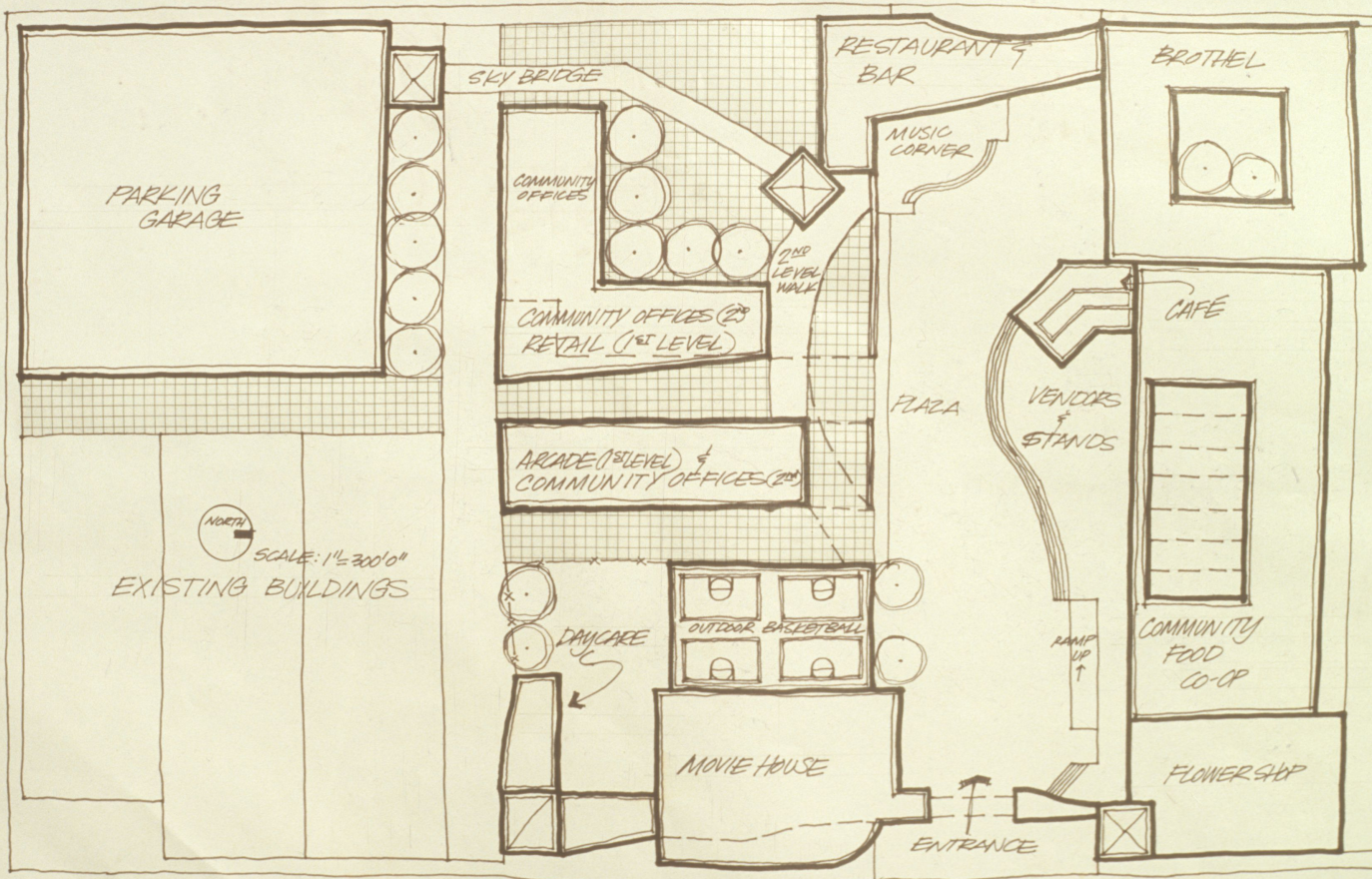


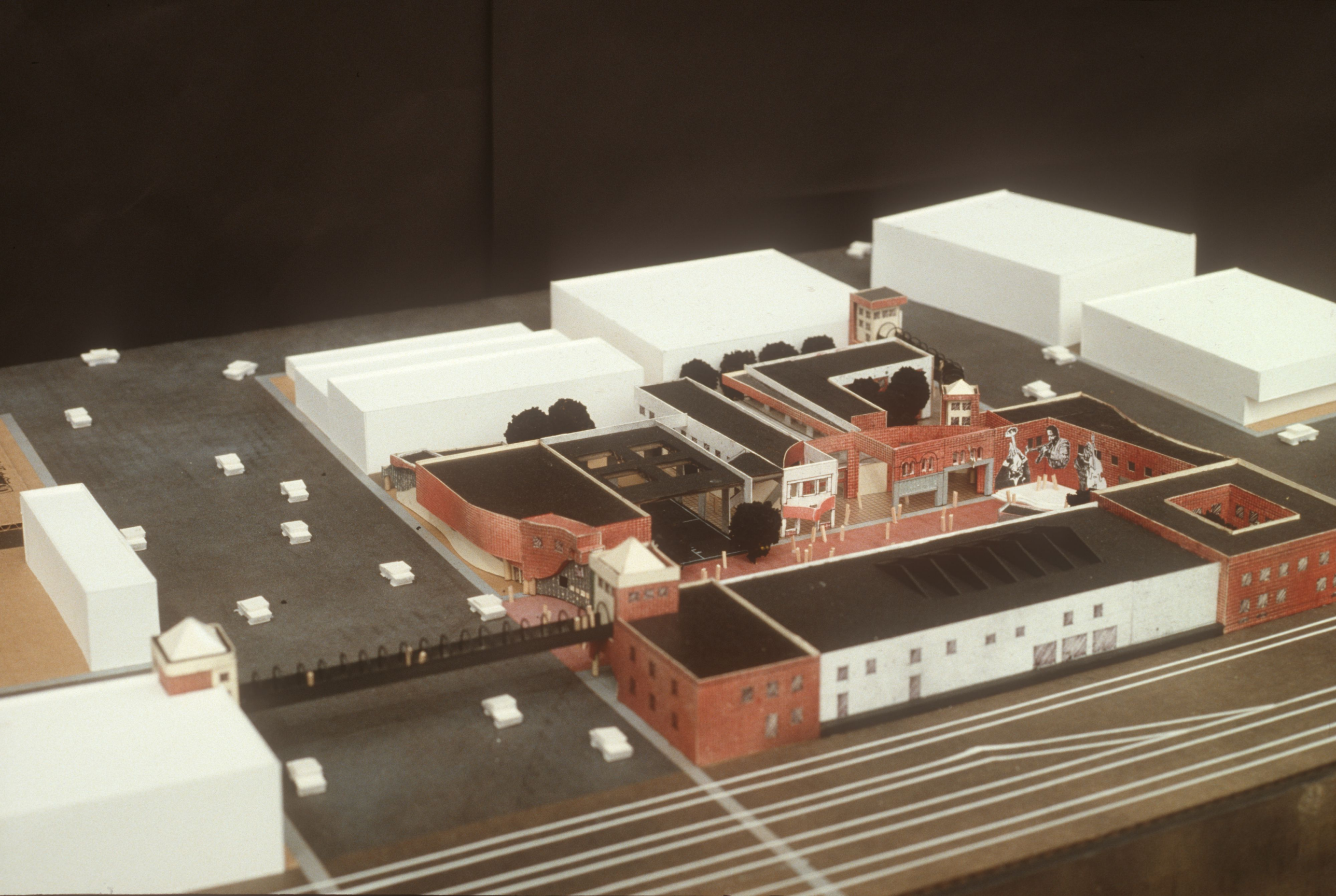
THE DINER

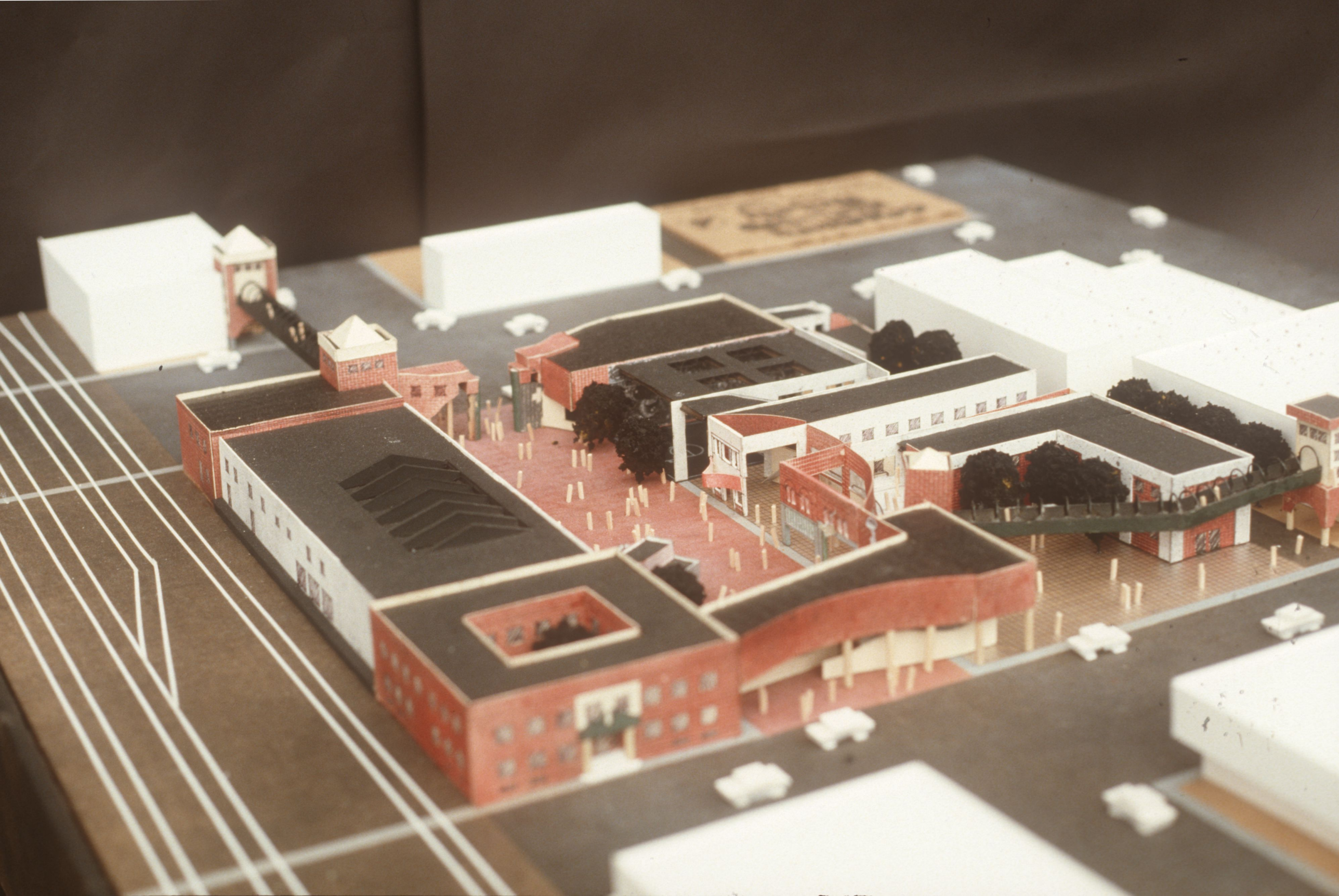


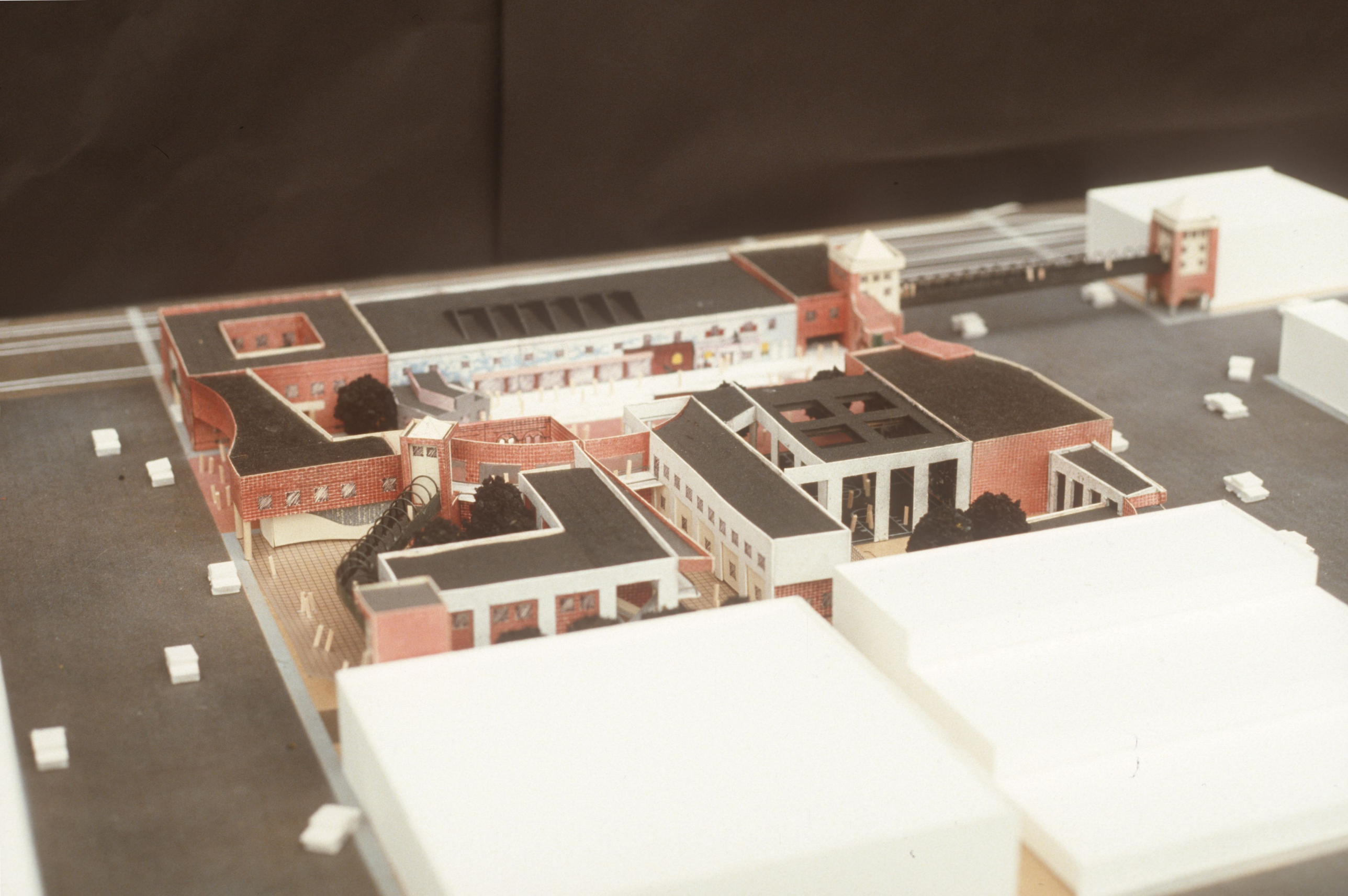
COMMUNITY MARKETPLACE

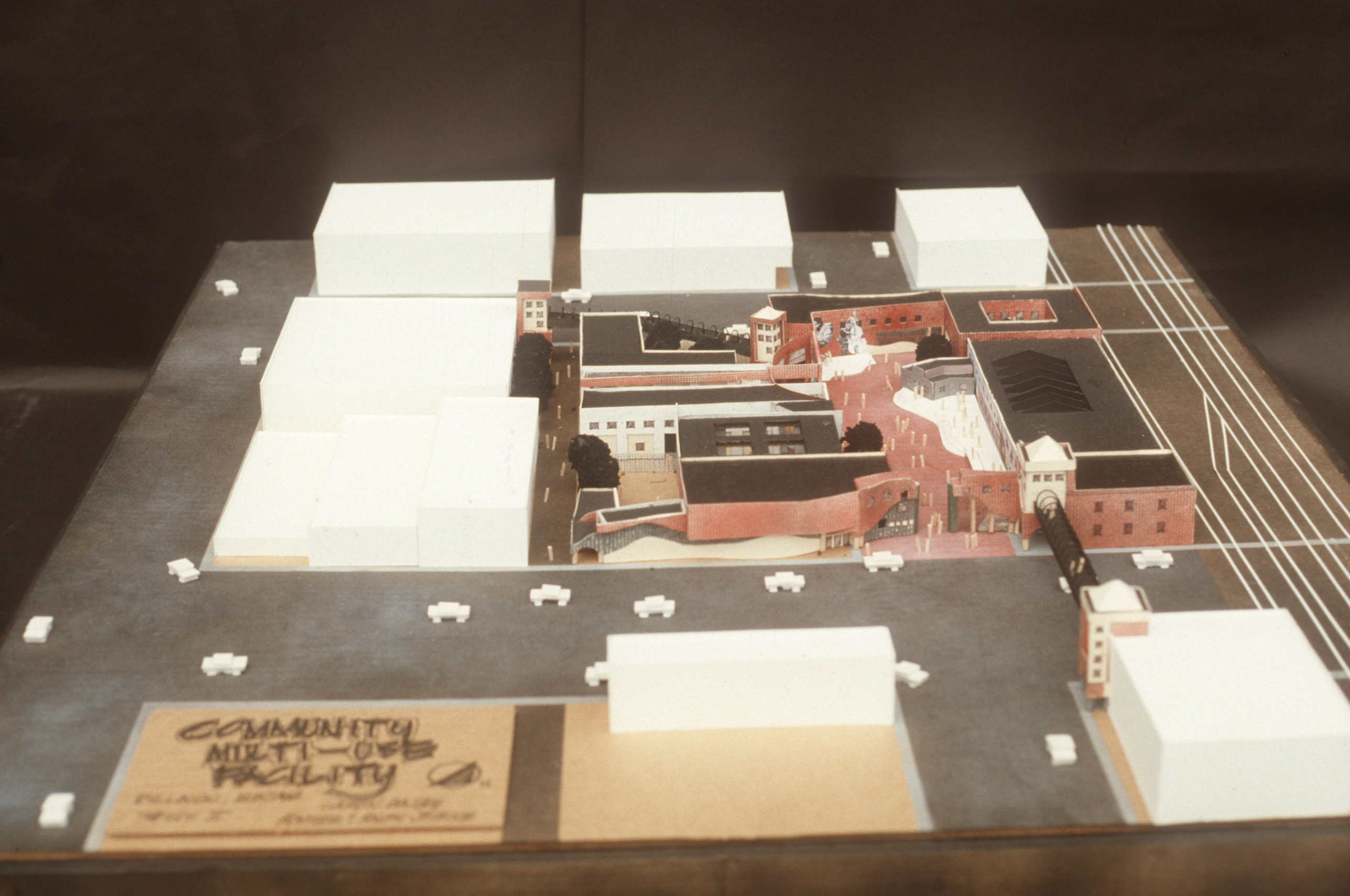



PARKING GARAGE
SKY BRIDGE
RESTAURANT & BAR
BROTHEL
MUSIC CORNER
COMMUNITY OFFICES
2ND LEVEL WALK
COMMUNITY OFFICES (2ND) RETAIL (1ST LEVEL)
CAFE
PLAZA
VENDORS & STANDS
ARCADE (1ST LEVEL) & COMMUNITY OFFICES (2ND)
NORTH
SCALE: 1"=300'0"
EXISTING BUILDINGS
DAYCARE
OUTDOOR BASKETBALL
RAMP UP
COMMUNITY FOOD CO-OP
MOVIE HOUSE
FLOWER SHOP
ENTRANCE








COMMUNITY
MULTI-USE
FACILITY

MONTANA STATE UNIVERSITY LIBRARIES
3 1762 10060475 8