




Alleviating Homelessness in Chicago

REVENUE GENERATING NODES



A revenue generating node which combines commerce and a support system to alleviate homelessness in Chicago.

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REVENUE GENERATING NODES

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MASTER'S PROJECT
IIT 2011

Homelessness in Chicago:

There are over **76,000** homeless citizens within the boundaries of Chicago, yet the city spends very little to remedy the situation, when compared to other cities. Of those 76,000 people 52% are homeless families, usually consisting of a mother and child.

Currently there are about **11,000** shelter beds available. Of the people who have sought shelter, over 22% were turned away at least once in the last year.

How can we alleviate the shelter deficit without further straining the city's budget?

Homeless Funding (2005):



Self Sufficiency:

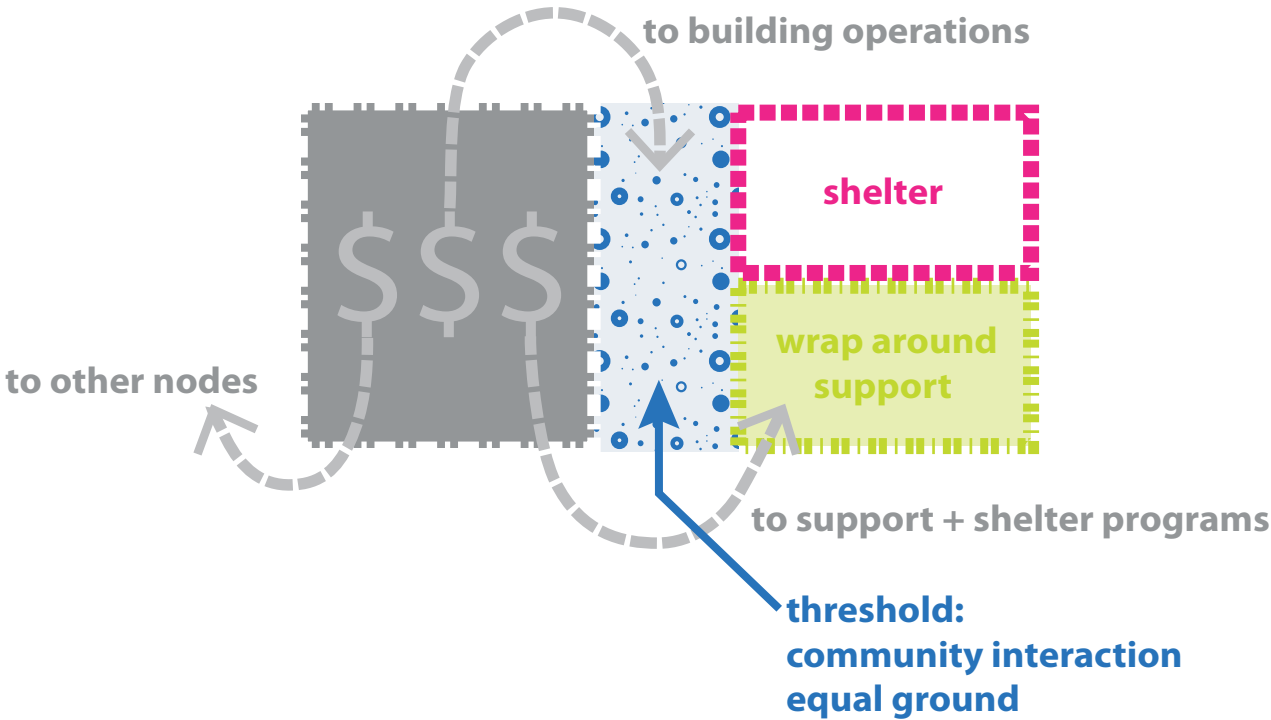
The current shelter deficit can begin to be alleviated by creating a network of revenue generating and non-revenue generating shelter and support nodes which can be inserted within the existing infrastructure.

Revenue generating nodes are located in areas with high commerce and access to public transportation. These nodes provide on-site vocational training, shelter, support and adjacencies to jobs outside the node.

Non-revenue generating nodes are located in areas where the demand is greatest, keeping residents close to their families and to their established personal life.

A well balanced network of the two nodal types has the opportunity to provide a substantial amount of housing and support while providing much needed vocational training - allowing residents to acquire jobs which can truly support an entire family.

A Revenue Generating Node:



Homelessness in Chicago:

76,656 Number of homeless in Chicago.
(Chicago Coalition for the Homeless, 2006)

permanent housing units	6,004
interim housing	2,110
emergency shelter beds	2,492
transitional shelter	1,039

11,645 Number of shelter beds in Chicago.



22% Number of shelter residents who were turned away at least once in 2006.

Of the 73,656 homeless in Chicago:



52% = 26,413 homeless children
12,007 homeless adults in families

21,089 - calls received from domestic violence victims: 43% sought shelter



43% = 32,105 homeless single adults

- 10% - homeless single adults are chronically homeless
- 25% - homeless single adults suffer from severe mental illness
- 26% - homeless single adults are struggling with substance abuse



10% = 7,243 homeless unaccompanied youths

- 34% - homeless youths served by a shelter (2004)
- 60% - homeless youths reported being victimized or abused (2007)
- 15.7 - average age homeless youth becomes homeless for the first time (2007)

Homeless families often are made up of a mother and one or more children. Homelessness for women is incredibly dangerous - an experience fraught with sexual and physical abuse. The city only has 112 shelter beds specifically for domestically abused women - because of this these women often have to make the decision to go back to a violent home or live on an equally violent street.

Homeless single adults account for almost half of the homeless population and are mostly transitional homeless. The top stressors reported, leading to homelessness are: inability to pay rent, job loss, drug or alcohol problem, and family disagreement.

Unaccompanied homeless youths are between the ages of 13 and 21, and have run away usually due to domestic violence, sexual assault, pregnancy, conflict over sexual orientation, death or disability of parent, or discharged from the foster system. Currently in the system, there are very few beds specifically for homeless minors.

“10 year plan to end homelessness”:

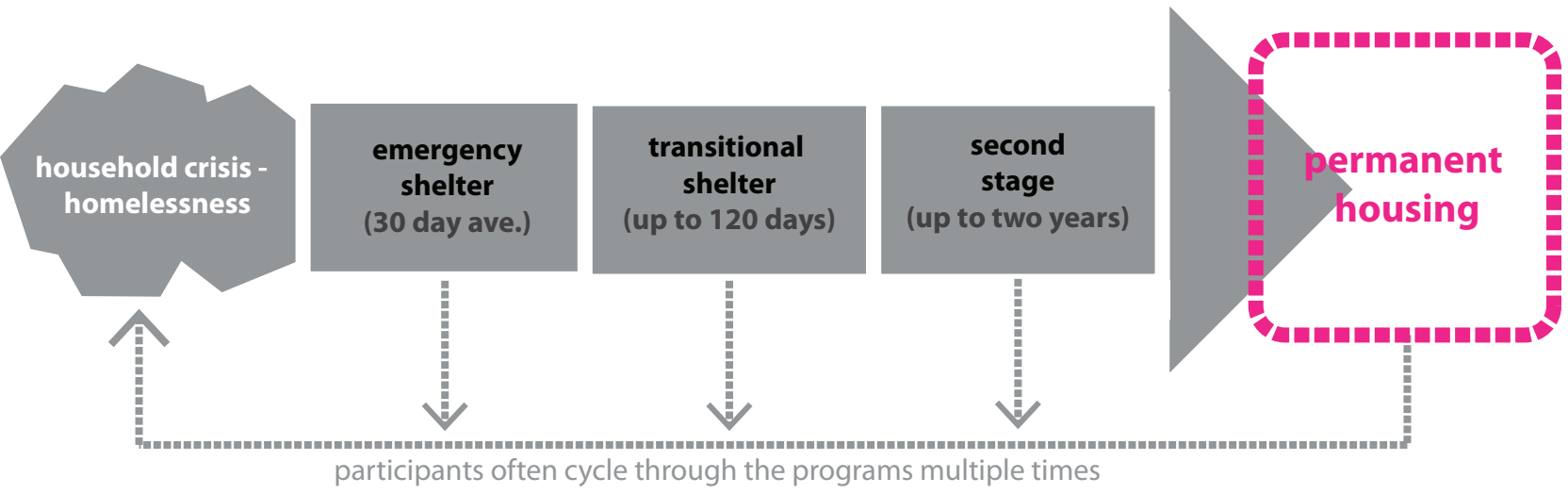
Homelessness became a recognizable city problem in the 1980’s. Throughout the last thirty years organizations have been able to fully grasp the cause, effects, and solutions to homelessness. Currently the agreed upon method to help someone off of the streets and back to stability is to immediately provide them with a permanent affordable residence, and work. Once these two main components of a person’s life are in place, they can then deal with any other problems they might be struggling with. This solution is called “Housing First”, and is template for the city if Chicago’s “10 year plan to end homelessness”.

The city’s “10 year plan to end homelessness” was signed by Mayor Daley in 2003. Seven years later the number of homeless in Chicago is around 74,000 people. The 10 year plan proposed reducing the number of temporary and transitional shelters, and to provide an adequate quantity of affordable permanent housing. Unfortunately, while many of the temporary and transitional shelters are being eradicated, the promised number of permanent housing which was to be provided is seriously short.

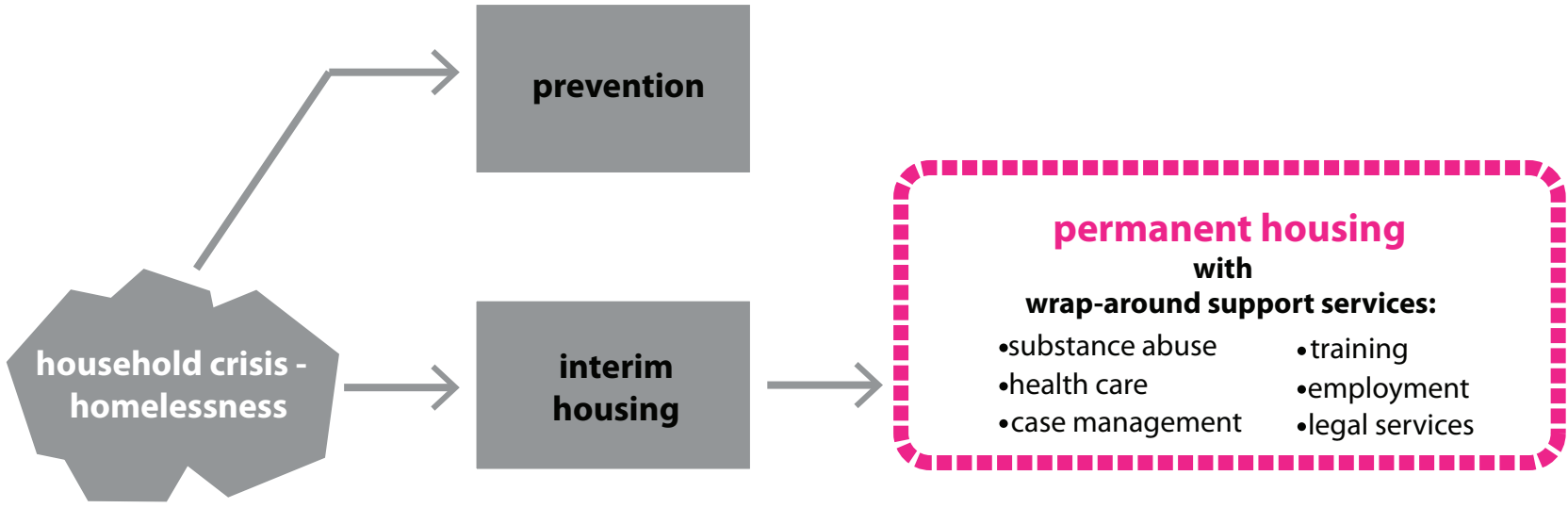
The plan’s potential failure is based upon the numbers the city used to finance and secure financing. The budget for the plan is bases upon the latest point-in-time survey which puts the number of homeless in Chicago around 6,000. However, this number does not take into account all of the people that were not on visibly on the street or in a shelter at the time of the survey. This number also does not take into count the large number of residents that are on the brink of homelessness and will require immediate financial relief.

Chicago Coalition for the Homeless, a not for profit, independent organization, is requesting that the city halts closures of transitional and emergency shelters until the city invests \$50 million in permanents housing, \$3 million in prevention assistance, \$2 million in housing linked supportive services, and until there is a 25% shelter vacancy for at least 6 months.

Conventional Shelter System:



Chicago’s “10 year plan to end homelessness”:



Housing First:

The direct costs of homelessness include tax payer dollars for the housings, social support system, food, jails, police work, medical care and clean up after the homeless. This is compounded with the loss of revenue, access to green space, and safety in neighborhoods where the homeless congregate.

For those who are homeless, the cost of being homeless often means a stressful survival in a cold world where everyday activities in a home such as using the rest room and drinking a cocktail are illegal in public and must be done with shame and disgrace. In addition physical and mental health, family ties, and employment opportunities quickly disintegrate. For a child the toll of being homeless is compounded, and often permanent. Malnutrition and lack of sleep effect physical growth, while the lack of a stable or comfortable place to learn and play effects mental development.

The most economically and socially beneficial way to alleviate homelessness is to cut it off at the source and prevent the loss of a home. This means spending more money, resources, and support up front. Prevention will almost always be more cost effective than allowing someone to cycle through the homelessness support system of emergency shelters, assistance, and services.



\$100

= Total amount of money it costs to keep a family in an emergency shelter per night, versus \$23 a day to rent a subsidized NYC apartment at \$700 a month. (2001)

“Housing First” - Chicago case study:

Chicago’s Street-to-Home Initiative, part of the “10 year plan to end homelessness” has successfully provided permanent housing to 154 homeless individuals. With continuous wrap around support 80% of the original 154 residents have remained stably housed after two years (2007)

By immediately stabilizing factors such as housing and employment the support STHI’s support system is able to assist residences with physical and mental health, legal issues and public benefits.

Also, the immediate housing of these individuals saved over \$460,000 in tax dollars alone by minimizing emergency room visits, overnight hospital stays, and incarcerations.

Chicago’s “Street-to-Home” initiative for 154 homeless individuals:



- 28% have increased their incomes
- emergency room visits decreased by 54%
- inpatient hospitalizations decreased by 52%
- arrests decreased by 78%
- days spent incarcerated decreased by 93%

= public service cost savings of:

- \$75,663 in inpatient hospitalizations
- \$19,890 in mental health hospitalizations
- \$151,020 in jail costs

Becoming Homeless:

Apart from issues of domestic violence, homeless families are often produced from a cycle of little education, low paying jobs, and unaffordable housing. Many families struggle just to make ends meet, and an unexpected emergency often times is what pushes these families over the brink.

The least expensive way for to lessen family homelessness is to provide preventative funding and counseling.



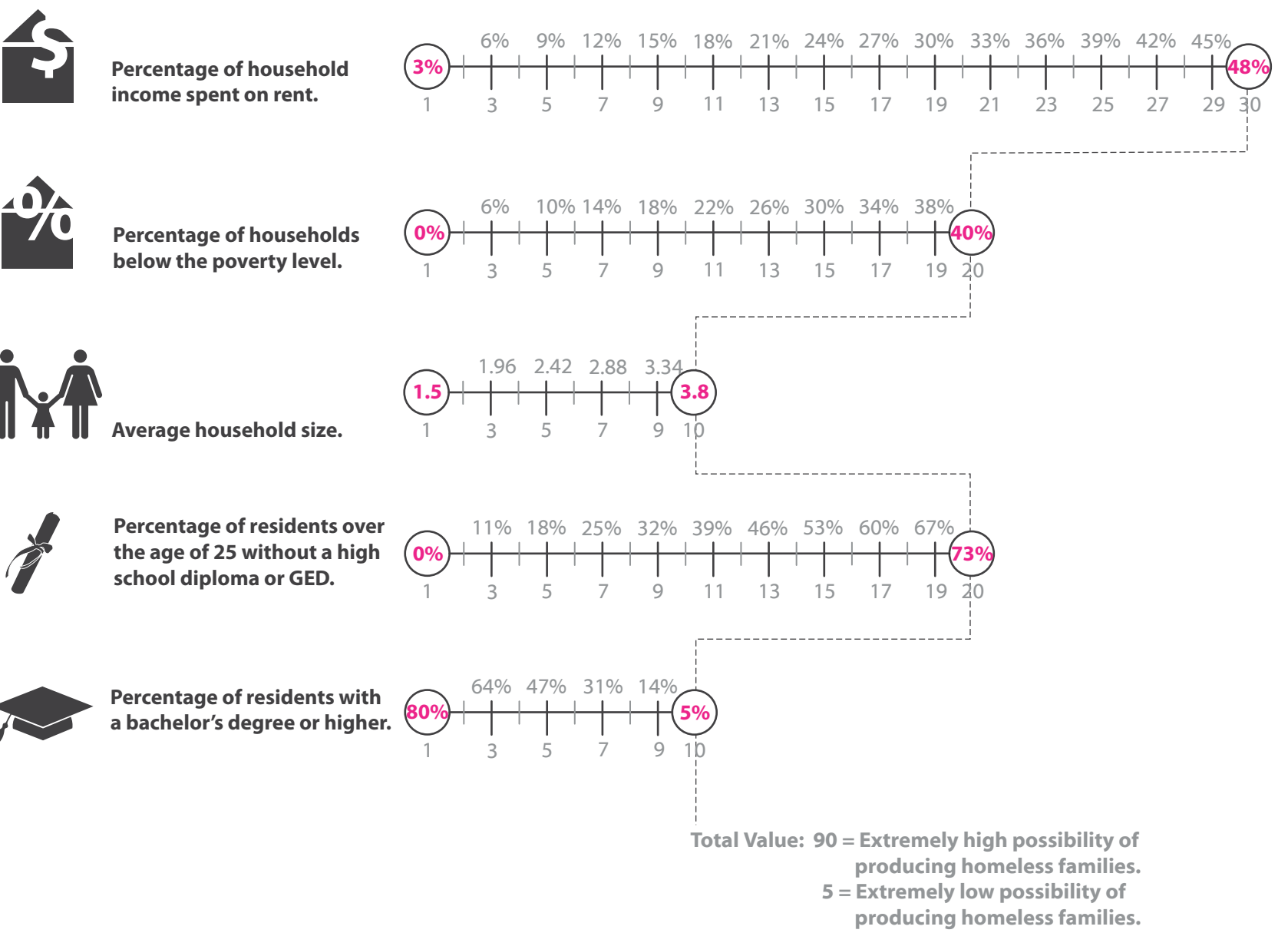
Mapping Family Homelessness (right):

The wrong combination of household income, cost of rent, education level, and household size can quickly devastate a family.

These factors are mapped out per Chicago zip codes to illustrate the where homeless families might emerge. These locations need accessibility to shelter and support options.

The mapping project assigns a value system to the ranges of each category, allowing the system to weight factors which have a stronger impact. A value of 5 indicates a little chance producing a homeless family, while a total value of 90 indicates an extremely high chance of producing a homeless family.

Zip Code Demographic Ranges:



Homeless Demographics:

	60601	60603	60605	60606	60607	60608	60609	60611	60612	60613	60614	60615	60616	60618	60619	60620	60621	60622	60623	60624	60626	60630	60631	60632	60634	60636	60637	60640	60641	60644	60647	60653	60656	60657	60660	60661	Chicago
\$	\$86,863	\$104,393	\$77,680	\$153,438	\$56,574	\$37,969	\$31,117	\$81,339	\$32,540	\$64,188	\$86,458	\$40,030	\$43,467	\$56,938	\$35,679	\$37,683	\$24,516	\$58,773	\$33,165	\$22,300	\$39,302	\$56,205	\$67,744	\$41,950	\$56,826	\$28,720	\$29,534	\$44,069	\$48,457	\$26,495	\$48,430	\$23,711	\$56,408	\$72,242	\$41,441	\$65,929	\$45,734
\$	13%	11%	14%	6%	17%	27%	24%	14%	23%	11%	11%	19%	27%	12%	15%	13%	22%	13%	19%	27%	15%	10%	9%	15%	10%	17%	22%	15%	11%	21%	13%	30%	11%	11%	14%	16%	27%
%	9%	0%	2%	1%	16%	25%	32%	3%	36%	8%	3%	18%	25%	12%	15%	16%	39%	18%	29%	33%	18%	4%	2%	13%	4%	27%	33%	20%	8%	27%	20%	41%	4%	3%	15%	5%	15%
👤	1.6	1.9	1.6	1.6	2.2	3.3	3.5	1.5	2.8	1.7	1.7	2.0	2.3	2.8	2.5	3.0	3.1	2.4	3.8	3.3	2.4	2.5	2.4	3.6	2.8	3.6	2.5	2.0	2.0	3.2	2.9	2.6	2.2	1.7	2.0	1.5	2.6
🎓	1%	0%	9%	2%	18%	52%	49%	2%	39%	9%	6%	16%	32%	32%	21%	25%	39%	30%	56%	41%	25%	21%	15%	50%	24%	36%	27%	23%	28%	39%	73%	37%	18%	5%	17%	7%	28%
🎓	71%	20%	59%	80%	52%	9%	8%	73%	18%	61%	78%	45%	24%	23%	18%	14%	6%	35%	6%	6%	32%	22%	28%	7%	16%	5%	25%	38%	18%	7%	22%	12%	25%	73%	39%	72%	25%
	22	24	23	10	38	72	74	20	67	23	18	41	61	42	42	45	71	43	70	73	43	31	27	55	35	59	59	41	40	63	60	76	30	19	35	24	45

Possibility of producing homeless families:

5 (low) ←-----→ 90 (high)

\$ Average household income.

\$ Percentage of household income spent on rent.

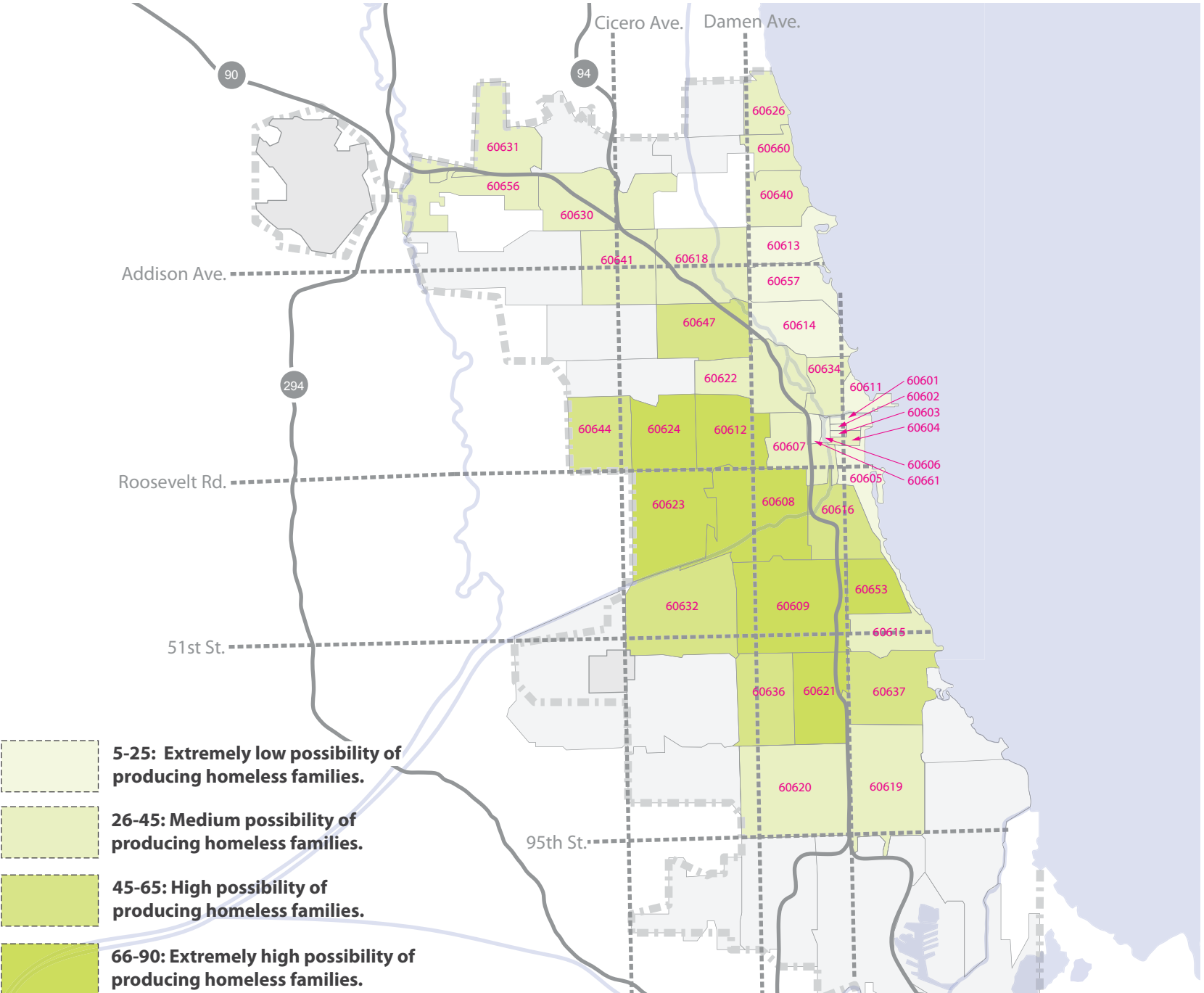
% Percentage of households below the poverty level.

👤 Average household size.

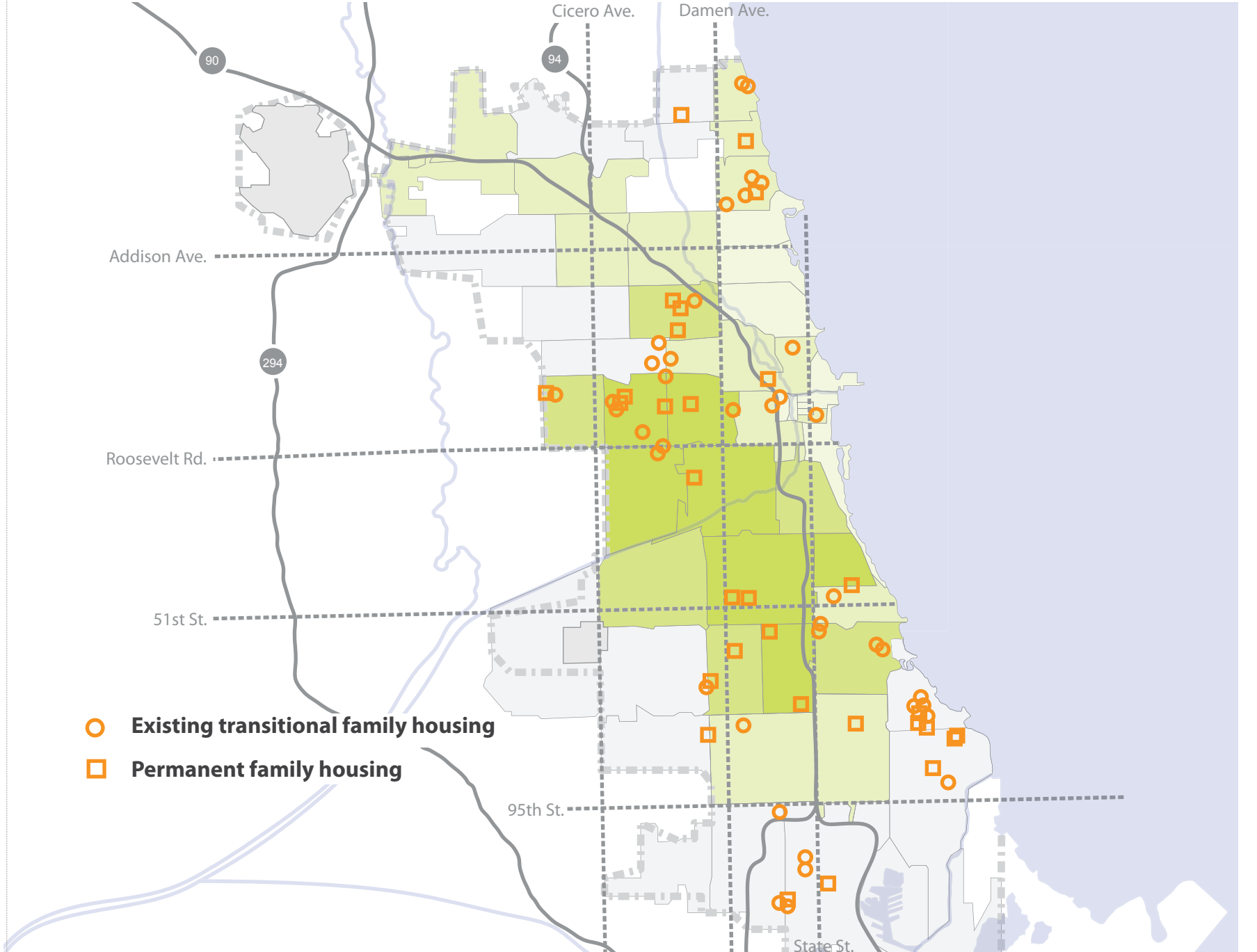
🎓 Percentage, age of 25 w/o a high school diploma or GED.

🎓 Percentage with a bachelor's degree or higher.

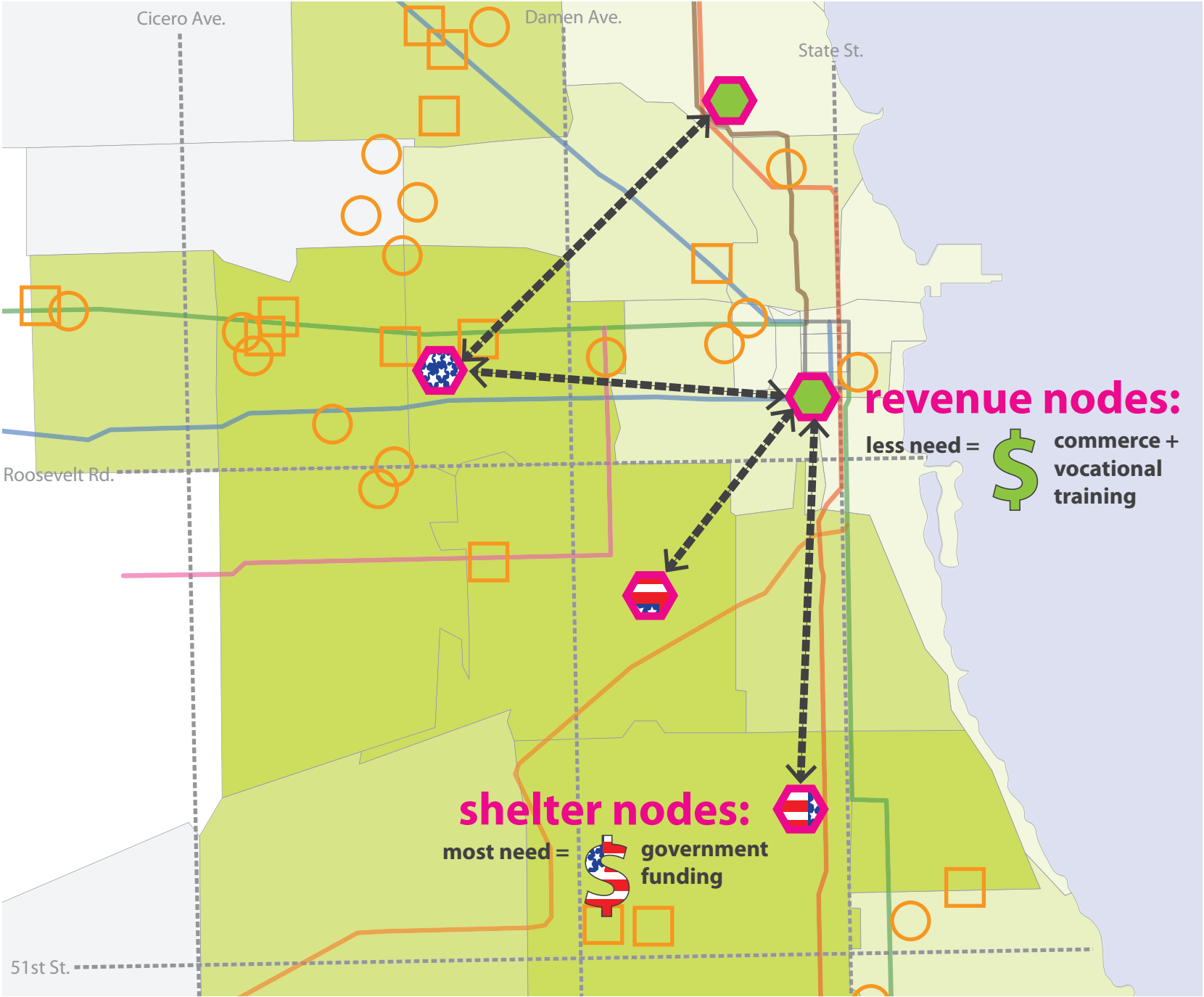
Homeless Demographics:



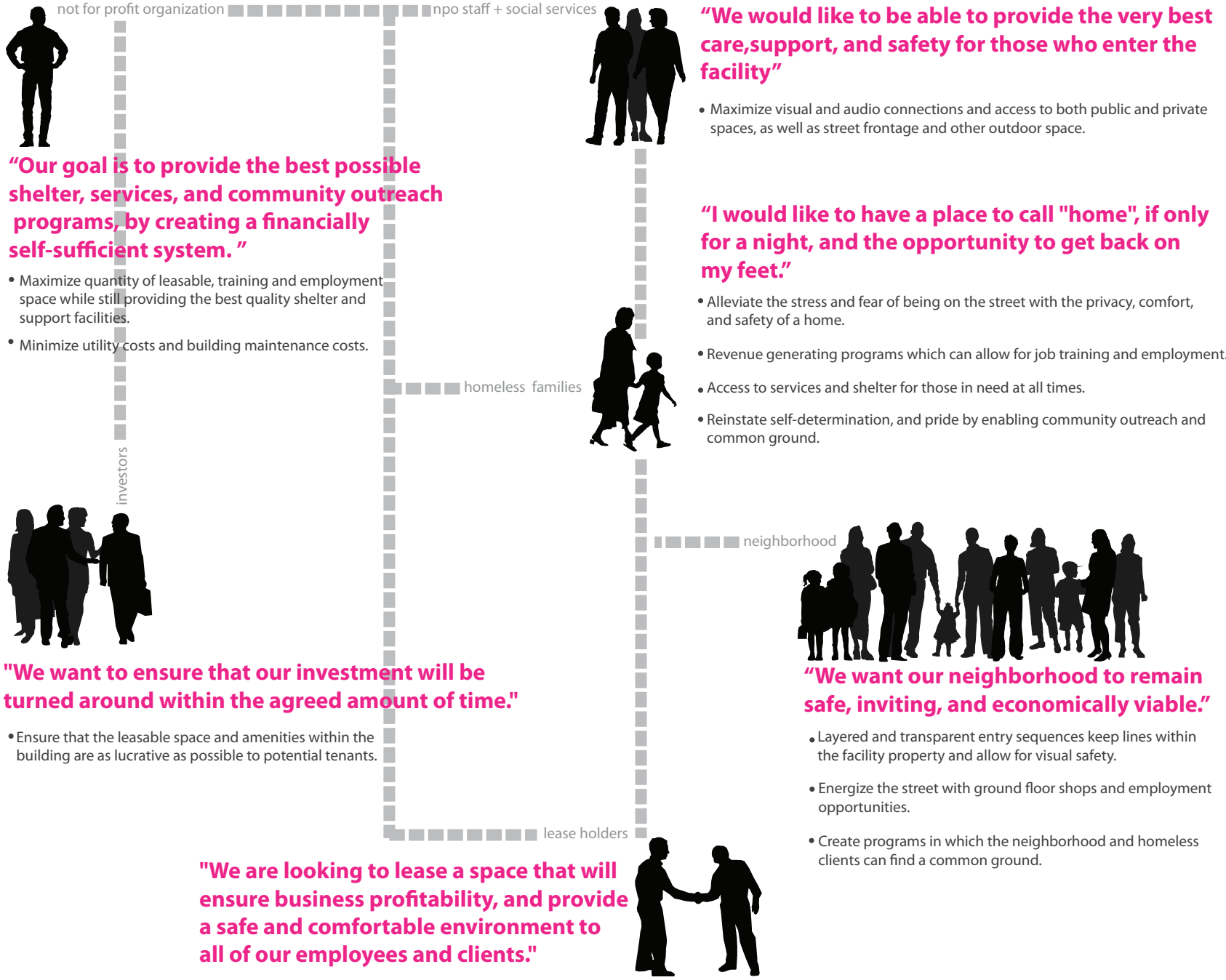
Existing Shelter Network:



Nodal Network:



Stake Holders:



Generic Node Program:

housing		
permanent public housing:		
2 bedroom apts.:		
living space		
kitchen		
full bathroom		
bedroom		
mechanical space		
closet		
total:	20 units	14,000 sf.

emergency housing:		
family beds (45 beds):		
9 person dorm (60 sfpp)	5 dorms	2,700 sf.
women's shower (1 per 8 @ 25 sfpp)	6	150 sf.
women's locker rm. (2x showers @ 50 sfpp)	12	600 sf.
toilet rm. (1 per 10 @ 65 sfpp)	5	325 sf.
individual family shower / toilet rm. (65 sf each)	4	260 sf.

total housing	80± people	19,035 sf.
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community		
art gallery / exhibition space:		
exhibit space		
fund raiser space		
Community benefits:		
neighborhood short cut		
desirable green open space		

amenities		
entry sequence:		
outdoor space (courtyard)		
open lobby (12 sfpp)	100	1200 sf.
large reception desk		
day room (20 sfpp)	20	400 sf.
men's toilet rm. (1 per 75 @ 65 sfpp)	3	195 sf.
women's toilet rm. (1 per 75 @ 65 sfpp)	3	195 sf.
family toilet (65 sq. ft.)	2	130 sf.

stuff:		
secured storage rm. (2 LF per person)	60 people	250 sf.
kennel		
- dog rm. (16 sq. ft. per dog)	4	80 sf.
- dog run (60 sq. ft. per dog)	4	240 sf.
- cat rm.		50 sf.
- office / storage rm.		100 sf.

food:		
dinning rm. (12 sfpp)	200	2040 sf.
kitchen (50% of dinning rm.)		1020 sf.

day care:		
indoor play space (secured) (35 sfpp)	50	1750 sf.
outdoor place space (secured)(75 SFPP / 2)	50	1750 sf.
kid's restroom	4	200 sf.
adult restroom	2	130 sf.
office	1	100 sf.

errands:		
laundry rm.	2 rooms	500 sf.
bank		
- counseling / waiting space		200 sf.
- secured space w/ staff entrance		100 sf.
health clinic		
- waiting rm.		200 sf.
- examination rm.	3 rooms	300 sf.
- storage		50 sf.
court rm.	1 room	300 sf.

recreation:		
1/2 basketball (50' x 50')		2500 sf.
exercise rm.	10	1000 sf.
locker rm.	20	1000 sf.
outdoor rec. space		

fun:		
lounge / communal space	3-4 lounges	
art rm. (30 sfpp)	20	600 sf.

education:		
youth study room (20 sfpp)	25	500 sf.
children's reading rm. (20 sfpp)	25	500 sf.
computer rm. (20 sfpp)	35	700 sf.
adult training / support rms. (20 sfpp)	4 rooms	1200 sf.

personal space:		
non denominational sacred space		
library		

total amenities		17,360 sf.
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training / profit		
restaurant		
main dinning area - 13-16 sfpp	100	1300 sf.
kitchen - 1/2 sf of dinning area		650 sf.
restrooms (1 per 75 at 65 sfpp)	2	130 sf.

salon		
reception + rental - 20%		300 sf.
service - 50%, 100 sfpp station	9 stations	900 sf.
break, storage, restroom - 20%		300 sf.

woodshop		
open shop		2500 sf.
office		80 sf.
rest rm.	1	65 sf.

day care		
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facility operations		
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building maintenance		
building engineer's office		100 sf.
storage		50 sf.

core + shell office space (20\$ per sf. per year)		
lobby		
- reception desk		400 sf.
- elevator bank / core		350 sf.
open floor plate	50	5000 sf.
restrooms (1 per 25 at 65 sfpp)	4	260 sf.
mechanical rm.	2	200 sf.

npo offices		
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program organization (100 sf. office)	1	100 sf.
building management (100 sf. office)	1	100 sf.
fund raising (100 sf. office)	1	100 sf.
management (150 sf. office each)	3	450 sf.
case workers / supervision (shared 150 sf. offices	12	900 sf.
social workers (60 sf. each - work stations)	5	300 sf.
conference rm. (10 person)	1	300 sf.
pantry	1	200 sf.
storage / files / copy	1	200 sf.
flex workstations (50 sf. each)	6	300 sf.

total training / profit		11,955 sf.
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program total: 48,350 SF

Qualitative Parameters:

The constant physical and mental stress weighing down on someone who is homeless, due to worries about food, shelter, personal safety, sleep, health, loved ones, money, and comfort is unimaginable.

The qualitative aspects of the node design should maximize stress reduction while providing a constant sense of safety, trust, and comfort to its users. This can be done by creating a multi-sensory environment which is a translation of the natural world.

Stress reduction has been shown to occur when a person under a great amount of stress views a natural scene. Roger Ulrich believes that "the roles of a natural contents and visual characteristics in this process (viewing a scene) have evolutionary underpinnings...Humans are biologically prepared to respond rapidly and positively to environmental features that signal possibilities for survival".

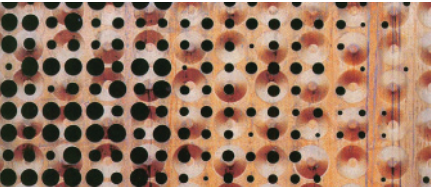
Ulrich's studies in health care prove that viewing and experience nature can have on an undeniably positive effect on a person's metal and physical well being. Built spaces that embodies the essence of the natural world should then too have restorative properties, which when placed throughout a person daily path can have a positive influence.

The following qualitative parameters, when working together, have the potential to create a multi-sensory environment which can begin to reduce stress, while providing a safe and comfortable living environment: motion, serendipity, freeness, prospect and refuge, and enticement.

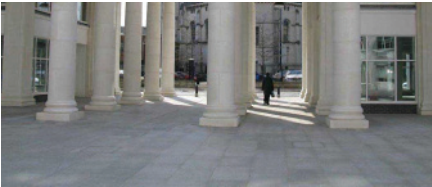
Stress Reduction, Safety, Trust and Comfort:



motion



serendipity



freeness



prospect
+ refuge



enticement

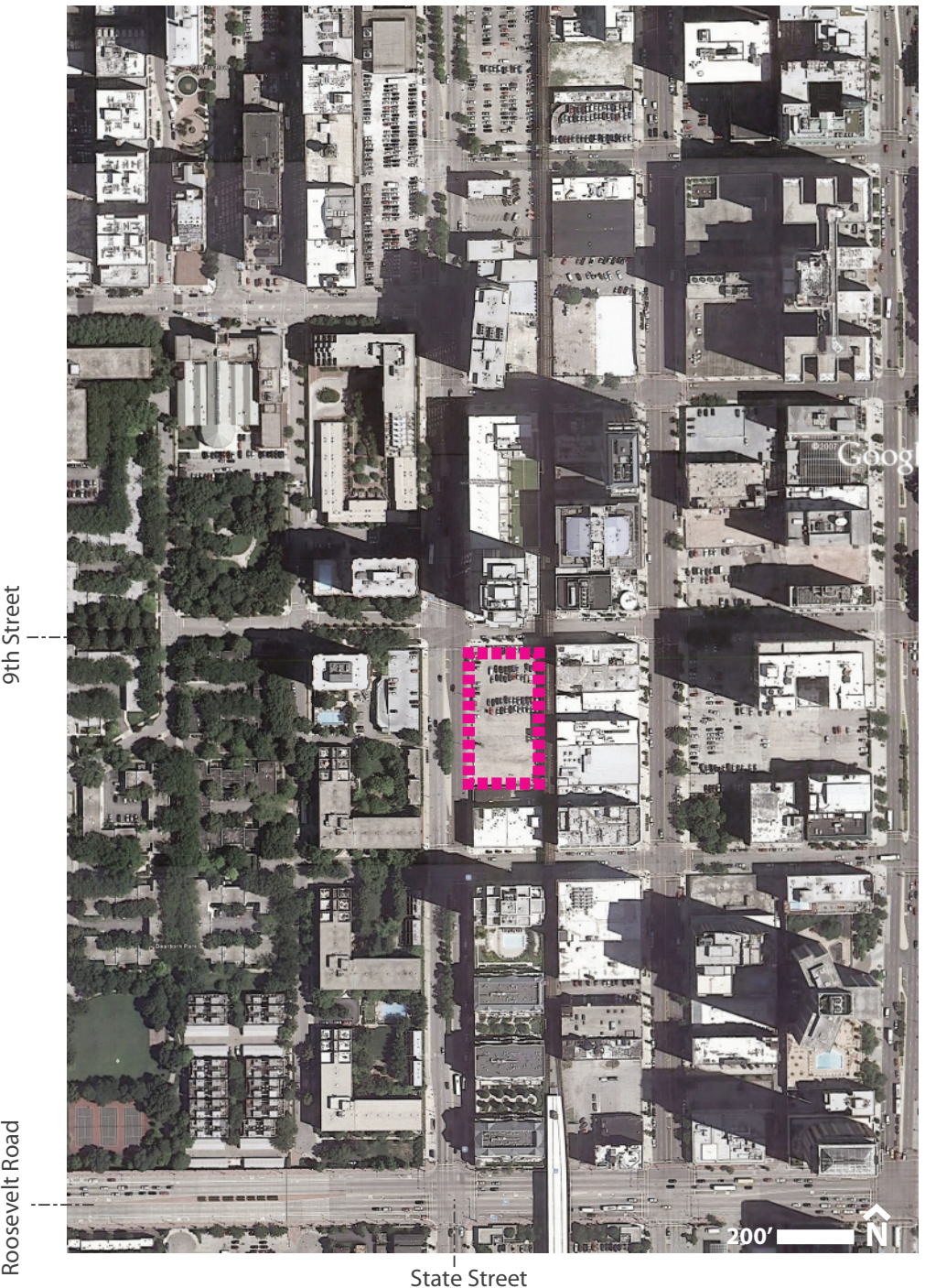
South Loop Figure Ground:

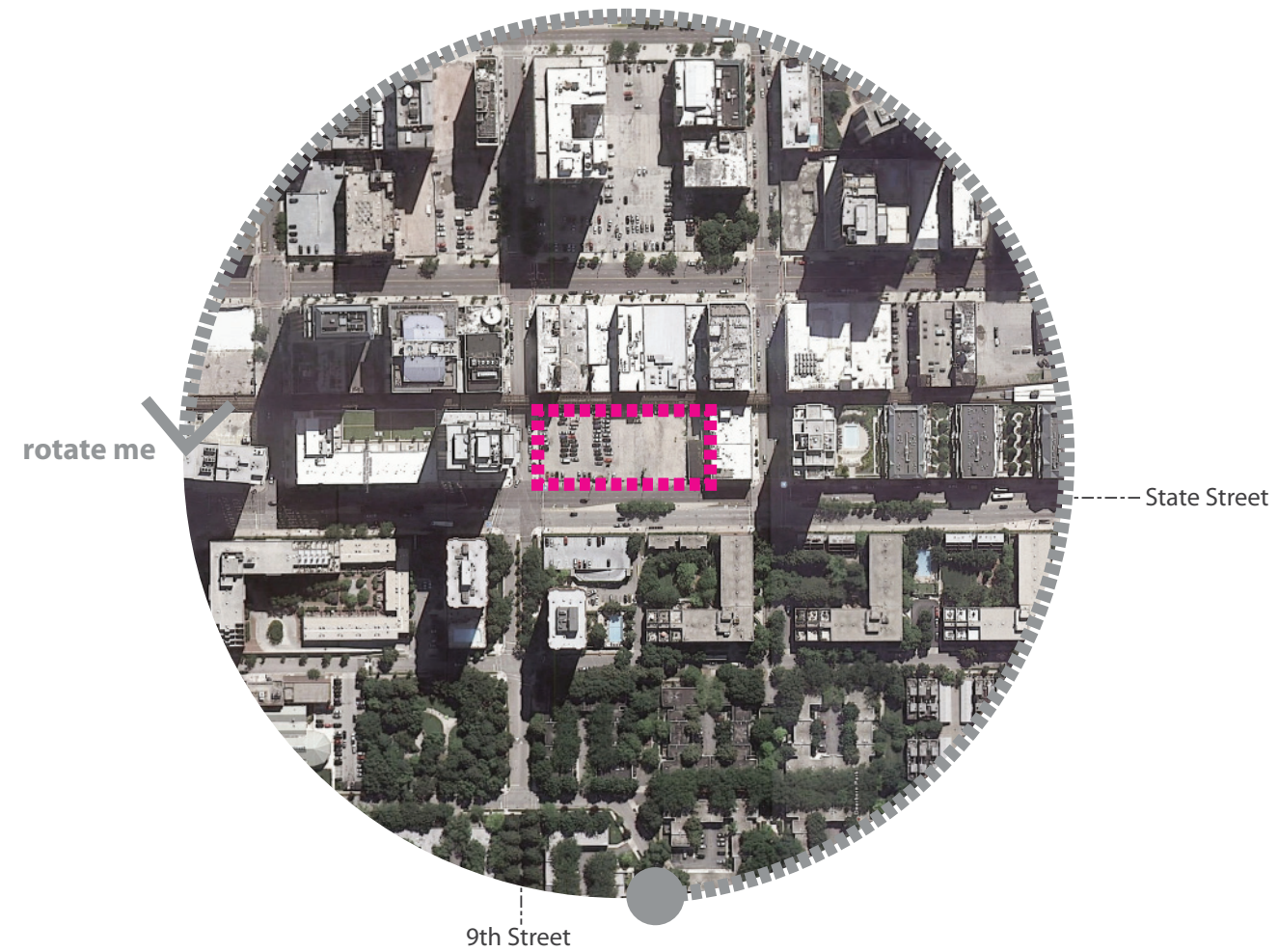


A 320' by 140' (44,000 sq. ft.) city owned lot is selected as the site for the first revenue generating node within the network.

The site's immediate adjacency to the CTA loop provides access from the neighborhoods with the most need, which are located to west and the south of Chicago's downtown.

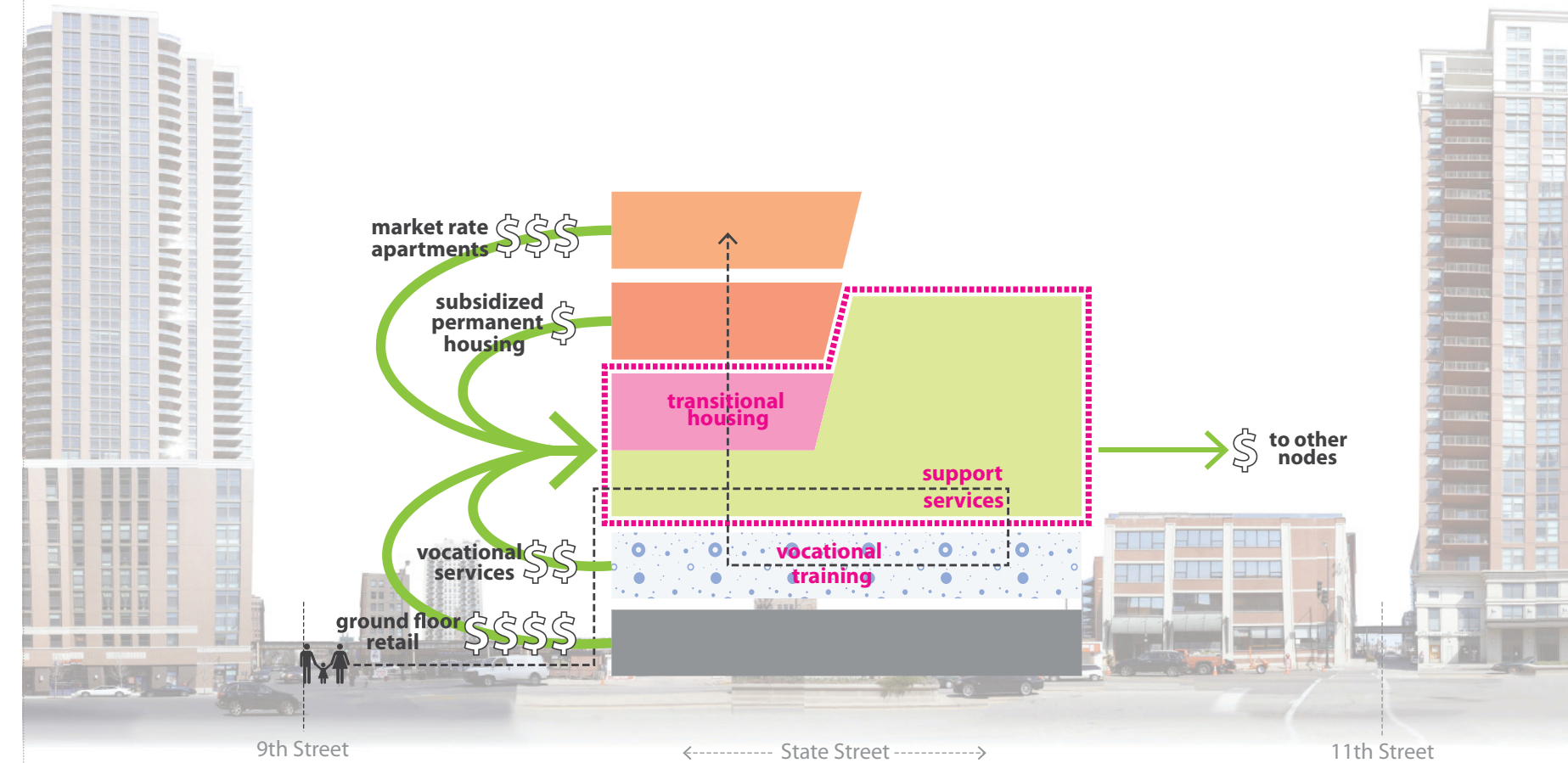
This location is also an area of rapidly growing commerce and will not only easily be able to support the node's self-sufficiency requirements, but will also provide access to the area's countless job opportunities.





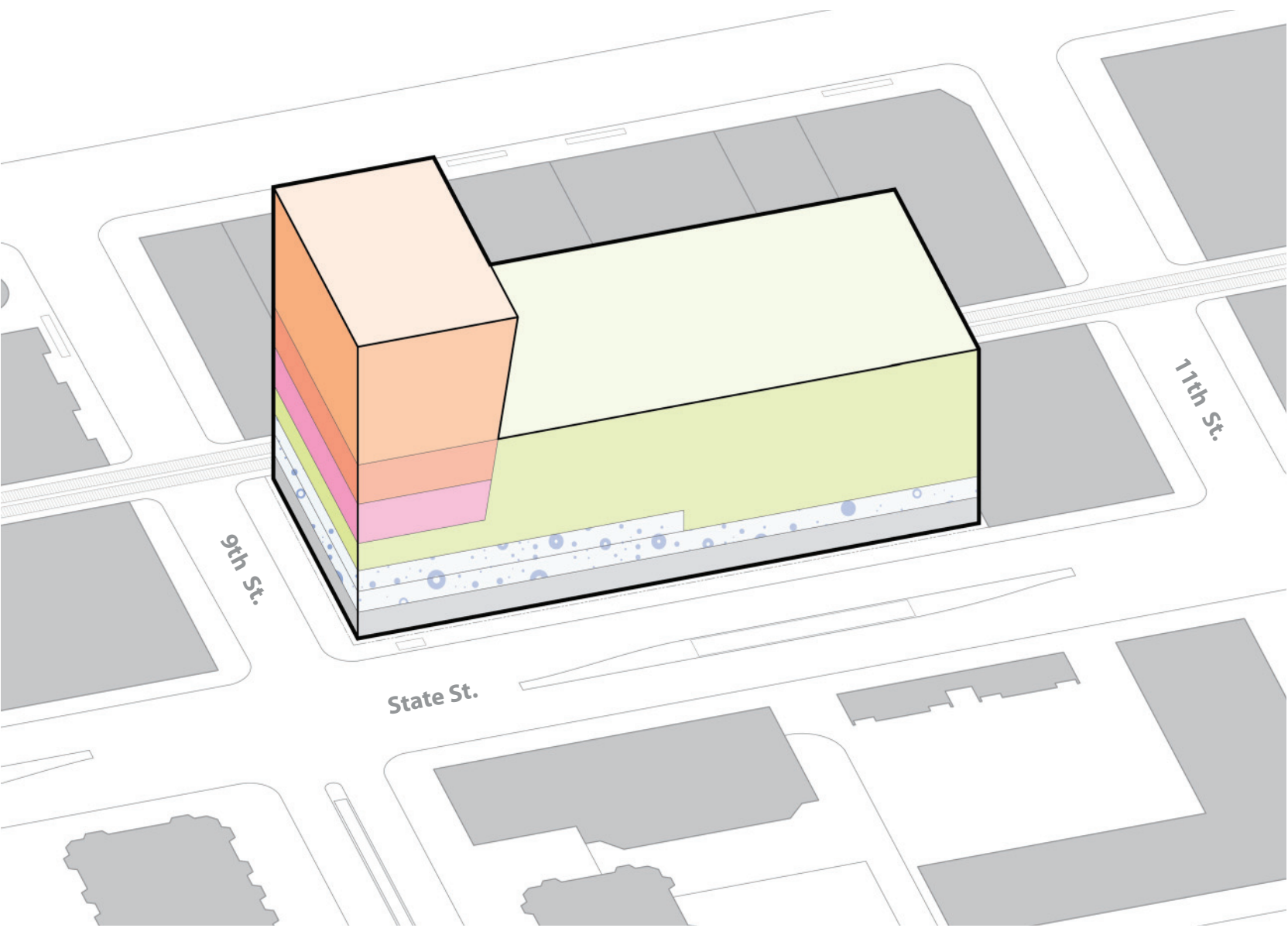
200'  

Revenue Node Diagram in Site:

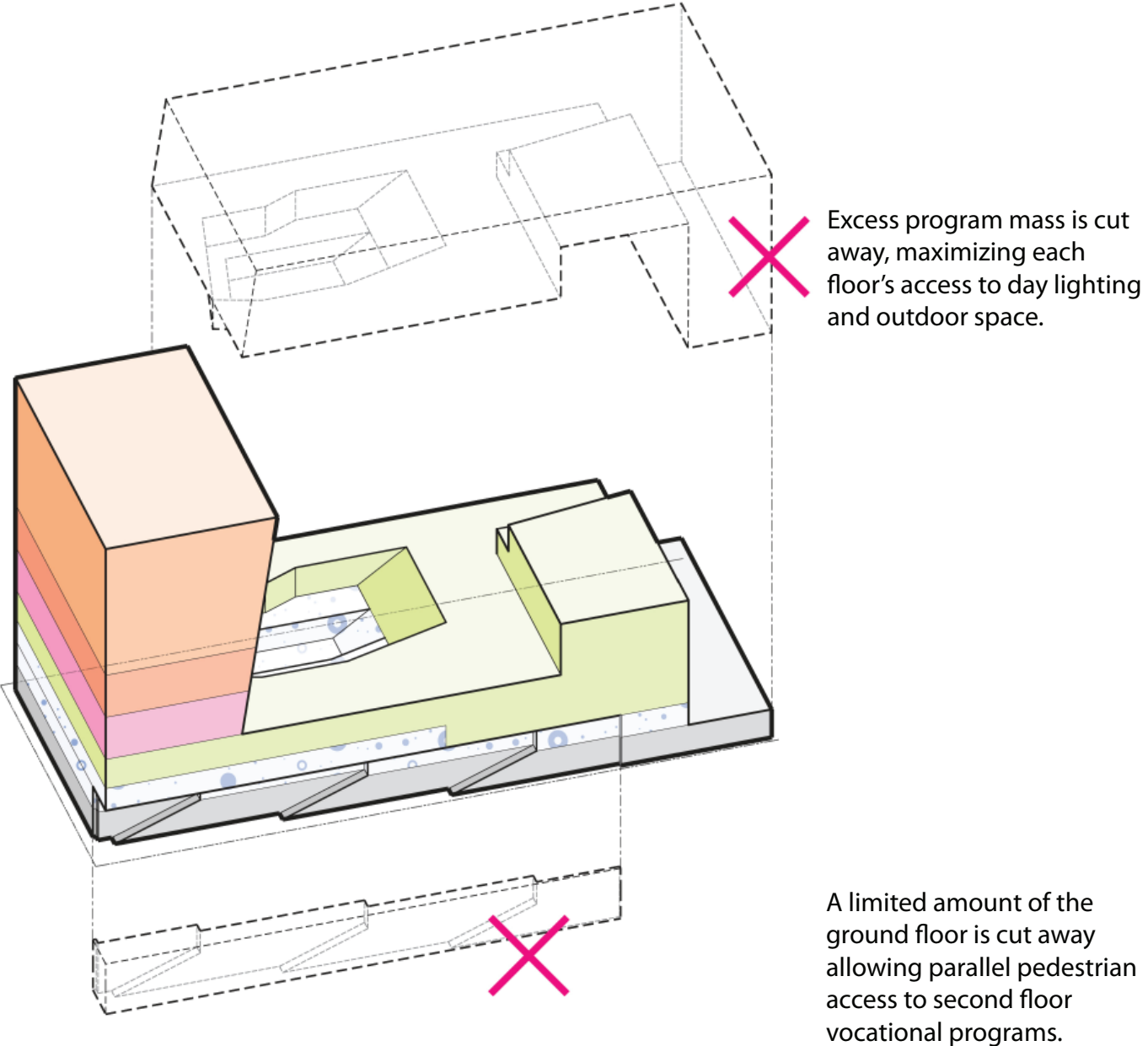


Revenue Node Diagram in Action:

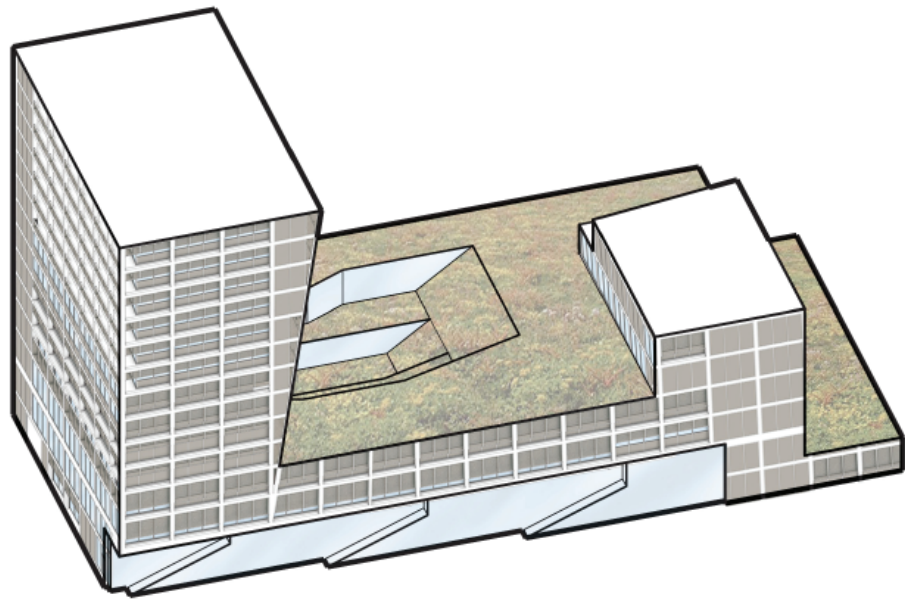
The revenue generating node diagram is expanded from lot line to lot line in order to maximize the site's retail and vocational training potential. Residents and support functions are brought off the street level immediately, while a housing tower rises above the site taking advantage of consistent exposures while not over shadowing the rest of the program mass.



Sculpt Mass:

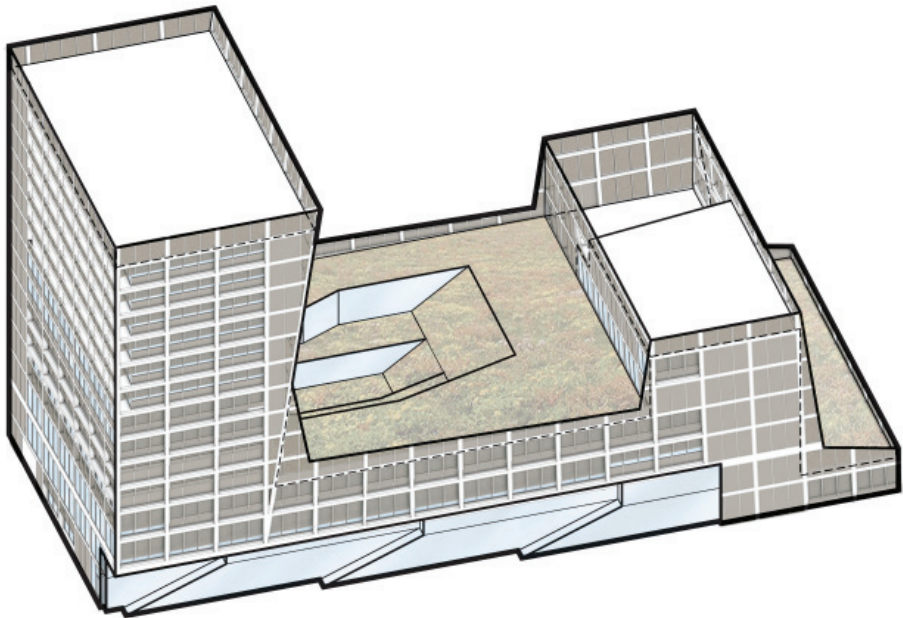


Apply Camoflauge:



The mass is wrapped with a facade designed to bring anonymity to the program and to the residents.

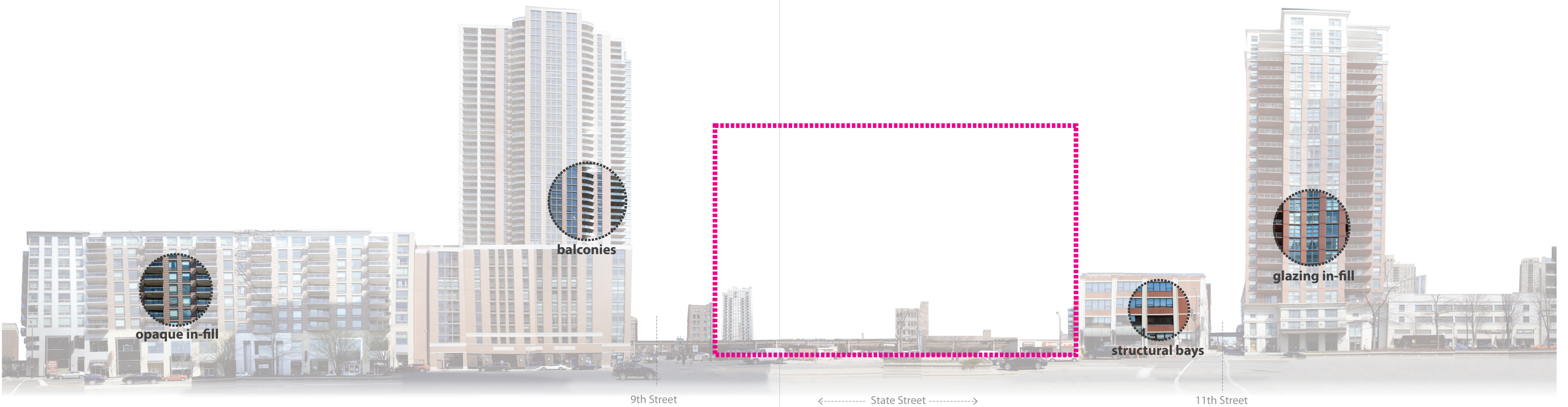
Extend Edges:



The edges of the facade are extended up, past the mass, creating protective parapet walls.

The parapet walls are highest at locations where the users will desire feelings of enclosure, safety and anonymity.

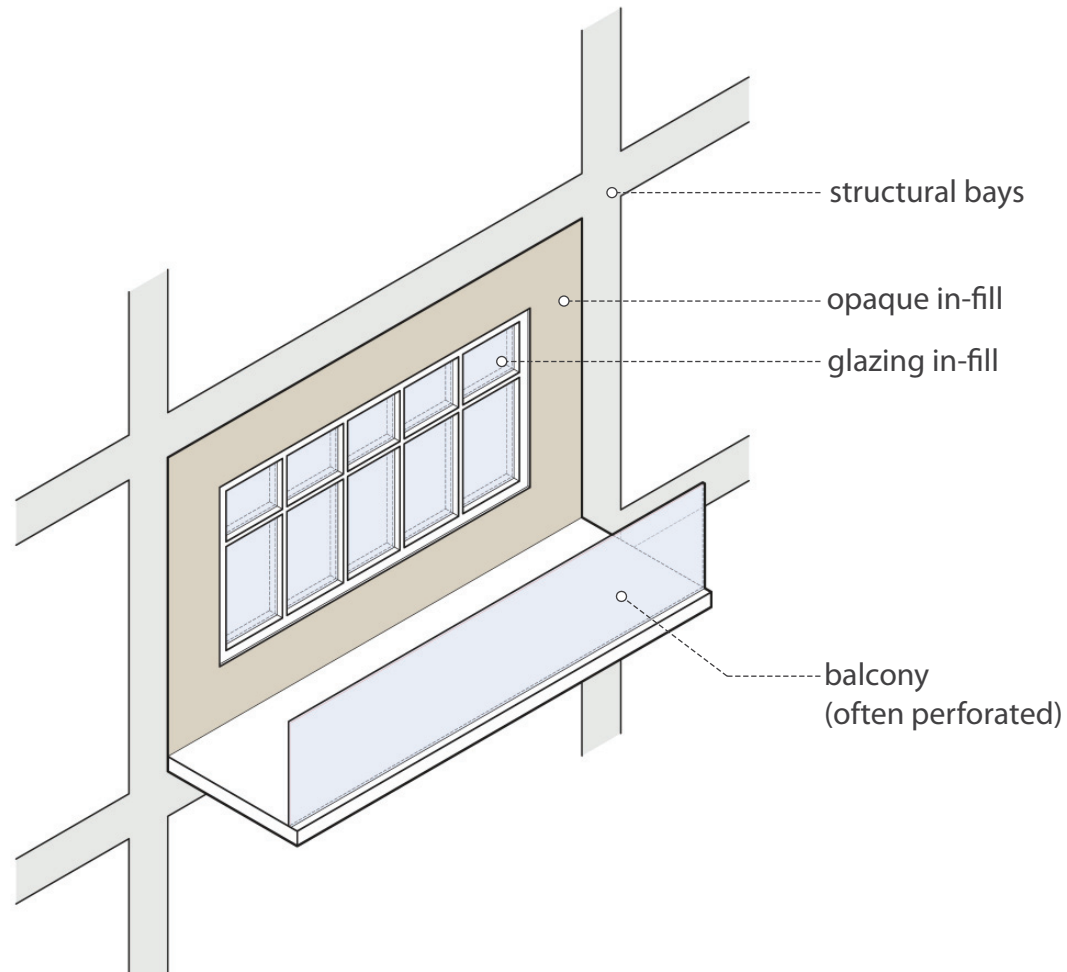
Existing Facade Language:



Existing Facade Language:

The developer driven facades on State Street, adjacent to the site, all have four elements in common: a grid of structural bays, opaque in-fill, glazing in-fill and balconies (often at residential programs).

The consistent use of this language provides a predictable rhythm and experience, both on the interior and exterior.

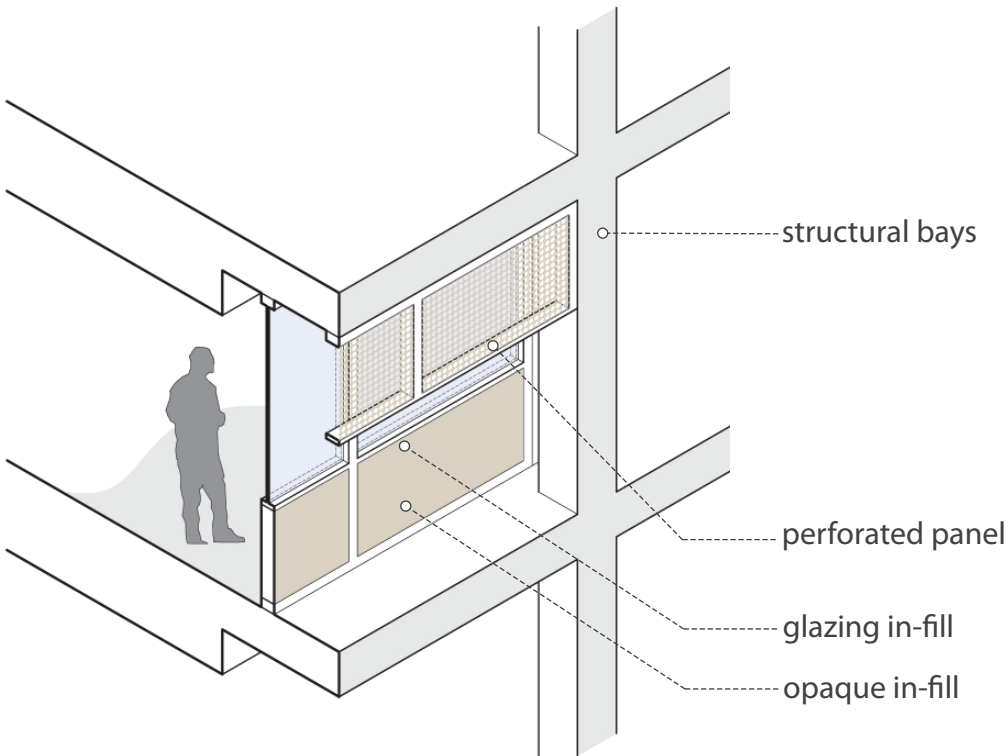


Anonymous Facade:

By layering the four facade elements into two separate planes, a system is created which can handle all of the programmatic and user needs consistently along all four exposures.

The layered facade allows for a gradation of privacy within the building while handling sun shading and residential balconies in a consistent fashion.

The use of the structural bay and typical facade elements continues the rhythm of State Street while bringing a certain degree of anonymity to the program and residents inside.

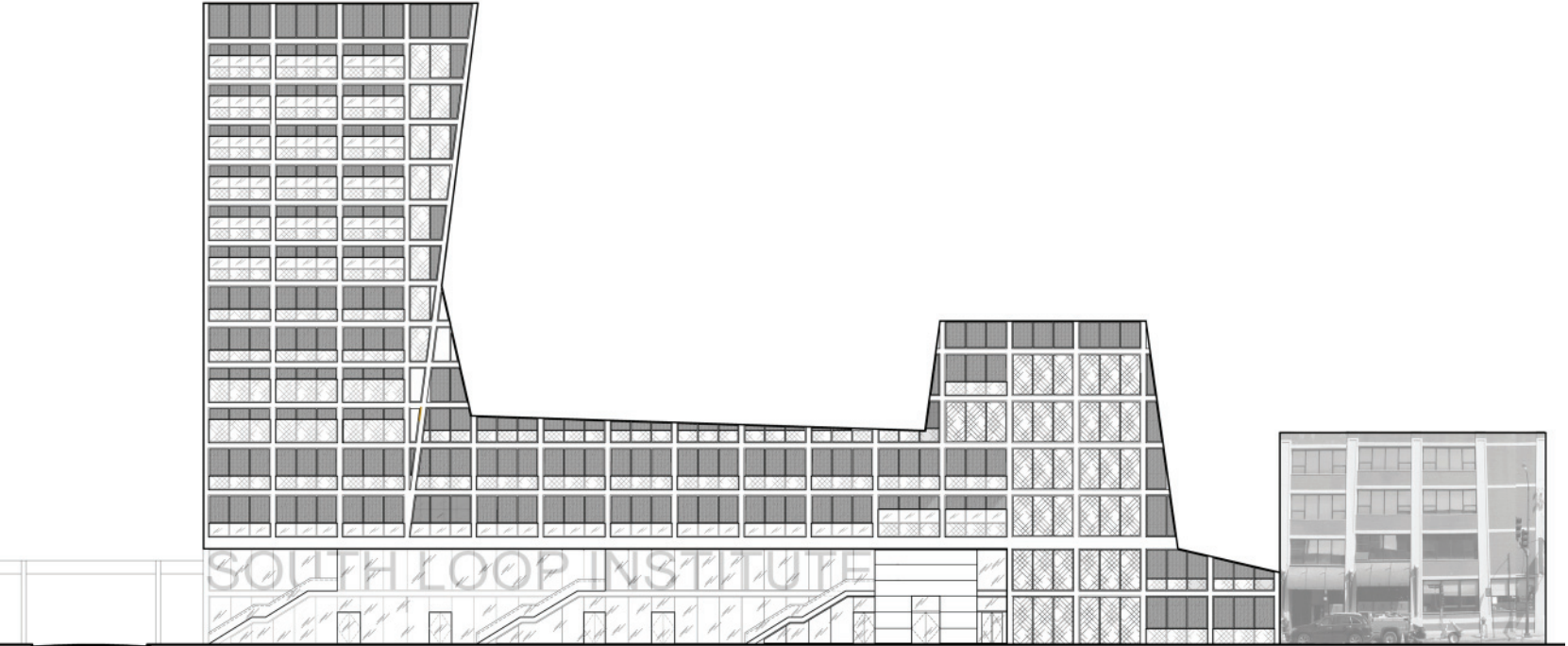
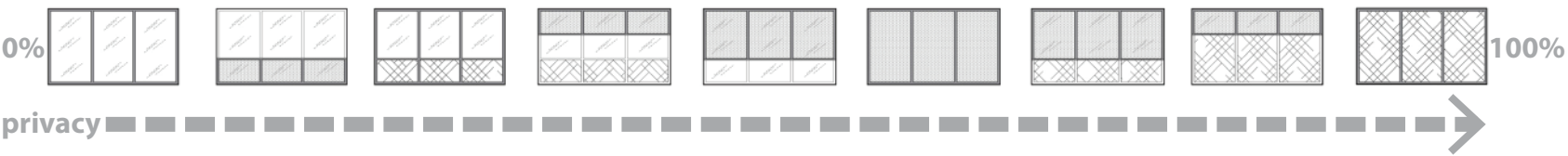


Gradation:

The juxtaposition of seemingly contradictory programs, user groups, and site variables is handled through gradation, at various scales, from program adjacencies to facade densities.

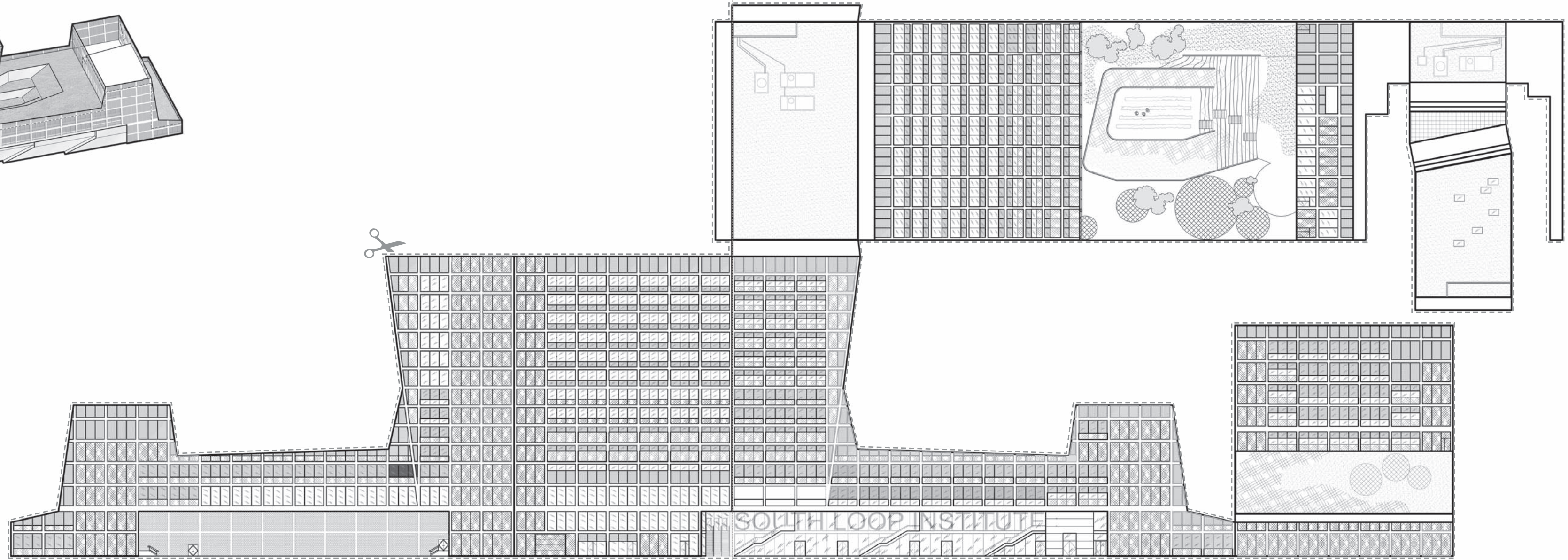
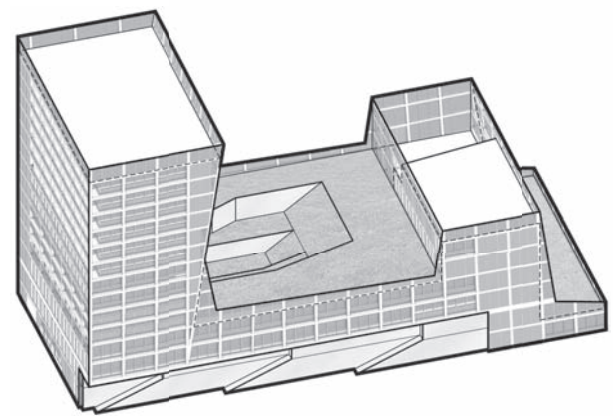
This theme throughout the building allows the residents to experience a gradual transition from the street to self-sufficiency at their pace by allowing them to navigate their own exposure to other residents, to other building users groups, and to the neighboring community.

Facade Gradation:

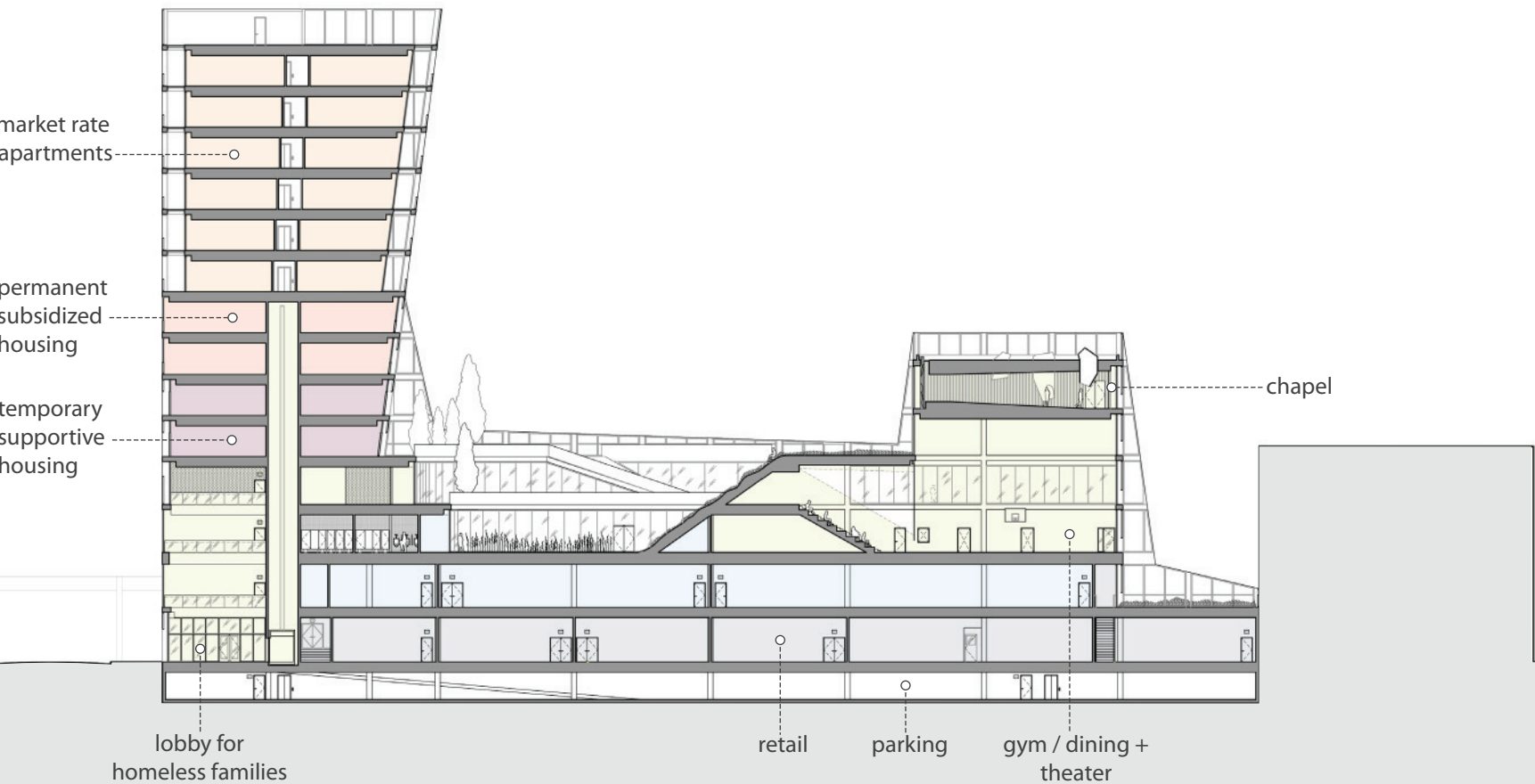
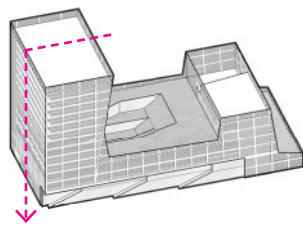


State Street Elevation Looking East

Unfolded Camouflauge:



Section Looking East:

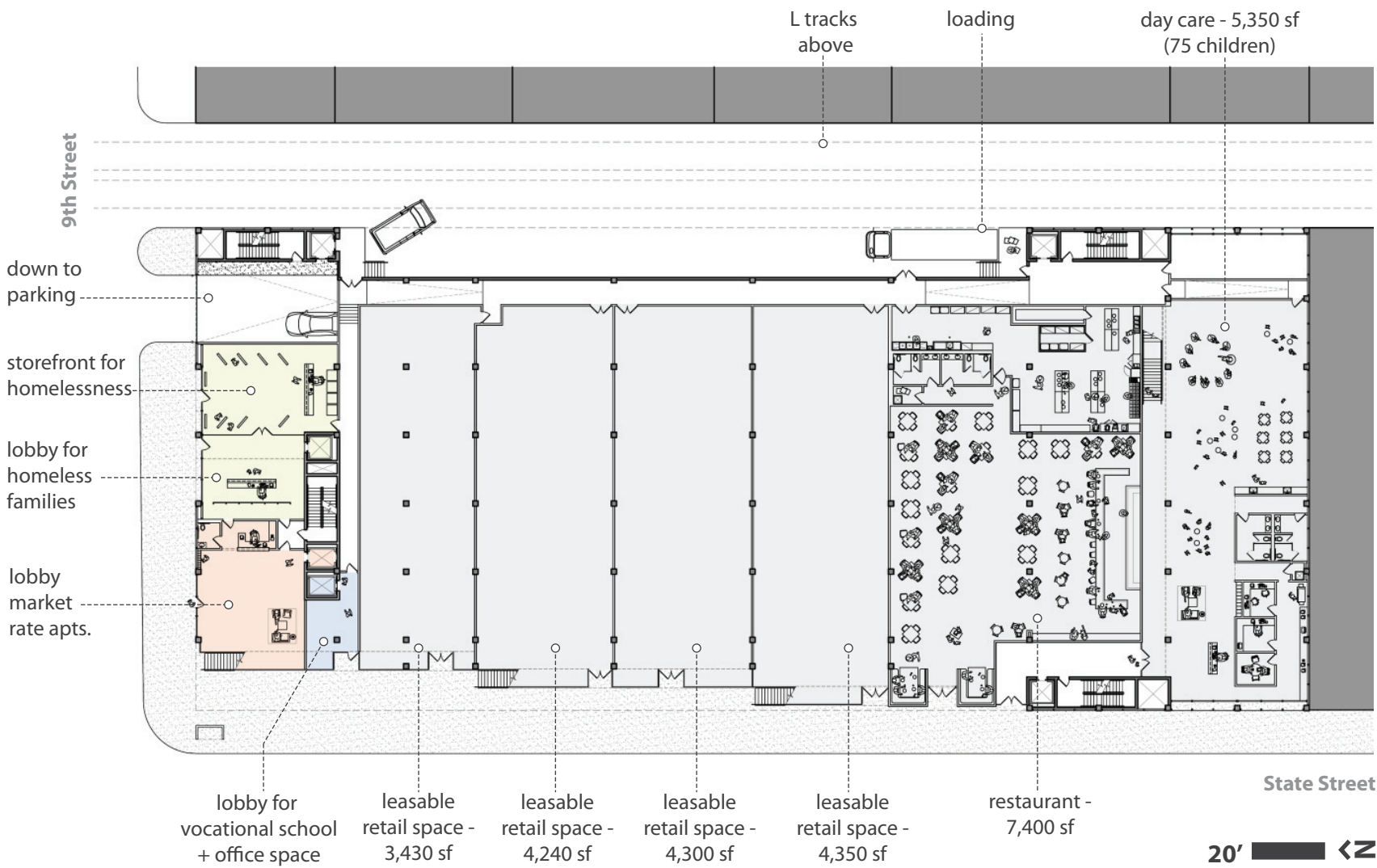


20'

Ground Floor Plan:

Leasable Retail Space:
(includes restaurant + day care): 29,070 sf. X \$30 per sf. per year = **+\$872,100**

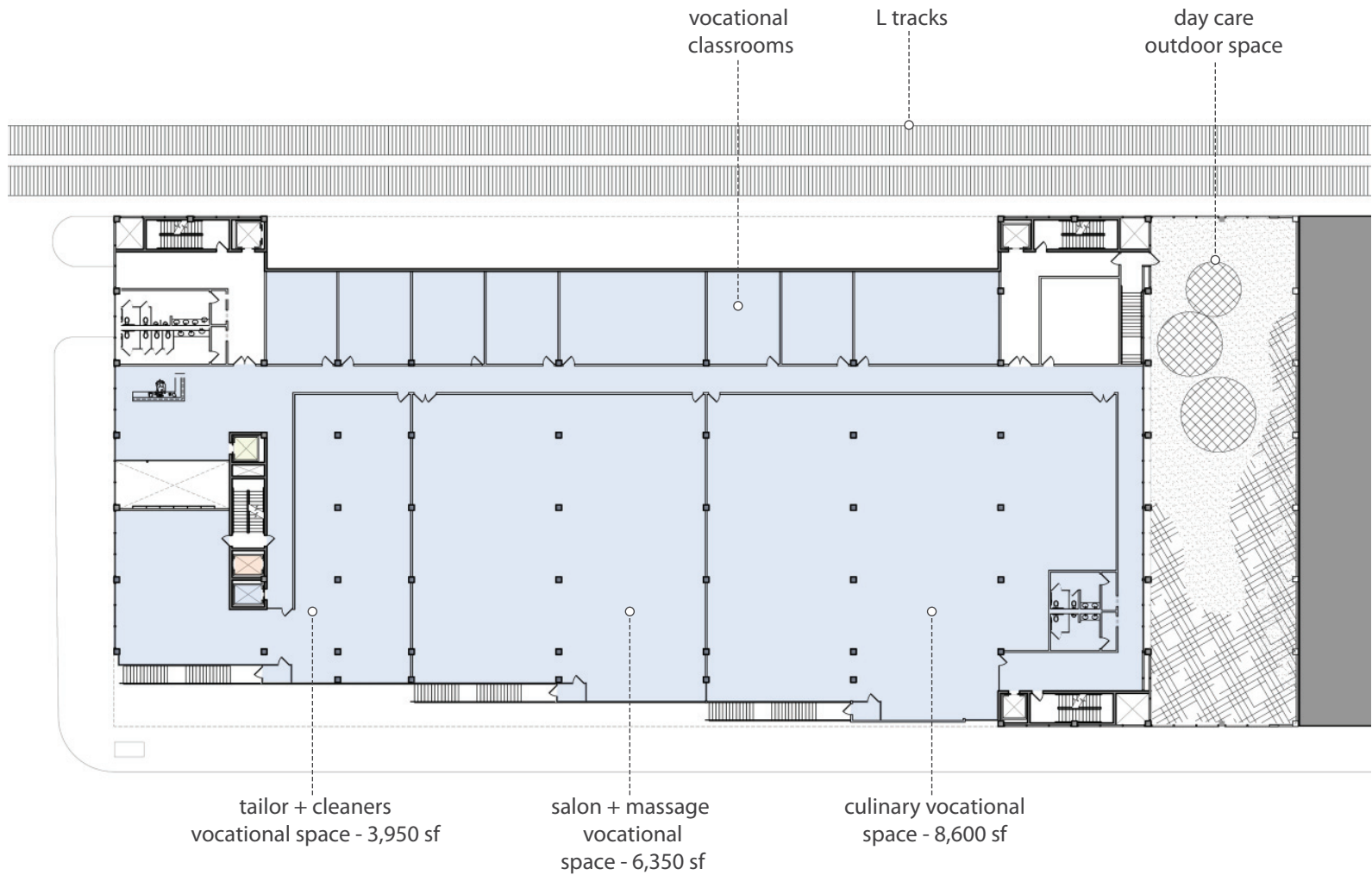
Day Care Operations:
75 children at a 70% occupancy = 53 children
53 children X \$35.25 per day X 260 working days = \$485,745
\$487,745 - Expenses (50% of profit to cover food, rent, payroll, utilities, ect.) = **+\$243,873**



20' <Z

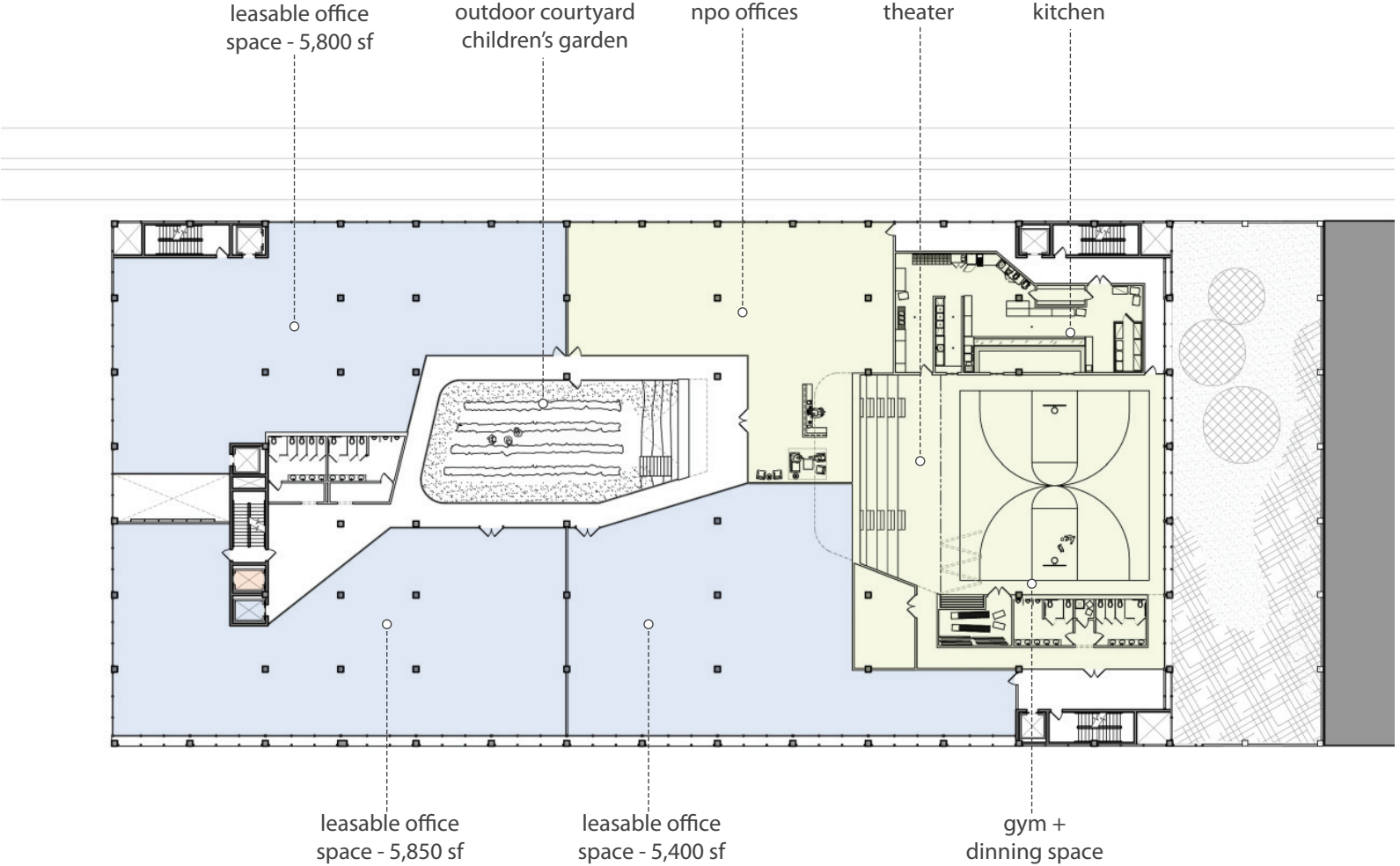
Second Floor Plan:

Profitable Vocational Space:
19,900 sf. X \$20 per sf. per year = **+\$379,000**



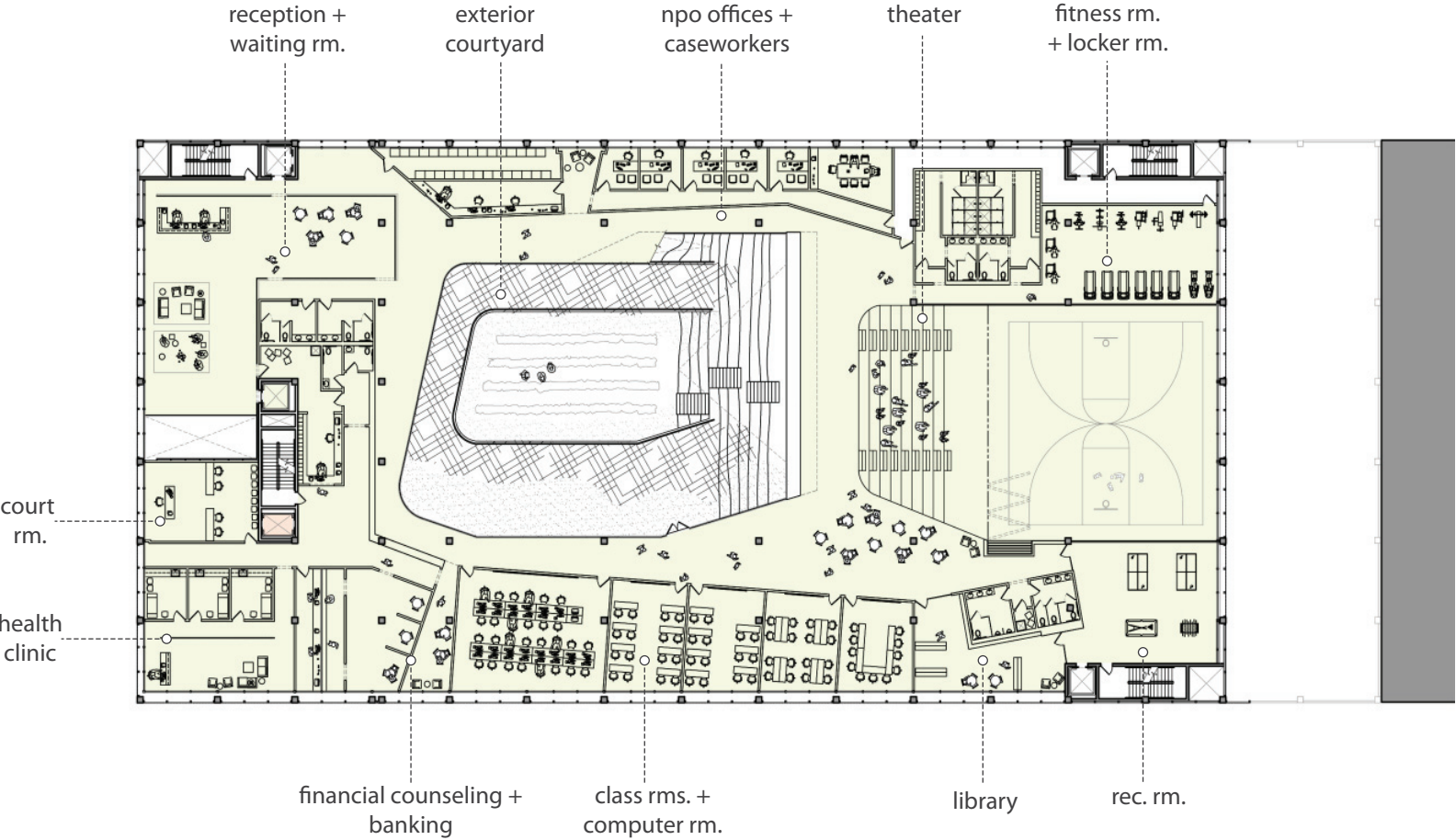
Third Floor Plan:

Leasable NPO Starter Office Space:
17,050 sf. X \$20 per sf. per year = **+\$341,000**



Fourth Floor Plan:

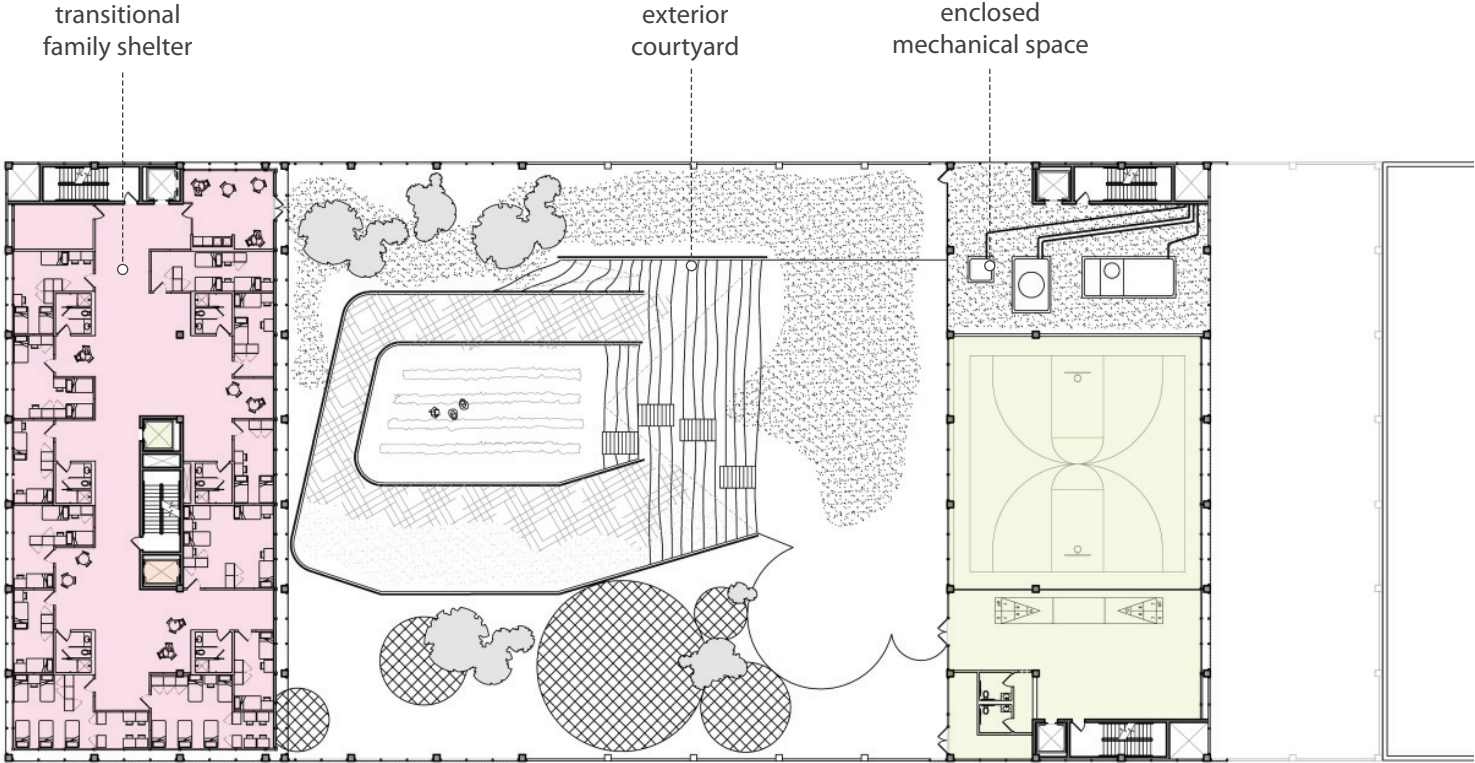
Wrap Around Support Space:
The wrap around support costs are factored into the transitional housing costs.



Fifth Floor Plan:

Transitional Family Shelter (Floors 5 + 6):
Each of the two transitional shelter floor can accommodate up to 13 families or about 39 residents.

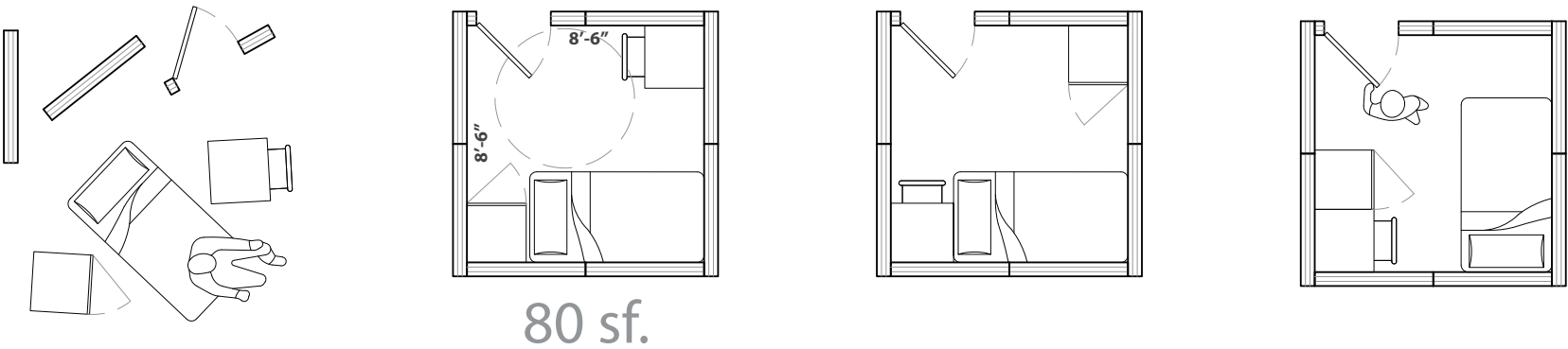
39 people x 75\$ per person, per day x 360 days = **-\$1,012,500**
(This costs factors in running the wrap around support space)



A Kit of Parts:

The transitional housing floors are designed for ultimate flexibility in order to best serve the unknowns that the shelter is bound to navigate. The floor plate is grided into 80 square foot squares with an array of 6 permanent toilet + shower rooms.

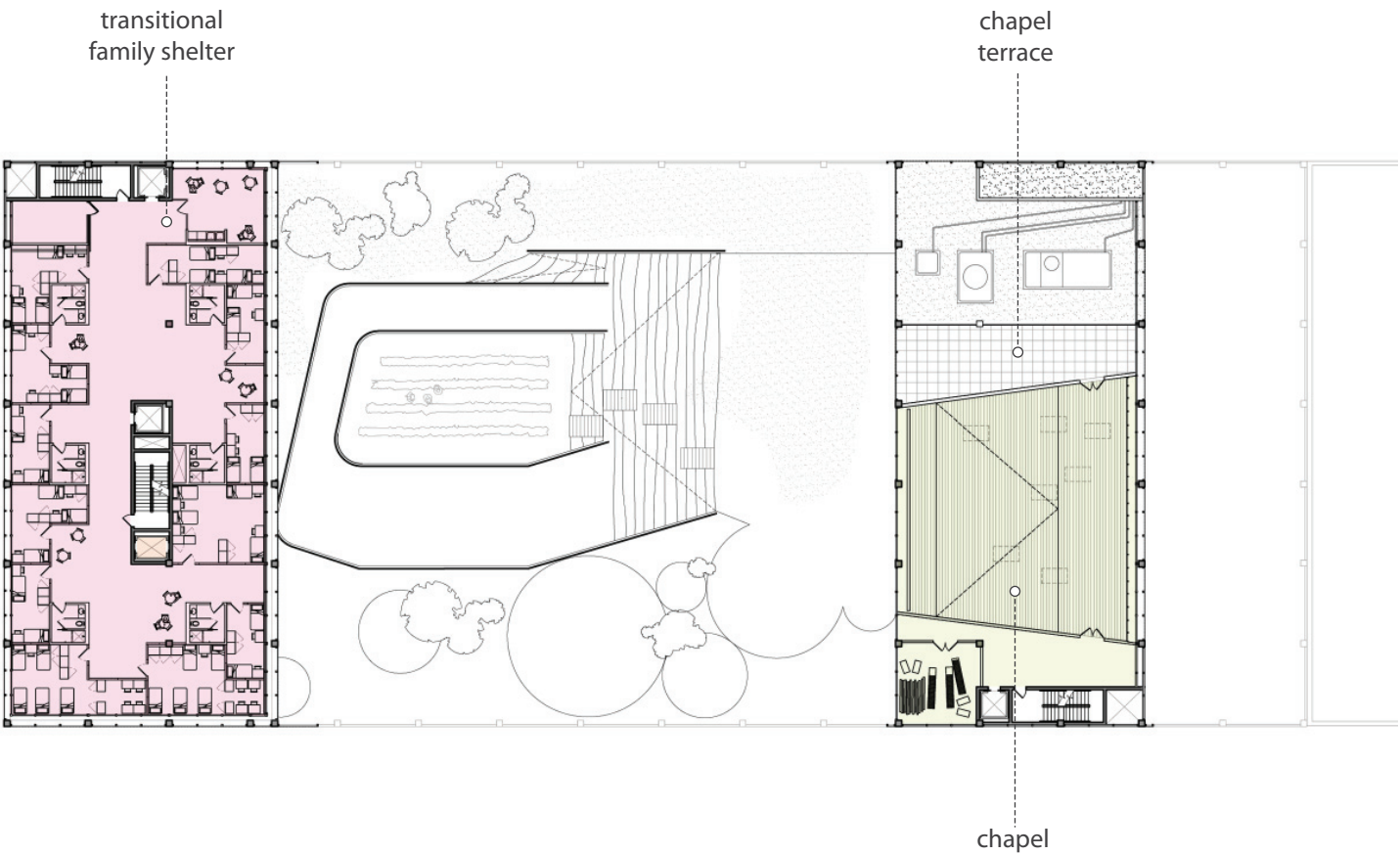
This grid allows a system of demountable partitions and modular furniture to be set up especially for each family type entering the shelter. The approach not only best serves the residents inside their rooms, but also outside their rooms, in the common corridor, by creating informal meeting and play spaces.



Sixth Floor Plan:

Transitional Family Shelter (Floors 5 + 6):
Each of the two transitional shelter floor can accommodate up to 13 families or about 39 residents.

39 people x 75\$ per person, per day x 360 days = **-\$1,012,500**
(This costs factors in running the wrap around support space)

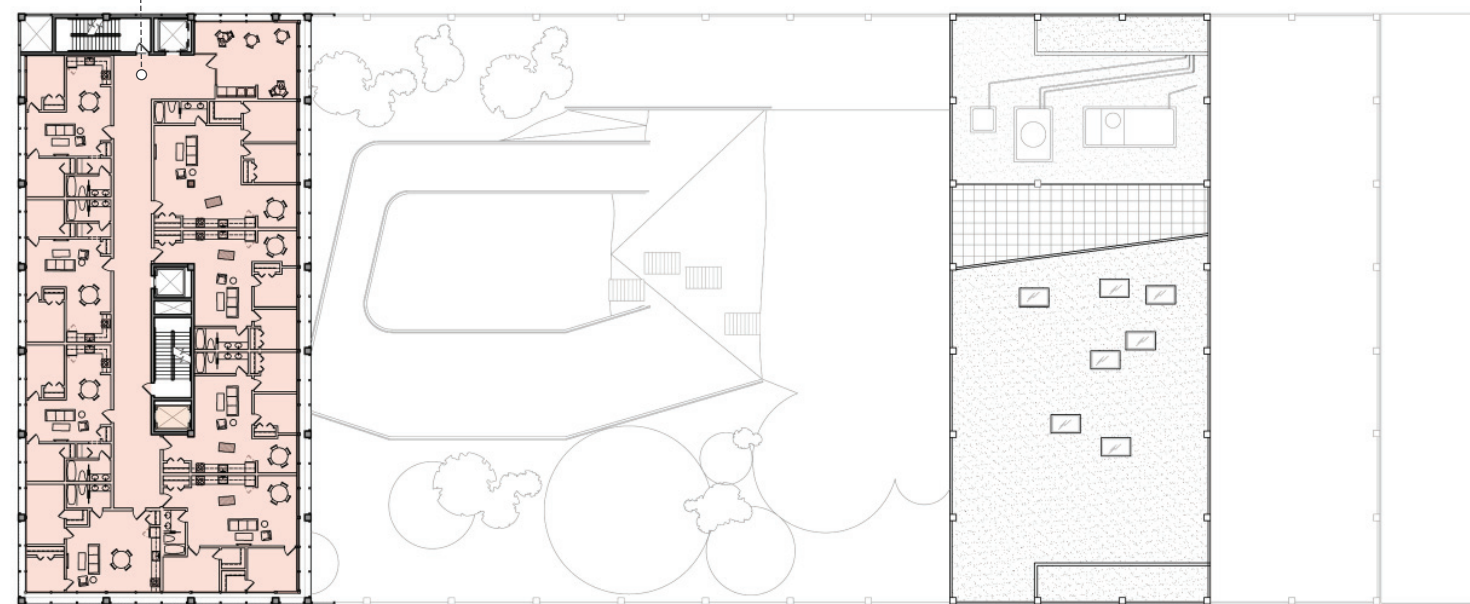


Seventh Floor Plan:

Subsidized Permanent Housing (Floors 7 -8):

16 total apartments with an average apartment size of 780 sf.
\$8.25 min. wage X 40 hours X 4 weeks X 30% = 400\$ per month (\$.51 per sf., per month)
16 apartments X \$400 a month X 12 months = **+\$76,800**

subsidized permanent
housing with access
to wrap around support

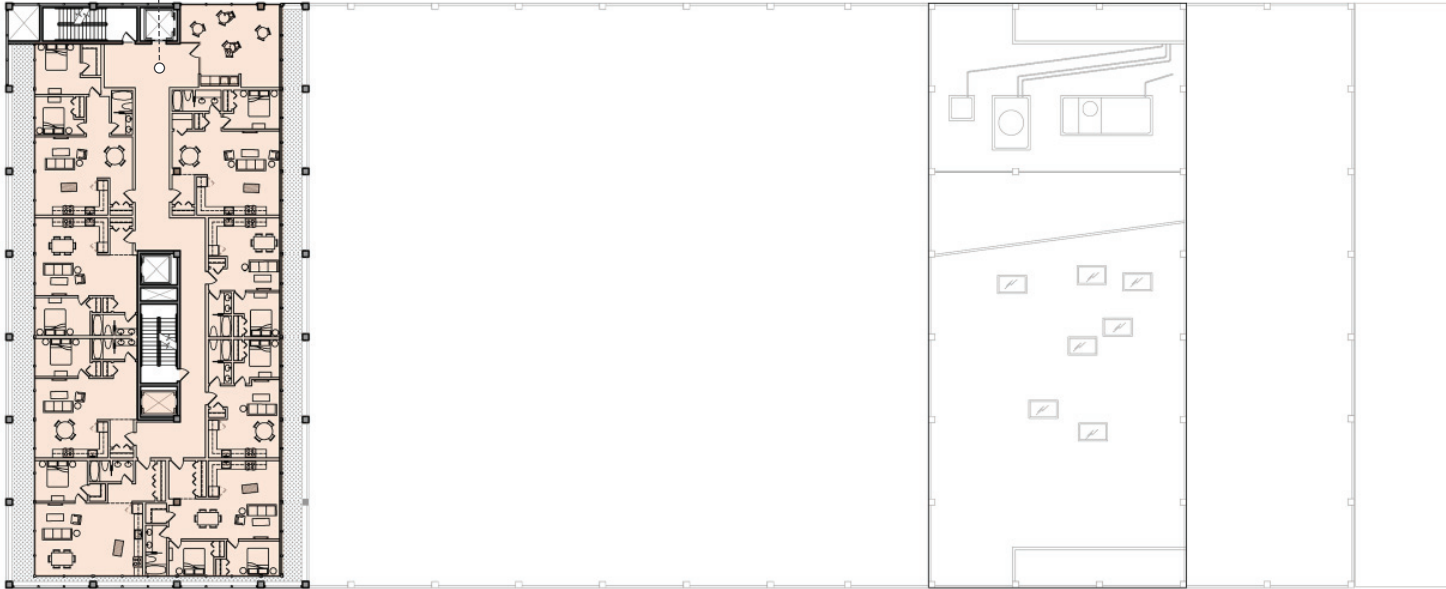


Ninth Floor Plan:

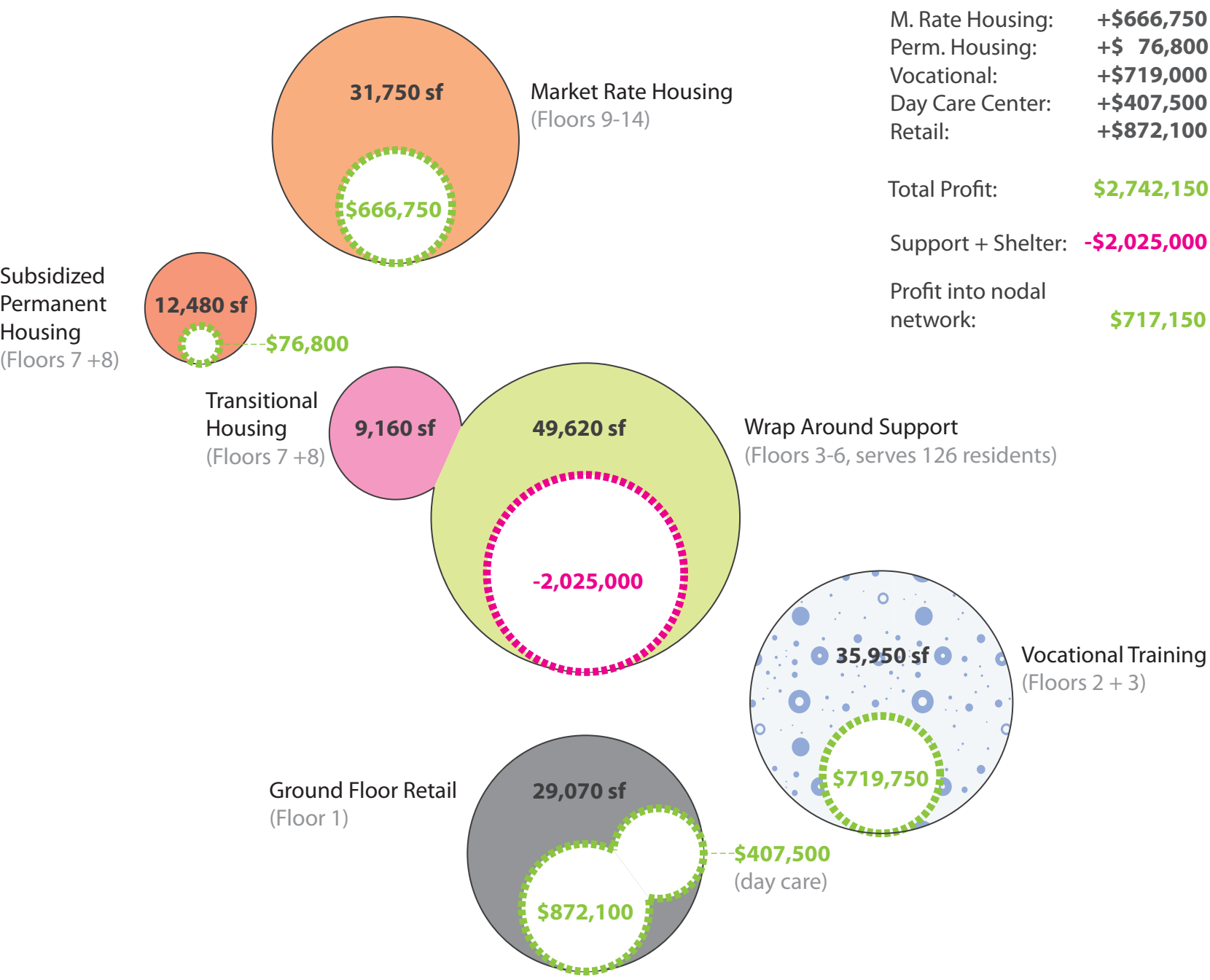
Market Rate Apartments (Floors 9 -14):

48 total apartments with an average apartment size of 660 sf.
31,750 sf. X \$1.75 per sf. per month x 12 months = **+\$666,750**

market rate
apartments with
balcony spaces



Financial Analysis:

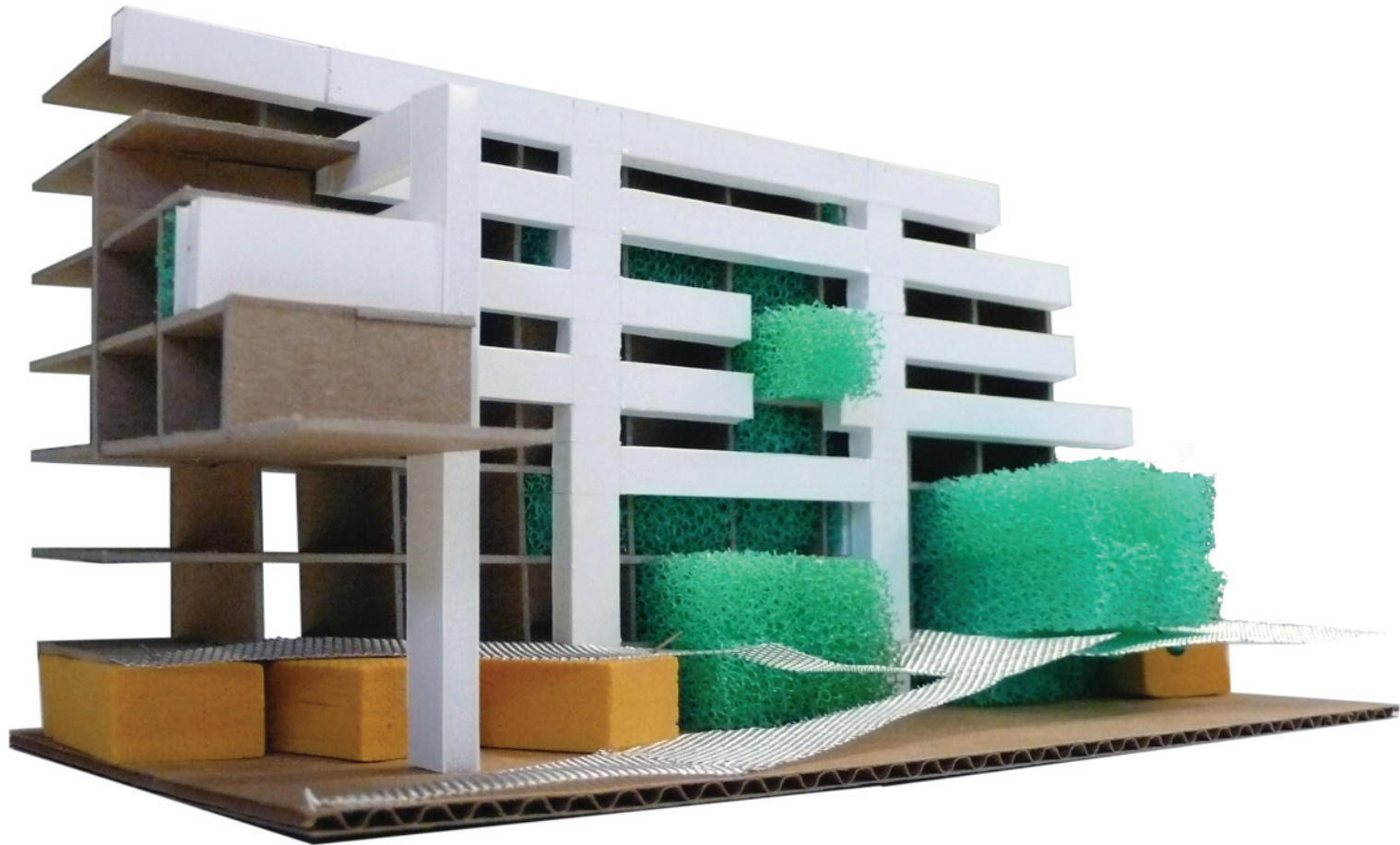




Appendix

Inhabitable Facade:

Inhabitable facade explores thickening the facade in order to provide the required shelter space while being able to maximize the leasable floor plate square footage.



State Street Elevation, Looking East



Alley Elevation, Looking West

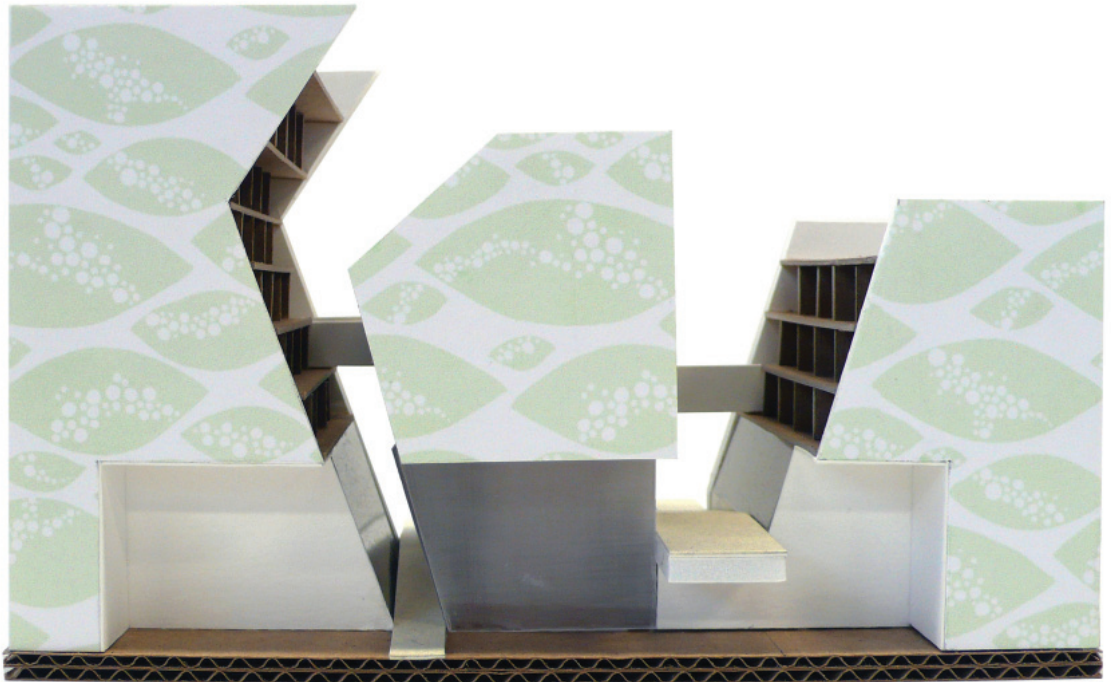
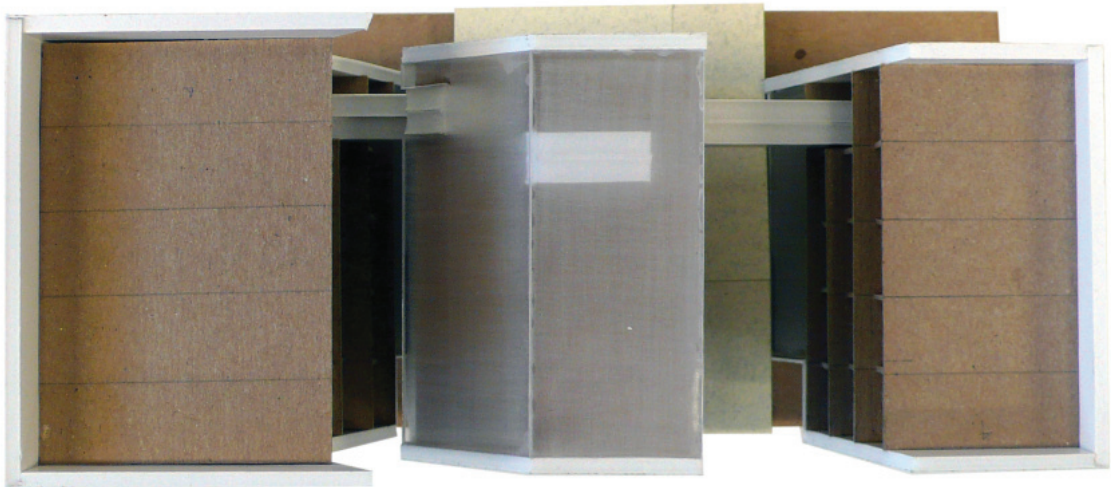
Inhabitable Structure:

The unique opportunity for the juxtaposition of large span public spaces and small personal space encouraged the exploration of using the depth of the large spanning members as an area to house the required shelter program, again freeing up the floor plates for public support spaces and leasable, revenue generating, space.



Centrality:

Unlike the previous two explorations, both with a dispersed shelter program, centrality focuses on a vertical gradation of program monitored by a central tower of support program which is intrinsically connected to all other program. The three separate towers increases desirable north / south solar orientation.

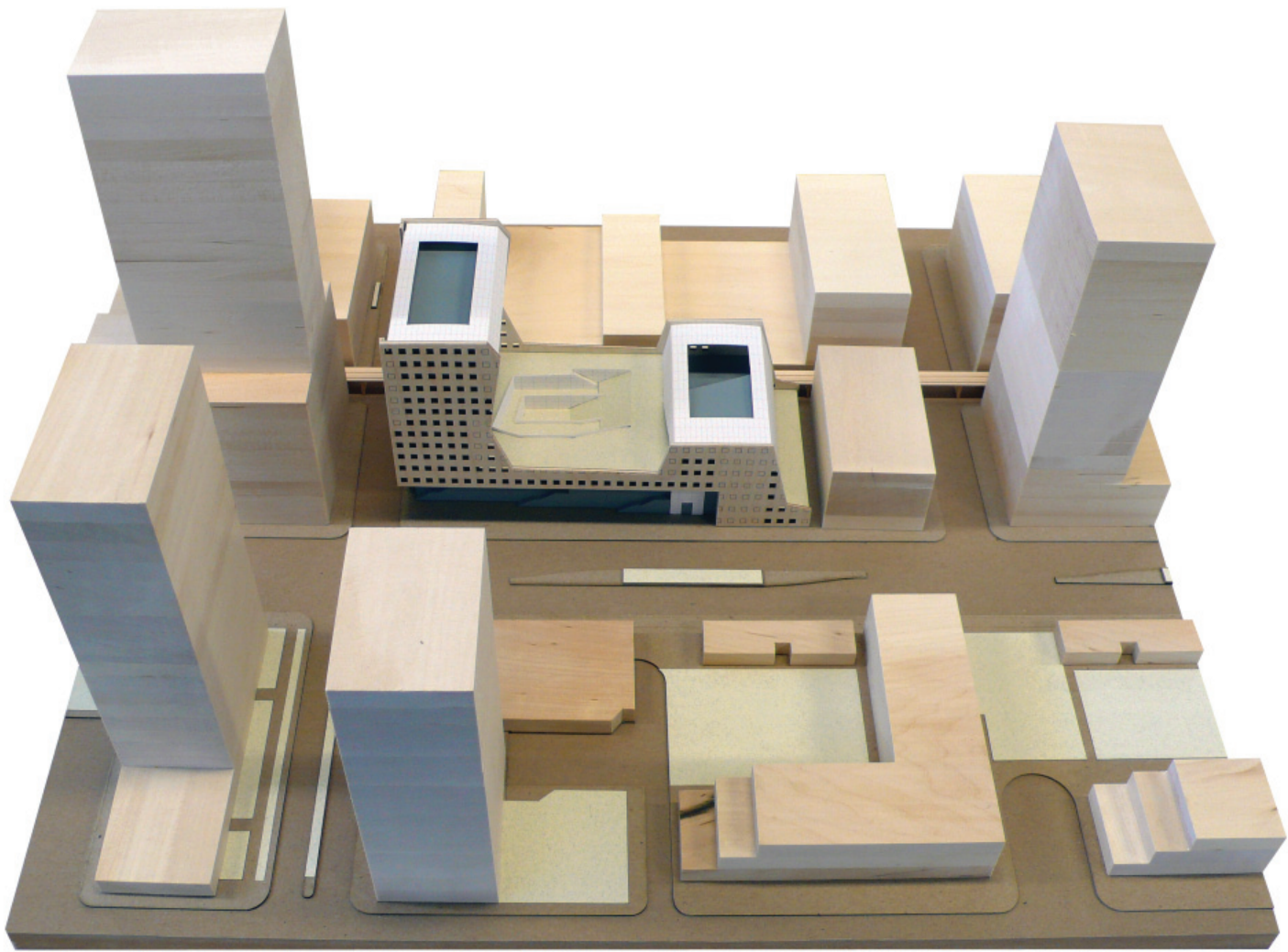


State Street Elevation, Looking East

Shell:



Shell begins to define the required quantitative relationships between revenue generating and non-revenue generating programs. This model also explores safety through enclosure, and anonymity.



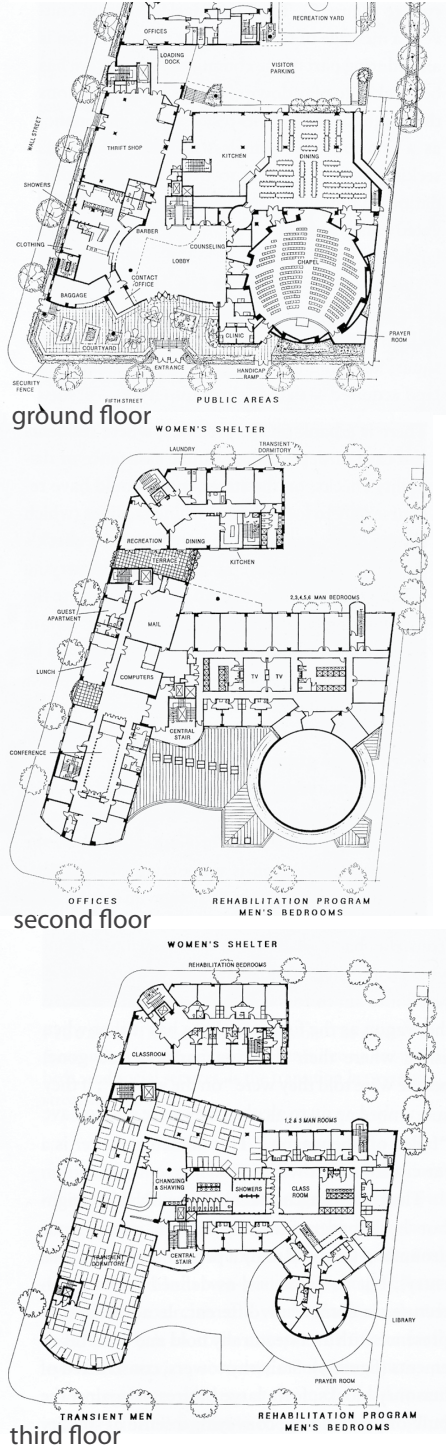
Los Angeles Mission

location: Los Angeles
architect: Scott MacGillivray
Virginia Tanzmann
completed: 1992

“The Los Angeles Mission treats the homeless not as an anonymous collective of people with problems that need to be overcome, but rather as individuals engaged in a process of education.” They have formalized this process of education into what they call the Urban Training Institute.

Participation in the training program takes about two years, but leaves the participants with the skills, training, potential employment, independence and confidence needed to get back on their feet. From 1992 - 2002 over two thousand people have graduated from the Urban Training Institute.

The mission it’s self is highly structured and formalized with many of the amenities a small college campus might have.

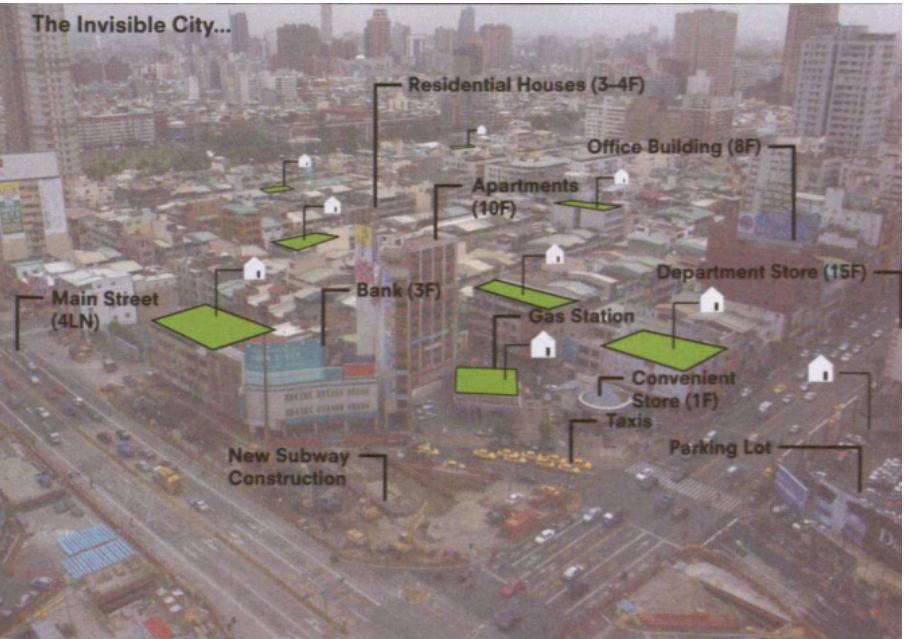
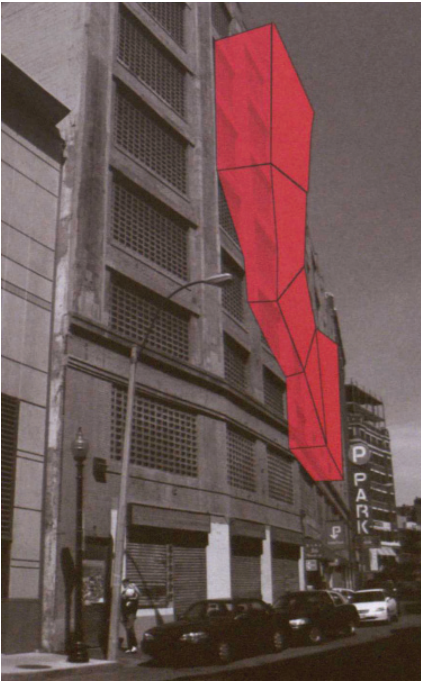


Free Park-inn

location: any urban environment
architect: Office for Unsolicited Architecture
completed: competition

Free Park-inn is an exploration in using existing space to temporarily house homeless. Spaces such as fire escapes, alleyways, sides of buildings, and roof tops are in abundance throughout the urban environment, but hardly utilized.

Free Park-inn focuses on the use of parking garages to house homeless at night when the garage is not being used.



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