

# **A Report on the 610 Ross Project in the Roosevelt Park Demonstration Area**

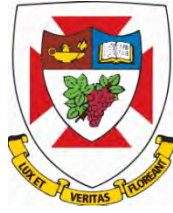
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**The Institute of Urban Studies**





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**A REPORT ON THE 610 ROSS PROJECT IN THE ROOSEVELT PARK DEMONSTRATION AREA**

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The Institute of Urban Studies is an independent research arm of the University of Winnipeg. Since 1969, the IUS has been both an academic and an applied research centre, committed to examining urban development issues in a broad, non-partisan manner. The Institute examines inner city, environmental, Aboriginal and community development issues. In addition to its ongoing involvement in research, IUS brings in visiting scholars, hosts workshops, seminars and conferences, and acts in partnership with other organizations in the community to effect positive change.

A Report  
on the  
610 Ross Project  
in the Roosevelt Park  
Demonstration Area

May/71

Prepared by the Institute of Urban Studies

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I. History: Part A

HOW AND WHY PEOPLE'S COMMITTEE DECIDED ON PROJECT (Spring/70)

One of the major concerns of the area that had arisen at every People's Committee meeting from the beginning was the need for low-income housing immediately in the area. It had been pointed out by P.C. members that some of the most stable elements in the community were unable to find adequate accomodation and were being forced to leave the area.

An I.U.S. staff member had reproduced an ad calling for tenders for demolition or removal of seventeen structures in line with the proposed extension of Cumberland Avenue and had distributed it to People's Committee members as an example of what might happen to the People's Committee area. One People's Committee member, in discussing it with members and staff, mentioned that some of the structures could be moved.

The idea was brought up at the April 27th meeting of the People's Committee. To that meeting came a family of 8 looking for immediate accomodation, highlighting the need. At that meeting it was decided to ask Metro to delay the awarding of tenders until the Committee could look into moving them, and also to ask a house-mover to give an estimate on moving the structures.

Members of the People's Committee and I.U.S. staff went to Metro, looked at the structures with a mover. Pictures were taken of the suitable houses and apartment buildings, and a video-tape was made of the interior of the house and of some interviews members conducted with the owners. At the May 5th meeting of the People's

Committee it was decided, after much discussion, to go after two large houses and an apartment building.

In retrospect, various members of the People's Committee had different ideas of the reasons for getting the structures moved. One major idea was "emergency housing", but different members thought it meant "temporary accomodations" while others thought it meant "permanent accomodation for families forced to move"; other members were less concerned with the reasons than with the idea of getting action in the community to indicate what could be done; still other members saw the moving as an experiment in a com-  
mittee's/<sup>moving</sup>houses, as a preparation for large-scale removal of structure by the proposed Sherbrooke-McGregor Bridge. There were still further reasons: the whole concept of community ownership, of conservation of good structures as opposed to the bulldozer approach, of meeting immediate needs to ensure stability of the community--all these were within the simple idea of moving the structures.

The different reasons all came out in the course of the history of 610 Ross, in discussions of tenant selection, rental agreements, method of operation, mortgage arrangements, etc. A good effect was the broadening of the perspective of the group as a whole during the discussion stages--a very valuable learning experience for members of the People's Committee and I.U.S. staff. One unfortunate effect was that some disagreements became personal rather than conceptual and led to some ill feelings.

History: Part B

GETTING THE BLOCK

Spring and Summer/70

The various moves the People's Committee had to take were indeed varied. In general, the movement was from discussion with major government officials, to reasoned briefs, to delays, to confrontation. There were four governments involved: Metro owned the structures and had to delay the awarding of tenders; the City of Winnipeg owned land and was asked to donate some land; the Provincial Government had money and was asked to help in any way it could; the Central Mortgage and Housing Corporation, on the Federal Government's part, was a prime source of encouragement and facilitating at the early stages.

When Metro was first asked to delay awarding of tenders, the Committee got a warm reception from the vice-Chairman of Metro and was asked to prepare some kind of brief for the May 14th Metro meeting. A meeting with the Minister of Municipal Affairs the day after was postponed because of his illness; the next official talked to was the Regional Manager of the Central Mortgage and Housing Corporation who encouraged the Committee and set up appointments with representatives of the different levels of government around May 11th. A brief was asked for by the Provincial Government.

On May 12 an all-purpose brief detailing the history of the proposal and the needs in the area was written by two members of the People's Committee with the help of an I.U.S. staff member.

The Provincial Government took the brief under consideration at a Cabinet meeting. Metro delayed the awarding of tenders on the

two houses and apartment building. On May 26, Cabinet approved the project in principle and asked the Manitoba Housing and Renewal Corporation to prepare a report on the feasibility of the move.

The city was asked for land but said it had none available.

While waiting for government to proceed with decisions and reports, the Committee held many meetings on the concept of managing the buildings--a discussion of awarding of tenders to local tradesmen, of local management and eventual ownership of the buildings, and of community involvement at all levels. The Committee met with lawyers, architects and mortgage consultants about various aspects of the move and management. A brief detailing these discussions and decisions was prepared by May 25th, and slightly revised on June 3rd. Because of the delays the two houses had been badly vandalized.

On June 2nd, the Committee decided to meet the Chairman of the MHRC to discuss this briefly. An appointment was made for June 5th.

At that meeting the Chairman of MHRC said that while complete figures were not available, indications were that the apartment building wouldn't pay for itself at low rents. He promised a complete report in 4 or 5 days. The report didn't come.

Meanwhile the Committee met again with mortgage and house movers consultants and got some indication that at the figures the Chairman of MHRC had given them the building could pay for itself. A letter was written to the Minister detailing the Committee's disagreement with the Chairman and asking for an



appointment with the Minister. An appointment was arranged for June 22.

At that meeting, aside from two I.U.S. staff members, four People's Committee members, and the Minister, were the Chairman of MHRC and two MLA's working on housing. At that meeting the Chairman presented his report on the feasibility of the move and on the management of the building. People's Committee members had had no chance to read the Chairman's report--much changed in estimates from the June 5 meeting--before this meeting and were able to contest the Chairman's report only by opinion, but had had no preparation to contest it with other estimates. The report advised against the moving of the three buildings. The Committee was told it had ten days to reply to this report. It asked for the keys to the buildings so it could get independent estimates.

While getting the keys at Metro, some members discovered that Metro wanted to tear down the buildings within four days, on June 26, and needed an indication from the provincial government as to its intentions. Evidently someone at MHRC before the June 22 meeting had indicated that the government was no longer interested in the buildings, and a Metro meeting on June 25 was going to have to make a decision based on that indication.

Within two days the following occurred: members of the People's Committee and I.U.S. staff got independent estimates from tradesmen and architects and mortgage consultants; an adding mistake on MHRC's part was discovered changing proposed rents by over \$30. a month; strategy was formed. At the June 23 meeting of the People's Committee, it was decided by the group to send a delegation the next day to bring the Minister of Municipal Affairs out of the

House and advise him the results of the Committee's investigations.

On June 24th, a member of the People's Committee, helped by an I.U.S. staff, wrote a brief asking for an immediate decision; leaflets were distributed and key groups in the area contacted asking for support at the legislative buildings; the press was contacted; facts were verified again by mortgage consultants and by Metro. Spokesmen were chosen at a special meeting an hour before the delegation. The Minister was called out of the house and promised to investigate the matter and meet with representatives of the Committee the next day. The whole affair at the legislature was extremely exciting--over fifty people crowded around the Minister and the People's Committee spokesmen--and the Committee left with a feeling that it had been listened to. A video-tape was made of the whole process.

The next day the Minister met with representatives of the Committee. He verified the Committee's statement about Metro and indicated that he had requested that Metro delay the demolition of the apartment building; he said he would bring the matter before Cabinet management the next day. At that meeting, which is recorded on audio-tape, were four representatives of the Committee, a mortgage consultant for the Committee, three I.U.S. staff members, and the Minister. The Minister offered a new building to the Committee, but the Committee said that the need was immediate, that it was impossible to experiment with a new building, but that an older building offered the chance to experiment. The Committee also discussed with the minister various types of financing, but the Minister said the details could be worked out

at a later date.

The following day, after waiting for word from the Minister, a Committee member phoned his office and received the message that a loan of up to \$48,000 had been approved by the Cabinet Management. A meeting was immediately arranged with the Minister for June 29th to discuss details, especially concerning the moving and the managing of the building. The Minister was not available when the Committee arrived, and arrangements were made for an I.U.S. staff member and one of the legal advisors for the Committee to meet with the Minister the next day to get information to bring back to the Committee. The Minister's assistant was present at the meeting also.

The discussion, an audiotape of which is available, focused around some of the legal problems involved in the Committee's owning the building. The Minister stated that he was in favour of the arrangement, but wondered about the legal aspects; he said he would look into the matter. The Minister's assistant met later that day with members of the Committee; he left with three questions to answer: who would move the building? the Committee or the government? what is the provincial government's position on the various committees in the area in terms of future financing? and who would eventually own the building? The assistant promised a reply by July 2.

On July 3 an I.U.S. staff member phoned the assistant, who said that he understood the move would be undertaken by the Maitoba House and Renewal Corporation. On July 6 a letter from the MHRC was

received advising that the Committee would be undertaking the move. For the next four days, the Committee tried to get hold of the assistant and then of the Minister to clear up the matter. An I.U.S. staff member was placed in charge of negotiations; it was finally decided on July 10 that the Committee would move the building.

By this time the mover had made other commitments; and there were further delays in getting basement plans approved, in getting tenders from contractors, and in corporations.

History: Part C

MOVING THE BLOCK / Summer and Fall 1970

After the apartment building was saved from demolition, the committee, with the help of technical advisors, began organizing the move and restoration of what was to be 610 Ross Avenue. Estimates were received on the work to be done and contracts were drawn up. But in order to sign contracts and be legally bound as a body rather than as individuals, the committee had to become a corporation, quickly. With the assistance of legal advisors, the incorporation papers were assembled and signed under the body's new name--"The People's Committee for a Better Neighbourhood incorporation."

Because one of the full-time advisors was leaving, an architect was hired by the P. C. and I. U. S. on August 11/70, to co-ordinate with the committee, the moving and renovation of 610 Ross Avenue. A member of the P.C. was assigned by the P.C. to work with the architect. Early on the morning of Sept 20/70, after the new foundation on Ross Avenue was prepared, the block was finally moved. There was carnival-like atmosphere on the cool, early morning nightair as many people from the district stayed up late to watch this two-storey building lumber north on Sherbrooke to its final resting place. After another week of a painfully slow jockeying procedure and further delays, the building was on its new foundation.

With the experience gaining in moving the block, we became aware of several factors:

(1) The time involved in a house move is extensive both from the point of view of supervision and the move itself. There were repeated delays caused by either the weather (which must be dry) and the moving contractor having commitments elsewhere. From the time of procuring the building in June, it took almost four months to complete the move.

(2) Before it is common knowledge that the house is vacant, it should be securely boarded up with heavy plywood to prevent windows from being smashed and to prevent people entering the house. Care should also be taken to board up beneath the house once it is lifted off the old foundation.

(3) Usable equipment in the basement should be removed beforehand by qualified persons and placed upstairs in the house since movers tend to destroy rather than save.

(4) The cost of services (removal of wires over the road too low to allow passage beneath) was high because the rate was doubled as it was a "night" move. We had to move the block at night because of its size. The route also is a factor in determining the cost of services. This is a cost over and above the basic cost of moving.

(5) The high cost of services leads one to the conclusion it would be far more efficient to move several houses

rather than one as the service cost is the same for one or ten.

(6) One should always have land available since houses available for moving usually must be moved quickly to make way for a new project.

7) The building suffered extensive interior racking even though it was only 20 years old. The main racking problem centers around large windows or a chimney.

8) The building should be moved in early or mid-summer, to ensure that it is "closed in" before the first frost, thus avoiding frost damage.

9) The building should be moved as quickly as possible to its new foundation since while it sits up on blocking it is prone to vandals and structural wrecking.

10) When considering any house for moving, regarding the old or new site, check for trees in front or rear that will have to be removed and see if they can be removed at all.

11) After the block was moved, we were obliged to have the old site leveled and basement partially filled as well as having the sewer blocked off.

History: Part D

RENOVATING THE BUILDING / Fall and Winter 1970

Before the block was moved, the new basement had to be poured. It is best to allow a month's time for this work to be done so that it is ready to receive the building. Half of this time is allowed for the adequate curing of the concrete so it can withstand the pressures of the building. There are several points to remember about this process:

(1) Layout the basement plan in advance of the work to determine draintile, window and catch basin location.

(2) If there are any projections on the building, decide if they will be supported as a part of the total foundation or be bracketed out from the wall.

(3) Try to have everything included in the one contract. This includes:

(a) poured concrete steps outside the foundation.

(b) the basement contractor should replace any perimeter headers around the outside the old building before it is placed on the new foundation. (often these are removed when the building is lifted)

(c) teleposts for centre beam and possibly centre beam if it is in bad shape.

(d) removal of excavated dirt while he is excavating new foundation.

(e) Steel mesh in basement slab.

(f) establish your basement window detail beforehand.



4) Position basement windows in front and rear walls to coincide with location of moving beam pockets in wall. The basement contractor must provide slots in wall to allow beams through.

5) Make sure foundation is a little smaller (1") than building.

6) If you want to make basement into living unit in the future, make sure foundation is half out of ground.

7) Foundation must be backfilled before house is put onto it.

8) Basement floor is poured after house is on foundation as mover must place his jacks beneath house, in basement, to lower onto foundation.

Once the new foundation has been allowed to cure 2 weeks in the air and then backfilled, it is ready to receive the building. With a large building, the size of 610 Ross, it took a week to put it onto its foundation, but a smaller building or house could be put directly on. Before the building is lowered onto the foundation, a layer of fibreglass insulation is laid on top of the foundation, a layer all around to act as an effective seal against any small air leaks that might develop between the building and top of the foundation wall. When the building is finally on the foundation, work can begin. With 610 Ross, we were racing against time in that we had to get the building

"closed in" before winter and the first frost. This could do damage to the plaster as well as our hot-water heating systems. Even though it was drained, water gets trapped, and if frozen will expand and snap the pipes. By "closed in" I mean putting the basement windows in, hanging the front and rear doors, and putting some heat into the building. To complete this process one must:

- 1) establish temporary emergency power from adjacent houses or hydro lines.
- 2) repair the chimney and prepare for the furnace hook-up.
- 3) pour the moving pockets in the walls and the basement floor slab.
- 4) run the gas line in.
- 5) run the main electrical service in
- 6) put in the basement windows, front and rear doors and entrance platform with basement slabs.
- 7) hook-up the new furnace
- 8) repair existing windows.

In order that this work can be done quickly, we signed the plumbing and heating, and electrical contracts before the building was moved. We also had a man ready to repair the chimney and the basement windows purchased ready to deliver when we needed them. With this ground work laid,

we could complete this process quickly and effectively.

At this point, it might be useful to reiterate one of the goals of the project being to use local tradesmen and labor. There is a sign in the window of the office at 155 Isabel giving a list of available jobs. A few responses were received in terms of carpentry work, painting, and plastering. The working policy was to try and give the local individuals and firms a chance at the bid and to award the contract to the lowest bidder. If they were close in price and appeared competent, the local firm would be awarded the job. The larger local firms such as electrical or plumbing and heating concerns, employ little local labor and really support the community only through their taxes. These larger contracts did not go to local firms although they bid on the job.

Other local help or bids included:

- 1) carpentry - two retired carpenters and one non-local unemployed carpenter.
- 2) exterior painting - the bid was too high
- 3) exterior stucco - the bid was too high
- 4) casual labor - unemployed persons for cleaning up etc.
- 5) concrete steps - bid was too high and they were not experienced.
- 6) interior patching, painting and carpentry - students from R.B. Russell Vocational High School, many of which come from the northend.
- 7) bought material from local lumber dealers.

8) casual help in disassembling material on old site and cleaning up on new site.

The involvement of local persons in the renovating of the building was disappointing. Some of the reasons were:

1) when a building is moved it requires a great deal of work from skilled tradesmen (plumbing, electricians, basement contractors) as much of the work is new.

You require a firm with all the equipment and men to have the job done quickly and relatively cheaply. Much of the local experience is in making minor additions or alterations to an existing system.

2) the pressure of time demanded the job to be done quickly.

3) the pressure of budget demanded it to be done cheaply.

4) because of #2 and #3 above and the fact that the general contractor from the committee was demanding and difficult to work with, the people felt uncomfortable in this situation.

5) perhaps lack of information to the people in the area about the nature of the project, who was paying for it, etc., led to a bit of suspicion.

In retrospect, this sort of local involvement just doesn't happen but must be fairly well organized. A meeting called at the beginning of the project of all local tradesmen and unemployed for job allocation might have encouraged more help. A general contractor could have chosen men for the

various jobs, established a daily wage from the budget, ordered material and initiated a temporary company for this job.

The alternate method would have been to allot a budgeted amount for each sub-trade at the beginning and let each sub-trade handle his own job working with the general contractor. Allowance should be made for this work to be done at night or on week-ends for the men with other jobs.

With the building now fully "closed in" the next concern was to complete the exterior work. Any painting or stucco work had to wait until the windows were completed, the new basement ones installed and the old ones repaired and a new storm-sash unit put on.

The other concern was the front and rear concrete steps which were held up because of a dispute with the basement contractor. The parking lot and sidewalks also had to be completed. This work went on simultaneously with few major problems. Once the windows were completed, a new "dash" coat of stucco was applied to the building instead of paint as it made a far better job and would last longer. The parking lot fence was completed by carpenters and a paving co. laid asphalt over the parking area. After the steps were completed, patio blocks were laid for a sidewalk and railings put on the new steps. Luckily all this work was completed prior to a "hard frost".

Regarding the interior of 610 Ross, the main and second floor were to essentially remain as is with no special

alterations. But two suites were to be added in the basement. The basement layout was devised in a conference with two architects, a few people on the committee and the basement contractor. The layout included one 2-bedroom Suite, a bachelor suite, a large open central hall to double as a meeting room, a locker room and a furnace room. When the architect for the P.C. was hired, the layout was revised in the sense that the large, central hall was eliminated with the lockers taking its place, the bachelor suite was expanded to a one-bedroom suite, and the furnace room was moved to its old location in the original basement to gain access to the chimney. These decisions were made as it was felt it was asking a lot of the tenants to accept a "meeting-room" in the basement in lieu of a larger more comfortable suite. The furnace room was moved for purely functional reasons. Two problems were also discovered at this point.

1) the basement as was drawn up by the original group was not habitable by Metro's standards in that it was more below ground than above.

2) to put suites in the basement (even if it was habitable) of a now 2-storey stucco frame building was taboo as far as Metro was concerned since the building must be of a non-combustible material. (brick)

The first problem was solved by simply extending the height of the foundation wall one foot so that the basement was now the required 50% above ground and had a higher ceiling. This was done since the hole was already excavated and we thought it was better to spend the money for more ceiling height rather than on gravel and footing depth to raise the building out of the ground. The second problem was solved by receiving special permission from Metro for a building permit to allow the work. The fact that the Provincial Government owned the building might have played a small role in this decision.

Upstairs in the block the work was limited to patching, refinishing, painting and cleaning. The most arduous job was the patching of the cracks in the plaster. It is a long expensive process which never seems to end as you keep finding new cracks. The cracks must be cleaned of any loose plaster, filled, sanded, and primed before the wall can be painted. There also must be heat in the building to do this work. Once the patching is completed the painting can begin. As with most of the work, we bought the paint and material necessary and hired the labor. In this case they <sup>were</sup> student painters from R.B. Russell Vocational School. With only two fellows working, the job was done well and quickly. But in the final weeks when we were pressed for time and invited a whole

class to help, the results were disastrous. Any help other than by classes, from R.B. Russell were paid \$1.50/hr. from 8:00 to 9:00 in the morning, and from 3:00 to when they went home. They were not paid during school hours. The students began working on the project once the building was on its foundation. Two students would be sent for 2 week-period and then be replaced by two more students. Most of the fellows were in their final year and acted as helpers to the regular tradesmen. Their assistance was most effective on the dry wall work and painting as they could work on their own. I think only one fellow was needed in acting<sup>as</sup>/helper for the tradesmen. If the student could carry the job himself his assistance was most valuable.

Once the painting upstairs was completed, the woodwork was revarnished, and the hardwood floors sanded and refinished. While this work was going on upstairs, the new construction in the basement continued. The majority of this work was done by one or two carpenters and their helpers from R.B. Russell. This work included:

- laying of sub-floor
- strapping exterior walls and insulating
- erections of partitions.
- application of dry wall
- setting door frames, hanging doors, and installation of hardware.
- application of wood firm, baseboard, handrails
- repair of existing doors and frames
- installation of basement windows.



The materials for this work were purchased by the P.C. and supplied as required to the workmen. In this regard, letters were sent to local suppliers asking for cost prices on this material. This was partially successful. We anticipated the need for a storage area separate from the job site but never really required <sup>it</sup> / as most materials were delivered to the site only as needed. If the material did come in one load it was simply stored in the building. Any valuable material could be put in a locked room. Small items easily lost on the job were kept in the office. The job site was cleared regularly at 4:30 p.m. inspected and locked. This regularity is essential to the control of job and materials. The workmen supplied their own tools. But in the future, it would be ideal if a garage could be rented for general storage of materials.

The jobs done by specialized trades were as follows:

- pouring of new basement
- pouring of front and rear concrete steps
- stucco work outside and patching of plaster inside.
- paving of parking lot.
- repairing of existing windows and installation of new aluminum storm/screen units and new thermopane units.
- plumbing and heating work.
- electrical work
- dry wall taping. (installation of dry wall by carpenters often leads to higher taping costs because of roughness of work and greater number of joints.)
- laying of floor tile and installation of ceramic tile.

in bathrooms. (we purchased floor tile)

-fabrication of kitchen cupboards and counters.

-sanding and re-finishing of wood floors upstairs.

Thus, the work load of the job was divided between general work done by carpenters and specialized work done by sub-trades.

Regarding the appliances, new refrigerators were required for the four existing suites as the previous refrigerators were hooked up to a central freon, re-circulating pump. To re-hook this system would be far too costly, so they were replaced with electric refrigerators. New appliances were also purchased for the basement suites. A contract was signed between a coin washer/dryer company to install a washer and dryer in the laundry room at no cost.

The work on 610 Ross began about Oct. 1/70 and was completed by Jan. 1/71 taking a total of three months to complete. This work of course doesn't include the moving of the building nor the pouring of the new basement. The whole job, from the acquisition of the building to occupancy took about eight months to complete.

History: Part E

RENTING AND RUNNING THE BLOCK / Winter 1971

From the brief on management it is clear that the Committee wanted as much control over the building as it was able to get from the government "eventual ownership" was the phrase used. A week after the news about the building's move being approved, a member of the Committee started the discussion of management and rental at a People's Committee meeting. He made suggestions as of type of accommodations, rules and regulations, and criteria for selection of tenants. The discussion was continued at later People's Committee meetings. On August 4th the Committee decided that "emergency housing [the phrase used in briefs] means there are different kinds of emergencies, some requiring permanent housing and some requiring temporary residences", which allowed the Committee to be quite flexible in its rental arrangements.

The Committee had asked for some decisions as to ownership but the provincial government was in the midst of the debate on auto-insurance and the Minister asked the Committee to wait until after the session. By the time final arrangements were made to meet with the Minister, it was mid-December.

Meanwhile the newly-elected Board of Directors was put in charge of selection of tenants and of management of the building. As to the latter it was decided on November 3 that "the management of the apartment building will be discussed with

the selected tenants, a lawyer and the Board of Directors at a meeting... and at least one member of the Sub-Committee on Management." Application forms were developed through looking at the MHRC's forms and changing a number of categories. It took some <sup>time</sup> / to print the forms, and they were finally available around the beginning of December. The Board decided to choose the tenants after they had an indication of the types of applications received.

In retrospect the application forms could have been much shorter and more direct. Fewer people than expected filled them out.

Over the Christmas holidays and half of January I.U.S. staff members and the Board discussed mortgage arrangements and tenant selection. As to the first, various alternatives were discussed, ranging from co-operative housing to subsidized housing to outright ownership, and possible rents based on projected costs were discussed in detail. Various meetings with mortgage consultants were held until the final arrangements were agreed upon much later in the year. The delays were caused in part by the mid-December meeting with the Minister and his assistants, at which no reply was given to the Committee's brief on management, and the further promise to look into the matter of ownership was given.

As to the second, tenant selection, the matter was handled by a lawyer who was the only person to see the actual application forms people filled out. He interviewed each applicant and reported,

without using names, to the Board. The criteria the Board developed for selection were:

1. The need--the condition the present housing is in, any special conditions.
2. the attitude--are the people capable of being responsible for the upkeep of the building.
3. any special situations--health, etc.

Three tenants were chosen in January, and three more to fill the block in February. Tenants were allowed to move in immediately and to start paying as soon as their obligation to the previous landlord was up.

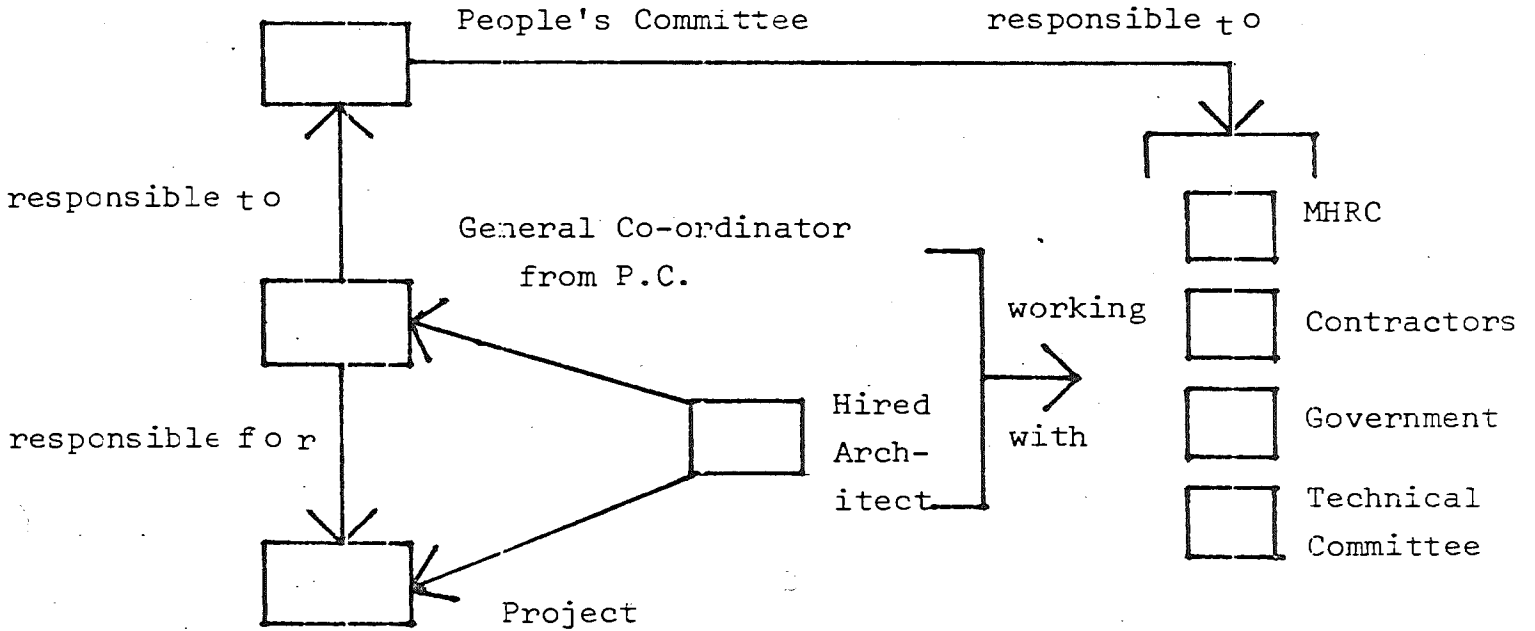
The Board of Directors, the lawyer, and a member of the sub-committee on management met with the first three on January 19, and with the rest of the tenants on February 15. All aspects of management were discussed, from discussion of responsibility to garbage disposal. The tenants were made aware to be clarified of the conditions of the mortgage arrangements, and they elected one man as caretaker and liason with the Board. All parties present at those meetings signed agreements to the record of discussion.

In retrospect, an adequate method of tenant selection was not developed and various Board members expressed the desire for another format.

(2) Assessment

Part A: Organizational

The organizational framework that co-ordinated the 610 Ross project could best be explained by a diagram:



In explaining the above diagram, it is important to understand what leads up to its formation. Most of the original work was done initially by technical resource staff from the Institute with advice from members of the P.C. and the technical committee. The technical committee was a group of professionals from various disciplines organized months before to assist the P.C. free of charge. A critical point arrived when it was evident the job wasn't being done. The resource person responsible had to leave and an architect was hired to co-ordinate the job. At the same

time during this crisis period, the member of the P.C. responsible for the block was leaving on vacation and gave responsibility for the block to another member of the P.C. This discrepancy in so far as the responsibility was concerned between the architect and member of the P.C. was not clear. Both began to work on the project unaware of each other's understanding. Problems between the two soon developed and it was decided by the P.C. to put the member of the P.C. in charge of the job with the architect assisting. This duality was the first problem as one person should have been able to do the job effectively and the two parties were never able to rigidly define their roles between them. They would both end up doing the same job and get in each others way. The general contractor, wanted complete control of the job and at times used the architect as a secretary. When the contractor was given full responsibility, this situation was aggravated. The contractor began to take off on "power " trip and adopted a "I'll show them I can still do it" attitude. In this particular instance, the general contractor couldn't really handle the figures and paperwork so the architect's or someone's presence was necessary. The conflict between the general contractor and architect the general contractor's attitude and confusion of roles contributed to the separation of this co-ordinating duo from the P.C. and from the community.

Some of these problems could have been avoided had there

been a clear understanding of roles before the job started and more "group" involvement and control by members of the P.C. If any problems arose, the P.C. really was not aware of what was going on, and couldn't make a decision without taking one person's word over another. The P.C. also didn't have a double check on what was going in order to evaluate and suggest alternatives. The general contractor contributed to this situation by making it quite clear he didn't want any interference.

Because of the establishing of this separate project group, they were the only ones to have contact with the government, technical committee, and contractors even though the P.C. was responsible to these groups as a corporation. The assistance given by members of the technical committee was valuable in the financial, legal and architectural fields in terms of establishing operating guidelines and giving advice. The problem one always faces when you are not paying for this work is that one can't ask for immediate action if it is required. As far as the MHRC is concerned, any dealings were limited to withdrawing funds to the P.C. bank account for use on 610 Ross. There were no problems in this regard as they would draw lump sums of \$10,000.00 to avoid continually asking for money. The MHRC also took care not to send a number of inspectors to the job which was done at our request.

Was an architect necessary for this job? I would say no in the sense that he is not the best man for the job and he could be used more



valuably elsewhere. The type of person required for this job was a man experienced in construction and capable of keeping a financial record of the job. This applies particularly to renovation work which is much more complex and demanding of experience than is new construction. An architect is really only skilled in designing a structure, doing working drawings of this structure and supervising a job in the general sense. In that this particular job didn't involve a great deal of renovation, an architect could have adequately handled the job. In this particular instance, the general contractor's experience in some of the phases of construction and in dealing with contractors was really quite valuable. For an architect from an institute of urban studies to be involved in a job of this sort was a valuable experience as he is better able to supervise future jobs and understand some of the problems of renovation. Our supervision time of the job was far too high. This was the result of:

- general contractor's desire to have complete control of the job.

- general contractor's mistrust of his top carpenter who could have been foreman.

- we bought most of the materials for the job so we had to constantly check on the material that was there and see if more was needed.

- architects desire to watch job in all phases to gain experience.

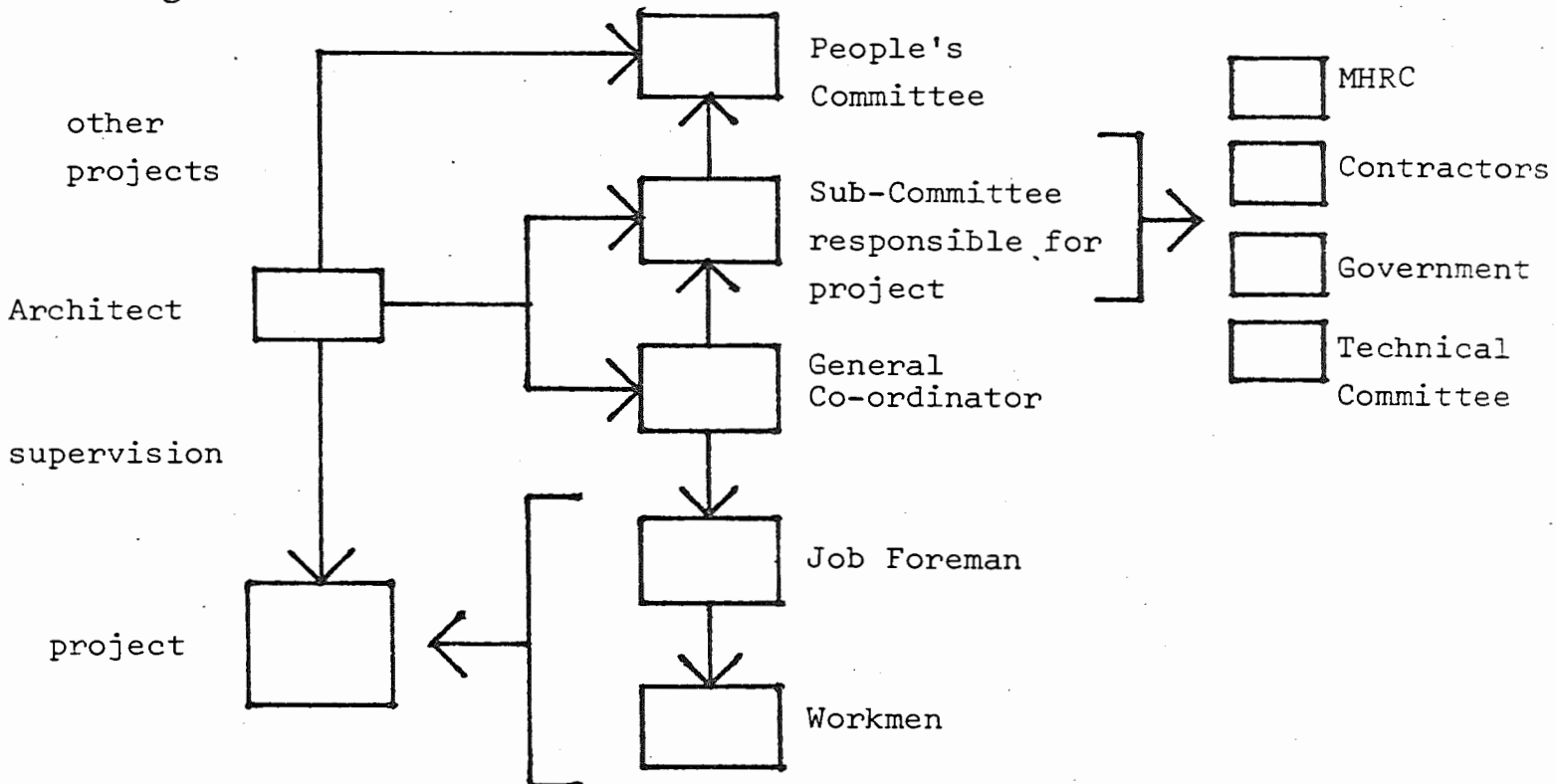
- we had to co-ordinate sub-trades.

not

Our supervision was confused to the tradesmen as they were/sure

who they should listen to although we made it clear that the general contractor was the boss. If a tradesman didn't get along with the general contractor, which happened, he would only talk to the other person, the architect.

A better organizational framework might be explained by the following diagram:



A sub-committee of the P.C. would be established to undertake weekly meetings and inspection with the general contractor. A member or members of this sub-committee would handle other jobs such as controlling the books, money, and letters to outside people. In this way the P.C. would be better able to assess the situation and act as a double check on what was going on. The sub-committee would make written reports to the P.C. at every meeting but the general meeting of the P.C. wouldn't have to waste time on it. The general

contractor would divide his duties between the office and job site hiring a carpenter/foreman to look after the daily running of the job and requests for more material. The general contractor might drop in once a day and the architect once a week. If the job were larger, the general contractor would have to have his office at the job site.

Part B: Feasability of Project

1. Audit of cost, financing, "sweat" equity
2. Value of building
3. Cost breakdown and analysis
4. Study of feasibility of project in terms of:
  - providing living space
  - time
  - effect of project on P.C. and community

1. Audit (see Appendix)

The final audit and financial statements attached were drawn up by Mr. V. Krepart working on information provided him by the architect. During the job, the architect kept the financial statements and was responsible for the books. Mr. Krepart is a mortgage consultant and a member of technical committee who gave many of his valuable hours to this project.

2. Value of the Building on the Open Market

The value of the building very simply is what it will potentially return to an investor once he has purchased. In other words, it is what the investor can afford to pay for the building to realize the desired return on his money. The value of the building can be established in the following way.

Step 1. Determine the maximum potential revenue the building will return in the area.

5-2 Bedroom suites @ \$110.00/suite = \$550.00

1-1 Bedroom suite @ \$90.00/suite = \$90.00

Total Monthly Revenue = \$640.00

Total Yearly Revenue = 640 x 12 =

\$7680.00

\$7680.00

Step 2. Determine Yearly operation cost of structure.

\$3000.00

Step 3. Assume 3% cost of vacancy allowance per year.

3% of 7680.00 = \$230.00.

Step 4. Subtract the operation cost and vacancy allowance from the total revenue to give you available remaining cash.

\$7680.00

- 230.00

\$4450.00

\$4450.00

Step 5. On the advice of the mortgage consultant, assume a 9 3/4% mortgage over 30 years as the mortgage a private investor could arrange. We must assume an investor would want a 14% return on his cash investment on the block.

A) Assume selling price of \$42,600.00 and a mortgage of \$34,000.00

Cash invested by investor = \$8,000.00.

Return Required = 14% of 8,000.00 = \$1120.00.

Yearly cost of \$34,000 mortgage = \$3450.00.

Remaining cash left of \$4450.00 = \$998.00.

This doesn't work as the remaining cash is below the required return.

B) Assume selling price of \$41,000 and mortgage of \$34,000.00.

Cash invested by investor = \$7,000.00.

Return Required = 14% of \$7000.00 = \$980.00.

Yearly cost of \$34,000 mortgage = \$3450.00

Remaining cash left of \$4450.00 = \$998.00.

We see that we have more money left than is required but perhaps he can realize more cash.

C) Assume selling price of \$41,000.00 and a mortgage of \$33,000.00.

Cash invested by investor = \$8,000.00.

Return Required = 14% of 3,000.00 = \$1120.00

Yearly cost of \$33,000.00 mortgage = \$3350.00.

Remaining cash of \$4450.00 = \$1100.00.

We see that we are a little below the required cash but very close. It is now up to the investor as to whether he wants to risk more capital and realize a little more cash, or if he wants to risk less and realize less.

But we see that the value of the building is \$41,000.00 at a mortgage of \$33,000 or \$34,000 at 9 3/4 % over 30 years. This is what the investor can afford to pay to realize his investment.

### 3. Cost Breakdown and Analysis

following

The / is a cost breakdown of actual expenditure on the moving and renovation of 610 Ross Avenue. Any money not actually spent but pending will be marked with an asterisk \*. The intent of this breakdown is to look closely at the job itself and see where money was spent.

#### A) Land

-cost	\$11,564.46
-surveys	\$ 75.00
	<hr/>
	\$11,639.46

#### B) Permits

-moving building and occupancy	\$ 64.50
	<hr/>
	\$ 64.50

C) Moving

-cost of moving	\$5,000.00
-services	\$1120.74
	<hr/>
	\$6120.74.

D) Old Site Restoration

- breaking up and filling of old basement	\$700.00
-blocking old sewer	\$ 95.00
	<hr/>
	\$795.00

E) Foundation Work

- excavation and backfill
- footing, wall, reinforcing, draintile
- rough bucks, waterproofing
- moving pockets
- gravel, floor slab, reinforcing
- telepost pads and posts
- front and rear concrete steps  
bracket for chimney
- preparing old building for setting on  
foundation.
- insulate between building and foundation
- adjust teleposts to carry building.

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\$5096.75



F) Plumbing and Heating

- sewer and water hook-up
- gas hook-up
- new furnace and hot water heater.
- hook-up existing system.
- repair and sleeve chimney.
- replace lost fixtures upstairs.

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\$5032.00

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- less sale of old bailer @  
\$150.00

Net 

---

\$4882.00

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G) Electrical

- hydro hook-up
- temporary power
- hook up existing and new basement
- washer/dryer, car-plugs

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\$2254.00

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H) Exterior Work

- site grading and soil removal \$533.25
- patio blocks for sidewalk \$ 39.90
- parking lot and fence \$644.86
- patch exterior stucco and  
parge basement wall \$855.00
- paint exterior trim \$ 94.31

-garbage cans	\$ 44.10
-front and rear step railing	\$375.00
* -sidewalks	\$400.00
* -landscaping	\$275.00
* -contingency sum	\$500.00
	<hr/>
	\$3791.42
	<hr/>

I) Windows

-repair existing, install new aluminum storm and screens and thermopane units	\$1107.64
-new basement windows, aluminum sliders.	\$ 482.49
	<hr/>
	\$1590.13
	<hr/>

J) Renovations

Part 1: Existing

-patch plaster	\$360.00
-painting and varnishing	\$331.15
-floor refinishing	\$160.00
-new basement stairs and platforms in foyer	\$101.98
-mail boxes and 2 medicine cabinets	\$ 70.82
-new locksets	\$ 48.49

-weatherstripping and oak sill for front and rear doors		\$ 13.34
-cleaning		\$ 20.34
-Labor:		
R.B. Russell help	\$60.00	
Carpenters	\$257.00	\$317.00
-ceramic tile in bathrooms		\$ 20.00
-miscellaneous		\$ 35.84
		<hr/>
		\$1479.46
		<hr/>

Part 2: New Basement

-dry wall		\$844.28
-lumber for sub-floor partitions ceiling baseboard and trim door frames		\$986.18
-insulation and vapor barrier		\$106.93
-wood doors		\$147.43
-kitchen cupboards and counter		\$410.00
-new medicine cabinets		\$ 22.00
- firedoors and frames		\$995.01
-floor tile and ceramic tile in bathrooms		\$419.88
-door hardware		\$266.61

-plastering furnace and laundry room	\$130.00	
-painting and varnishing		\$119.83
-labor		
R.B. Russell	\$508.25	
Carpenters	\$1271.00	\$1779.25
-miscellaneous		\$ 218.73
		<hr/>
		\$6521.13
		<hr/>

K) Appliances

-6 refrigerators and 2 stoves		\$1231.70
		<hr/>
		\$1231.70
		<hr/>

L) Power During Construction

-Winnipeg Gas Company		\$182.90
-Winnipeg Hydro		\$ 50.38
		<hr/>
		\$233.28
		<hr/>

M) Additional Expenses

* -W. J. Bain, general co-ordinator expenses.		\$1200.00
* -Seine Constructions claim for money not paid		\$ 300.00
* -contingency sum		\$ 250.00
		<hr/>
		\$1750.00

Total Cost = \$47,499.51

\* Accrued Interest cost on monies borrowed  
from MHRC = \$2,000.00

Gross Total Cost = \$49,499.51

Summary:

A) Land	\$11,639.46
B) Permits	\$ 64.50
C) Moving	\$ 6,120.74
D) Old Site Restoration	\$ 795.00
E) New Foundation	\$ 5,096.75
F) Plumbing and Heating	\$ 4,882.00
G) Electrical	\$ 2,254.00
H) Exterior Work	\$ 3,791.42
I) Windows	\$ 1,590.13
J) Renovation (Existing)	\$ 1,479.46
Renovation (new Basement)	\$ 6,521.13
K) Appliances	\$ 1,231.70
L) Power During Construction	\$ 233.28
* M) Miscellaneous	\$ 1,750.00
* N) Interest	\$ 2,000.00
Total	<u>\$49,499.51</u>

Labour Cost = \$2,096.25

4.

#### EFFECT OF BLOCK ON PEOPLE'S COMMITTEE AND THE COMMITTEE

As far as the outside community was concerned, the appearance of the building on 610 Ross was a stimulating experience that offered some hope that the citizens of that area could deal with governments and come ahead. Almost everyone in the area knows about the block, and very few have had anything negative to say. Those that did were local landlords whose rents the committee were undercutting. The block was used by community organizers from various agencies to indicate to the groups they work with that somethings could happen in the community, which has been promised things and received nothing for many years.

Within the People's Committee, the effect was various. On the positive side, the fact of having a long-term committment to keep the group together, the enormous effort--all these served to help the Committee grow in its sense of what could be done in the area. In addition, the many financial, legal, strategy meetings that members attended were of tremendous learning value. On the negative side, the delays during the summer hindered the Committee from undertaking other projects because there always was the burden of the building's not being moved; in the end, this feeling of "burden" was probably manifested in less community involvement than could have been expected in, say, July/70. On the one hand then, there was tremendous gain in spirit, learning, and committment; on the other, the many details and hard effort needed taxed

many members of the group. Many of these less fortunate aspects of the block, however, cannot be looked at outside of the total context of what was going on in Urban Renewal Area #2 and the People's Committee--conflicts within the community as to representation of groups that created much suspicion in most of the citizen groups in the area and within the People's Committee.

In retrospect, one aspect that could have been dealt with on a much larger scale by I.U.S. staff was the tremendous potential of the apartment building itself as symbolizing most of the major issues within the area--resident control, meeting immediate needs, flexible use of resources, and community involvement. Because of many factors, including lack of manpower, the potential was not capitalized upon.

3) APPENDICES

A. Briefs submitted by the P. C. to government-moving homes, management, and on the steps of the legislature.

B. Record of meetings between the P. C. and the tenants.

C. Summary of options on mortgages given to Board of Directors.

D. Final Audit



A PROPOSAL TO ESTABLISH EMERGENCY HOUSING  
IN HOMES SCHEDULED FOR DEMOLITION

THE PEOPLE'S COMMITTEE  
EMERGENCY HOUSING SUB-COMMITTEE  
Mrs. G. B. Noble  
Mr. G. Meyers  
Mr. T. Mulder  
Mr. M. Martin

May 12, 1970

A PROPOSAL TO ESTABLISH EMERGENCY HOUSING  
IN HOMES SCHEDULED FOR DEMOLITION

The following brief represents a proposal by the People's Committee to save from demolition living accommodations suitable for use as emergency housing.

In early March 1970 the residents of a small part of Winnipeg's Urban Renewal Area Number Two (1200 households in the area bounded by Sherbrook on the West; William on the South; Princess to Ross, Ellen to Pacific and Isabel to Logan on the East and Logan on the North.) received invitations to a meeting which was to take place on March 6, 1970 at Hugh John MacDonald School. The invitations were sent by the University of Winnipeg's Institute of Urban Studies. Students of the University of Winnipeg and the School of Architecture of the University of Manitoba had carried out a survey of the area during the winter months. Between 200 and 250 residents attended the meeting to discuss the future of their area. The technical resources of the Institute of Urban Studies were placed at the disposal of the Community. At this meeting certain individuals volunteered to become members of a smaller "Steering Committee". This Committee was to investigate the needs of the larger community and to act on its behalf. Its name was later changed to the People's Committee.

The People's Committee has met once a week since March 6, 1970 to discuss the problems of the area - for example - expropriation, the moving of the Main Library, the lack of low-cost housing, etc. Two newsletters have been published which were distributed throughout the area to keep everyone informed of the activities of the Committee. Many new members have been added. To date the Committee has been open to all people interested in the area. Almost all the members reside in the area. All are deeply concerned with its future. Everyone in the Committee has an equal status. The need for an executive has not yet arisen - landlord, tenant, businessman all are working together as partners in the interest of making our community a better place to live. Presently meetings take place in the field office of the Institute of Urban Studies. The Institute employs two full-time workers who have been at the Committee's disposal.

The proposal herewith arose out of a need expressed by a number of families within Urban Renewal Area Number Two for emergency accommodation. The pressure of housing shortages was brought to our attention by several families who had been forced to leave their rented quarters due to the sale of the homes they occupied and who were unable to find immediately other housing suitable for their needs.

The People's Committee, which seeks to serve those with whom it comes in contact, managed by a concerted effort on the part of its members to find temporary housing, for one particular family who has three days left to move.

The husband, a working man, had at that time lost ten days of work in order to seek accommodation for his family of six children, all to no avail.

In other cases, where the People's Committee has discovered, or been approached by, families in an acute housing situation, we have not been able to find suitable housing, despite our efforts. One family in particular, with 12 children, have been unable to find any accommodation. At once now are required to move due to sale of the property in which they presently reside.

The planned demolition of homes in the Cumberland extension were noted by the Committee in a tender proposal in the local newspapers (Appendix 1) and a study of the homes was immediately embarked upon. With the assistance of a house mover the feasibility of moving the various units was appraised (Appendix 2). A sub-committee was then formed by the People's Committee to approach the various levels of government to propose that several of the dwellings scheduled for demolition in the Cumberland extension be placed on vacant land within the area in which the People's Committee works.

The urgency of this matter rests upon present conditions within the community in which the People's Committee works. Rented homes are being put up for sale and since the people who reside in them cannot afford to purchase them, they are forced to seek other accommodation. This problem is aggravated at present by the fact that many tenants do not have leases and thus the insecurity of tenure is greatly heightened and most families are given only a month to find other suitable accommodations.

The acquisition of suitable living accommodation is especially difficult for those with large families. We have repeatedly been confronted by people who have been unable to find suitable accommodation at rates their salaries will permit. One family of eight was offered a home in a state of disrepair for \$150.00 per month, not including electricity, heating, etc. The owner expected the tenant to make repairs without compensation. There was to be no lease.

There is thus a need for interim housing which will give people time to seek suitable accommodations. This, we feel, in part justifies the pilot project which we are proposing.

The need to save suitable living space when housing is in short supply is self-evident and we feel that the present system of demolition of such living accommodations in order to make way for large buildings and retail shops on lots of land is not justified when the need is so acute.

It is noted in Appendix 2 that there are 21, 12-room cottages that could be

3

salvaged as living quarters. We ask for a chance to establish this pilot project in emergency housing with the three larger dwellings (listed in Appendix 2 - 1,2, and 3). This experimental project will provide the experience necessary in establishing future projects of this sort. Houses such as those which will undoubtedly be expropriated for the Sherbrook-McGregor Bridge can and must be saved. The People's Committee thus proposes to establish a pilot project by operating a small number of emergency housing units on a non-profit basis.

It should be noted that at present the People's Committee is not incorporated. We are willing, however, to incorporate as a non-profit organization and to take the responsibility for providing this invaluable community service.

We have available to us various professional people who can and will provide us with the technical help necessary for the implementation and management of our program. Full-time staff of the Institute of Urban Studies is also at our disposal.

The exact cost of the project is impossible to assess at this time. We have received estimates on moving costs (See Appendix 2). The two large houses and the apartment building in question can be moved for a total of \$16,000. The cost of site preparation and renovation of the buildings cannot be estimated until the sites are chosen and plans for remodelling and rehabilitating the buildings are drawn up.

As citizens of the area above-mentioned, we see a need -

- 1) for temporary accommodation for families in urgent need of a place to stay while seeking permanent accommodation - for example, victims of fires and tenants evicted as a result of the sale of the houses in which they reside and

- 2) for permanent housing for families considered undesirable by landlords for example, those with many children.

We see much vacant land and the Midland Railway which is to become available over the next two or three years. We see houses, many in excellent condition, expropriated and to be expropriated which in the normal course of events would be demolished and sold for salvage.

We propose (1) that the Province of Manitoba provide us with the funds to have 3 buildings (Appendix 2 - 1,2 and 3) moved and set on foundations or that the Central Mortgage and Housing Corporation arrange for us to receive funds directly from federal money set aside for experimental projects, or that the funds be provided under some joint arrangement between the Province and Central Mortgage and Housing Corporation. In the latter case the Province of Manitoba could guarantee any part of the money which would be a loan.

(2) that the Metropolitan Corporation of Greater Winnipeg grant us the three buildings mentioned above together with an allowance equal to the sum they would have been required to spend to have the houses demolished. This allowance would be put toward moving costs. This would require that the three buildings be removed from the tender. (3) that the City of Winnipeg provide land which it owns in our area for the three buildings at nominal or no cost.

On April 29, 1970 a member of the emergency housing sub-committee of the People's Committee and a staff member of the Institute of Urban Studies approached Mr. W.H. Finnbogason, Deputy Director of Streets and Traffic for the Metropolitan Corporation of Greater Winnipeg with a view to getting a delay on the awarding of a contract for demolition of the buildings in question. (Appendix 3). As a result of this meeting, the deadline for presenting tenders was extended to May 21, 1970. On May 11, 1970 the sub-committee met with Mr. Howard Pawley, Minister of Municipal Affairs, Mr. Neil Osler, Chairman and Manager, Manitoba Housing and Renewal Corporation, and Mr. J. Houston, Regional Director, Central Mortgage and Housing Corp. The purpose of these meetings was to investigate the possibilities of loans or grants to cover costs of moving the 3 buildings in question and setting them up on vacant land and undertaking required renovation.

In the past governments have too often given in to the temptation to rip down and start afresh. Today they are learning that to make the best possible use of resources we must preserve what is still good and improve it. We go along with this trend. We hope that we no longer have to fear bulldozers coming in and razing our neighbourhood to the ground. Governments are now asking citizens to help them plan for the rehabilitation of areas which are in need of renewal. The People's Committee firmly believes that the time has come for citizens to initiate actions and carry them out themselves. In so doing we may not only renew our area physically, but renew our spirits. People who have been depressed and discouraged for years may gain new hope and inspiration when they see that people's efforts sometimes are rewarded. We count on concrete results encouraging more and more people to participate in our organization. Perhaps in a few years our neighbourhood will be full of active and aware citizens, not just because the problems have been pushed into another area as has tended to happen in urban renewal schemes in the past, but because of a genuine physical and social rehabilitation.

**THE METROPOLITAN CORPORATION  
OF GREATER WINNIPEG**

Buildings and Dwellings Section

**INVITATION FOR TENDERS  
DEMOLITION AND REMOVAL OF  
BUILDINGS AND DWELLINGS**

Sealed tenders for the Demolition and Removal of Buildings and Dwellings in the City of Winnipeg, Manitoba, will be received by the undersigned at the Main Floor, Transit Building, up to 12:00 NOON, P.D.T., Thursday April 30, 1970, fifteen (15) minutes after which time the tenders received will be opened in the presence of interested parties in the Council Chambers of the Metropolitan Corporation of Greater Winnipeg, 100 Main Street South, Winnipeg 1, Manitoba.

Twenty (20) building and dwelling units are involved in the work of this contract located on Spence St., Young St., Langside St., Furby St., Sherbrook St., Maryland St. and Notre Dame Ave.

Instructions to bidders, specifications and forms of tender may be viewed at the office of the undersigned and copies thereof may be obtained from the Purchasing Department on and after 10:00 A.M., Monday, April 20, 1970, on deposit of 25.00 (Cash or Certified Cheque). This deposit is refundable only as specified therein. Tenders must be accompanied by a certified cheque or bid bond which must be signed and sealed by Principal and Surety.

The lowest or any tender not necessarily accepted.

W. E. STANILAND,  
Manager of Purchasing,  
Main Floor, Transit Bldg.,  
10 Fort Street,  
Winnipeg 1, Manitoba.

Telephone: WX 2-0711.

STRUCTURES SLATED FOR DEMOLITION OR REMOVAL

(Comments by Champagne on movability and price of moving)

## ASKED FOR BY PEOPLE'S COMMITTEE:

1. 638-40 Young. 2½ storeys. (Very good. \$4,000.00)
2. 642-44 Young. 2½ storeys. (Very good. \$4,000.00)
3. 728 Sherbrook. 5½ suite apartment. (Very good. \$8,000.00)

## MOVABLE:

4. 626 Young. 2½ storeys. (Good. \$2,000.00)
5. 627 Young. 2 storeys. (Good. \$2,000.00)
6. 636 Young. 2½ storeys. (Good. \$2,000.00)
7. 622 Spence. 1 storey. (Good. \$2,000.00)
8. 626 Spence. 2½ storeys. (Good. \$2,000.00)
9. 691 Langside. 2½ storeys. (Fair. \$2,000.00)
10. 716 Furby. 2 storeys. (Good. \$2,000.00)
11. 707 Sherbrook. 2 storeys. (Fair. \$2,000.00)
12. 711 Sherbrook. 2½ storeys. (Fair. \$2,000.00)
13. 720 Sherbrook. 2 storeys. (Fair. \$2,000.00)

## NOT MOVABLE.

14. 630 Young.
15. 704 Furby.
16. 712 Furby.
17. 732-36 Sherbrook.
18. 701 Sherbrook

THE PEOPLE'S COMMITTEE  
149 Isabel  
Winnipeg, Manitoba

Mr. A.E. Staniland  
Manager of Purchasing  
Main Floor, Transit Bldg.  
10 Port Street  
Winnipeg 1

Dear Sir:

Concerning your "Invitation to Tender Demolition  
and Removal of Buildings and Dwellings", April 8

---

Some of the houses slated for demolition might possibly be moved and placed on vacant lots within Urban Renewal Area #2, which urgently requires housing. Such houses could be an inexpensive source of housing, and such a move might be a worthwhile experiment with little financial risk.

We wish to study the possibility of moving some of the homes, either as part of an agreement with Metro, or with a private wrecking firm; but we require more time to study the matter.

We request, therefore, that you extend the deadline date by three weeks, which will allow us as a group of residents to consider the matter carefully.

Yours truly,

THE PEOPLE'S COMMITTEE

Empowered representatives:

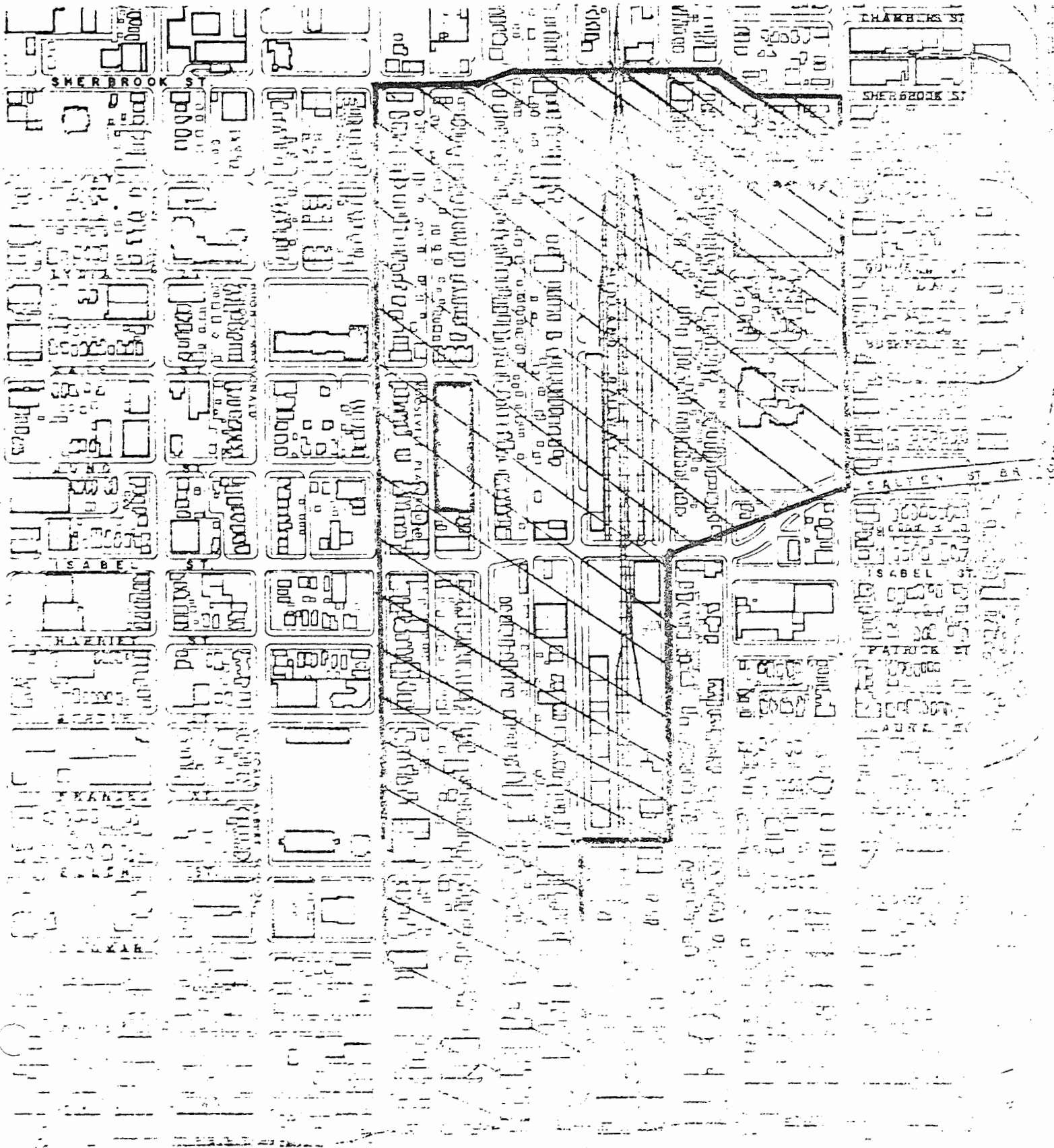
*Mike Martin*  
Mickey Martin

*Laurie Cherniack*  
Laurie Cherniack

cc: to: No. 10 Chairman  
Councillor for our area



WORKING AREA OF THE PEOPLE'S COMMITTEE



PEOPLE'S COMMITTEE

MANAGEMENT OF EMERGENCY HOUSING

Further to our brief of 12 May, 1970 (Appendix) we understand that action is being taken in so far as acquisition of emergency housing units at the behest of the People's Committee is concerned.

We believe that negotiations re: management of these units should now take place. We would like to clarify that our conception of management is more than just the "running" of established emergency housing units.

In order to provide emergency housing for our area and to maintain a community interest in these units as a citizen's project there are certain matters that must be dealt with, which we feel to be of great importance.

First, the size and location of the lots available must be made known to the People's Committee as part of our concept of the establishment of emergency housing includes the consultation with, and informing of, the residents immediately surrounding this project of our purposes and intentions.

Second, our committee has definite ideas as to the placement of these units including the location of the foundations, scale of rehabilitations, landscaping and the granting of tenders associated with these actions.

Tenders should be awarded with our concept of a citizens project kept upper-most in mind. Tenders should therefore be locally awarded where and whenever possible in all stages of the development of the People's Committee's emergency housing units.

The People's Committee desires control over all phases of the rehabilitation of these units as we have access to technical people competent in these areas. It is definitely advisable that the relocation and rehabilitation of these units be executed completely from basements to roof top according to the concept we have developed.

Finally, we would like to clarify the terms of management of the completed units. It is necessary that the People's Committee have jurisdiction over the occupants and the terms of their occupancy. Within our concept of this experimental project we require eventual ownership by the People's Committee.

Mrs. G. Noble  
Mr. B. Beattie  
Mr. G. Lampert  
Mr. T. Mulder

## ON THE STEPS OF THE LEGISLATURE

### The People's Committee in Urban Renewal Area #2

held its first meeting on March 16. It was composed of citizens within the Roosevelt Park area interested in working with a group of technical consultants and the Institute of Urban Studies to involve the residents in planning for their neighbourhood's future. The People's Committee has met every week at 155 Isabel and has been actively engaged from the beginning in the problems facing the area.

On April 24, after noting that buildings slated for the Cumberland Street extension were to be torn down, and realizing how important emergency housing is in this area, the People's Committee decided to investigate moving some of the buildings.

The pressure of housing shortages was brought to our attention by several families who had been forced to leave their rented quarters due to the sale of the homes they had rented and who were unable to find immediately other housing suitable for their needs. The People's Committee managed by a concerted effort on the part of its members to find temporary housing for one particular family which has since found a house. At that time the husband, a working man, had lost ten days of work in order to seek accommodation for his family of six children.

The Committee immediately contacted a mover, Metro, Central Mortgage and Housing, and the Provincial Government to investigate the movability of the buildings and to delay awarding of tenders until decisions could be made. The Committee worked with its own consultants, met with the previous owners, wrote a brief on the problems in the area.

By May 14, Metro Council took out of its tender two 2½ storey houses on Young Street and one 5-suite apartment building on 728 Sherbrook Street. CMHC cooperated closely. It was decided at a meeting with four levels of government that the Provincial Government would investigate the matter.

On May 26, Cabinet Management approved the move "if costs were not excessive". Mr. Osler of the Manitoba Housing and Renewal Corporation, the People's Committee was told, would handle all the details, including finding the land.

Meanwhile the People's Committee continued to elaborate on its idea of resident involvement. It wanted local skills and local management and local ownership so that the community could be involved in making decisions about its area. We worked closely with our technical consultants about financing and rehabilitation. We conceived this as a pilot project in anticipation of the expropriation of 75 homes for the Sherbrook-MacGregor Bridge.

We met with Mr. Osler June 5 to present our ideas. We were very disappointed with the meeting. He said the preliminary estimates indicated that the apartment building wouldn't pay for itself at low rents. He promised a complete report in 4 or 5 days.

On June 22, when we had an appointment with Mr. Pawley, we finally received his report. We had no time to look at it before or during the meeting. We were also told there were two weeks to make a decision or to contest the estimates.

We have learned from Metro today that the decision must be made by Friday or else the buildings will be torn down, because the wrecker has finished taking down all the other buildings. Because of the delays, we found, the houses on Young Street have been vandalized and gutted and are probably not movable.

We have read Mr. Osler's report on this issue with great care.

First, we question his "Schedule B" (attached) on whether the apartment building is economically feasible. See Appendix. Our analysis within this short time indicates that at the very least the province's figures are misleading.

The money aspect, however, is not the important point, as the following quotation from Mr. Osler's report indicates:

The Corporation (Manitoba Housing and Renewal Corporation) appreciates the concern of the People's Committee and is anxious to undertake relocation and rehabilitation measures on certain buildings that could be used for public housing purposes. The Corporation is also fully aware that in the very near future there may be up to 75 housing units which will be considered for relocation and rehabilitation. This matter is being explored, and if this type of programme is to be implemented there will be a need for the Corporation to acquire and assemble sufficient lands to accommodate the buildings which may be affected.

It is the opinion of the Corporation that it would not be prudent to undertake the relocation and rehabilitation of the three buildings under the circumstances, and especially more so when the rents required to recover the capital costs and operating costs are in excess of what the low-income tenants may be able to afford.

The Corporation expresses its concern for the number of organizations and committees that have developed, which professed to represent the people of this area of the City. At present the Corporation is aware of the People's Committee, the Housing Committee of Neighbourhood Services and the Citizen's Steering Committee for Urban Renewal Area No. 2

The City of Winnipeg is an active participant within the Citizen's Steering Committee and is providing technical and social assistance to it. This is also the Committee through which the People's Opportunity Services of the Province of Manitoba is working.

We said to the province "Can you help us?" We asked them to investigate. We deliberately sought no publicity because there's a history in our area of dashing people's expectations.

From the above quotation, however, we must ask: Why get two committees working on moving homes? Why does the Province want to deal

with the city when there are different organizations in the area? Are we supposed to be in competition with other committees?

As an experiment in community involvement, using skills from residents for the good of the community to fulfill great needs, the cost of the building is less important than the reward to a neighbourhood.

The People's Committee had the idea of moving buildings as a pilot project over two months ago. It has met technical consultants, contractors, movers, politicians, and civil servants. All the work has been done by the People's Committee in delaying the wrecking and in pursuing the province to get more information. Delays have made it necessary to pursue the matter on the steps of the legislature.

Because the evidence we have been able to accumulate in the very short time allowed us indicates strongly that the original figures were not accurate, the People's Committee, with the support of many of their technical advisors and of many groups and residents of the neighbourhood, therefore demand a decision from the government which would allow us to proceed.

June 24, 1970.

Mr. B. Beattie  
Mr. G. Meyers  
Mrs. W. Noble  
Mr. T. Mulder  
Mrs. D. Regan  
Mr. B. Bain  
Mrs. E. Lampert  
Mrs. M. Stegmaier  
Mrs. M. Moins  
Mr. D. Mogan  
Mr. R. Flammand  
Mr. C. Klassen

APPENDIX

We feel that the figures in Schedule B are misleading for the following reasons:

- 1) There is apparently an addition mistake of \$3000 in the totalling of the operating expenses and amortization.
- 2) Some of the estimates include not only costs but also contingency funds which should have been listed separately and which should possibly be covered by insurance. Both plumbing and carpentry figures include contingency estimates.
- 3) Certain estimated expenses are questionable:
  - a) Fencing - not necessary (saving of \$200)
  - b) Parking slab - gravelled parking space is sufficient (saving of \$179)
  - c) Stoves and refrigerators - some units are already outfitted and second hand fixtures can be used for a sizable reduction in cost (even if all fixtures had to be replaced -saving of \$1200)
  - d) Clearing and fill of existing site, sewer, electrical and moving estimates do not agree with the partial estimates we have been able to obtain in the short time given us (moving saving of \$3000 - sewer saving of approx. \$2000).
  - e) Certain items - carpentry, remodelling, landscaping, etc. do not allow for the possibility of community involvement or experimentation but are based solely on trade costs. The People's Committee already has the support of skilled craftsmen in the area and students from R.B. Russell Technical Vocational School.
- 4) After meeting with our Technical Consultant, Mike Nesbitt, a private mortgage consultant, we found that the apartment at 728 Sherbrooke is economically feasible even using the Manitoba Housing and Renewal Corporation's estimates.

Assume \$48,000 is the cost.

Assume 6 suites to be rented at an average of \$100 per month.

Annual revenue is, therefore,  $6 \times 100 \times 12 = \$7200$

Cost to operate \$3070 (MHRC) --- 1/3 of the gross revenue is the normal, say \$2400 is the expense figure.

Gross	\$7200	\$7200
Operating	<u>\$2400</u>	<u>\$3100</u>
Net Revenue	\$4800	\$4100

Appraisal approach

Indicated value if clear title

Based on a 10% return =  $10 \times 4800 = \$48,000$

Normal mortgage -  $90\% \times \$48,000 = \$43,200$

Annual principal and interest payments at  $8\frac{1}{2}\%$  over 40 years = approx. \$3800, which leaves \$1000 revenue.

If the assumed cost is lowered then the rents could be lowered in accordance. As stated above, the corporation's estimates are in question and in some instances definitely overstated.



723 Sherbrooke St. - 6 Suites

Initial Cost		
Land	\$ 11,500	
Surveying	150	\$ 11,650
Renovation & Moving		36,475
(3) Moving	8,000	
Foundation, etc.	2,700	
(3) Sewer	2,500	
Plumbing & Heating	7,500	(2)
(3) Electrical	2,250	
Painting	500	
(3) Carpentry	3,000	(2)
Sidewalks	200	
(3) Landscaping	400	
(3) Fencing	200	
Windows	500	
Flooring	300	
Basement Floor	600	
Weeping Tile & Waterproofing	300	
(3) Parking Slab	225	
(3) Clearing & fill existing site	500	
(3) Remodelling - basement suites, additional	5,000	
(3) Stoves & Refrigerators	1,800	
		<u>\$ 48,125</u>

Operating Expenses		
Taxes	\$ 1,200	
Heat	400	
Water, Light, Power	420	
Insurance	60	
(3) Caretaking	300	
(3) Repairs & Maintenance	150	
(3) Administration	240	
(3) Replacement Reserve	300	
		<u>\$ 3,070</u>

Amortization		
9% - 25 years	(\$48,125)	4,782

Revenue Required - 4 suites @ \$160 x 12	\$ 7,680	
2 suites @ 145 x 12	<u>3,480</u>	
	\$ 11,160	\$ 11,160

Vacancy allowance		308
		<u>\$ 10,852</u>

(1)

\$ 3,070

4,782

\$ 10,852

723 Sherbrook St. - 6 Suites

Initial Cost	-	-
Land	\$ 11,500	
Surveying	150	\$ 11,650
Renovation & Moving		36,475
(3) Moving	8,000	
Foundation, etc.	2,700	
(3) Sewer	2,500	
Plumbing & Heating	7,500	(2)
(3) Electrical	2,250	
Painting	500	
(3) Carpentry	3,000	(2)
Sidewalks	200	
(3) Landscaping	400	
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