

A NEW TODCO GROUP MISSION STATEMENT MATCHES THE CHALLENGES OF A NEW ERA

... PART 3

The first of this three-article series in our Fall 2001 TODCO Group Newsletter described the impact of 40 years of "redevelopment" and the last 5 years of rapid dot.com-live/work" gentrification" upon the South of Market's vulnerable communities – especially hotel tenants, Filipino-American immigrant families, and the homeless. Many have been displaced already, and those who remain must pay dramatically higher rents to still live here. The very futures of these communities in SOMA are in doubt.

The second article in our Spring 2002 TODCO Group Newsletter described how TODCO's "30 YEARS OF COMMUNITY ACCOMPLISHMENT AND NEIGHBORHOOD IMPACT" – more than three dozen TODCO community/housing development projects and programs – has sought to address our Neighborhood's changing realities, and secure our Mission Statement's goal of "A Just and Inclusive Neighborhood of Opportunity." It concluded:

This is why, in looking back over the past 30 years of TODCO's achievements, it is TODCO's Civic Advocacy – starting with TOOR's defiant declaration "We Won't Move!" – that stands out as having the greatest impact on our South of Market Neighborhood in realizing this bold Mission. Especially today.

Last year TODCO – acting as an essential "technical advisor" – teamed up with the residential hotel organizers/activists of the Mission Agenda to work with Sixth Street hotel tenants to develop a Hotel Tenants' Plan of Action for Their Own Community's Future. Completed as a Final Draft in August of 2002, the Plan's Introduction lays out the highly-charged political situation today:

During 2001 there was a concerted effort in much of the local media to blame the poor residents of Sixth Street for its blighted and dangerous conditions. But we all know in truth it is a number – not all – of callous property owners, greedy property managers, and irresponsible businesses that actually allow this situation to exist on Sixth Street, not the vast majority of their hotel tenants who in fact are often its primary victims. Owners do this because "milking" their residential hotels for maximum cash flow by minimizing expenditures on maintenance and security – while still setting exorbitant rents at "what the market will bear" – is in fact the most lucrative way of doing business.

This "blame the poor" campaign has furthered efforts by SOMA NIMBY's and real estate property speculators who have always wanted to get rid of the Sixth Street residential hotels and their tenants in order to maximize their own property values. They disguise their intent to gentrify SOMA by alleging an "over-concentration" of residential hotels (and thus their poor tenants) in SOMA, or claiming some lack of "balance" between development of affordable housing in SOMA versus new market-

rate housing.

In fact, as TODCO's SOMA hotel surveys over the decades have documented, the number of residential hotel rooms in the South of Market have declined 35% from 2,590 rooms in 49 operating hotels in 1980 to 1,671 rooms in 22 operating hotels today – while hotel room rents soared from a median of \$150 per month to \$540, a 260% increase over just two decades, resulting in growing homelessness. And during the same 20 years almost 10,000 new market-rate housing units of all kinds have been built or approved throughout South of Market, dramatically changing the entire Neighborhood – except for Sixth Street. Plainly, based on the facts, if there is any imbalance it is an over-emphasis on expensive market-rate housing – especially the 2,900 "live/work" units imposed on the western South of Market during recent years by City Hall politics – while the residential hotel supply continues to dwindle due to fires, illegal conversions to tourist use, and property speculation.



PHOTO: BOB WAINWRIGHT

Today, the "invisible hand of the marketplace" has replaced the Redevelopment bulldozer of the 1960's as the preferred method to drive residential hotel tenants out of their SOMA community, clearing the way for private development profits under the guise of "community revitalization."

This was wrong and immoral in 1970 in Yerba Buena, and it is wrong and immoral today in 2002 on Sixth Street. As the heirs of TOOR, TODCO must aggressively act to protect the "Innecity Home" of the hotel tenants of Sixth Street and SOMA.

The proactive hope of TODCO and many others in the SOMA community with the establishment of the Sixth Street Redevelopment Project in 1990 – and now a planned Mid-market Redevelopment Project adjacent to it – has been to see the powers of Redevelopment used differently now, this time to protect our longtime SOMA hotel tenant and Filipino-American immigrant communities. But despite several outstanding individual projects like TODCO's Bayanihan House, it

TODCO GROUP MISSION STATEMENT

As *South of Market Neighborhood Builders*, it is the Mission of the TODCO Group to assure that the poor, the disadvantaged, and the working people of the South of Market – elders, hotel residents, homeless, immigrants and families – will always be an integral part of their Neighborhood's future, always benefited rather than displaced by its renewal, and able:

- To meet basic needs for housing, nutrition and economic security, ending deprivation.
- To live in safety with dignity, respect and equity, ending isolation and exploitation.
- To share community productivity to build social capital, institute wellness, expand common assets, and impact the future.
- To achieve their just aspirations now and for generations to come.

Working together with South of Market's many communities, our Vision is to realize here at last: a just and inclusive *Neighborhood of Opportunity*.

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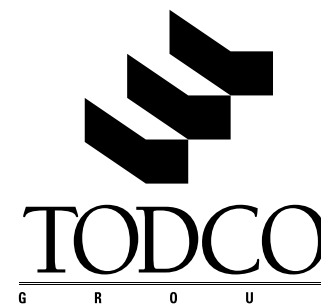


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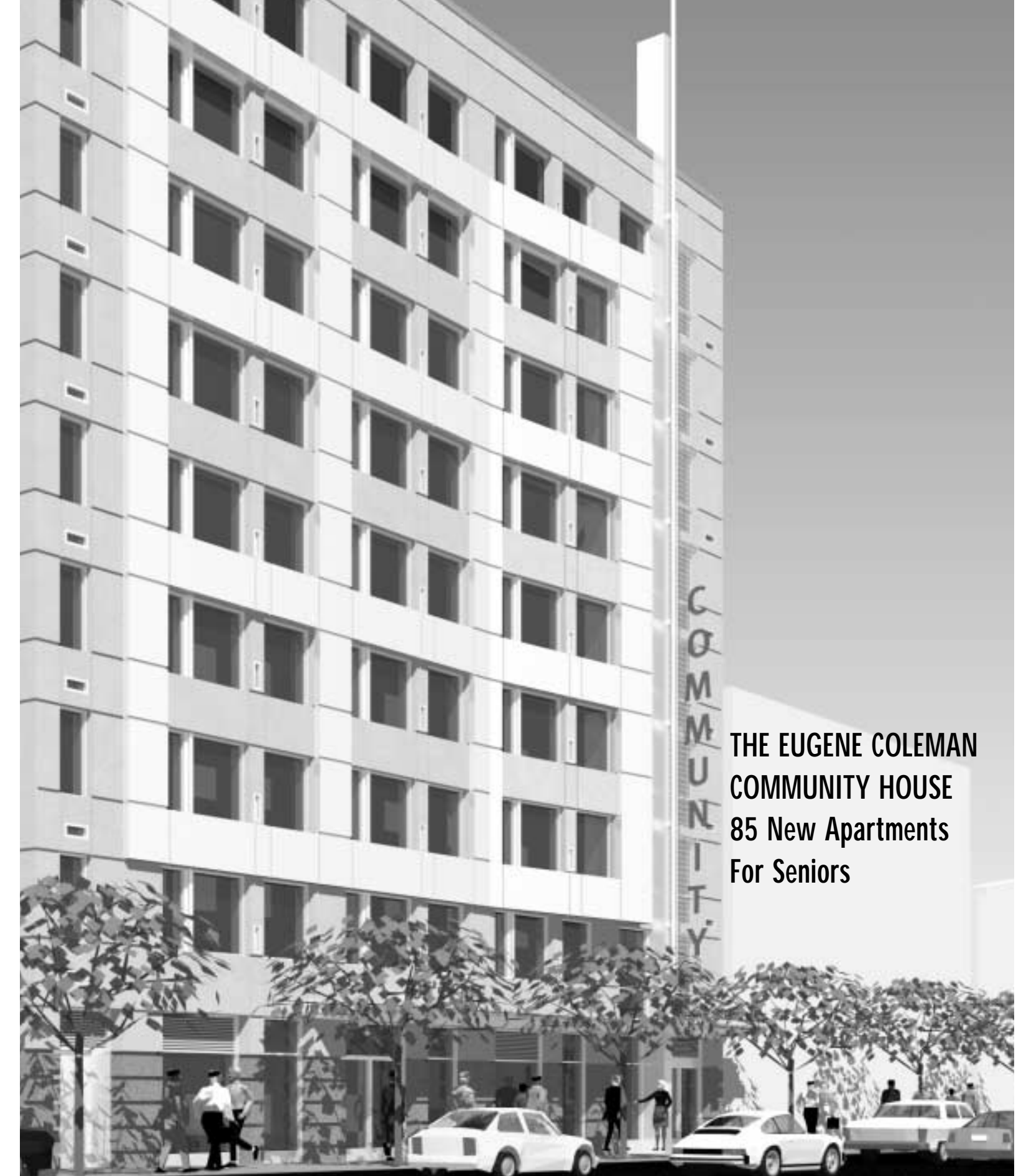


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TODCO South of Market Neighborhood Builders / Fall 2002



**THE EUGENE COLEMAN
COMMUNITY HOUSE
85 New Apartments
For Seniors**

EUGENE COLEMAN COMMUNITY HOUSE STARTS CONSTRUCTION!

As *South of Market Neighborhood Builders*, the Mission of the TODCO Group is much more than the development of affordable housing. The Eugene Coleman Community House is a *team effort* by the San Francisco Housing Authority, the Mayor's Office of Housing, the San Francisco Redevelopment Agency, and TODCO to realize the full potential of a long-underutilized community asset in our Yerba Buena Neighborhood. When it opens in June, 2004, it will transform an empty parking lot into beautiful new HUD-assisted housing for 85 low-income San Francisco senior households. And its valuable new commercial retail space will generate annual funding for long-needed resident services and activities programs for Clementina Towers' 300+ senior residents.

Today the northern parking lot of the San Francisco Housing Authority's Clementina Towers – adjacent to TODCO's Woolf House apartments – offers a unique opportunity. Built in 1971, Clementina Towers public housing was the first piece of our Yerba Buena community fabric. It was the initial "replacement housing" for the Yerba Buena Center Redevelopment Project, and has provided 276 apartments for low-income elders for 30 years.

Now, starting in October of this year, TODCO will master lease this parking lot from the San Francisco Housing Authority and build the new Eugene Coleman Community House there. When it opens in the Summer of 2004 it will include:

- 30 One-Bedroom apartments and 55 Studio apartments, to be rented to low-income elders on the Housing Authority's waiting list. With rent subsidy provided by the U.S. Department of Housing and Urban Development, rents will be limited to 30% of a household's income, averaging \$200 to \$400 per month.



Gene Coleman Community House Tehama Street view

- Complete common-use facilities, including an Activities/ Meeting Room, Community Kitchen/Multiuse Room, Laundry, and a small Courtyard.
- An indoor secure parking garage (including replacement parking for the former Clementina Towers parking lot).

The exceptional design by Kwan/Henmi Architecture/Planning offers two distinct personalities. The building's Howard Street exterior boldly addresses the high-density urban setting of Yerba Buena Center. But the Tehama Street elevation opposite Clementina Towers instead offers a softer residential feeling with bay windows, balconies and planters.

The \$19.3 million residential development cost of Eugene Coleman Community House is being financed by HUD's long-time "Section 202 Elderly Housing" program, with substantial additional funding by the San Francisco Mayor's Office of Housing, including the 1996 Proposition A Affordable Housing Bond.

A 7,100 sq. ft. commercial retail space is incorporated within the ground floor of Eugene Coleman Community House. This valuable space – located directly across Howard Street from the City's new Moscone West Convention Center – will be leased at market rents to provide a permanent revenue source to support resident services and activities programs for the residents of both Clementina Towers and the new housing. A national brand restaurant is a likely tenant, given the proven commercial success of several others nearby. And an additional 1,900 sq. ft. of space on the second floor will be leased at a below-market rate

to a San Francisco senior services agency that can provide expanded support services to all 2,000 senior residents of our Yerba Buena Neighborhood from this location.



Gene Coleman Community House Howard Street view

The \$2 million commercial development cost of Eugene Coleman Community House is being funded by the San Francisco Redevelopment Agency, the Local Initiatives Support Corp. (LISC), the Northern California Community Loan Fund, and TODCO's own Yerba Buena Housing Sites Trust. Additional grants from the Fannie Mae Foundation and the Washington Mutual Foundation have supported TODCO's overall work in making Eugene Coleman Community House a reality. TODCO Development Company's top-notch staff, lead by Project Manager Sharon Christen, have put several thousand hours of hard and demanding effort over the last five years – including untangling miles of "red tape" – to make this happen.

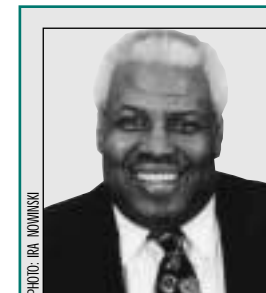


PHOTO: BOB WAINWRIGHT

GENE COLEMAN
For 20 years as the Director of Canon Kip Community House, Gene Coleman was the "heart" of South of Market. Along with the activists of TOOR, Gene was one of the founders of TODCO. He served on the TODCO Board of Directors from its beginning in 1971 for 25 years. His caring leadership guided TODCO's work and nurtured all our SOMA communities for three decades.

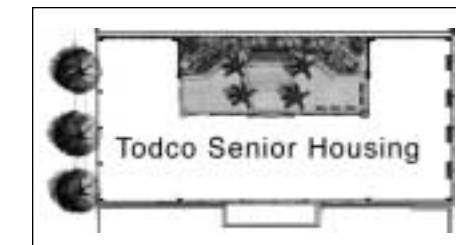
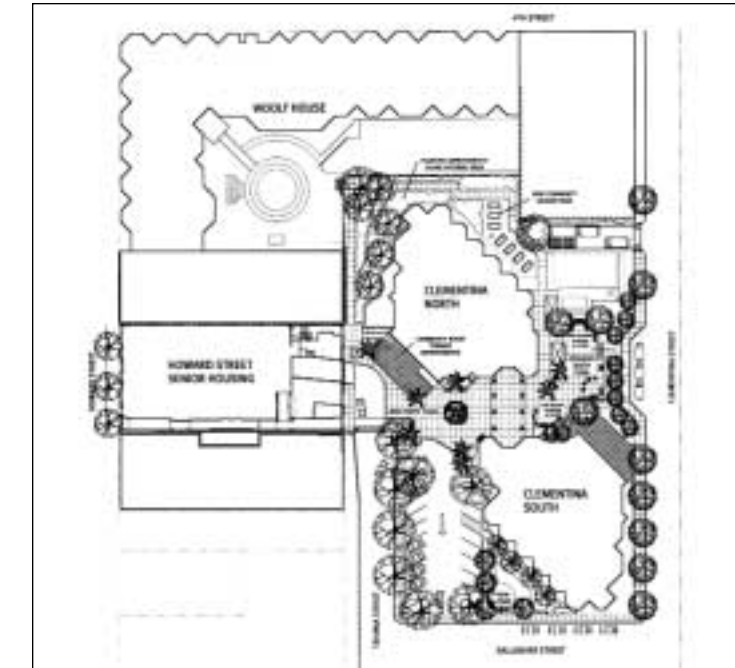
CLEMENTINA COMMONS STARTS CONSTRUCTION!!

A second fundamental goal of the Eugene Coleman Community House *team effort* from the very start has been to fully integrate Clementina Towers and its residents into the our Yerba Buena Neighborhood through the creation of a new "Clementina Commons" – a safe and beautiful senior campus.

Clementina Commons will fully renovate and link the landscaped grounds and courtyards of Clementina Towers, Woolf House, and the new Coleman Community House for the shared use and enjoyment of the 700 residents of all three residences. To be developed in two phases in 2002 and 2004, when complete it will include:



- Full renovation of the lovely courtyard of Woolf House, to be connected directly with...
- The completely re-landscaped grounds of adjacent Clementina Towers. This will include a new mini-park area next to Gallagher Street, a new Entry Plaza from Tehama Street, and a new passenger drop-off and waiting Courtyard along Clementina Street, all connected to...
- A convenient and safe indoor Community Passageway through the ground floor of Coleman Community House to Howard Street, starting at its Entry Lobby across Tehama Street from Clementina Towers.
- A secure universal electronic keying system for all 700 residents' access to all parts of Clementina Commons, coordinated by a new 24-hour TODCO YBC Security Office within Coleman Community House, also just across Tehama Street from Clementina Towers.



The rich and varied landscape design by Jeff Miller and Associates provides four distinct activity areas surrounding Clementina Towers. Through the course of the day each will be sunlit in turn to offer pleasant places for senior to sit, talk, read, or exercise.

The up to \$2 million development cost of Clementina Commons will be funded principally by the San Francisco Redevelopment Agency as part of its overall Yerba Buena Center community facilities program.

Clementina Commons has been planned through three years of determined participation by our Yerba Buena Neighborhood elders. A Project Advisory Group consisting of members of the Clementina Towers Tenants Association and other active residents, members of TODCO's Woolf House and Ceatrice Polite Apartments Tenants Associations, Senior Action Network and Senior Power provided essential insight, information, and recommendations for its design in more than two dozen meetings. When Clementina Commons is fully completed in 2004, along with the opening of Eugene Coleman Community House it will dramatically renew a long overlooked part of our Neighborhood. And it will lay a foundation for creation of a genuine community of common interest – and wonderful quality of life.

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is not at all clear – faced with the political reality of City Hall – that the Redevelopment Agency is committed to assuring that Sixth Street hotel tenants will always be a part of their Neighborhood's future.

So in August a group of Sixth Street hotel tenants themselves determined to form their own Sixth Street Agenda advocacy voice, with TODCO and the Mission Agenda continuing to provide technical support and organizing assistance. They adopted for further community debate a set of important Redevelopment Plan provisions and policies that are necessary to assure their community's future:

- All replacement housing for the Sixth Street project should be required to be built within 1 mile of Sixth Street. This includes other Central City neighborhoods – the North Mission and Tenderloin – but is close enough for residents to keep in touch with the friends, community support, shopping, churches, etc.
- South of Market residents should have a priority for the new affordable housing developed in the South of Market, so they are able stay in their own neighborhood and be part of its improved future, not displaced by it.
- All replacement housing should be required to be for the same household size (studio and one bedroom units to replace residential hotels) and no more expensive than rent levels of what it replacing.
- Residential hotels and other properties being improved with Redevelopment funding must maintain rents at about the same level of affordability as before their improvement – or lower.
- The Agency must be forbidden from building housing itself. Community-based organizations with hotel tenants on their governing boards should have top priority to rehabilitate or build hotel/SRO housing.
- The proposed requirement in the Owners Participation Agreement that all hotel tenants be given written monthly rental agreements – ending 28 day "musical rooms" – must be implemented.
- Overall, there must be as many affordable SRO/hotel housing units in SOMA when the Redevelopment Project is completed as there were when it began in 1990 – about 1,700.

Securing these Redevelopment Rights for the hotel tenants of Sixth Street and Mid-Market is the next big step in the now 40 year struggle to determine the future of SOMA and its communities. There are times to build, and times to cooperate and compromise. But there are also times to confront, and times to fight.

TODCO has done both, and done them well – and we always will. Today, it looks like a battle is ahead.

John Elberling
Executive Vice-President