

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

### ... PART 2

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 first article concluded by posing the central question for TODCO and our work ...

**How then does a genuine "community-based" organization like TODCO respond to such dramatic change and threats to its communities, yet realize the potential opportunities for their better futures that come with major economic and urban development?**

... and ended with the New TODCO Group Mission Statement adopted by our Board of Directors last year in response. (See Mission Statement on back cover.)



The answers to this central question for TODCO are found within the *30 YEARS OF COMMUNITY ACCOMPLISHMENT AND NEIGHBORHOOD IMPACT* featured in this Newsletter.

This outstanding list of achievements includes exceptional specific examples of the standard tools and programs of community development practiced throughout the nation:

- At its core, TODCO's **Housing Development** of 963 total living units – beginning in Yerba Buena Center in the 1980's and expanding to the Sixth Street Corridor in the 1990's –

for the elderly, hotel tenants, the homeless, and persons with disabilities who live in TODCO's eight apartment and SRO residences. By 2004 we will house more than 1,200 members of our SOMA communities with dignity and security – their *Innerty Home*.

- Immediately in 1980 joining with our neighbors and other community groups for **Community Planning** to develop a future vision, the *Yerba Buena Neighborhood Plan* that has now – 20 years later – been almost fully accomplished.
- Then beginning a **Resident Services/Activities Program** in the mid-1980's to address our TODCO's residents' vital need for professional support services and active social involvement, such as our Nutrition Program and Innerty Arts Program, steadily expanding it with each new TODCO development.
- Directly followed in the late-1980's with a broader **Neighborhood Development Program** to make it possible for other SOMA community-based organizations to also build new community centers and clinics, and to start new senior and youth programs that serve all SOMA residents – such as the Adult Day Health Center, the future Bayanihan Community Center, and the Serving Our Youth and Community coalition.
- Now more recently adding in the late-1990's an **Economic Development Program** to take advantage of SOMA's dramatic growth to provide substantial funding for TODCO's services programs, while also reinforcing the longtime Filipino-American SOMA business community with new enterprises like Lollibee's Restaurant in Yerba Buena.

But in truth, achieving our Mission Statement's vision of SOMA as a "just and inclusive *Neighborhood of Opportunity*" is a much bigger task than any single community development company like TODCO could ever attempt alone. It requires consistent efforts by hundreds of residents, diverse community groups and nonprofit organizations, housing developers and service providers, working over many years with enough resources and capacity to succeed. And it requires the consent and ongoing cooperation of City Hall and its political establishment – not always willingly provided – foremost of all in South of Market, the City's Redevelopment Agency that so dominates its history.

*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.*

To be continued ...

John Elberling, Executive Vice-President

### 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*.

### TODCO Officers & Directors



Isabel Ugat  
Former SOMA Advocate/  
Community Organizer



Charles Turner Jr.  
Community Design Center



Paul Laus  
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Luis Calderon  
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Dick Wilson  
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Abram Goldman  
Ceatrice Polite Apartments  
Resident



Gina Margillo  
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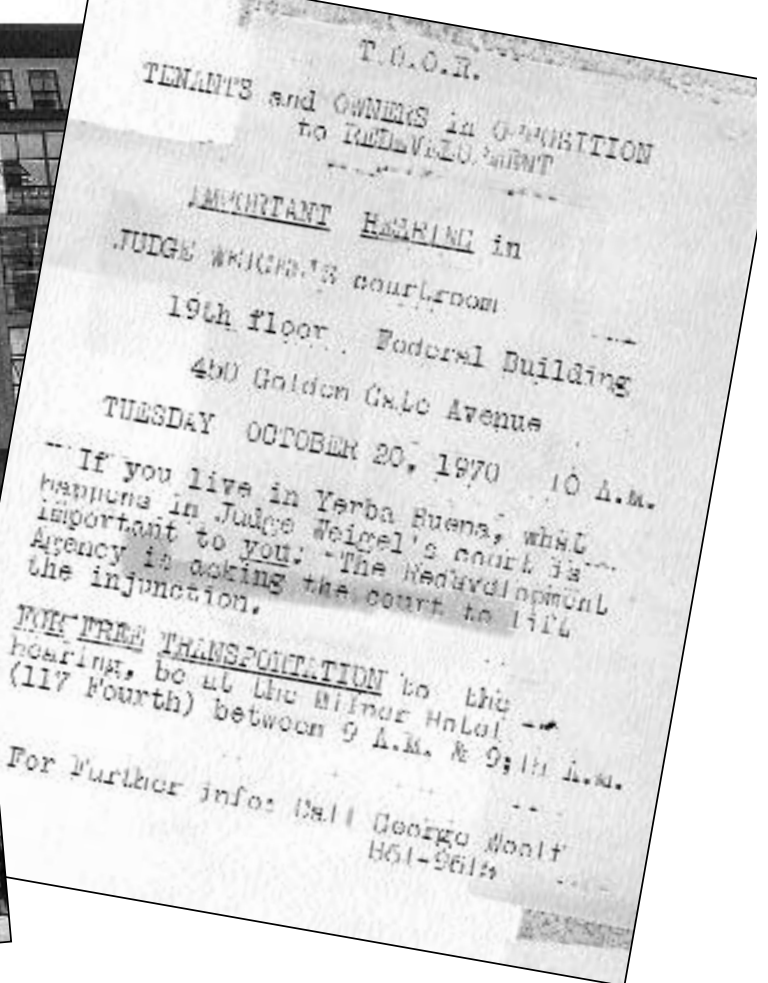


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## TODCO South of Market Neighborhood Builders / Spring 2002



# THE TODCO GROUP STORY

## 30 YEARS OF COMMUNITY ACCOMPLISHMENT AND NEIGHBORHOOD IMPACT

The City of San Francisco approved the massive Yerba Buena Center Redevelopment Project in 1964 to demolish "skid row" and build a convention center. To fight back, in 1969 the poor and elderly tenants living there in dozens of rundown residential hotels and apartments organized Tenants and Owners in Opposition to Redevelopment – TOOR – and vowed "We Won't Move!" TOOR filed a federal lawsuit demanding decent relocation housing that brought the redevelopment project to a halt for four years.

1971

- **TOOR Incorporates Tenants and Owners Development Corporation to Build Replacement Housing for Residential Hotels Demolished By the Yerba Buena Redevelopment Project**

The idea of neighborhood-based housing development organizations – instead of public housing and charity groups – was new. TODCO was San Francisco's second "community-based housing development corporation."

SINCE THAT BEGINNING ...



# THE TODCO GROUP STORY -- 30 YEARS OF COMMUNITY ACCOMPLISHMENT AND NEIGHBORHOOD IMPACT

1973

**Landmark "TOOR vs. HUD" Lawsuit Settlement Guarantees Yerba Buena Replacement Housing**

Despite bitter political attacks against TOOR, the City and Redevelopment Agency were legally forced to provide four sites in Yerba Buena Center for new housing to replace demolished residential hotels, along with City Hotel Tax funds to finance their development.

1976

**TODCO Begins Yerba Buena Housing Development Work**

TODCO's first staff – organizers Steve Dutton, Sandy Marks, and TOOR's co-founder Peter Mendelsohn – working with architect Robert Herman secured the initial project financing commitment from the California Housing Finance Agency to develop the first Yerba Buena TOOR site, Woolf House.

1979

**Woolf House Phase 1 Opens in Yerba Buena**

Named after TOOR's co-founder and Chairman George Woolf who died in 1971, Woolf House opened with 112 new apartments for seniors at Fourth and Howard Streets in the heart of Yerba Buena Center.



1980

**Dimasalang House Opens in Yerba Buena**

A HUD-funded joint venture between TODCO and the Filipino-American Caballeros Dimasalang, Dimasalang House (since renamed San Lorenzo Ruiz Center) opened with 149 new apartments for seniors on the second TOOR housing site. TODCO withdrew from this joint-venture in 1986.

1981

**TODCO's Community Planning Formulates the Yerba Buena Neighborhood Plan as a Community Vision for the Future**

Working with the Yerba Buena Consortium neighborhood council, TODCO's Plan first proposed creation of a real all-age, all-income residential Yerba Buena Neighborhood as one central goal of the Yerba Buena Redevelopment Area. 20 years later, the Consortium is as active as ever, and all but one of the Plan's main recommendations – a local supermarket – have been achieved.

**TODCO Buys Two Derelict Residential Hotels in the South Park Area to Prevent Their Demolition**

South Park was a run down neighborhood a few blocks from Yerba Buena Center, and its Madrid Hotel and South Park Hotel had been shut down for public health violations. Ultimately these two hotels were renovated by Mission Housing Development Corp., and today provide 85 rooms for the formerly homeless, while all around South Park has been transformed into a fashionable center of San Francisco's multimedia industry.

1982

**Woolf House Phase 2 Opens**

This first addition to Woolf House, also financed by the California Housing Finance Agency with additional City Hotel Tax funding, added 70 more new apartments for seniors.

**TODCO's Civic Advocacy Secures a Commitment to Affordable Housing in the Future Rincon Point/South Beach Redevelopment Area**

Working as a member of the Northeast Waterfront Citizens Advisory Committee, TODCO secured an overall goal that 50% of the new waterfront project's housing would be affordable. As a result, after 20 years over 600 affordable apartments have been developed, almost 30% of the total.

1985

**Ceatrice Polite Apartments Opens in Yerba Buena**

Named after stalwart TOOR advocate Ms. Ceatrice Polite, this HUD and City Hotel Tax -funded project added 91 new apartments for seniors on the third TOOR housing site.

**TODCO Starts the Resident Services/Activities Program To Provide Support Services for Tenants**

Beginning with a small daily Lunch Nutrition Program at Woolf House, TODCO's "RSAP" program has since grown to now provide each year over \$1,000,000 of supportive social services, nutrition programs, special events, trips, arts programs, and activities for the almost 1,000 residents of TODCO housing.

1988

**Mendelsohn House Opens in Yerba Buena**

Named in honor of TOOR co-founder Peter Mendelsohn who had died in 1985, this HUD and City Hotel Tax funded project added 189 new apartments for seniors on the fourth and last TOOR Housing Site. In 1990 it was awarded the national American Institute of Architects Honor Award for its outstanding design.

**TODCO Starts Its Neighborhood Development Program to Provide Community Facilities for All Yerba Buena Residents**

Beginning with the new North and South of Market Adult Day Health Center in Mendelsohn House, over the years TODCO has provided storefront spaces within its Yerba Buena housing for Senior Health Drop-In Center, Senior Power, and other community projects.



**Alice Street Community Gardens Opens in Yerba Buena**

Also part of the Mendelsohn House project and Neighborhood Development Program, this beautiful garden/park replaced the earlier Clementina Street community garden where Ceatrice Polite Apartments was built, providing 250 planter beds for all Yerba Buena Neighborhood residents.

**TODCO's Civic Advocacy Leads to Permanent City Hotel Tax Funding for Senior Housing Development**

Set to expire with the completion of the four TOOR Housing Sites, TODCO initiated City legislation that has since provided almost \$50 million of City Hotel Taxes for development of affordable senior housing throughout San Francisco.

1990

**TODCO's Civic Advocacy Leads To Creation of New Sixth Street Redevelopment Area**

Within months of the Loma Prieta Earthquake, TODCO and the South of Market Problem Solving Council neighborhood coalition convinced the City and Redevelopment Agency to establish the South of Market Earthquake Recovery Redevelopment Project, focused on making SOMA's Sixth Street "skid row" a decent plan to live and rehabilitate its residential hotels.

**TODCO Establishes the TODCO Development Company to Expand Its Housing Development Efforts**

Securing annual City Community Development Block Grant funding, TODCO moved beyond its original Yerba Buena mission to address the future of all of South of Market by developing more affordable housing and community facilities, focusing on implementing the new Sixth Street Redevelopment Project.

1991

**TODCO Starts Its InnercityArts Program with the Sixth Photography Workshop for Homeless and Hotel Tenants**

Recognizing the power of the creative arts to transform individual lives and build community consciousness, for more than a decade TODCO has sponsored community arts projects, programs, and exhibits for Yerba Buena seniors and SOMA hotel tenants, notably this nationally recognized Workshop which published Positively Sixth Street in 1995.



1992

**TODCO's Civic Advocacy Leads to a Neighborhood-Oriented Update of the Yerba Buena Center Redevelopment Plan**

To implement the 1980 Neighborhood Plan, TODCO and the Yerba Buena Consortium convinced the Redevelopment Agency to rezone one-third of Yerba Buena for residential development and provide sites for additional affordable housing development.



**TODCO's Civic Advocacy Leads to the City's Commitment to Implement the "Pedestrian Safety Mitigation Plan" for the Fourth Street Corridor in Yerba Buena Center**

To implement the 1980 Neighborhood Plan, TODCO and the Yerba Buena Consortium convinced the City to widen sidewalks and change traffic lights to protect elderly and disabled pedestrians as "environmental mitigation measures" for the expansion of Moscone Convention Center.

1993

**The TODCO Senior Poets' "Dare We Dream In Concrete" Is Engraved on the Cornerstone of Yerba Buena Gardens**

Another longtime TODCO InnerCity Arts Program for senior/disabled Yerba Buena residents, the Senior Poets have written and presented commemorative works for many Yerba Buena civic events, beginning with the Dedication of the beautiful Yerba Buena Gardens.

1994

**Knox SRO Is Completed and Opens, Sixth Street's First "New SRO"**

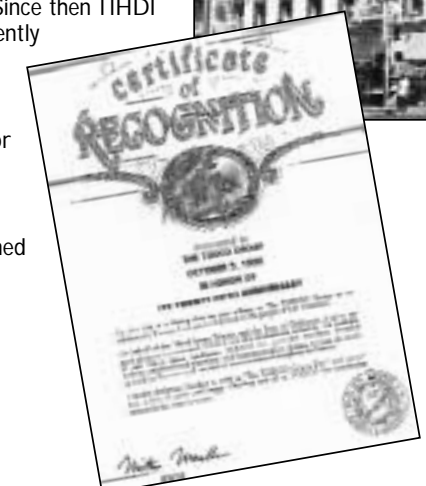
Named in honor of determined TOOR activist Walter Knox who had died in 1987, this State and Redevelopment Agency funded project, a partnership with the Federal National Mortgage Association, added 140 new "single room occupancy" apartments for local residential hotel tenants – including even children – on the site of a slum hotel destroyed by the Loma Prieta earthquake.



1995

**As part of its Neighborhood Development Program, TODCO Acts As Sponsor of the Collaborative Treasure Island Homeless Development Initiative Federal Application to Acquire Housing and Property at Treasure Island Naval Station for Homeless Programs**

Working with a broad group of homeless advocacy and service organizations to form TIHDI, TODCO provided essential organization startup and fiscal sponsorship. Since then TIHDI has independently grown to secure 385 affordable apartments for the formerly homeless at Treasure Island, combined with a highly successful employment and training program.



**"INNERCITY HOME" Mural Boldly Expresses Sixth Street Community Pride**

As part of TODCO's InnerCity Arts Program, artist Rigo '94 worked with Sixth Street hotel tenants to create this powerful statement of community identity, painted on the Knox SRO and visible for miles.



1996

**Woolf House Phase 3 Opens**

This final addition to Woolf House, financed by the California Department of Housing with additional City Hotel Tax funding, added 30 more new apartments for seniors.

1997

**Leland Apartments Opens Near Sixth Street**

Named after longtime SOMA resident and activist Lee Meyerzove, this HUD, Redevelopment Agency and City Hotel Tax-funded project added 24 new two bedroom apartments for persons with disabilities and their families. In 2000 it was awarded the national American Institute of Architects/HUD Alan J. Rothman Housing Accessibility Award for its outstanding design.



1998

**TODCO's Civic Advocacy Secures Redevelopment Agency Commitment to Build Replacement Housing for Sixth Street Residential Hotels**

Threatening a lawsuit to prevent loss of affordable residential hotels, TODCO convinced the Redevelopment Agency to focus on providing new housing in SOMA to make up for any reduction in Sixth Street hotel rooms.

1999

**Rehabilitated Hotel Isabel Opens One Block From Sixth Street**

Named in honor of longtime SOMA resident leader and TODCO President Isabel Ugat, this HUD and Redevelopment Agency funded project, a partnership with the California Equity Fund of the Local Initiative Support Corporation, provided 72 residential hotel rooms for the formerly homeless, preventing its conversion into a tourist inn.



**TODCO's Neighborhood Development Program Provides Space for South of Market Community Services in the Hotel Isabel**

Using \$300,000 of TODCO's working capital for tenant improvements, the Hotel Isabel's 5,100 sq. ft. ground floor now houses the offices of the South of Market Health Center and the Filipino World War II Veterans Equity Center.

**TODCO Starts Its Community Economic Development Program To Generate Community Benefits from Yerba Buena and South of Market's Rapid Growth**

Building upon the experience of the Hotel Isabel project and the increase in SOMA land values, TODCO is including retail storefronts in every new housing development to address community needs or generate permanent revenues for community programs.

2000

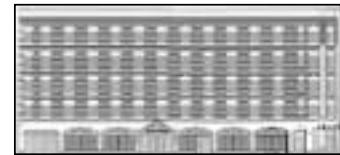
**TODCO's Economic Development Program Ensures Permanent Funding for Woolf House Resident Services Through Woolf House Retail Leasing**

Taking advantage of Woolf House's 4,700 sq. ft. of valuable retail storefronts, including the U.S. flagship restaurant of Phillipines' Jollibee's chain, lease revenues of over \$1500,000 per year will permanently fund supportive services for the 350 residents of Woolf House.

2001

**Rehabilitation of Bayanihan House Begins at Sixth Street Crossroads**

Renovating the fire-ravaged Delta Hotel at the blighted intersection of Sixth and Mission Streets, this City and Redevelopment Agency funded project, a partnership with the Federal National Mortgage Association through the Enterprise Social Investment Corporation, will provide 152 residential hotel rooms for local hotel tenants, especially elderly Filipino WW II veterans.



AND MORE TO COME ...

2002

**Construction of Howard Street Senior Housing Begins**

Developed in cooperation with the San Francisco Housing Authority, this HUD and City Hotel Tax-funded project will add 85 new apartments for seniors on the parking lot of Clementina Towers public housing next door to Woolf House.

**Phase 1 of TODCO's Neighborhood Development Program's Clementina Commons Will Be Completed**

As part of the Howard Street Senior Housing project, with Redevelopment Agency grant funding TODCO will completely renovate the run-down grounds of Clementina Towers public housing with a resident-developed design, connected with the Woolf House Courtyard to create a lovely new Commons for local seniors.

2003

**Completely Rehabilitated Bayanihan House Will Open**

**TODCO's Neighborhood Development Program Will Provide Space for The Bayanihan Community Center**

As the heart of Bayanihan House, the Filipino- American Development Foundation will build a new Bayanihan Community Center to serve the Central City's large Filipino immigrant population.

2004

**Completed Howard Street Senior Housing Will Open**

**TODCO's Economic Development Program Will Ensure Permanent Funding for Clementina Towers Resident Services Through Howard Street Senior Housing Retail Leasing**

Utilizing Redevelopment Agency financing, TODCO will develop 9,000 sq. ft. of premium retail space in the new housing, directly opposite the Moscone West Convention Center, to generate \$250,000 in annual revenue and fund supportive services for the 450 residents of both the new housing and the long-neglected public housing.

**Clementina Commons Will Be Completed**