

# THE TODCO GROUP STORY

## 45 YEARS OF COMMUNITY ACCOMPLISHMENT & SOUTH OF MARKET NEIGHBORHOOD IMPACT!

### IN THE BEGINNING – THE 1960'S ...

The City of San Francisco approved the massive Yerba Buena Center Redevelopment Project in 1964 to demolish SOMA's longtime "skid row" – home to its 4,000 residents – 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!" In 1969 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."

### 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 development sites in Yerba Buena Center for future new housing to replace demolished residential hotels, along with City Hotel Tax funds to finance their development. Four Tenderloin residential hotels were also required to be privately rehabilitated for immediate replacement housing prior to demolition, and they are still affordable senior housing today. And additional new senior housing projects to be built by the Housing Authority, Salvation Army, and St. Patricks' Parish were also added to the YBC Plan.

### SINCE THAT BEGINNING ...

### 1976

- *TODCO Begins Yerba Buena Housing Development Work*

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

### 1979



WOOLF HOUSE FROM FOURTH/HOWARD STREETS

- *Woolf House Phase 1 Is Completed and 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 Is Completed and Opens in Yerba Buena*

A HUD-funded joint venture – forced by City politicians – 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.

- *TODCO's Civic Advocacy Provides First Vision of Commercial Developer Funding for Affordable Housing Development*

Providing crucial technical assistance to the civic advocacy group, San Franciscans for Reasonable Growth, addressing the environmental and social displacement impacts of downtown development, TODCO drafted a set of growth mitigation proposals, including the seminal concept to charge "exactions" from commercial developers to fund production of affordable housing. This concept was ultimately adopted by the City, producing over \$200 million for that purpose during the last 20 years, and has spread throughout the United States.

## 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 of the Plan's main recommendations – including at last a local supermarket in 2003 – 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 Is Completed and 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.

- *TODCO's Civic Advocacy Secures Neighborhood Appreciation from San Francisco Convention Industry*

TODCO's Yerba Buena Consortium successfully proposed that Moscone Center host an annual 'thank you' event for the senior residents of YBC for the Center's everyday impacts on their lives. The event is held annually for 1,200+ YBC senior residents.

## 1984

- *TODCO's Community Services Advocacy Secures Vital Adult Day Health Center for Frail Central City Seniors*

TODCO's Yerba Buena Consortium co-founded the North and South of Market Adult Day Health Center, Inc. in 1984, now Steppingstone Inc., and proposed and advocated for SFRA funding assistance for construction of the North and South of Market Adult Day Health Center in Mendelsohn House which opened in 1989 and presently assists 140 Central City low-income elders.

- *Ceatrice Polite Apartments Is Completed and 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.



CEATRICE POLITE APARTMENTS FROM CLEMENTINA STREET

- *TODCO Starts its Resident Services/Activities Program To Provide Support Services for Tenants of TODCO housing*

Beginning with a small daily lunch Nutrition Program at Woolf House, TODCO's "RSAP" program has since grown to now provide each year over \$2,000,000 of supportive social services, nutrition programs, special events, trips, arts programs, and activities for the almost 1,000 residents of TODCO housing.

## 1986

- *TODCO's Civic Advocacy Secures Essential Wider Fourth Street Sidewalks*

TODCO's Yerba Buena Consortium proposed and advocated for widening of Fourth Street sidewalks from Market Street to Harrison Street as a pedestrian safety mitigation measure for Moscone North expansion project. All construction was completed in phases by 2002.

- *TODCO's Civic Advocacy Secures Essential Traffic Intersection Mitigations*

TODCO's Yerba Buena Consortium proposed and advocated improved pedestrian safety traffic intersection signals with exclusive 'scramble' pedestrian phases, red-light cameras and mandatory assignment of Traffic Control Officers as mitigation measures for Moscone West Expansion Project. Phased implementation was completed in 2004.





**ALICE STREET GARDENS**

- *Alice Street Community Gardens Is Completed and Opens in Yerba Buena*

The first part of the Mendelsohn House project and a major goal of the YBC Neighborhood Plan, this ever-popular 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. The name "Alice Street" keeps alive the memory of one of the SOMA alleys wiped off the map in the process of Yerba Buena's redevelopment.

## 1987

- *TODCO's Civic Advocacy Assists Development of Affordable Childcare in Yerba Buena Center*

TODCO's Yerba Buena Neighborhood Consortium supported and advocated for the Market Street Association's proposed construction of a Childcare Center as part of Yerba Buena Gardens CB-3 to serve Central City families. The YBC Childcare Center was built and opened in 1998, to enroll 99 children, including 1/3 low-income households.

## 1988



**MENDELSONN HOUSE FROM FOLSOM STREET**

- *Mendelsohn House Is Completed and 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 1989 it was a Fannie Mae Foundation Maxwell Awards of Excellence Finalist, and 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 housing developments for vital community-based service providers and grass-roots community groups.

- *TODCO's Civic Advocacy Leads to 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 over \$80 million of City Hotel Taxes for development of affordable senior housing throughout San Francisco. This funding ended in 2013.

## 1990

- *TODCO's Civic Advocacy Contributes to Community-Preservation Rezoning of SOMA*

Working with a coalition of SOMA community groups, TODCO provided extensive technical input to the five year City Planning process that resulted in complete rezoning of western SOMA to preserve existing housing and working class jobs, yet encouraging compatible new development as well.

- *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 place to live and rehabilitate its rundown residential hotels.

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

Having completed its original Yerba Buena senior housing mission, TODCO assessed its future activities as SOMA's only community-based community development organization. Securing annual City Community Development Block Grant funding, TODCO determined to address the future of all of South of Market by developing more affordable housing and community facilities, focusing especially on implementing the new Sixth Street Redevelopment Project to address the harsh reality of "skid row."



## 1991

- *TODCO Starts Its InncityArts 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 and *Stories of the City* in 2005.

## 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



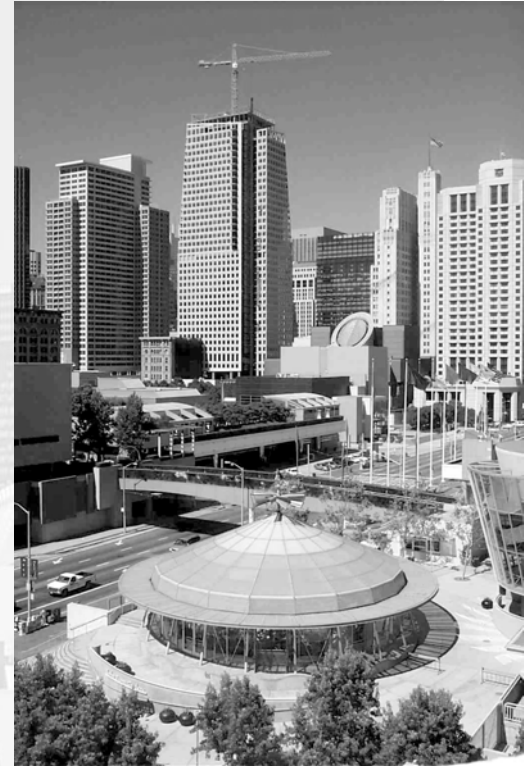
Center.

KNOX SRO VIEW FROM SIXTH STREET

## 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.



YERBA BUENA GARDENS VIEW FROM WOLFF HOUSE

- *TODCO's Civic Advocacy Secures New Minipark at Fourth and Howard Streets*

TODCO's Yerba Buena Consortium proposed and advocated for a new 8,000 sq ft minipark within the Sony Metreon Project. The minipark was completed in 1999, and then improved as part of overall Metreon renovation in 2011.

## 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 of California and Redevelopment Agency funded project, in 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 the former Anglo Hotel destroyed by the Loma Prieta earthquake. Located on some of the most vulnerable SOMA soils, its foundation used state-of-the-art construction methods.



## 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, that will continue as a prime foundation for the future total redevelopment of Treasure Island.

- *Knox SRO "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.

- *TODCO's Neighborhood Development Program Provides Space for Yerba Buena Neighborhood Senior Services in Ceatrice Polite Apartments*

Using City CDBG and Wells Fargo Foundation grant funds for tenant improvements, two of Ceatrice Polite's storefronts now house a drop-in health clinic of the South of Market Health Center and the offices of Senior Power.

## 1996

- *TODCO Buys Grand Southern Hotel in SOMA to Prevent Slumlord Takeover*

Since the 1970's, slumlords had bought up longtime stable residential hotels one-by-one and them into indecent, unsafe, and unsanitary slums intended only to maximize their cash flow. When TODCO learned this hotel was about to be sold, it purchased it with Redevelopment Agency funding from its longtime Basque owners who did not want that to be their legacy.

- *Woolf House Phase 3 Is Completed and Opens*

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

## 1998

- *Leland Apartments Is Completed and 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 1999 it was a Fannie Mae Foundation Maxwell Awards of Excellence Finalist, and in 2000 it was awarded the national American Institute of Architects/HUD Alan J. Rothman Housing Accessibility Award for its outstanding design.



LELAND APARTMENTS FROM HOWARD STREET

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

Threatening a lawsuit under State redevelopment law to prevent loss of affordable residential hotel units, TODCO convinced the Redevelopment Agency to provide new housing in SOMA to make up for any reduction in Sixth Street hotel rooms due to its redevelopment projects. This ultimately lead to the Agency's Plaza Hotel/Apartments project completed in 2005.

- *TODCO Buys Fire-Ravaged Delta Hotel at SOMA Crossroads*

A terrible 1997 fire took one life and left the Sixth Street corridor's most prominent building in ruins. Working with Filipino-American community leaders who had planned to establish the Bayanihan Foundation at this location to assist Central City immigrants, TODCO secured Redevelopment Agency funds to buy the property for total rehabilitation.

- *TODCO's Civic Advocacy Results in Yerba Buena Gardens Bowling Center for Central City Youth*

TODCO's Yerba Buena Consortium advocated very assertively in the Redevelopment Agency's planning for Yerba Buena Gardens throughout the 1980's and 1990's. One direct result of TODCO's input was the most youth-friendly element of the entire project, the very popular Bowling Center that opened atop the Moscone Convention Center this year.

## 1999

- *Rehabilitated Grand Southern Hotel Is Completed and Opens One Block From Sixth Street as Hotel Isabel*

Named in honor of longtime SOMA resident leader and TODCO Board member Isabel Ugat, this HUD, City Seismic Loan Program, and Redevelopment Agency funded project, in partnership with the California Equity Fund of the Local Initiative Support Corporation, provided 72 residential hotel rooms for the formerly homeless. A brick building located on some of the most vulnerable SOMA soils, its structure and foundation were completely reconstructed.



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

Using TODCO's own 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 TODCO Development Co. Their annual rent of provides important support the Hotel's operations.

- *TODCO's Neighborhood Development Program Fosters Vision of a New Bindlestiff Theater on Sixth Street as Part of New SRO Housing*

In response to the Redevelopment Agency's Request for Proposal for the Sixth Street Plaza Hotel site, TODCO joined with the existing Bindlestiff Studio, an established grass-roots Filipino-American arts group, to develop a proposal for new SRO housing that included a new 100 seat theater as an integral neighborhood-building element for Sixth Street and the SOMA Pilipino communities.

- *TODCO's Civic Advocacy for Yerba Buena Neighborhood Building Recognized with National Award*

TODCO's Yerba Buena Consortium was co-applicant and co-recipient with SFRA and others of the biannual national urban development Rudy Bruner Award for the entire 30-year Yerba Buena Center/Gardens Project.

## 2000

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

With CalHFA's approval, taking advantage of Woolf House's 4,700 sq. ft. of valuable retail storefronts, retail lease revenues of over \$150,000 per year will permanently fund supportive services for the 350 residents of Woolf House.

## 2001

- *TODCO's Civic Advocacy Fighting SOMA Displacement Brings Mayoral Retaliation*

Along with many SOMA and Central City community groups, TODCO supported laws and ballot measures to control devastating SOMA dot.com and live/work real estate speculation in opposition to Mayor Willie Brown. As a direct result of TODCO's principled stand, Mayor Brown directed the Redevelopment Commission to reject TODCO's recommended proposal to develop the Plaza Hotel site on Sixth Street with a "new SRO," instead establishing an in-house Redevelopment Agency-controlled nonprofit group for a nearly identical project – and still including a new Bindlestiff Theater that may open in 2006.

- *TODCO's Civic Advocacy Leads to Community Benefit Program for Major Hotel Project*

TODCO initiated negotiations with the developer of the Intercontinental Hotel project in YBC to secure community benefits for the Yerba Buena/South of Market Neighborhood, leading to two detailed Memorandum of Understanding between Continental Development Corp., and 10 SOMA CBO's for \$1.5 million in community

empowerment grants. The Hotel was completed and the Community Benefits Program was implemented in 2008.

## 2002

- *TODCO's Neighborhood Development Program Produces Agreement with San Francisco Housing Authority for Joint Effort to Develop New Yerba Buena Senior Housing, Share Open Space, and Expand Community Services*

Woolf House and Clementina Towers public senior housing stood next to each other decades, but had no physical or social connections. Everyday Woolf House residents enjoyed services and amenities that Clementina Towers tenants lacked. To realize their combined neighborhood-building potential, TODCO and SFHA agreed to work together. TODCO would build new senior housing - Eugene Coleman Community House - on the Towers' underutilized parking lot, including commercial space to fund services at Clementina Towers, and both the Woolf House and Towers courtyards would be fully renovated and connected for shared use by tenants of all three residences as *Clementina Commons*.

## 2003



**BAYANIHAN HOUSE FROM SIXTH/MISSION STREETS**

- *Rehabilitated Delta Hotel Is Completed and Opens at Sixth Street Crossroads as Bayanihan House*

Named with the traditional Tagalog word for "community spirit," utilizing City Seismic Loan Program, the Federal Home Loan Bank Affordable Housing Program, and Redevelopment Agency funding, in partnership with the Federal National Mortgage Association through the Enterprise Social Investment Corporation, the totally rehabilitated residential hotel provides 152 residential hotel rooms with kitchenettes for local hotel tenants. TODCO's Resident Services Program offers voluntary support services as well. And the building's design - fully engaging the surrounding sidewalks - has dramatically reduced crime at this key location in the Sixth Street Corridor.





**WHOLE FOODS MARKET ON FOURTH STREET**

- *TODCO's Civic Advocacy Finally Results in Long-Sought Yerba Buena Neighborhood Supermarket*

Since 1980 TODCO has coordinated the work of the Yerba Buena Consortium neighborhood council. Finally, after two decades of Consortium urging and Redevelopment Agency efforts, the #1 goal of its Yerba Buena Neighborhood Plan was accomplished with the opening of Whole Foods Market on Fourth Street.

- *New TODCO Group Mission Statement Sets Course for TODCO's Role in a Changing SOMA/Changing World*

After three decades focused on developing senior and SRO housing as envisioned in 1971 by TODCO's founders and expanded to the Sixth Street Corridor in 1990, the TODCO Board of Directors assessed what future role TODCO can best serve in the future as SOMA's only community-based skilled development organization. The resulting new Mission Statement concluded that the core of TODCO's work is not simply building housing – which many nonprofits now can do in SOMA – but instead, as South of Market Neighborhood Builders, to ensure the future of SOMA's longtime communities – seniors, immigrants, working people, SRO tenants, and the homeless – within a SOMA that is their Neighborhood of Opportunity.

## 2004

- *TODCO Group Five-Year Strategic Plan Outlines Path To Implement the New Mission Statement*

To lay the social, physical, and financial foundation for achieving this new Mission, the TODCO Board of Directors developed a comprehensive strategy to renovate, improve, and consolidate TODCO's existing housing to maximize the quality of life for their residents and their self-sufficient financial support for TODCO's work, along with organizational restructuring of TODCO and expansion of its governing Board of Directors, with neighborhood planning and advocacy assuming an even greater significance than before.

## 2005

- *TODCO's Neighborhood Development Program Provides Space for the Bayanihan Community Center in Bayanihan House*

At this crossroads of Sixth Street/SOMA, as new a focal point of positive community energy the Filipino-American Development Foundation built and opened the Bayanihan Community Center to serve the Central City's large Filipino immigrant population.



**COLEMAN HOUSE FROM HOWARD STREET**

- *Eugene Coleman Community House Is Completed and Opens in Yerba Buena*

Developed in cooperation with the San Francisco Housing Authority, this HUD, City, and Redevelopment Agency funded project added 85 more apartments for seniors on the former parking lot of Clementina Towers. It's valuable ground floor retail space – opposite the Moscone Center – will provide a permanent source of funding for senior support services at both the new building and Clementina Towers.



**CLEMENTINA COMMONS - WOOLF HOUSE SIDE**

- *Phase 1 of TODCO's Neighborhood Development Program's Clementina Commons Is Completed and Opens*

In coordination with TODCO's Coleman House and Woolf House projects, with Redevelopment Agency grant funding, neighbors TODCO and SFHA are completely renovating the run-down grounds of Clementina Towers public housing in three phases with a resident-developed design, connected with the renovated Woolf House Courtyard to create a lovely new Commons for local seniors to enjoy.

- *TODCO's Civic Advocacy Focuses on Western South of Market Neighborhood Planning*

Working as a member of the City's Western SOMA Citizens Planning Task Force, TODCO is provided technical support for community-based planning addressing the future of the



changing South of Market to the west of Yerba Buena and Sixth Street.

- *TODCO's Civic Advocacy Provides Leadership for Redevelopment of Treasure Island*

Building upon the initial work with TIHDI, TODCO's CEO – a member of the City's governing Treasure Island Development Authority Commission since 1998 – has provided leadership for community-building redevelopment planning for this former Navy Base.

## 2007

- *Ceatrice Polite Apartments 20-Year Renovation and Refinancing Completed*

The first major step of the TODCO Group Strategic Plan, utilizing Redevelopment Agency bonds, HUD mortgage insurance and Section 8 rent subsidies in partnership with Provident Bank's Red Capital Group equity investment, will result in an renovated good-as-new building for its residents and a permanent source of revenue for the TODCO Group.

- *Knox SRO Restructuring Consolidates Ownership*

As part of the TODCO Group Strategic Plan, as typical under the federal Low-Income Housing Tax Credit Program after 10 years of operation TODCO will replace its limited partner, Fannie Mae, with a TODCO affiliate to assume sole control of ownership of this project and set the stage for its future overall renovation/refinancing.

- *TODCO's Civic Advocacy Provides Leadership for Establishment of Yerba Buena Community Benefit District*

Working with SFRA and Yerba Buena stakeholders, TODCO provided extensive technical assistance for planning and operation of a comprehensive YBC CBD to provide community safety, cleaning, and security services @ \$2.5 million per year. CBD operations began in 2009.

## 2006

- *TODCO's Civic Advocacy Provides Leadership for new SOMA Community-Based Zoning*

As a member of Citizens Advisory Committee, TODCO joined with SOMA stakeholders to develop the West SOMA Rezoning Plan that updated zoning to maintain the mixed-use character of the area, protect PDR businesses, and increase inclusionary affordable housing requirements. The Plan was approved by the City in 2012.

## 2008

- *TODCO's Civic Advocacy Provides Leadership for Establishment of Yerba Buena Community Benefits District*

Anticipating the conclusion of the Yerba Buena Center Redevelopment Project in 2009, TODCO provided essential technical assistance to the full range of Yerba Buena Neighborhood stakeholders to plan the City's largest CBD that was then approved by local property owners' vote, with 5% of its annual assessments allocated to a Community Benefit Fund for special projects by local

community organizations. TODCO is a charter member of the District's governing Board of Directors. Full District operations commenced in 2009.

- *Clementina Commons TODCO InnerCity Arts Gallery Opens in Coleman House*

As part of TODCO's InnerCity Arts Program and its Neighborhood Building Program's *Clementina Commons*, TODCO's Sixth Street Photography Workshop and Senior Art Class programs began rotating display of participants artworks in the Coleman House passageway between Tehama and Howard Streets.

## 2009

- *TODCO Group Corporate Consolidation Begins*

As one major long term goal of the TODCO Group Strategic Plan, the no-longer-needed former owner corporation of Ceatrice Polite Apartments, TODCO/YBC 2 Inc., was merged into the parent company, TODCO, adding \$7.4 million in net assets to TODCO.

## 2010

- *TODCO Acquires Permanent Ownership of Alice Street Community Gardens*

After 25 years of leasing the Gardens to TODCO, the Redevelopment Agency granted ownership of the property to TODCO so that it will always remain a vital community facility and publicly accessible open space, a key part of TODCO's Neighborhood Building Program. Phased renovation over the course of five years will fully rebuild its worn out community garden facilities.

- *Phase 2 of TODCO's Neighborhood Building Program's Clementina Commons Is Completed and Opens*

Utilizing a \$500,000 Redevelopment Agency grant secured by TODCO, the San Francisco Housing Authority completed the re-landscaping of Clementina Towers begun with Phase 1 in 2005.

- *Hotel Isabel Ownership Consolidated*

As part of the TODCO Group Strategic Plan, as typical under the federal Low-Income Housing Tax Credit Program after 10 years of operation TODCO replaced its limited partner, LISC's National Equity Fund, with a TODCO affiliate and assumed sole control of ownership to prepare for overall renovation/recapitalization.

- *Leland Apartments "Green" Upgrades Installed*

\$89,000 of property upgrades were installed with funding from HUD's competitive Green Retrofit Program, the only San Francisco project.

- *TODCO's Civic Advocacy Provides Leadership for Planning the Fourth/Fifth Streets Corridor in South of Market*

Working with the California Polytechnic State University College of Environmental Design, TODCO convened a Task Force of experienced Neighborhood and civic leaders to develop a vision and overall economic, social, and urban design Community Plan for the rapidly evolving central district of SOMA. The resulting Draft Plan was adopted as a



starting point for the Department of City Planning's 2011 Central Subway Corridor Planning Project.

## 2011

- *TODCO's Neighborhood Building Program Provides Space for Community Housing Advocacy in Ceatrice Polite Apartments*

TODCO turned over a small storefront at no rent to San Francisco's powerful coalition of nonprofit affordable housing advocates, the Council of Community Housing Organizations, for their administrative office.

- *Woolf House Commercial Space Is Subdivided Into A Separate Parcel To Ensure Funding For Resident Services*

Continuing TODCO's Strategic Plan goal to utilize commercial rent income to support Resident Services at TODCO properties, the Woolf House commercial storefronts were carved out of the property as an independent business activity with operating income dedicated to that purpose.

- *Phase One of Alice Street Community Gardens Renovation Is Completed*

Using grants from the City's South of Market Community Stabilization Fund and the Yerba Buena Community Benefit District, TODCO completed initial safety and security renovations, began the replacement of worn planter beds with fully-accessible new planters, and built a display pad for revolving artwork installations.

- *Rehabilitation and Recapitalization of Hotel Isabel Begins*

As part of the TODCO Group Strategic Plan, the substantial work not included in the original Hotel Isabel project will be finished/upgraded and project financing reinforced, utilizing State Multifamily Housing Program and additional CCSF Seismic Retrofit funds. Work will be completed in 2013.

- *TODCO's Neighborhood Building Program Realizes the Potential of the Hotel Isabel's Retail Storefronts*

Starting with the lease of its valuable corner storefront opposite the new San Francisco Federal Building to a chain restaurant, the Hotel's renovation will enable leasing to a second major commercial tenant to support Resident Services there, and also a new Sixth Street Photography Workshop Gallery.

- *Woolf House 30-Year Renovation and Refinancing Begins*

The second major long term "self-sufficiency" goal of the TODCO Group Strategic Plan, utilizing CalHFA bonds and HUD Section 8 rent subsidies in partnership with Red Capital Group and Bank of America will result in an improved good-as-new building and another permanent source of annual operating income to support the TODCO Group's activities. Work will be completed in 2013.

## 2012

- *TODCO's Civic Advocacy Program Begins Development Of The Central SOMA Community Plan*

As a pro-active community-based response and alternative to the City Planning Department's Central Corridor Plan, TODCO staff began drafting of a

comprehensive Plan for the future of Central SOMA to address both the positive possibilities and negative impacts of accelerating SOMA development and the City's new Tech Industry.

- *Mendelsohn House Interim Refinancing Closed*

TODCO secured new FHA insured financing through Red Capital Group and paid off Mendelsohn House's CCSF loans, plus funding priority maintenance needs, while continuing its substantial annual operating income that has supported the TODCO Group's activities since 2000.

## 2013

- *Rehabilitation and Recapitalization of Hotel Isabel Completed*

All work successfully completed @ \$4,750,000, including renovated bathrooms, new windows, heating and kitchenettes in all units, a large new Activity Room for programs and events, rebuilt sidewalks, new signage, and an expanded and renovated Lobby and Marquee.

- *Woolf House 30-Year Renovation and Refinancing Completed*

All work successfully completed @ \$14,500,000, including renovation of all apartments kitchens and bathrooms, new windows in all units, new building emergency systems, addition of a third elevator, reconstruction of laundry room, reconstruction of services programs offices, new signage, courtyard landscape renovation.

- *TODCO's Neighborhood Building Program Provides Affordable Space for Nonprofit Organizations in Coleman House and Hotel Isabel Commercial Storefronts*

The city-wide Independent Living Resource Center leased the 7000 sq. ft. Coleman House Howard Street storefront as its secure and affordable headquarters for 20 years. The Central City Oasis for Girls leased the 2500 sq. ft. Hotel Isabel Mission Street storefront as its secure and affordable program home for 20 years. Both completed renovations and occupied these spaces in 2014.

- *TODCO Charters The Yerba Buena Neighborhood Consortium To Spearhead Its Community Advocacy Action Agenda*

Funded by TODCO, its subsidiary YBNC LLC undertakes formal proceedings, including administrative complaints, litigation, and city ballot measures, to directly advance the cause of Community Justice in SOMA and San Francisco.

## 2014

- *TODCO's Inncity Arts Program's Sixth Street Photography Workshop's New 6 On 7 Gallery is completed and opens in Hotel Isabel*

After 20 years of operation in different SOMA locations, the SSPW moved into a permanent home in a small Seventh Street storefront, continuing to offer photography workshops for hotel and homeless residents of the Central City including public displays of their work.



- *TODCO's Yerba Buena Neighborhood Consortium files and settles litigation against the 706 Mission condominium project and the City to secure extensive pedestrian safety improvements.*

After this legal challenge to the 706 Mission project's environmental analysis of its pedestrian safety impacts, the City agreed to widen sidewalks, install new crosswalks, and improve safety signage throughout the Yerba Buena Neighborhood.

- *The Woolf House Project's Financial Resources Enable TODCO To Complete Its Organizational Capacity*

TODCO applied a portion of its approximate \$6 million total of one-time proceeds from the Woolf House refinancing to achieve the Strategic Plan's goal to fully staff TODCO's Asset Management, Housing Development, and Administrative capacity for the first time, without need of any outside public or foundation funding.

- *TODCO's Civic Advocacy Provides Continued Leadership for City Planning of the "Central Corridor" in South of Market*

TODCO's Community Planning Program started drafting of a Central SOMA Community Plan as an alternative to the Planning Department's downtown expansion Central Corridor Plan, prioritizing community protections and benefits as well as superior Neighborhood Building development requirements. TODCO's Plan will be completed in 2017 as counter proposal to the City Plan as it is considered for approval.

## 2015

- *TODCO's Yerba Buena Neighborhood Consortium secures redesign of Moscone Expansion Project #4 to reduce its impacts on Yerba Buena Gardens and add \$40 million of improvements and new facilities to the Gardens.*

Building upon the 706 Mission Settlement Agreement, negotiations with the City secured expansion of the Gardens public spaces, and installation of the long-needed Tot Lot with bathrooms for its Childrens Playground as part of the adjacent Moscone Expansion Project.

- *TODCO's Yerba Buena Neighborhood Consortium provides campaign leadership and financial support for voter approval of two vital City ballot propositions.*

The Consortium joined with Citywide affordable housing advocates to win the Proposition A \$250 Million City

housing bond and the Proposition K long-term 33% affordability goal for all City housing development.

## 2016

- *TODCO's Yerba Buena Neighborhood Consortium provides campaign leadership and financial support for voter approval of one vital City ballot proposition.*

The Consortium joined again with Citywide affordable housing advocates to win the Proposition K 25% "inclusionary" affordable housing requirement for future market-rate housing developments.

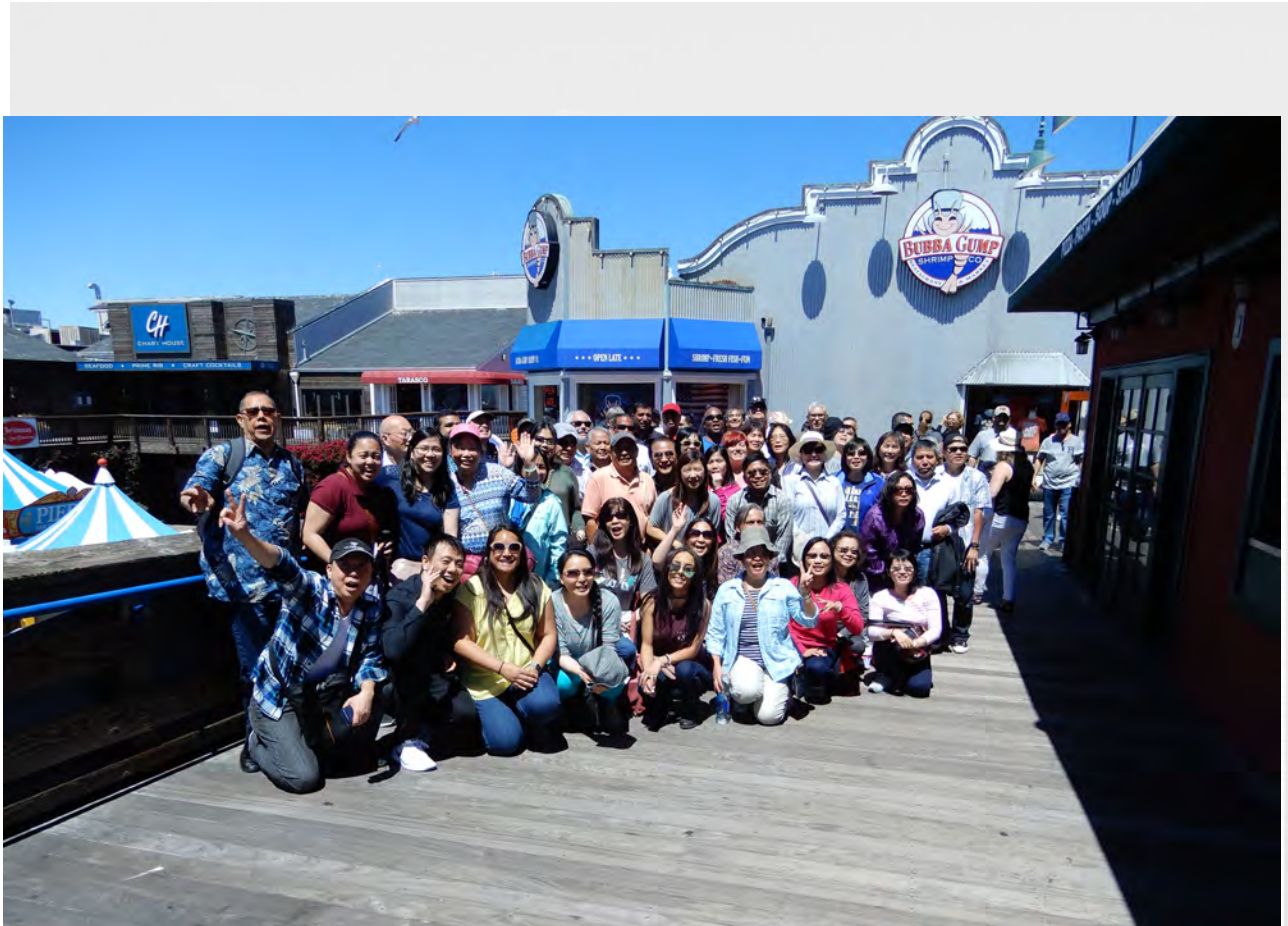
- *TODCO's Neighborhood Building Program Completes 30-Year Renovation of Alice Street Community Gardens*

Completed renovation of the Alice Street Gardens with safety, security, and operation improvements plus 300 new fully accessible planter beds is completed, funded by \$270,000 of City and private grants.

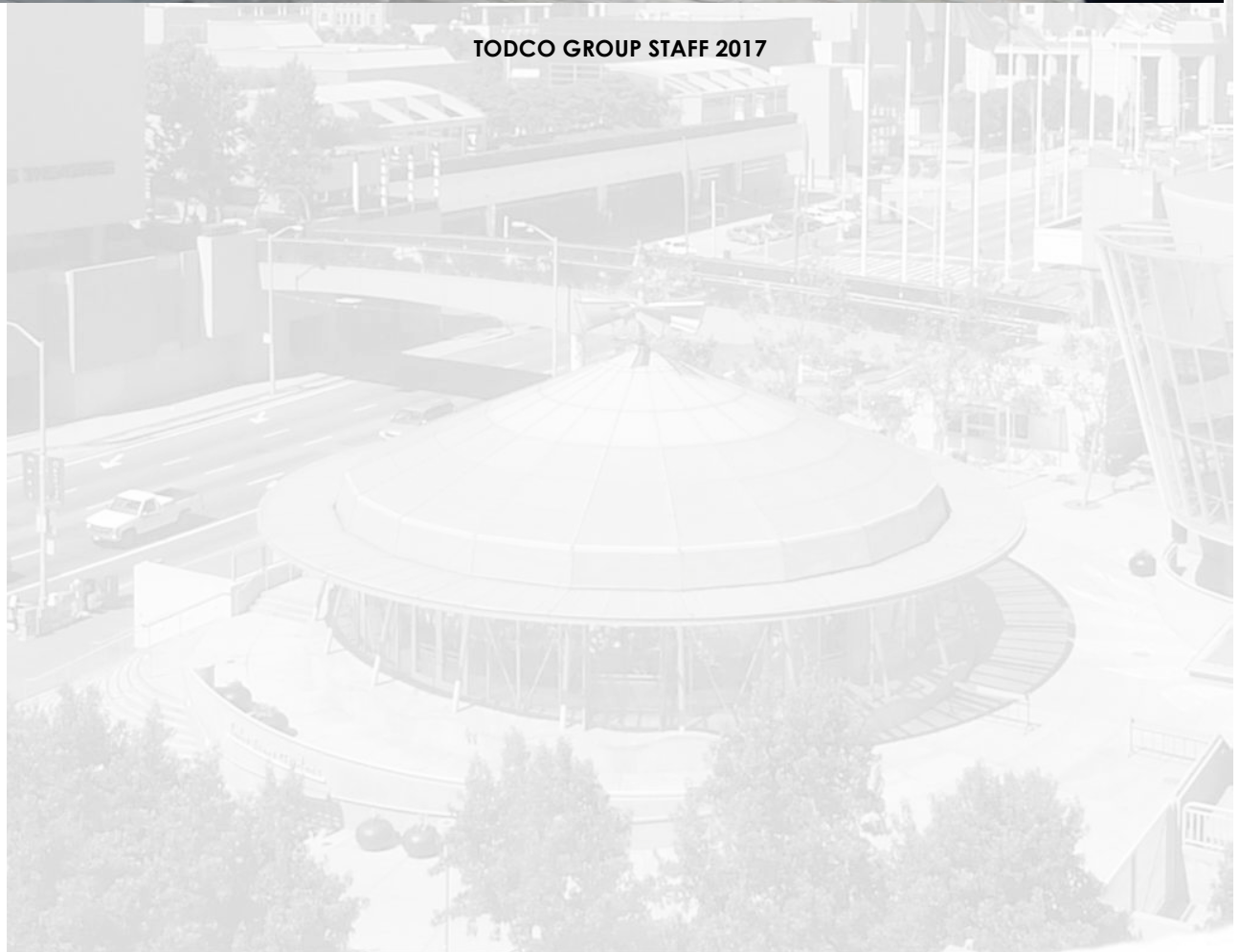
## TODAY ...

- *The TODCO Group Owns and Operates Five Residences for the Elderly/Disabled Totaling 601 Units and 782 Residents in South of Market's Yerba Buena Neighborhood*
- *The TODCO Group Owns and Operates Three SRO's for Very Low-Income and Formerly Homeless Individuals Totaling 364 Units and 388 Residents in South of Market's Sixth Street Corridor*
- *The TODCO Group Owns and Operates Commercial Storefronts in Six of These Properties That Provide Funding for Resident Services or Space for Community Programs*
- *TODCO Owns and Operates a Community Garden/Public Park*
- *TODCO's Resident Services Program Provides a Wide Range of Supportive Programs and Activities for All These Residents and Neighborhood Seniors*
- *TODCO Continues To Provide Community Leadership and Civic Advocacy To Meet the Challenge of Change and the South Of Market's Future*





TODCO GROUP STAFF 2017







TODCO FOUNDERS FUTURE COLEMAN HOUSE MURAL:  
GEORGE WOOLF, PETER MENDELSON, CEATRICE POLITE, FRANK HAGEN, WALTER KNOX, ISABEL UGAT, EUGENE COLEMAN,  
LELAND MEYERZOVE