



**TODCO GROUP CENTRAL SOMA COMMUNITY PLAN:  
A Comprehensive Neighborhood Vision  
for 21st Century South of Market**

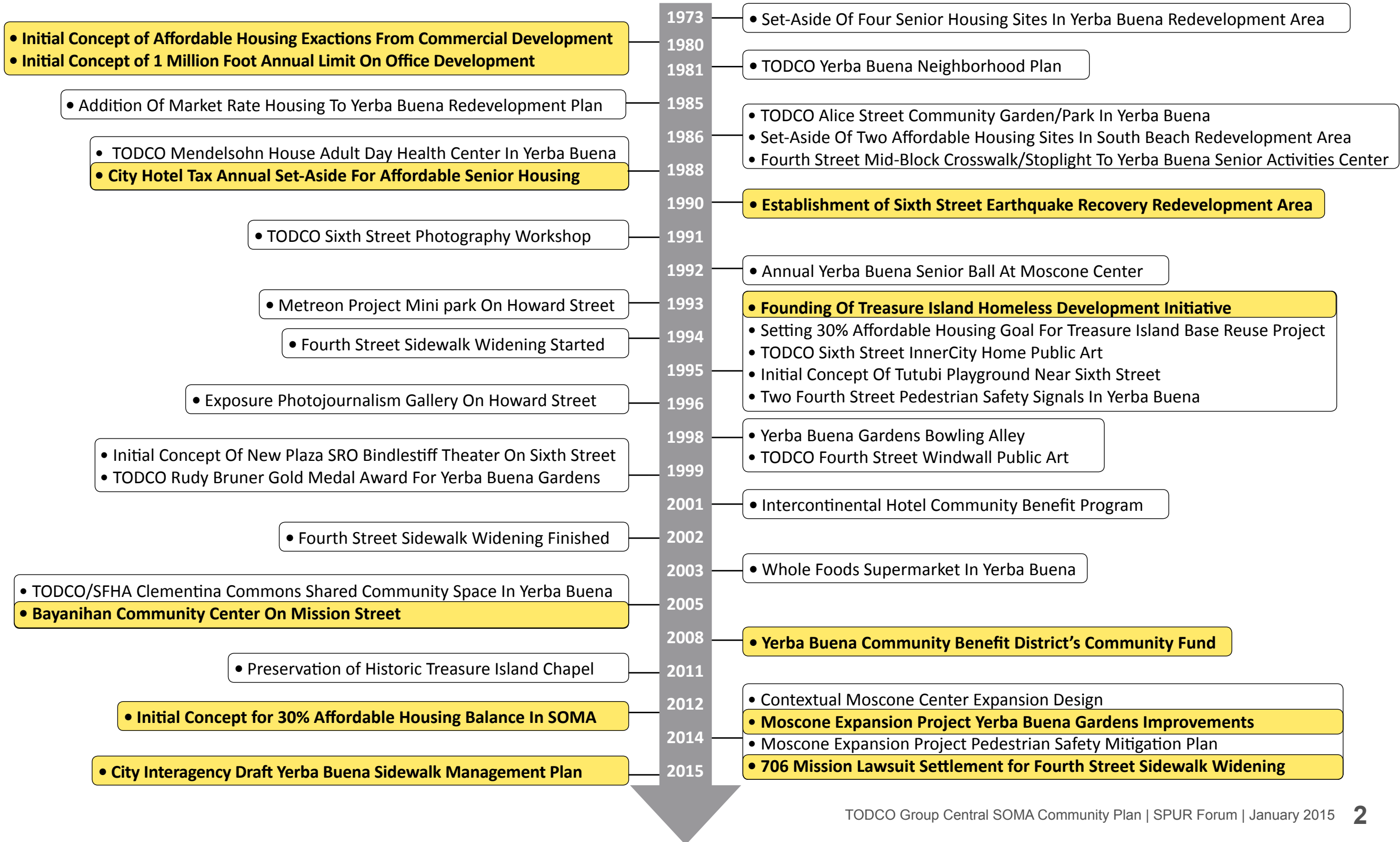
[www.todcocentralsomacommunityplan.org](http://www.todcocentralsomacommunityplan.org)



# “South of Market Neighborhood Builders”

## TODCO Group Community Planning & Building Accomplishments

+ Development of 956 Affordable Senior/SRO Housing Units in 8 SOMA Residences with 1150 Tenants +  
+ Providing \$2.5 Million Annual Resident Services Program +  
+ Financially Self-Sufficient +





# TODCO Projects

## SRO and Family Housing



Bayanihan House - SRO



The Leland - Housing for people with disabilities



The Knox SRO

# TODCO Projects

## Senior Housing



**Ceatrice Polite**



**Mendelsohn House**



**Woolf House**



# Yerba Buena & SOMA Then and Now

Photographs by Janet Delaney





# Yerba Buena & SOMA Then and Now

Photographs by Janet Delaney





# Yerba Buena & SOMA Then and Now

## St. Patrick's Church, Pre-Yerba Buena Gardens





# Yerba Buena & SOMA Then and Now

## Future Site of Moscone Convention Center and Yerba Buena Gardens





# Citywide Perspective: Economic Growth and Evolution

## Visitor Industry: Moscone Expansion Project, Yerba Buena Gardens Betterments, Hotels



- City's Visitor Industry drove the initial expansion of Downtown into SOMA via “bulldozer” redevelopment to build Moscone Center
- Three decades of community advocacy combined that agenda with our Vision of Yerba Buena Gardens and a Yerba Buena Neighborhood
- Very high density hotel and condo development provided the financial resources
- Redevelopment Agency's holistic city/ community building approach provided the essential planning framework



# Citywide Perspective: Economic Growth and Evolution

## Moscone Expansion Project BEFORE: Community Criticism of the Early Design



**Yerba Buena Is A Gardens - Not An Airport!**



# Citywide Perspective: Economic Growth and Evolution

## Moscone Expansion Project AFTER: With Community Input, an Improved Design



**PROPOSED VIEW FROM PARK BRIDGE**



# Citywide Perspective: Economic Growth and Evolution

## Moscone Expansion Project AFTER: With Community Input, an Improved Design

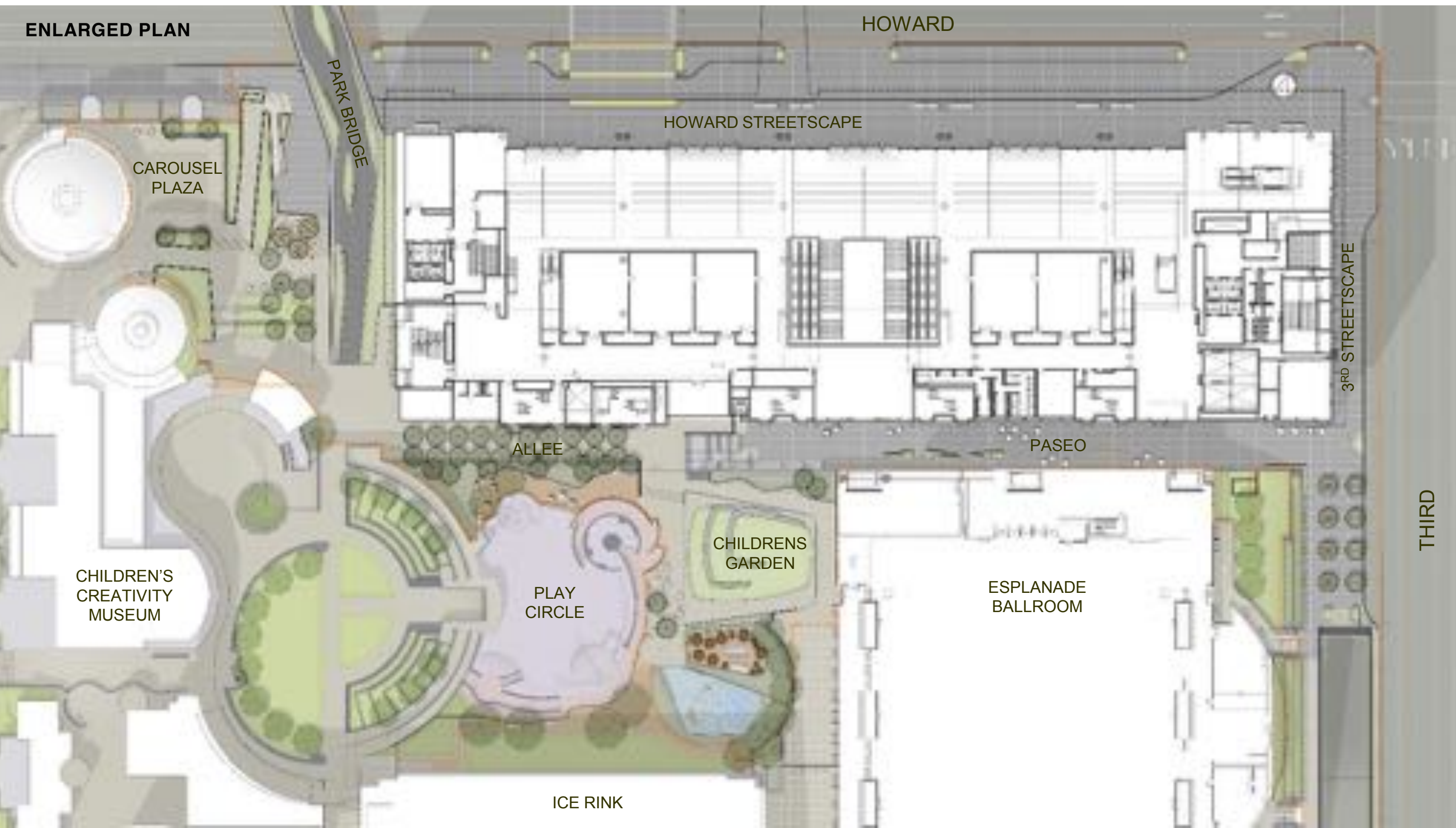


PROPOSED NORTH VIEW FROM  
EXISTING AMPHITHEATER



# Citywide Perspective: Economic Growth and Evolution

## Yerba Buena Gardens EVEN BETTER: Numerous Improvements to Children’s Play Area





# Citywide Perspective: Economic Growth and Evolution

## Yerba Buena Gardens FUTURE: Community Management with City Oversight

- Due to demise of Redevelopment Agency the City will assume control of Yerba Buena Gardens next year
- Protect the Gardens from any further Moscone Center expansion
- Ensure continuation of its full operational and programs funding
- Ensure top quality professional management by a stakeholder CBO
- Protect from City Hall politics
- Put this into City law via a November 2015 Ballot Initiative



# Citywide Perspective: Economic Growth and Evolution

## Tech Industry - Central SOMA Tech Office Demand

- The 21st Century Tech Industry is replacing the City's 20th Century corporate HQ downtown economic base
- SOMA's neighborhood character/life is why Tech companies want to be here – but they could wipe it out instead
- Because office buildings alone are very poor neighbors – introverted, impersonal, unimaginative, homogenized, nighttime/weekend dead zones
- Proposition M's 950,000 ft “annual limit” didn't actually make a difference – the average total City net office absorption since 1986 is about 800,000 ft per year – it's a political issue, not an economic one
- Because developers all rush for project approvals at the same time during development booms and then wait for years to get enough tenants to build
- So a Prop M project approval crunch won't come until 2017 when the many office “pipeline” projects that need the Central SOMA Plan's 2016 rezoning will all be ready for approval
- The TODCO Central SOMA Community Plan assumes a SOMA office demand of 10,000,000 ft over the next 25 years – about ½ of total citywide demand



# Citywide Perspective: Economic Growth and Evolution

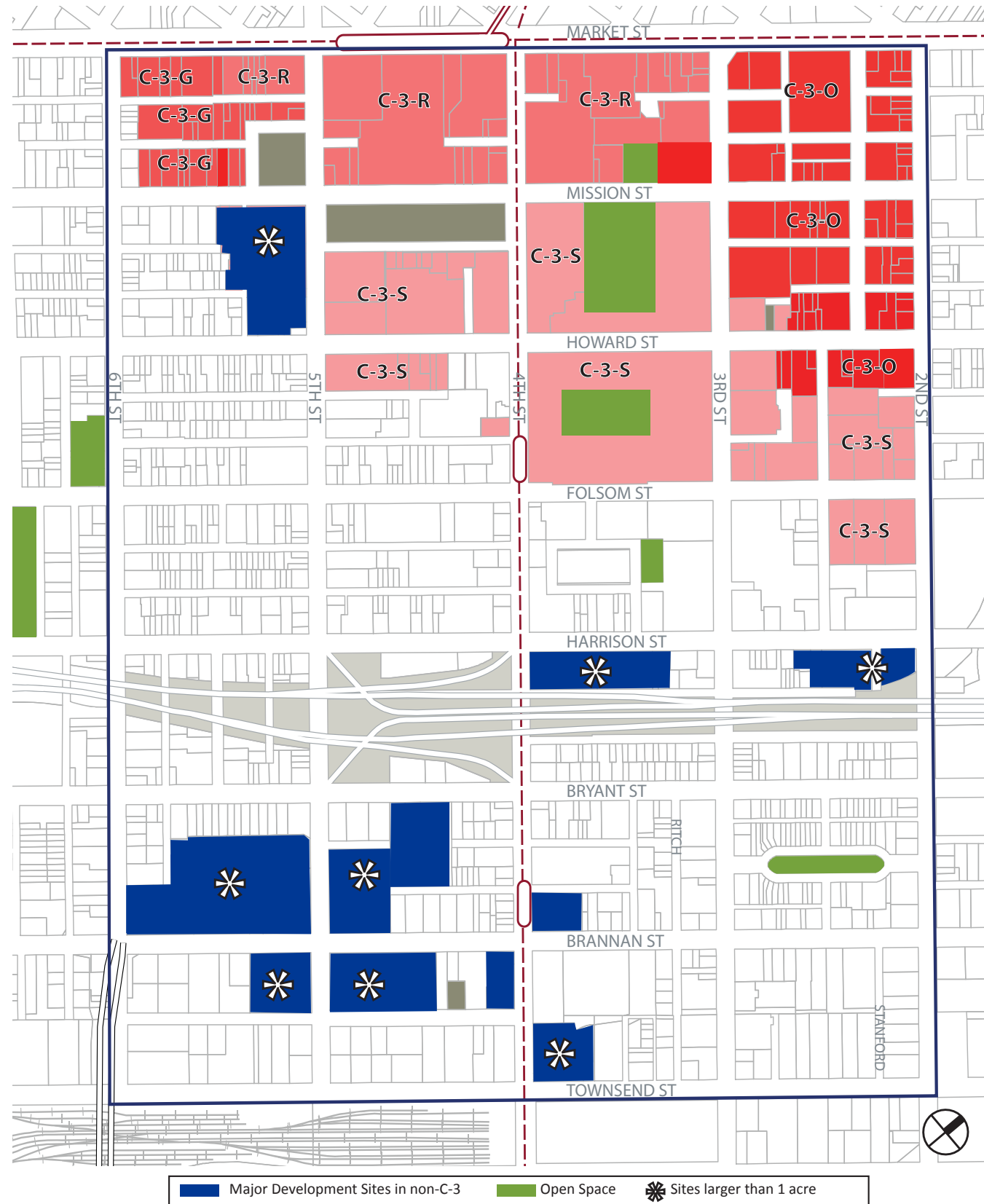
## Tech Industry - Community Plan: Office Development Concentration

- The challenge is to physically combine 21st Century SOMA Community Building with 21st Century Tech Industry office development
- Large development sites can accomplish this best – and the open space design/mix of uses in their street level ground floor is the crucial factor
- There are 10 Very Large identifiable development sites in Central SOMA over an acre in size – of which 7 have already been slated for development – that add up to about 10% of Central SOMA
- Maximizing the development of these Very Large Sites will lessen the demolition of SOMA's hundreds of smaller buildings for office development – they are where its special community character resides and where small businesses of all kinds can flourish
- Maximizing development on these Very Large Sites also provides the financial resources to achieve vital community goals – new/replacement PDR and arts spaces, affordable housing sites, anchor Neighborhood retail, and outstanding “POPOS” – privately owned public open spaces



# TODCO Group Central SOMA Community Plan

## Large Development Sites in Non-C-3 SOMA



DRAFT | TODCO Group Central SOMA Community Plan | December 2014



# Neighborhood Perspective: Community Building

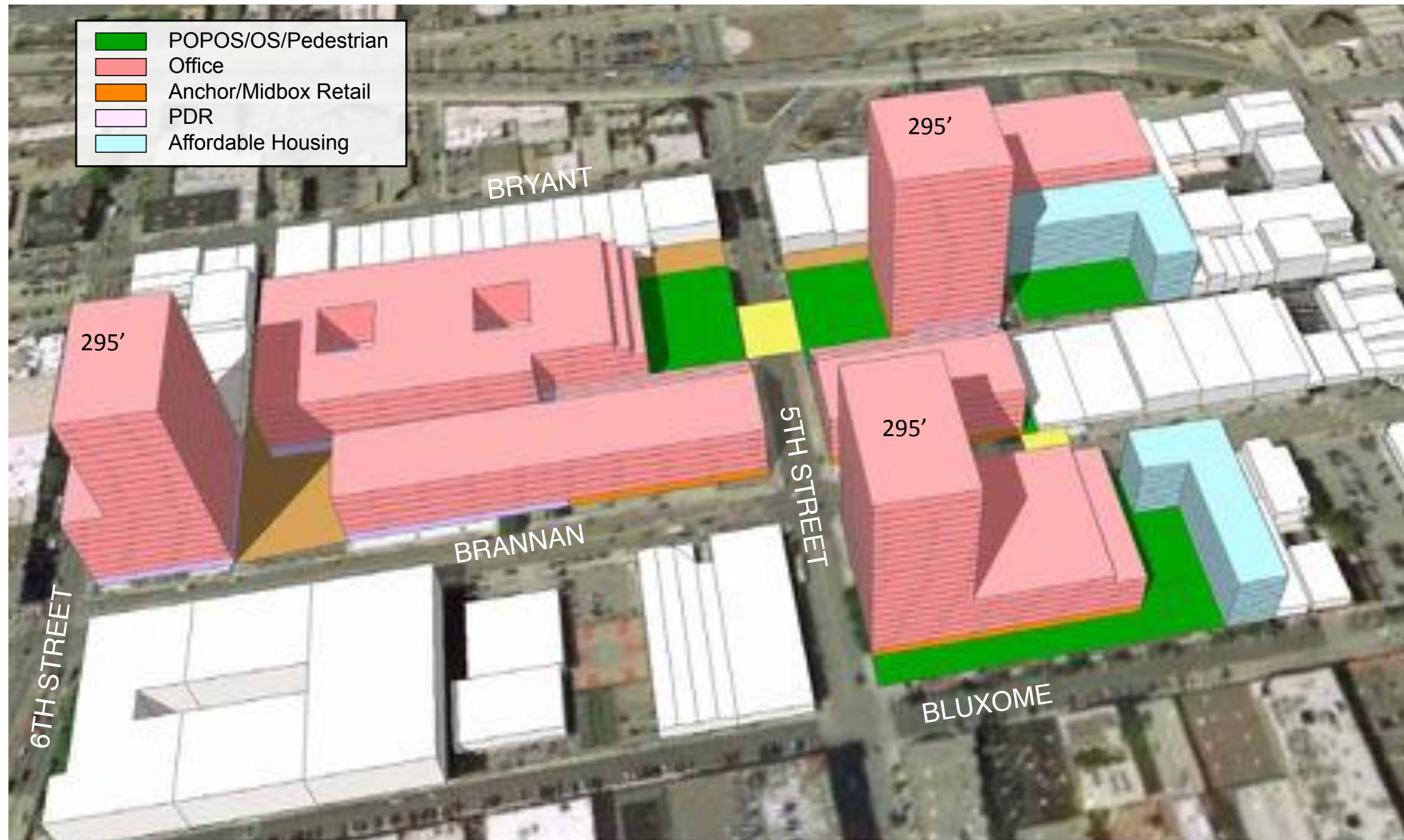
## Community Plan: Flower Mart 5th & Brannan Special Use District

- The TODCO Central SOMA Community Plan proposes a Special Use District for the 4 Very Large Development Sites on the four corners of Fifth and Brannan Streets that combines all our SOMA Community Building objectives with about 3,000,000 ft of new office development
- The Flower Mart site would include 100% replacement of the Mart's 150,000 ft of PDR space – plus an outstanding new POPOS with adjacent anchor retail to incorporate everyday community life
- The obsolete Chronicle truck yard site combined with the adjacent City PUC owned storage lot would include a new affordable housing development site along with a second outstanding new POPOS also with adjacent anchor retail and some additional PDR space
- The Tennis Club would include a new replacement sports club along with another new affordable housing site and a third new POPOS that takes full advantage of Bluxome Alley's potential amenity
- The Academy of Art site would be zoned for development of new student housing along with its educational facilities
- Building height limits would be increased to about 20 stories as needed
- TODCO will soon update the year-old concept shown here



# 5th & Brannan Special Use District

## Overall Massing Diagram



### NOTES:

LOBBIES/SERVICE AREAS NOT DEPICTED

ANCHOR RETAIL = Supermarket

MIDBOX RETAIL = Sports Club, or other 7-day / week business with many users



# 5th & Brannan Special Use District

## First Floor and Public Open Space Plan



**NOTES:**

LOBBIES/SERVICE AREAS NOT DEPICTED

ANCHOR RETAIL = Supermarket

MIDBOX RETAIL = Sports Club, or other 7-day / week business with many users



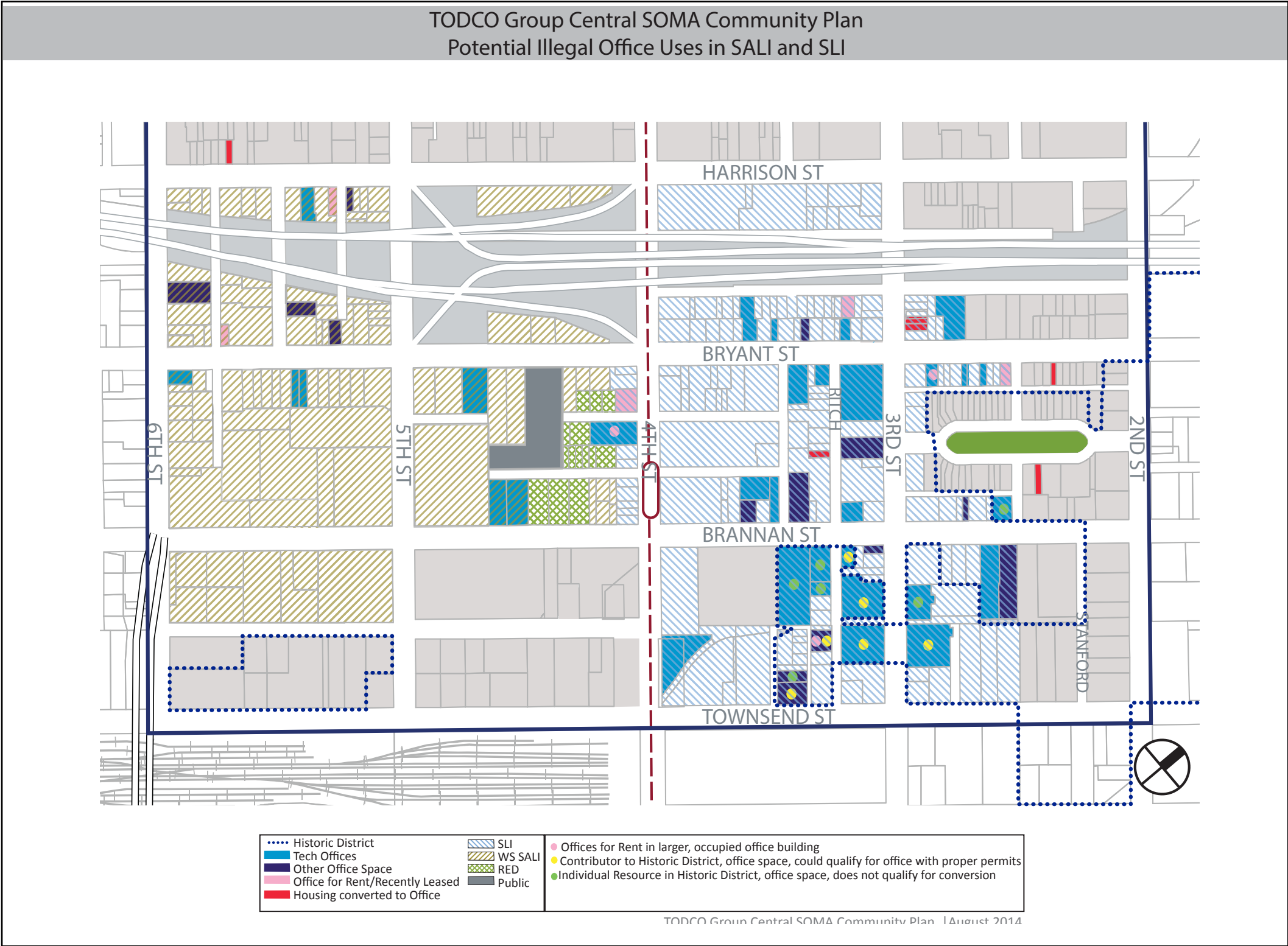
# Citywide Perspective: Economic Growth and Evolution

## Production, Distribution, Repair (PDR)/Arts and Small Businesses: 21st Century PDR/Arts and Small Businesses

- There is strong demand for 21st Century Production, Distribution, Repair, and Arts spaces in the City to take advantage of its strong economy
- SOMA is still ideal for businesses that need to be near a Central City customer base – technology and skill-based businesses of many kinds in smaller spaces, not warehousing, and thus able to pay higher per foot rents
- But displacement of PDR/Arts now in existing SOMA buildings for conversion to Class B/C office space or for demolition for new office or housing development is increasing fast
- The TODCO Central SOMA Community Plan proposes that existing PDR/Arts space must be retained/replaced: (a) 100% in the current “SALI” district, (b) 50% in the current “SLI” district, and (c) 25% everywhere else outside the downtown C3O district
- Our Plan also proposes that the “TDR” property air-rights sale option that exists for historic buildings be expanded to include buildings that are permanently reserved for PDR/Arts spaces – making it possible for those business to buy their own buildings

# Citywide Perspective: Economic Growth and Evolution

## Illegal Office Uses in PDR/Arts Zoning (SALI and SLI)





# HOUSING | Citywide Perspective: Social Justice & Diversity

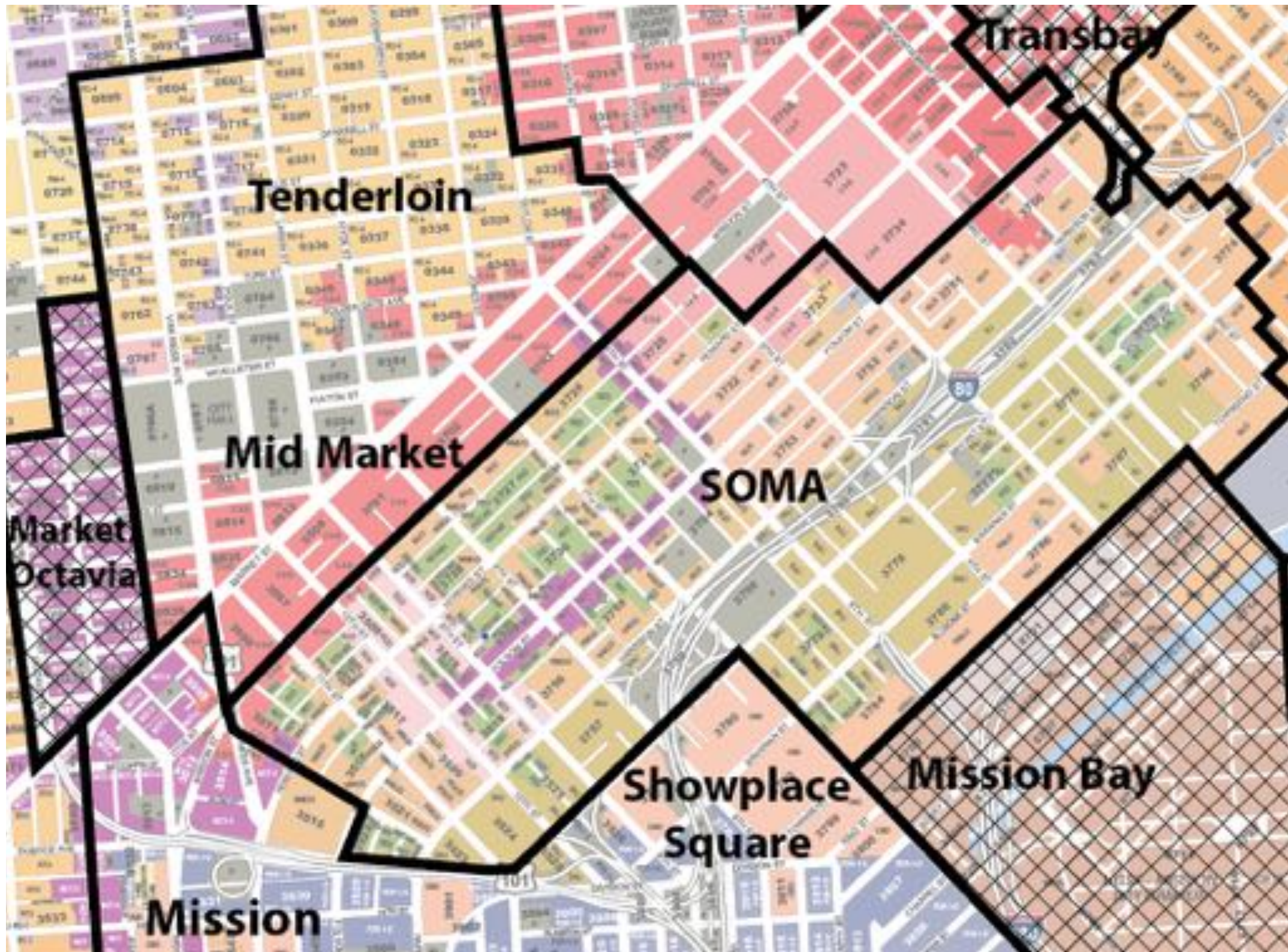
## Achieve Prop K's 33% Affordable Housing Balance In SOMA

- Thousands of units of housing of all kinds will be built in SOMA over the next 25 years
- Ensuring that 33% of them are affordable housing will require:
  - increasing inclusionary housing requirements for the locations that are upzoned
  - securing specific sites for construction of new affordable housing
  - acquiring and renovating existing housing – especially slum residential hotels – as permanent affordable housing
  - prioritizing housing fees and exactions from future SOMA developments for these affordable housing developments



# HOUSING | Citywide Perspective: Social Justice & Diversity

## Community Plan: Achieving 33% SOMA Housing Balance District





# HOUSING | Citywide Perspective: Social Justice & Diversity

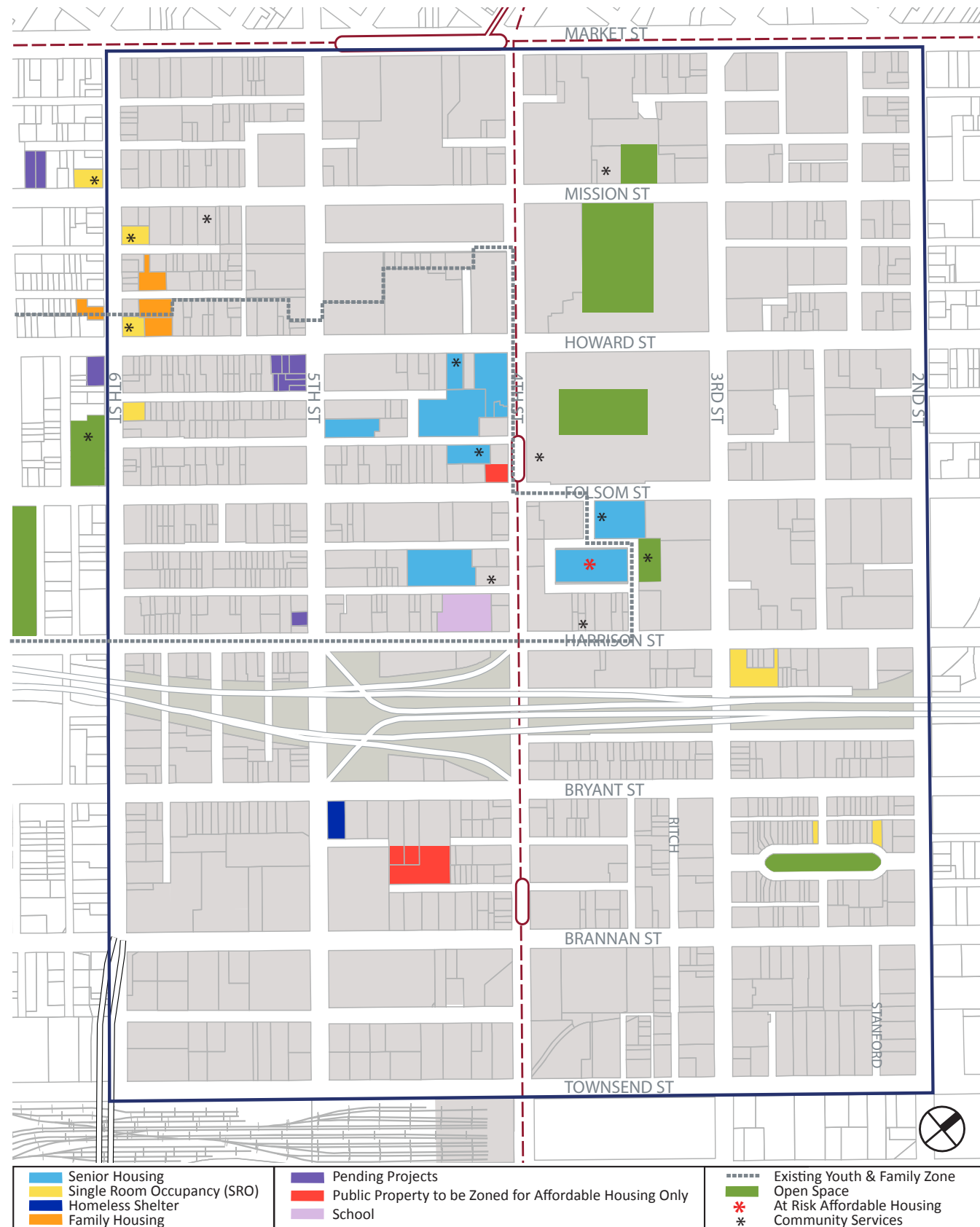
## Community Plan: Achieving 33% SOMA Housing Balance District

- New zoning can achieve 33% affordable housing in Central SOMA

Central SOMA Plan Zoning	Now	New	Assumptions
Increase On-Site Inclusionary 8% to 20%	360	600	If 3000 Market Rate Units Built
Increase Off-Site Inclusionary 13% to 33%	400	660	If 2000 Market Rate Units Built
Public Housing RAD	276	276	Clementina Towers
Dedicate The Two City Owned Sites	0	350	MTA and PUC Sites
Four Office Project Set-Aside Parcels	0	500	On 85,000 total sq. ft. in Mid-Rise
Total New Affordable Balance Units	1000	2386	= 35% Affordable of 6796 total new housing units!!

# TODCO Group Central SOMA Community Plan

## Existing and Potential Affordable Housing Sites

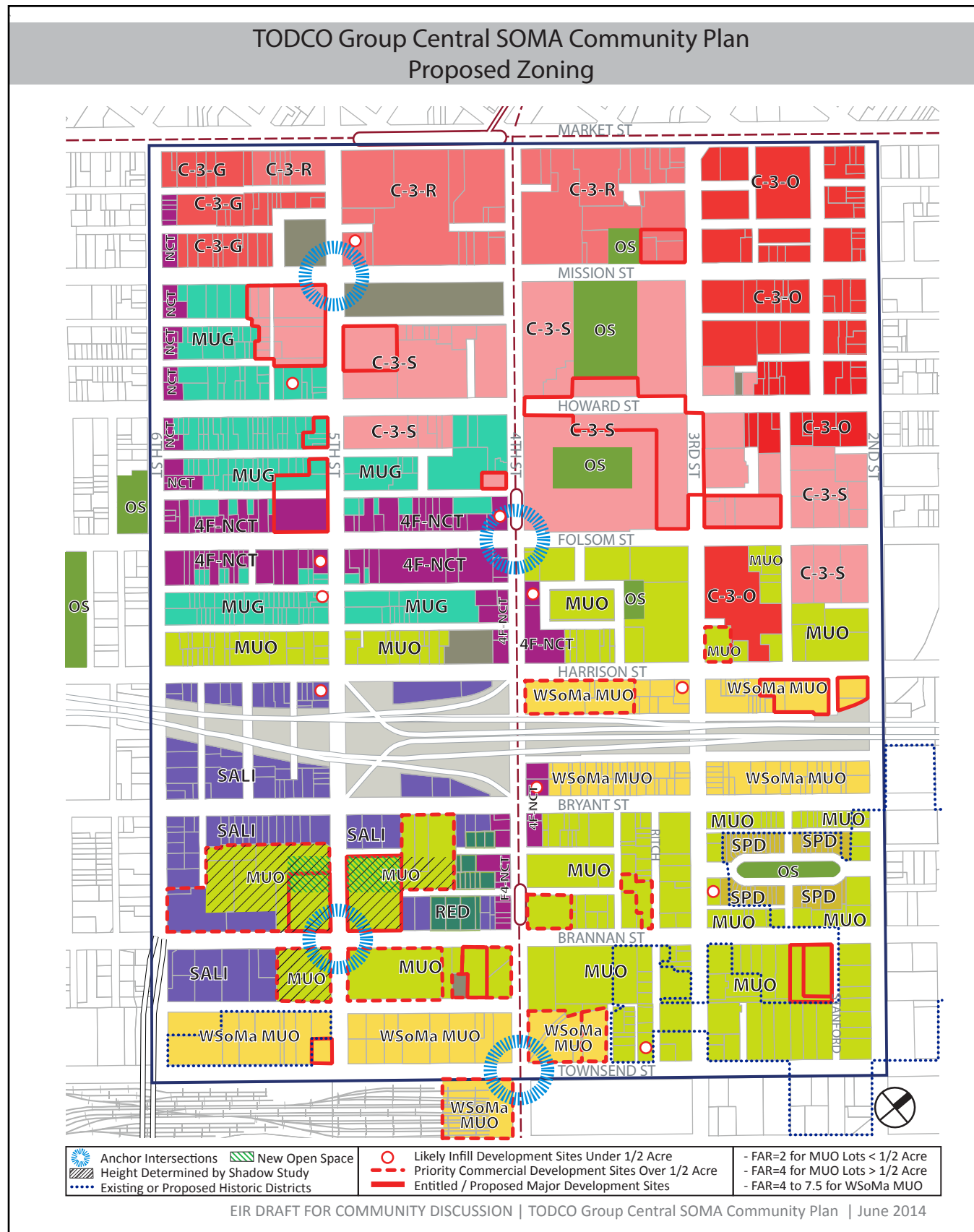


DRAFT | TODCO Group Central SOMA Community Plan | December 2014



# Conclusion

## The Resulting 21st Century San Francisco SOMA of 2040



- 21st Century Citywide Economic Development and 21st Century SOMA Neighborhood Community Building are equally important
- Both can be achieved in SOMA! – but only by proactive City planning, not by passive laissez faire market forces and cookie-cutter development
- TODCO is planning a June 2016 ballot initiative that will add to the final Central SOMA rezoning whatever it takes to achieve this

# Neighborhood Perspective: Community Building

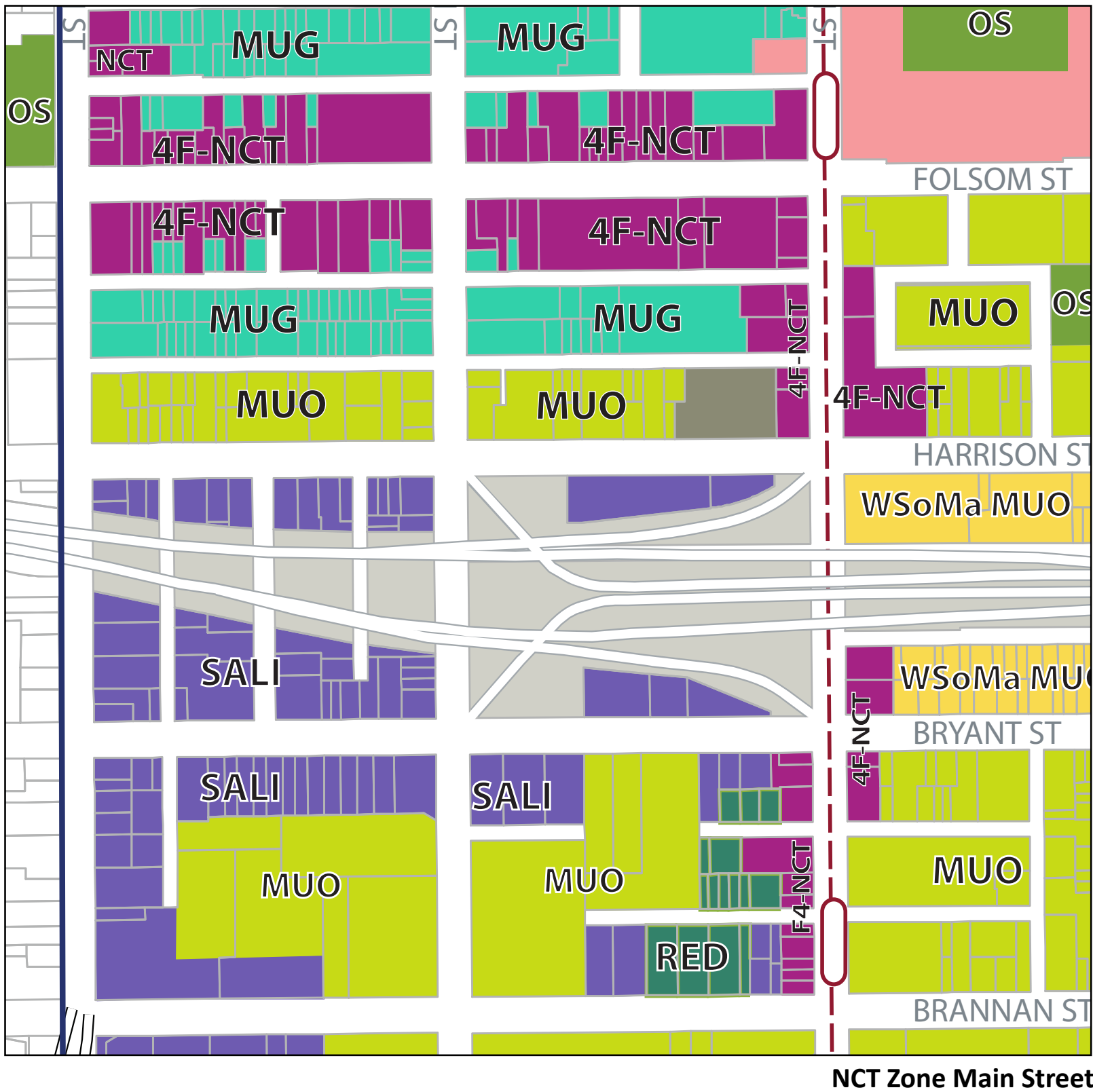
## The “Software” of Community Building

- Large-scale new development is only half of what it takes to “Build a Neighborhood”
- A Neighborhood needs a local pedestrian scale “main street”
- A Neighborhood needs a network of small scale local streets with amenities and practical facilities
- A Neighborhood needs a collective sense of its cultural character and special spirit
- A Neighborhood needs a vision for its long-term Environmental Sustainability
- Most of all, a Neighborhood needs community institutions, organizations, and groups that empower its residents, businesses, and stakeholders to address its everyday life and be part of determining its future



# Neighborhood Perspective: Community Building

## SOMA's Fourth and Folsom Main Streets / Crossroads



# Neighborhood Perspective: Community Building

## The Alleyway Tool Kit: Extraordinary Potential For Everyday Neighborhood Life

### NEIGHBORHOOD-BUILDING TOOLKIT LEGEND

#### PEDESTRIAN IMPROVEMENTS



STOP SIGNS are a good tool for traffic calming on quiet, pedestrian-oriented, mixed-use alleys. They discourage through traffic and slow down cars, which otherwise tend to drive fast on small, local streets.



CROSSWALKS. Safe street crossings are a matter of great concern in areas with heavy foot traffic, so crosswalks are important safety measure. There should be a crosswalk everywhere pedestrians go. Adding crosswalks helps resolve conflicts between cars and pedestrians by marking well-used walking paths.



RAISED CROSSWALKS. Offering more benefits to pedestrians than standard crosswalks, raised crosswalks make crossing the street easier for all pedestrians, especially seniors and those with disabilities. They also serve as de facto speed bumps and are a natural traffic calming measure.



SIDEWALK EXPANSION. Many sidewalks in the neighborhood, particularly in the alley network, are below minimum acceptable widths. Sidewalks will be selectively expanded where most appropriate. Expansion will help create a rich pedestrian network, and reduce pedestrian conflicts.



BULBOUTS create safer and shorter street crossings for pedestrians by extending the sidewalk and making the roadway narrower. They are a traffic-calming tool.



MOVABLE BOLLARDS create a temporary pedestrian-only area when they are raised, but can be lowered or removed to maintain required access for emergency vehicles.

#### NEW ACTIVITY



FOOD TRUCKS bring activity to the street, activate spaces that are currently underutilized, provide additional dining options for residents and workers, and (in some cases) improve the pedestrian experience by closing off the street to vehicular traffic.



PARKLETS use a parking space to create a small area for public use. They are a new, popular idea that has seen great success in San Francisco and are a good, small-scale neighborhood-building element. They add a landscape amenity and increase or are an alternative to seating.



FITNESS ZONES include simple stretching and circuit equipment, along with signage describing suggested exercises. They provide a space for locals to add to their exercise programs, promoting health and creating a gathering space for neighbors.



DOG REFUGE. One of the most commonly requested amenities, they provide much needed space for dogs and their owners, and are a gathering space for neighbors.



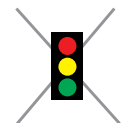
EVENT/ACTIVITY ZONE. A designated segment of the street that can be temporarily closed for neighborhood events. This street zone should be located such that traffic won't be severely disrupted when blocked off.



# Neighborhood Perspective: Community Building

## The Alleyway Tool Kit: Extraordinary Potential For Everyday Neighborhood Life

### AUTOMOBILES & CIRCULATION



**TRAFFIC LIGHTS** help pedestrians navigate the long SOMA blocks and resolve the conflicts between pedestrians and automobiles. SOMA has many pedestrian generators (the Moscone Convention Center, hotels, museums, residents, and businesses), and this will increase with the Moscone expansion, more hotel, office, and residential development, and the new Central Subway MUNI line. Managing cars and pedestrians in anticipation of these increases will improve current conditions and mitigate future conflicts.



**PASSENGER LOADING (WHITE ZONE).** On streets with one parking lane and one driving lane, passenger loading zones allow cars and vans to pull over to load and unload without double parking and blocking oncoming cars. Additionally, passengers are safer because they enter and exit vehicles from the sidewalk rather than in the roadway.



**COMMERCIAL LOADING (YELLOW ZONE).** On streets with one parking lane and one driving lane, commercial loading zones allow delivery and other commercial vehicles to pull over to load and unload without double parking and blocking oncoming traffic.



**CIRCULATION.** A circulation mix of one-way and two-way traffic serves passenger and goods loading and unloading needs.



**MOTORCYCLE PARKING.** Motorcycles are a common form of transportation in SOMA and designated parking is provided for these users.



**2-WAY BICYCLE TRAFFIC (sharrows).** Due to long blocks and numerous one-way streets in SOMA, many bicycles resort to bicycling on sidewalks. This is dangerous for pedestrians, and is not legal. Allowing bicycles to travel both ways on alleys (even one-way alleys) gives cyclists an alternative to illegal sidewalk use.



**ON-STREET BICYCLE CORRALS** replace a parking space with storage for 8-12 bicycles. Bicycle corrals can handle a larger volume of bicycles than sidewalk bicycle racks, which can cause sidewalk clutter and impede pedestrian flow in busy areas. Bicycle corrals are especially practical in areas of high volume. In locations with particularly high demand double corrals may be appropriate.

### NEIGHBORHOOD IMPROVEMENTS



**PUBLIC ART** is a neighborhood-building element. Public art can define a neighborhood, create a destination, provide information and history about a neighborhood, activate blank urban spaces, create a sense of ownership, and bring locals and visitors together.



**STREET TREES AND PLANTERS** are landscape amenities. They improve the pedestrian experience and add greenery to the street. Street trees increase permeable surfaces in San Francisco, a priority of the SFPUC. Planters can be used strategically to create separation between pedestrian and seating zones, or to mitigate potential pedestrian issues (for example, at blind corners).



**ON-STREET GARBAGE CORRALS** provide a designated space for necessary waste, recycling and compost bins.

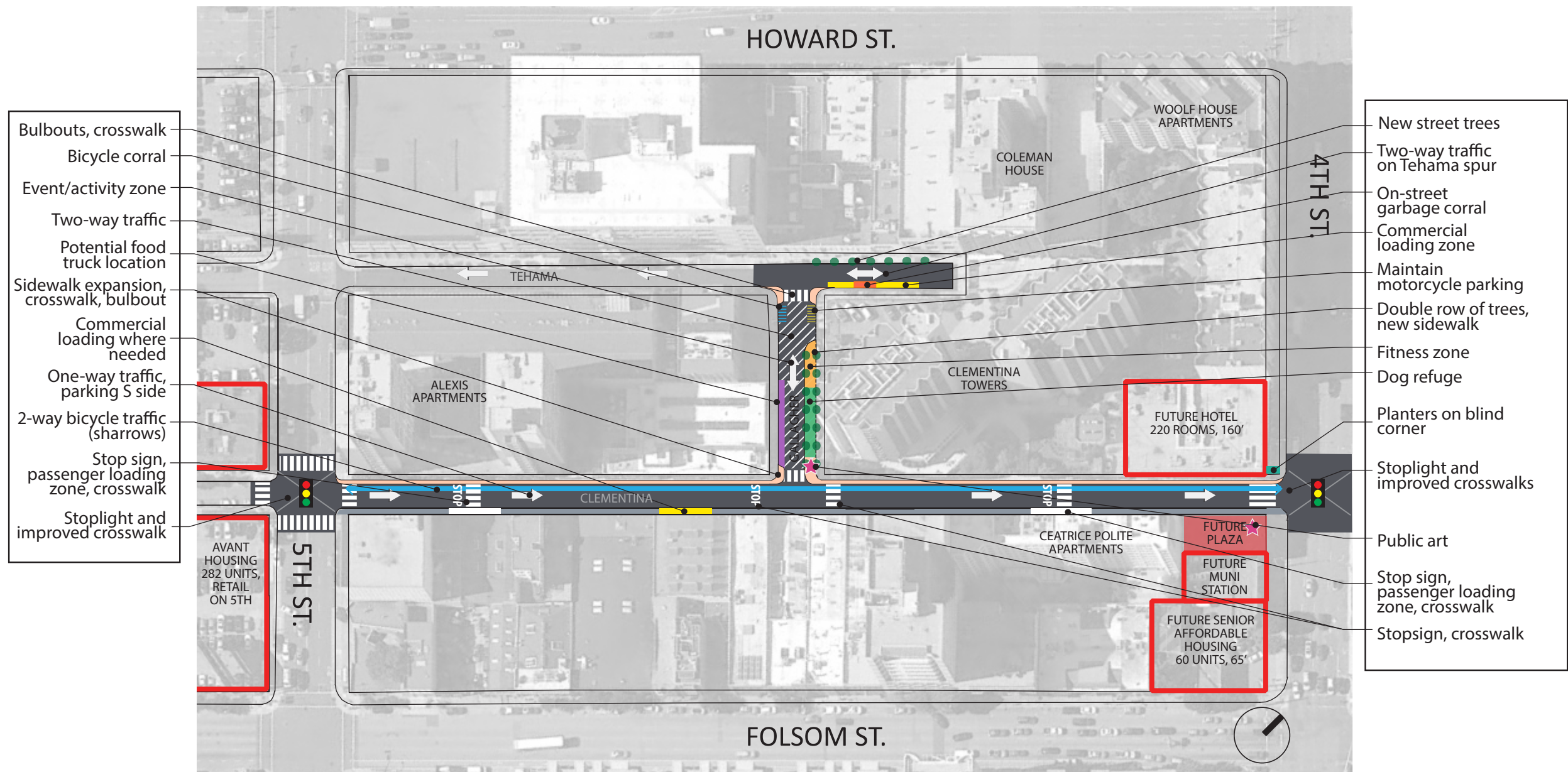


**PRIVATE PROPERTY BETTERMENT.** Proper upkeep and maintenance of property, private open space, trash bins, and streetscape from all building owners is expected. Where lacking, property owners will be asked to improve their street presence and responsibilities.

# Neighborhood Perspective: Community Building

## Putting it Together: Clementina Block Plan

Clementina Alley and Gallagher Lane  
A Special Opportunity for Neighborhood Building

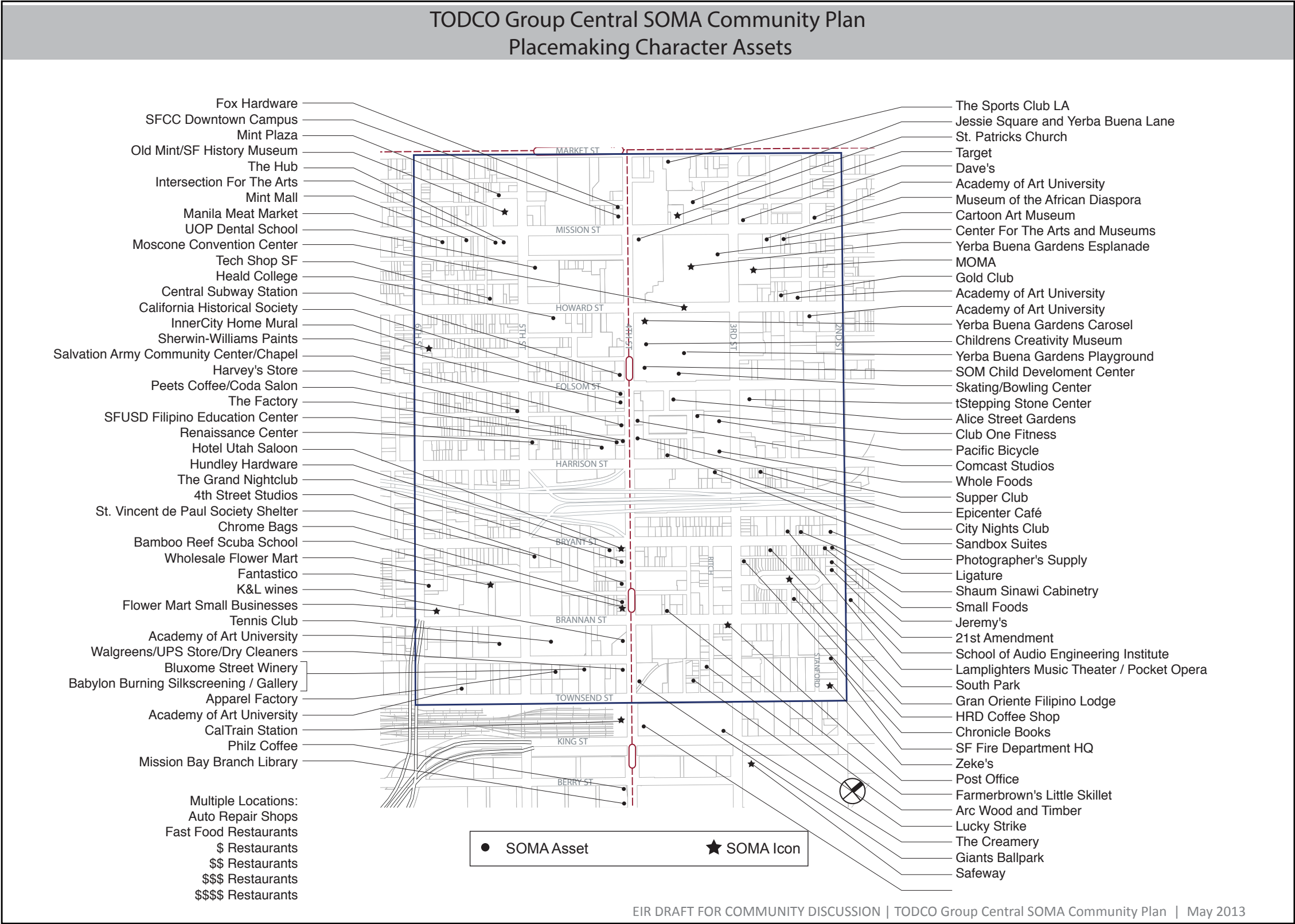


EIR DRAFT FOR COMMUNITY DISCUSSION | TODCO Group Central SOMA Community Plan | May 2013



# Neighborhood Perspective: Community Building

## Mapping Community Cultural Character and Spirit: Small Buildings Are Crucial



# Neighborhood Perspective: Community Building

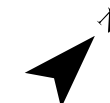
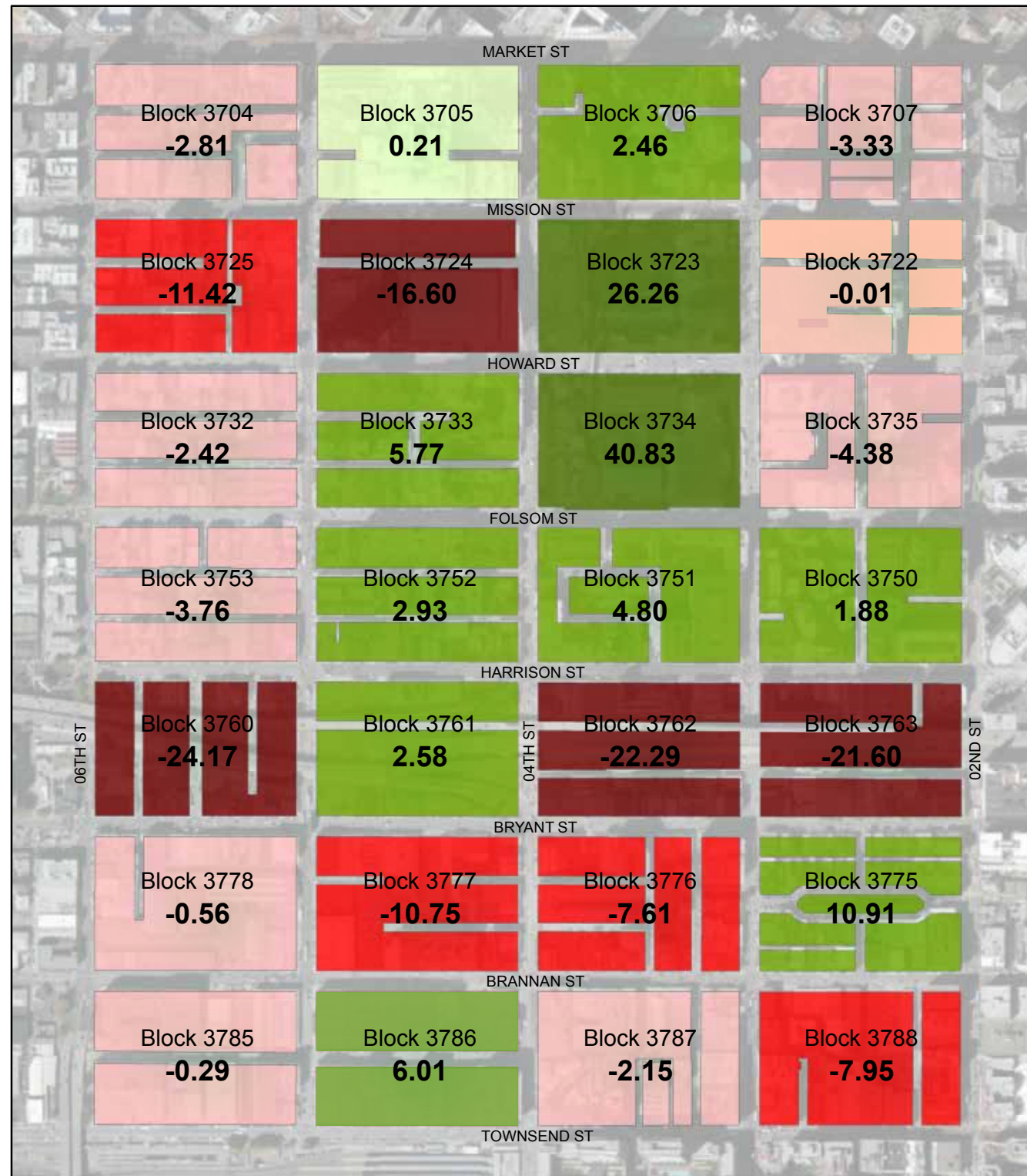
## EcoDistrict Vision

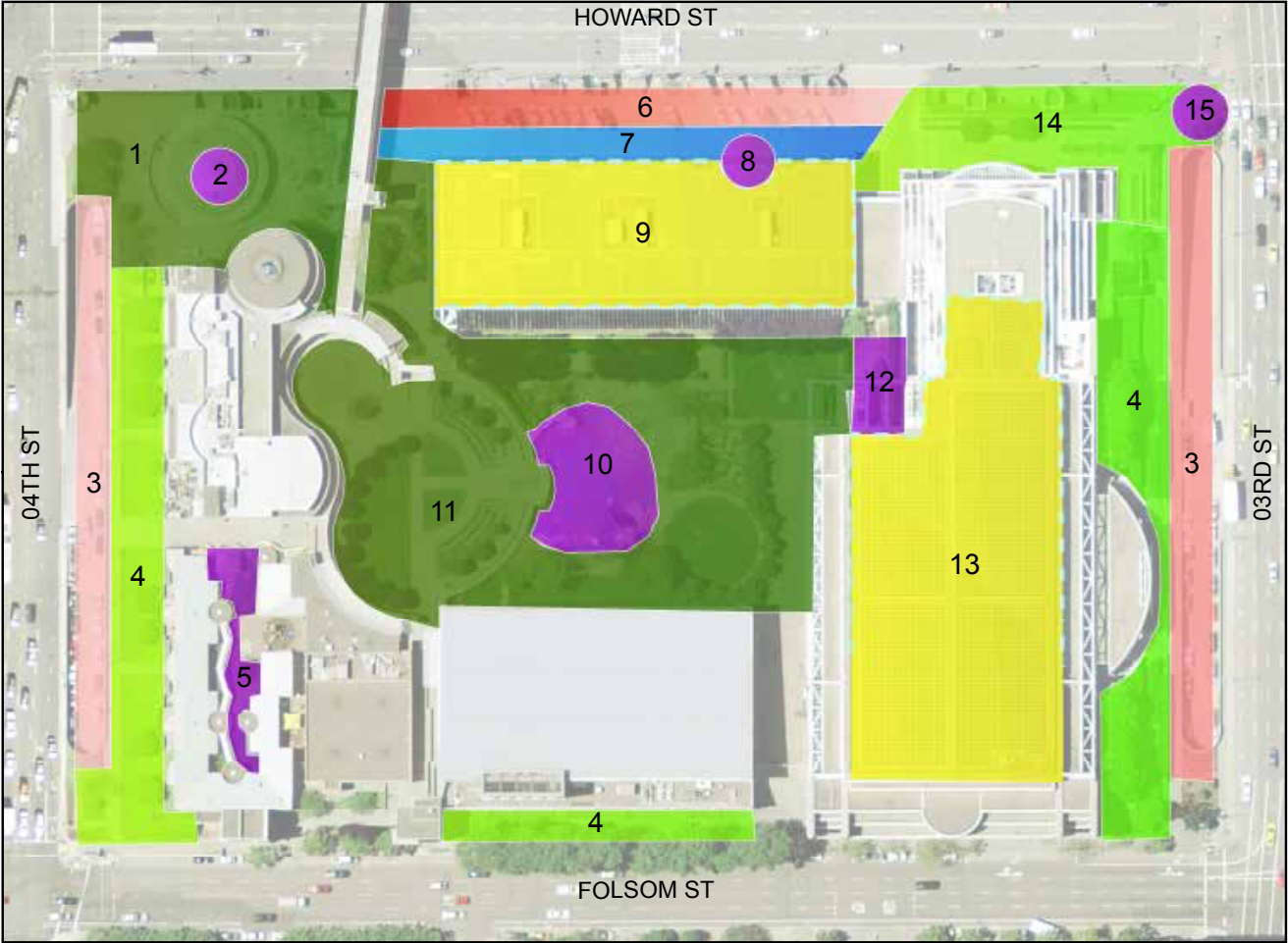
- A Community Building EcoDistrict imaginatively combines the technocratic tools of Sustainable Design with community stakeholder goals, contributing to the neighborhood's long term "Eco-Social Capital"
- Neighborhood EarthView: A block-by-block, Community-monitored method of tracking the Eco-Social status of rooftop and ground planes visible from Google Earth. In a successful EcoDistrict, low scoring uses like Parking Lots will be replaced with high scoring Eco-Social uses like Playgrounds, Solar Arrays, Parks, and Civic Icons
- Greening the Freeway: Convert the parcels under the Freeway to environmentally beneficial uses; Maximize landscaping; Incorporate art; Improve underpasses



# Central SOMA Neighborhood Earthview

## Cumulative Eco-Social Score by Block (Per Acre)

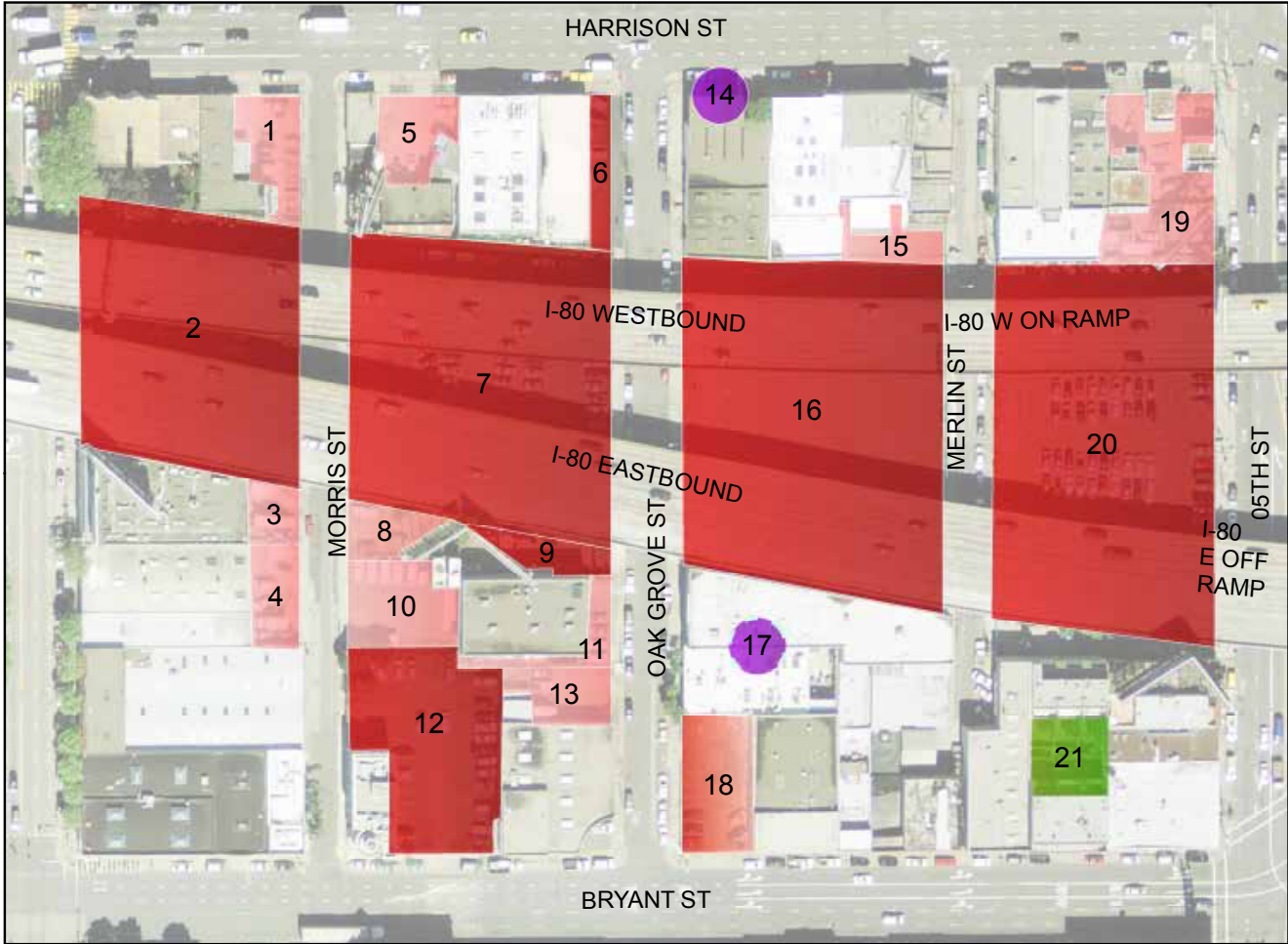




Block Cumulative Eco-Social Score (Per Acre): 40.8

ID	Use	Weight	Area (Sq. Ft.)	Eco-Social Score
1	Public Park	10	22075.4	220754
2	Community/Civic Icon	10	100	1000
3	Loading/Service	0	25182.2	0
4	Private Cheap Landscaping	2	40723.8	81447.6
5	Dedicated Use Playground	8	2986.96	23895.68
6	Private Commercial Parking/Service	-3	10830	-32490
7	Private Transit Facility	6	8398.51	50391.06
8	Community/Civic Icon	10	100	1000
9	Solar Energy System	8	31637	253096
10	Public Playground	10	7913.54	79135.4
11	Public Park	10	69130.4	691304
12	Public Playground	10	2706.79	27067.9
13	Solar Energy System	8	47040.3	376322.4
14	POPO Plaza Minimal Landscape/Use	0.1	15126.2	1512.62
15	Public Art	8	100	800
Total =				1,775,236.7
Total Eco-Social Score (Per Acre) =				40.8



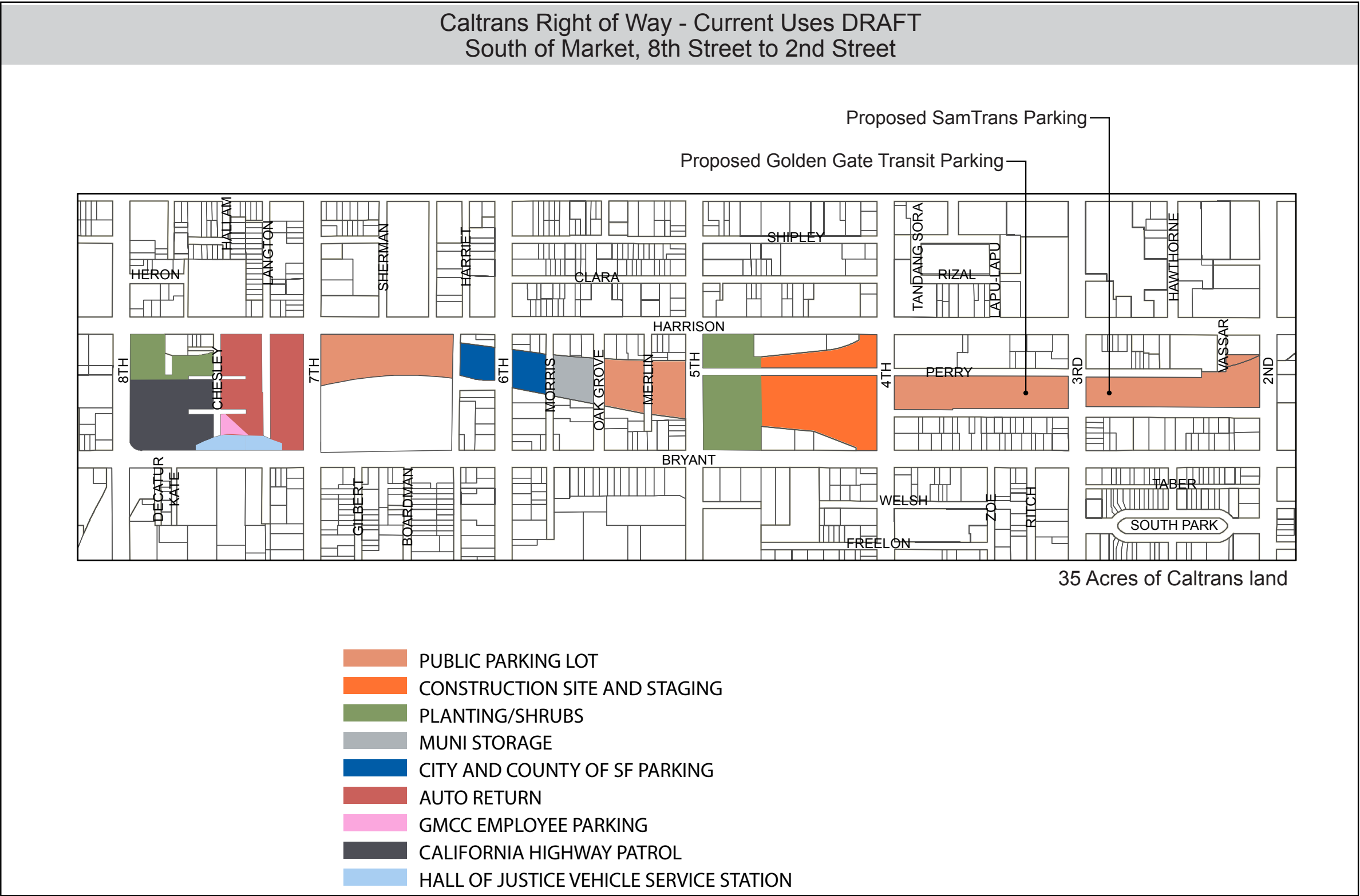


Block Cumulative Eco-Social Score (Per Acre): -24.2

ID	Use	Weight	Area (Sq. Ft.)	Eco-Social Score
1	Private PDR Parking/Service	0	3317.35	0
2	Public/Private Commuter Parking	-6	29790.6	-178743.6
3	Private PDR Parking/Service	0	1659.43	0
4	Private PDR Parking/Service	0	2662.29	0
5	Private PDR Parking/Service	0	3185.48	0
6	Public/Private Commuter Parking	-6	1755.76	-10534.56
7	Public/Private Commuter Parking	-6	39163.1	-234978.6
8	Loading/Service	0	2175.93	0
9	Public/Private Commuter Parking	-6	2037.66	-12225.96
10	Loading/Service	0	4647.52	0
11	Loading/Service	0	1858.53	0
12	Public/Private Commuter Parking	-6	13880.6	-83283.6
13	Private PDR Parking/Service	0	2858.6	0
14	Public Art	8	100	800
15	Private PDR Parking/Service	0	1921.79	0
16	Public/Private Commuter Parking	-6	45150.6	-270903.6
17	Public Art	8	100	800
18	Private Commercial Parking/Service	-3	5147.88	-15443.64
19	Private PDR Parking/Service	0	7649.41	0
20	Public/Private Commuter Parking	-6	43092	-258552
21	Private Residential Open Space	4	3091.65	12366.6
Total =				-1,050,699.0
Total Eco-Social Score (Per Acre) =				-24.2

# Neighborhood Perspective: Community Building

## EcoDistrict Vision | Greening the Freeway





# Neighborhood Perspective: Community Building

## Community Benefits / Genuine Empowerment

- Active and well-informed Neighborhood and stakeholder groups are vital parts of SOMA's "Social Capital" – and fortunately SOMA has many – but they need to keep in touch with each other
- Community Benefit Districts can assume responsibility for everyday "quality of life" Neighborhood needs – and SOMA needs more
- Community-Based Agencies can provide a wide range of important services for residents – but they need secure locations and dependable funding
- Community advisory groups can work with the City for planning and monitoring local programs and projects – but the Eastern Neighborhoods CAC needs restructuring to have more authority and focus
- "Collateral Agreements" between developers and impacted community groups can ensure promised new projects' Community Benefit Programs actually work as intended – starting with the massive Flower Mart and 5M projects

# Thank you!

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## Contact Information

John Elberling  
President,  
TODCO Group  
[johne@todco.org](mailto:johne@todco.org)

Alice Light  
Director of Community Planning,  
TODCO Group  
[alice@todco.org](mailto:alice@todco.org)

TODCO Central SOMA Community Plan Website:  
[www.todcocentralsomacommunityplan.org](http://www.todcocentralsomacommunityplan.org)

Project-specific Websites:  
[www.saveyerbabuenagardens.org](http://www.saveyerbabuenagardens.org)  
[www.savesixthandsomafromgentrizzilla5m.org](http://www.savesixthandsomafromgentrizzilla5m.org)