

Project Description

Renamed Kelly Cullen Community, the adaptive reuse of the 1909 Central YMCA in San Francisco revives a beloved landmark. Put at risk by the move of the Y to a new location, the National Register Criterion C building now houses a truly innovative integration of new homes for the homeless, supportive services for residents, and supportive services for the whole Tenderloin neighborhood. The building was designed by the prominent McDougall Brothers Architects, and is one of the few San Francisco examples of their practice that survived the 1906 earthquake.

A majestic 9 story classical building occupying a key corner in the Uptown Tenderloin National Register District, the YMCA operated its programs here for 98 years. The period following the Earthquake and Fire of 1906 and the First World War became a prosperous time for the San Francisco YMCA as the association was reported in the Y.M.C.A. Year Book (April 30, 1925) to be number one, among the fifteen largest associations in North America, in order of its achievements. The size and varied program of the new central branch reflected the association's ambitions and even after the 2012 conversion to housing, the building conveys its original role, with retention of the Men's Gym, the auditorium, the President's office suite, and important features in other spaces such as classrooms and the swimming pool. The period of significance for the building is 1908-1935.

The exterior of the building had been little altered, with the exception of elimination of the YMCA emblem and globe that originally occupied the pediment of the colonnade at the main entry. Up to its rehabilitation, the interior retained a variety of spaces associated with pre-World War II YMCA buildings, such as hotel rooms, offices, classrooms, community rooms, an auditorium, gymnasiums, handball courts, exercise rooms, and an indoor swimming pool, although a series of alterations over the decades had impaired the integrity of a significant portion of the interior. Immediately obvious to visitors who remember the YMCA interior from the past 50 years, the original grand stair from the main entry to the main lobby on the second floor has been reconstructed, re-establishing an understanding of the building that was lost for almost half its life span.

In 2007, the Tenderloin Neighborhood Development Corporation (TNDC) acquired the building (now known as Kelly Cullen Community). Through a truly complex 5-year long process, TNDC's \$95M rehabilitation provided extensive rehabilitation of the exterior, including repairs to the original windows as well as reconstruction of the main entry and ground floor storefronts that



Central YMCA under construction, c.1910



Modernized, converted mixed-use building



2nd floor lobby; grand stairs reopened



Reconstruction of grand stairs



Refurbished 2nd floor lobby

had been modified. On the interior, the grand second floor lobby was reconnected with the main entry, and the missing balustrade of the twin lobby stairs from the second to third floor was also reconstructed. The auditorium was rehabilitated with only minor changes. The majority of the spaces on the second through eighth floors, including the original hotel rooms which were only seven feet wide and lacked private bathrooms, were reconfigured into studio apartments. To maximize housing, handball courts on the rear of the eighth floor and the Boys' Gym on the fifth floor were each replaced with two stories of new apartments. The basic circulation scheme was retained, including a portion of the original corridor with its finishes and doors. In addition to exterior repairs, the rehabilitation project included a full seismic upgrade and complete re-roofing. The mechanical, electrical, plumbing, alarm, telephone, and data infrastructure was also replaced.

While the project involved a substantial evolution of the interior program, it retained all the highly significant spaces, including the three story tall Men's Gym. Most of the first floor, heavily altered in the 1950s and later, has been converted into a clinic operated by the San Francisco Department of Public Health. The basement space which housed the pool has been converted to a meeting room; the pool itself is preserved under a removable infill floor plate and character-defining wall tile with a Vitruvian scroll pattern was retained and replicated where the original had to be removed for structural work.

The two-story, sky-lit lobby, the two-story auditorium, and the Men's Gym occupy a substantial portion of the building, given the project's mission of providing affordable housing to people who have had none. But these and other rehabilitated historic spaces convey to residents the social purpose the building has always had and give them a sense that their home is a place used and valued by generations of San Franciscans. Both programmatically and physically, the project has retained the most important aspects of the building's fabric, program and community role, ensuring that this historical resource will continue to convey the associations that tie it to San Francisco's past.

However, Kelly Cullen Community (KCC) is not only beautiful – it will also provide vital services and housing for chronically homeless people coming from the streets of San Francisco. The ground floor clinic will be the Tenderloin's largest Department of Public Health Clinic; it will serve 25,000 visitors annually. Ultimately, Kelly Cullen Community will promote holistic well-being for San Francisco's most vulnerable, while reducing public spending on hospitalizations.



Grand stairs, 1910 (l) and 2013 (r)



Studio apartment



2nd floor auditorium with new shear wall



5th floor gym with new shear wall



Refurbished boys lobby

Kelly Cullen Community is named in honor of TNDC's former Executive Director, Brother Kelly Cullen, who passed away in November of 2010. A dynamic force of nature, Brother Kelly Cullen (1953-2010) was a Franciscan friar, early resident of TNDC's Aarti Hotel, and a tireless advocate for the Tenderloin neighborhood and its lowest-income residents. Kelly Cullen Community exemplifies his spirit, by bringing beauty and showing respect for San Francisco's poorest residents. In his words, "With safe, affordable housing and the power of community, TNDC offers a foothold into the future."

Criteria for Award

Impact on the community

The Corporation for Supportive Housing, in its Social Innovation Award calls Kelly Cullen Community "one of the most ambitious and complex initiatives by anyone in the supportive housing world ever... where housing, case management and health care would be delivered in a single package for the most vulnerable... with the most complex combination of challenges: homelessness, multiple chronic health challenges, and a cycle of institutionalization." Kelly Cullen Community will help chronically homeless people attain stability and receive onsite holistic health services – in a beautiful building – all while lowering public costs.

Quality and degree of difficulty

The new units received nearly the same disabled accessibility scrutiny as in new construction. A Building Information Management System (BIMS) mapped the comings and goings of air, water, and sewage for 172 new bathrooms to help conceal all pipes and ducts. Ultimately, TNDC's staff, Gelfand Partners Architects and Knapp Architects met and exceeded more than 34 guidelines for historic preservation with significant upgrades to energy efficiency and ADA accessibility.

Unusual or pioneering

Angela Alioto, Chair of the San Francisco Ten Year Plan (To End Homelessness) Implementation Council and former Board of Supervisors President states: "I think the building is an absolute-dream come true. Only in San Francisco would a landmarked building of this kind of majesty be used to house 172 chronically homeless people. I think that speaks to who we are as a city. This project needs to be duplicated in every city in this nation. The level of dignity for the chronically homeless demonstrated in this building is unique in this nation."



New 9th floor roof deck with planters



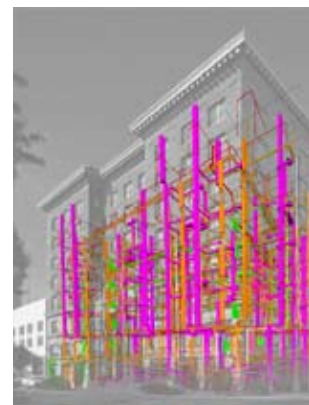
Tenant's laundry and lounge off roof deck



Ground floor: SF DPH's Tom Waddell Clinic



Ground floor: SF DPH's Tom Waddell Clinic



Building infrastructure model

Example for others

Preservation of the many non-housing spaces meant that the use of the building would be truly holistic. Both within the building and in the support its programs offer to the neighborhood, Kelly Cullen Community will be a laboratory for a truly multifaceted approach to ending chronic homelessness.

Adaptive use of historic structure for affordable housing

Kelly Cullen Community will provide deeply affordable housing for among the lowest-income residents in San Francisco.

Community revitalization

The Tenderloin is home to over 30,000 people and more than 30 nationalities living within 40 city blocks. The Kelly Cullen Community transforms an at-risk corner into safe, affordable housing. An improved facility for public health services and a corner retail space, as well as safety upgrades such as security cameras, enhance security for the building and the community.

Financial structure

TNDC integrated financing sources for housing, retail, and a health clinic. Federal ARRA (American Recovery and Reinvestment Act) funds enabled TNDC to seize a one-time opportunity to achieve the project's full scope. Historic Preservation Tax Credits were also utilized.

Other financing: SF Mayor's Office of Housing, SF Dept. of Public Health, PNC Bank, California Housing Finance Agency (MHSA), Silicon Valley Bank (Federal Home Loan Bank Affordable Housing Program), Citi Community Capital (construction only), US Bank (acquisition/predevelopment only), San Francisco Local Operating Subsidy Program (LOSP), CalHFA – MHSA Housing Program Capitalized Operating Subsidy Reserve, and Corporation for Supportive Housing.

Project income range

All clients are chronically homeless, and defined as high-end users of the public health system. Their income ranges from \$0 to less than \$12k year.

Sustainability

Sustainable design features included reuse of the existing structure, new hydronic radiant panel heating, humidistat-controlled bathroom fans, energy-efficient light fixtures and controls, economizer cycle in HVAC systems, water-saving fixtures throughout, solar hot water pre-heat system, and low-VOC materials. Building energy efficiency will exceed state standards by 6%. The first floor clinic has received LEED Gold CI Certification.

Project Data

<i>Location</i>	San Francisco,
<i>Completion</i>	2012
<i>Units</i>	174 (2 for staff)
<i>Size</i>	139,320 sf
<i>Construction Cost</i>	\$54,311,127

Project Team

Owner

Tenderloin Neighborhood Development Corporation

Executive Director

Donald Falk

Senior Project Manger

Mara Blitzer, LEED GA

Architect of Record

Gelfand Partners Architects

Principal-in-Charge

Lisa Gelfand, FAIA, LEED AP

Project Manager

Chris Duncan, AIA, LEED AP

Project Team

Ariane Fehrenkamp, LEED AP

Andrea Fleischman, AIA, LEED AP

Preservation Architect

Knapp Architects

Interiors

Multiplicity Design

Structural Engineer

Tennebaum-Manheim Engineers

Mechanical, Electrical Engineer

Salas O'Brien Engineers

Fire Sprinkler and Alarm

Arsenio Ortega, PE

Plumbing

Tommy Siu & Associates

Civil Engineer

BKF Engineers

Photo Credits

Historic

SF Public Library

Finished project

Mark Luthringer

NANCY PELOSI
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March 5, 2013

National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036

Dear Nomination Committee:

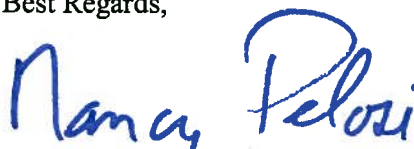
Thank you for your leadership to preserve America's historic sites. It is my privilege to nominate Tenderloin Neighborhood Development Corporation's (TNDC) Kelly Cullen Community (KCC) for the Richard H. Driehaus National Preservation Award. TNDC restored the building, at 220 Golden Gate Avenue, in partnership with Gelfand Partners Architects, Frederic Knapp Architects, and San Francisco Department of Public Health (SFDPH).

Kelly Cullen Community opened in December 2012 and will provide housing for 172 chronically homeless individuals who are high-need users of the public health system. By providing intensive behavioral health, case management, and onsite medical care, KCC hopes to provide a housing- and healthcare-first system. Housed at the landmark YMCA site, the building's 1909 Italian Renaissance grandeur was preserved, highlighted by the façade, historic opulent auditorium, gymnasium, lobby, atrium, mezzanine and grand entry staircase. In addition, TNDC was able to achieve significant sustainable design goals through the renovation process. Kelly Cullen Community is named in honor of TNDC's former Executive Director, who passed away in 2010, and exemplifies his spirit by bridging healthcare and housing for the homeless to produce an innovative model for supportive housing in San Francisco.

KCC also houses one of San Francisco's largest Department of Public Health clinics, which is open to serve approximately 25,000 patients per year. The highly experienced team of TNDC and SFDPH will target some of the most impaired and medically complex chronically homeless people in San Francisco and provide them with permanent supportive housing. Kelly Cullen Community demonstrates that moving high-need users of the healthcare system from streets and institutions into housing dramatically reduces overall healthcare expenditures and improves quality of life. Both TNDC and SFDPH have long and impressive track records of fighting homelessness in San Francisco, and providing housing/services to the City's most vulnerable residents.

In 2011 I had the opportunity to visit TNDC and saw firsthand how they are building a new legacy: a place for San Franciscans to get back on their feet, lead a secure and healthy life, and build a better future. I am pleased to nominate Kelly Cullen Community for the Richard H. Driehaus National Preservation Award. Should you have any questions regarding this letter, please contact my District Office at (415) 556-4862.

Best Regards,



NANCY PELOSI
Democratic Leader



March 1, 2013

National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036

Dear nomination committee:

I am writing to nominate TNDC's Kelly Cullen Community (220 Golden Gate) for the Richard H. Driehaus National Preservation Award, in partnership with Gelfand Partners Architects, Frederic Knapp Architects, and the San Francisco Department of Public Health. Housed at the landmark YMCA site, Kelly Cullen Community is named in honor of TNDC's former Executive Director, who passed away in 2010. KCC exemplifies his spirit by bridging healthcare and housing for the homeless, to produce an innovative model for supportive housing in San Francisco.

Kelly Cullen Community opened in December 2012. The building offers housing for 172 chronically homeless individuals who are high-end users of the public health system. By providing intensive behavioral health, case management, and onsite medical care, TNDC provides a housing and healthcare first system. KCC also houses one of San Francisco's largest Department of Public Health clinics, which opens in April 2013 to serve approximately 25,000 patients per year.

The highly experienced team of TNDC and DPH target some of the most impaired and medically complex chronically homeless people in San Francisco and provide them with outstanding permanent supportive housing. KCC demonstrates that moving high users of the healthcare system from streets and institutions into housing dramatically reduces overall healthcare expenditures and improves quality of life. Both TNDC and DPH have long and impressive track records of fighting homelessness in San Francisco, and providing housing/services to the City's most vulnerable residents.

I unequivocally recommend the Kelly Cullen Community for the Richard H. Driehaus National Preservation Award. Should you have any questions regarding this letter, please contact me at: (510) 368-4619 or phil.clark@csh.org

Sincerely,

A handwritten signature in black ink, appearing to read 'Phil Clark', written in a cursive style.

Phil Clark
Director, Northern California



SAN FRANCISCO
ARCHITECTURAL
HERITAGE

March 5, 2013

National Trust for Historic Preservation
Attn: Brendan McCormick, Grants and Awards Assistant
1785 Massachusetts Avenue, NW
Washington, DC 20036

Re: Richard H. Driehaus National Preservation Awards

Dear Awards Committee:

San Francisco Architectural Heritage (Heritage) joins Gelfand Partners Architects, Frederic Knapp Architects, and the San Francisco Department of Public Health in their nomination of TNDC's Kelly Cullen Community for the Richard H. Driehaus National Preservation Award.

TNDC has sensitively rehabilitated the landmark historic building at 220 Golden Gate Avenue in San Francisco and has converted it into 174 units of permanent affordable housing for the chronically homeless. After acquiring the historic YMCA building at 220 Golden Gate Avenue, TNDC embarked upon a complex 5-year long process of rehabilitating and restoring the building's 1909 Italian Renaissance grandeur with a preserved façade, historic and opulent auditorium, gymnasium, lobby, atrium, mezzanine, and grand entry staircase. The relatively spacious single residency units include kitchenettes and full bathrooms; 92% are ADA accessible. Common amenities include lounges, common kitchen, laundry facilities and a landscaped roof deck.

Heritage featured this innovative project in the fall 2012 edition of our quarterly newsletter, *Heritage News* (see: <http://www.sfheritage.org/VOLXXXXNO3.pdf>). The wonderfully restored interior auditorium also served as a spectacular backdrop for the November installment of our 2012 annual lecture series. The lecture, "Then and Now: Preservation in the Tenderloin," investigated how Tenderloin residents and community leaders have used preservation tools to prevent displacement and cultivate neighborhood pride. TNDC's Kelly Cullen Community provided an innovative example of supportive housing in San Francisco and demonstrated that preservation and affordable housing are compatible goals.

Kelly Cullen Community will help chronically homeless people attain stability and receive onsite holistic health services – in a beautiful building – all while lowering public costs. Kelly Cullen Community serves as an exemplary model of historic preservation that supports economic, environmental and cultural sustainability in communities. It is not only an excellent example of green, creative reuse – it is revitalizing the Tenderloin and meeting community needs while paying tribute to one of San Francisco's great landmarks. Heritage recommends the Kelly Cullen Community for the Richard H. Driehaus National Preservation Award unequivocally.

Sincerely,

Mike Buhler
Executive Director

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