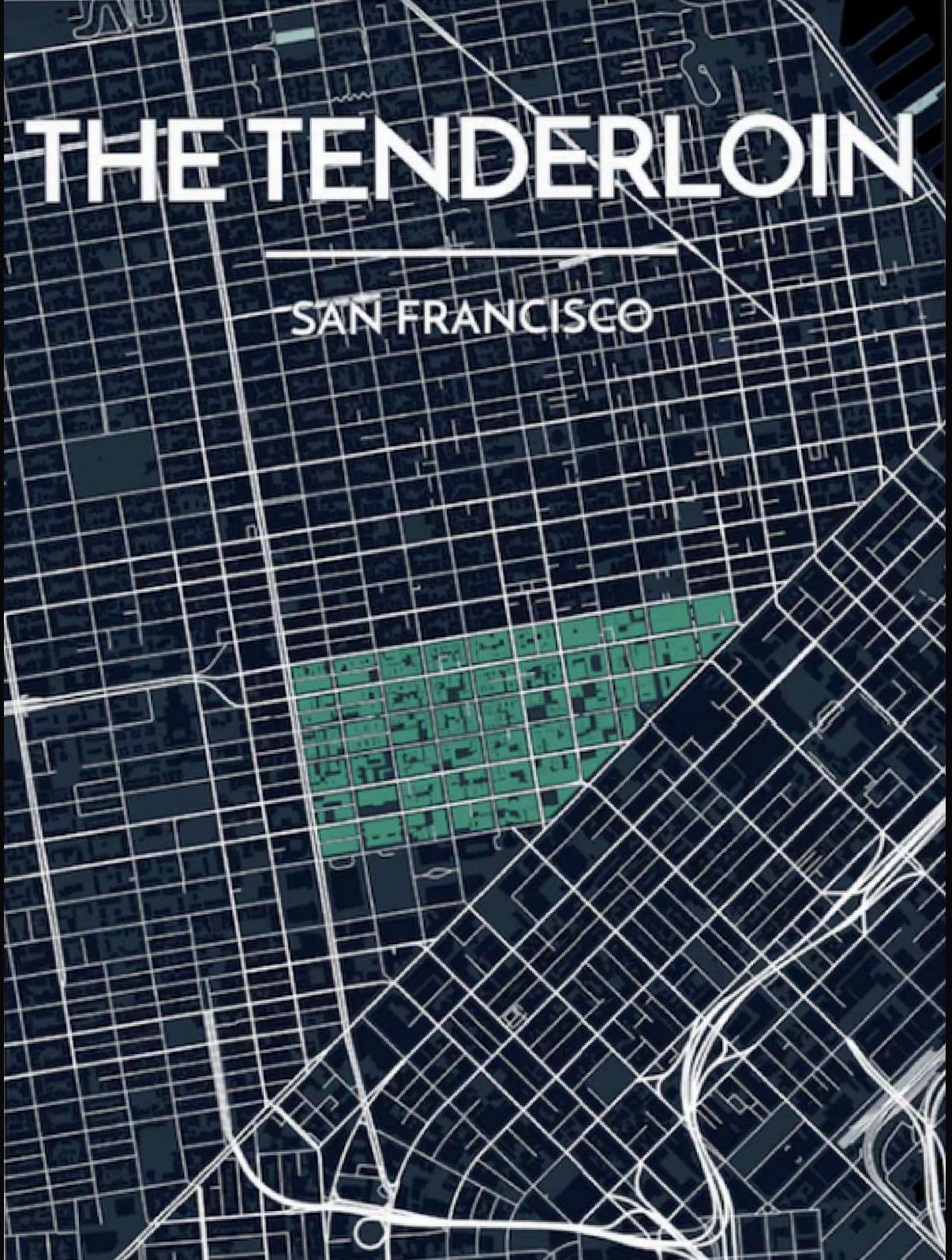


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## THE TENDERLOIN REIMAGINED

Prepared by: Tenderloin Investment Partnership

UC Law San Francisco  
Tenderloin Museum  
Tenderloin Community Benefit District  
Boys & Girls Club of San Francisco



## Who We Are

## What We're Doing

The Tenderloin Investment Partnership is a coalition of four anchor institutions with deep roots in San Francisco's Tenderloin: UC Law San Francisco (UC Law SF), the Tenderloin Community Benefit District (TLCBD), the Tenderloin Museum, and Boys & Girls Clubs of San Francisco's (BGCSF) Tenderloin Clubhouse. Each of us serves as **pillars for service, advocacy, and resilience in this community**. For decades, we have worked for and with one another — serving on each other's boards, sharing resources, advocating for the community, and lifting up the voices of one of San Francisco's most resilient, yet overlooked neighborhoods. Today, **we unite in shared purpose, vision, and action**. We have come together to transform not just the Tenderloin, but **San Francisco's urban core itself**.

Through coordinated capital campaigns and catalytic infrastructure investments, our Partnership will bring **educational, economic, cultural, and social revitalization** to one of San Francisco's most **historically marginalized neighborhoods**. Transforming the lived environment through major physical improvements, this is not merely about buildings — it's about **creating the conditions for a thriving future for thousands of families, children, students, workers, and small businesses**. Together, we stand to support San Francisco's revitalization. We believe that **equity requires investing deeper** — especially in difficult times.

# Tenderloin Investment Partnership

## Mission + Vision

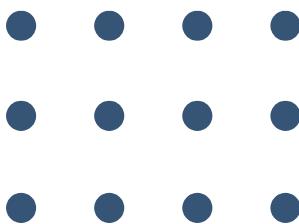
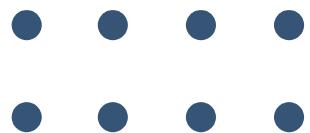
**Mission:** To unite San Francisco's Tenderloin anchor institutions in a transformative investment partnership that leverages each of capital projects to **build an equitable, prosperous, and resilient future for the Tenderloin community, its visitors and ultimately all of San Francisco**.

**Vision:** We envision a Tenderloin that thrives—a vibrant, walkable downtown hub where youth flourish, small businesses grow, culture is celebrated, and community gathers. Collectively, our individual projects **create a new civic commons, one rooted in opportunity, equity, and collective pride**.

## Our Projects

The Tenderloin Investment Partnership brings together **four transformative capital projects** that represent a coordinated strategy to reinvest in one of San Francisco's most challenged yet promising neighborhoods. **UC Law SF's Academic Village** reimagines the urban campus as a place for students and professionals from multiple institutions to live and learn together. **TLCBD's new Tenderloin Community Center at 200 Leavenworth** will serve as a one-stop hub for English as a Second Language (ESL) teaching, financial literacy, youth services, training and career pathways. **The Tenderloin Museum is breaking ground in the summer of 2025**; tripling its footprint, launching new cultural programming and a permanent theatrical production to preserve and amplify the neighborhood's history. Meanwhile, **BGCSF** is building a larger, **state-of-the-art Clubhouse** to serve Tenderloin youth, ages six to 18, focusing on programs that help youth achieve academic success, healthy lifestyles, job readiness with earning potential, and good character and community engagement. Together, these projects create a comprehensive model for equitable urban investment.

# UC Law | Academic Village



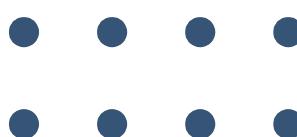
## Education + Economic

UC Law SF is investing in San Francisco's Academic Village, which creates a shared urban campus providing academic and residential spaces for the collective use of strategic higher education partners including UCSF, UC Davis, University of the Pacific, San Francisco State (SFSU), and the University of San Francisco. This enhanced campus seeks to serve the students and professionals that live and learn there, while embracing the surrounding community. With the completion of **656 new units of campus housing, classroom space, and ground-floor retail at 198 McAllister in August 2023**, UC Law SF is now embarking on the development of 280 additional campus housing beds, for students and professionals, at the historic 100 McAllister Street Project. **San Francisco's Academic Village is more than a campus expansion—it's an economic driver for local opportunity.** By ultimately quadrupling the number of residents in the Tenderloin, without displacing a single existing San Francisco resident, the Academic Village provides ready customers to support local businesses. And by partnering with Unite Here/Local 2, a labor organization representing hotel and restaurant workers to develop their property at 201-247 Golden Gate Avenue, the growth of UC Law's campus provides **career pathways, legal resources, and a replacement union hall as an element of the site's development.** UC Law SF is an anchor of institutional support within the Tenderloin and is demonstrating its optimism in the neighborhood's future.

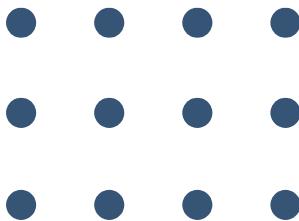
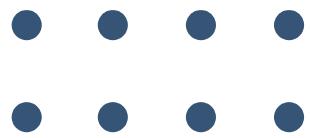


### Sector Impact:

- Education
- Housing Production and Stability without Displacement
- Unite Here/Local 2 Institutional Anchor
- Positive Economic Impact in the Civic Center, Mid-Market + Tenderloin Districts



# Tenderloin Museum



## Culture, Art + Neon

Since its opening in 2015, the Tenderloin Museum has grown into a vital cultural hub, featuring a permanent history exhibition, dynamic public programs, and a contemporary art gallery. **The Tenderloin Museum** actively cultivates belonging by creating a cultural anchor space where San Francisco's most diverse neighborhood communities see themselves reflected, celebrated, and empowered. At the heart of the museum's mission is the amplification of historically marginalized voices, **creating permanent platforms for authentic storytelling, collective healing, and shared joy**. Now, the Tenderloin Museum is expanding its physical space from 3,200 to 10,000 square feet and has launched a **groundbreaking immersive theatrical production on the Compton's Cafeteria Riot** — a seminal moment in LGBTQ+ resistance. The museum's new and revitalized exhibits will **shine a light on often-overlooked histories**; including the Southeast Asian diaspora and, Tenderloin Black history, the California Labor School, South Asian SRO hoteliers, oral histories from residents, and the neighborhood's vibrant neon legacy — **becoming a national model for place-based storytelling and cultural justice**. A new **early education area** will connect Tenderloin youth and families to their **shared neighborhood heritage** through interactive learning and play. The museum's expanded space will provide room for **dialogue, learning, and creativity** — for those who call the Tenderloin home, and for visitors seeking to engage more deeply with its past, present, and future.

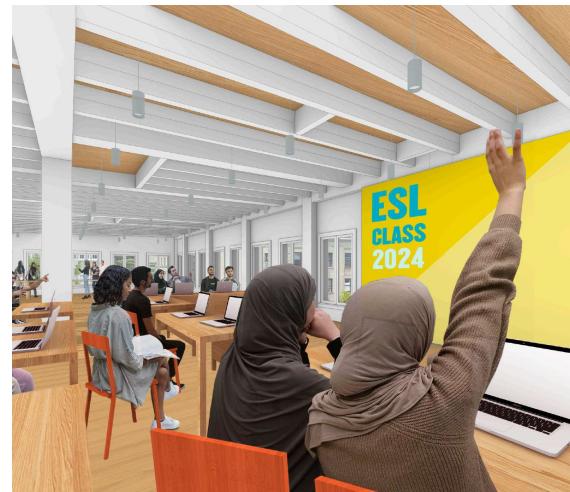
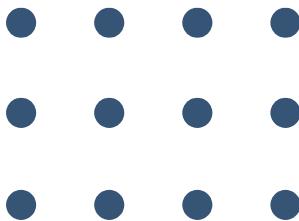
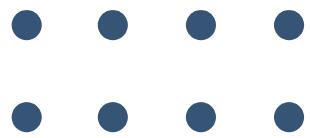


### Sector Impact:

- Arts & Culture
- LGBTQ+ History + Underrepresented Local Histories
- Early Education
- Civic Identity & Tourism
- Small Business + Physical Improvements



# Tenderloin Community Center



## Economic Mobility + Resilience

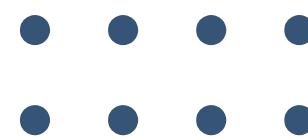
### Tenderloin Community Benefit District – Tenderloin Community Center at 200 Leavenworth

TLCBD is transforming 200 Leavenworth into the Tenderloin Community Center (TLC) – a centralized, multi-service facility offering English as a Second Language (ESL) classes, digital and financial literacy training, youth work-readiness training and internships, legal assistance, workforce development and small business supports. The center will provide apprenticeships in high-demand fields in partnership with local unions, employers and city agencies, advancing economic mobility for immigrant youth and families, removing barriers and forging pathways into long-term, family sustaining careers for Tenderloin residents. Additionally, the Tenderloin Community Center will be a Resilience Center: providing emergency and disaster response, shelter, resources and neighborhood wide coordination and resilience for the City's most vulnerable.

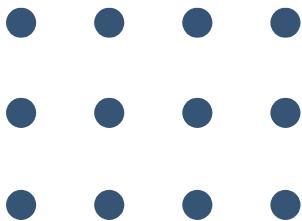
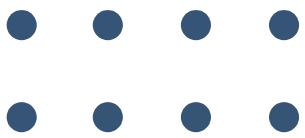


#### Sector Impact:

- Immigrant and adult education
- Youth apprenticeships + services
- Job training + workforce development
- Immigrant legal + support services
- Small business supports
- Emergency response + resilience



# Boys & Girls Clubs of San Francisco



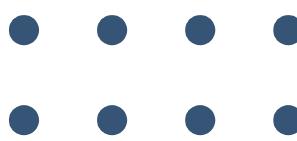
## Education + Work Readiness

Boys & Girls Clubs of San Francisco is looking to consolidate services into one, full-service Clubhouse with a goal of increasing daily attendance for youth ages six to 18 by over 50%. The Clubhouse will provide a comprehensive range of programs including **academic support, leadership development, college preparation, workforce readiness, behavioral health services, sports, fitness and play, and the arts**. This facility will significantly enhance access to development supports, care and opportunity for youth living in the Tenderloin.



### Sector Impact:

- Youth development
- Education
- Health and wellness
- Leadership and community engagement
- Family support
- Workforce readiness



# Proposed Partnership Details

## An Invitation to Be Part of History

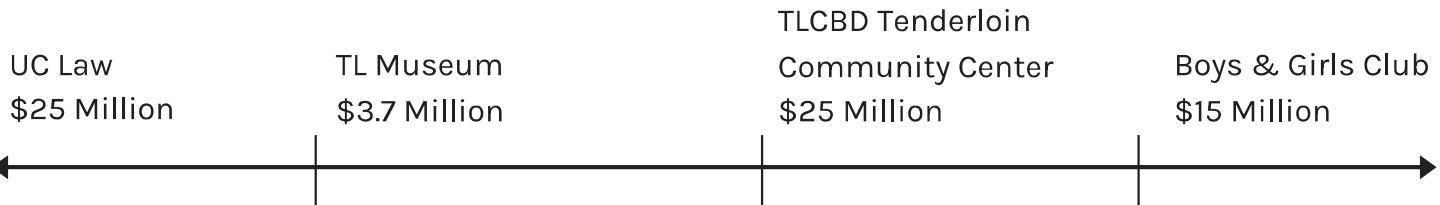
To every philanthropist who has ever asked, “Where can I make the greatest difference?”

To every civic leader who has said, “Let’s do equity differently this time.”

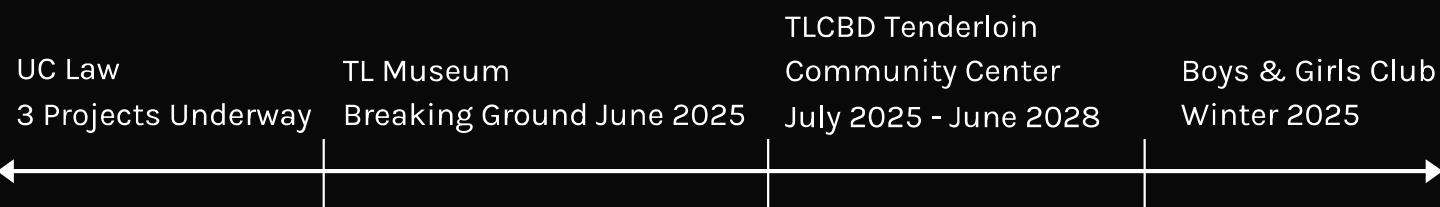
To every investor who sees cities not as markets but as ecosystems – This is your moment. This is your neighborhood. This is your legacy.

We are offering partnership. We are building something real, lasting, and rare. The kind of project that decades from now, a child who grows up here will point to and say: “That changed my life.” Let’s build that future—together.

### Funding Goals



### Timeline





## Conclusion

Together, these investments offer more than buildings—they **lay the foundation for a stronger, more inclusive San Francisco**. In the Tenderloin, where disparities are deep and potential runs even deeper, **this coordinated vision turns community resilience into lasting infrastructure**, and long-standing inequities into opportunity. These four projects can and will create new conditions that will drive additional investments in the people, businesses, and institutions in the neighborhood. The Tenderloin Investment Partnership is ready, the projects are underway, and **the impact will be generational**. For investors, public leaders, and philanthropic partners, this is a rare moment to align with a shared, shovel-ready solution—one that **not only revitalizes a neighborhood but helps chart a new course for our city**. By investing here, **you are investing in equity, in community, and in a future that belongs to all of us**.

# Contact Information

<b>David Seward</b> UC Law, San Francisco CFO sewardd@uclawsf.edu	<b>Katie Conry</b> Tenderloin Museum ED kconry@tenderloinmuseum.org	<b>Kate Robinson</b> TLCBD ED kate@tlcbd.org	<b>Rob Connolly</b> Boys & Girls Club of San Francisco President rconnolly@kidsclub.org
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