

1982 Jim Marshall of Miles Davis, at Newman's Gym in the Cadillac Hotel



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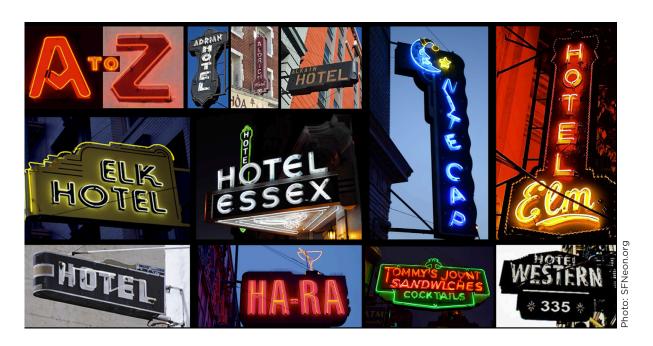
Photo: SFNeon.org

HIGH-LEVEL SUMMARY

After nearly nine years in operation, the Tenderloin Museum (TLM) is poised for transformative growth. We plan to renovate the newly vacated 6,000-square-foot historic space next door in order to expand our museum and extend our impact.

With robust community interest and strategic partnerships, we're finally set for a dynamic expansion of our museum's permanent exhibition and gallery space alongside the addition of new permanent exhibition rooms focused on history and neon signage. The new space will expand the potential of our programming, becoming an optimal venue for music shows, film screenings, and community events. It will center marginalized histories and diversify our content to reflect more community voices.

The expansion will position the Tenderloin as a must-visit destination and pave the way for community revitalization. It allows for the growth of our programming and capacity, including but not limited to a permanent art gallery room, performance venue, screening room, a kitchen for event caterers, and much-needed office space for our staff.



THE BELIEF

At the Tenderloin Museum, we celebrate the history, rebelliousness, diversity, and spirit of the Tenderloin neighborhood; we believe that this celebration is pivotal in creating an inclusive and unified San Francisco.

Our mission is to promote the history and character of the Tenderloin neighborhood by offering

educational, artistic, and charitable activities that support the neighborhood's current vibrancy, future potential, and economic development. We actualize this mission through a three-pronged approach: a critically acclaimed permanent history exhibition, community-driven programs and walking tours, and an art gallery showcasing Tenderloin artists.

THE CHALLENGES

For nine years, TLM has served the neighborhood as a nexus for art, history, and community. But a lack of space has restricted the museum's potential. Currently, we are operating at maximum capacity and, as a result, have been limited in our ability to update the exhibitions, elevate the quality of our presentations, and support the artists with whom we collaborate. In some cases, we've had to turn down engaging opportunities for storytelling and community events.

We have also been limited in our ability to present contemporary art and rotating history exhibits. Our current contemporary art gallery space consists of a single wall and a small surrounding area, restricting the scale of the exhibitions we can showcase and hindering our capacity to create comprehensive, multimedia displays that fully capture the richness of our community.

Nine years of near-weekly public programming and quarterly gallery shows, in collaboration with the TLM community, have generated an incredible, vibrant representation of the Tenderloin. However, there is no room to build extensively on our current offerings and memorialize the day-to-day work of the museum. While TLM diligently shares an underrepresented history of the neighborhood, it also actively embodies a "living history," underscoring the ongoing narrative of the neighborhood. This vital history deserves more space for high-quality, dynamic exhibitions and programming. By creating more expansive and diverse exhibition spaces, TLM aims to explore new themes and moments in Tenderloin history and to foster more nuanced, expansive, and diverse explorations informed by the people who have made the Tenderloin's past and present.

Lastly, without adequate space, we are not reaching the full potential of our programming and events.

THE OPPORTUNITY

Photo: 1982 Jim Marshall. Miles Davis, Newman's Gym at the Cadillac Hotel

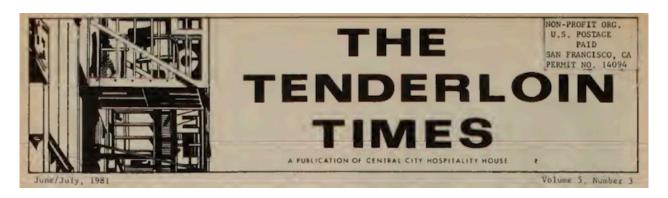
TLM, in partnership with SF Neon, Page and Turnbull, West Office, and others, is engaging in a \$3.8M capital campaign to expand our footprint and our impact. We aim to renovate and remodel the vacant space next door to the museum to build upon our current offerings, expand our permanent history exhibition, provide additional gallery and event space, and become home to San Francisco's first dedicated exhibitions on Single Resident Occupancy (SRO) history through the respective lenses of neon art and Indian-American immigrant history.

The vacant space, a part of the Cadillac Hotel in which TLM is located, is rich with history. From 1924 to 1992, it was Newman's Gym, where Muhammed Ali and George Foreman famously trained. Before that, it functioned as the Cadillac Hotel's grand ballroom. It is thus a piece of living history and the ideal location to facilitate the museum's new permanent history exhibitions while fostering a sense of community and neighborhood pride.

The extension of the museum has been a long-time vision. With community interest and strong partnerships in place, we are ready to make this dream come to fruition.

We envision a dynamic space that will allow us to:

- Enrich our long-standing permanent exhibition for greater inclusivity and diversity, ensuring a more representative narrative of the Tenderloin's vibrant community.
- Create two special-focus history exhibitions, which will each have a dedicated room in the new space. This will build on the TLM subject core of SRO hotels—Indian-American history and neon art.
- · Create a contemporary gallery.
- Host a wide range of community events and rentals, sustaining the museum's operation.
- The 6,000-square-foot space, which will triple our size, will allow us to support more community members in telling their stories. The additional space will allow us to say "yes" to more Tenderloin artists, neighbors, and organizations that wish to partner with us on projects and events. The renovation will preserve the historic architecture and beautiful moldings to the best of its capacity, as well as build in new walls for exhibition purposes.



INCREASING REPRESENTATION AND DIVERSITY

We will expand our Tenderloin history exhibition to incorporate past temporary history exhibitions that have been showcased over the years, including:

- Dedicated sections on the Tenderloin Times.
- · California Labor School.
- Trans history (including Susan Styrker's archive of Turk and Taylor, the site of the Compton's Cafeteria Riot).
- Black history (including a focus on Leroy Looper and the history of the Cadillac Hotel).
- Oral histories from Tenderloin denizens.
- COVID-19 pandemic history?

We will also have a wall dedicated to the history of the space itself: the historic Newman's Gym and

Cadillac Hotel ballroom. This will allow visitors to experience and learn about this piece of history in the very space it took place.

The history exhibition will not only incorporate new diverse narratives but extend itself to the present day. We will tackle current neighborhood issues and highlight its evolving pockets of vibrant culture. We plan to enhance our current exhibition content with more ephemera to provide visitors with tangible connections to the past. We also plan to include oral histories of present-day voices. Our commitment to inclusivity will be evident in the design of the exhibition, the incorporation of features for the visually and hearing impaired, and translation services.

SPOTLIGHTING UNTOLD STORIES

Two special-focus history exhibitions will each have a dedicated room in the new space that will build on the TLM subject core of SRO hotels. This subject core is particularly significant since our museum resides in the Cadillac Hotel, an SRO that serves as a cornerstone of the neighborhood's historical narrative. Although the two exhibitions will have their own rooms, we hope to connect them through Tenderloin history, creating a unique narrative and interdisciplinary perspective that will complement TLM's original permanent exhibit and its more general overview.

INDIAN AMERICANS AND SRO HOTELS

The first special focus exhibition will highlight the important history of an underrepresented group in our community. It will be home to a permanent exhibit that celebrates the history of Indian-American owned-and-operated Single Room Occupancy (SRO) residential hotels in the Tenderloin District. It will educate the public on how this neighborhood has been profoundly shaped by this density of low-income housing, and how the neighborhood springboarded an immigrant community to establish themselves across the Americas through the hospitality industry.

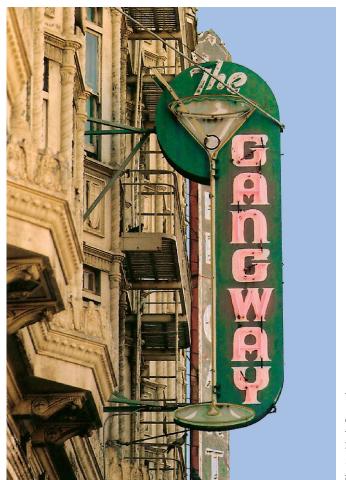
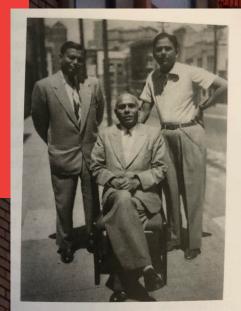


Photo: Mark Carrodus

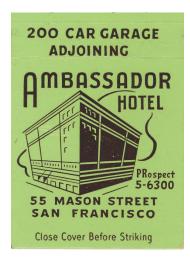


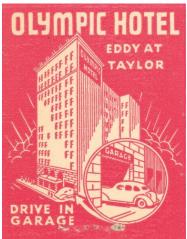
The expanded exhibition space aims to transcend the conventional portrayal of the Tenderloin as an impoverished neighborhood plagued by societal ills, challenging its prevalent stigma and shining a light on the intricate and vibrant aspects of both the neighborhood's history and present-day community.

By collaborating closely with scholars and community experts, the project seeks to reframe the Tenderloin as a site where radical social justice movements emerged due to its liminal nature and historical ties with vice.

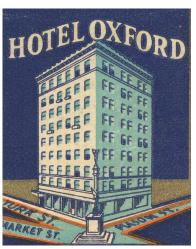


Dahya Ratanji Patel, Parbhu Lalbhai Patel and Kalyanji Bhula Patel









In looking at the history of SROs, we aim to share the long untold story of how Indian-American immigrants went from buying cheap SROs in the SOMA, to expanding into the Tenderloin, to then becoming the innkeepers of America. The exhibition's emphasis on the legacy of Indian-American hotel owners, elucidated by Mahendra K. Doshi's forthcoming book Surat to San Francisco: How the Patels from Gujarat Established the Hotel Business in California 1942-1960, will portray the entrepreneurial spirit and cultural contributions of immigrants. It will illuminate Indian-American hotel owners' deep connection to the history, narrative, and immigrant culture of the neighborhood. We hope to provide

a nuanced understanding of their experiences, and thus contribute to a broader discourse on immigrant contributions to American society—a topic of immense relevance and resonance in contemporary discussions.

Moreover, the exhibition's potential impact lies in challenging prevailing stigmas and showcasing vibrant histories often misrepresented or overlooked, particularly regarding the Tenderloin neighborhood. By spotlighting marginalized stories and their cultural significance, the project will not only celebrate the contributions of immigrant communities but also foster an inclusive portrayal of urban evolution and community activism.



ICONIC NEON

The second special focus exhibition will take a close look at SROs' entanglement with neon. SROs sport some of the Tenderloin's most iconic neon signs. Neon's proliferation, subsequent cultural decline, and present-day revitalization parallels a comparable cycle evident in the history of SROs. The exhibition will chronicle the broader history of neon, particularly its significance in the Tenderloin and San Francisco at large. The exhibition's exploration of neon signs within the Tenderloin will be championed by experts like Al Barna, Randall Ann Homan, and Dydia DeLyser and offer a unique lens into urban landscapes and cultural symbolism. This examination will intertwine historical contexts with present-day relevance, prompting contemplation on urban development, cultural identity, and societal shifts.

By celebrating neon, and its complex engagement with the social fabric of the neighborhood, we aim to not only illuminate aspects of SRO history through aesthetic engagement but also provide a platform to reflect upon neon's historical vilification and promote its recent restoration efforts. We will work with SF Neon to use the space to exhibit new, local neon artists. By incorporating a permanent neon sign display with rotating neon artworks, the space will inherently lean into "nightlife" vibes, an homage to the Tenderloin's history and character.



BUILDING THE TENDERLOIN'S ARTISTIC EXPRESSIONS

A room within the new space will be utilized to anchor and expand our contemporary gallery offerings, creating the museum's first-ever permanent arts gallery room for its rotating shows. This expansion will provide a dedicated space to showcase the diverse range of artistic expressions that reflect the essence of the Tenderloin while creating an opportunity to experiment with the medium and scale of our displays. From the vibrant celebration of local drag queen elders in "Legends of San Francisco" to the groundbreaking solo exhibition of Lord Frederick, "Memory of Sight," which deeply reflected the experiences of under-served

Tenderloin residents, to the poignant reflections on the trans community in ," our past contemporary exhibitions have left an indelible mark on our institution and the community it serves.

By establishing a permanent gallery room, we can continue to support artists from all backgrounds and amplify their voices, fostering a deeper connection with the neighborhood and its residents. Additionally, this space will enable us to further engage with the community through curated programming, workshops, and events, solidifying TLM as a vital cultural hub and beacon of artistic expression in San Francisco.



OTO. OED

INCREASING OUR EVENTS CAPACITY

This expansion offers a unique opportunity to host a wider variety of events, ranging from educational workshops and panel discussions to cultural celebrations and live music performances like TLM's Sounds of the Tenderloin series. By providing a spacious and versatile venue, we can accommodate larger audiences and offer a more diverse array of programming that reflects the dynamic spirit of the neighborhood. Additionally, the event space will serve

as a hub for community engagement, providing a welcoming environment for residents, visitors, and local organizations to come together, share ideas, and build connections. Whether it's a film screening, a live music concert, a dynamic book reading, or private rentals for special occasions, the new event space will be a vibrant center of activity, fostering collaboration and strengthening the bonds that unite the Tenderloin community.

VISION AND IMPACT

The expansion of TLM presents a significant opportunity for growth and positive impact on the community and the city. Through new permanent exhibitions, it aims to challenge stereotypes about the Tenderloin neighborhood, highlight its rich history, and provide a platform for marginalized artists. These exhibitions delve into various themes, including social justice movements and cultural significance, fostering dialogue and enriching public understanding. By collaborating closely with scholars and community experts, the project seeks to reframe the Tenderloin as a site where radical social justice movements emerged related to its liminal nature and historical ties with vice The expansion also promises increased capacity for public programming and events, aiming to make the Tenderloin a destination and celebrate its diverse history while amplifying marginalized voices and complicating perceptions of the neighborhood.



This campaign will:

- Expand and diversify our narrative history exhibition.
- Broaden our contemporary art offerings.
- Increase the number of visitors to the space creating new advocates for the Tenderloin.
- Celebrate our neighborhood's rich and diverse history.
- Create discourse on themes surrounding urban studies, gentrification, marginalization, and LGBTQIA+ history.
- Amplify Tenderloin voices and perspectives.

WHAT MAKES **US UNIQUE**

More than just a space to learn about Tenderloin history and art, TLM has solidified itself as a nexus for art, history, and community, frequently featuring our neighbors as performers, artists, authors, and speakers. Through programming and outreach, we have partnered with over 50 neighborhood organizations and have been embraced by the diverse community that we serve. The museum is fortunate to be building on nine years of experience in weekly public programming and bi-monthly gallery shows, all of which have featured residents, artists, or Tenderloin-connected individuals and institutions. Supporting communities to realize their work and vision has been critical to building trust; and our track record of collaborative programming has played a pivotal role in cultivating ongoing relationships and seeing them flourish. This history of community engagement and consistent programming has positioned us to understand how to optimize growth and assess gaps in our storytelling. The opportunity for our new exhibition through the expansion of our space will allow us to build on that experience of progressive dialogue and collaboration with our community.





APPENDICES

BUDGET, COST, AND FUNDRAISING

Gift Size	Prospects	Gifts Needed	Amount
\$500,000	12	4	\$2,000,000
\$100,000	18	6	\$600,000
\$50,000	18	6	\$300,000
\$25,000	24	8	\$200,000
\$10,000	30	10	\$100,000
\$5,000	36	12	\$60,000
Major Gifts Subtotal	138	46	\$3,260,000
Community Campaign	Many	Many	\$25,000
TOTAL			\$3,285,000



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Project Costs	
Construction	\$2,043,142
Architects: Phase 1 Construction	\$71,554
Exhibition design and fabrica- tion and install	\$1,000,000
Architects: Phase 2 Construction	\$282,496
Permits	\$50,000
Exhibition creation	\$30,000
Campaign costs (10%)	\$347,719
Campaign budget total	\$3,824,911

Campaign Commitments to Date		
State of California	\$500,000	
Magic Cabinet Foundation	\$71,554	
Committed total	\$571,554	
Total left to raise:	\$3,253,357	

ABOUT THE TENDERLOIN MUSEUM

TLM was founded in 2009 as Uptown Tenderloin, Inc., a 501c3 nonprofit focused on heightening the public's knowledge and appreciation of the Tenderloin neighborhood's history. After many years of collaborative planning and community consultation, TLM opened its doors to the public in 2015. Since then, TLM has honored Tenderloin history and culture through its exhibitions, while producing contemporary arts and education programs to engage and enrich the vibrant present-day community. These current efforts bolster the neighborhood's vibrancy, unlock future potential, and stimulate economic development. In a space where history, art, and community intersect, we aim to create a safe environment for celebration, learning, and artistic engagement within the Tenderloin and greater San Francisco community.

The reception of TLM has been overwhelmingly positive. Each year, more than 5,000 people attend our weekly public programs, walking tours, and arts presentations, in addition to TLM's critically acclaimed

permanent history exhibition. As a museum aiming to explore and amplify the untold stories of a long-marginalized neighborhood, the strong engagement of the Tenderloin community has been core to TLM's vision and practice. One of the few affordable places left in the city, the Tenderloin is home to one of San Francisco's highest populations of low- and moderate-income people, a large LGBTQ population, and an incredibly diverse racial/ethnic population - more than 30% of the area's residents are foreign-born and the majority are non-white. TLM aims to make visible the stories of these residents and their predecessors. TLM is committed to collaboration and innovation. We engage with our community, empowering Tenderloin residents to be active participants in the neighborhood's narrative and revitalization, a cultural approach that complements policy-oriented efforts to neighborhood reform and contributes to a more inclusive and united San Francisco.



LEADERSHIP

TLM is currently led by Executive Director Katie Conry, who began with the organization as its first program director in 2015. Katie has lived in San Francisco for 20 years and has long been involved in arts, culture, and community efforts at the neighborhood level. Most notably, she was part of the core volunteer team that successfully rescued the Mission's Adobe Books from closure in 2013 - launching a crowdfunding campaign, building community support for a move to 24th Street, continuing its beloved arts program, and facilitating the gallery's transition to nonprofit status. At TLM, she has drawn on this experience to cultivate partnerships with more than 100 neighborhood-based social service, small business, arts, humanities, LGBTQ, housing, and labor organizations, bringing together these diverse stakeholders to tell the stories of the Tenderloin. Each partnership has been a learning experience that has resulted in a strong network of support from across the neighborhood.

PARTNERS

Page & Turnbull is a full-service architecture, design, planning, and preservation firm that transforms the built environment. Founded in 1973, the firm has offices in San Francisco, Los Angeles, Sacramento, and San Jose, bringing together architects, planners, architectural historians, and conservators to build new structures or imbue new life into existing structures by adapting them to meet contemporary needs. They imagine change in historic and contemporary environments to cultivate thriving, sustainable, and resilient communities.

WEST OFFICE

West office is a team of designers, planners, researchers, and writers who share complex ideas in creative and fun ways. As exhibit designers and developers, they express enjoyment for learning, making, teaching, and traveling through their work. Their exhibits challenge people's assumptions about the world, engage them intellectually, foster their creative spirits, and inspire them to have fun. West Office designed the Tenderloin Museum's first permanent exhibition.

SF NEON

TLM is the fiscal sponsor of San Francisco Neon (SF Neon) and our collaboration has been instrumental in safeguarding the cultural heritage of San Francisco's historic neon signs. Together, we've curated an array of engaging programs and walking tours, spotlighting the neon-laden history of the Tenderloin neighborhood. Through our joint initiative, the Tenderloin Neon A-Z project, meticulously identified and prioritized neon signs for restoration, serving as custodians of the city's artistic neon legacy.

Hosting the inaugural Neon Speaks Symposium in 2018 was a milestone; and TLM is excited to continue this tradition with the seventh annual symposium in 2024. These symposiums have proven to be catalysts for public education and information sharing with international participation, shedding light on the profound significance of neon signage within our city's cultural fabric.

Successful collaboration between SF Neon and TLM is embodied in the Tenderloin Museum's new neon sign. The recreation of the iconic "Tenderloin/Cadillac" neon sign has become a beacon of neighborhood pride. This visionary endeavor was a collaboration between TLM Executive Director Katie Conry and Randall Ann Homan of SF Neon. It represents our dedication to preserving historic neon art. Inspired by a family photo discovered on the San Francisco Remembered Facebook Group in

2020, SF Neon artfully and meticulously recreated the original Cadillac Hotel sign's design. Bearing "Tenderloin" on one side and "Cadillac" on the other, it blends history and art. It is a symbol of the neighborhood's heritage and contemporary culture. Beyond its aesthetic appeal, this iconic sign serves as a beacon, welcoming visitors, energizing foot traffic, and providing essential street lighting. Supported by various entities, including the San Francisco Community Challenge Grant Program and local committees, this project advocated for a designated neon sign district in the Tenderloin, reflecting our collaborative commitment to revitalizing our community's cultural heritage.

Randall Ann Homan and

Al Barna: With expertise in design, photography, and preservation of historic neon signs at SF Neon, Randall and Al's role in the exhibition will involve contributing artistic direction and expertise in creating visually compelling elements, particularly concerning the historical significance of neon signs within the exhibition's narrative.



EXHIBITION CONTENT ADVISORS

Mahendra K. Doshi (MA): As the author of the forthcoming book Surat to San Francisco: How the Patels from Gujarat Established the Hotel Business in California 1942-1960, Doshi brings in-depth research and firsthand knowledge of the Patel community's entrepreneurial journey. His contribution will provide valuable historical context and insights into the experiences, challenges, and contributions of Indian-American hotel owners within the broader American landscape during the specified timeframe. His advisement will help shape the thematic statement of Immigrant Entrepreneurship and Cultural Contribution.

Dydia DeLyser (PhD): With a background in cultural geography, DeLyser's expertise focuses on cultural landscapes and their significance. Her expected contribution will involve providing insights into the historical importance of neon signs within the Tenderloin district, exploring their cultural symbolism and how they shaped the area's identity and evolution. Her consultation will contribute to the thematic statement of Cultural Symbolism and Urban Evolution.

Susan Stryker (PhD): A Queer historian specializing

in the Tenderloin neighborhood, Stryker's expertise lies in LGBTQ+ history and community narratives within urban settings. Her expected contribution involves providing a comprehensive understanding of the thematic statement: Place-Based Social Activism through her expertise on LGBTQ+ community's history in the Tenderloin district, highlighting the Tenderloin as a space that spawned progressive social justice movements.

Randy Shaw: Shaw co-founded the Tenderloin Housing Clinic (THC) in 1980 and became its first Executive Director in 1982. A graduate of UC Law SF (formerly Hastings College of the Law), Shaw has led THC's expansion from a law office representing tenants to an organization that combines organizing with leasing and managing permanent supportive housing in SRO hotels. Shaw has written dozens of laws and ballot measures protecting tenants and SROs and preserving rental housing. Shaw led the effort to install over 100 historic plagues on Tenderloin buildings. He initiated THC's successful application for the national Uptown Tenderloin Historic District and is the founder of the Tenderloin Museum. Shaw is also the author of The Tenderloin: Sex, Crime and Resistance in the Heart of San Francisco.

BOARD MEMBERS

Randy Shaw

David Seward

Kathy Looper

Darwin Bell

Allison Wyckoff

Neveo Mosser

Santino DeRose

Dipak Patel

Adam Tetenbaum

Nathan W. LaBudde

Brett Gladstone

FUNDRAISING COMMITTEE MEMBERS

Mike Amin

Sam D





HISTORIC PRESERVATION

The Tenderloin Museum, San Francisco Neon and Neon Works began surveying historic neon signs in the Tenderloin and South of Market neighborhoods to catalog them and launch a large scale restoration project. This important neon initiative is a collaboration of San Francisco Neon, the Tenderloin Museum, and the SF Shines program of the City Office of Economic and Workforce Development.

Tenderloin Museum E-X-P-A-N-S-I-O-N Project



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