

Investment Blueprint Engagement Process

The Tenderloin Community Action Plan (TCAP) Investment Blueprint is the product of a sustained, community-led effort grounded in decades of community advocacy and lived experience. From its inception, TCAP has taken a community-led approach, with participatory budgeting serving as a key tool to elevate resident voices, direct investments and build community leadership and capacity.

TCAP Outreach Partners -- In line with TCAP's mission to turn the Tenderloin community's voice into action, \$300,000 of the Mayor's \$4 million allocation was dedicated to supporting the development of a unified voice advocating for practical solutions, effective strategies and investments. TNDC was selected to lead this effort and brought on four trusted community organizations representing diverse voices of the community: Glide Memorial Church, Chinatown Community Development Center (CCDC), the Tenderloin Community Benefit District (TLCBD), and St. Anthony's Foundation.

Meeting biweekly since May 2024, these outreach partners have focused on coordinating group priorities into joint short-term advocacy, facilitating new working groups, and cultivating a unified voice through long-term community leadership. The outreach partners also developed the outreach framework that guided engagement efforts for the Blueprint public vetting process. They led the public review phase by organizing and facilitating community presentations, focus groups, and other community conversations.

This community-led engagement process was further bolstered by ongoing TCAP staff liaising in community meetings, creating continuous channels for feedback and collaboration. Community leadership, outreach and engagement that shaped the blueprint are summarized in two phases: 1) community-driven process that shaped the initial draft of the Investment Blueprint; and 2) targeted engagement designed and led by TCAP Outreach partners that helped refine and complete the final draft.

Phase I: TCAP General Outreach Informed the First Draft of Blueprint

TCAP includes three major components: **first**, implementing community action projects resulted from the participatory budgeting process; **second**, advancing four strategic priorities towards investment including: small business support, youth investments, public space improvements and activation, and activating housing priorities; and **finally**, building

a sustained community leadership for advocacy. Community outreach efforts supporting these three areas of work, as described below, helped inform the development of the blueprint's first draft.

1. Community Survey

The Tenderloin community worked in partnership with the San Francisco Planning Department for many years. In 2021, with support from the Planning Department, local community organizations and resident groups led a neighborhood-wide survey in English, Chinese, Spanish, Tagalog, and Vietnamese. The results identified a set of priorities rooted in community input, calling for targeted community-driven interventions in arts and culture, economic development, environmental justice, transportation, and community and pedestrian safety. The results provided important lessons for the community and TCAP staff.

2. Participatory Budgeting

In June 2022, the City approved a \$4 million investment in the Tenderloin neighborhood to support community-led solutions, with \$3.5 million allocated through the neighborhood's first participatory budgeting process. A Community Stakeholder Group of over 100 Tenderloin residents and organizational representatives guided this effort, collaborating with City agencies to issue project proposal calls and co-develop evaluation criteria. Multilingual workshops held in November 2022—with interpretation in Spanish, Chinese, Tagalog, Vietnamese, and Arabic—ensured broad and inclusive participation across the neighborhood's diverse communities.

When voting launched in December 2023, TCAP staff produced a multilingual Voter Guide and partnered with local service providers to distribute outreach materials in schools, parks, SROs, and housing sites. [Engagement efforts](#) included social media campaigns, staffed voting stations, participation in eight community events, outreach to 51 local businesses, and a dedicated voting hotline. Roughly 1,400 Tenderloin residents and workers cast votes, resulting in the selection of [21 Community Action Projects](#) addressing priorities such as street stewardship, public space improvements, youth programs, wellness initiatives, and small business support.

3. Community Action Project Cohort

This cohort brought together the sponsors and leads of the 21 Community Action Projects selected through participatory budgeting. UWBA and TCAP staff, with support from TNDC, organized 4 quarterly meetings to foster collaboration, [peer learning](#), and shared

celebration of implementation milestones. These convenings also helped identify shared priorities amongst these community leaders and the communities they represent.

4. Strategic Priorities Working Groups

a. TCAP Public Space Working Group

As an advisory body, the Public Space Working Group plays a key role in shaping TCAP's strategic priorities around public space improvements in the Tenderloin. TCAP outreach partners, in collaboration with TCAP staff, co-developed selection criteria and led a robust community engagement process to recruit members. From a pool of 30 applicants, 16 members were selected. The cohort reflects Tenderloin's rich diversity and intentionally includes voices often excluded from urban design, such as youth, seniors, artists, people with disabilities, street ambassadors, and those with lived experience of homelessness.

Since June 2024, the group has met monthly to explore topics such as alley revitalization, placemaking along commercial corridors, activation of underutilized spaces for recreation, and the creation of safe zones for children. Community ideas and suggestions and feedback were formulated into the public space strategies in the TCAP investment blueprint.

b. Tenderloin Youth Service Gap Analysis

The participatory budgeting process underlined the need for investing in youth services as a priority for the Tenderloin community. Multiple projects directly serving the youth in the neighborhood received top votes from the community including Elm Alley Play Street, Teen Drop-in Center, Arab Youth Mental Health Center, as well as Family Housing Tutoring Program.

As these projects moved toward implementation in late 2023, conversations with local youth-serving organizations and stakeholders revealed deeper structural gaps in services. In response, TCAP staff launched a [Youth Service Gap Analysis](#) to inform both the community and City decision-makers. Outreach efforts included:

- 5 one-on-one interviews with youth service providers
- 1 focus group with connected teens
- 1 focus group with disconnected teens
- 2 focus groups with connected Transitional Age Youth (TAY)
- 3 interviews with disconnected TAY
- 2 parent focus groups with Spanish- and Arabic-speaking families

This process identified seven major challenges facing youth and TAY in the Tenderloin, along with six strategies that directly informed the TCAP Investment Blueprint.

c. TCAP Small Business Stakeholder Engagement

Small business support emerged as another top community priority during participatory budgeting, with \$380,000 allocated to this focus area, which leveraged an additional \$275,000 from OEWD. Between July and September 2023, TCAP and the Office of Economic and Workforce Development (OEWD) hosted **three** community workshops, met with the Tenderloin Business Coalition, and engaged business owners across a range of cultural and linguistic communities.

Through these discussions, stakeholders advocated for a concentrated investment strategy that could deliver deeper, long-term impact. Larkin Street was identified as a priority corridor, and three programs were co-developed in response. Ongoing feedback from business owners and lessons learned during implementation directly shaped refinements to these programs and informed the TCAP Investment Blueprint.

d. Activating Housing Priorities in the Tenderloin

Over the past several years, multiple initiatives have been undertaken to identify and understand housing priorities in the Tenderloin. These efforts have aimed to ensure that community voices—particularly those of residents—inform housing policy, planning, and development. Key efforts include Tenderloin [Vision 2020](#), TCAP 2021 Community Survey, [Housing Element](#), [Housing by the Bay](#).

As part of a concerted effort for Housing Element Implementation for equity communities, TCAP staff uplifted Tenderloin housing priorities identified through above plans, and further vetted them through additional targeted outreach with housing providers within the neighborhood. The resulted highlighted [the top housing priorities for the Tenderloin](#) which informed the first draft of the blueprint.

5. Community Voice Landscape

Beyond structured outreach by TCAP partners and Planning Department staff, the TCAP team has consistently embedded itself in ongoing community dialogue. Over the past two years, staff have participated in more than 17 recurring community-led meetings including: Tenderloin People's Congress, District 5 State of the Streets, Community Police Advisory Board, TL Afterschool Collaborative, 300 Ellis Block Group, O'Farrell Neighborhood Group 100 Block of Golden Gate Public Safety Group, and Glide TL Land Use Committee, Public Space Working Group, Tenderloin State of the Streets, Golden Gate Greenway Coalition and more.

In addition, on October 5, 2023, TNDC and TCAP staff hosted a community event featuring a comprehensive presentation of the team’s work, followed by an open house where Community Action Project sponsors connected with attendees. Community members also shared input on investment priorities across the four strategic priority areas.

6. Tenderloin Executive Directors Meeting

In early 2024, TCAP staff were invited to facilitate the Tenderloin Executive Directors Group—a self-organized coalition of nonprofit leaders committed to aligning their efforts around shared priorities for the neighborhood in preparation for budget advocacy. The group includes leadership from the TLCBD, Tenderloin Boys & Girls Club, TNDC, CCDC, Curry Senior Center, Glide Memorial Church, Code Tenderloin, St. Anthony’s Foundation, Southeast Asian Development Center, and Larkin Street Youth Services.

Over the course of 14 monthly meetings, this group has taken deliberate steps to align their advocacy and present a unified voice in support of the Tenderloin. They built consensus around shared priorities, advocated for coordinated actions that reflect the community’s needs. In 2024, they submitted a letter to the Mayor’s Office urging the City to make the Tenderloin as one of its top three budget priorities, adopt a zero-budget cut policy, and commit to a recurring \$4 million investment. In 2025, they followed up with a second joint letter advocating four core priorities—eliminating the open-air drug trade, improving cleanliness, strengthening services, and expanding placemaking and public space investments—which also informed the first draft of the Blueprint.

Phase II: TCAP Outreach Partners Led Outreach to Finalize the First Draft

1. Planning Commission Informational Hearing

On November 14, 2024, TCAP staff presented at an informational hearing before the San Francisco Planning Commission to present the [TCAP Impact Report](#) and launch the public review process for the first draft of the Blueprint. TCAP received strong support from both the Tenderloin community and from members of the Planning Commission. This hearing marked the official launch of the public review process for the initial draft Blueprint.

The public review process was designed by the TCAP outreach partners to ensure broad community input and representation, and that the community-led Blueprint continues to reflect the evolving needs and collective vision of the community. The process included:

2. TCAP Outreach Partners Evaluation

After the Planning Commission hearing, over a series of meetings, TCAP outreach partners led a rigorous evaluation process of the first draft to prepare for community presentation. Partners assessed each proposed priority using detailed criteria, including the breadth of community support—from both groups and individual residents—and alignment with TCAP’s focus areas. They also considered factors like winnability, potential unintended consequences, whether a topic required deeper discussion in a focus group beyond what was captured during the field scan, and whether a clear organizational “owner” could lead or support implementation. This careful process helped ensure that the Blueprint reflects community needs and priorities.

3. Discussions with Community Groups:

TCAP outreach partners ran a scan of community-organized meetings and identified 24 regularly convening community groups within the Tenderloin. Of these, TCAP and Planning Department staff engaged directly with 17 groups by presenting the Draft Investment Blueprint and facilitating structured discussions with group representatives to gather meaningful input. Efforts were made to contact representatives from the remaining seven groups; however, these groups were either no longer active or not meeting during the outreach period, limiting opportunities for engagement.

Each group was asked to focus on two priority areas most relevant to their work or of their concerns. These meetings—hosted both long-standing organizations and grassroots groups—provided opportunities to gather feedback. and ensure the Blueprint reflects the diverse priorities of the Tenderloin community. These groups include:

- TCAP Public Space Working Group (01/14/2025)
- Tenderloin Filipino Community Association (01/25/2025)
- Tenderloin Chinese Rights Association (01/31/2025)
- Delivering Innovation in Supportive Housing (DISH) (02/10/2025)
- Tenderloin People’s Congress (02/11/2025)
- TL Block Safety Group - 100 Golden Gate Ave (02/14/2025)
- Vision 2020 (02/19/2025)
- Tenderloin Food Policy Council (02/25/2024)
- Glide Social Justice Academy (03/05/2025)
- 201 Turk ELS Class (03/04/2025)
- Glide Know Your Rights Workshop (03/19/2025)
- Tenderloin Afterschool Program Collaborative (03/21/2024)
- TLCBD Transitional-Age Youth Group (03/21/2025)
- Wu Yee Children's Services (03/25/2025)
- 600 O'Farrell Block Group (03/26/2025)
- Tenderloin Business Coalition (04/03/2025)

- Tenderloin Executive Directors Group (monthly)

4. Community Open House:

On February 5, 2025, SF Planning with support from TCAP outreach partners hosted a community open house to share the Investment Blueprint strategies with the broader Tenderloin community. Around 50 attendees participated in topic-based breakout groups. Each breakout group was hosted and facilitated by an outreach partner, and the broader community had the opportunity to reflect on the proposed strategies and actions, and offered feedback based on their lived experiences and priorities. To ensure inclusive participation, interpretation was provided in Vietnamese, Chinese, Spanish, and Arabic.

5. Focus Groups:

The scan of community-organized groups by TCAP partners highlighted voices and groups who are less represented in outreach and advocacy. As a result, four focus groups were organized to bridge the gaps.

- Vietnamese-speaking focus group with Southeast Asian Community Center (03/11/2025)
- Black residents focus group with Code Tenderloin (03/21/2025)
- Thai-speaking focus group with Southeast Asian Development Center (03/25/2025)
- Small business stakeholder group (04/14/2025)