

August 10, 2020

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**SUBJECT: Recommendations from LGBTQ+ Cultural Heritage Strategy Working Group**

Dear Mayor Breed, President Yee, President Koppel and President Hyland:

The San Francisco LGBTQ+ Cultural Heritage Strategy Working Group was established by the October 2016 passage of Resolution 446-16 authored by then-Supervisor Scott Wiener and passed unanimously by the San Francisco Board of Supervisors. The purpose of the legislation was to develop proposals to present to the Board of Supervisors and Planning Commission “to develop, promote, and expand programs to support LGBTQ nightlife and cultural heritage” in San Francisco.

Supported by the Planning Department, the Office of Economic and Workforce Development and the Entertainment Commission, our Working Group was convened in early 2017 from a diverse pool of volunteers. Over the last three years, we and staff have worked hard to develop a robust set of recommendations that would “honor the legacy, celebrate the culture, nurture the well-being, promote economic opportunity, and ensure the longevity of San Francisco’s LGBTQ+ community.”

We consulted with and included a wide array of voices and opinions in the formulation of these proposals through a variety of mechanisms, including an extensive citywide survey, numerous events and workshops, and an ongoing “think tank” to synthesize and prioritize our findings. The Strategy Report and Executive Summary are attached here.

We recognize that, even as the Strategy was being finalized, the world has changed in fundamental ways.

First, the COVID pandemic has upended many of the City’s priorities. In light of the economic, cultural and human challenges being experienced across San Francisco and around the world, our LGBTQ+ culture and heritage is at even greater risk of being lost than when our work began. While some of our

recommendations are being implemented on some level, we fear that many of the priorities we have addressed in this report to preserve our diverse LGBTQ+ communities, including arts and culture, nightlife and other businesses, and targeted housing and human services, will be lost or underfunded in the face of this ongoing crisis.

Second, years of police brutality and murders of Black and Brown people, including Black and Brown Trans women across the country, have given rise to hopeful social justice movements against systemic racism, white supremacy and anti-Trans discrimination. This newly heightened awareness has provided us with the opportunity to reflect anew on all our work and priorities.

Recognizing these realities, we respectfully request that the Mayor, Board of Supervisors, Planning Commission, and Historic Preservation Commission review and consider each of our recommendations, and forward these recommendations for the consideration of the Economic Recovery Task Force and Human Rights Commission and other appropriate agencies, as the City moves to respond to the challenges and opportunities for change presented by COVID and the racial justice movement. We recognize the Office of Transgender Initiatives' role in the implementation of many of these recommendations, and we urge adequate support of OTI in helping to preserve and promote LGBTQ+ cultural heritage.

Now more than ever, it is critical that we establish policies and priorities to ensure the preservation, well-being and economic vitality of all LGBTQ+ people and cultures in San Francisco.

San Francisco is known worldwide as a beacon of hope for LGBTQ+ people everywhere. Let's ensure that we remain so.

In service to our City and our communities,

The San Francisco LGBTQ+ Cultural Heritage Strategy Working Group Co-chairs

cc.

Clair Farley, Executive Director, Mayor's Office of Transgender Initiatives

Sheryl Evans Davis, Executive Director, Human Rights Commission

San Francisco Economic Recovery Task Force Co-chairs

Carmen Chu, Assessor-Recorder

José Cisneros, Treasurer

Rodney Fong, President and CEO, San Francisco Chamber of Commerce

Rudy Gonzalez, Executive Director, San Francisco Labor Council

# Executive Summary

## SF LGBTQ+ Cultural Heritage Strategy

The LGBTQ+ Cultural Heritage Strategy (Strategy) is a community-driven effort to honor the legacy, celebrate the culture, nurture the well-being, promote economic opportunity, and ensure the longevity of San Francisco's LGBTQ+ community. The Strategy identifies the needs and concerns of the LGBTQ+ community, articulates critical goals to address these needs, and presents a set of recommended actions to be undertaken by the City and non-profit organizations. One of the most consistent community guideposts to the Strategy has been a desire to see the most vulnerable and marginalized members of the LGBTQ+ community uplifted and empowered, and this mission underlies each of the recommendations presented in the Strategy.



### LGBTQ+ STRATEGY VISION AND GOALS

Our City is a beacon for gender and sexual minorities, calling us to build a society that:

**Honors the legacy**  
**Ensures longevity**  
**Celebrates culture**  
**Nurtures well-being and**  
**Uplifts the most vulnerable**

of the LGBTQ+ community.



WELL-BEING

#### GOAL

Maintain San Francisco as a global leader in providing inclusive, intergenerational LGBTQ+ community services, education, resources, and access to safe, queer-friendly spaces.



CULTURE

#### GOAL

Honor, protect, and celebrate our rich and diverse LGBTQ+ heritage while nurturing our community of artists and cultural organizations.



OPPORTUNITY

#### GOAL

Promote economic well-being, equitable access to resources and leadership pathways for LGBTQ+ community members and businesses.

# Overview of Strategy Process and Community Involvement

The Strategy recommendations were developed with input from a wide array of community members who contributed through a citywide survey, numerous events and workshops, and through ongoing dialogue with partner organizations, including the San Francisco LGBT Center, GLBT Historical Society and San Francisco Office of Transgender Initiatives. The Strategy Working Group incorporated this input to recommend and prioritize actions to preserve San Francisco's LGBTQ+ heritage and to support the people who shape and sustain LGBTQ+ culture. The graphic below summarizes the CHS process, which included extensive feedback from approximately 1500 community members from diverse cultural, economic and educational backgrounds who participated in a multi-lingual survey.

In light of the economic, cultural and human challenges being experienced across San Francisco and around the world as the result of the COVID pandemic, the culture and heritage of the LGBTQ+ community is at even greater risk of being lost than when the Strategy work began.

## LGBTQ+ Cultural Heritage Strategy (CHS) Process



HPC: Historic Preservation Committee  
PC: Planning Commission  
BOS: Board of Supervisors



# Strategy Recommendations

Three key themes arose from the community engagement effort that guided the development of the Strategy and its recommended actions:

- **Well-being** – These actions will help ensure the well-being, safety, health and happiness of San Francisco residents, workers and visitors.
- **Culture** – These actions will enhance understanding and respect for the role of LGBTQ+ culture and the significant cultural places that hold meaning in our society.
- **Opportunity** – These actions will improve the individual and collective economic health of the LGBTQ+ community and promote diversity, equity and inclusion.

The recommended actions to implement the Strategy are shown in the graphic below, and each action includes a series of initial and longer term steps to achieve the Strategy vision and goals.

*The first steps shown on the next page were selected based on community input regarding needs and priorities, the scale of their potential impact, and the City's ability to undertake these implementation steps in the near term.*

## STRATEGY IMPLEMENTATION:

The recommended actions to implement the Strategy focus on preserving and celebrating our City's LGBTQ+ culture, ensuring the well-being of all members of the LGBTQ+ community, particularly those who are most vulnerable, and enhancing economic opportunity and equity through community services, education and business support.



### WELL-BEING

- W1** Centralize LGBTQ+ Initiatives
- W2** Expand Navigation Tools to Resources and Services
- W3** Improve Cultural Humility Training
- W4** Convene an Annual Summit



### CULTURE

- C1** Support LGBTQ+ Cultural Districts
- C2** Establish a Permanent Museum of LGBTQ+ History & Culture
- C3** Form a Historic Preservation Advocacy Group
- C4** Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists
- C5** Create LGBTQ+ Heritage Educational Programming



### OPPORTUNITY

- O1** Enhance Community Resource Hubs (Physical + Roving)
- O2** Expand Workforce Development Efforts
- O3** Increase Business and Entrepreneur Support
- O4** Increase Housing and Support Services
- O5** Foster Financial Capacity, Sustainability and Resilience

# Recommended First Steps to Implement LGBTQ+ Strategy

FIRST STEPS	KEY AGENCY	CURRENT PROGRAM	UNDERWAY	COSTS*	
<b>Well-being</b>					
<b>W1</b>	<b>Centralize LGBTQ+ Initiatives</b>				
	Ensure the Office of Transgender Initiatives is adequately staffed to implement new LGBTQ+ initiatives.	OTI	X	OTI staff expansion and coordination of new initiatives underway	\$\$\$
<b>W2</b>	<b>Expand Navigation Tools to Resources and Services</b>				
	Support needs assessment of current LGBTQ+ online resources and identify what additional resources and services are most urgently needed and can be provided via existing organizations.	OTI	X	Ongoing navigation through community organizations and online resource tools; comprehensive needs assessment not yet underway	\$
<b>W3</b>	<b>Improve Cultural Humility Training</b>				
	Convene training organizations to prioritize programs for intervention based on greatest LGBTQ+ needs and develop implementation plan with community organization partners.	OTI	X	Data collection & analysis underway; ongoing planning & coordination	\$
<b>W4</b>	<b>Convene an Annual Summit</b>				
	Convene City staff to plan LGBTQ+ Summit to enhance local, state, and federal coordination, resource sharing, and program development to advance and monitor LGBTQ+ initiatives.	OTI		Not yet underway	\$
<b>Culture</b>					
<b>C1</b>	<b>Support LGBTQ+ Cultural Districts</b>				
	Secure adequate funding for the development and implementation of Cultural, History, Housing, and Economic Sustainability Strategy reports for LGBTQ+ cultural districts.	MOHCD	X	Planning & coordination; initial funding for CHHESS Reports	\$\$\$
<b>C2</b>	<b>Establish a Permanent Museum of LGBTQ+ History &amp; Culture</b>				
	Develop a business plan that outlines the proposed Museum/Archives building program, projected revenue sources, potential sites, and partnerships to accomplish its development, funding, and operations.	GLBT HS	X	Initial building program conceptualized; potential sites and funding sources identified.	\$\$
<b>C3</b>	<b>Form a Historic Preservation Advocacy Group</b>				
	Develop an LGBTQ+ Historic Preservation Advocacy Group composed of historic preservation professionals and interested community members.	PLN	X	Planning, coordination and identification of potential HPAG members	\$
<b>C4</b>	<b>Increase Access to Affordable Housing &amp; Workspace for LGBTQ+ Artists</b>				
	Improve and expand coordination of resources to help LGBTQ+ artists and cultural organizations access housing assistance and/or small business assistance opportunities.	SFAC	X	Expansion not yet underway	\$
<b>C5</b>	<b>Create LGBTQ+ Heritage Educational Programming</b>				
	Convene a LGBTQ+ Arts, Culture & Heritage Task Force to foster collaborations among organizations to develop new arts and cultural heritage programming.	SFAC		Not yet underway	\$
<b>Opportunity</b>					
<b>O1</b>	<b>Enhance Community Resource Hubs (Physical + Roving)</b>				
	Enhance and sustain community service/resource hubs by promoting existing hubs in target districts and providing additional budget for liaisons and cross-organizational events.	OTI	X	Ongoing coordination among community hubs and other organizations	\$\$\$
<b>O2</b>	<b>Expand Workforce Development Efforts</b>				
	Expand job training, placement and retention programs for LGBTQ+ workers at nonprofits and local educational institutions.	OEWD	X	Ongoing program development and needs assessment	\$\$\$
<b>O3</b>	<b>Increase Business and Entrepreneur Support</b>				
	Update City's supplier diversity program to include LGBTQ+ businesses to facilitate access to procurement activities.	OEWD	X	Update not yet underway	\$
<b>O4</b>	<b>Increase Housing and Support Services</b>				
	Ensure the Youth Navigation Center is fully supported to meet the needs of LGBTQ+ youth and is inclusive and accessible to Transitional Age Youth (TAY) community members.	OTI	X	Underway, planned opening in Fall 2020	\$\$\$
<b>O5</b>	<b>Foster Financial Capacity, Sustainability and Resilience</b>				
	Work with City and external partners to expand financial counseling and education programs that are culturally sensitive and accessible to the LGBTQ+ community.	OTI	X	Expansion not yet underway	\$\$

\* KEY TO ESTIMATED COST FOR FY 2020/21 - FY 2021/22:

\$ = \$0-\$50,000; \$\$ = \$51,000-\$250,000; \$\$\$ = \$251,000-\$500,000; \$\$\$\$ = \$501,000+

LG

BT

Q+

**CULTURAL  
HERITAGE  
STRATEGY**



# Letter from the Historic Preservation Commission

Dear Members of the San Francisco Community:

The Historic Preservation Commission (HPC) is proud to support the LGBTQ+ Cultural Heritage Strategy (Strategy), a community-led process to safeguard, honor, and promote LGBTQ+ history and the wide diversity of its community in the City and County of San Francisco. As mandated by the HPC and the Board of Supervisors, the Strategy is the first citywide initiative in the country to address and identify both tangible and intangible resources in the LGBTQ+ community.

Preserving cultural heritage assets and safeguarding communities, particularly those who have been historically underrepresented and underserved, are crucial to ensuring that our City remains vibrant, healthy, and inclusive. From the beginning, the Strategy has embraced and welcomed an inclusive participation process with a focus on protecting the most vulnerable and marginalized members of the LGBTQ+ community. Almost 1,500 people provided substantive input through a citywide survey, ensuring that the Strategy represents the needs and interests of a broad spectrum of sex and gender identities as well as cultural, economic and educational backgrounds.

The three overarching goals in the Strategy of well-being, culture and opportunity look beyond conventional tools of defining culture by strict geographical boundaries. Rather, the Strategy identifies and supports the diverse LGBTQ+ community with citywide approaches, which will include the use of navigation hubs and online tools to inform and educate; the development of a comprehensive museum; formation of an LGBTQ+ Historic Preservation Advocacy Group to further identify and preserve historic and cultural resources; and, the creation of new business, employment and training opportunities.

We look forward to participating in the implementation of the Strategy and believe that this Strategy will serve as an example for other communities across the nation who are engaging in similar efforts.

Congratulations and thanks to all that have been involved and taken the lead in developing this important Strategy for our City.

Sincerely,

**Aaron Hyland**  
President

**Diane Matsuda**  
Vice President

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### Brief Acknowledgments

The Planning Department would like to acknowledge the outstanding commitment, passion, and creativity of the LGBTQ+ Cultural Heritage Strategy Working Group. Our staff was honored to support such a dedicated group of community volunteers. Most importantly we want to acknowledge Working Group committee chairs Tre Russell Allen, Terry Beswick, Amanda Hamilton, and Shayne Watson, and Strategy advisors Jennifer Hand, Doug Darwin Mastin, and Ramona Webb. They dedicated countless hours to outreach, engagement, and collaboration with community members, organizations and one another. Their thoughtful and diligent work is reflected throughout the Strategy.

The Department would like to acknowledge Senator Scott Wiener, who as Supervisor drafted Resolution No. 446-16, passing unanimously, in 2016 to establish the LGBTQ+ Cultural Heritage Strategy.

The Department would like to acknowledge the substantial contributions of the Office of Transgender Initiatives and SF LGBT Center. Among our many City Family and community organization collaborators, these two organizations provided key leadership and guidance essential in the development of the Strategy.

The Department would like to acknowledge the invaluable support of Seifel Consulting and lowercase productions, who kept the work focused and developed compelling graphic tools to describe the Strategy.

The Department would like to acknowledge the support of the Historic Preservation Fund Committee, who contributed key funding to support preparation of the Strategy.

Finally, the Department would like to acknowledge the guidance and support of the Historic Preservation Commission who has demonstrated continued commitment to safeguarding the City's LGBTQ+ cultural heritage.

**Please refer to the Acknowledgments section at the end of the Report for additional acknowledgments and photo credits.**

# VISION

**Our City is a beacon  
for gender and  
sexual minorities,  
calling us to build  
a society that:**

**Honors the legacy**

**Ensures longevity**

**Celebrates culture**

**Nurtures well-being, and**

**Uplifts the most vulnerable**

**of the LGBTQ+  
community.**



# INTRODUCTION

The LGBTQ+ Cultural Heritage Strategy (Strategy) is a community-driven effort to honor the legacy, nurture the well-being, promote economic opportunity, and ensure the longevity of San Francisco's LGBTQ+ community.<sup>1</sup> The Strategy identifies the needs and concerns of the LGBTQ+ community, articulates critical goals to address these needs, and presents a set of recommended actions to be undertaken by the City and local organizations.

The Strategy recommendations are a comprehensive series of initiatives and actions to preserve and promote LGBTQ+ cultural heritage in San Francisco. These recommendations were developed in direct response to the concerns expressed by the community during intensive outreach and engagement, and they were shaped by extensive dialogue with partner organizations, including the San Francisco LGBT Center, the San Francisco Office of Transgender Initiatives, and the GLBT Historical Society. The vision statement articulates the project aspirations and will serve to guide decision-making in the implementation phase.

One of the most consistent guideposts to the Strategy has been the desire to uplift and empower the most vulnerable and marginalized members of the LGBTQ+ community and this mission underlies each of the recommendations presented in the Strategy. In light of the economic, cultural and human challenges being experienced across San Francisco and around the world in 2020 as the result of the COVID19 pandemic, LGBTQ+ culture and heritage is at even greater risk than when the Strategy work began. Recent social justice movements and the 50th anniversary of the Pride Parade have reinforced the need to fulfill the Strategy's vision by enhancing economic opportunity and promoting racial and social equity.

<sup>1</sup> The Strategy uses the abbreviation "LGBTQ+" to indicate the varied identities among sexual and gender minorities.

## What is a Cultural Heritage Strategy?

A Cultural Heritage Strategy is community developed and specially-tailored framework for decision-makers, City agencies, and the public to address community needs. Strategies are developed through an engagement process to identify what the community values and what it wants to achieve, and as a community-prepared document, the City and community both bear accountability for its implementation. Unlike other planning efforts, such as long-range plans, Cultural Heritage Strategies do not need to be tied to a neighborhood or geographic boundary. Strategies are designed to promote and protect the places, traditions, and practices that are important to the community regardless of location in the city.

Cultural Heritage Strategies have a number of uses. As a communication tool a strategy strengthens relationships between City agencies and the community on how to best work together and encourage results. Strategies outline available services and programs to meet the community's goals and proposes new programs to address unmet needs. A strategy can also be used as a tool for the community to seek funding on a broader scale where City services and the framework don't align. And like any planning tool, Cultural Heritage Strategies are not static and should be updated as needed to reflect the ongoing and evolving needs of the community it serves.



## What is a Cultural District?

The development of the LGBTQ+ Cultural Heritage Strategy builds upon similar efforts to develop cultural heritage strategies and the recognition of a number of cultural districts by the Board of Supervisors over the last several years. Cultural districts are distinguished by their unique historical and social associations and living traditions and they are defined by geographic boundaries, but their primary significance is the activities that occur within their borders, including social practices and traditions, commerce, the arts, events and celebrations. No regulatory controls are associated with the districts, but the City has facilitated community efforts to develop strategies for sustaining the living culture of these places. The 2013 Japantown Cultural Heritage and Economic Sustainability Strategy (JCHESS), developed by the Japantown community, was the first cultural heritage strategy adopted by the City.

In 2014, the Mission neighborhood's Calle 24 (Veinticuatro) Latino Cultural District became the first formally designated cultural district in the City. This was followed in 2016 by SoMa Pilipinas – Filipino Cultural Heritage District. The African-American Arts and Cultural District in the Bayview Hunters Point neighborhood was established in 2018 and the American Indian Cultural District was created in 2020.

Concurrent with the development of the LGBTQ+ Cultural Heritage Strategy, three LGBTQ+ cultural districts were designated by the Board of Supervisors: Compton's Transgender Cultural District (2017), Leather and LGBTQ Cultural District in SoMa (2018), and the Castro Cultural District (2019). Each of the communities associated with the cultural districts has developed strategies tailored to the needs of their own district. In the future, this community-led work may evolve into a more formalized partnership with City agencies to implement economic, zoning, educational, marketing, and planning tools appropriate to the safeguarding of living heritage.

## How was this Strategy created?

San Francisco and the Bay Area region have experienced an affordability crisis in recent years that has affected LGBTQ+ residents, institutions, businesses, and the spaces that welcome and nurture the LGBTQ+ community. Displacement pressures have affected many community-based organizations that meet basic needs and advocate for civil rights, as well as businesses such as bookstores and bars that have long been a safe haven for LGBTQ+ people. This has also led to an ongoing migration of LGBTQ+ community members from San Francisco to other Bay Area counties. The dispersion of LGBTQ+ populations has meant the loss of community that provides safety and support, as well as increased difficulty accessing LGBTQ+-focused services and gathering spaces.<sup>2</sup>

In response to this loss of LGBTQ+ cultural assets, in October 2016 the Board of Supervisors unanimously voted to initiate the LGBTQ+ Cultural Heritage Strategy. With Resolution No. 446-16 (File No. 160996), the Board authorized the formation of a community-based Working Group and provided City support to help develop the Strategy. Organized in 2017, the Working Group used the Resolution as a foundation from which to create the Strategy. The all-volunteer group went beyond examining methods to “develop, promote, and expand programs to support LGBTQ nightlife and cultural heritage”, as called for in the Resolution, and looked at the community's needs more broadly. Through outreach and a survey administered by the City, the Working Group identified community needs and concerns surrounding healthcare and social services; education; arts, culture, and history; housing; equity, economic opportunity and employment. Through this effort they also learned about the places, people, events and celebrations that haven't been fully recognized for their contributions to LGBTQ+ history

<sup>2</sup> Horizons Foundation (2018). San Francisco Bay Area LGBTQ Community Needs Assessment. San Francisco, CA. Retrieved from <https://horizonsfoundation.org>.



and culture in San Francisco. With this information in hand, the Working Group identified existing programs and resources and proposed expanding or developing new tools and initiatives to support, honor and ensure the longevity of San Francisco's LGBTQ+ community.

Previous planning efforts and studies laid a foundation for the development of the LGBTQ+ Cultural Heritage Strategy. These include the Historic Preservation Commission's adoption of the *Citywide Historic Context Statement for LGBTQ History in San Francisco* in October 2015 and the Planning Department's preparation of the 2011 *Recognizing, Protecting and Memorializing South of Market LGBTQ Social Heritage Neighborhood Resources* report with the Western SoMa Citizens Planning Task Force. LGBTQ+ cultural resources identified in these studies include: long-serving businesses and organizations; buildings and sites associated with significant community members or events; and neighborhoods that currently or historically have been residential or commercial LGBTQ+ enclaves. The findings and recommendations in these earlier efforts to preserve, recognize, and promote LGBTQ+ cultural resources informed the development of the Strategy.

The Strategy follows a number of significant recent milestones, including the establishment in 2017 of the Mayor's Office of Transgender Initiatives, the first and only trans-led San Francisco government agency; the development of programs and services to address the needs of seniors identified in the San Francisco LGBT Aging Policy Task Force's 2014 report, *LGBT Aging at the Golden Gate*; and the completion of the Horizons Foundation's *San Francisco Bay Area LGBTQ Community Needs Assessment 2018*, which focuses on the needs and well-being of the LGBTQ+ community in San Francisco and the Bay Area more broadly.

## What is Cultural Heritage?

Cultural heritage is the expression of a way of living, which is developed by a community through its objects, beliefs, traditions, practices, artistic interpretation, and places. Cultural heritage manifests itself in tangible and intangible elements passed through generations, such as buildings, landscapes, artistic expression, festivals, processions, streetscapes, protests, businesses, community events, and programs. And most importantly, cultural heritage lives and is enriched through the well-being, support and success of people throughout the community. Losing any of these elements diminishes a community's cultural integrity.

Honoring and preserving LGBTQ+ cultural heritage requires a set of unique and tailored strategies involving collaboration with partners in local government and community organizations. Safeguarding cultural heritage helps to develop a shared bond and sense of belonging, increases understanding and appreciation of our shared history, inspires community pride and awareness, and emboldens a sense of identity and responsibility to society at large. As described so eloquently in the vision, it also assures that the most vulnerable among us are recognized and supported.

OurTown Nonprofit Expo, 2018.  
Planning Department.



# COMMUNITY ENGAGEMENT

## Working Group

The Strategy Working Group engaged in a multi-year effort to identify and develop programs and procedures to support the LGBTQ+ community and protect, preserve, and promote San Francisco's LGBTQ+ cultural heritage. Members of the Working Group offered a range of experience and backgrounds, from those who have worked for many years on cultural heritage initiatives, to community members new to public engagement and outreach. Members of the Working Group and outreach meeting attendees worked in a variety of fields in the public and private sector, including small business owners and operators, community and social service providers, law, healthcare, the arts, tech, nonprofit and cultural resource management. Whatever their background or knowledge base, all participants brought their commitment to supporting, celebrating, and strengthening San Francisco's LGBTQ+ community.

Throughout the development of the Strategy, the Working Group collaborated with community members, neighborhood, nonprofit and professional organizations, cultural heritage stakeholders, and City staff to build support for its implementation. After a series of monthly meetings in early 2017, the Working Group organized into three committees:

- Arts, Culture, and Heritage
- Community Services and Education
- Economic Opportunity and Equity

During the development of the Strategy, the committee chairs met regularly to report back on their outreach efforts and collaboratively work towards development of the Strategy. The Working Group is an entirely volunteer body and has no appointed leader other than the committee chairs.

## Public Outreach

Outreach for this effort included open invitations to early Working Group meetings, project updates through a mailing list, information updates through social media and a project website, community-organized cultural heritage workshops, business and economic development forums, and a survey reaching approximately 1500 community members from June 2017 to March 2018. Community engagement also included booths at the Folsom Street Fair, WBA LGBT Economic Summit and Conference, and OurTownSF Nonprofit Expo, presentations and flyer distribution at Sunday Streets programs, the Dyke and Trans marches, Castro Street Fair, Pride celebrations and other events. Working Group members and Planning Department staff gave historic preservation-focused presentations on the Strategy at several state and national conferences, including the National Trust for Historic Preservation and California Preservation Foundation annual conferences in 2018, and in 2019, Stonewall 50: Defining LGBTQ Preservation at Columbia University and the Queer History Conference at San Francisco State University.



The Working Group's public meetings featured presentations on innovative cultural heritage initiatives ranging in scope from neighborhood public space projects, such as Eagle Plaza and Ringold Alley, to the creation of cultural centers and districts, including Calle 24 Latino Cultural District and the GLBT Historical Society's museum and public history research center. These early meetings identified community concerns regarding healthcare, housing, employment barriers and opportunities, and the need to identify, recognize and protect the places and traditions significant to the community. During these meetings, the Working Group developed preliminary strategies to address community needs around these topics.

Following the completion of the survey, the Working Group held a City Family Briefing in March 2018 to gather input from City departments that currently provide programs, funding, and services to the LGBTQ+ community and will play an important role in the implementation of the Strategy. In September 2018, the Working Group and Department staff presented the draft recommendations to the Historic Preservation Commission (HPC) and gathered additional input from the HPC, City family and other community members in subsequent months, including at events such as OurTownSF in October 2018.

## Avisory Committee

The Working Group organized an Advisory Committee composed of individuals and organizations with expertise in various aspects of LGBTQ+ culture, including history, arts, small business, education, public health, and community organizing. The Advisory Committee reviewed the draft vision, goals and objectives, and action plan and provided targeted feedback for refinement to ensure the Strategy addressed the needs of all community members.

## Working Group Presentations

The Working Group's meetings featured presentations on innovative cultural heritage initiatives ranging in scope from neighborhood public space projects to the creation of cultural centers and districts. Presentations included:

- **Ringold Alley** – the alley commemorates SoMa's leather history and includes public art installations and markers commemorating significant businesses, individuals and leaders.
- **Eagle Plaza** – the three-acre pedestrian plaza commemorates Folsom Gulch LGBTQ+ and leather cultural heritage, including interpretive plaques on its history and spaces for public gatherings.
- **Harvey Milk Plaza** - An initiative and design competition was launched in 2017 to redesign the plaza to better recognize and honor the contributions of Harvey Milk and develop an accessible space for public gatherings.
- **Compton's Transgender Cultural District** - The Board of Supervisors passed Resolution 239-17 in June 2017 recognizing the significant nightlife businesses, sites of the LGBTQ+ civil rights movement and the long history of these communities in the Tenderloin.
- **LGBTQ Heritage Initiatives and Public History Resources** - Historian Gerard Koskovich gave a presentation on the City's LGBTQ+ heritage initiatives over the past six decades and the importance of local queer public history institutions and resources.
- **New Museum of LGBTQ History and Culture** - In February 2017, the Board of Supervisors passed Resolution 30-17 recognizing the vital contribution that the GLBT Historical Society has made through its archives, programs and exhibitions to the interpretation and dissemination of LGBTQ+ history and supporting its efforts to develop the New Museum of LGBTQ History and Culture.
- **Calle 24 Latino Cultural District** - Created in 2014, the District recognizes the richness of the 24th Street corridor's Latino heritage and the significant contributions the community has made and continues to make to the history and culture of San Francisco.

## Public Survey Provided Critical Input to Strategy

The LGBTQ+ Cultural Heritage Strategy was informed by a public survey that provided an opportunity for members of the LGBTQ+ community to share their perspectives and recommendations on how best to preserve, honor and enhance the recognition of LGBTQ+ cultural heritage. As further described below, about 1500 people from various cultural, economic and educational backgrounds participated in the survey, which was made available in English, Spanish, Tagalog, and Chinese. Their insights provided critical input in developing the recommendations included in this report.



## Working Group Committees

The Working Group's three committees, guided by the feedback received through community outreach, a public survey, the CHS Advisory Committee, and with support from Planning Department staff, Seifel Consulting, and lowercase productions, developed a vision for the Strategy followed by a set of goals that articulate how the vision will be achieved. Each goal is supported by objectives developed by the Working Group that provide more fine-grained policy direction for the goals.

From this foundation, the three committees researched and proposed actions that can be implemented to achieve the Strategy's goals. Each Strategy component is a discrete project that will have its own timelines and budgets and will be led by a City agency or community partner. For each action the committees identified tactical steps required to implement the strategy. All components of the Strategy went through several rounds of review with stakeholders, committee members, community organizations and representatives from City departments (also referred to as the City Family), and each component was revised in response to feedback. This led to an Action Plan that comprises the recommended actions to be undertaken to implement the LGBTQ+ Cultural Heritage Strategy.



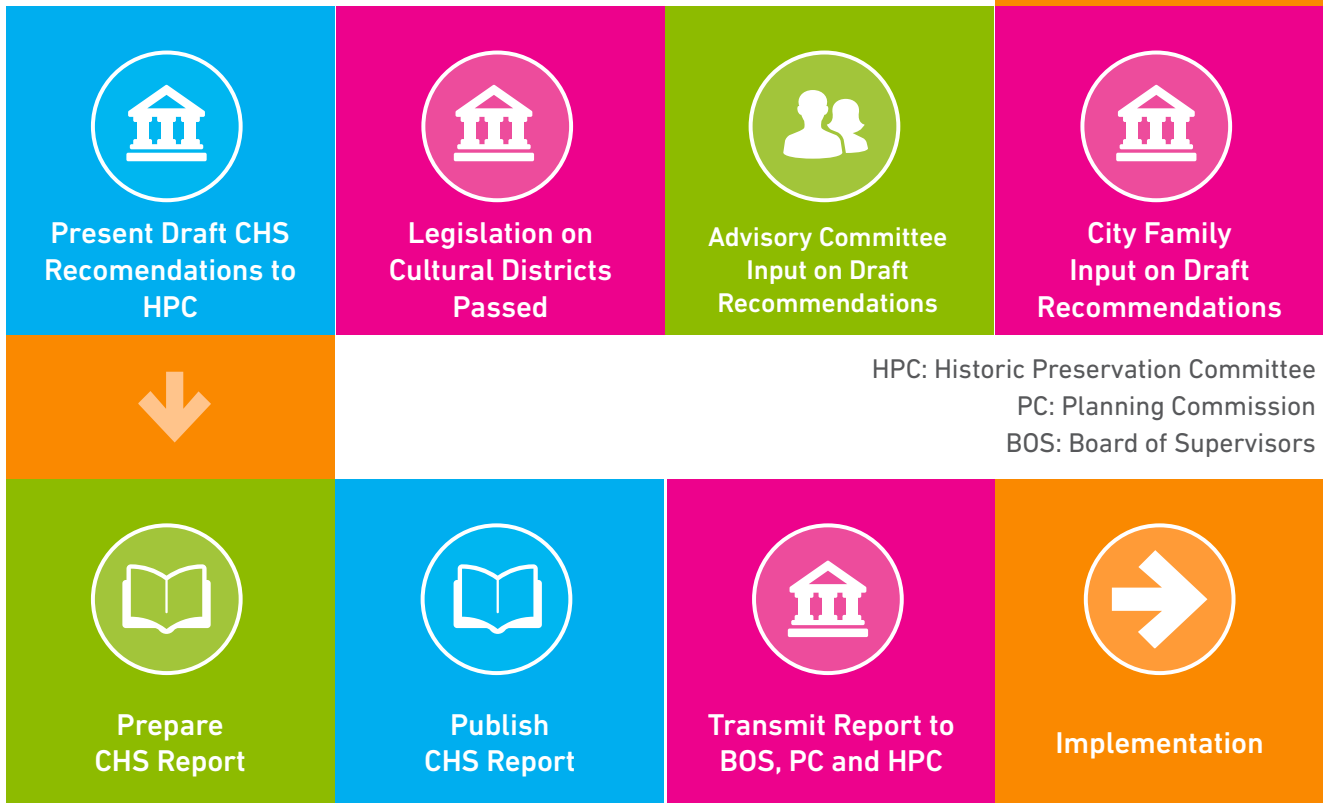
## Overview of Strategy Process

The Strategy recommendations were developed with input from a wide array of community members who contributed through a citywide survey, numerous events and workshops, and through ongoing dialogue with partner organizations, including the San Francisco LGBT Center, GLBT Historical Society and San Francisco Office of Transgender Initiatives. The Strategy Working Group incorporated this input to recommend and prioritize actions to preserve

San Francisco's LGBTQ+ heritage and to support the people who shape and sustain LGBTQ+ culture. The graphic below summarizes the CHS process. Implementation of recommended first steps of the Strategy are already underway.

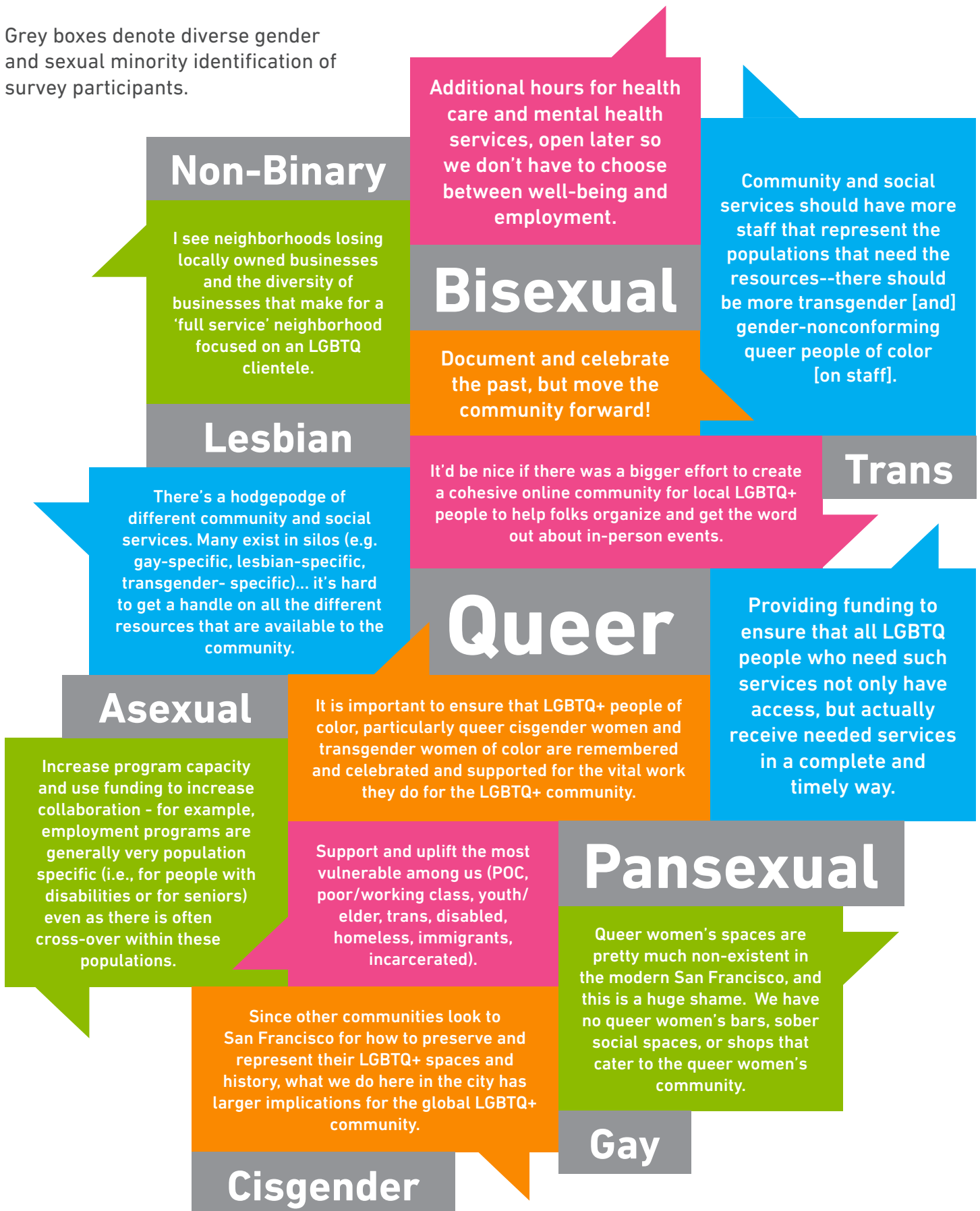


## LGBTQ+ CULTURAL HERITAGE STRATEGY (CHS) PROCESS



# SURVEY INSIGHTS FROM MEMBERS OF LGBTQ+ COMMUNITY

Grey boxes denote diverse gender and sexual minority identification of survey participants.



# WHAT WE HEARD

As the Strategy was being developed, an online survey was developed with input from local organizations and interested LGBTQ+ community members. The survey questions were prepared and refined with input from local organizations who also encouraged participation from community members representing a broad spectrum of sex and gender identities.

The online survey was launched in June 2017, and it was refined over the next few months to increase community participation. The survey was promoted through ads on Muni, print and online newspapers, postcard distribution at community events, and direct outreach to LGBTQ+ organizations, and it was made available in English, Spanish, Tagalog, and Chinese to maximize participation.

## Diverse Community Participation in LGBTQ+ CHS Survey

# 1,475

people participated in the survey representing:

- A broad spectrum of sex and gender identities
- Diverse cultural, economic and educational backgrounds
- Residency in 29 different zip codes in San Francisco
- Speakers of 31 languages at home
- Members/supporters of 139 LGBTQ+ Organizations

Almost 1500 people participated in the survey from June 2017 through March 2018 as the result of these outreach efforts. The survey achieved its goal to gather input from diverse members of the LGBTQ+ community, as participants represented a broad spectrum of sex and gender identities as well as cultural, economic and educational backgrounds.

The survey responses collectively indicated that the Strategy should address community needs in the following three ways:

- **Support and serve diverse community members** by expanding resources, building community, and enhancing coordination across multiple LGBTQ+ events and organizations.
- **Honor and celebrate everyone** by ensuring that the diversity of the LGBTQ+ community is represented and celebrated in arts, culture, historic preservation and living heritage.
- **Safeguard the LGBTQ+ community and cultivate success** by protecting and advancing economic opportunity, equity and the quality of life of LGBTQ+ people.

Many of the survey responses focused on the need to support the living heritage of the LGBTQ+ community by expanding access, awareness and support of services and programs. In summary, respondents provided the following recommendations, which informed the development of the Action Plan:

- **Promote navigation services** to make programs/ services more visible and more widely available.
- **Enhance program offerings** by increasing funding, cross-organizational collaboration, and education programs for both the LGBTQ+ community and professionals providing services.
- **Expand LGBTQ+ community access** by providing spaces for organizations, extending service hours, consolidating resources, developing community hubs, and ensuring services are provided.

# SURVEY RESPONSES

Survey participants provided input and feedback regarding the cultural heritage needs, challenges and opportunities facing the LGBTQ+ community by responding to numerous survey questions. Below are the top three responses to four survey questions that particularly informed the Strategy recommendations.

**How would you like to see significant places and/or celebrations recognized?**



Designate and protect existing LGBTQ neighborhoods or districts

**26%**

Develop a comprehensive LGBTQ history and culture museum

**25%**

Designate and protect features of the built environment that represent LGBTQ history

**20%**

**What are the most serious challenges facing LGBTQ artists (other than affordable housing)?**



Lack of affordable studio and/or performance space

**32%**

Diminished artist communities

**26%**

Lack of funding or poor distribution of funding

**17%**

**Of the community and social services that serve the LGBTQ communities, which do you believe are most essential?**



Homelessness support and services

**25%**

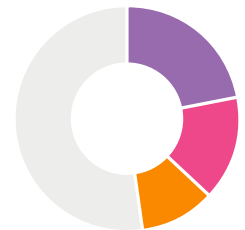
Counseling and mental health services

**19%**

Seniors programs, services, and centers

**13%**

**What are LGBTQ businesses lacking?**



Affordability

**22%**

Convenient locations

**15%**

Do not adequately serve my LGBTQ communities

**11%**



In addition to the extensive input provided by survey participants, community organizations and City staff, the Strategy was informed by research studies regarding the needs of LGBTQ+ community, as well as a review of programs being undertaken by major cities across the United States. Please refer to the Appendix: Reports and Resources for a summary of this research and a list of publications.

## **Key Research Findings Regarding San Francisco's LGBTQ+ Community**

- As echoed in the survey performed for the Strategy, the most common barriers to accessing services in San Francisco are cost, not knowing how or where to access services, and concern that services would not be LGBTQ+-friendly.
- 49% of San Francisco's homeless youth identify as LGBTQ+.
- As much as 12.4% of San Francisco's seniors age 60 and older identify as LGBTQ+ in state and local surveys, which is equivalent to 19,200 people in San Francisco.
- High proportions of San Francisco's LGBTQ+ community members have experienced:
  - » Physical violence (68%)
  - » Sexual violence (48%)
  - » Harassment (81%)
  - » While more than one-third has experienced all three (33%)
- According to a 2015 national survey, nearly one-third (29%) of trans-respondents were living in poverty, compared to 14% in the U.S. population, with an unemployment rate (15%) that was triple the national rate.

## **How to Get Involved in Your Community**

The success of the LGBTQ+ Cultural Heritage Strategy depends upon the continued support and engagement of individuals and organizations within the community. The Strategy is intended to be a shared roadmap that aids in the coordination and cross-pollination of efforts aimed at preserving LGBTQ+ culture in San Francisco. Involvement in this effort can include:

- Mentor a fellow community member in your profession or someone new to San Francisco
- Volunteer at a LGBTQ+ nonprofit, health center, arts organization, or community group
- Organize or participate in a career fair aimed at recruiting LGBTQ+ workers
- Introduce LGBTQ+ community-building events at your workplace
- Organize cultural humility training in your business, school or workplace
- Advocate for new funding sources and programming for the LGBTQ+ community with your elected officials, including for this strategy
- Support LGBTQ+ businesses, organizations, and cultural institutions
- Participate on an Advisory Group or Task Force to shape city policies affecting the community
- Encourage and facilitate recordings of oral histories from LGBTQ+ elders through StoryCorps
- Follow SF Office of Transgender Initiatives and the LGBTQ+ Cultural Districts on Facebook

# STRATEGY RECOMMENDATIONS

Three key themes arose from the community engagement effort, **Well-being**, **Culture** and **Opportunity**, which the Working Group used as the organizational framework to develop three sets of Strategy goals, objectives, and actions. These goals and objectives will guide decision making during implementation of the Strategy to ensure that the community needs identified through the outreach effort are addressed.



## Well-being

The Well-being goals and objectives were developed by the Community Services and Education Committee. They focus on enhancing services and resources in the healthcare, legal, education, and human services fields. Implementing these elements of the Strategy will result in safer, healthier, and happier San Francisco residents, workers and visitors.



## Culture

The Culture goals and objectives were developed by the Arts, Culture and Heritage Committee. They are intended to raise the visibility of LGBTQ+ arts and broaden the understanding of LGBTQ+ history. Achieving these elements of the Strategy will result in greater understanding and respect for the role of LGBTQ+ culture in our society and increased knowledge about the significant places that hold meaning in the LGBTQ+ community.



## Opportunity

The Opportunity goals and objectives were developed by the Economic Opportunity and Equity Committee. They provide a direction for the development of tools that will improve the individual and collective economic health of the LGBTQ+ community and promote equity. Implementing these elements of the Strategy will address personal finance, business and workforce development, and access to housing, which are all essential to economic vitality.

The following sections of the report are organized by these three themes and summarize the core components of the Action Plan for each theme along with the first steps to be undertaken. These first steps were chosen based on community input regarding needs and priorities, the scale of the action's potential impact, and the City's ability to complete the step in the near term.

The recommended actions to implement the Strategy are shown in the following graphic, and each action includes a series of initial and longer term steps to achieve the Strategy vision and goals. Each of the actions is summarized in the following sections along with the benefits and challenges associated with their implementation. The report concludes with an Implementation chapter that presents the entire recommended action plan.

# LGBTQ+ STRATEGY GOALS



## WELL-BEING

### GOAL

Maintain San Francisco as a global leader in providing inclusive, intergenerational LGBTQ+ community services, education, resources, and access to safe, queer-friendly spaces.



## CULTURE

### GOAL

Honor, protect, and celebrate our rich and diverse LGBTQ+ heritage while nurturing our community of artists and cultural organizations.



## OPPORTUNITY

### GOAL

Promote economic well-being, equitable access to resources and leadership pathways for LGBTQ+ community members and businesses.

# LGBTQ+ STRATEGY ACTIONS

The Strategy includes three sets of actions to realize the LGBTQ+ Strategy vision and goals.

**W1** Centralize LGBTQ+ Initiatives

**W2** Expand Navigation Tools to Resources and Services

**W3** Improve Cultural Humility Training

**W4** Convene an Annual Summit

**C1** Support LGBTQ+ Cultural Districts

**C2** Establish a Permanent Museum of LGBTQ+ History & Culture

**C3** Form a Historic Preservation Advocacy Group

**C4** Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists

**C5** Create LGBTQ+ Heritage Educational Programming

**O1** Enhance Community Resource Hubs (Physical + Roving)

**O2** Expand Workforce Development Efforts

**O3** Increase Business and Entrepreneur Support

**O4** Increase Housing and Support Services

**O5** Foster Financial Capacity, Sustainability and Resilience



## STRATEGIES

### W1

Centralize LGBTQ+ Initiatives

### W2

Expand Navigation Tools

### W3

Improve Cultural Humility Training

### W4

Convene an Annual Summit



# WELL-BEING

Supporting and improving the well-being of our LGBTQ+ community ensures that community members have the strength and resiliency to carry on the traditions and practices that sustain their cultural heritage in San Francisco.

The LGBTQ+ community suffers disproportionately in many indicators of well-being, including health, safety, housing, and employment. The Well-being strategy components described in this section are intended to reduce the emotional, psychological, and physical stresses of community members so that they can fully participate in and enhance the living heritage of the LGBTQ+ community. The following four actions would primarily be led by the Office of Transgender Initiatives with support from a variety of City agencies and potential community partners.

## W1. Centralize LGBTQ+ Initiatives

There is currently no single government office or entity in San Francisco charged exclusively with protecting and advancing LGBTQ+ rights and ensuring the community's welfare. The Lesbian Gay Bisexual Transgender Advisory Committee (LGBTAC) of the Human Rights Commission (HRC) was established in 1975 to provide assistance and advice to the Commission regarding discrimination against LGBT communities, advocate for the civil rights of persons with AIDS/HIV, and educate LGBT communities about a diverse range of impactful issues. The HRC has been a successful advocate and policymaker for the community; however, its mandate is specific to combating discrimination.

The SF Office of Transgender Initiatives (OTI) was established in 2017 to advance the rights, leadership, and policies of the transgender and gender non-conforming (TGNC) community; however, their mandate does not extend to the broader LGBTQ+ community. The absence of a centralized LGBTQ+ office makes it difficult to coordinate the efforts of City agencies to support the community and creates pressure on OTI to strain its resources to fulfill an unmet need for LGBTQ+ leadership in City government.

The Strategy proposes to expand the capacity of OTI so that it can maintain focus on the needs of the transgender and the most vulnerable members of the LGBTQ+ community while coordinating initiatives related to the broader gender and sexual minority population proposed by the Strategy. Increased support would allow for further developing a cultural humility training program, tracking of LGBTQ+ Key Performance Indicators, and monitoring of the equitable distribution of City resources to LGBTQ+ programs and organizations.



## Benefits

Centralized LGBTQ+ initiatives and a fully supported OTI would allow collaboration with City agencies and community organizations to undertake the recommended actions of the Strategy. OTI would monitor and measure the progress of the Strategy, advocate for resources, and facilitate coordination of the various bodies involved in its implementation.

## Challenges

Expanding OTI's capacity would require new investment to ensure that the primary work of supporting the TGNC community is bolstered rather than weakened by the added responsibilities of overseeing and coordinating the implementation of the Strategy.

## First Steps

Ensure the Office of Transgender Initiatives is adequately staffed to implement new LGBTQ+ initiatives.

## W2. Expand Navigation Tools and Services

Many of the Strategy survey respondents expressed frustration with the lack of centralized online resources for finding services, learning about LGBTQ+ news or events, and coordinating community activities.

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**More than half (55%) of respondents to the Horizons Foundation San Francisco Bay Area LGBTQ Community Need Assessment cited “not knowing how or where to participate or attend” as a barrier to attending LGBTQ events and activities.**

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The Strategy proposes creation of a comprehensive website and mobile application as necessary tools to provide easy access to information about community resources and services. The tools would maintain updated information with layers for different resource categories and for target audiences (e.g., non-English speakers, trans, elders, youth, families, etc.). The LGBT Center currently maintains active collaborations with over 70 organizations that they connect community members to through their walk-in service and their online database of community services and activities. The proposed online navigation tool would be developed in partnership with organizations like the Center to build upon existing digital information clearinghouses to create a site with details on a range of community services and resources, from health care providers to sites associated with LGBTQ+ history.

## Benefits

Development of digital navigation tools will increase access to services and information, strengthening individuals and the community.

## Challenges

Maintaining information clearinghouses such as the LGBT Center or OurTownSF requires a high degree of maintenance to remain relevant. Managing a large amount of information on a single site or app will also require highly effective design to be a user-friendly tool.

## First Steps

Support needs assessment of current LGBTQ+ online resources and identify what additional resources and services are most urgently needed and can be provided via existing organizations.

## W3. Improve Cultural Humility Training

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**According to the Horizons Foundation's LGBTQ Needs Assessment 2018 Survey, one of the common barriers to accessing services is the concern that the providers will not be LGBTQ-friendly.**

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The San Francisco LGBT Aging Policy Task Force also identified this concern in their 2014 report, which resulted in the development of an online cultural humility training program available to City employees. To date, 250 service providers have participated in trainings annually. In 2016, the HRC also launched its Engineering for Equity program through which it provides trainings in LGBTQ+ cultural competency and sensitivity to employers, housing providers, and municipal agencies. The Strategy calls for leveraging existing programs to create a Cultural Humility training program for public and private sector professionals in a variety of fields, including healthcare and law enforcement, to ensure the safe and respectful treatment of

community members and underserved demographic targets, including: immigrant, trans, Leather/BDSM, elder, youth, disabled, living with HIV/AIDS, mental health, homeless, sex worker, and incarcerated populations. Initial steps in its development would be the hiring of a training officer and convening training organizations to assess where the greatest training needs exist. These experts will be able to determine how to tailor trainings and to identify points of contact in participating organizations to foster responsibility and ownership of the program. Implementation should result in improved compliance with existing City mandates related to cultural humility training.

### Benefits

Access to and quality of health care, sex education, legal resources, and other vital services would be improved for the LGBTQ+ population while creating a replicable model of training. The work will leverage existing training programs, including those developed for the healthcare profession.

### Challenges

Developing a training program that addresses the broad spectrum of gender and sexual minority populations will be a complex undertaking requiring coordination across multiple and diverse professional fields.

### First Steps

Convene training organizations to prioritize programs for intervention based on greatest LGBTQ+ needs and develop implementation plan with community organization partners.



Latinx transgender elder Felicia Elizondo recalls life in San Francisco's Tenderloin neighborhood in the 1960s during a talk at the GLBT Historical Society Museum. (August 2016)

## W4. Convene an Annual Summit

The Working Group's outreach uncovered relative lack of coordination amongst service providers and organizations, which indicates a need for infrastructure that will facilitate better communication and collaboration. An annual summit would provide a forum for City agencies and community partners to report on Strategy progress and discuss where challenges to implementation have arisen. The Strategy is intended to be a living document, and the summit would provide an opportunity to reexamine and refine the Strategy's objectives, evaluate what milestones have been achieved to date, and to refine the recommended actions to better meet the community's evolving needs. It would also create a collaborative forum to create new partnerships, identify resources and welcome ideas. The summit is intended to have a national and a local focus as it will bring together representatives from local and state governments and community organizations from around the country to share how they are working to support and strengthen LGBTQ+ communities.

### Benefits

The summit will act as a monitoring tool for the Strategy, educate participants in methods of sustaining a living cultural group, and promote collaboration among stakeholders across the country.

### Challenges

Planning an annual event can be a resource-intensive undertaking and will need to be carefully coordinated with other longstanding annual LGBTQ+ events.

### First Steps

Convene City staff to plan LGBTQ+ Summit to enhance local, state, and federal coordination, resource sharing, and program development to advance and monitor LGBTQ+ initiatives.



# WELL-BEING ACTION PLAN



The Strategy lays out the primary actions described in this section followed by key steps for implementation along with the lead agencies, approximate timeframe, and potential funding requirements associated with each recommended action. First steps are summarized here to indicate how to initiate the Well-being work within a one to three-year timeframe. The numbering system corresponds to the full Action Plan.

## FIRST STEPS

W1

### **Centralize LGBTQ+ Initiatives**

Ensure the Office of Transgender Initiatives is adequately staffed to implement new LGBTQ+ initiatives.

W2

### **Expand Navigation Tools to Resources and Services**

Support needs assessment of current LGBTQ+ online resources and identify what additional resources and services are most urgently needed and can be provided via existing organizations.

W3

### **Improve Cultural Humility Training**

Convene training organizations to prioritize programs for intervention based on greatest LGBTQ+ needs and develop implementation plan with community organization partners.

W4

### **Convene Annual Summit**

Convene City staff to plan LGBTQ+ Summit to enhance local, state, and federal coordination, resource sharing, and program development to advance and monitor LGBTQ+ initiatives.



## STRATEGIES

### C1

Support LGBTQ+ Cultural Districts

### C2

Establish a Permanent Museum of LGBTQ+ History & Culture

### C3

Form a Historic Preservation Advocacy Group

### C4

Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists

### C5

Create LGBTQ+ Heritage Educational Programming



# CULTURE

The ability to participate in the collective memory of a place or in the cultural practices of a community impacts how an individual understands both their own identity and the identity of a culture.

In San Francisco, the story of the LGBTQ+ community can be experienced in a uniquely rich way because of its significant roots in the City's history and its wealth of artists and other culture-bearers. This richness draws people who see themselves in that story and those who aim to end the marginalization of LGBTQ+ people and other cultural groups in our society. The Strategy components described below will honor, protect, and celebrate LGBTQ+ heritage and nurture its community of artists so that the City continues to be a beacon for gender and sexual minorities and to inspire American society to embrace diversity and inclusiveness. The following five actions would primarily be led by the Planning Department with support from a variety of city agencies and potential community partners such as the Queer Cultural Center, the GLBT Historical Society and Museum among other organizations.

## C1. Support LGBTQ+ Cultural Districts

In 2018, San Francisco created a Cultural Districts program, which recognizes and supports the Compton's Transgender Cultural District, the Leather and LGBTQ Cultural District, and the Castro Cultural District, among others. As part of the program, each district will undergo a year-long planning effort with the City to identify concerns, analyze existing conditions, and develop solutions that will support the distinct living culture of the district. The LGBTQ+ Cultural Heritage Strategy incorporates actions that will benefit all three districts, such as navigation

tools, cultural humility trainings, annual summit, and the LGBTQ+ Historic Preservation Advocacy Group. The Strategy is expected to provide a strong foundation to help these cultural districts focus on the specific needs of each community.

The passage of Proposition E in 2018 provided initial financial support for the City's cultural districts of approximately \$3 million per year. As the program develops, additional City staff support and funding will be needed to ensure that the cultural districts accomplish their goals and evolve to meet changing community needs. The Strategy recommends seeking new local, state, or federal funds to support the districts as well as maximizing developer-funded community benefits. Along with identifying funding



sources, the Strategy promotes collaboration among LGBTQ+ cultural districts to advance their collective efforts and to encourage the development of programs to support queer people who work, live, visit and create art in these districts.

### Benefits

Supporting the cultural district program will ensure the longevity of LGBTQ+ neighborhoods by allocating funds, leveraging development, and facilitating collaboration among districts.

### Challenges

Many of the districts are in early planning phases, and resources are necessarily focused on building effective and sustainable community organizations. At this inward-looking phase, it may strain district resources to seek new funding, negotiate with developers, or work collaboratively with other districts.

### First Steps

Secure adequate funding for the development of Cultural, History, Housing, and Economic Sustainability Strategy reports for the LGBTQ+ cultural districts.



## C2. Establish a Permanent Museum of LGBTQ+ History & Culture

Currently no full-scale museum in the United States tells the history of LGBTQ+ people. Since its founding, the GLBT Historical Society and Museum has played a vital role in the interpretation and celebration of LGBTQ+ history and culture in San Francisco through its exhibits, programming, and collections. The institution has long hoped to move into a permanent home where it can expand and provide additional opportunities for scholars and others interested in researching the history of LGBTQ+ communities through the creation of a public history center.

To that end, in February 2017, the Board of Supervisors unanimously voted to support the Society in its efforts to create a world-class museum. The Strategy aims to fulfill that goal through the development of a business plan that presents a building program for the museum and archives, potential funding sources and partnerships, property purchase strategies for possible site locations in SoMa or Castro, and other critical implementation steps. The work would be supported by the identification and establishment of funding sources to build the Museum and sustain its operations well into the future.

### Benefits

A full-scale museum dedicated to LGBTQ+ history would draw visitors from across the globe to San Francisco, would serve as an important educational tool, and would play a vital role in honoring LGBTQ+ cultural heritage.

### Challenges

Developing and managing a full-scale museum requires substantial financial investment and organizational resources, and site selection is made more difficult by the high cost of real estate property and construction in San Francisco.

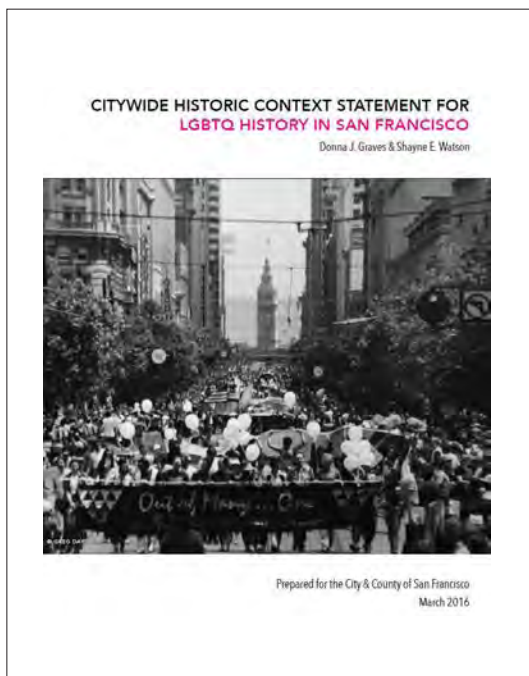
### First Steps

Develop a business plan that outlines the proposed Museum/Archives building program, projected revenue sources, potential sites, and partnerships to accomplish its development, funding, and operations.



### C3. Form a Historic Preservation Advocacy Group

The Strategy project has brought together a remarkable group of local historians with expertise in LGBTQ+ history. Utilizing this body of knowledge as an advocacy group would substantially improve the City's ability to fulfill the recommendations set forth in the [Citywide Historic Context Statement for LGBTQ History in San Francisco](#). The Historic Preservation Advocacy Group would develop and guide programs to identify, document, preserve, and interpret LGBTQ+ historic buildings, sites, celebrations, and traditions. The Advocacy Group would work with the Planning Department, the Office of Small Business, and other City agencies to recognize and protect LGBTQ+ cultural resources. The Strategy calls for utilizing existing programs and tools to promote cultural heritage, such as developing a Legacy Business Registry for eligible LGBTQ+ businesses and revising landmark and National Register nominations to include LGBTQ+ history. It also calls for the development of new processes for retaining and interpreting historic resources, such as creating a policy requiring architectural salvage, review of LGBTQ+ significant sites approved for demolition, and establishing heritage trails along historic parade, protest and march routes.



#### Benefits

A community-led historic preservation advocacy group would provide necessary guidance to the City's historic preservation program and result in better recognition and protection of LGBTQ+ cultural heritage.

#### Challenges

The Advocacy group would require the commitment of community volunteers knowledgeable in the areas of LGBTQ+ history, historic preservation and related fields.

#### First Steps

Develop an LGBTQ+ Historic Preservation Advocacy Group composed of historic preservation professionals and interested community members

### C4. Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists

San Francisco's persistent affordability crisis particularly impacts artists and arts organizations who find it difficult to secure living, studio, performance, and office space in the highly competitive real estate market. The Strategy proposes to improve and expand coordination between agencies and community partners in the development or expansion of existing programs to assist working LGBTQ+ artists and arts organizations in obtaining and maintaining housing and work space. This would include convening City agencies and community partners to identify, coordinate, and expand housing and workspace resources for artists, with a focus on queer and transgender people of color and disabled LGBTQ+ artists.

Funding streams may involve existing sources, such as increasing support through the San Francisco Arts Commission and Legacy Business program, or inventive ideas to expand private and public funding for the arts. For example, the Arts Commission currently funds counseling to artists applying to affordable housing programs and they

are exploring the possibility of identifying artists as a professional class eligible for low cost housing preference. Innovative programming may also include the creation and funding of LGBTQ+ artist residency opportunities or the development of City Drag Laureate positions to recognize the significant longstanding and ongoing contribution of drag artists to San Francisco's culture.

### **Benefits**

Increasing access to affordable housing and workspace would stabilize the LGBTQ+ artist community and ensure the continuation of cultural traditions and narratives.

### **Challenges**

Housing and workspace affordability is a particularly complex and entrenched issue that is impacting cities throughout the Bay Area and the nation, which will require substantial investment in order to address it in a fair and equitable manner. Also, identifying artists as a professional class for preference in low cost housing or other programs may be legally difficult.

### **First Steps**

Improve and expand coordination of resources to help LGBTQ+ artists and cultural organizations access housing assistance and/or small business assistance opportunities.

## **C5. Create LGBTQ+ Heritage Educational Programming**

The Strategy calls for broader awareness, understanding and appreciation of LGBTQ+ heritage through the development and implementation of curricula and programming focusing on the community's history and culture. At the elementary through college level, this includes supporting California's FAIR Education Act and emphasizing the importance of cultural heritage as part of in the state's 2016 K-12 History-Social Science Framework. At the local organization and individual artist level, stipend and mentorship programs would be developed to facilitate engagement in the arts. The Strategy also includes the creation of an Arts, Culture, and Heritage Task Force comprised of arts and cultural organizations to form new collaborations, undertake new LGBTQ+ arts programming, and to help implement the educational programming tasks.

### **Benefits**

Developing LGBTQ+ heritage and arts educational programming would raise the visibility of LGBTQ+ community, increase knowledge of the LGBTQ+ history, and improve the implementation of the FAIR Education Act.

### **Challenges**

Convening a task force will require commitment from a dedicated group of volunteers who are highly knowledgeable of the existing arts programming and educational curriculum.

### **First Steps**

Convene a LGBTQ+ Arts, Culture & Heritage Task Force, to foster collaborations among organizations to develop new arts and cultural heritage programming.

# CULTURE ACTION PLAN



The Strategy lays out the primary actions described in this section followed by key steps for implementation along with the lead agencies, approximate timeframe, and potential funding requirements associated with each recommended action. First steps are summarized here to indicate how to initiate the Culture work within a one to three-year timeframe. The numbering system corresponds to the full Action Plan.

## FIRST STEPS

- C1** **Support LGBTQ+ Cultural Districts**  
Secure adequate funding for the development and implementation of Cultural, History, Housing, and Economic Sustainability Strategy reports for LGBTQ+ cultural districts.
- C2** **Establish a Permanent Museum of LGBTQ+ History and Culture**  
building program, projected revenue sources, potential sites, and partnerships to accomplish its development, funding, and operations.
- C3** **Form a Historic Preservation Advocacy Group**  
Develop an LGBTQ+ Historic Preservation Advocacy Group composed of historic preservation professionals and interested community members
- C4** **Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists**  
Improve and expand coordination of resources to help LGBTQ+ artists and cultural organizations access housing assistance and/or small business assistance opportunities.
- C5** **Create LGBTQ+ Heritage Educational Programming**  
Convene a LGBTQ+ Arts, Culture & Heritage Task Force to foster collaborations among organizations to develop new arts and cultural heritage programming.



## STRATEGIES

01

Enhance Community  
Resource Hubs

02

Expand Workforce  
Development Efforts

03

Increase Business and  
Entrepreneur Support

04

Increase Housing  
and Support Services

05

Foster Financial Capacity,  
Sustainability, & Resilience





# OPPORTUNITY

Supporting the economic goals of individuals, families, entrepreneurs, and business owners in the LGBTQ+ community will begin to redress a history of social and institutional discrimination that has denied generations of LGBTQ+ people equal access to jobs, education, housing, and other opportunities to secure their welfare.

Strengthening the community's economic assets will increase everyone's ability to participate and lead in the civic, political, and cultural sectors that shape our society and, thereby, ensure the LGBTQ+ community's longevity in San Francisco. The actions described in this section will provide the necessary tools and resources to grow, manage, and sustain LGBTQ+ households, organizations, and enterprises. The following actions would be led by a variety of City agencies and community partners such as the LGBT Center and other organizations providing financial counseling, education, job training, and workforce development services.

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**25% of LGBT people in the U.S. experienced discrimination because of their sexual orientation or gender identity in employment, housing, and/or public accommodations**

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## **01. Enhance Community Resource Hubs**

The 2016 Center for American Progress report found that 25% of LGBT people in the U.S. experienced discrimination because of their sexual orientation or gender identity in employment, housing, and/or public accommodations, and that transgender people and LGBT people with disabilities are particularly affected. Improving access to resources in these areas can combat discriminatory practices by educating people of their rights and guiding people to LGBTQ+-friendly services. A number of organizations, including the LGBT Center, serve as community hubs providing a range of services to individuals, including legal aid, employment resources, and programs for youth, or as navigators directing people to the providers or organizations who can best address their needs.

The Strategy seeks to expand the much-needed offerings that these hubs provide through the hiring of additional navigators, counselors, social workers and other in-demand positions. The Strategy also aims to take those on-site services to the community by organizing events or establishing a presence at

regular City celebrations, festivals, and gatherings. These “roving hubs” would increase access for residents in underserved areas where resources are limited or locations where LGBTQ+ community members are challenged in accessing resources or awareness of services is limited.

### **Benefits**

Bolstering existing community hubs and providing roving services would bring resources to underserved populations and help them gain access to jobs, education, housing, and other opportunities.

### **Challenges**

Community hubs are managed by a variety of service providers, making coordination of these efforts a complicated task.

### **First Steps**

Enhance and sustain community service/resource hubs by promoting existing hubs in target districts and providing additional budget for liaisons and cross-organizational events.

## **02. Expand Workforce Development Efforts**

Members of the LGBTQ+ community of long experienced discrimination in employment, and those that are transgender have often suffered the most.

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**The 2015 US Transgender Survey found that nearly one-third (29%) of transgender respondents were living in poverty, compared to 14% in the U.S. population, and that 15% of transgender respondents were unemployed, compared to an 5% unemployment rate in the US population at the time of the survey.**

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This strategy aims examine existing programs to determine how they can better serve community members and to remove barriers to finding employment, securing training and/or starting or expanding a business. It would expand education and job training by investing in and promoting education pipelines, workforce development, and other programming. Programming would be offered to all LGBTQ+ persons regardless of an individual’s income or background, recognizing that everyone deserves the opportunity to improve their skill sets and advance their careers. Tools may include the creation of a job listing portal targeting the LGBTQ+ community, career fairs, and industry-specific vocational training. Efforts would be made to expand partnerships with LGBTQ+ supportive businesses and would building upon the work of the LGBT Center and the Open to All Coalition, a nationwide public engagement campaign to build understanding and discussion about the importance of protecting people from experiencing discrimination at their local businesses.

### **Benefits**

Increased workforce development would result in improved financial security for the LGBTQ+ community and a more robust City economy.

### **Challenges**

The work would require close coordination among existing workforce services organizations and increases in funding to expand offerings and outreach to the LGBTQ+ community.

### **First Steps**

Expand job training, placement, and retention programs for LGBTQ+ workers, nonprofits and local educational institutions.

### 03. Increase Business and Entrepreneur Support

As one Strategy survey respondent noted,

**“Small businesses are being pushed out by rising rents. I see neighborhoods losing locally owned businesses and the diversity of businesses that make for a ‘full service’ neighborhood focused on an LGBTQ clientele.”**

The goal of this strategy is to enhance the economic position of LGBTQ+ businesses and organizations through small business support, creative partnerships, a reduction of barriers to starting and growing a business or nonprofit, and improved access to capital, tools, and resources. The Strategy encourages the development of innovative

partnerships, opportunities, educational tools, and methods of access so community members have the necessary support, whether they are looking for a location for their business, or funding for a new venture. Tools include a LGBTQ+ fund to provide seed funding for underserved entrepreneurs; updating the supplier diversity program to include LGBTQ+ businesses to facilitate access to procurement activities.

#### Benefits

These tools would result in an increase LGBTQ+ small businesses and entrepreneurs, reductions in storefront vacancies, and more substantial contributions to the local economy

#### Challenges

While some tools would require only changes in current policy or programming, many proposed tools would require new dedicated funding to expand or create new services.

#### First Steps

Update City’s supplier diversity program to include LGBTQ+ businesses to facilitate access to procurement activities.



OurTown Nonprofit Expo, 2018. Planning Department.

## 04. Increase Housing and Support Services

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### The 2017 San Francisco Coordinated Community Plan found that 49% of homeless youth identify as LGBTQ.

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From the creation of a youth-focused navigation center to the development of culturally sensitive programs and services to support transgender and non-binary San Franciscans, this strategy aims to address critical housing needs with a particular focus on providing resources to the most vulnerable community members. The transgender and gender non-conforming (TGNC) community in San Francisco faces specific, heightened, and disproportionate needs in housing, with 50% of respondents to the US Transgender Survey reporting having experienced homelessness in their lifetime. OTI's Housing and Homelessness Brief makes three recommendations to improve housing access, stability and safety for TGNC San Franciscans and provides key data points to support these recommendations. The Strategy seeks to address the unacceptably high disparities experienced by TGNC communities as well as the broader LGBTQ+ community in securing stable, affordable housing and resident support services

#### Benefits

Increased housing opportunities and support services would reduce homelessness in the LGBTQ+ community.

#### Challenges

The number of homeless people in San Francisco continues to grow each year, despite concerted recent efforts to bring people into housing. Combating homelessness will require even greater effort and resources moving forward.

#### First Steps

Ensure the Youth Navigation Center is fully supported to meet the needs of LGBTQ+ youth and is inclusive and accessible to Transitional Age Youth (TAY) community members.

## 05. Foster Financial Capacity, Sustainability, & Resilience

The Strategy supports fostering and sustaining financial capacity at the individual level through its strong educational and mentorship components, which serve to inform community members of the resources available to support their financial well-being. These include credit counseling and homebuyer assistance programs available to low- and middle-income earners, among other resources. The Strategy supports fostering financial capacity and sustainability at the community level through the collection of data on financial-readiness voluntarily provided by community members. It also supports the enactment of statutory reporting requirements by mortgage and small-business credit issuers on applicants' identification as a member of the LGBTQ+ community.

#### Benefits

This action would result in a better understanding of the LGBTQ+ community's financial well-being and would provide support to individuals to achieve their economic goals.

#### Challenges

Collecting data specific to the LGBTQ+ community continues to be a difficult undertaking due to the lack of reporting on gender and sexual minorities.

#### First Steps

Work with City and external partners to expand financial counseling and education programs that are culturally sensitive and accessible to the LGBTQ+ community.

# OPPORTUNITY ACTION PLAN



The Strategy lays out the primary actions described in this section followed by key steps for implementation. The plan also identifies lead agencies, approximate timeframes, and potential government and community partners. First steps are summarized here to indicate how to initiate the Opportunity work within a one to three-year timeframe. The numbering system corresponds to the full Action Plan.

## FIRST STEPS

01

### **Enhance Community Resource Hubs (Physical + Roving)**

Enhance and sustain community service/resource hubs by promoting existing hubs in target districts and providing additional budget for liaisons and cross-organizational events.

02

### **Expand Workforce Development Efforts**

Expand job training, placement and retention programs for LGBTQ+ workers at nonprofits and local educational institutions.

03

### **Increase Business and Entrepreneur Support**

Update City's supplier diversity program to give LGBTQ+ businesses access to procurement activities.

04

### **Increase Housing and Support Services**

Ensure the Youth Navigation Center is fully supported to meet the needs of LGBTQ+ youth and is inclusive and accessible to Transitional Age Youth (TAY) community members.

05

### **Foster Financial Capacity, Sustainability and Resilience**

Work with City and external partners to expand financial counseling and education programs that are culturally sensitive and accessible to the LGBTQ+ community.



People with Disabilities Gay Rights parade contingent at the 1977 San Francisco Gay Freedom Day Parade. Photograph by Marie Ueda. Courtesy GLBT Historical Society.





# IMPLEMENTATION

## Overview

The LGBTQ+ Cultural Heritage Strategy recommends a comprehensive series of actions and initiatives to preserve and promote LGBTQ+ cultural heritage in San Francisco. The Strategy will be a planning document shared by the City and the community. Lead stakeholders and potential government and community partners are identified in the following Action Plan. The Strategy recommends that City agencies and community partners explore areas for collaboration and incorporate these actions into their individual work plans over the next few years. The Strategy is a living document intended to be updated each year following the proposed annual Summit.

The Strategy recommends providing additional support to the SF Office of Transgender Initiatives (OTI) to more broadly serve the LGBTQ+ community

and to assume a critical coordination and oversight role in the Strategy's implementation. The office would collaborate with the Planning Department, Mayor's Office of Housing and Community Development, Office of Economic and Workforce Development, the Human Rights Commission, the SF LGBT Center, the GLBT Historical Society, and many others to undertake the Strategy.

Two community organizations, the SF LGBT Center and the GLBT Historical Society, would be key partners in undertaking or coordinating significant components of the Strategy. The LGBT Center, working alongside many other partners, will enhance navigation tools to facilitate broader access to services, education, training, workforce development, and entrepreneurship resources. The GLBT Historical Society, working with the proposed Historic Preservation Advocacy Group, the Cultural



A drum circle from Bay Area American Indian Two-Spirits (BAAITS) opens a program at the GLBT Historical Society Museum. (February 2018)  
Photo: Gerard Koskovich.  
Courtesy of GLBT Historical Society.

Districts, the Historic Preservation Commission, and others, will guide City decision-making concerning LGBTQ+ historic resources and provide key support to citywide efforts to cultivate and safeguard LGBTQ+ cultural heritage. The GLBT Historical Society will also continue to work towards establishing a full-scale museum and public history center for LGBTQ+ history and culture.

The LGBTQ+ Cultural Heritage Strategy generally recommends citywide programmatic solutions; however, where recommendations would primarily affect particular LGBTQ+ neighborhoods and cultural districts, strong public engagement with neighborhood and cultural groups will be essential for success. For example, site selection for the museum or resource hubs would occur in consultation with local stakeholders. Overall, the implementation of the Strategy should strengthen the LGBTQ+ community by building relationships, facilitating collaboration, and increasing resources.

## First Steps

The prior three chapters provide additional information regarding the recommended first steps to implement the Strategy, which were chosen based on community input regarding needs and priorities, the scale of the action's potential impact, and the City's ability to complete the action in the near term. Some immediate steps will create critical organizational infrastructure to ensure successful implementation of the Strategy, such as ensuring OTI is adequately supported and staffed, holding an annual Summit to monitor progress and share successes, and convening task forces and advisory groups. Others would provide key information for future projects, such as the assessment of online community resources, the identification of high-need/low-need programs for intervention, or locating potential sites for a permanent Museum of LGBTQ+ History & Culture. Still others are meant to address critical needs in the near term, such as maintaining support of the Youth Navigation Center and enhancing tools to expand the delivery of services, education, training and business/entrepreneurship support.

## Action Plan

The following Action Plan begins with a list of the recommended First Steps that were described in the previous three chapters for each theme followed by the supporting actions. The Action Plan on the following pages presents all of the recommended actions and steps, which are listed in a roughly chronological order for most actions.

The Strategy recommends key agencies that would help to coordinate and lead the actions. In addition, other City departments and community organizations will be pivotal in the implementation of the Strategy.

Short, medium, and long-term timeframes have been estimated for each step, corresponding with 1-3 years, 3-5 years, or 5 plus years for completion of the task. What follows is a comprehensive list of recommended actions to fulfill the vision, goals, and objectives of the LGBTQ+ Cultural Heritage Strategy Working Group.

Please see the key for a list of abbreviations of the City agencies and community partners.

# RECOMMENDED FIRST STEPS TO IMPLEMENT LGBTQ+ STRATEGY

FIRST STEPS	KEY	CURRENT	AGENCY	PROGRAM	UNDERWAY	COSTS*
<b>Well-being</b>						
<b>W1</b>	<b>Centralize LGBTQ+ Initiatives</b>					
	Ensure the Office of Transgender Initiatives is adequately staffed to implement new LGBTQ+ initiatives.	OTI	X		OTI staff expansion and coordination of new initiatives underway	\$\$\$\$
<b>W2</b>	<b>Expand Navigation Tools to Resources and Services</b>					
	Support needs assessment of current LGBTQ+ online resources and identify what additional resources and services are most urgently needed and can be provided via existing organizations.	OTI	X		Ongoing navigation through community organizations and online resource tools; comprehensive needs assessment not yet underway	\$
<b>W3</b>	<b>Improve Cultural Humility Training</b>					
	Convene training organizations to prioritize programs for intervention based on greatest LGBTQ+ needs and develop implementation plan with community organization partners.	OTI	X		Data collection & analysis underway; ongoing planning & coordination	\$
<b>W4</b>	<b>Convene an Annual Summit</b>					
	Convene City staff to plan LGBTQ+ Summit to enhance local, state, and federal coordination, resource sharing, and program development to advance and monitor LGBTQ+ initiatives.	OTI			Not yet underway	\$
<b>Culture</b>						
<b>C1</b>	<b>Support LGBTQ+ Cultural Districts</b>					
	Secure adequate funding for the development and implementation of Cultural, History, Housing, and Economic Sustainability Strategy reports for LGBTQ+ cultural districts.	MOHCD	X		Planning & coordination; initial funding for CHHESS Reports	\$\$\$
<b>C2</b>	<b>Establish a Permanent Museum of LGBTQ+ History &amp; Culture</b>					
	Develop a business plan that outlines the proposed Museum/Archives building program, projected revenue sources, potential sites, and partnerships to accomplish its development, funding, and operations.	GLBT HS	X		Initial building program conceptualized; potential sites and funding sources identified.	\$\$
<b>C3</b>	<b>Form a Historic Preservation Advocacy Group</b>					
	Develop an LGBTQ+ Historic Preservation Advocacy Group composed of historic preservation professionals and interested community members.	PLN	X		Planning, coordination and identification of potential HPAG members	\$
<b>C4</b>	<b>Increase Access to Affordable Housing &amp; Workspace for LGBTQ+ Artists</b>					
	Improve and expand coordination of resources to help LGBTQ+ artists and cultural organizations access housing assistance and/or small business assistance opportunities.	SFAC	X		Expansion not yet underway	\$
<b>C5</b>	<b>Create LGBTQ+ Heritage Educational Programming</b>					
	Convene a LGBTQ+ Arts, Culture & Heritage Task Force to foster collaborations among organizations to develop new arts and cultural heritage programming.	SFAC			Not yet underway	\$
<b>Opportunity</b>						
<b>O1</b>	<b>Enhance Community Resource Hubs (Physical + Roving)</b>					
	Enhance and sustain community service/resource hubs by promoting existing hubs in target districts and providing additional budget for liaisons and cross-organizational events.	OTI	X		Ongoing coordination among community hubs and other organizations	\$\$\$

\* KEY TO ESTIMATED COST FOR FY 2020/21 - FY 2021/22: \$ = \$0-\$50,000; \$\$ = \$51,000-\$250,000; \$\$\$ = \$251,000-\$500,000; \$\$\$\$ = \$501,000+

# Recommended LGBTQ+ Strategy Action Plan

## TIMELINE

**S Short term:** Anticipated to be accomplished over the next 1-3 years

**M Medium term:** Anticipated to be accomplished over the next 3-5 years

**L Long term:** Anticipated to be accomplished over the next 5 years or more

## ABBREVIATION KEY TO CITY AGENCIES AND COMMUNITY PARTNERS

<b>BOS</b>	Board of Supervisors	<b>GSA</b>	General Services Agency / Office of the City Administrator	<b>PLN</b>	San Francisco Planning
<b>CAST</b>	Community Arts Stabilization Trust	<b>HPC</b>	Historic Preservation Commission	<b>RE</b>	Real Estate Division
<b>CFS</b>	Compass Family Services	<b>HRC</b>	Human Rights Commission	<b>SFAC</b>	San Francisco Arts Commission
<b>CHS</b>	California Historical Society	<b>HSA</b>	Human Services Agency	<b>SFCHC</b>	San Francisco Community Health Center
<b>CUAV</b>	Community United Against Violence	<b>HSB</b>	Department of Homelessness & Supportive Housing	<b>SFPD</b>	San Francisco Police Department
<b>DCYF</b>	Department of Children, Youth & Their Families	<b>MOHCD</b>	Mayor's Office of Housing & Community Development	<b>SFPL</b>	San Francisco Public Library
<b>DPH</b>	Department of Public Health	<b>MYR</b>	Office of the Mayor	<b>SFSI</b>	San Francisco Sex Information
<b>DHR</b>	Department of Human Resources	<b>OEWD</b>	Office of Economic & Workforce Development	<b>SFUSD</b>	San Francisco Unified School District
<b>ENT</b>	Entertainment Commission	<b>OSB</b>	Office of Small Business	<b>TJJJP</b>	TGI Justice Project
<b>GFTA</b>	Grants for the Arts	<b>OTI</b>	Office of Transgender Initiatives	<b>YBCA</b>	Yerba Buena Center for the Arts
<b>GGBA</b>	Golden Gate Business Association				
<b>GLBT HS</b>	GLBT Historical Society				

## ESTIMATED COST

\$ = \$0 - \$50,000

\$\$ = \$51,000 - \$250,000

\$\$\$ = \$251,000 - \$500,000

\$\$\$\$ = \$501,000+

# Well-being

Action and Supporting Steps		Key Agency	Current Program	Timeline	Costs
<b>W1 Centralize LGBTQ+ Initiatives</b>					
<b>W1.A</b>	Ensure the Office of Transgender Initiatives is adequately staffed to implement new LGBTQ+ initiatives.	OTI	X	S	\$\$\$\$
<b>W1.B</b>	Develop evaluation protocol for the City to track LGBTQ+ Key Performance Indicators (KPIs).	OTI		M-L	\$
<b>W1.C</b>	Monitor City agencies to ensure equitable distribution of resources to LGBTQ+ programs and organizations.	OTI		M-L	\$\$
<b>W2 Expand Navigation Tools to Resources and Services</b>					
<b>W2.A</b>	Support needs assessment of current LGBTQ+ online resources and identify what additional resources and services are most urgently needed and can be provided via existing organizations.	OTI	X	S	\$
<b>W2.A</b>	Identify categories of services needed and designate community partners that will be responsible for providing these navigation tools and provide support for beta test of online navigation tool.	OTI	X	S-M	\$
<b>W2.B</b>	Designate community partner(s) to administer and regularly update navigation tool to ensure accountability.	OTI		S-M	\$\$
<b>W3 Improve Cultural Humility Training</b>					
<b>W3.A</b>	Convene training organizations to prioritize programs for intervention based on greatest LGBTQ+ needs and develop implementation plan with community organization partners.	OTI	X	S	\$
<b>W3.B</b>	Enforce and strengthen city-wide policies and legislation mandating the administration and funding of training.	OTI		M	\$
<b>W3.C</b>	Develop workshop trainings that are adaptable to audience needs and serve as best practices models for other localities nationwide.	OTI	X	L	\$\$
<b>W4 Convene an Annual Summit</b>					
<b>W4.A</b>	Convene City staff to plan LGBTQ+ Summit to enhance local, state, and federal coordination, resource sharing, and program development to advance and monitor LGBTQ+ initiatives.	OTI		S	\$
<b>W4.B</b>	Support monitoring of the Strategy progress through City led annual reporting to align with summit.	OTI		S-M	\$

# Culture

Action and Supporting Steps		Key Agency	Current Program	Timeline	Costs
<b>C1 Support LGBTQ+ Cultural Districts</b>					
<b>C1.A</b>	Secure adequate funding for the development and implementation of Cultural, History, Housing, and Economic Sustainability Strategy reports for LGBTQ+ cultural districts.	MOHCD	X	S	\$\$\$
<b>C1.B</b>	Explore means to ensure that large projects in cultural districts provide community benefits and affordable housing that support the cultural heritage of the community	MOHCD		S	\$
<b>C1.C</b>	Promote collaboration among LGBTQ+ Cultural Districts and ensure there is an equitable distribution of funds across districts.	MOHCD		S	\$\$\$
<b>C1.D.</b>	Encourage the LGBTQ+ Cultural Districts to support projects and programs that help mitigate the effects of income inequality and displacement among residents to help build and maintain a population that is racially and ethnically diverse.	MOHCD		S	\$\$\$\$
<b>C2 Establish a Permanent Museum of LGBTQ+ History &amp; Culture</b>					
<b>C2.A</b>	Develop a business plan that outlines the proposed Museum/ Archives building program, projected revenue sources, potential sites, and partnerships to accomplish its development, funding, and operations.	GLBT HS	X	S	\$\$
<b>C2.B</b>	Locate funds to purchase and build out the new museum/public history center.	GLBT HS	X	M-L	\$\$\$\$
<b>C2.B</b>	Ensure adequate funding to sustain the operation of the new museum/public history center.	GLBT HS	X	M-L	\$\$\$\$
<b>C3 Form a Historic Preservation Advocacy Group</b>					
<b>C3.A</b>	Develop an LGBTQ+ Historic Preservation Advocacy Group composed of historic preservation professionals and interested community members.	PLN	X	S	\$
<b>C3.B</b>	Develop programs and processes to identify, document, and preserve LGBTQ+ historic sites in San Francisco.	PLN		S-M	\$\$
<b>C3.C</b>	Develop a work plan to address outdated mitigation and process improvement measures for development projects that demolish LGBTQ+ associated sites in San Francisco.	PLN		S-M	\$\$



## Action and Supporting Steps

Key Agency Current Program Timeline Costs

C4 Increase Access to Affordable Housing & Workspace for LGBTQ+ Artists					
C4.A	Improve and expand coordination of resources to help LGBTQ+ artists and cultural organizations access housing assistance and/or small business assistance opportunities.	SFAC	X	S	\$
C4.B	Ensure continued support for Legacy Businesses that represent and serve cultures being displaced, with a special emphasis on businesses providing arts and culture programming and entertainment.	SFAC	X	S-M	\$\$\$\$
C4.C	Promote available legal support services to LGBTQ+ artists under threat of displacement.	SFAC		M	\$\$\$
C4.D	Explore and create innovative funding streams from the public and private sector to support LGBTQ+ arts and cultural organizations under threat of displacement. Provide an option for direct sponsorship of organizations of their choosing.	SFAC		L	\$\$\$\$
C5 Create LGBTQ+ Heritage Educational Programming					
C5.A	Convene a LGBTQ+ Arts, Culture & Heritage Task Force to foster collaborations among organizations to develop new arts and cultural heritage programming.	SFAC		S	\$
C5.B	Create stipend and mentorship programs to facilitate community engagement in arts and culture.	SFAC		M	\$\$\$\$
C5.C	Support compliance with and support the state FAIR Education Act and related matter in the state's 2016 K-12 History-Social Science Framework.	SFAC	X	M	\$\$

# Opportunity

	Action and Supporting Steps	Key Agency	Current Program	Timeline	Costs
<b>01 Enhance Community Resource Hubs (Physical + Roving)</b>					
<b>01.A</b>	Enhance and sustain community service/resource hubs by promoting existing hubs in target districts and providing additional budget for liaisons and cross-organizational events.	OTI	X	S	\$\$\$
<b>01.B</b>	LGBTQ+ Hubs: Ensure adequate support for mental health and social services at existing LGBTQ+ organizations, including identifying staffing needs and additional mental health services.	OTI	X	S-M	\$\$\$\$
<b>01.C</b>	Roving Services: Provide mobile services at LGBTQ+ and citywide events to expand the reach of typical hubs.	OTI	X	S-M	\$\$\$\$
<b>02 Expand Workforce Development Efforts</b>					
<b>02.A</b>	Expand job training, placement and retention programs for LGBTQ+ workers at nonprofits and local educational institutions.	OEWD	X	S	\$\$\$
<b>02.B</b>	Increase capacity for leadership training programs, employment coaching, and school-based initiatives for LGBTQ+ youth, transitional age youth (TAY) and LGBTQ+ families.	OEWD	X	S-M	\$\$
<b>02.C</b>	Expand partnerships with LGBTQ+ supportive businesses, pursue partnerships with tech and other growth industries to support hiring initiatives and strategies targeting the LGBTQ+ community, and support expansion of the Open to All Coalition.	OEWD		S-M	\$\$

### Action and Supporting Steps

Key Agency

Current Program

Timeline

Costs

03 Increase Business and Entrepreneur Support					
<b>03.A</b>	Update City's supplier diversity program to include LGBTQ+ businesses to facilitate access to procurement activities.	OEWD	X	S	\$
<b>03.B</b>	Increase support for underserved entrepreneurs and LGBTQ+ nonprofits.	OEWD		S-M	\$\$\$\$
<b>03.C</b>	Support Popup program in vacant retail spaces with targeted outreach to LGBTQ+ small businesses and nonprofits.	OEWD		S-M	\$\$\$
<b>03.D</b>	Support small business by supporting efforts to expand bar hours and review outdated policies such as the bath-house ban.	OEWD	X	S	\$
<b>03.E</b>	Create education and mentorship opportunities to build financial, legal, operational, and leadership capacities for LGBTQ+ entrepreneurs, small business owners, and community organizations.	OEWD		S	\$\$\$
<b>03.F</b>	Promote plaza program that allows kiosks/carts on City-owned properties to support entry-level business opportunities for underserved entrepreneurs and small businesses.	OEWD		S-M	\$\$\$
<b>03.G</b>	Explore creative funding streams for small and medium sized businesses and nonprofits to provide workplace cultural competency training to improve environments for LGBTQ+ employees.	OEWD		M	\$\$\$
<b>03.H</b>	Provide grants or loans for small businesses as well as cultural organizations to purchase properties and explore a Tenancy in Common (TIC) program for businesses.	OEWD		M	\$\$\$\$

# Opportunity (cont.)

	Action and Supporting Steps	Key Agency	Current Program	Timeline	Costs
<b>04 Increase Housing and Support Services</b>					
<b>04.A</b>	Ensure the Youth Navigation Center is fully supported to meet the needs of LGBTQ+ youth and is inclusive and accessible to Transitional Age Youth (TAY) community members.	OTI	X	S	\$\$\$
<b>04.B</b>	Develop Adult LGBTQ+ housing services and programs such as a navigation center or longer term housing program.	OTI		S-M	\$\$\$
<b>04.C</b>	Ensure the ongoing support of Our Trans Home SF, a transitional housing program for transgender and non-binary people.	OTI	X	S-M	\$\$\$
<b>04.D</b>	Convene city agencies to address the housing needs of the LGBTQ+ community, such as providing assistance to lower-income residents, developing transitional housing, and educating community members on property acquisition through LGBTQ+ land trusts and other purchasing mechanisms.	OTI		S-M	\$\$\$
<b>05 Foster Financial Capacity, Sustainability and Resilience</b>					
<b>03.A</b>	Work with City and external partners to expand financial counseling and education programs that are culturally sensitive and accessible to the LGBTQ+ community.	OTI	X	S	\$\$
<b>03.B</b>	Support the production of a “Report on the Economic Readiness of LGBTQ+ Households in San Francisco” through the dissemination of survey which can rigorously assess LGBTQ+ households’ comparative economic well-being and readiness for financial goals.	OTI		S-M	\$\$\$
<b>03.C</b>	Support the enactment of statutory reporting requirements obliging issuers of mortgages and small-business credit to collect and report data to federal or state regulators about loan-applicants’ identification as a member of the LGBTQ+ community.	OTI		S-M	\$



Harvey Milk addressing crowd at 1978  
San Francisco Gay Freedom Day Parade.  
Photograph by Marie Ueda.  
Courtesy GLBT Historical Society.





# ACKNOWLEDGMENTS

Numerous individuals, organizations, City agencies, and community groups contributed significant time, invaluable guidance and feedback towards the development of the LGBTQ+ Cultural Heritage Strategy.

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## Photo Credits

Inside Cover, Third from Top: Castro Street. Photograph by Crawford Barton. Courtesy GLBT Historical Society.

Inside Cover, Bottom: Gerard Koskovich. Courtesy GLBT Historical Society.

Page 18: Gerard Koskovich, Courtesy GLBT Historical Society.

Page 20, Second from Top: Stud bar decorated with tie-dye fabrics, 1970. Photograph by Henri Leleu. Courtesy GLBT Historical Society.

Page 20: Third from Top: Entrance of the GLBT Historical Society Museum on 18th Street in San Francisco's Castro District. Photo: Gerard Koskovich. Courtesy GLBT Historical Society.

Page 20: Bottom: Guests entering a Tavern Guild Beaux Arts Ball at California Hall, 625 Polk Street. Courtesy GLBT Historical Society.

Page 21: Gerard Koskovich. Courtesy GLBT Historical Society.

Page 26: Second from Top: ARC/AIDS Vigil flyer designed by Ron Henggeler. Courtesy of the GLBT Historical Society.

## Local Government Offices and Agencies

The following local government offices and agencies have reviewed Strategy materials, participated in meetings, or attended presentations by the LGBTQ+ Cultural Heritage Strategy Working Group. Inclusion on this list does not indicate endorsement of the Strategy.

Representatives from the Mayor's Office, Board of Supervisors, Planning Commission and Historic Preservation Commission  
Arts Commission  
Department of Aging & Adult Services  
Entertainment Commission  
Human Services Agency  
Office of Housing & Community Development  
Office of Economic & Workforce Development  
Office of Small Business

Office of Transgender Initiatives  
Planning Department  
SF Public Library  
SF Public Works  
SF Travel  
SF Unified School District

## Organizations and Businesses

The following organizations and businesses have reviewed Strategy materials, participated in meetings or attended presentations by the LGBTQ+ Cultural Heritage Strategy Working Group. Inclusion on this list does not indicate endorsement of the Strategy. Although many individuals also participated in events and are recorded in attendance records, they have not been listed here for the sake of brevity and privacy.

California Preservation Foundation  
Castro Community Benefits District  
Castro LGBTQ Cultural District  
Castro Merchants Association  
Castro Senior Center  
Chamber of Commerce  
Compton's TLBG Cultural District  
Council of District Merchants  
Cruisin' the Castro Walking Tours  
El/La Para TransLatinas  
Eureka Valley Neighborhood Association  
Gay Couple's Institute  
Gay Therapy Center  
Gaylesta  
GLBT Historical Society  
Golden Gate Business Association  
Homobiles  
Lark Food and Wine

Legal Services for Prisoners with Children  
LGBT Center  
LGBT Center – Trans Employment Program  
LGBT Center – Youth Drop-In Clinic  
Lower Polk Neighbors  
Lutheran Church  
Lyon Martin Health Services  
LYRIC  
Middle Polk Neighbors  
Mission Neighborhood Health Center  
Mr. S Leather  
North Beach Citizens  
Our Family Coalition  
OurTown SF  
PFLAG (Parents, Families and Friends of Lesbians and Gays)  
Planned Parenthood

Polk District Business Association  
Queer Cultural Center  
Rainbow Heritage Network  
Ron Flavin Inc.  
SAFEhouse Arts  
San Francisco AIDS Foundation  
San Francisco Heritage  
San Francisco Sex Information  
SF Community Health Center  
SF HIV Community Planning Council  
Spikes Coffee  
St. Anthony's  
St. James Infirmary  
Tenderloin Housing Clinic  
Tenderloin Museum  
The AIDS Housing Alliance  
USC, Master of Conservation Heritage Program

# APPENDIX:

## REPORTS AND RESOURCES

The LGBTQ+ Cultural Heritage Strategy relied on information, analysis, and policy recommendations from a variety of rich resources and entities. The following is a brief list of resources that can be used to further to goals of the Strategy. These range from data that provides objective, measurable information that reveals key characteristics of the LGBTQ+ community to analysis of the conditions framing the community to recommendations for policies and tools to support the population. Building upon and disseminating this knowledge is key to the success of this initiative.

### Why the Strategy is so important:

- 49% of homeless youth identify as LGBTQ (SF Coordinated Community Plan 2017)
- 31% of trans respondents in the 2015 U.S. Transgender Survey experienced discrimination in places of public accommodations in the past year when staff knew or thought they were transgender. (USTS 2015).
- As much as 12.4% of San Francisco's seniors age 60 and older identify as LGBT in state and local surveys, which is equivalent to 19,200 people in San Francisco.
- 25% of LGBT people in the U.S. experienced discrimination because of their sexual orientation or gender identity in employment, housing, and/or public accommodations (Center for American Progress report, 2016)
- In San Francisco, high proportions of LGBTQI community members have experienced physical violence (68%), sexual violence (48%), and harassment (81%); more than one-third has experienced all three (SF HRC 2015)
- Nearly one-third (29%) of trans respondents were living in poverty, compared to 14% in the U.S. population. 15% of trans respondents were unemployed – three times higher than the unemployment rate in the U.S. population at the time of the survey (5%) (USTS 2015 General)
- According to the San Francisco Bay Area LGBTQ Community Needs Assessment 2018 Survey of San Francisco residents, the most common barriers to accessing services are cost, not knowing how or where to access services, and concern that services would not be LGBTQ-friendly.

## What We Learned from Other Cities

Cities across the United States are advancing new policies, programs and resources to foster well-being, advance opportunity and equality, document cultural heritage sites, and enhance the quality of life for members of their LGBTQ+ communities. The development of the Strategy was informed by research regarding relevant programs that the following five cities are undertaking:

### District of Columbia

The District of Columbia Mayor's Office of Lesbian, Gay, Bisexual, Transgender and Questioning Affairs (LGBTQ) is a permanent, cabinet-level office within the Office of Community Affairs that works in collaboration with a Mayoral appointed Advisory Committee to find innovative ways to utilize government resources to address issues of concern of the LGBTQ community, as described here: <https://lgbtq.dc.gov/page/lgbtq-who-we-are>. The Office maintains a list of relevant resources, publications and programs to support the community, which can be referenced here: <https://lgbtq.dc.gov/services>

### Los Angeles

The Los Angeles Transgender Advisory Council (TAC) of the Human Relations Commission, advises elected officials and public agencies on policies, program and projects that address public safety, employment and job readiness, housing and homelessness, and cultural sensitivity training for the transgender community, as further described here: <https://hcidla.lacity.org/transgender-advisory-council>

### New York

The New York City LGBT Historic Sites Project is a scholarly initiative and educational resource that documents historic and cultural sites on an interactive map to illustrate the richness of the City's LGBT history and the community's influence on America, as displayed on: <https://www.nyclgbtsites.org>

### Philadelphia

The Philadelphia Office of LGBT Affairs coordinates and serves as a liaison to City departments, agencies and community organizations to improve LGBTQ access to services, promote equality and safety, and provide education about community needs. This Office has developed a series of innovative programs, initiatives and resources, which can be found here: <https://www.phila.gov/departments/office-of-lgbt-affairs/>. The Philadelphia LGBTQ Heritage Initiative is a collaboration among the National Park Service, the John J. Wilcox, Jr. LGBT Archives and community organizations which identifies and celebrates local sites that are important to queer history and community, as described here: <https://www.nps.gov/subjects/urban/philly-lgbtq.htm>

### Seattle

The Seattle LGBTQ Commission advises the Mayor, Council and departments recommends policies and legislation to ensure that City departments fairly and equitably address issues affecting Seattle's LGBTQ community, as further described here: <https://www.seattle.gov/lgbtq/about>. The Commission adopts an annual work plan, which has led to several citywide programs and initiatives and provides links to key community resources on its website here: <https://www.seattle.gov/lgbtq/what-we-do>

## Resources

- SF's Coordinated Community Plan to Prevent and End Youth Homelessness
- National Center for Trans Equality: U.S. Trans Survey (2015), and analyses specifically on American Indian & Alaska Native respondents; Asian, Native Hawaiian, and Pacific Islander respondents; Black respondents; and Latinx respondents.
- 'Unjust: How the Broken Criminal Justice System Fails LGBT People' by CAP and MAP.
- 'Trans Visible: Transgender Latina Immigrants in U.S. Society' by The TransLatin@ Coalition.
- LGBTQ Health Resources: Resources page at The Pride Study, and UCSF's Center of Excellence for Trans Health
- *Human Rights Commission and the LGBT Advisory Committee* The Lesbian Gay Bisexual Transgender Advisory Committee (LGBTAC), established in 1975, provides assistance and advice to the Human Rights Commission regarding discrimination against LGBT communities, advocates for the civil rights of persons with AIDS/HIV, and educates LGBT communities about a diverse range of impactful issues. Since 2013, the HRC has provided \$4 million in grant funding to transgender leadership, violence prevention, and capacity building.
- *LGBTQ Aging Policy Task Force* In March 2019, the Department of Aging and Adult Services hosted a gathering of government and community leaders to celebrate the progress made on implementing the City's groundbreaking LGBT Aging Policy Task Force recommendations. The 2014 Task Force report highlighted the challenges facing the older adult LGBTQ community and issued recommendations in 13 areas to address the needs of this community. In partnership with nonprofit providers and City leaders, DAAS has turned the majority of these recommendations into tailored programs, policies and trainings that help LGBTQ older adults access social supports, health services and legal assistance.
- *Citywide Historic Context Statement for LGBTQ History in San Francisco* Donna J. Graves and Shayne E. Watson, prepared for City and County of San Francisco, March 2016
- *Recognizing, Protecting and Memorializing South of Market LGBTQ Social Heritage Neighborhood Resources* Western SoMa Citizens Planning Task Force and San Francisco Planning Department
- San Francisco Bay Area LGBTQ Community Needs Assessment 2018, Horizons Foundation and Learning for Action. Due to the importance of knowing the needs of the LGBTQ community –especially as described by diverse LGBTQ people themselves –the Horizons Foundation retained Learning for Action to conduct a community needs assessment across the Bay Area. Following more than a year of intensive research and analysis, this study analyzes who in the LGBTQ community may be most affected by certain key issues and the patterns the data reveal, offering critical insights for nonprofit leaders, activists, donors, and funders.



# APPENDIX: RESOLUTION to Establish LGBTQ Cultural Heritage Strategy

FILE NO. 160996

RESOLUTION NO. 446-16

1 [Urging the Establishment of the LGBTQ Nightlife and Culture Working Group]

2

3 **Resolution urging the establishment of the LGBTQ Nightlife and Culture Working**  
4 **Group, and urging the Office of Economic and Workforce Development and the**  
5 **Entertainment Commission to convene the working group with a goal of protecting,**  
6 **preserving, and expanding LGBTQ nightlife, including drafting and enact a plan to**  
7 **create the Citywide LGBTQ Cultural Heritage Strategy.**

8

9 WHEREAS, San Francisco is home to a large LGBTQ population and is the epicenter  
10 for LGBT culture; and

11 WHEREAS, San Francisco has a rich history of LGBTQ nightlife dating back many  
12 decades and still existing today, particularly in the South of Market, Castro, Mission, Polk  
13 Street, and Tenderloin, as well as other neighborhoods; and

14 WHEREAS, Bars and nightlife have historically provided a safe gathering space for  
15 members of the LGBTQ community, including spaces to find and build community; and

16 WHEREAS, Nightlife played an important part in the history of the LGBTQ Civil Rights  
17 Movement, with the Stonewall uprising at the Stonewall Inn in New York City in 1969; and

18 WHEREAS, LGBTQ nightlife businesses are a critical part of San Francisco's  
19 reputation as a world-class nightlife and entertainment destination and are an integral part of  
20 the City's nighttime economy; and

21 WHEREAS, LGBTQ nightlife businesses are important arts venues, social spaces, and  
22 places for political organization and charitable fundraising; and

23 WHEREAS, In 2016, the San Francisco City Economist released Nighttime Economy  
24 Economic Impact Report that showed the entertainment and nightlife industries employed

25

1 over 60,000 people, generated \$6 billion in annual revenue, and contributed \$80 million in  
2 taxes to the General Fund; and

3 WHEREAS, Some longstanding LGBTQ nightlife businesses, particularly in the South of  
4 Market neighborhoods, are facing potential displacement that would negatively impacts San  
5 Francisco's nightlife cultural and economy, as well as the LGBTQ community as a whole; and

6 WHEREAS, In 2013, the Board of Supervisors passed the Western SOMA Plan, which  
7 rezoned the Western South of Market Area, where a large number of LGBTQ nightclubs are  
8 located; and

9 WHEREAS, The Western SOMA Plan authorized the goal of preserving LGBT assets  
10 in the area, including through the creation of an LGBTQ Cultural Heritage District; and

11 WHEREAS, In 2015, the Historic Preservation Commission adopted the LGBTQ  
12 Historic Context Statement, which provides background on the struggles and victories of the  
13 community; now, therefore, be it

14 RESOLVED, That the Board calls for the creation of the LGBTQ Nightlife Working  
15 Group, consisting of members of the LGBTQ community, LGBTQ nightlife venue owners,  
16 operators, and employees, and nightlife advocates; and, be it

17 FURTHER RESOLVED, That the Board urges the Mayor's Office of Economic and  
18 Workforce Development and Entertainment Commission to convene and work with the  
19 LGBTQ Nightlife and Culture Working Group to develop, promote, and expand programs to  
20 support LGBTQ nightlife and cultural heritage; and, be it

21 FURTHER RESOLVED, That the LGBT Nightlife and Culture Working Group, with  
22 support from the Planning Department, will develop and draft a plan to implement the Citywide  
23 LGBTQ Cultural Heritage Strategy, and submit this plan to the Planning Commission and  
24 Board of Supervisors within 6 months of the adoption of this resolution.



**City and County of San Francisco**  
**Tails**  
**Resolution**

City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

**File Number:** 160996

**Date Passed:** October 18, 2016

Resolution urging the establishment of the LGBTQ Nightlife and Culture Working Group, and urging the Office of Economic and Workforce Development and the Entertainment Commission to convene the working group with a goal of protecting, preserving, and expanding LGBTQ nightlife, including drafting and enact a plan to create the Citywide LGBTQ Cultural Heritage Strategy.

September 20, 2016 Board of Supervisors - REFERRED


October 03, 2016 Land Use and Transportation Committee - RECOMMENDED

October 18, 2016 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

File No. 160996

I hereby certify that the foregoing Resolution was ADOPTED on 10/18/2016 by the Board of Supervisors of the City and County of San Francisco.

  
\_\_\_\_\_  
Angela Calvillo  
Clerk of the Board

  
\_\_\_\_\_  
Mayor

10/28/2016  
\_\_\_\_\_  
Date Approved



# LGBT Q+ CULTURAL HERITAGE STRATEGY

San Francisco Planning  
49 South Van Ness Avenue, Suite 1400  
San Francisco, CA 94103  
[www.sfplanning.org](http://www.sfplanning.org)



San Francisco