

Draft Executive Summary

Historic Preservation Commission Hearing

September 19, 2018



**CULTURAL
HERITAGE
STRATEGY**

INTRODUCTION

The LGBTQ+ Cultural Heritage Strategy (Strategy) is a community-driven effort to honor the legacy, ensure the longevity, and nurture the well-being of San Francisco's LGBTQ+ community.¹ The Strategy effort was initiated by a unanimous resolution of the Board of Supervisors in October 2016 that authorized the formation of a community-based Working Group and provided City support to help develop the Strategy.² The adoption of the Citywide Historic Context Statement for LGBTQ History in San Francisco in October 2015 by the Historic Preservation Commission provided a foundation for this effort. Strategy planning has occurred alongside the development of several related cultural districts, including Compton's Transgender Cultural District, the Leather and LGBTQ Cultural District and the Castro LGBTQ Cultural District.³

The Strategy will support LGBTQ+-associated Cultural Districts, which are place-based heritage conservation tools, but its purpose is to broadly address the needs of the entire citywide LGBTQ+ population. The Strategy report (1) identifies the needs and concerns of the LGBTQ+ community in San Francisco; (2) articulates goals for the management of LGBTQ+ resources; and, (3) outlines a process for developing and prioritizing projects that support the goals and needs of the LGBTQ+ community. Based on extensive input from members of the LGBTQ+ Community, the Working Group created the following vision statement to articulate the project aspirations and serve as a guide to decision-making during the process of developing the Strategy.

CULTURAL HERITAGE STRATEGY 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.



¹ The Working Group has opted to use the abbreviation "LGBTQ+" to indicate the varied identities among sexual and gender minorities.

² In October 2016, the Board of Supervisors unanimously passed Resolution No. 446-16 (File No. 160996) recognizing San Francisco's rich LGBTQ+ culture and the historic and ongoing importance of nightlife businesses as social spaces, venues for art, political organizing and places to build community and the need to develop a Strategy to preserve LGBTQ+ cultural resources.

³ On May 22, 2018, the Board amended the Administrative Code to create a process for the establishment of cultural districts in the City to acknowledge and preserve neighborhoods with unique cultural heritage. This follows the establishment of five existing cultural districts since 2013.

BACKGROUND

Cultural heritage is the expression of a way of living. It is developed by a community through objects, beliefs, traditions, practices, artistic interpretation, and places. It 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 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.

What be LG
Share with us by

San Francisco Planning is developing in partnership with the Office of Economic and Workforce Development and the Entertainment Commission a Citywide LGBTQ Cultural Heritage Strategy and implementation plan to safeguard LGBTQ cultural heritage through a series of identified projects, procedures, programs or techniques.

Cultural Heritage is told through places, objects, stories, and traditions that provide a sense of understanding and belonging within the community. We believe it is important to acknowledge and protect the LGBTQ community's contributions to the history of San Francisco for future generations.

Tell us about your experiences in the San Francisco LGBTQ community to help us learn more.

FOR MORE INFORMATION CONTACT:
Frances McMillen
Frances.McMillen@sfgov.org
SF Planning Department

San Francisco Planning

What does it mean to be LGBTQ in San Francisco?
Share with us by taking the survey! [SF-PLANNING.ORG/LGBTQSURVEY](https://sf-planning.org/lgbtqsurvey)

The Cultural Heritage Strategy (CHS) was informed by a public survey that provided an opportunity for a broad cross-section of the LGBTQ+ community to share their perspectives and recommendations on how best to preserve, honor and enhance LGBTQ+ cultural heritage. The survey questions were developed and refined with community input from local organizations who also encouraged participation from community members representing a broad spectrum of sex and gender identities. About 1500 people from diverse cultural, economic and educational backgrounds participated in the survey, which was made available in English, Spanish, Tagalog, and Mandarin. Their insights provided critical input in developing the CHS recommendations summarized in this Executive Summary.

PARTICIPANTS

Working Group

The Strategy Working Group has been tasked with developing and drafting a plan to protect, preserve, and expand LGBTQ+ cultural heritage. The Working Group has collaborated with community members, neighborhood and nonprofit organizations, cultural heritage stakeholders and City staff throughout the Strategy development process and continues to build support for its implementation. The Working Group is organized into three committees:

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

The committee chairs have met monthly 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 has included open invitations to early Working Group meetings, project updates through a mailing list, information updates through social media and a project website, three community-organized workshops, business and economic development forums, and a survey reaching approximately 1500 respondents over nine months. The Working Group also held a City Family Briefing in March 2018 to gather input from City departments that currently provide programs, funds, and services to the LGBTQ+ community and can play an important role in the implementation of the Strategy.

Advisory Committee

The Working Group formed 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 Strategy in spring/summer 2018 and provided targeted feedback for refinement of the plan.



PROCESS

The Working Group, guided by Planning Department staff, Seifel Consulting, and lowercase productions⁴, set out to develop 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 that provide more fine-grained policy direction for the goals.

CULTURAL HERITAGE 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.

From this foundation, the three committees researched and proposed “strategies” or tools that can be implemented to achieve the project goals. Each strategy component is a discrete project that will have its own timelines, budgets, lead agencies, and community partners. The committees then listed actions for each strategy, which are the tactical steps required to implement the strategy. This has resulted in an implementation plan that comprises the recommendations of the LGBTQ+ Cultural Heritage Strategy report.

⁴ Seifel Consulting, Inc. and lowercase productions were contracted by the Planning Department with funding provided by the Planning Department and the San Francisco Historic Preservation Fund.



Public Survey

GOAL

The goal of the survey was to provide an opportunity for a broad cross-section of the LGBTQ+ community to share their perspectives and recommendations on the development of the Cultural Heritage Strategy.

PROCESS

- The survey questions were developed and refined with community input from local organizations and meetings over several months
- The survey was administered by the City in collaboration with LGBTQ+ organizations and made available in English, Spanish, Tagalog, and Mandarin.
- The survey was promoted through ads on Muni, print and online newspapers, postcard distribution at community events, and outreach to local San Francisco and LGBTQ+ organizations.

TIMELINE

The survey was launched in June 2017 and was available to participants through March 2018.

RESPONDENTS

1,475 people participated in the survey representing:

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

KEY TAKE-AWAYS

Based on survey population responses, the strategy should focus in parallel across three key categories:



Arts, Culture & Heritage

Honor and celebrate everyone-

Ensure the diversity of the LGBTQ+ community is represented and celebrated



Community Building & Well-being

Support and serve our diverse needs-

Expand resources and enhance coordination across multiple LGBTQ+ events and organizations



Economic Opportunity & Equity

Safeguard our community and cultivate our success-

Protect and advance the quality of life and success of the LGBTQ+ population

KEY ACTION RECOMMENDATIONS – IMPROVE PROGRAMS, ACCESS & AWARENESS

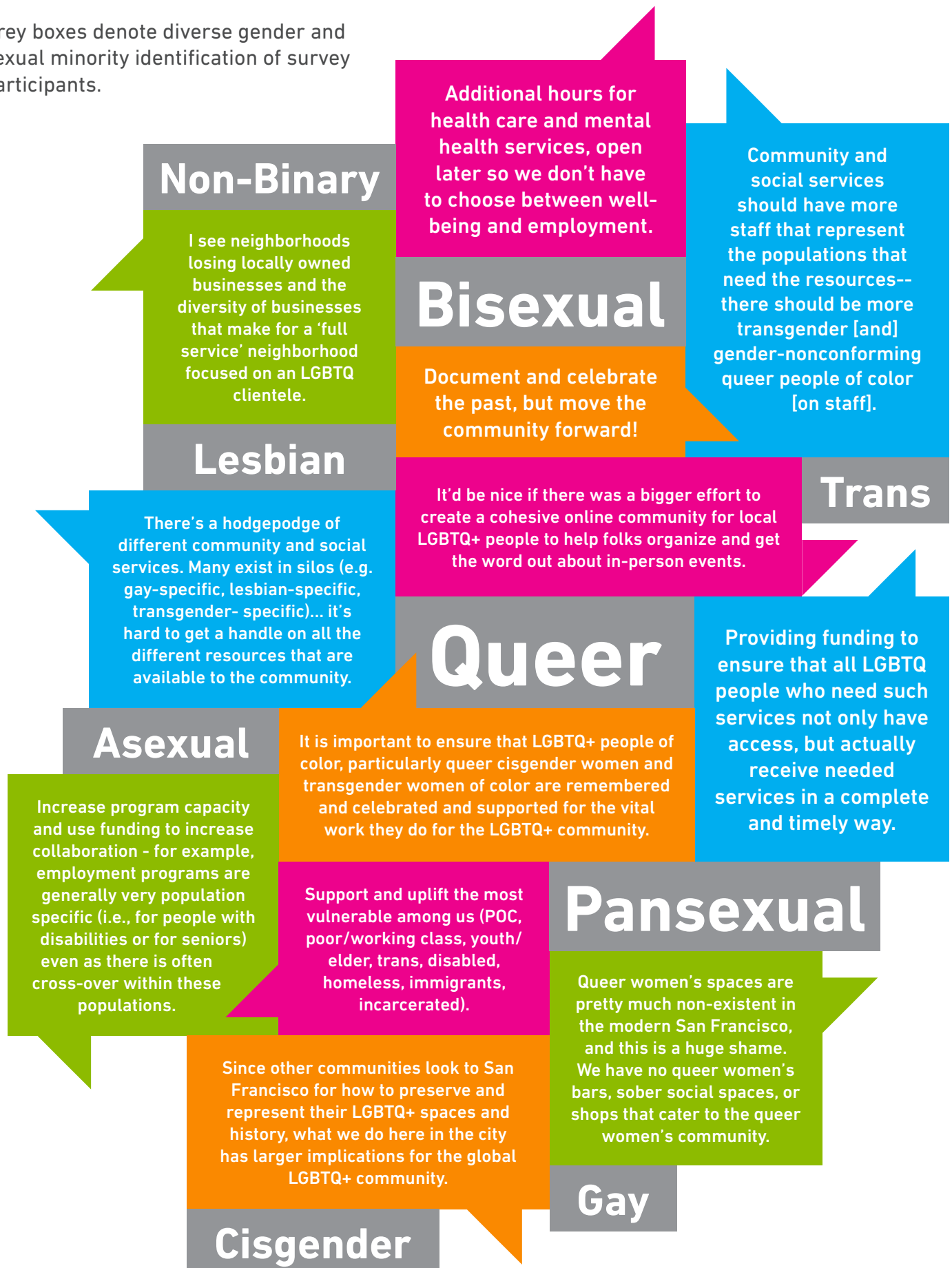
Promote Navigation Services. Make programs/services more visible and more widely available.

Enhance Programs. Increase funding, cross-organizational collaboration, and education programs for both the LGBTQ+ community and professionals providing services.

Expand Access. Provide spaces for organizations, extend hours for services, consolidate online resources, develop community hubs, and ensure services are actually provided.

SURVEY INSIGHTS FROM MEMBERS OF LGBTQ+ COMMUNITY

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



STRATEGY RECOMMENDATIONS

The LGBTQ+ Cultural Heritage Strategy recommends a comprehensive series of projects, procedures, programs, and techniques to preserve and promote LGBTQ+ cultural heritage in San Francisco. These recommendations were developed as a direct response to the concerns expressed by the community during intensive community outreach and engagement, as well as in the survey, 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.

One of the most consistent responses to this project 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 report. The Strategy Working Group is recommending a holistic plan to ensure that the people who actively sustain LGBTQ+ living heritage can remain in San Francisco.

The following is a summary of the Strategy recommendations.

STRATEGIES:

The following strategies 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 and cultivate City's LGBTQ+ Initiatives
- W2** Create on-line navigation tool for LGBTQ+ resources, services, and cultural assets
- W3** Improve LGBTQ+ cultural competency training for public and private organizations
- W4** Organize a City-sponsored LGBTQ+ Summit



CULTURE

- C1** Support and advance the LGBTQ+ cultural districts
- C2** Establish permanent Museum of LGBTQ+ History and Culture
- C3** Create an LGBTQ+ Historic Preservation Advisory Group (LGBTQ+ AG)
- C4** Increase access to affordable housing & workspace for LGBTQ+ artists
- C5** Develop LGBTQ+ focused heritage and arts programming



OPPORTUNITY

- O1** Enhance and sustain community service/ resource hubs
- O2** Expand education, job, and economic opportunities, particularly for the most vulnerable
- O3** Enhance economic position of LGBTQ+ businesses/ organizations
- O4** Develop and prioritize housing options for trans and LGBTQ+ community members while improving capacity of citywide housing programs to better serve them in culturally sensitive and trauma-informed ways

IMPLEMENTATION

Upon adoption by the Board of Supervisors, the LGBTQ+ Cultural Heritage Strategy will be a planning document shared by the City and the community. Lead City agencies and community partners are cited in the report for each recommended action, and they will be responsible for incorporating these actions into their individual work plans over the next few years. The Strategy is considered a working document. As actions are accomplished and as the community's needs evolve, new actions will be identified and new organizations may partner to carry out the implementation of the Strategy.

The Strategy recommends formal expansion of the existing SF Office of Transgender Initiatives (OTI). The Office would continue to focus on the needs of the transgender and the most vulnerable members of the LGBTQ+ community, but its expanded function would include the management of initiatives related to the broader gender and sexual minority community. In this new role, the Office would collaborate with the Planning Department, Mayor's Office of Housing and Community Development, Office of Economic and Workforce Development, the SF LGBT Center, the GLBT Historical Society, and many other City agencies and community organizations to undertake the recommended actions of the Strategy. The Office would monitor and measure the progress of the Strategy, advocate for Strategy resources, facilitate coordination of the various bodies involved in implementation, and take on the responsibility of planning a City-sponsored Summit to promote and track progress of the Strategy and garner support for future actions to be undertaken..

Two community organizations, the SF LGBT Center and the GLBT Historical Society, would be responsible for undertaking significant components of the Strategy. The LGBT Center, working alongside many other community organizations and educational institutions referenced as key partners in the Strategy, 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 Advisory Group, the Cultural 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.



LGBT Q+ CULTURAL HERITAGE STRATEGY



San Francisco
Planning

sf-planning.org/LGBTQStrategy

Tim Frye

SF Planning Department, Historic Preservation Officer
tim.frye@sfgov.org | 415-575-6822

Frances McMillen

SF Planning Department, Senior Planner
frances.mcmillen@sfgov.org | 415.575.9076

Shelley Caltagirone

SF Planning Department, Senior Planner
shelley.caltagirone@sfgov.org | 415-558-6625



Libby Seifel

Seifel Consulting Inc., Principal



David Schellinger

lowercase productions, Principal

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.



STRATEGIES:

The following strategies 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 and cultivate City's LGBTQ+ Initiatives
- W2** Create on-line navigation tool for LGBTQ+ resources, services, and cultural assets
- W3** Improve LGBTQ+ cultural competency training for public and private organizations
- W4** Organize a City-sponsored LGBTQ+ Summit



CULTURE

- C1** Support and advance the LGBTQ+ cultural districts
- C2** Establish permanent Museum of LGBTQ+ History and Culture
- C3** Create an LGBTQ+ Historic Preservation Advisory Group (LGBTQ+ AG)
- C4** Increase access to affordable housing & workspace for LGBTQ+ artists
- C5** Develop LGBTQ+ focused heritage + arts programming and LGBTQ+ K-12 and post-secondary curricula and educational materials.



OPPORTUNITY

- O1** Enhance and sustain community service/ resource hubs
- O2** Expand education, job, and economic opportunities, particularly for the most vulnerable
- O3** Enhance economic position of LGBTQ+ businesses/organizations
- O4** Develop and prioritize housing options for trans and LGBTQ+ community members while improving capacity of citywide housing programs to better serve them in culturally sensitive and trauma-informed ways.

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.

1. 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.

OBJECTIVES

- 1.1 Improve access to healthcare, sex education, and legal resources particularly for the most vulnerable members of the LGBTQ+ community.
- 1.2 Enhance existing services and improve coordination among service providers and organizations.
- 1.3 Sustain a thriving LGBT Center and support central community hubs that provide community resources, services, and events. Expand queer-friendly spaces in schools, health clinics, hospitals, businesses, and the public realm.
- 1.4 Promote and enforce cultural competency at all levels of government and healthcare institutions, as well as in the broader community.
- 1.5 Support grassroots organizations and community groups that provide critical services and spaces for empowerment.
- 1.6 Create and promote replicable models of care for social, educational, health, and legal services.

2. Culture

GOAL

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

OBJECTIVES

- 2.1 Encourage collaboration between queer and non-queer cultural institutions to exchange ideas, share resources, and build partnerships.
- 2.2 Enhance international and local visibility of LGBTQ+ community by honoring and celebrating LGBTQ+ culture, history, and art in the public realm, including public art installations, exhibitions, education, programs, heritage trails, and events.
- 2.3 Establish and sustain a full-scale museum, archives, and public history center dedicated to LGBTQ+ history and culture.
- 2.4 Document, preserve, and interpret significant LGBTQ+ cultural and historical sites with emphasis on sites associated with historically marginalized LGBTQ+ communities.
- 2.5 Support LGBTQ+ arts organizations by improving access to financial resources and organizational training.
- 2.6 Preserve and increase affordable housing and workspace for artists.
- 2.7 Facilitate education about LGBTQ+ history and culture in K-12 and post-secondary institutions as well as in public forums.

3. Opportunity

GOAL

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

OBJECTIVES

- 3.1 Prioritize and expand opportunities for the most vulnerable populations, including transgender individuals and communities of color.
- 3.2 Improve the economic condition of unemployed and underemployed LGBTQ+ workers.
- 3.3 Support the economic viability of LGBTQ+ small businesses, nonprofits, and entrepreneurs.
- 3.4 Raise awareness of economic and workforce resources available to the LGBTQ+ community in San Francisco.
- 3.5 Promote LGBTQ+ cultural competency of San Francisco employers.

FULL ACTIONS

Well-Being

Recommendations prepared by the Community Services and Education Committee based on input received from the survey and a broad variety of community members. The key foundational actions are highlighted below in blue.

W1Expand Office of Transgender Initiatives

Centralize and cultivate LGBTQ+ initiatives and programs within existing SF agencies and expand the Office of Transgender Initiatives, leveraging models of other cities, including Philadelphia and Washington.

	STRATEGY>ACTION>STEP	TIME LINE*	LEAD AGENCY	CITY AGENCIES	POTENTIAL COMMUNITY PARTNERS
A.	Provide funding to hire at least five full-time employees to staff the expanded Office of Transgender Initiatives.	S-M	OTI	OTI, PLN, OEWD, HSA, DCYF, DPH, MOHCD, SFUSD, CCSF, DHR, HRC	LGBT Center, SFSI, SF Community Health Center, El/La Para TransLatinas, TGIJP, LYRIC
B.	Develop evaluation protocol for City organizations to track LGBTQ Key Performance Indicators (KPIs).	M-L	OTI	OTI, PLN, OEWD, HSA, DCYF, DPH, MOHCD, SFUSD, CCSF, DHR, HRC	LGBT Center, SFSI, SF Community Health Center, El/La Para TransLatinas, TGIJP, LYRIC
C.	Monitor City agencies to ensure equitable distribution of resources to LGBTQ+ programs and organizations.	M-L	OTI	OTI, PLN, OEWD, HSA, DCYF, DPH, MOHCD, SFUSD, CCSF, DHR, HRC	LGBT Center, SFSI, SF Community Health Center, El/La Para TransLatinas, TGIJP, LYRIC

W2Navigation Tools

Create online navigation tool for resources, services, and cultural assets related to the LGBTQ+ community. Maintain updated information with layers for different resource categories and for target audiences (e.g., non-English speakers, trans*, elders, youth, families, etc.).

A.	Perform needs assessment of current LGBTQ+ online resources and identify what additional resources are most urgently needed and can be provided via existing organizations.	S	OTI	OTI, SFPL	LGBT Center, OurTownSF, Facebook, Google, LYRIC, UCSF
B.	Designate community partners that will be responsible for providing these navigation tools and provide initial seed capital for beta test of online navigation tool.	S-M	OCI	MOHCD, OTI, DPH, DCYF, DHR, OEWD, SFUSD, CCSF, OCI, Digital Services	LGBT Center, OurTownSF, Facebook, Google, LYRIC, UCSF, SFCHC
C.	Identify categories of services needed and designate a community partner for each category.	M	OTI	MOHCD, OTI, DPH, DCYF, DHR, OEWD, SFPL	LGBT Center, OurTownSF, LYRIC, UCSF, SFUSD, CCSF, SFCHC
D.	Organize a contest or hack-a-thon (during Summit) to create City-wide mobile friendly app to allow for easy access to mapping tools.	M	OTI	OTI, TECH, OCI	LGBT Center, LYRIC, SFUSD, CCSF, SFSU, UCSF
E.	Designate organization to administrate and regularly update navigation tool.	M-L	OTI	OTI, TECH, OCI	LGBT Center, LYRIC, SFUSD, CCSF, SFSU, UCSF

W3Cultural Competency Training

Improve cultural competency training for public and private organizations, including professionals in healthcare, law enforcement, and the public sector regarding safe and respectful treatment of community members and underserved demographic targets, including: immigrant, trans*, elder, youth, disabled, living with HIV/AIDS, mental health, homeless, sex worker, and incarcerated populations.

A.	Convene training organizations to identify implementation plan with community organization partners, including how to tailor trainings and identify a point of contact in each/any organization to foster responsibility and ownership.	S	OTI	DHR, OTI, OEWD, DPH, SFPD, MOHCD, HSA, DCYF, SFUSD, CCSF, HRC	SFSI, Planned Parenthood, CUAV, El/La Para TransLatinas, SFCHC, UCSF, SFSU, LYRIC
B.	Identify high-need/low-need programs for intervention.	S-M	OTI	DPH, SFPD, SFFD, DCYF, DHR, OTI, HSA, SFUSD, CCSF	Planned Parenthood, CUAV, El/La Para TransLatinas, SF Community Health Center, UCSF, SFSU
C.	Enforce and strengthen city-wide policies and legislation mandating the administration and funding of training.	M	OTI	OTI, DPH, HRC	
D.	Develop workshop training for other localities across the country that serves as a best practices model.	L	OTI	OTI, DPH	SFSI, Planned Parenthood, CUAV, El/La Para TransLatinas, SF Community Health Center, UCSF, SFSU

W4Summit

Fund and coordinate an annual City-sponsored LGBTQ+ Summit to promote and track progress of the LGBTQ+ CHS and bridge gaps between the City government, community-based organizations, and community leaders to garner future support of the City's LGBTQ+ initiatives.

A.	Perform a needs assessment of current LGBTQ+ conventions and conferences to determine what existing conferences might be leveraged and potentially included with the Summit.	S	OTI	ENT, OEWD, OTI, DCYF, DPH, HSA, SFUSD, CCSF	OurTown, LGBT Center, LYRIC, UCSF
B.	Convene City staff to plan LGBTQ+ Summit. Develop a LGBTQ+ welcome statement that can be used for the Summit and promoted more broadly.	S-M	OTI	ENT, OEWD, OTI, DCYF, DPH, HSA, SFUSD, CCSF	SF Travel, LGBT Center, LYRIC, UCSF
C.	Provide city funding for participating organizations to devote for tabling, workshop hosting, and keynotes.	S-M	OTI	OTI, OEWD	SF Travel
D.	Identify target industries and stakeholders.	M	OTI	ENT, OEWD, OTI, DCYF, DPH, HSA, SFUSD, CCSF	LGBT Center, LYRIC, UCSF, SFCHC
E.	Conduct national outreach to promote engagement and participation.	M-L	OTI	OTI, OEWD	LGBT Center, UCSF, Planned Parenthood, SF Travel, SFCHC
F.	Revisit mission, vision, goals, and necessary intervention points at every Summit.	L	OTI	OTI	LGBT Center, UCSF, Planned Parenthood

* Indicates the anticipated timeline for completion of each action: **S** = 1-2 years, **M** = 3-4 years, **L** = 5+ years

FULL ACTIONS

Culture

Recommendations prepared by the Arts, Culture and Heritage Committee based on input received from the survey and a broad variety of community members. The key foundational actions are highlighted below in orange.

C1 Cultural Districts					
Support and advance LGBTQ+ Cultural Districts by providing funding and City staff resources to facilitate their development and implementation.					
	STRATEGY>ACTION>STEP	TIME LINE*	LEAD AGENCY	CITY AGENCIES	POTENTIAL COMMUNITY PARTNERS
A.	Provide funding to support the development and/or implementation of focused work plans for LGBTQ+ Cultural Districts.	S	MOHCD	MOHCD, PLN, OEWD	LGBTQ+ Cultural Districts
B.	Require developers undertaking projects within LGBTQ+ Cultural Districts to meet with designated representatives of the City and the LGBTQ+ Cultural Districts to develop recommendations regarding the provision of community benefits and affordable housing.	S	PLN	MOHCD, PLN, OEWD	LGBTQ+ Cultural Districts
C.	Promote collaboration among LGBTQ+ Cultural Districts and ensure there is an equitable distribution of funds across districts.	S	MOHCD	MOHCD, PLN, OEWD	LGBTQ+ Cultural Districts
D.	Encourage LGBTQ+ Cultural Districts to create and fund programs that preserve/restore the districts' cultural identities and support the queer people who live, work, visit, and create there.	S	MOHCD	MOHCD, PLN, OEWD	LGBTQ+ Cultural Districts
C2 Permanent Museum of LGBTQ+ History & Culture					
Expand the GLBT Historical Society into a full-scale museum and public history center for LGBTQ+ history and culture.					
A.	Provide funding for a business plan that outlines the proposed Museum/Archives building program, projected sources of revenues, potential sites, and public/ private partnerships to accomplish its development, anticipated capital, and operational funding.	S	SFAC	SFAC, PLN, OEWD, MOHCD, SFPL, RE, GSA	GLBT HS, Queer CC, Safehouse of Arts, CAST
B.	Identify a site in the South of Market or Castro for the new museum/public history center and develop a plan to purchase it or broker a public/private partnership with a developer.	S	SFAC	PLN, OEWD, SFAC, MOHCD	GLBT HS
C.	Locate funds to purchase and build out the new museum/public history center.	M-L	SFAC	SFAC, PLN	GLBT HS
D.	Ensure adequate funding to sustain the operation of the new museum/public history center.	M-L	SFAC	SFAC, PLN, OEWD	GLBT HS
C3 Historic Preservation Advisory Group					
Create an LGBTQ+ Historic Preservation Advisory Group (LGBTQ+ AG).					
A.	Provide funding for the development and sustainability of the LGBTQ+ AG.	S-M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
B.	Identify the roles and responsibilities of the LGBTQ+ AG, clarify its purpose and authority, and create charter for its members.	S-M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
C.	Once the LGBTQ+ AG is established, develop programs and processes to identify, document, and preserve LGBTQ+ historic sites in San Francisco.	S-M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
1.	Ensure that LGBTQ+ historic sites are included in citywide survey effort and continue to be landmarked.	S-M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
2.	Develop a proactive notification system to alert LGBTQ+ AG of projects that propose to demolish or substantively alter significant LGBTQ+ historic sites.	S-M	PLN	PLN	GLBT HS, LGBTQ+ AG
3.	Revise existing landmark and National Register nominations to include LGBTQ+ history.	S-M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
4.	Develop a continually updated and publicly accessible master database of LGBTQ+ historic sites and identify “priority” sites for protection and/or intervention—with emphasis on sites associated with historically marginalized LGBTQ+ communities.	S-M	PLN	PLN	GLBT HS, LGBTQ+ AG
5.	Develop a publicly accessible map of LGBTQ+ historic sites.	M	PLN	PLN	GLBT HS, LGBTQ+ AG
6.	Develop a process to expand the Citywide Historic Context Statement for LGBTQ+ History in San Francisco to more roustfully include underrepresented groups within the LGBTQ+ umbrella.	M	PLN	PLN	GLBT HS, LGBTQ+ AG
7.	Establish heritage trails to honor LGBTQ+ associated parades, marches and protests and to protect historic parade routes.	M	PLN	PLN, HPC	GLBT HS, LGBTQ+ AG
D.	Develop a work plan to address outdated mitigation measures/project improvement measures for development projects that demolish LGBTQ+ associated sites in San Francisco.	S-M	PLN	PLN	GLBT HS, LGBTQ+ AG
1.	Develop mitigation-banking program to create a master fund for LGBTQ+ history projects in lieu of the standard mitigation measures.	M	PLN	PLN	GLBT HS, LGBTQ+ AG
2.	Institute policy requiring architectural salvage review of any LGBTQ+ historic site approved for demolition.	M	PLN	PLN	GLBT HS, LGBTQ+ AG
					GLBT HS, LGBTQ+ AG

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FULL ACTIONS

Culture

C4

Access to affordable housing & workspace for LGBTQ+ artists

Create an inter-agency program to assist working LGBTQ+ artists and arts organizations in obtaining and maintaining housing and work space.

	STRATEGY>ACTION>STEP	TIME LINE*	LEAD AGENCY	CITY AGENCIES	POTENTIAL COMMUNITY PARTNERS
A.	Create inter-agency program to identify, publicize and expand housing and workspace resources for working artists. Provide funding for at least one LGBTQ+ artist in residence per year.	S-M	SFAC	SFAC, GFTA, MOHCD, OEWD	Queer CC, Safehouse of Arts, YBCA, SFMOMA, CAST
B.	Increase funding for Legacy Businesses that represent and serve cultures being displaced, with a special emphasis on businesses providing arts and culture programming and entertainment.	S-M	SFAC	OSB, SFAC	Neighborhood CBDs
C.	Provide legal support services to LGBTQ+ artists under threat of displacement.	M	SFAC	SFAC, GFTA, BOS	
D.	Create a special grant program to assist individual artists in preserving living and working spaces with a focus on LGBTQ+, QTPoC, and disabled artists. Create City Trans Laureate and City Drag Laureate positions.	M	SFAC	SFAC, GFTA, MOHCD, OEWD	Queer CC, Safehouse of Arts, YBCA, SFMOMA, CAST
E.	Create a new corporate tax to fund LGBTQ+ arts and culture organizations under threat of displacement. Provide an option for direct sponsorship of organizations of their choosing.	L	SFAC	BOS, OEWD	

C5

LGBTQ+ Focused Heritage & Arts Programming and LGBTQ+ K-12 and Postsecondary Curriculum

Develop LGBTQ+ heritage and arts programming and LGBTQ+ K-12 and postsecondary curricula and educational materials

A.	Convene a standing LGBTQ+ Arts, Culture & Heritage Task Force, comprised of organizational representatives, to explore collaborations between organizations to undertake new arts programming and to monitor the implementation of the LGBTQ+ CHS recommendations.	S-M	SFAC	SFAC, GFTA, SFPL	Tenderloin Museum, GLBT HS, Queer CC, CA HS, LGBTQ+ AG
B.	Create stipend and mentorship programs to facilitate community engagement in arts and culture.	M	SFAC	SFAC, GFTA, SFPL	Tenderloin Museum, GLBT HS, Queer CC, CA HS, LGBTQ+ AG
C.	Develop LGBTQ+ heritage and culture curricula and educational materials and insure compliance with and support the state FAIR Education Act and related matter in the state's 2016 K-12 History-Social Science Framework.	M	SFAC	SFAC, GFTA, SFPL	GLBTHS, Our Family Coalition, GSA Network, SFUSD, CCSF, SFSU

* Indicates the anticipated timeline for completion of each action: **S** = 1-2 years, **M** = 3-4 years, **L** = 5+ years

01

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.

	STRATEGY>ACTION>STEP	TIME LINE*	LEAD AGENCY	CITY AGENCIES	POTENTIAL COMMUNITY PARTNERS
A.	Navigators: Work with existing community hubs in major LGBTQ+ areas to dedicate budget for navigators, including staff-trained licensed social workers, career counselors, and small business advisors.	S-M	OTI	OTI, HOM, DPH, PLN, OEWD, HSA, CHF, MYR, CCSF, SFSU	LGBT Center, SFSI, SF Community Health Center, El/La Para TransLatinas, TGIJP, LYRIC, CCSF, SFSU and other academic institutions
B.	LGBTQ+ Hubs: Create additional budget for mental health and social services staff at existing LGBTQ+ organizations, including budget for 2+ employees and additional on-site and/or drop-in clinic for mental health services up to five days a week.	S-M	OTI	HOM, DPH, HSA, CHF, MYR, CFS, OTI, CCSF, SFSU	LGBT Center, SFSI, SF Community Health Center, Queer Lifespace, SF Therapy Collective, Gay Therapy Center, TGIJP, Gaylesta, Gay Couple's Institute, CCSF, SFSU and other academic institutions
C.	Roving Services: Encourage meaningful partnership events and programs across the city to allow for roving services and themed events for LGBTQ+ community.	S-M	OTI	HOM, DPH, SFSI, SFPL, OTI, CCSF, SFSU	LGBT Center, Lava Mae, Larkin Street/Huckleberry, CCSF, SFSU and other academic institutions

02

Workforce Development

Expand education, job, and economic opportunities by investing in and promoting education pipelines, workforce development, personal finance education, and other programming, particularly for the most vulnerable.

A.	Expand workforce development, placement, and career support for the LGBTQ+ community.	S-M	OEWD	CFS, OTI, OEWD, MOHCD, SFSU, CCSF	LGBT Center, LYRIC, TGIJP, GGBA
1.	Expand job training, placement, and retention offerings at LGBTQ+ nonprofits and lcoal educational institutions.	S	OEWD	OTI, OEWD, MOHCD, CCSF, SFSU	LGBT Center, LYRIC, GGBA
2.	Increase funding for leadership pipeline programs, employment coaching, and school-based initiatives for LGBTQ+ youth and families.	S	OEWD	OTI, OEWD, MOHCD	LGBT Center, LYRIC
3.	Research and support the creation of a job listing portal targeting the LGBTQ+ community	S-M	OEWD	OTI, OEWD, MOHCD	LGBT Center, LYRIC, GGBA, Out and Equal
4.	Encourage the development of strategic career fairs, career mentoring and career opportunities for the LGBTQ+ community	S-M	OEWD	CFS, OTI, OEWD, MOHCD	CFS, OTI, OEWD, MOHCD, CCSF, SFSU
5.	Promote LGBTQ+ non-profits and other resources through street fairs, parades, and events at LGBTQ+ hubs.	S	OEWD	CFS, OTI, OEWD, MOHCD	CFS, OTI, OEWD, MOHCD, CCSF, SFSU
6.	Provide industry specific vocational training in a safe environment.	S-M	OEWD	OTI, OEWD, MOHCD	OTI, OEWD, MOHCD, CCSF, SFSU
B.	Expand partnerships with LGBTQ+ supportive businesses	S-M	OEWD	OTI, OEWD, MOHCD	LGBT Center, GGBA
1.	Pursue partnerships with tech and other growth industries to support hiring initiatives and strategies targeting the LGBTQ+ community	S-M	OEWD	OEWD	LGBT Center
2.	Develop criteria to identify LGBTQ+ friendly businesses and supportive employers	S	OEWD	OTI, OEWD, OSB	LGBT Center

[continued on next page]

* **S** = 1-2 years, **M** = 3-4 years, **L** = 5+ years

FULL ACTIONS

Opportunity

03 Business & Entrepreneur Support					
Enhance the economic position of LGBTQ+ businesses/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.					
	STRATEGY>ACTION>STEP	TIME LINE*	LEAD AGENCY	CITY AGENCIES	POTENTIAL COMMUNITY PARTNERS
A.	Set up an LGBTQ+ fund to provide seed funding for underserved entrepreneurs and support for LGBTQ+ nonprofits.	S-M	OTI	OSB, OEWD, SFPL	LGBT Center
B.	Utilize supplier diversity program to give LGBTQ+ businesses access to procurement activities.	S-M	OSB	OTI, OEWD	LGBT Center
C.	Start an LGBTQ+ “Pop/Up” program to help fill vacancies and support start-up small businesses and nonprofits.	S-M	OEWD	OSB, OEWD, MOHCD, RE, GSA	LGBT Center, CBDs, Out and Equal, GGBA
D.	Identify LGBTQ+ candidates for the Legacy Business Program and expand benefits of City’s Legacy Business program.	S-M	OSB	OSB, OEWD, MOHCD	LGBT Center
E.	Support small business by supporting efforts to expand bar hours and review outdated policies such as the bath-house ban.	S	OSB	OSB, OEWD, DPH	OSB, OEWD, DPH, BOS, DPH
F.	Expand business assistance offerings by LGBTQ+ nonprofit organizations.		OEWD	OTI, OEWD, OSB, MOHCD	LGBT Center
G.	Enhance collaborations with industry groups, Chamber of Commerce, StartOut, Golden Gate Business Association and other organizations to broaden LGBTQ+ business growth opportunities		OEWD	OSB, OEWD, MOHCD	LGBT Center, CBDs, GGBA
H.	Allow more kiosks/carts on City-owned properties, such as transit stations, to promote entry-level business opportunities for underserved entrepreneurs and small businesses.		OEWD	OTI, OEWD, OSB	CBDs
I.	Provide grants for diversity training to improve workplace environments for LGBTQ+ employees in small and medium-sized businesses and non-profits.	M	OEWD	OTI	LGBT Center, Out and Equal
J.	Create flexible zoning for LGBTQ+ business areas with low foot traffic.	M	PLN	PLN	LGBT Center
1.	Allow mixed-use spaces to develop (retail, restaurant, office mixed in the neighborhood).	M	PLN	PLN	LGBT Center
K.	Building purchase (for businesses and nonprofits).	M	OEWD	OSB, OEWD	LGBT Center
1.	Provide grants or loans for small businesses as well as cultural organizations to purchase buildings and small sites (e.g., as CAST (Community Arts Stabilization Trust) does for non-profits: “LGBTQ+UAST” program).	M	OEWD	OSB, OEWD	LGBT Center
2.	Research a Tenancy in Common (TIC) program for businesses.	S-M	OSB	OSB, OEWD	LGBT Center

04 Housing Support and Services					
Develop and prioritize housing options for trans and LGBQ+ community members while improving capacity of citywide housing programs to better serve them in culturally sensitive and trauma-informed ways.					
A.	Support Youth Navigation Center that is inclusive and accessible to LGBTQ TAY youth	S-M	OTI	OTI, DCYF, HSH, HOM, DPH, PLN, HSA, CHF, MYR	LGBT Center, SFSI, SF Community Health Center, EI/ La Para TransLatinas, TGIJP, LYRIC
B.	Develop Adult LGBTQ+ housing services and programs such as a navigation center or longer term housing program.	S-M	OTI	OTI, MOHCD, OEWD, HOM, DPH, PLN, HSH, HSA, CHF, MYR	LGBT Center, PRC, Community Health Project, Open House
C.	Develop Trans House, a transitional housing program for transgender and non-binary people.	S-M	OTI	OSB, MOHCD, RE, GSA, HSA	LGBT Center, EI/La Para TransLatinas, TGIJP, TAJA, Compton's District, Community Health Project
D.	Convene city agencies to address the housing needs of the LGBTQ+ community, such as providing assistance to lower-income residents, developing transitional housing, and real estate acquisition through LGBTQ+ land trusts and other property purchasing mechanisms.	S-M	MOHCD	OTI, MOHCD, OEWD, HOM, DPH, PLN, HSH, HSA, CHF, MYR	LGBT Center. Queer Land Trust, Cultural Districts

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