

Chapter I

IMPORTANCE OF PRESERVATION

A. Importance of the Cultural Heritage Masterplan

The City of Los Angeles possesses a wealth of buildings, structures, and sites that provide tangible evidence of the unique history and culture that has formed here over past centuries. Just as people need photographs and heirlooms to understand their role in their family's history, citizens (a much larger collective) need physical representations of the past to define and make sense of their place in the city's culture and history, industry, recreation, and habitation. The richness of the City's heritage encompasses its founding in the eighteenth century, its development in the nineteenth century, and its maturation in the twentieth century. Although the preservation movement in Los Angeles can be traced back more than one hundred years, recognition of the city's roots and of the record of its growth has been a relatively recent phenomenon. There is much work left to be done in order for that recognition to become a widespread part of the city's culture.

Evidence of the mark which people have left upon Los Angeles covers a wide range of resources. Major public monuments such as the Los Angeles Memorial Coliseum and City Hall and the events which have taken place there have international recognition. Neighborhood commercial districts, theatres, department stores, and religious institutions have been a part of daily public life. Individual houses, apartments, and neighborhoods were developed by entrepreneurs, architects, and developers and inhabited by generations of families and individuals. Eccentric individual creations such as Simon Rodia's Watts Towers represent and define contexts beyond their own story. All of these buildings and environments are places where generations and layers of human activity and memory have taken place.

Government and individual citizens must take action to ensure the preservation of the physical settings where past events and patterns of life have transpired, so that these places may continue to be a part of daily life. The stewardship and interpretation of historic resources says much about a city's own awareness of its identity, which in turn is critical to a city's ability to command recognition and shape the perceptions of outsiders. A city's image and characteristics take many generations to grow and develop. The built environment, evidence of those characteristics, continuously changes as both the physical reuse of those buildings and the continued interpretation of contexts and environments become available.

A major part of the identity of Los Angeles is that it has always been a place of change and innovation. While this may suggest to some that historic preservation has less of a place here, the fact is that the

historical record present in the built environment clearly strengthens the identity of Los Angeles. The stories of industry, infrastructure, transportation, architecture, engineering, housing, and recreation can be read by anyone who looks at the built environment. Thematic and geographic groupings of historic buildings also tell a more complete story and represent their identified contexts more strongly than do individual landmarks. How we live today in Los Angeles is a result of how our predecessors developed the city. From the development of the pueblo to downtown commercial center and subsequent suburbs of the 1880s to the 1960s, the built environment reflects the dreams and aspirations of its citizens.

Historic preservation is essential to the economic well-being of the City of Los Angeles. Cultural, historic, and architectural resources are the visual anchors of neighborhoods throughout the City. These resources contain a wide variety of uses including housing for a mix of incomes and ages, offices for lawyers, accountants, other businesses and nonprofit organizations, neighborhood and downtown retail, and other commercial uses. Communities across the country use historic preservation as a basis for attracting more visitors. The City's Broadway District is unique for the density of theatres in the area. Historic preservation, the preservation and reuse of these cultural institutions, will enhance and expand the existing tourist base providing visitors with a "downtown experience." Historic preservation is economic development. The rehabilitation of Los Angeles landmarks creates jobs, retains and attracts new businesses, and causes the upgrading and revitalization of its neighborhoods.

The City of Los Angeles is characterized by its cultural, historic, and architectural diversity. To celebrate and protect this irreplaceable heritage, the City has undertaken the ambitious and challenging task of preparing the Cultural Heritage Masterplan as a framework for historic preservation policy programs and activities in the coming decades. Los Angeles is not alone in this endeavor; cities across the country are examining their past as a foundation for their future. Adoption of a Cultural Heritage Masterplan provides a unique opportunity for the City to reflect on past achievements, to examine current issues, and to set in motion the preservation and protection of the history of Los Angeles.

Los Angeles has a broad range of significant historic resources which reflect a rich multicultural history. The preservation and enhancement of these resources has and will continue to significantly contribute to the city's economic revitalization, affordable housing stock, cultural opportunities, image, and quality of life. Preserving the Los Angeles of the past as a part of the Los Angeles of the future will be a vital component of the City's development in the twenty-first century.

Current landmark and other historic preservation programs have been fragmented, resulting in inadequate service and attention given to preservation, and vague articulation of the full range of historic preservation's benefits and challenges. Large numbers of historic structures continue to deteriorate, experience adverse alterations, or be destroyed. In addition, many of the city's processes create burdens and uncertainties for property owners, developers, and the public in their efforts to rehabilitate and reuse historic structures.

The Masterplan is a multifaceted historic preservation strategy to address the major preservation issues. It is a policy document intended to guide and coordinate preservation activity in Los Angeles. It sets

the stage for stabilization of commercial centers and neighborhoods through revitalization and economic benefits associated with preservation activities.

As a guide to preservation and use of the City's architectural, historic, and cultural resources in the coming century, the Los Angeles Cultural Heritage Masterplan establishes a citywide framework for developing public policy, making decisions about projects involving significant resources, caring for City-owned historic resources, enhancing economic development, and implementing new regulatory and financial incentives. Under this framework, the City will be able to prioritize its resources to historic preservation, an endeavor nationally recognized as providing significant opportunities for economic development, housing creation, revitalizing neighborhoods, and renewing downtowns.

B. The Vision

The Cultural Heritage Masterplan envisions a city in which historic resources are not only recognized as symbols of the past, but as integral parts of everyday activity. Through revitalization and reuse, they will be alive with activity in the city's future: places to live, work, play, worship, and study.

In Los Angeles, "...the one constant in the city is change, just as it has been since its settlement in 1781," writes Sam Hall Kaplan (*LA Lost and Found, 1987*). "L.A. may have lost its youth in its growth from a cowtown to a boomtown; its exoticism as it swelled into a suburban sprawl; its innocence as it sprouted into a world city. Yet L.A. is unique, a marvelous mix of cultures and design, prideful and compelling, a fractured glimpse of the future." Each generation deserves recognition and a continued place in the story. The uniqueness of Los Angeles depends on its ability to celebrate every facet of culture and time. The interplay of cultures and classes, celebration and disappointments, successes and failures is what makes the city unique.

The challenge of the Masterplan is to define a way of preserving the past in the "City of Tomorrow." In order for historic buildings and structures to be recognized as central to the vitality of the city's many neighborhoods and communities, preservation must reflect the multicultural nature and profile of Los Angeles which has always been a part of this diverse city. The challenge will continue as various populations work to express their own identities and make their place in the history of the city. The Masterplan seeks to commemorate the contributions of people from all backgrounds who ventured to Los Angeles to improve their quality of life by recognizing and preserving their contributions to the built environment. In doing so, it will foster a greater appreciation for the city and for our shared and multidimensional heritage.

While there has been much progress made in recent years, the City of Los Angeles has not fully embraced the concepts of preservation. In 1990, the City's Cultural Masterplan, a guide for allocating the expenditure of Arts Endowment Funds and steering the City's cultural future, had a rather limited

view, stating, “The goal of preservation is to save for posterity the physical evidence of a society that has changed and no longer exists. This is commonly accomplished by the preserving, refurbishing, or restoring buildings or structures of architectural or societal significance, and by erecting some sort of physical marker of events of cultural significance.” This somewhat limited perspective does not reflect a proactive, integrated approach to preserving the City’s history; nor does it acknowledge the role of historic places in everyday life. A more comprehensive vision is needed.

Preservation is often seen as an obstacle and not as an opportunity. Preservationists have not been entirely effective in getting the wider public to acknowledge its benefits. The benefits of preservation have not been made relevant to lower income and minority groups, many of whom inhabit the historic neighborhoods and buildings. However, the City must follow the lead of cities such as Chicago, New York, Washington, D.C., Boston, Phoenix, Seattle, and many others that promote historic preservation as an economic development tool and as a tool to revitalize neighborhoods and downtown. In Chicago, historic preservation was the basis for revitalization of State Street, the major retail spine through “the Loop” that had been hurt by the flight of major department stores and competition with the more upscale North Michigan Avenue District. Spurred by the city’s nomination of State Street to the National Register of Historic Places, former office buildings are being converted to hotels and apartments, department stores are returning, and national retailers are thriving. New York used historic preservation to revitalize the Broadway Theatre District and Times Square. Over decades, a number of the theatres were allowed to deteriorate and it became an area that was unattractive to both visitors and residents. However, led by the city and local theatre operators, historic preservation was used as a tool to rehabilitate dark theatres and revitalize the area so that it is now a ‘must-see’ attraction for tourists to the city. In Boston, the city has used the Main Street model as a tool to revitalize neighborhood shopping districts. Neighborhoods with strong retail shopping districts have enhanced housing and neighborhood services. These cities know that benefits of historic preservation cross economic, ethnic, and geographic boundaries.

C. The Benefits of Historic Preservation

Why is it important for Los Angeles to preserve its heritage? Los Angeles cannot afford to lose its past, the mementos of its rich culture, memorialized in the consciousness of people all over the world by movies, publications, television, and tourism. More directly, Los Angeles cannot afford to ignore the benefits of preservation, which are substantial, compelling, and quantifiable. Some are economic, others aesthetic, and still others social. In the past two decades, historic preservation has been transformed from a novel activity whose goal was saving threatened buildings, to a broad-based, multifaceted set of ideologies and activities that uses conservation of built heritage as a means for downtown revitalization, neighborhood stabilization, tourism development, job creation, film industry production, affordable housing, luxury housing, education, transportation, and others. Some of the significant benefits of preservation, pertinent and important to Los Angeles in the future, are as follows:

Urban Revitalization

Urban revitalization and its association with historically or architecturally distinguished areas is not a coincidence. People are attracted to older buildings because of their distinctive architecture, solid construction, and other amenities. Even deteriorated or poorly remodeled, but potentially attractive, buildings can gain the attention of those able to look beyond a property's decay or defacement.

Urban revitalization of historic buildings makes economic sense. Building where infrastructure is already in place is less expensive than building on the urban fringe. Rehabilitation of an existing building not only adds to the tax base of a city but often costs less than new construction. Moreover, vacant and deteriorating buildings often reduce the property values of surrounding properties, as do vacant lots. Studies show, however, that rehabilitating historic buildings has a stabilizing effect on surrounding properties and often increase property values.

Most of the leading instances of large scale urban revival in the United States have involved places of historic and architectural interest. California examples include major portions of San Francisco, Pasadena, Alameda, Santa Barbara, San Diego, and Mendocino. A striking feature of most of these projects is that they involved minimal public funding.

Employment Opportunities

Rehabilitation, and particularly historic building restoration, is generally more labor intensive than new construction and creates more jobs for the same investment. This is especially significant since historic buildings needing rehabilitation are often concentrated in neighborhoods with high unemployment. New York, Chicago, Baltimore, and other cities have job training programs which specifically focus on building rehabilitation and emphasize skills which maintain historic fabric and reduce rehabilitation costs.

Dollar for dollar, historic preservation is one of the highest job generating economic development options available. Studies show that in Michigan, \$1,000,000 in building rehabilitation creates twelve more jobs than does manufacturing of cars for the same amount. In West Virginia, \$1,000,000 of rehabilitation creates twenty more jobs than mining. In California, it creates five more jobs than manufacturing electronic equipment.

Historic preservation is extremely labor intensive. In a typical historic preservation project, 60 to 70 percent of the total cost is allocated to labor as opposed to a 50/50 split for labor and materials for new construction. This increased percentage of labor, combined with the purchase of local construction materials, significantly increases the multiplier effect for the microeconomy. In California, money invested in rehabilitation increases local earnings in wholesaling by 10 percent and in retailing by 43 percent more than the same amount spent on new construction.

Cost-Effective Preservation of Affordable Housing

Much of the affordable housing stock in Los Angeles is located in older neighborhoods with

architecturally and historically significant buildings. Retaining these structures in their present use preserves both affordable housing and historical and architectural resources. While many of these structures are deteriorated, well-managed rehabilitation projects generally cost less than new construction. A study in Kentucky showed that an estimated thirty percent of all poverty-level families live in houses built before World War II. It would cost the taxpayers of that state more than \$4.5 billion to replace that housing.

Historic residential neighborhoods contain a wide variety of housing in terms of size, quality, and configuration. Generally, these neighborhoods are served by public transportation, have basic goods and services within walking distance and are in proximity to employment centers. Because of the housing mix, type, configuration, and proximity to transportation, goods, and services, historic residential neighborhoods are desirable for a wide range of income levels. In such districts, low-rent, market rate, and luxury housing is often located in close proximity, a condition that government officials, planning professionals, and housing experts across the country acknowledge as beneficial and desirable.

Economic Development Opportunities

Older buildings frequently provide retail and commercial space for small businesses which are vital to downtown and neighborhood economies. Investment in these buildings leads to an enhanced tax base, increased public revenues, and permanent job creation. The special character and atmosphere of well-managed and maintained older buildings help attract customers and act as a catalyst for investment in neighboring properties. This is especially true for downtown areas and for neighborhood business districts. With their relatively low rents, historic neighborhood centers provide informal incubator spaces for new business owners. When neighborhood businesses succeed and expand, wealth is created at the neighborhood level. A healthier economic environment allows business districts to be more viable and attract new business.

Enhanced Quality of Life

The quality and character of a city's built environment heavily influences a wide range of business and residential location decisions. Quality of life has become an increasingly important consideration for cities in their decision making processes for projects and policies. This is a shift from only a decade ago when an addition to the tax base was primary. Most often, businesses and manufacturers make locational decisions based on factors important to their employees--schools, housing, neighborhoods, shopping, transportation, and recreation. Multiple factors contribute to quality of life, and different people attach importance to different things. Regardless of where the emphasis is placed, preservation is important to quality of life for several reasons. More than any other man-made element, historic buildings differentiate one community from all others. Many quality-of-life activities (museums, symphonies, theatres, libraries, lodging in state parks) are located in historic buildings. The quality of historic buildings and the quality of their preservation says much about a community's self image. A community's commitment to itself is a prerequisite for nearly all quality of life elements.

Community Identity and Image

Preservation of historic buildings encourages knowledge of and respect for the community's character, history, and culture. The distinctive design of historic buildings makes them important symbols of the community, gives an area a unique identity, and avoids the anonymity and uniformity of typical new real estate development. Retention and maintenance of these symbolic buildings stimulates rehabilitation of surrounding structures and inspires improved and compatible design quality for new infill buildings

The mixture of housing in historic neighborhoods also provides for a healthy mix of residents, allowing low-income, moderate-income, and higher-income families to live in close proximity. Older neighborhoods usually have a social structure in place including churches, playgrounds, social agencies, and neighborhood groups. Generally located near downtown, these neighborhoods keep people in proximity to the things they need: a place to work, a place to shop, and a place to live. Members of these communities feel a strong sense of belonging, and of pride in their community. This sense is even stronger for homeowners, many whom are drawn to historic neighborhoods for the unique character of the homes and buildings, uncommon in housing developments today. The homeowners, with pride of ownership, leave their imprint on their homes and on the streetscape by preserving their homes, using landscaping consistent with the historic character, and through community action.

Education, Cultural, and Artistic Values

Historic preservation helps maintain a record of diverse building types, cultural traditions, and architectural styles, materials and crafts not generally found in new construction. It expresses the diversity, identity, individuality, and differentiation of individual communities. The ongoing exhibition of this record as part of the public streetscape provides an important education function, illustrating local historical development and past ways of life. Similarly, preserving buildings with high artistic and cultural value preserves and exhibits the most conspicuous part of a community's heritage. The buildings and the communities that they serve often provide community centers, gallery space, classrooms, and other avenues for teaching and arts. Studies in North Carolina have shown that historic buildings and downtowns are the most effective sites from which to sell crafts.

Tourism

Tourism is one of California's largest industries and historic properties are a major component of the tourism industry. Historic resources are among the strongest community assets for attracting visitors. Restored historic towns are among California's attractions. In 1992, for example, Old Sacramento had 798,000 visitors and Old Town San Diego had 4,105,000. A 1995 study conducted by the Preservation Alliance of Virginia, *The Impact of Preservation on Jobs, Business, and Community*, found that tourists to historic sites stay longer, visit twice as many places, and spend, on average, more than two and one-half times more money than do visitors to nonhistoric sites. In addition, state revenues generated by tourism are many and include: gasoline tax, sales tax, airport boarding fees, room tax, park admission fees, liquor and cigarette taxes, food and beverage taxes, and amusement taxes. It is likely that between 10 and 20 percent of every dollar spent by visitors goes into the coffers of state and local governments. Older parts of the city are generally more attractive to tourists in part because they contain building types and neighborhoods different from other cities and the suburban communities

Film-making

The film and television industries have a long and parallel history with the built environment of Los Angeles. Los Angeles is acknowledged as the film capital of the world, and the diversity of building types and styles and urban environments within the city provides many opportunities for location filming. Many productions use historical settings which are represented by buildings in the city. Film-makers often employ large crews and casts whose patronage benefits the community. However, competition for filming is increasing as film crews move to other locations in the United States and Canada. By emphasizing its historic resources, Los Angeles can retain many productions in the city which might otherwise go elsewhere in search of historical locations at a lower cost. The State of California has acknowledged the need to foster greater efficiency and ease for filming by establishing the Entertainment Industry Development Council (EIDC) to keep the film industry in California. When filming stays in California, and most particularly in Los Angeles, the industry supports the tax base and provides significant revenue streams for owners of those historic buildings used in filming. A study conducted in North Carolina recorded that state's efforts to increase filming; it now claims the third largest film industry in the country and has seen direct expenditures of \$4.6 billion since 1980. The study acknowledges that the building stock, with its variety of styles located in historic commercial areas and residential neighborhoods, is a significant draw for producers.

D. Current Preservation Challenges

Though there are ongoing preservation activities and efforts by government agencies, preservation groups, and individuals, there remains a continuing threat to the integrity of historic neighborhoods as many of Los Angeles' historic resources continue to deteriorate, experience adverse alterations, or are demolished. This has resulted in the loss of important historic resources, a reduction of affordable housing stock, loss of economic development opportunities, and damage to the social and urban fabric of communities throughout the city.

These losses have, on occasion, resulted from government actions including redevelopment projects, the inappropriate rehabilitation of buildings during seismic retrofit or following damage by earthquakes, and inconsistent enforcement of regulation to protect historic resources. Other losses have occurred from the lack of willingness to rehabilitate buildings or to sell them, instead letting them deteriorate, until they are demolished by neglect. Still other losses have occurred because owners or community members do not know the possibilities for preserving structures. They are often unaware of laws and regulations requiring proper maintenance, or lack knowledge of incentives and programs available to rehabilitate buildings. In order to maximize the benefits of historic preservation in the City, a number of challenges must be overcome. Among these challenges are the lack of effective preservation programming, the need for information, coherent and efficient regulation and process, lack of community awareness, and insufficient economic and technical resources.

Information

There is a great deal of information in the City about historic resources, yet it is not always accessible to those who need it. There are many repositories, yet no centralized, identifiable first step for the researcher. Information that is too difficult to attain is information overlooked.

The first type of information needed is data on the physical environment itself. While the city has been conducting historic resource surveys for twenty years, there is no comprehensive citywide database or inventory of historic properties. As a result, this information is often overlooked in the planning process. The data is held in a variety of departments and agencies housed in various locations throughout the city. The lack of a comprehensive inventory hampers consistent review and lengthens the development process.

Many potential historic resources in the city have not been identified. The California Environmental Quality Act requires that development projects include identification of resources and disclosure of the impacts on those resources. As the lead agency for CEQA, the City should have information on all sites subject to review. The data needs to be available and current, and include whether those sites are eligible or formally designated for listing in the National Register, California Register, or as local landmarks. Otherwise historic, cultural, architectural and archaeological sites are potentially at risk. There is no great degree of certainty in the development community that due diligence will achieve closure on this issue. As a result, development projects face late challenges and confrontations with community groups which might otherwise be avoided.

On the proactive front, a different kind of information gap exists. Often developers and homeowners are unaware of programs and incentives which could assist their projects. Owners of National Register eligible and listed properties may use Federal rehabilitation tax credits, yet lack of awareness about the program has resulted in its disuse. Other incentive programs are underpublicized as well. The availability of financial incentives and technical assistance is key to the establishment of a cohesive preservation program.

Regulation and Process

In any city the size of Los Angeles, there is bound to be time needed for various agencies to make decisions during the entitlement process. Coordination among agencies with overlapping jurisdiction can minimize time for review and approval. A clear process must be developed which results in coordinated decision making, minimizes delay, allows public participation, and provides consensus.

If there is no consistency to land use regulation and the regulations are applied in an arbitrary manner or not at all, interest groups do not feel they can rely on government to represent them. In the case of historic preservation, existing ordinances contain a number of inconsistencies that have resulted in a weak program. Procedures regarding rehabilitation and demolition in Historic Preservation Overlay Zones (HPOZs) require clarification; owners of Historic-Cultural Monuments face delays because there is no quantifiable test to determine the feasibility of saving a monument from demolition. On the other hand, inadequate protection for historic resources leads to neglect, abandonment and

deterioration of significant properties. Effective code enforcement and the ability to repair or require repairs remains critical. Conversely, uncoordinated regulation is not cost-effective for the city or the property owner. Delays and uncertainties in the permitting process do not encourage the rehabilitation of significant structures. The city and others should make every effort to ensure an efficient, logical, and rewarding approach to preservation projects.

Awareness

One way to enhance preservation in Los Angeles is to increase public awareness of our special resources and the incentives for reusing them. Education, both about the unique characteristics of individual buildings and programs to effectively repair and maintain them, is lacking. There are many ways to increase awareness: in the media, through technical assistance, and in the incorporation of preservation into public programs. In this era of information overload, presentation needs to be tailored to various audiences. Greater awareness of Los Angeles' history and its diverse cultures is critical to development of civic pride and identity.

Resources

With so many competing needs within the City and scarce monetary and human resources to devote to them, many do not consider preservation of the built environment a priority. The City needs to identify resources which can be directed to preservation and to programs which can serve a variety of goals. Currently, City-assisted projects and programs do not adequately take preservation into account. Valuable existing sites are often overlooked by companies searching for new facilities. There are inadequate economic incentives for property owners and a lack of trained personnel to provide technical assistance. Revision of procedures could result in a more effective allocation of human and economic resources to promote the preservation and reuse of older buildings.

Preservation is perceived as expensive and difficult. Other cities have proved the opposite using the same resources available to Los Angeles today. The process must start with the reallocation of existing resources; only then can we determine the extent to which additional resources are needed.

E. Making it Happen: From Vision to Comprehensive Policy, Defined Goals, and Objectives

The responsibility for a successful preservation program cannot rest with city government alone. The vision must be shared. Both the public and private sectors have important roles to play. Together they can create a cohesive preservation ethic which recognizes that preservation of historic resources is an opportunity and not an obstacle. Historic preservation activities will enhance the education of our children, instill a sense of pride in community, and allow tangible exploration of times and places different from the present. It will provide for the physical and economic revitalization of neighborhoods and commercial centers through job creation and tourism, and it will enhance the quality of life of its

residents. In essence, it can positively alter the face of each and every street, neighborhood, and community.

To that end, the City should adopt the following policy:

POLICY

The City of Los Angeles shall protect and utilize its cultural, architectural, and historic resources.

In order to protect these resources, the City shall develop comprehensive policies and a program of integrated inter-departmental decision making to ensure efficient and thorough allocation of monetary, human, and physical resources. This shall include a city-wide inventory of potential resources, incentive programs for owners of such resources, adequate legal protections, criteria for maintenance and rehabilitation, and educational programs and technical assistance.

The City shall promote public awareness of its historic and cultural resources to ensure that the culture and physical environment of all its citizens are celebrated, protected, and preserved.

The City shall look for opportunities to establish partnerships with Federal, State, and County governments, foundations, schools and universities, nonprofit institutions, and others to preserve and protect all resources, regardless of ownership, within its jurisdiction.

GOALS

The following goals, developed with the community during the Masterplan process, acknowledge the current environment for preservation in Los Angeles and address challenges to preservation. The goals strive to create opportunities by using a variety of preservation tools and incentives as Los Angeles

enters this new period in its history. These goals are timely and necessary, announcing to all that historic resources are important and useful symbols, meaningful in everyday life. Just as the natural resources of mountains, beaches, and trees serve as constant visual reminders that one is in Los Angeles, these familiar historic resources root citizens and visitors with a sense of place. These goals are the framework with which to develop recognition, protection, and continued use of the City's resources.

- GOAL 1** **Create a comprehensive and cohesive preservation program** for the City of Los Angeles.
- GOAL 2** **Integrate historic preservation into** city staff, departmental, and legislative **decision making processes.**
- GOAL 3** **Identify historic resources significant to the City** of Los Angeles, including buildings, structures, sites, districts, objects, and archaeological sites that reflect the City's cultural, social, economic, political, prehistoric and architectural history.
- GOAL 4** **Increase public awareness** of preservation by providing opportunities to learn about the benefits of preservation **through education and marketing.**
- GOAL 5** **Expand the base of information on the city's history** to promote knowledge and understanding of the built environment and its residents.
- GOAL 6** **Promote recognition and appreciation** for the many **cultural heritages** that have shaped and continue to shape the City of Los Angeles.
- GOAL 7** Identify, establish, and **support economic development efforts, cultural tourism, and neighborhood revitalization** and identify programs that protect cultural, historic, landscape, architectural, and archaeological resources of the City of Los Angeles.
- GOAL 8** **Promote the preservation, maintenance, and reuse** of historic, architectural, landscape, and cultural resources **through use of financial and technical assistance.**
- GOAL 9** **Protect historic resources through** the consistent use of **appropriate legislative and legal measures.**
- GOAL 10** **Maintain and strengthen preservation partnerships** with neighboring cities, county, state, and federal government agencies, and organizations.

The citizens of Los Angeles envision that the historic resources of Los Angeles will play a vital role in the continued development of the City. To bring that vision to reality, the City has initiated preparation of this Cultural Heritage Masterplan, a document which has identified a broad policy statement and goals to achieve that policy. The benefits are undeniable; the challenges clear. The City's past can and needs to be a part of the City's future.