

Chapter IV

GOALS AND OBJECTIVES

The City of Los Angeles has one of the oldest historic preservation programs in the nation. However, unlike New York, Boston, Chicago, Phoenix, among other major cities, the city has not made a strong commitment to historic preservation, created a comprehensive preservation program, or used historic preservation as a tool for economic development. Large numbers of Los Angeles' culturally, architecturally, and historically significant properties, reflective of the city's rich multicultural history, have been destroyed, continue to deteriorate or experience adverse change. This chapter of the Cultural Heritage Masterplan proposes a course of action designed to strengthen the City's preservation ethic and reflect a vision that the City's historic resources are more than monuments to the past; these resources are intricate elements of the economic future of the City in the next millennium. The historic resources of the City of Los Angeles are critical to economic development, housing policy, and tourism.

As stated in Chapter I, it is the policy of the City of Los Angeles to protect and reuse its cultural, architectural, and historic resources; to have comprehensive policies and integrated decision making to ensure efficient and thorough treatment of those resources; to promote public awareness; to ensure that diverse cultures and physical environments are celebrated, protected, and preserved; and to establish partnerships with other levels of government, foundations, schools and universities, and nonprofit institutions to preserve and protect all of the resources, regardless of ownership, within its jurisdiction.

The implementation of this policy is critical to the effective protection, preservation, and reuse of the city's historic resources. Goals and objectives have been developed to provide direction for the City's historic preservation program and begin to raise it to a level consistent with other major U.S. cities. The objectives are intended to guide decision making and work plans for all City personnel and the community. Selected specific implementation measures have been included under the appropriate goal.

GOAL 1 Create a comprehensive and cohesive preservation program
for the City of Los Angeles.

The City of Los Angeles has a wide array of historic and cultural resources reflecting the variety of cultures and ethnic groups that have passed through and settled in the City. The City lacks a structure to focus attention on these resources. While the City is not without tools promoting the preservation and reuse of its historic and cultural assets, it lacks a comprehensive preservation program to ensure their future as economic and cultural assets.

A comprehensive citywide historic preservation program will result in economic development, creation of housing, and tourism. It will provide property owners, developers, and other stakeholders with a framework for decision making. Duplication, confusion, and delay will be reduced. Close coordination will result in better, more financially successful preservation projects.

Los Angeles is now the only large city in California, and the only major city in the United States that lacks the regulatory tools and financial incentives to qualify for the Certified Local Government (CLG) program under the National Historic Preservation Act. California CLGs include such cities as San Francisco, San Diego, Oakland, San Jose, Sacramento, and Fresno. Locally Burbank, Glendale, Pasadena, Long Beach, Redondo Beach, Santa Monica, and West Hollywood are designated CLGs. Achieving CLG status will make Los Angeles eligible for federal grants and education programs administered by the State. The grants may be used for surveys of historic buildings, planning activities, design guidelines, heritage tourism initiatives, and education programs promoting the benefits of historic preservation.

Also, as a CLG, the City's Cultural Heritage Commission will have the authority to review all nominations to the National Register of Historic Places. Technical assistance and training for city staff and Commission members is available to CLGs from the State Office of Historic Preservation. CLGs also become part of a national technical assistance network, receiving valuable publications and training materials on historic preservation topics. Such training will help Los Angeles pursue its preservation goals to preserve and reuse its cultural and historic resources.

Goal 1 Objectives:

1. Establish an entity within City government with the primary responsibility for historic preservation implementation.
2. Obtain designation as a Certified Local Government (CLG).
3. Ensure that legislative initiatives encourage preservation.

4. Adopt measures to promote the preservation, protection, rehabilitation, and reuse of the City's historic and cultural resources comparable to other major cities across the country.
5. Develop preservation plans as a regular component of the workplans of all departments.
6. Promote a comprehensive survey of potential historic resources in the City. Promote strategic surveys as components of the comprehensive survey.
7. Provide an information management and access plan to gather and distribute data on, and related to, historic resources.
8. Promote the designation of individual landmarks and districts throughout the city.
9. Educate all citizens on the benefits of preserving the unique and diverse cultural heritage of the City of Los Angeles, and of the understanding of all peoples associated with that heritage.
10. Promote the economic and cultural benefits of supporting historic preservation.

Suggested Implementation:

- A. Create an appropriately staffed and funded City preservation unit under the jurisdiction of the Cultural Affairs Department. The unit would administer the city's cultural heritage program (nine to fourteen staff members), provide technical assistance, provide reuse estimates and alternatives, conduct heritage education, and review all private and government preservation-related activities.
- B. Provide comprehensive preservation training and education to Cultural Affairs Department/Division of Cultural Heritage staff including but not limited to: providing opportunities to attend CLG workshops and other professional conferences, acquisition of library materials on historic preservation, and continued education conducted in-house on a quarterly basis.
- C. Provide comprehensive preservation training and education to all City departments which affect historic resources, including Recreation and Parks Department, Community Development Department, Los Angeles Housing Department, Community Redevelopment Agency, the Planning Department, the Bureau of Engineering, the Public Works Department, the City Architect, the Department of Engineering, the Department of Neighborhood Empowerment, the Library Department, the Building and Safety Department, the Mayor's Business Team, and the City Attorney's Office.
- D. Provide comprehensive preservation training and education to the Mayor's Office and

City Council Offices. Education and training can include but not be limited to staff assistance, dissemination of written material, and testimony at public hearings. Members of the Cultural Heritage Commission and other Commissions with responsibility for historic buildings can and should receive training in technical issues, representation at historic events, tax credit activity, preservation law and policy, and the historic and architectural context of Los Angeles resources. Council staff and Commissions should include this training as a part of any work program developed.

- E.** The Division of Cultural Heritage will prepare an annual report on its accomplishments and activities for distribution to the City Council's Arts, Health, and Humanities Committee and the public.
- F.** The Division of Cultural Heritage will comprehensively review and evaluate the Cultural Heritage Masterplan goals and policies on a bi-annual basis to assess progress toward attaining the goals expressed in the Cultural Heritage Masterplan. The evaluation should specifically address the extent to which the City is meeting the objectives and policies identified in the plan. Timelines for completing specific tasks will be developed by March, 2000.
- G.** The Division of Cultural Heritage will provide a liaison to the Mayor's Business Team.
- H.** Apply for Certified Local Government status.
- I.** Maintain a preservation ordinance that complies with federal requirements, file the required annual report, participate in training workshops for CLG staff and historic preservation boards, apply for CLG grants to fund qualifying historic preservation projects, and support the statewide network of CLG communities.
- J.** Amend the City's Cultural Heritage Ordinance, adopted in 1962 and amended in 1985 (Sections 22.120 et. Seq. of the Administrative Code) (See Goal No. 9), to implement the objectives of this Masterplan.
- K.** The Cultural Heritage Commission and its staff will review ordinances and other public policy initiatives affecting historic and cultural resources and will prepare recommendations for amendments, changes, and new initiatives by June, 2001.
- L.** Drafts of ordinances and other City policy initiatives will be submitted to the Cultural Heritage Commission and its staff for review and comment.
- M.** Adopt the Cultural Heritage Masterplan.
- N.** Amend the City's Cultural and Historical Monuments Plan, an Element of the Master

Plan of the City of Los Angeles (1969), to reflect the goals and objectives of the Cultural Heritage Masterplan.

- O.** Develop contingency plans in case of natural disasters for inclusion in the preservation workplans for all departments including training of personnel concerning special characteristics of historic structures, and careful consideration of demolition permits. If time permits, include Cultural Affairs staff and/or Los Angeles Conservancy staff in demolition permit review.
- P.** Division of Cultural Heritage will publish and distribute yearly reports and regularly update the Historic-Cultural Monument booklet and other cultural heritage publications.
- Q.** The Los Angeles Conservancy and Division of Cultural Heritage will host forums on the use of historic preservation to provide housing, enhance tourism, and broaden economic development. Staff from City departments, decision makers, preservation professionals, affinity groups, and local educators will be targeted. Such forums will include information about financial incentives such as the Federal Rehabilitation Investment Tax Credit, the Mills Act, and such regulatory incentives as the City's Adaptive Reuse Ordinance and the California Historical Building Code.
- R.** The Los Angeles Conservancy will provide a monthly media kit on preservation activities to the Mayor's Office and to City Council.
- S.** Identify opportunities for new programming and intervention strategies for Cultural Affairs Department/Division of Cultural Heritage to elevate the status of cultural heritage in Los Angeles. Strategies and programming will include educational outreach to schools, other agencies, and the private sector; grant searches and applications; use of historic sites as venues; and forging partnerships with local, state and federal agencies, as well as with affinity groups and nonprofits.

GOAL 2 Integrate historic preservation into the city staff, departmental, and legislative decision making process.

Decisions affecting historic and cultural resources are made daily throughout City government. Agencies focusing on economic development (Community Development Department, Community Redevelopment Agency), building permits and compliance (Building and Safety Department), public works (Bureau of Engineering, Public Works Department, Recreation and Parks Department), planning and resources (Los Angeles Planning Department and Cultural Affairs Department), and housing (Los Angeles Housing Department), among others, make decisions, create policies and undertake work that impacts historic and cultural resources, often without coordination or interdepartmental communication. An effective historic preservation program must be coordinated among all City agencies. Each agency has a role to play in the protection of resources, and each agency can better utilize its resources in partnering with other City departments to enhance economic development, housing, and tourism opportunities.

Goal 2 Objectives:

1. Coordinate preservation-related activities in the City.
2. Improve communication between and among City commissions, agencies, and departments, possibly through the use of interagency agreements.
3. Retain an appropriate number of professionals with preservation expertise to adequately administer the preservation program in the City of Los Angeles including architects, architectural historians, archaeologists, engineers, landscape architects, planners, and lawyers (See Table 1 on the following page).
4. Devote appropriate levels of funding and staffing to properly maintain and care for city-owned and city-maintained Historic-Cultural Monuments.
5. For City-sponsored alteration or demolition of structures, integrate the evaluation of cultural, historic, natural and cultural landscape, architectural, and archaeological resources into the decision making process.
6. For City-owned property, objects, sites, and structures, integrate the evaluation of cultural, historic, natural and cultural landscape, architectural, and archaeological resources into the decision making process.
7. Improve the operations and effectiveness of the Cultural Heritage Commission.
8. Establish goals and objectives on an annual basis for the Cultural Heritage Commission

based on the Cultural Heritage Masterplan.

TABLE 1: City Preservation Department Comparisons

City	1996 Estimated Population	Individual Landmarks	Historic Districts	Approx. Tot. Bldgs. Subj. To Review	Size of Staff (FTE)	Approx. Total Budget
Atlanta	401,907	50	11 ¹	2,000	4	\$260,000
Chicago	2,721,542	146	31	8,000	10	\$1,800,000 ²
Dallas	1,053,292	50	17	750- 1,000	2.5	\$140,000
Los Angeles	3,553,638	673	9	4,800- 5,000	2.5	\$142,000
New York	7,380,906	1,006 ³	74	21,230	45	\$3,000,000
Phoenix	1,159,014	99	34 ⁴	6,000- 7,000	4	\$2,500,000 ⁵
Seattle	524,704	215	7	1,000-1,200	6.15	\$460,000
Washington, DC	543,213	650 ⁶	26	22,000	9	\$600,000

¹Does not include proposed 2,000 building district (Grant Park).

²Includes facade rebate loans of \$1,000,000

³Includes six bridges.

⁴Includes 24 residential districts and 10 archaeological parks or commercial districts; 2 residential district nominations are currently under review.

⁵Includes approximately \$2,000,000 remaining from bond issue for grants; a new bond issue is being proposed for consideration.

⁶Includes 100 "other" structures, such as bridges, and 100 parks and places (e.g. parks, cemeteries, etc.).

Suggested Implementation:

- A.** Host quarterly joint commission meetings with the Cultural Affairs Department, Planning Department, and the Building and Safety Department to develop cooperative approaches to historic resources.
- B.** Educate staff, Cultural Heritage Commission members, and HPOZ Board members in use of the Secretary of the Interior's Standards on an annual basis.
- C.** Establish consistent and effective communication between the Department of Cultural Affairs, Planning, Building and Safety, and other City agencies on historic preservation issues.
- D.** The City shall establish a new division within the Cultural Affairs Department, known as the Division of Cultural Heritage, responsible for implementing the City's historic preservation program and centralizing decision making related to historic and cultural resources. The new Division will bring together staff from City departments which interface with preservation including the following: Cultural Affairs Department, Planning Department, Community Redevelopment Agency, Community Development Department, Los Angeles Housing Department, Library Department, Bureau of Engineering, Public Works Department, Recreation and Parks Department, and Building and Safety Department.
- E.** Provide training and additional support staff for the Division of Cultural Heritage.
- F.** Increase the staff of the Division of Cultural Heritage to a level consistent with that of other major cities (nine to fourteen staff members) for the purposes of administration of the Mills Act program, review of building permits, designation of monuments, administration of HPOZ oversight, and technical assistance to property owners.
- G.** Provide Division of Cultural Heritage staff for each HPOZ to ensure that preservation plans are written, design guidelines are developed, board members receive training and education, and design review methods are consistent with design guidelines and the Secretary of the Interior's Standards for Rehabilitation.
- H.** Provide and require comprehensive training and education to HPOZ Board members.
- I.** On an annual basis, secure appropriate levels of funding for historic preservation projects and programs through effective presentation to the City Council and through acquisition of grants for staffing, rehabilitations, maintenance of buildings, and programming.
- J.** Division of Cultural Heritage shall review all projects and work related to historic resources

under the jurisdiction of the City.

- K.** Extend the Section 106 Programmatic Agreement to cover additional Federal programs.
- L.** Clarify criteria and procedures for review of all alterations or new construction affecting City-owned Monuments by the Cultural Heritage Commission.
- M.** Establish, by ordinance, term limits and qualifications for Cultural Heritage Commission members to meet criteria for CLG status.
- N.** Provide thorough orientation for new Cultural Heritage Commission members and ongoing training for current Commission members about the purpose, powers, operations and history of the Commission, and the Cultural Heritage Commission Ordinance.
- O.** Require Commission members to attend at least one CLG workshop annually.
- P.** Establish appropriate interagency procedures for timely discussion of issues threatening cultural, historic, natural and cultural landscapes, architectural, and archaeological resources in order to improve the ability of the Commission to advocate constructive solutions. Agencies should focus on the notification of other agencies when funding decisions or environmental review is at initial stages.

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.

The most important reasons for identifying historic and cultural resources is the growing recognition, by citizens and governments at all levels, that such resources have value and should be retained as functional parts of the community experience. The historic resources of a city give it special character and contain information about a community's past. Each historic building and structure represents an investment that should not be discarded lightly: maintaining and rehabilitating older buildings and neighborhoods can mean savings in energy, time, money, and raw materials; it can also mean enhancing economic development, housing, and tourism opportunities.

To make effective use of historic resources, to respect their value and extend their usefulness, it is necessary to integrate historic preservation into community planning. A local historic resources survey provides the information needed to plan for the wise use of the community's resources. A historic resources survey helps the City and its residents understand the historic character of a community or a particular area of the city. Survey data is to be used to construct a preservation plan which identifies the historic, cultural, aesthetic, and visual relationships that unify and define areas. Broad distribution of survey results will lead to an increased understanding and awareness of historic and cultural resources within the community and to an increased commitment by city officials, stakeholders, property owners, and residents to preserving them.

The City of Los Angeles has a wide variety of identified cultural resources --- the San Fernando Mission and the Andres Pico Adobe; the theatres along Broadway in downtown and Hollywood Boulevard; the neighborhood landmarks in Highland Park, South Central, Watts, and San Pedro; landmarks of the "recent past" in the Hollywood Hills and resources developed because of reliance on the car, ultimately sprawling where land was abundant. In addition, archaeological resources are found throughout the City.

The wide variety of historical and cultural resources and the large and sprawling land area known as Los Angeles has made it difficult to grasp and understand the full depth and breadth of resources in the City. Without a comprehensive survey of cultural resources, the City is missing opportunities to promote a successful spectrum of economic development based on these resources, including heritage tourism, neighborhood revitalization, and reuse of neighborhood commercial and residential districts. In addition to architectural and historic significance, many of the City's neighborhoods have a rich ethnic heritage, one of the primary characteristics of Los Angeles. These neighborhood resources must be promoted as sources of neighborhood pride, destinations for residents and visitors to the City, and for other economic generating activities through rehabilitation, revitalization, and reuse.

A comprehensive survey of historic and cultural resources will provide City officials, residents, and other stakeholders with a framework for future Monument and HPOZ designations that encompass the full spectrum of resources from throughout the City and its neighborhoods. The survey provides the Cultural Heritage Commission the opportunity to make decisions with the knowledge of how particular resources fit into the fabric of the City and how these resources are significant to the City's history. With the data provided by the survey as a base of information, property owners and developers will be able to rehabilitate identified resources using available local, state, and federal incentives. A survey provides property owners, developers, and the community with a good sense of what historic cultural resources the City considers important, thereby providing predictability to the development process. Because of the size of the undertaking, the survey would have to be divided into sections and by phases. A program would need to be created to update surveys, to report them to the SOHP, to chart progress, and to determine priority areas.

Goal 3 Objectives:

1. Create guidelines and criteria for evaluating the significance of properties in Los Angeles.
2. Conduct a comprehensive historic and cultural resources survey within the city and make all findings readily available to all City departments and the public.
3. Undertake a comprehensive process to identify and designate, as appropriate, individual resources as Monuments and areas with multiple related resources as Historic Preservation Overlay Zones.
4. Establish and maintain a historic resources inventory that covers all of the City of Los Angeles.
5. Encourage the revitalization of neighborhoods through the creation of HPOZs.

Suggested Implementation:

- A. Identify relevant contexts in the development of the city and property types associated with these contexts.
- B. Use Regional Arts and Preservation Councils as participants in the comprehensive cultural resources survey. The comprehensive survey can thus become an educational tool for each of the City's neighborhoods. In particular, Councils could participate in photography, assembling neighborhood histories, and data collection.
- C. Within three years, survey all properties owned by the City of Los Angeles, including municipal buildings, parks and park structures, and other city-owned objects, to determine which are eligible for designation as Monuments.

- D.** Conduct a survey focusing on post-war development in Los Angeles identifying trends and potential districts by June, 2001. Focus on developing historical contexts for these kinds and types of areas and resources surveyed.
- E.** Undertake a comprehensive survey to identify cultural, historic, natural and cultural landscape, architectural, and archaeological resources in the City of Los Angeles, to identify properties eligible for listing in the National Register, California Register, Historic-Cultural Monuments, and Historic Preservation Overlay Zones. Promote the preservation, rehabilitation, and reuse of the identified properties. The comprehensive survey should be completed within ten years; those areas which are threatened or are experiencing development pressures should be prioritized.
- F.** Support studies, including use of oral histories, to discover unrecorded historic resources.
- G.** Incorporate the findings of the historic resource surveys in the Community Planning Process.
- H.** Review and analyze all available surveys of the neighborhoods, redevelopment areas, and other previously identified historic areas in the City, including buildings, structures, and sites listed in the National Register, the California Register, as Historic-Cultural Monuments, and of properties within existing Historic Preservation Overlay Zones. Compile results in one repository. Map data. Complete by June, 2002.
- I.** Prepare Preservation Plans for each of the existing Historic Preservation Overlay Zones to clarify and elaborate the HPOZ requirements and to develop specific design guidelines based on the Secretary of the Interior's Standards.
- J.** Conduct a survey focusing on Modern architecture in Los Angeles. Take steps to designate identified modern resources.

GOAL 4 **Increase public awareness** of preservation by providing opportunities to learn about the benefits of preservation **through education and marketing.**

In order for a preservation program to be successful, it must have a constituency of advocates representative of the diverse population and interest groups which work and live in the city. The benefits of preserving historic resources must be presented as relevant to all social and ethnic groups in order to broaden the city's preservation ethic. This can only be accomplished through an ongoing outreach program that demonstrates why preservation is important for cultural, historical, social, aesthetic, political and economic reasons.

Goal 4 Objectives:

1. Promote Cultural Affairs Department/Division of Cultural Heritage and other local, state, and federal historic preservation programs.
2. Identify opportunities for new programming and intervention strategies for Cultural Affairs Department/Division of Cultural Heritage to elevate the status of cultural heritage in Los Angeles. Strategies and programming will include educational outreach to schools, other agencies, and the private sector; grant searches and applications; use of historic sites as venues; and forging partnerships with local, state and federal agencies, as well as with affinity groups and nonprofits.
3. Develop a coordinated public outreach program for preservation.
4. Educate members of the private and public sector on the cultural and economic benefits of historic preservation.
5. Promote the cultural and economic benefits of cultural tourism to the Los Angeles Visitors and Convention Bureau, Chambers of Commerce, neighborhood groups, and nonprofit organizations.
6. Integrate Cultural Affairs Department, Los Angeles Conservancy, and neighborhood and local nonprofit activities into an online calendar.
7. Promote preservation as a part of recycling, conservation, and environmental remediation.

Suggested Implementation:

- A. Undertake Preservation Week activities during May of each year that include identification of significant rehabilitations in the city, recognition of individuals responsible for furtherance of identified preservation goals, and the education of residents about the benefits of the

preservation of cultural, historic, natural and cultural landscape, architectural, and archaeological resources. Coordinate with the Los Angeles Conservancy and others.

- B.** Prepare and distribute maps, brochures, and self-guided tours that identify the City's cultural, historic, natural and cultural landscape, architectural, and archaeological resources.
- C.** Develop materials on the significance and location of HPOZs in Los Angeles. Make the information available on the Internet and in print.
- D.** Prepare a publication of the results of the comprehensive survey of historic and cultural resources for public distribution. Publish results of the survey by neighborhood, region, or Regional Arts and Preservation Council boundary.
- E.** Memorialize people, places, and events through an historic plaque program. Recognize individuals, as well as structures and buildings, for their cultural significance. Present plaques to owners of the City's cultural, historic, natural and cultural landscape, architectural, and archaeological resources, for public display, that provide an explanation of the significance of the resource(s).
- F.** Expand the Regional Arts Councils to include representation from local preservation organizations and residents interested and involved in historic preservation. Change the name of the Regional Arts Councils to Regional Arts and Preservation Councils.
- G.** Work through the Regional Arts and Preservation Councils to identify local groups throughout the City for joint programming and project opportunities.
- H.** Develop tools for public outreach such as videotapes, signage programs, individual landmark plaques, children's activity books, tours, and workshops.
- I.** Conduct public information sessions to inform the public about the availability of incentives for designated historic resources.
- J.** Create publications that promote the benefits of preservation to property owners.
- K.** Publicize use of the California Historical Building Code.
- L.** Publicize guidelines for use of the Adaptive Reuse and other preservation-related ordinances.
- M.** Work with the Los Angeles Conservancy and other neighborhood groups, supported and promoted by the City, to conduct tours of the community, workshops, and other programs that identify and interpret the City's cultural, historic, natural and cultural landscape,

architectural, and archaeological resources for residents and visitors. Underemphasized and unrecognized/underrecognized resources, such as multicultural resources and Modern resources, should be a focus of these efforts.

- N. Cosponsor and coordinate workshops periodically with federal, state, and local historic preservation groups and historical societies to educate participants about appropriate preservation technology and techniques.

GOAL 5 Expand the base of information on the city’s history to promote knowledge and understanding of the built environment and its residents.

Compilation of the City’s rich history and the artifacts which tell its story has long been a part of life in Los Angeles. From private, focused collections to public museums, exhibits, historic sites, and libraries, the efforts of many have ensured that the past is not forgotten. The holdings of the Los Angeles Public Library are an unparalleled repository of local history. Institutions such as the Automobile Club, the Japanese American National Museum, the Southwest Museum, and others have interpreted various aspects of the city’s history in their collections.

These repositories reflect the diversity of the city and the depth of its resources. Some are the efforts of individuals: curators, neighborhood, and family historians, collectors of subdivision maps and other ephemera. Others have institutional resources: The Shades of LA photograph project, the archives of El Pueblo de Los Angeles, the Geography Map Library at Cal State University at Northridge.

In 1999, the Getty Research Institute for the History of Art and the Humanities completed a three year study entitled “LA as Subject: the Transformative Culture of Los Angeles Communities.” As part of this effort, “Cultural Inheritance LA,” a directory of archives and collections in the region, was produced. The Getty’s effort has greatly expanded the resources for study of Los Angeles and has made the resources widely accessible. The Getty’s intent is to develop resources that will identify existing repositories of all types, encourage new research and public programming, and stimulate public discussion of the history and culture of Los Angeles. This project is the beginning of a collaborative discussion in which the City and its citizens can play a major role.

Goal 5 Objectives:

1. Secure resources (staffing, etc.) for archiving, storage, and use by the public.
2. Assemble complete information on the City’s history.
3. Make information about the City’s history available to visitors and the entire population.

Suggested Implementation:

- A. Develop a central archive for historically important documents and artifacts.
- B. Designate the city’s Central Library as the repository for all HABS/HAER documentation.
- C. Collect information in archival research, oral history interviews, and photographic documentation that relates to the City’s history.

- D.** Engage in a program to record and archive oral histories of individuals significant to Los Angeles as a whole and to individual communities.
- E.** Secure donations of historic materials to appropriate repositories for use by its citizens. The Cultural Affairs Department/Division of Cultural Heritage and City Library shall develop a focused acquisition strategy.
- F.** Expand neighborhood context statements developed as part of the 1990 Community Plan Revision Historic Context Project.
- G.** Utilize the Getty Advisory Forum and its individual members to develop programs identified by *LA as Subject*.
- H.** Provide information on important historic resources in Los Angeles which are no longer extant. Place the information on the Division of Cultural Heritage web page, the Los Angeles Conservancy web page, and make the information available in print.
- I.** Require all departments and agencies to identify historic materials in their possession. Designate a contact person in each department responsible for department resources. Archive the material.
- J.** Publish a directory of all repositories which contains a list of holdings, including museums, libraries, university research collections, photographic archives, private collections, historic sites, historical societies, social and fraternal organizations, and affinity groups. The directory will be available on the internet and in print.
- K.** Prepare and distribute an annual report of the Cultural Heritage Commission describing the activities of the Commission.
- L.** Develop an on line public database of archived documents.

GOAL 6 Promote recognition and appreciation for the multicultural heritage that has shaped and continues to shape the City of Los Angeles.

From its earliest days, Los Angeles has been a city of diversity. The forty-four pioneer pobladores sent by the Spanish Crown were Mexican Colonials who reflected the diversity of their homeland. Of the twenty-three adults, eight were Indians and ten were of African ancestry. That diversity is even greater in the city today. Los Angeles has always been a land of immigrants. Starting with the Spanish explorers and pueblo settlers who braved hardship to establish their culture and religion in what was then a remote outpost, each successive wave of settlers has added their own imprint on the land through their culture, institutions, and buildings.

Today, Los Angeles is one of the most ethnically diverse metropolitan areas in the world. In 1991, the city's population was 40 percent Latino, 37 percent White, 13 percent African-American, and 10 percent Asian. Data published by the U.S. Census and Los Angeles Unified School District revealed that, in 1993, people from over 140 countries lived in Los Angeles County. The largest communities of Mexicans, Armenians, Koreans, Filipinos, Salvadorans, and Guatemalans outside their homelands are found in Los Angeles County, as well as the largest concentration in the United States of Japanese, Iranians, and Cambodians. Some 1.1 million adults and children living in Los Angeles do not speak English at home, and of the approximate 649,000 students in the schools in 1995, 44 percent had limited proficiency in English. Of the 80 or so languages other than English, the most prevalent are Spanish, Vietnamese, Hmong, Cantonese, Tagalog, Korean, Armenian, Russian, Farsi, Cambodian, and Hebrew. Seventeen foreign languages can be heard on Los Angeles radio, and more than 50 foreign-language newspapers are published in the county.

In order for preservation programs to reach the people of Los Angeles, they must be relevant to different backgrounds, different circumstances, and different experiences. As a first generation Russian immigrant Jew, it might be difficult to comprehend the cultural value of the simple bungalow that is the Ralph Bunche home. A recent El Salvadoran emigre may need to be acquainted with Jewish tradition to understand the importance of Breed Street Shul as a Jewish institution. Yet this kind of cross-cultural experience is available in Los Angeles hundreds of times everyday, allowing its citizens to learn about cultures different from their own.

In 1990, the vast majority of City Historic-Cultural Monuments were associated with Anglo-American history. Very few were related to women's history or diverse ethnic groups. While this may be an accurate representation of many elements of Los Angeles historic past, it is not a representative of its more recent history or its future. Also, based on ethnicity and race, it does not represent the contributions of more than 60% of the population. This should in no way diminish the importance of any individual Historic-Cultural Monument, or of the program itself. However, it highlights the reality that a significant portion of the city's residents do not have their stories reflected in the City-designated

Monuments and HPOZs.

In recent years, the contributions of a wider spectrum of Los Angeles have been acknowledged through designation of landmarks and districts associated with ethnic groups and women. Little Tokyo has been designated a National Historic Landmark district; the contributions of African-Americans on Central Avenue are evident in the Dunbar Hotel, Golden State Mutual Life Insurance Building (Central Avenue), the Ralph Bunche House, and Fire Station No. 30. However, little has been done at the local level to recognize these and many other cultures. Much work remains in identification of resources in these communities and with their associated contexts.

Demographic shifts in the city continue to create major challenges in preservation, particularly in deriving and understanding proper contexts, and for preserving the built environment from inappropriate alteration and demolition. Communities in Los Angeles are not static. Unlike many towns and cities throughout the country which have groups of families which stay for generations, the face of Los Angeles communities changes. South Central Los Angeles was once the lifeblood of the African-American community from the late 1800s through the 1950's. During the 1960s and 1970s, the demographics of the community shifted. African-Americans became more mobile, following the patterns of greater civic and career opportunity, methods of transportation, and amenities offered in other communities. In their place came Latino families in search of low-cost housing. Today, the area is dominated by immigrant Latino families, many of whom are recent arrivals. South Central is illustrative of communities throughout Los Angeles. It was established, built, and reflective of the culture of African-Americans for almost 70 years. Then, over the course of two decades, the population began to shift. Like many neighborhoods of the City, South Central is home to a variety of ethnic groups, though the majority of the population has shifted from African American to Latino. The built environment important to African-Americans in Los Angeles needs to be interpreted for its new residents as well as to the City at large.

Establishing context and recognizing the contributions of many groups is difficult. Over time, many cultural institutions move, buildings are demolished, replaced, or altered, and many of the people who knew the stories of the neighborhood and the importance of its structures are no longer in the neighborhood. Much of the physical evidence of the culture has been lost. However, the memories and cultural contributions are present in the minds of current and former residents. How do we recognize this culture and the contributions of this group in the community when many of the important buildings are gone? How do we preserve the memories? How do we catalog the histories for future generations? How do we recognize and preserve each culture, and how it interrelates with its predecessors? These questions can be asked in many of Los Angeles' communities: Boyle Heights, West Adams, Watts, and Highland Park, to name a few.

Establishing the architectural and cultural context is a part of the story; the other part is the physical remnants which document the development of the area: the homes, businesses, apartments, parks,

streets, and institutions. While context is important, the presence of the physical representations cannot be underestimated. Like the cliché of a picture being worth a thousand words, so too is a landmark and its setting for interpretation. With demographic change, many of our historic resources are being lost to demolition, to redevelopment, and to alteration. The cultural and architectural experience of new residents may not include the Anglo style or type of construction. Providing information on proper maintenance and repair may save the character of some structures. While stucco over wood siding and replacement of double-hung windows may seem cost effective, the value of the home may decline if such alterations are made. While it is a challenge to devise new communication lines, there is great opportunity for action, for utilization of new methods of information dissemination, for honoring all cultures, and for providing more economic benefit.

Goal 6 Objectives:

1. Promote understanding of the importance and benefits of cultural and historic resources to all ethnic and cultural groups.
2. Identify cultural and language barriers to preservation and strive to find common ground for the preservation of resources from all cultures.
3. Support designation of landmarks and districts associated with ethnic and cultural groups and gender.
4. Recognize individuals, as well as structures and buildings, for their cultural significance.
5. Encourage Regional Arts and Preservation Councils to hold exhibits, lectures, and street fairs in local communities which provide information about both past and present resident groups.

Suggested Implementation:

- A. Hold community forums to determine places and sites important to community history.
- B. Hold community forums to discuss what preservation means and how it can work in neighborhoods.
- C. Designate Monuments that reflect the wide spectrum of cultures and ethnic groups in 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.

The preservation of historic environments as a catalyst for and a major component of economic development has been recognized for decades. From cultural tourism to real estate, unique historic structures are signatures of any community. Maintaining and effectively reusing the best of the character-defining buildings in a city gives the area a sense of place. Those places where preservation awareness is the strongest are also the places attracting construction of the best-designed, highest quality new buildings. In addition, the reuse of historic and architecturally significant buildings in downtown and neighborhoods ensures that taxpayer-funded infrastructure is reused.

Tourists are drawn to historic and architecturally significant sites and areas, and heritage and culture-based tourism are among the fastest growing segments of the hospitality industry. Visitors to heritage tourism sites stay longer, visit more places, and spend up to two and one-half times more per trip than do other visitors. Historic buildings provide significant opportunities for creating housing units. Frequently, old warehouse buildings and other buildings that have outlived their original use are readily adaptable to reuse for housing.

Redeveloping historic properties entails challenges not present in greenfield development. However, the public benefits are significant and include the reuse of existing infrastructure, the proximity to services, and the preservation of history and culture. Many states and municipalities therefore offer additional incentives, rehabilitation tax credits, tax freezes, assessment freezes, low-interest loans, design assistance, special taxing districts, tax increment financing funds, and property writedowns to offset higher predevelopment costs. These kinds of incentives have aided preservation projects in two ways. First, the incentives themselves add to the net return from the property after completion. Second, the existence of the incentives and their promotion by preservation advocates have attracted the attention of developers who in the past would not have considered anything but new construction projects.

A rehabilitation project can have a substantially larger local economic impact than a new construction project. Because wages largely are spent locally, the impact on the local economy is significantly greater. \$1 million in building rehabilitation typically will create four to eight more jobs and add in excess of \$100,000 more to local household incomes than will the same amount in new construction. Rehabilitation is a significant economic development activity.

Goal 7 Objectives:

1. Establish and support heritage tourism efforts appropriate to cultural, historic, natural and cultural landscape, architectural, and archaeological resources in the City of Los Angeles

by convening representatives of local and state tourism groups and agencies to discuss heritage tourism initiatives and ways to cooperate.

2. Encourage and support private efforts to rehabilitate income-producing cultural and historic resources in neighborhoods using the Federal Rehabilitation Tax Credit.
3. Provide incentives and technical assistance to encourage rehabilitation of locally designated historic and cultural monuments and buildings, structures, and sites in Historic Preservation Overlay Zones.
4. Give priority to those programs which emphasize preservation of neighborhood resources, neighborhood identity, and civic pride.
5. Market and promote inner city and infill areas as opportunities for reuse.
6. Rehabilitate and reuse historic structures for affordable housing.
7. Utilize historic buildings and structures as catalyst projects for economic revitalization (For example, the Broadway Initiative is capitalizing on the historic theatres located on Broadway Avenue and using preservation as a tool for revitalization of the street).
8. Utilize historic buildings and structures for community amenities (day care, senior centers, libraries, district offices, nonprofit institutions).
9. Encourage the revitalization of historic neighborhoods through the creation of Historic Preservation Overlay Zones.
10. Establish and/or promote economic incentives for the preservation of designated Monuments and contributing resources located in Historic Preservation Overlay Zones.

Suggested Implementation:

- A. Promote the establishment of special events and festivals associated with the City's heritage for the interest of local residents and visitors. Integrate cultural heritage into existing special events and festivals.
- B. Promote cultural tourism, and its benefits, to the Los Angeles Visitors and Convention Bureau, Chambers of Commerce, neighborhood groups, and nonprofits.
- C. Draft and submit grant proposals for cultural and historic programming and for the preservation of buildings and structures.

- D.** Utilize existing funding sources including the Community Redevelopment Agency, Community Development Block Grant, Housing and Urban Development, among others, for neighborhood revitalization and economic development related to historic preservation.
- E.** Provide incentives, such as grants, loans, and technical assistance, to developers seeking to incorporate historic resources into neighborhood development projects. Give priority both in funding and technical assistance to those projects which reuse historic resources.
- F.** Develop additional tax-increment financing districts for historic and cultural revitalization.
- G.** Establish a city-sponsored neighborhood volunteer program. Explore using LA Works, the Los Angeles Conservancy's "Preservation Works," and Anaheim's "Paint Your Heart Out" as models to promote maintenance and rehabilitation for low-income neighborhoods.
- H.** Develop components of existing job training programs to provide craftspersons trained in rehabilitation consistent with the Secretary of the Interior's Standards.
- I.** Identify suitable rehabilitation and infill sites within each Council district.
- J.** Integrate public infrastructure activities (improvements, lighting, landscaping) in historic areas into preservation plans, specific plans, and general plans. Support the preservation and maintenance of public infrastructure.
- K.** Develop design guidelines for compatible infill programs in historic districts.
- L.** Develop guidelines to redirect funds and to promote rehabilitation of buildings for affordable housing. Coordinate these funds for affordable housing projects.
- M.** Develop plans for economic revitalization of historic commercial areas consistent with the Hollywood Redevelopment Plan, the Los Angeles Conservancy Broadway Initiative Action Plan, and the National Main Street Program.
- N.** Create and promote the use of a property tax freeze or abatement program; a waiver or deferment of city permit fees for projects involving cultural, historic, natural and cultural landscape, architectural, and archaeological resources; the establishment of a facade rebate grant or revolving loan program; and other incentives in HPOZs.

GOAL 8 Promote the preservation, maintenance, and reuse of historic, architectural, landscape, and cultural resources through use of financial and technical assistance.

Financial and regulatory incentives have been found to be an important element of any preservation program. Development and implementation of new incentives is essential to the ongoing success of the cultural heritage program in the City of Los Angeles. Educating City staff, elected officials, neighborhood organizations, residents, and investors in the City about the availability of incentives will encourage the preservation and protection of the City's cultural resources.

Sometimes efforts to preserve and revitalize historic buildings run up against financial obstacles. There are several existing tax benefits and incentives available which improve the feasibility of preservation projects: Federal Rehabilitation Tax Credits, conservation easements, Marks Bond, Mills Act, Transfer of Floor Area Ratio Ordinance (TFAR), and others.

The City of Los Angeles has many income producing buildings that qualify for the federal tax incentive; yet, the Rehabilitation Investment Tax Credit has been underutilized in the City, especially when compared to other cities such as Chicago, Boston, New York, and Washington, D.C. Eligible property owners must be made aware of the availability of the tax credit. The City should promote the use of the tax credit and offer technical assistance to help property owners understand the certification process.

The City is one of the communities in California offering the Mills Act property tax incentive, which provides that owners of historic buildings may voluntarily enter into historic property contracts with a local government agency, city or county. These properties qualify for a property tax reduction of assessed value that results in a property tax reduction. Both commercial and residential historic buildings may use this program. A property may qualify as an historical property if it is privately owned, not exempt from property taxation, and is: a) listed in the National Register of Historic Places; b) located in a National Register historic district; or c) listed in any state, city, or county official register of historical or architecturally significant sites, places, or landmarks. Identifying more owners of cultural resources that could enter into a Mills Act agreement, educating them on the benefits, and assisting these property owners in the execution of the agreements will help maintain cultural resources.

Other construction-based, or indirect, incentives offer additional flexibility in meeting building code requirements which can make projects significantly more affordable: the 1998 California Historical Building Code (CHBC), Uniform Code for Building Conservation (UCBC), parking exceptions for historic resources, and the Adaptive Reuse Ordinance.

Goal 8 Objectives:

1. Provide additional incentives and/or combine existing incentive programs for preservation of historic resources.
2. Amend zoning regulations to provide incentives for historic preservation.
3. Encourage the creation of a community-based endowment fund to benefit historic preservation.
4. Promote use of the California Historical Building Code.
5. Provide technical assistance for historic preservation projects.
6. Provide an accelerated approval process for historic structures which use the Secretary of the Interior's Standards for Rehabilitation.
7. Streamline preservation project entitlement procedures.
8. Encourage infill development and industrial site reuse through preservation.

Suggested Implementation:

- A. Combine existing housing programs to encourage facade improvements and code upgrades consistent with the Secretary of the Interior's Standards.
- B. Leverage CDBG and other funds to undertake projects that promote preservation.
- C. Develop and distribute educational and promotional materials that describe the benefits of the Rehabilitation Investment Tax Credit, the Mills Act, and other local, state, and national incentives including the Low Income Housing Tax Credit and charitable gift donations of preservation and conservation easements.
- D. Expand the facade rebate program, including grants and/or revolving loan funds, to promote the preservation and rehabilitation of cultural, historic, natural and cultural landscape, and architectural resources using funds available to Certified Local Governments or other historic preservation grants administered by the State of California.
- E. Investigate additional financial incentives and technical incentives, such as: revolving funds, density bonuses, changes in use, and waiving of zoning regulations to promote the preservation of historic resources.

- F.** Develop programs for utilizing preservation and conservation easements as a development tool for revitalization of commercial and residential structures.
- G.** Create a business tax license fee rebate program for businesses which relocate in historic buildings.
- H.** Waive or significantly reduce building permit fees for the rehabilitation of cultural, historic, and architectural resources consistent with the Secretary of the Interior's Standards.
- I.** Waive or significantly reduce building permit fees when the applicant has mitigated adverse effects of a construction project on an archaeological resource.
- J.** Create comprehensive parking management plans for historic areas.
- K.** Provide a process to allow for commercial uses and reduced parking requirements within Historic Preservation Overlay Zones.
- L.** Review zoning regulations that provide for the transfer of unused density from a designated landmark, archaeological site, historic district, or conservation district to other sites.
- M.** Implement recommendations of the Adaptive Reuse Live/Work Task Force.
- N.** Provide, where appropriate, relief from applicable zoning ordinances to promote the preservation and protection of cultural, historic, natural and cultural landscape, architectural, and archaeological resources.
- O.** Convene a group of financial institutions to discuss the use of the Community Reinvestment Act in preservation initiatives.
- P.** Establish a grant or revolving loan program to promote the preservation of, and mitigation of, adverse impacts on archaeological resources which also considers the cost of available technology.
- Q.** Work with private lenders to establish a loan pool for reduced interest rate rehabilitation loans for targeted cultural, historic, natural and cultural landscape, and architectural resources designated as Monuments, located in Historic Preservation Overlay Zones, or located in National Register districts.
- R.** Create a pool of funds to provide operating funds, rehabilitation funds, or rent reductions to nonprofits to encourage locating in historic buildings.
- S.** The Division of Cultural Heritage shall provide technical assistance at the City's

construction centers to assist with projects involving historic resources.

- T.** Los Angeles Conservancy will institute a contractor referral program.
- U.** The Division of Cultural Heritage and the Los Angeles Conservancy shall provide technical assistance forums by working with the Department of Neighborhood Empowerment.
- V.** Provide technical assistance to local residents on appropriate rehabilitation techniques.
- W.** Ensure that interagency agreements to implement Adaptive Use Ordinance are consistent with preservation.
- X.** Building and Safety Department shall review its regulations and clarify code restrictions for historic structures. Include fire, life safety, seismic, occupancy, and reuse criteria.
- Y.** Promote the design review process of the Cultural Heritage Commission as an opportunity for property owners to secure technical assistance and increase the quality and property value of neighborhoods.
- Z.** Submit information compiled from the survey of all City of Los Angeles properties to the Division of Cultural Heritage and the City Council. Designate eligible properties as Monuments.
- AA.** Review maintenance provisions of comprehensive surveys for conformance with the Secretary of the Interior's Standards for Rehabilitation.
- BB.** Designate properties identified in the comprehensive surveys that meet the criteria as Monuments.

GOAL 9

Protect historic resources through the consistent use of appropriate legislative and legal measures.

The City of Los Angeles has designated 673 individual historic resources as Historic-Cultural Monuments. As the comprehensive survey will illustrate, this is a small subset of the potential significant cultural and historic resources found within the City. The City has designated nine Historic Preservation Overlay Zones; the survey will illustrate that many more areas are eligible for this designation. A program of designation of significant buildings and areas identified in the survey will act as a catalyst for the preservation, protection, rehabilitation and reuse of many structures within these areas.

The Historic-Cultural Monuments Ordinance, like the preservation ordinances of most major cities, does not require owner consent for designation. However, in recent years, it has been the practice of the Cultural Heritage Commission not to designate properties without owner consent. The City must rely on its ordinances and undertake a program for designation of significant buildings and sites. While a successful landmarks ordinance relies on the cooperation of property owners and local government, it is important to understand that a landmarks program may be just one of a series of regulations related to land use management, and occasionally may come into conflict with other regulations. Therefore the City should undertake a plan that provides for the comprehensive implementation of existing ordinances and future amendments. However, the City must not ignore the needs of property owners. Development of a menu of financial and regulatory incentives will help to offset the perceived or real costs of the rehabilitation of the cultural resources.

Regulatory compliance in historic preservation is an important planning tool which can help protect the city's historic resources and provide the legal mechanisms to evaluate impacts on historic resources. Compliance programs exist for all three levels of government: federal, state, and local. These disparate processes can be coordinated and streamlined to become more effective and efficient.

To facilitate the entitlement process and preserve the city's historic resources, an integrated and streamlined approach to regulatory compliance and a consistent approach to enforcement of these laws and regulations is necessary to carry out the policies and goals of the City of Los Angeles's historic preservation program.

Goal 9 Objectives:

1. Integrate preservation components into all plan, specific plan, and general plan amendments and revisions.
2. Prepare and enact comprehensive amendments to the Cultural Heritage Ordinance (Sections 22.120 et. Seq. of the Administrative Code).
3. Establish standards for the review of applications for nomination and designation, building

permits, and economic hardship.

4. Strictly enforce the building code to prevent neglect of historic buildings that would ordinarily result in demolition.
5. Discourage demolition of historic resources.
6. Discourage relocation of historic resources.
7. Encourage the preservation and maintenance of natural and cultural landscape areas.
8. Encourage the creation of thematic HPOZs not bounded by tight geographic boundaries.
9. Provide financial and staff resources to prepare historic preservation plans for existing and future Historic Preservation Overlay Zones.
10. Designate those resources identified by the comprehensive survey which warrant status as Historic-Cultural Monuments or areas which meet requirements of HPOZs.
11. Prepare nominations for designation of buildings, sites, districts, objects, and archaeological sites based on the evaluation of cultural, historic, natural and cultural landscape, architectural, and archaeological resources.

Suggested Implementation:

- A. Amend the Cultural Heritage Ordinance as follows:
 - < Add a “Statement of Purpose” that highlights the purpose and value to the community of the preservation of cultural monuments. The purpose may include identifying, preserving, protecting, enhancing and encouraging the continued utilization and the rehabilitation of cultural monuments; safeguarding the City’s historic and cultural heritage; fostering civic pride; protecting and enhancing the attractiveness of the City; fostering and encouraging preservation, restoration, and rehabilitation; preventing future urban blight and deterioration; fostering education, pleasure, and welfare of residents; encouraging orderly and efficient development; continuing preparation of surveys and studies of cultural resources; and encouraging public participation in the identification and preservation of cultural resources; among others.
 - < Add a comprehensive list of “Definitions” that clarifies terms used throughout the ordinance. The Historic Preservation Overlay Zone ordinance has a good, though not complete, list of definitions that should be considered. Definitions may need to

be added as the Cultural Heritage Ordinance is amended.

- < Amend Section 22.121, Composition of the Commission to comply with Certified Local Government requirements. Therefore, the composition of the Commission should include architectural historians, lawyers, real estate professionals, and architects. In addition, terms should be staggered so that all Commissioners are not reappointed at the same time. This will provide for consistency and some institutional memory on successive Commissions. This provision also should include a complete description of the powers and duties of the Commission.
- < Amend Section 22.130, Definition of Monument to clarify the criteria for designation. The “criteria” as currently drafted do not specifically provide for archaeological resources nor do they reflect other criteria generally considered in state-of-the-art ordinances. Criteria for the identification of historically significant natural and cultural landscapes should be included in this provision.
- < Add a section to clarify and articulate the procedure for nomination, consideration, and designation of monuments. The existing ordinance, in Section 22.126, List of Monuments and Procedures for Modification of List, does not provide for nominations of potential monuments by the property owner of the potential monument. According to the existing ordinance only the Commission and the City Council may nominate buildings and sites for designation as monuments.
- < Add a section providing for the amendment and rescission of designations. Most ordinances provide that amendments or rescissions must follow the same process as designation.
- < Amend Section 22.132, Permits Required, and Section 22.133, Time for Objection by the Commission, to provide an adequate process and less limited authority for the Commission and the City Council to prevent the demolition, removal, or major alteration of a designated cultural or monument. To protect the City’s cultural resources, the City must adopt comprehensive amendments that clearly identify the actions that are to be reviewed by the Commission, the process for review, and appeals. In addition, the Commission must be given authority to deny applications that do not meet the Secretary of Interior’s Standards for Rehabilitation of Historic Properties. This provision is already included in the HPOZ ordinance.
- < Add design standards for review of applications for certificates of appropriateness including the Secretary of Interior’s Standards for Rehabilitation of Historic Properties. A similar provision is already included in the HPOZ ordinance.

- < If the provisions recommended above are included in an amended ordinance, add a provision for a property owner to apply for relief from the ordinance based on economic hardship. Such a provision typically provides that economic hardship is the “denial of all reasonable use and return from a property” and requires a comprehensive list of materials to be submitted to the Commission for review. This provision should provide a process for application for a certificate of economic hardship and subsequent review by the Commission and, if necessary, by the City Council. A similar provision is already included in the HPOZ ordinance.
- < The Commission should be given the authority to review requests for subdivision, resubdivision, and consolidation. A procedure for such review should be provided.
- B.** Revise the Cultural and Historical Monuments Plan Element of the General Plan to be consistent with the Cultural Heritage Masterplan.
- C.** Amend Historic-Cultural Monument criteria and provisions on integrity to address modern, post-modern, and recent styles of architecture, as well as thematic signage and other improvements not currently addressed in the criteria for designation.
- D.** Review the Historic-Cultural Monument status of a property if the building or structure is demolished or removed. The Cultural Heritage Commission should continue to review and comment on proposed projects on such sites.
- E.** Revise the Municipal Code to require that the demolition of any historic resource be subject to review prior to the issuance of a building permit.
- F.** Require that plans for a replacement project accompany a demolition application for an historic resource.
- G.** Revise the city's permitting process to ensure that permits affecting historic resources are reviewed by the Cultural Affairs Department or other lead agency and that the Secretary of the Interior's Standards are applied.
- H.** Utilize eminent domain in cases where owners are absentee or negligent in their care for historic structures.
- I.** Apply liens to buildings whose condition requires governmental intervention as a consequence of absenteeism, negligence, or carelessness by owners.
- J.** Revise the city's demolition review process to provide stronger protection for buildings with historic significance.

- K.** Enforce codes so that buildings do not deteriorate due to lack of maintenance.
- L.** Develop procedures for review of alternations to or demolition of noncontributing structures in HPOZs.
- M.** Revise demolition permit requirements so that permits for the demolition of historic resources are tied new projects.

GOAL 10 **Maintain** and strengthen **preservation partnerships** with neighboring cities, county, state and federal government agencies, and organizations.

In order for the City of Los Angeles to develop a comprehensive approach to historic preservation, it must acknowledge the importance of and opportunities for all historic resources within its borders. The City cannot effectuate change alone. However, allies abound. Throughout the city, regionally, at the federal and state level, there are organizations which control property and believe in historic preservation and its value to the community and the individual. Their assistance should be sought and their cooperation enlisted.

By working in a cooperative setting, the pool of resources is much greater and the audience is broadened. The City is limited in its resources. The Division of Cultural Heritage in the Cultural Affairs Department, to which responsibility for the City's preservation program is assigned, consists of only two full-time staff members. Cities of comparable size have significantly larger staffs. While cooperative programming with city departments, institutions, agencies, and organizations will not diminish the need for greater staffing, it can provide the foundation for enhancing of the preservation ethic in Los Angeles through partnerships. The Cultural Affairs Department can coordinate, sponsor, support, and advocate initiatives carried out by other organizations. Using different mediums of delivery, the message gets across to a much wider and varied audience.

Opportunities for preservation initiatives are not limited to the local jurisdiction. Organizations and agencies, like the Office of Historic Preservation, the National Main Street Program, the California Main Street Program, Save America's Treasures, American Planning Association, American Institute of Architects, and Partners for Sacred Places have developed replicable programs. Others offer training and assistance. There is no requisite for utilization of these programs at the local level, but these partnerships extend and enhance local activities.

Goal 10 Objectives:

1. Identify and promote the preservation and protection of county, state, and federally-owned cultural, historic, natural and cultural landscape, architectural, and archaeological resources located within the City of Los Angeles.
2. Review the current California Register of Historical Resources to identify cultural, historic, natural and cultural landscape, architectural, and archaeological resources located in the City of Los Angeles.
3. Monitor state and federal legislation related to historic preservation and take positions on matters of local concern.
4. Seek the partnership of universities, colleges, public and private schools, Los

Angeles Unified School District, hospitals, and other institutions with campuses or other properties which are historic resources to ensure that programming and development scenarios are sensitive to the historic character and intent of those campuses.

5. Develop partnerships with the Getty, the Weingardt Foundation, Local Initiative Support Corporation, Enterprise Foundation, arts organizations, and others to find opportunities for partnering on projects and programs.

Suggested Implementation:

- A. Work with the SOHP to add resources to the California Register which have been determined eligible.
- B. Amend local ordinances when conflicting with modified state and federal legislation.
- C. Develop, in concert with Southern California Association of Governments (SCAG), approaches on regional preservation issues (e.g. the Los Angeles River, etc).
- D. Develop partnerships with the County of Los Angeles and cities with common borders to review projects which would affect historic resources.
- E. Form partnerships with professional associations and affinity groups, such as the American Institute of Architects, American Planning Association, Urban Land Institute, American Association of Museums, Society of Architectural Historians, Congress for New Urbanism, National Trust for Historic Preservation, Preservation Action, California Preservation Foundation, Los Angeles Conservancy, and Center for Preservation Initiatives for programming and projects using Los Angeles resources as case studies or as a working laboratory.
- F. Enter into an agreement with the State of California OHP to secure California Register updates for purposes of CEQA review and proper permitting.
- G. Secure the establishment of a California Office of Historic Preservation (OHP) office within the city limits.
- H. Expand the existing Programmatic Agreement to include City agencies and other federal programs not currently covered.