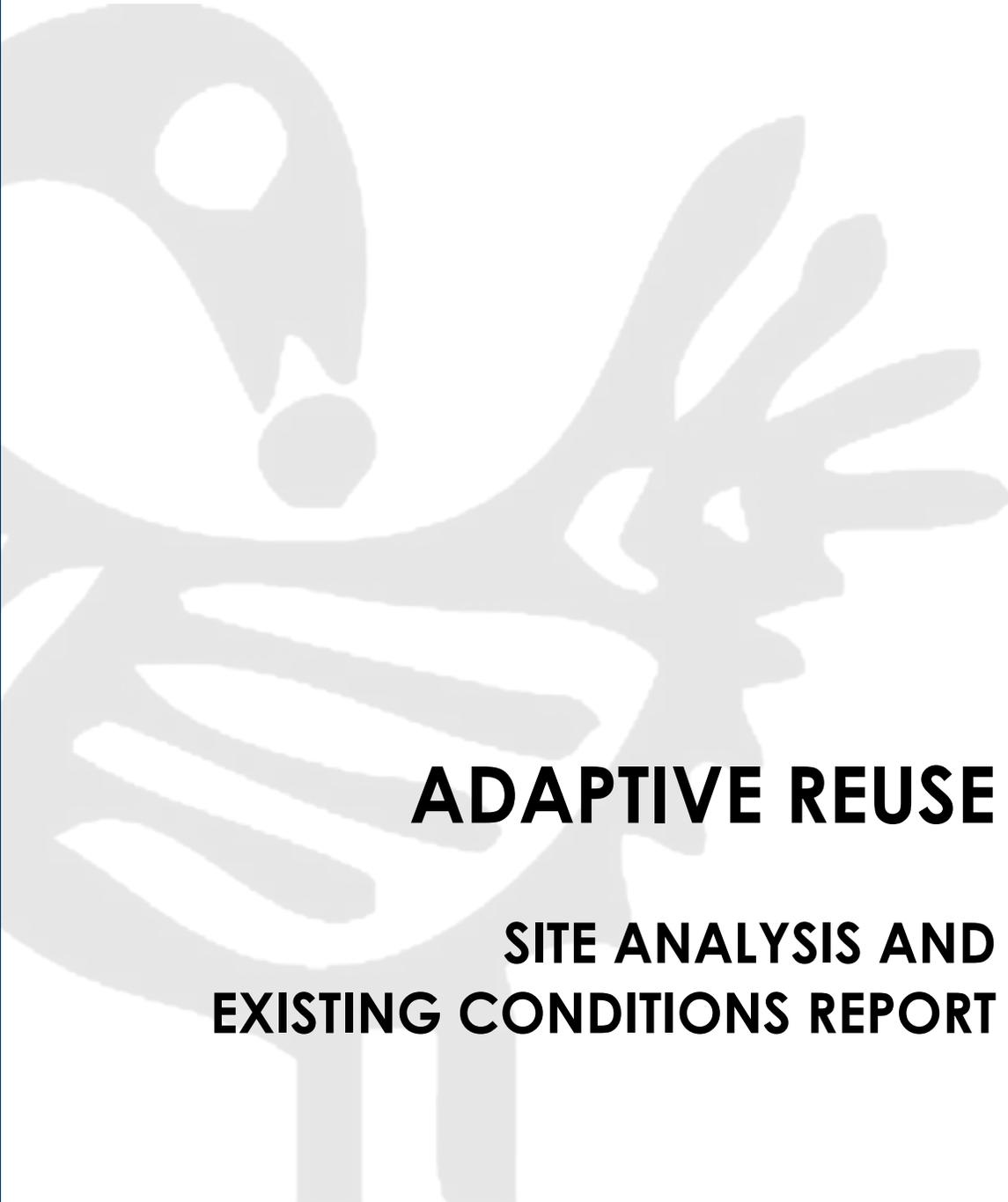


AARON GARCIA  
DOUG MATKINS  
PAIGE MONTOJO

DR. COURTNEY KNAPP  
URP 431  
4 DEC 2014

A large, faint, light gray graphic in the background depicts a hand holding a bird. The hand is positioned at the bottom, with fingers spread, and the bird is perched on the palm, facing left. The bird has a circular eye and a pointed beak. The overall style is minimalist and illustrative.

# **ADAPTIVE REUSE**

## **SITE ANALYSIS AND EXISTING CONDITIONS REPORT**

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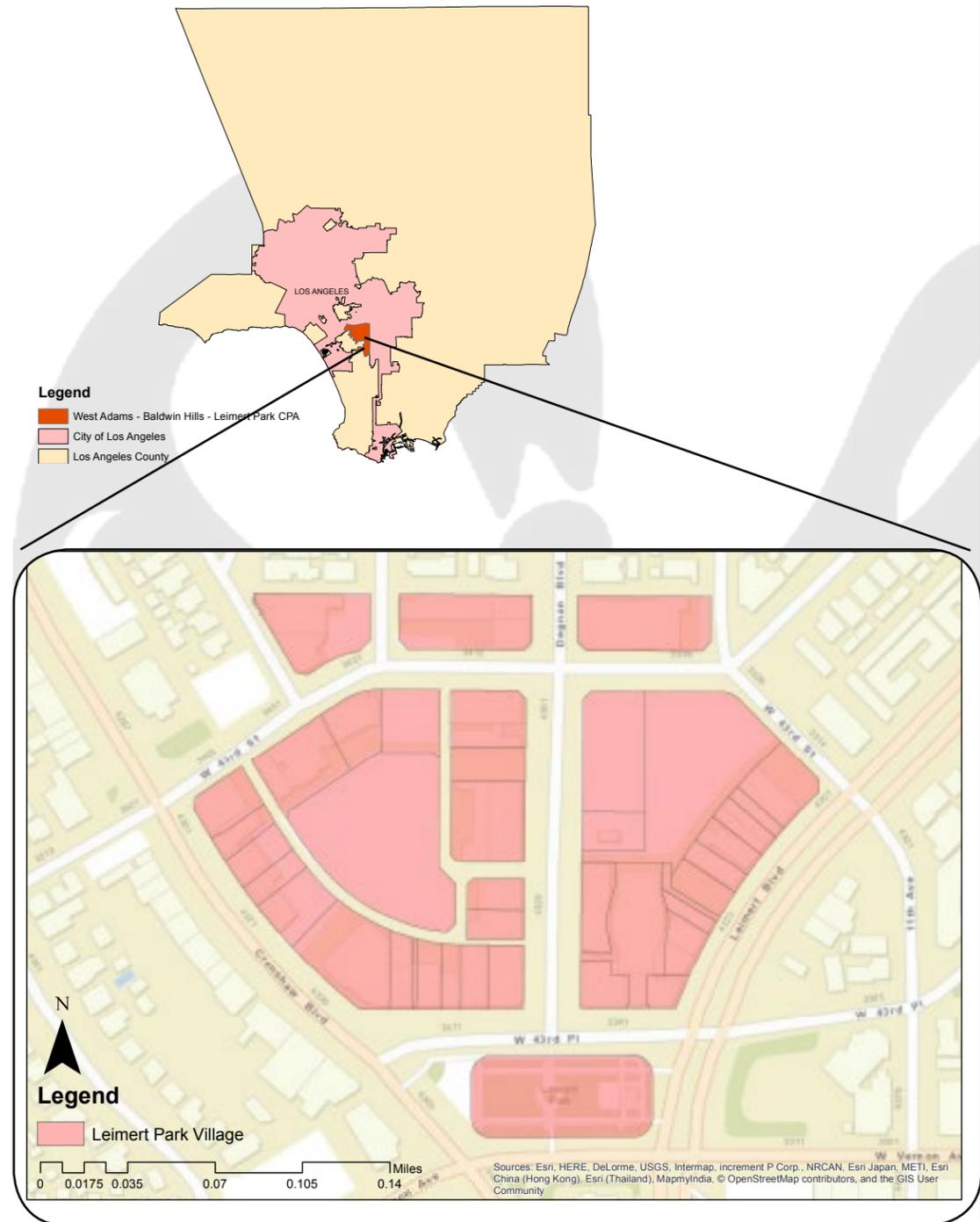
In order to pursue the Leimert Park community’s goal of adaptive reuse, a thorough analysis of existing conditions was performed to assess the current capacity and potential for commercial revitalization. This paper will dissect the physical, social, economic development, and human infrastructure currently existing in Leimert Park as well as the community’s strengths and opportunities for improvement when considering an adaptive reuse plan.

Our research focused on the tangible and intangible infrastructure of the community. Through quantitative assessment of the physical buildings as well as qualitative analysis of existing

business, business owners, and residents we were able to create a snapshot of the community as it exists. Our results have major implications for the future of adaptive reuse in Leimert Park Village. First, the existing structures are in excellent conditions and have immense potential for commercial revitalization. However, we must consider displaced businesses and their requirements for a relocation site, as well as the impact of their absence on the community. Future research should include considerations for new uses, their requirements, and their place in LPV’s strong existing cultural and artistic identity.

Site Context

Leimert Park Village is located in the western portion of South Los Angeles. It is part of the West Adams – Baldwin Hills – Leimert Park community plan area and is bordered by the 10, 110, and 405 freeways.



*Historical Context*

The area and identity of Leimert Park was built in the vision of a man by the name of Walter H. Leimert. In 1927, Clara Baldwin Stocker, the daughter of a land baron sold 231 acres to Walter Leimert. This, at the time, was one of the largest land transfers in Los Angeles. Walter Leimert wanted to show Los Angeles that development did not only have to happen to the west and south of the LA River. He teamed up with the Olmsted Brother, who were also involved in his development in Oakland. Walter Leimert was so confident that his development would succeed that he allowed his name to be used in the subdivision.

When the houses were originally sold, they were sold to white owners only. They were restricted by red lining covenants, which were created to keep Asian, Mexican and Jewish families from moving into white neighborhoods. But, as the African American population grew in Los Angeles those same restrictions were used on them as well. The covenants were struck down in 1948 by the Supreme Court and by the 1960's the Crenshaw District became a mostly African American community.

Over the years Leimert Park Village has been molded and shaped by past events. Events such as World War II, suburban

sprawl, Watts riots in 1965 and LA riots in 1992. But, the cultural identity and strong hold of Leimert Park Village still stands. The area is extremely supportive of the arts and music. They have a large number of anchor businesses which support the cultural heritage attached to the Village.

*Demographics*

The Los Angeles Department of City Planning estimates Leimert Park's population at 12,311, with about 9,880 people per square mile. According to the Los Angeles Times, the median age of the community is 38 years old and the percentage of residents 65 and older is among the highest in the region. When considering future adaptive reuses, it is important to keep in mind the senior population and their needs from a neighborhood commercial district.

According to the Los Angeles Times, Leimert Park has the third highest percentage of black resident of all neighborhoods in Los Angeles. Citing the U.S. Census, the Los Angeles Times mapping tool reports 79.6% of the residents are Black while 11.4% are Latino, 4.6% are Asian, 3.2% are other and 1.2% are white (see figure 1) After the restrictive covenants were lifted in the 50's, African American families began migrating west in large waves, eventually making their way

along Crenshaw Boulevard (Lindsay). After the Watts Riots, Leimert Park Village soon became a safe place for African American artists creating social statement pieces. Today, LPV is still home to many African American artists. Leimert Park's historical significance is still reflected in its population today.

The Los Angeles Times neighborhood mapping tool is reports Leimert Park's median income at \$45,865. To further analyze income in LPV, a comparison of income distributions was made between the West Adams – Baldwin Hills – Leimert park community plan area and the rest City of Los Angeles. The figures show that the distributions are somewhat similar. Most households in Los Angeles and in the community plan area are in the \$10,000 - \$24,999 and \$60,000 - \$124,999 income brackets. However, it should be noted that there are more households in the community plan area that make between \$10,000 and \$24,999 than in Los Angeles. Both also have a smaller amount of households making more that \$125,000. However the distributions show that a large proportion of households in Los

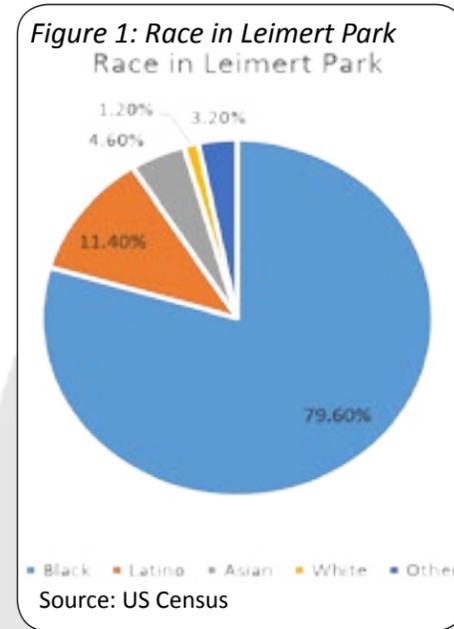
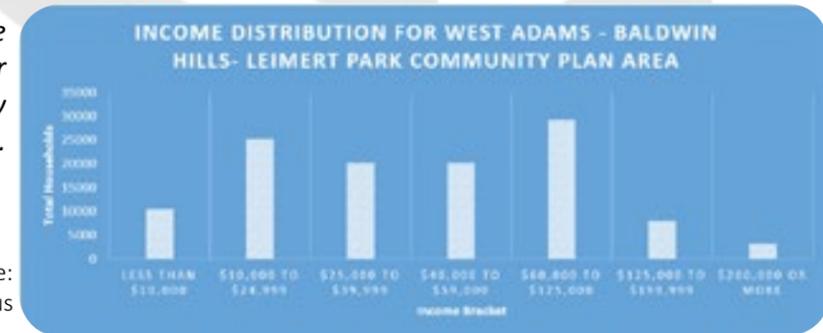


Figure 2: Income distribution for the City of Los Angeles



Figure 3: Income distribution for the community plan area.



Source: US Census

Scope of work

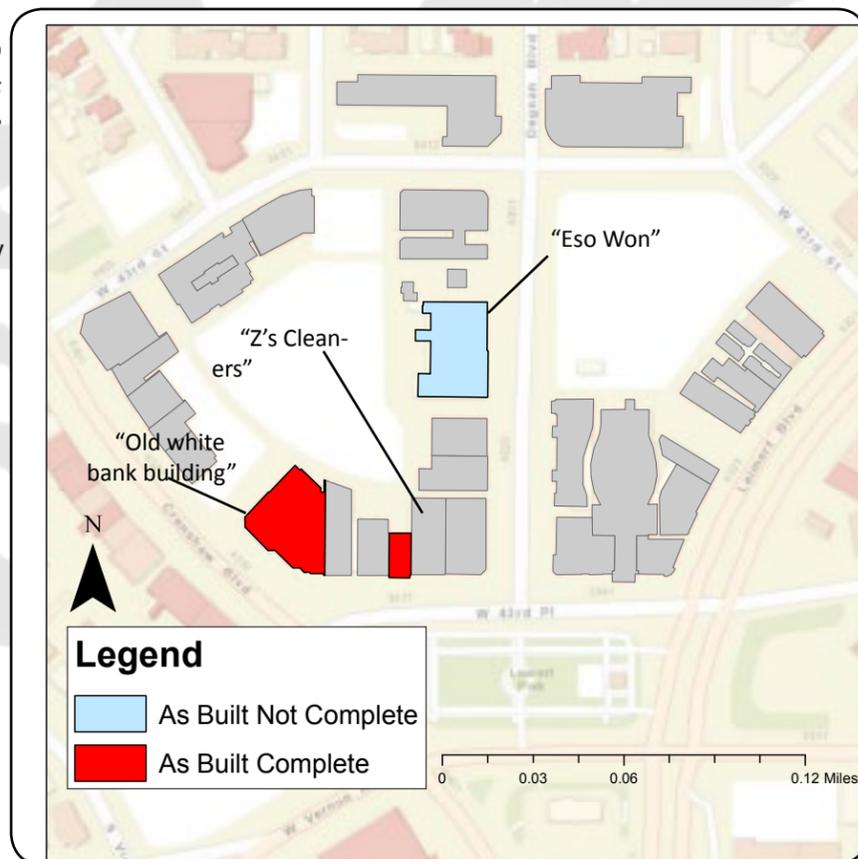
The primary tour of Leimert Park Village and initial conversations with community stakeholders provided insight into understanding the community’s expectations and needs from us as student assistants. The members of the community expressed a want for their businesses to be mixed use, an area for collaborative artistry, and restaurants, all while keeping the community’s cultural identity in focus.

A deliverable requested as a part of the final site analysis includes as built floor plans for three properties on 43rd Place currently owned by Botach Tactical Industries. The first building is located between Degnan and Crenshaw Boulevard

on W. 43rd place next to long time LPV business, Z’s Cleaners . The second is “The Old White Bank Building” that is located on W. 43rd Place and Crenshaw Boulevard. The last building is located on Degnan Boulevard and houses a variety of tenants including Eso Won Bookstore, another keystone establishment in LPV. To adhere to our project timeline, the building on Degnan was not assessed for as built’s and the two buildings on W. 43rd were prioritized. In addition to the as built’s, the final site analysis also includes a preliminary inventory of businesses in LPV, including vacancy and establishment information.

Figure 4: Map of buildings which require as built’s

Shapefile Source: Los Angeles County



Stakeholder Analysis

To analyze the needs of the stakeholders in the community as well as the relationships between major actors, a stakeholder analysis matrix was created (see appendix B). The analysis asked who the stakeholders were, who they affect, who affects them, and the potential changes that can be made in a community. Community residents, property owners, business owners, developers, consultants, consumers, the homeless, local government, and state government have been identified as stakeholders that have created a network of interdependent relationships to bring the Leimert Park Vision 2020 to fruition.

One of the most important stakeholders regarding adaptive reuse in LPV is Botach Tactical. Botach Tactical is an online retailer for equipment such as, handcuffs, holsters, firearms, and other equipment. The Botach business owns four buildings in the area, including the two buildings on W. 43rd place for which as built’s have been requested. The two buildings are currently used for either operation or storage for the Botach Tactical business. According to Brian Bowens, Leimert Park Vision 2020 community organizer, Botach Tactical is currently one of the largest businesses and employers in LPV. Not only does Botach Tactical have a large economic presence in LPV, it

has a large physical presence as well. The LPV community has a specific vision for commercial revitalization LPV, and the two properties could potentially be valuable assets to their adaptive reuse goal.

The relationship between building tenants and City Government is also extremely for adaptive reuse. Currently, some existing businesses have adapted their property space to their unique uses, despite these uses being “unofficial.” Consistency between current establishments and the zoning code should be pursued. Future adapted uses must also develop a relationship with City Government particularly planning staff, who will assist with permitting process for new uses that the community decides to pursue.

In order to gain a more comprehensive understanding of the necessary elements in an Adaptive Reuse Plan, other existing adaptive reuse and commercial revitalization plans were analyzed in a series of benchmarking matrices (see appendix c). In particular, the Los Angeles Adaptive Reuse Plan, the West Adams – Baldwin Hills – Leimert Park Community Plan, the Los Angeles Zoning Code, and the Local Initiatives Support Corporation Commercial Revitalization Toolkit were evaluated to contextualize the concept of adaptive reuse in Los Angeles.

The City of Los Angeles Adaptive and Reuse Program creates new housing opportunities, revitalizes historic architecture, encourages community development, stimulates economic investment and facilitates mixed use. It benefits us as our Adaptive Reuse will revitalize neighborhoods by preserving historic arch, creating new housing, and mixed use opportunities and increasing public safety and adapt an existing economically obsolete building for a new productive purpose (i.e. Converting it to new apartments, condos, live/work space, or hotel rooms).

The West-Adams- Baldwin Hills- Leimert Park Community Plan is to aid in shaping positive community change in compliance with the Land Use Element from the citywide general plan elements.

The Plan is a collaboration of residents, owners, developers and Dept. of City Planning to develop a long range plan. The Plan also discusses jobs, housing, parks, open space, mobility and many others to serve in the fulfillment of specified goals. The benefit for the Adaptive Reuse is for businesses, the Community Plan identifies land use measures to support business, encourage future success by outlining clear and predictable policies, programs, standards and guidelines that support and enhance commercial development.

The Plan discusses land use strategies to attract new investment in commercial centers and along boulevards. For developers, Community Plan introduces the community, provides background information, and again establishes clear and predictable development parameters. Lastly, the Plan Enhance neighborhood character through better development standards. This is important to LPV as they have continually asked that we keep the cultural identity present through our plan process.

In our research of the buildings while using the Zimas website, we discovered all of the buildings are listed as “Neighborhood Commercial” which they were labeled as with the last updated General Plan. Their types in terms of zoning are listed as C1.5 “Limited Commercial”

Zone. This is defined in, SEC. 12.13.5. “C1.5” LIMITED COMMERCIAL ZONE:  
A.Use - No building, structure or land shall be used and no building or structure shall be erected, structurally altered, enlarged or maintained, except for the following uses, and when a “Supplemental Use District” is created by the provisions of Article 3 of this chapter, for such uses as may be permitted therein.

1. Any use permitted in the C1 Limited Commercial Zone, provided that all regulations and limitations of said C1 zone are complied with except as provided in this section. Any single-family dwelling, two-family dwelling or apartment house use permitted in the R4 Multiple Dwelling Zone provided that all regulations of said R4 zone are complied with except as provided in this section. (Amended by Ord. No. 156,994, Eff. 9/25/82.)
2. The following stores, shops, services or facilities when conducted in accordance with the limitations hereafter specified: (Ex) household appliance repair, household, aquarium, auditorium having a seating capacity for not more than 3,000 people, exhibits, commercial or cultural, export

import business, with not more than 3,000 square feet of storage area, frozen food store, interior decorating store and a locksmith shop.

The Local Initiatives Support Corporation (LISC) Commercial Revitalization Toolkit provided insight on the process of creating a plan for commercial revitalization on a neighborhood scale. From this toolkit we found key questions that we should ask as we look to create our own Adaptive Reuse plan for LPV. The key areas of work that the toolkit defined and that we chose to focus on were “understanding the business and building stock,” as well as “understanding demographics and spending power.” The toolkits prompted questions such as “how many businesses are located here?”, “how much commercial space is available?” and “what are the unmet needs of the demographic.” We kept these and other key questions in mind when making our empirical observations and collecting our categorical data.

**Summary of Analysis**

**Tools:**

1. Zoning Info and Map Access System
2. Manual Measurement
3. AutoCAD
4. Door to door business inventory
5. Community meetings/ working group collaborations
6. Informal Interview

Our research utilized both quantitative and qualitative methods to assess the existing conditions in Leimert Park. Zimas, the business inventory, community meetings, and informal interviews were the tools used to assess not only the existing buildings for adaptive reuse potential, but for the attitudes of stakeholders and community members as well.

*Measurements*

The primary deliverable of our research is as-builts for the two buildings currently owned by Botach Tactical. A major challenge to overcome was accessing the buildings where heavy artillery weapons were located. To overcome this issue, the Los Angeles Zone Info and Map Access system was used the ruler tool to get rough exterior building dimensions of the three buildings for our midterm presentation. With the assistance of LPV Community Organize Brian, Bowens, a site visit to each building was coordinated and manual measurements were able to be obtained. The main tool for measurement was a point and shoot laser. Once sketched and recorded, the measurements were imported onto AutoCAD to create a final architectural floor plan for the two existing buildings.

*Business Inventory*

The existing business inventory provided by the Leimert Park Vision 2020 team was the most up to date inventory that was created of all business included in the business improvement district. The inventory listed the business name, type, address, phone number, the city where located, and possible contact. Additional information including the number of employees, if the employees live in the area, if the building is vacant and how long the business has been established was collected as well to provide a more comprehensive snapshot of the business dynamics within the area. This collected data gave us the amount of vacant businesses, the amount and types of businesses and also how long the business has been established.

*Community Meetings*

Semi-weekly meetings were held in LPV to maintain consistency between stakeholders, community members, and working groups. The meetings allowed for a better understanding of the needs of the stakeholders, nonprofit aid workers and business owners as well as their relationships between each other. During the meeting collaborative decisions are made through dialogue between major actors. Attendance of meetings shed

light on the community development challenges that LPV faces including the most important adaptive reuse issue of buying property from Botach Tactical for commercial revitalization purposes.

*Informal Interview*

When collecting data for the business inventory, informal interviews were also conducted with The survey section of the Business inventory was also what was used to establish information of employees, vacancy, and when the business was established. How we gained our final analysis was through door to door data collection and conducting informal interviews. This was also used to see the businesses reaction to our questions and us as surveyors. We were able to see if they were welcoming or not, friendly or not, and willing to give us information or not. This survey also allowed us to be able to interact with some of the community members. Those conversations also building a larger perspective for our qualitative analysis.

PHYSICAL INFRASTRUCTURE

SOCIAL INFRASTRUCTURE

ECONOMIC DEVELOPMENT  
INFRASTRUCTURE

HUMAN INFRASTRUCTURE

Before measuring the two requested buildings, the average building height of the village was analyzed to provide a basis of the current physical capacity of the buildings (see figure 5). Most buildings in LPV are around two stories, between fourteen and twenty-three feet. Along Degnan Boulevard and Leimert Boulevard there are a few one story buildings shorter than 15 feet. The tallest building currently in LPV is the Vision Theater at 123.9 feet.

*Botach Tactical Buildings*

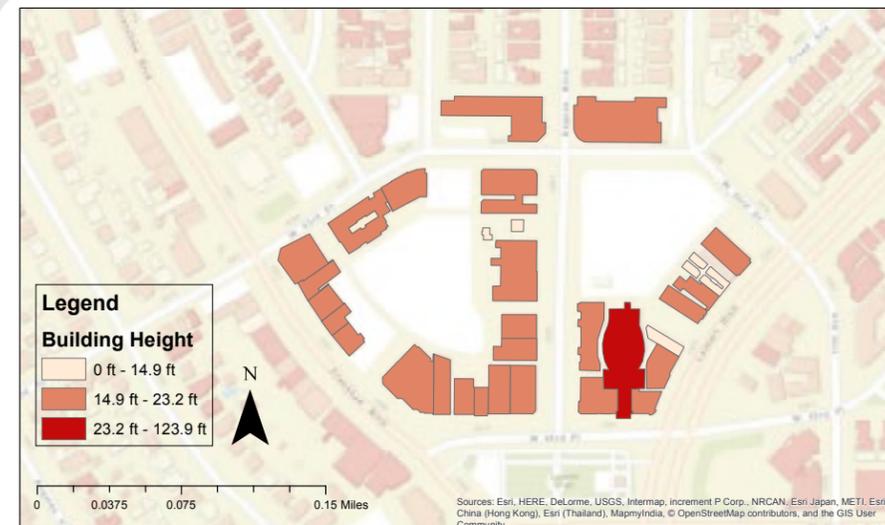
From our research, we found that the two Botach buildings (3423 W 43rd Place and 3411 W 43rd Place) have interiors that are in pristine condition and possess immense potential for adaptive reuse. However, because of the sensitivity of their business, they are not open to the public and take many measures to minimize their presence on a pedestrian

level. The outside of the buildings are not well kept and appear as if they are abandoned buildings. The fronts windows and doors are locked and blacked out so no one can see inside. When entering the building, you enter from the rear where employees could be seen conducting business in a highly organized fashion.

3423 W 43rd Place has roughly 6,000 square feet of usable space. It includes a main entrance, lobby area, two bathrooms and two storage rooms on the first floor. There is a second floor that acts as a mezzanine at roughly 912 square feet.

3411 W 43rd place or “The Old White Bank Building” has roughly 6,350 square feet of useable space. It is made up of two floors. The first floor includes a main entry, two small storage rooms, counter space, and a vault area. The second floor at 1,600 square feet consists of an office area, dining room, kitchen and two restrooms (see appendix A).

Figure 5:  
Map of  
buildings  
heights in  
Leimert  
Park Village



Land Use and Zoning

Our study site is the central commercial district that branches off the Crenshaw Corridor and is surrounded by residential uses. According to the Los Angeles zoning code, it is considered a C 1.5 Limited Commercial Zone (see figure 6). Despite the aforementioned guidelines, many business owners have adapted their spaces for their unique business or living situations, creating a large presence of informal uses within LPV

Use of Space in Leimert Park Village

Through empirical observations as well as informal interview, we have found that there is a unique use of public and private spaces within the community, where private spaces are intensely used and public spaces are underused. Most of what people would consider community



Top Figure 7: Concert in private gallery  
 Bottom Figure 8: Homelessnes in the park  
 Figure 7 Source: ILLSociety Magazine  
 Figure 8 Source: KCET

Figure 6: Zoning map of Leimert Park Village and surrounding area. Pink represents Limited Commercial Zone and Yellow Represents Residential



Source: Zimas

building events: art show cases, concerts, gatherings that would normally happen in a public space, happen in private galleries, even if these spaces do not have the proper facilities to handle large crowds gathering at night. The spaces created for the public remain underused during the typical day outside of their street fairs and monthly art walks. The public spaces have become a space for the homeless and jobless to stand by during the day, as if these vulnerable populations enforced their own adaptive reuse of the spaces that they could access. This “inverse” of uses could potentially speak to the future uses that will inhabit existing structures. Particularly, the two Botach buildings on 43rd are directly adjacent to the most prominent public space in LPV, and can be bridge the chasm between public and private space

The Business Inventory Survey allowed us to identify seven vacant buildings, seven business that opened after 2005, eleven business that opened after 2005, eleven business that opened on or before 2000 and the oldest businesses in 1980, and is the Leimert Park Top and Body Shop. Despite this, there are vacancies in buildings that physically take up lots of space, creating gaps of blight when experiencing the community on a pedestrian level.

businesses showed 7 vacant buildings, 7 business have opened after 2005, and 11 business have opened on or before 2000. Oldest businesses established in 1980, and is the Leimert Park Top and Body Shop. Despite this, there are vacancies in buildings that physically take up lots of space, creating gaps of blight when experiencing the community on a pedestrian level.

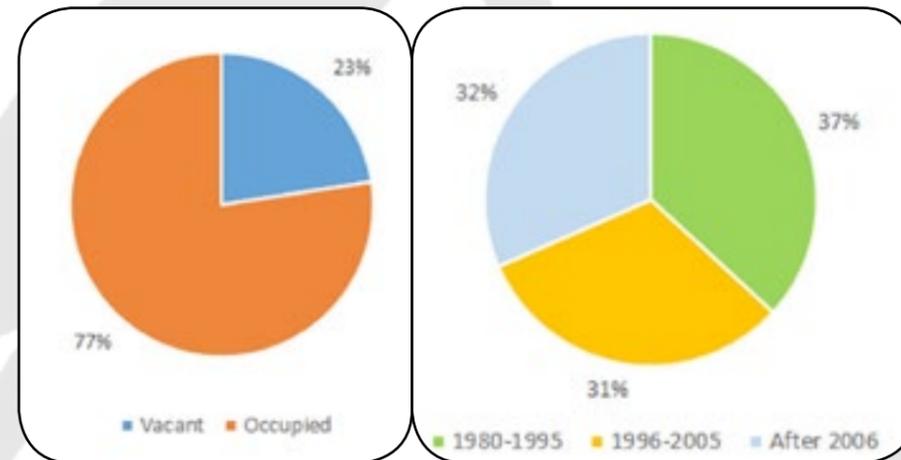


Figure 8: Vacancy ratio and length of establishment

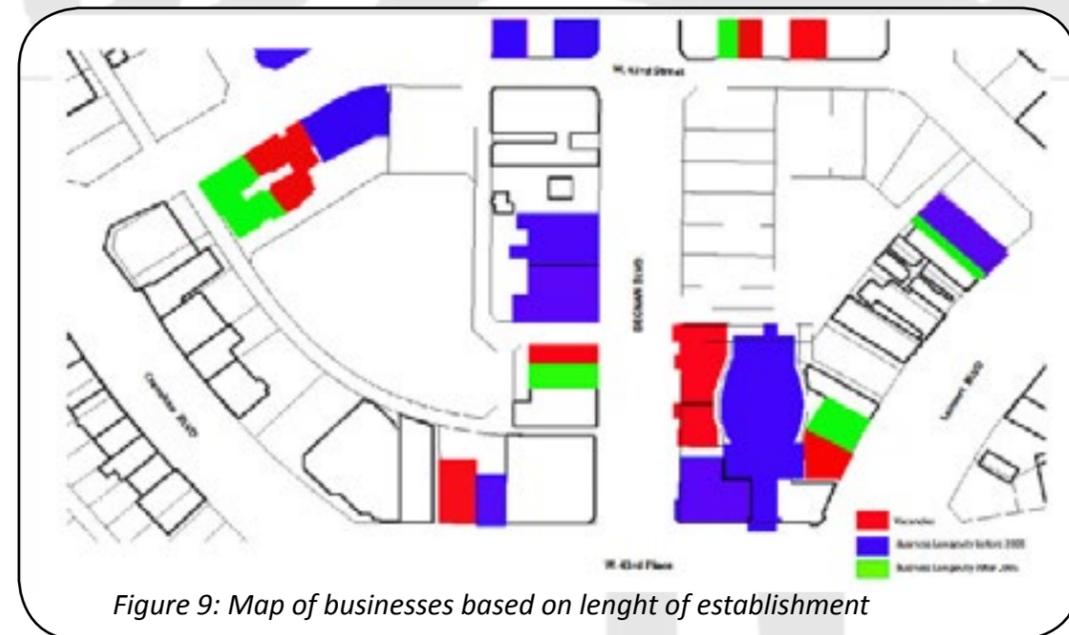


Figure 9: Map of businesses based on length of establishment

It had become increasingly apparent that many business owners and community members are unaware of Vision 20|20. This elucidates problems of transparency between decision makers and community members. We also found business owners are apprehensive to answer even the most basic questions, such as verification of address or how many employees currently work in the area.

As described by one of our community partners, the people of Leimert Park are “sick of being interrogated”. The historical context of past redevelopment plans and decision making is important to understanding the attitudes of the community.

When talking to community members, there was a trend in a desire for local hire policies. Residents have a positive reaction to new business and welcome them to LPV, however many feel that these new business should contribute to the “local welfare” and hire those who live in the community. These residents felt that the lack of jobs in the community for its own residents may contribute to Leimert Park’s increasing homeless issue.

*Stakeholder Dynamics*

As active participants in the community development process for the Vision 20|20, we have found that there “Stakeholder-led stakeholder

organization.” This dynamic of stakeholder organization come from the stakeholders organizing themselves into their own working groups based on their common interests. Stakeholder-led stakeholder organization can foster “can do” attitude among stakeholders, however conflicting interests among the members of the community development group can surface.

For example, the greatest adaptive reuse challenge was the rising friction Botach, who has financial stake in the community, and community members who would like to see the same spaces filled with other uses. For some in LPV, there is a feeling of apprehension from having such a highly sensitive business in their commercial district. Concurrently, the community recognizes and respects the needs of a business, specifically one that must relocate. The community concluded they must find a location large enough to house the business and secure funding to purchase the buildings from Botach. The property owner is willing to cooperate and relocate, however in order for that move to be considered they community group has to be able to complete the previously mention tasks. Future research in LPV must consider the role of Botach Tactical in LPV and ask critical questions to assess potential impacts of its absence and relocation

Figure 10: Building facade for “Old White Bank Building”



Through our research and evaluation of LPV, our finding highlighted a number of important strengths and opportunities within the community that can and should be addressed by future research of the study area. One of the strengths we determined through our research is the large amount of existing vacant buildings and LPV’s connection to the Crenshaw Corridor make LPV a prime candidate for commercial revitalization and adaptive reuse. Through our research of demographic data we found that Leimert Park has high levels of education attainment in relation to the rest of Los Angeles. Agency and the ability to become active members of the society are usually associated with educational attainment and provides the Leimert Park community an advantage in terms of community organization. This trait has manifested in the strong presence of non-profit and community organizations in LPV. Lastly, we found that homogeneous population of the community could be a strength, in that it a solid sense of identity and culture within the community.

Figure 11: Building facade for 3411 W 34rd Place.



Although there is a well-established cultural and artistic identity in LPV, there are still populations outside of said identity. Sense of identity can be beneficial in community development, however it is also important to address other populations outside of the majority. For example, Botach Tactical may not adhere to the overall identity of the community however its presence alone warrants careful planning. Future research could analyze stakeholders and their needs as a businessman or as a community member to hopefully find a compromising solution. Although the building interiors are in great condition, the facades present an opportunity for improvement (see figures 10 and 11).

Community members also expressed a desire for local hire policies. Further research into how many people live and work within Leimert Park could potentially address this particular community need. We also found many opportunities to identify and address informal uses of the buildings for future research.

Our research focused on the analysis of the physical, social, economic development, and human infrastructure of Leimert Park Village. Our research concludes that the physical infrastructure of the buildings within the community are in proper condition to undergo adaptive reuse. The social infrastructure showed that the use of spaces in Leimert Park Village is “inversed”, where private spaces are intensely used and public spaces are underused. This unique adaptation of spaces should be evaluated by the community and considered during commercial revitalization. The analysis of economic development infrastructure in Leimert Park Village showed that there is a number of long established business that have become institutions within the community. However, it was also revealed that there are a handful of building vacancies that disrupt the community experience on a street level. Our analysis of the human infrastructure revealed that there is a great disconnect between major actors in the community’s development and the rest of the residents. Many community members and business owners had no prior knowledge of the Leimert Park Vision 2020. The remaining task of

Botach Tactical’s relocation requires the community’s cooperation in helping meet the needs of the business.

As we work towards our goal of creating an Adaptive reuse plan, we must consider the conclusions we have drawn from our existing conditions analysis. First, we must keep in mind the attitudes of the entire community towards redevelopment, especially done by members outside of the community. We must also play to the strengths that we have identified in the community, as well as find opportunities to address weaknesses within the community when creating an Adaptive Reuse plan.

Once the as built are complete we will be able to assess what we can work with and start to consider new uses. Implementing new uses into our identified buildings implies our scope of work for the following quarter. We must look and see how the requirements for their desired uses, such as sit down dining+, yogurt shops, food stands, and pop up shops. This will allow the community to see how much money and retrofitting must be done for their desired uses and narrow down their choices to those that most fit the community’s need and capability.

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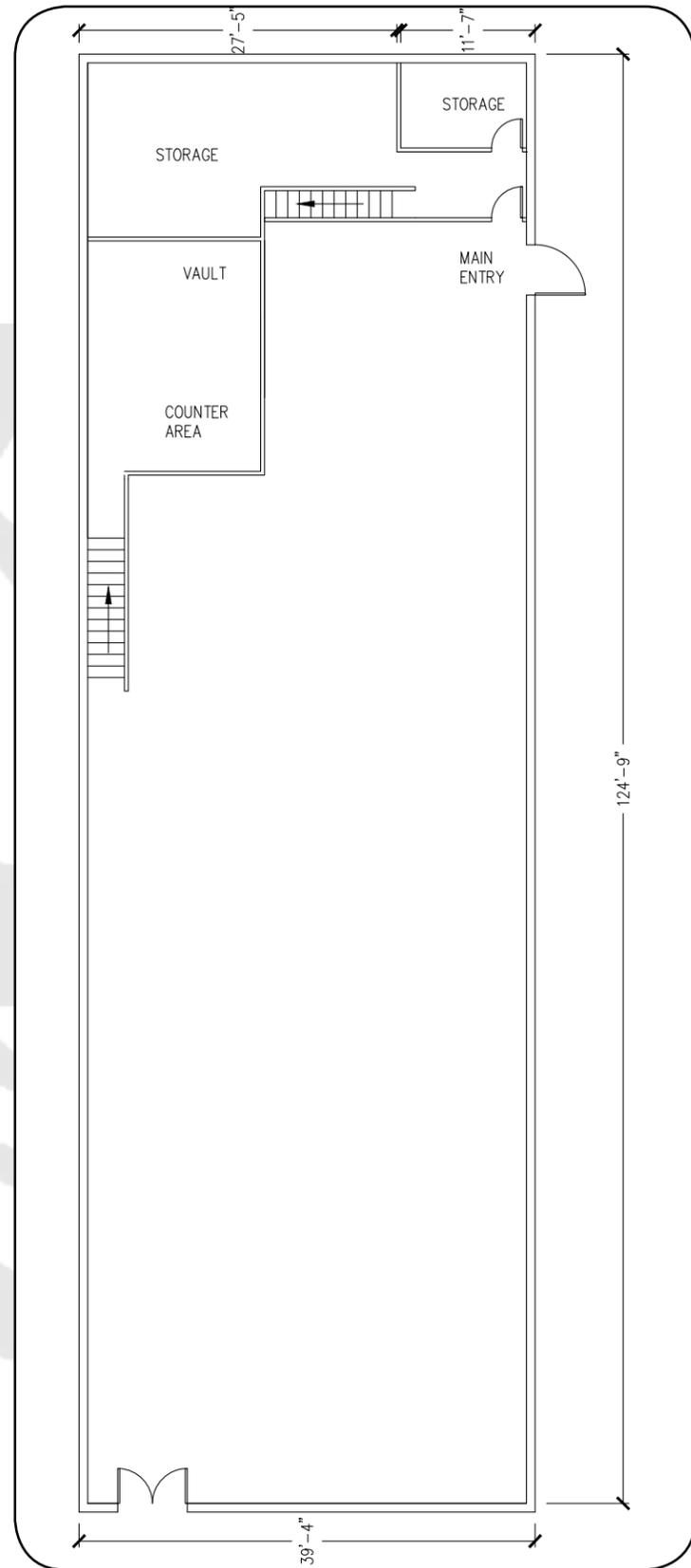
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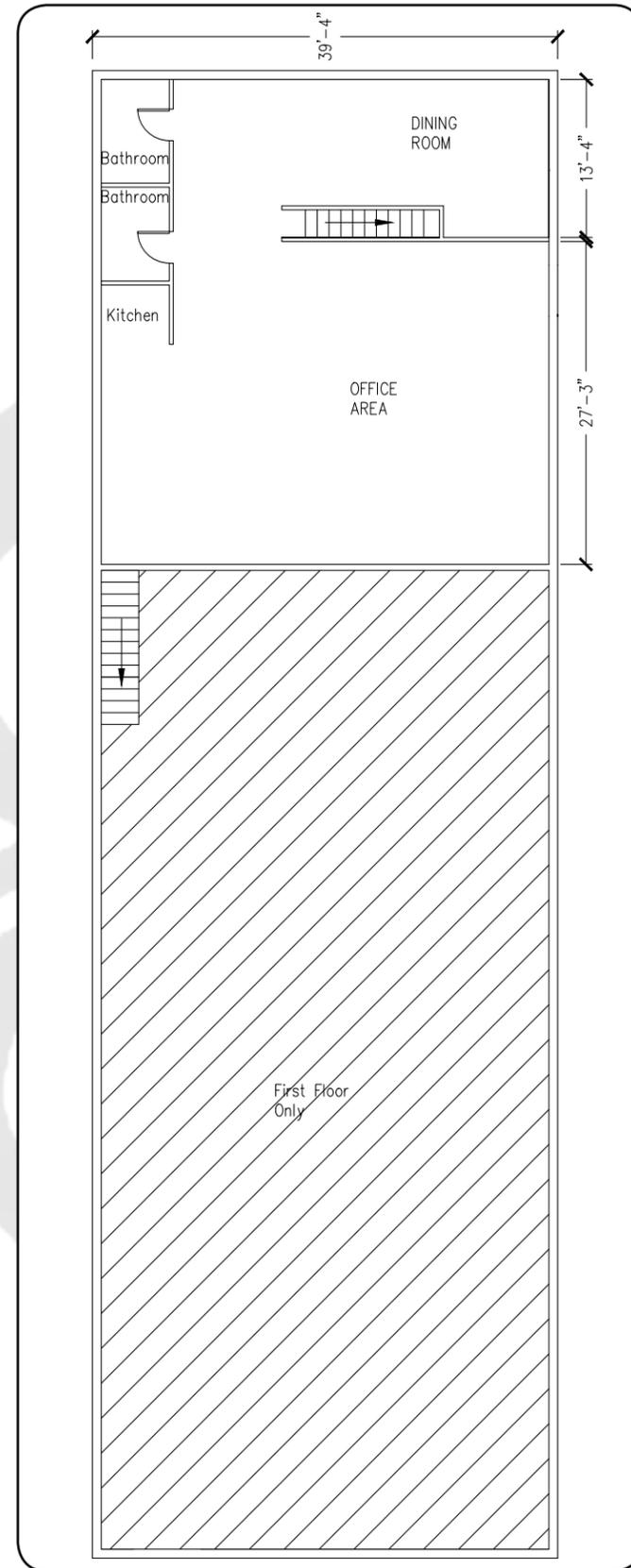
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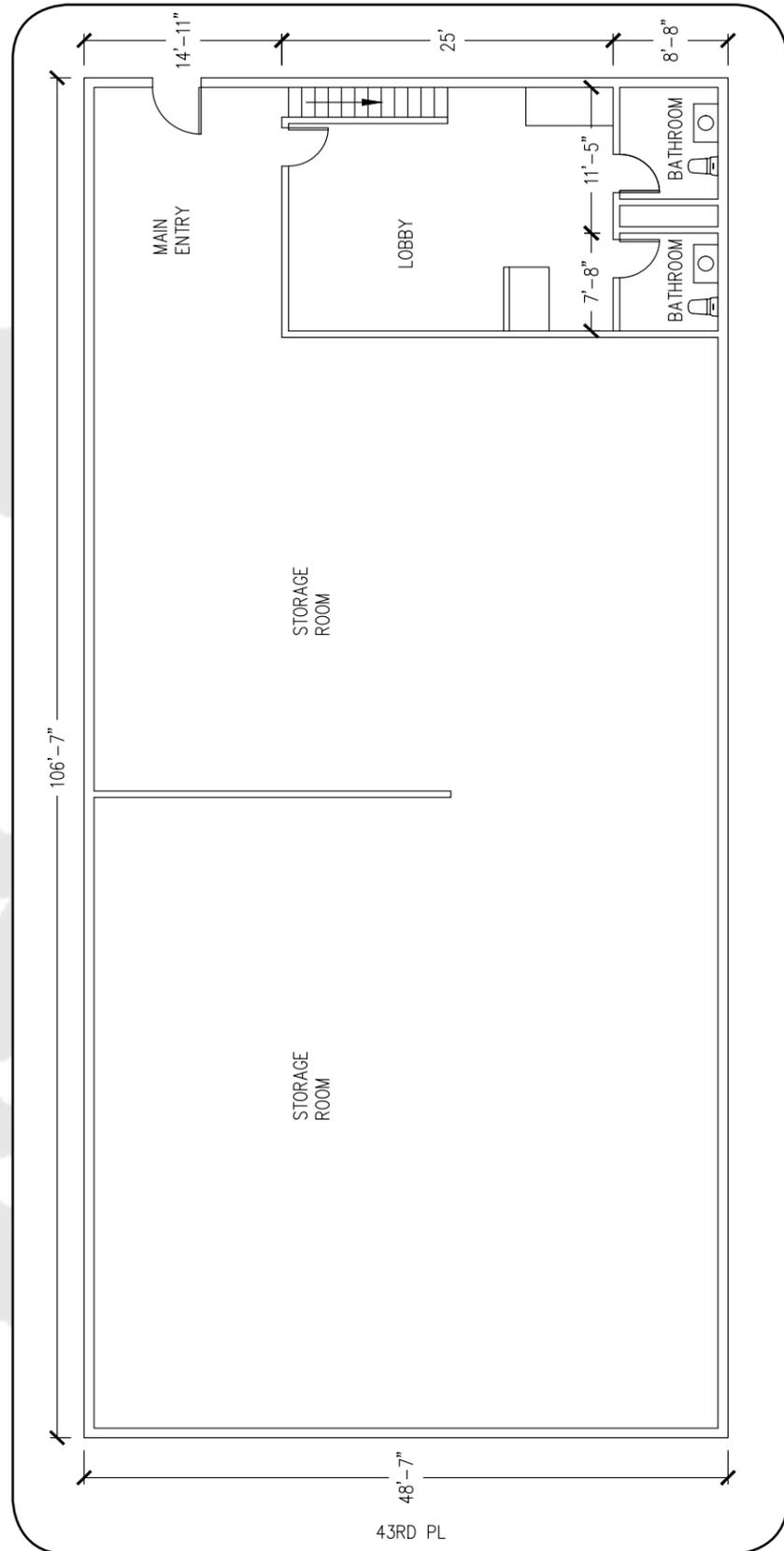
"The Old White Bank Building"  
3423 W 43rd Place - First Floor



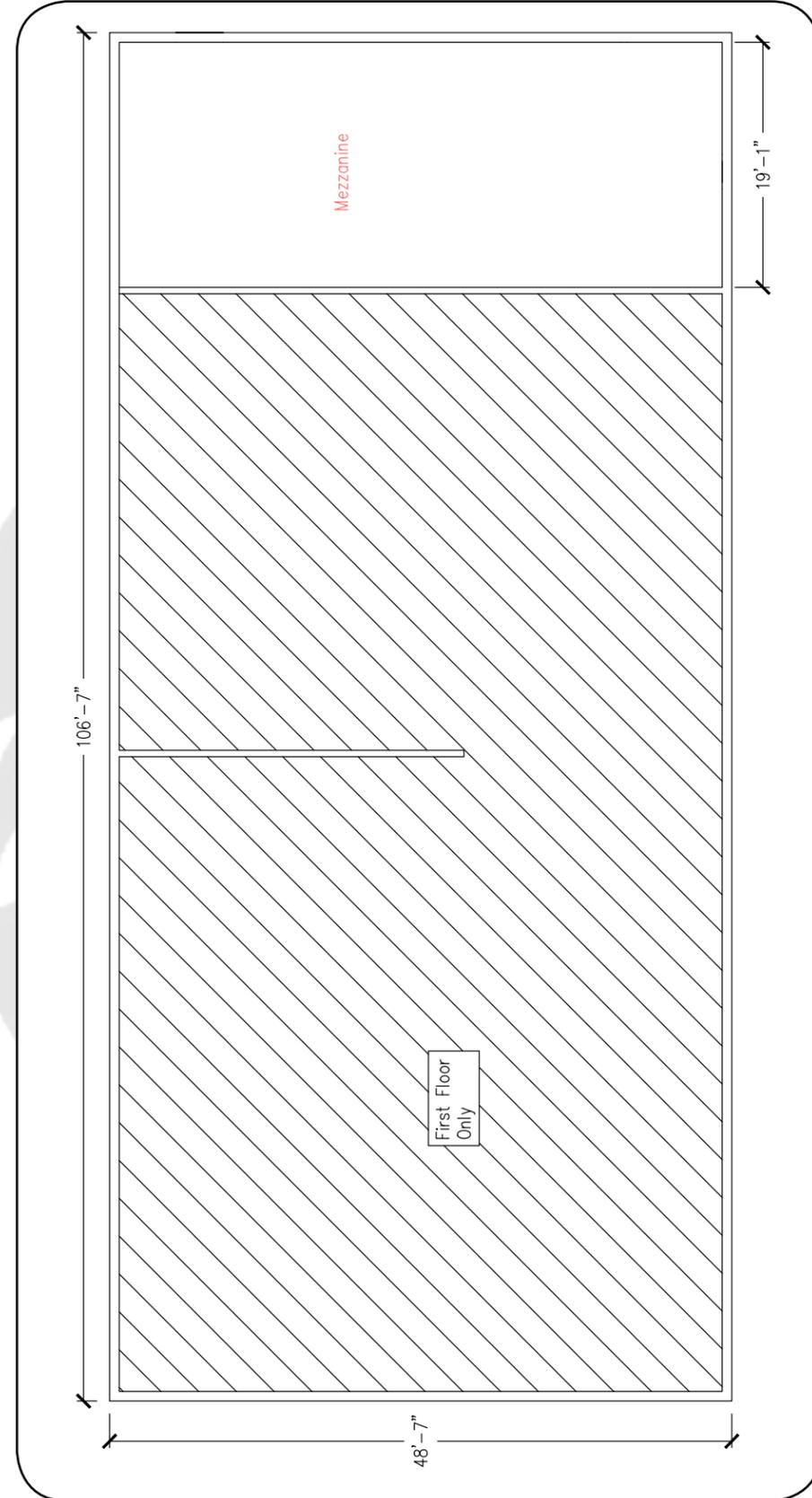
"The Old White Bank Building"  
3423 W 43rd Place - Second Floor



"Next to Z's Cleaners"  
3411 W 43rd Place - First Floor



"Next to Z's Cleaners"  
3411 W 43rd Place - Second Floor



Stake Holder Analysis Matrix

Stakeholders	Who Effects?	Who's Effected by issues?	Potential Changes
Community Residents	All other stakeholders will have an effect on the community residents as development of plans will be decided on by the collective group	Those effected will be anyone who will be participating in development as residents will have a voice in the decision making and how goals are achieved and implemented.	The community residents will have a voice in the larger picture of the development process
Property Owners	Community residents, business owners, developers, consumers, City and State Governments	Community residents will be effected by income of certain types of businesses, developers could be restricted if owners don't sell, consumers may be limited in types of business, homeless will most likely be displaced if the population increases	These property owners will have better informed knowledge of what the community expectations will be.
Business Owners	Property owners and community members could be the ones who allow or don't allow a type of business to come into an area. Consumers can affect the successfulness of the business and governments will have the ability to allow a type of business or certain	Community residents will be effected by the type of business that comes into the area and how successful that business will be. Consultants will be effected, as to if they will be hired to help with the development of an area which will bring in the businesses.	These business will types of businesses that have been identified by other stakeholders.
Developers	All other stakeholders will have an effect on the developers. These other stakeholders will have an opinion towards the idea of possibly getting to the point of needing a	The developers are the ones who are hired by the other stakeholders. They will all be effected by the issues and way the developers approach an issue.	Developers will focus on types of uses which have been focuse on by the other stakeholders
Consultants	Consultants are hired by the other stakeholders. They will have a job based on the direction of the plan and how the goals are achieved. The consumers and the homeless are the ones who will have no effect on them.	Consultants can have an effect on the direction of the plan which could alter what and how business and property owners want to do. The consultants may also give certain feedback which could affect the developers and their plans. The homeless and governments may be effected as well by the type of	They will use methods to identify specific goals that have been discussed in community meeting and group discussions.
Consumers	All other stakeholders except for the homeless will have an effect on what type of business and how the consumer will function within the development.	The consumer will legitimize the business owners place in the development and who's ever decision it was to allow that certain type of business. The consumer may have an effect on the homeless community as the larger the influx to more the homeless will be displaced. Governments will see financial effects as money that	Consumers will have a variety of uses and business types.
Homeless	All other stakeholders will affect the displacement of the homeless or the replacement of them. There will be ways which stakeholders decide to morally address homelessness in the area.	The homeless will have an effect on all other stakeholders and how plans will be achieved. Developers, consumers, property and business owners will likely not look at a location do to the high level of homelessness in the area	Homeless may be displaces or have the option of having relocation areas designated by the community.
City Government	Community residents, property and business owners, and developers will have an effect on the decisions and directions city governments decide on.	The zoning discretion is decided upon by the city in their General Plan which will effect developers and property and business owners. The type of funding will affect those same stakeholders. The types of businesses allowed will affect the community members and the	Will aid the plan. Will provide the General plan with zoning types and uses.
State Government	City government and large corporate business owners could have an effect on the level of interaction by state governments.	The intervention of state governments could have an effect on all the stakeholders.	Will aid in the plan as needed and where necessary.

Benchmarking Matrices

	VANCOUVER, BC	LOUISVILLE, KENTUCKY	SEATTLE, WASHINGTON
Plan/Study Title	Repurposing Strategy for ECUAD Buildings at Granville Island	SoBro Neighborhood Plan	Pioneer Square 2015: A Strategy for Seattle's first neighborhood
Client	Granville Island Community	South Broadway Community	Pioneer Square Community
Scale of Plan	Individual Building(s)	Neighborhood	Neighborhood
Study Purpose	<ul style="list-style-type: none"> <li>Provide a proposed repurposing concept designed to reanimate the former ECUAD buildings</li> <li>Enhance the authenticity and vitality of Granville Island as a whole</li> </ul>	<ul style="list-style-type: none"> <li>Develop a future vision of what SoBro should and could become</li> <li>Provide planning and implementation recommendations to help the district reach its potential</li> </ul>	<ul style="list-style-type: none"> <li>Improve the overall business health of Pioneer Square.</li> <li>Address key issues around business retention and growth, retail mix, and business capacity in Pioneer Square.</li> </ul>
Identified Stakeholders	<ul style="list-style-type: none"> <li>Granville Island Trust and Management</li> <li>Tenants and Staff</li> <li>Business and Community Association</li> <li>"On island community"</li> </ul>	<ul style="list-style-type: none"> <li>Spalding University, Presentation Academy</li> <li>Property owners</li> <li>Business owners</li> <li>Neighborhood and resident associations</li> <li>Individual residents</li> </ul>	<ul style="list-style-type: none"> <li>Business owner's</li> <li>Property owners</li> <li>Real estate developers</li> <li>Social service providers</li> <li>Investors</li> <li>Police</li> <li>Pioneer Square Community Association staff</li> <li>Downtown Seattle Association staff</li> <li>Hospitality business managers</li> </ul>
Existing Conditions of Context Area	<ul style="list-style-type: none"> <li>A growing and diverse population</li> <li>A developing creative economy</li> <li>Rising real estate price, buildings located on less traveled part of the island</li> <li>Pedestrian designated spaces</li> <li>Awkward mix of adjacent uses</li> <li>Yellow crane landmark,</li> </ul>	<ul style="list-style-type: none"> <li>Classified form districts</li> <li>A full evolution from residential to complete mix of zoning</li> <li>Not one district being dominant</li> <li>Lack of retail shopping, potential brownfields</li> <li>Abundance of cheap, vacant land</li> </ul>	<ul style="list-style-type: none"> <li>Mix of boundaries and overlay zones: Metropolitan Improvement District, Business Improvement Area, and Historic District.</li> <li>Abundance of vacant, dilapidated, and underused buildings.</li> <li>Prominent presence of homeless and unemployed due to concentration of social services in the area</li> <li>Huge growth of personal service business in the area (beauty</li> </ul>
Key Issues / Weaknesses / Threats	<p>North Building</p> <ul style="list-style-type: none"> <li>Uninviting pedestrian environment and blank streetwall.</li> <li>Underutilized east edge of building</li> <li>Waterfront elevation dead zone which impacts connectivity to building</li> </ul> <p>South building</p> <ul style="list-style-type: none"> <li>Built for the needs of ECUAD</li> <li>Limited potential for public use</li> <li>Underused patios</li> <li>Limited elevator capacity and use.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of neighborhood identity</li> <li>Currently weak public policy, lack of green space</li> <li>Lack of retail shopping, potential brownfields</li> <li>Lack of self promotion</li> <li>Homeless street population</li> <li>Expressway intrusion</li> <li>Transportation obstacles</li> <li>General zoning issues</li> <li>Excessive surface parking.</li> <li>apathy, continuing negative perceptions</li> <li>Lack of available funding</li> <li>Lack of interagency support</li> <li>Suburban mindset, lack of patience</li> <li>Failure to manage growing social service agencies</li> <li>Failure to provide mixed use development</li> </ul>	<ul style="list-style-type: none"> <li>There is a sense among Pioneer Square stakeholders that the commercial district is suffering.</li> <li>Declining rents, vacancies and deferral of major reinvestment projects support this premise</li> <li>Inadequate recognition by Pioneer Square stakeholders of how extraordinary this commercial district is.</li> <li>There is a concentration of social service providers and their clients in the district.</li> <li>Lack of ownership over the property maintenance.</li> <li>The criminal predators drug dealers and others exacerbate the sense of unsafety and frequently target the homeless and their not-infrequent addictions and physical and mental health conditions</li> </ul>
Key Opportunities/strengths	<p>North Building</p> <ul style="list-style-type: none"> <li>125,000 sqft. of leasable space</li> <li>Public and waterfront access through the building, water and city views</li> <li>Natural lighting and ceiling configuration</li> <li>Space for "dirty arts" (metal and wood working, etc)</li> <li>Double height areas</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Proximity to downtown and Old Louisville</li> <li>Abundance of vacant land</li> <li>Stability of institutions</li> <li>Lots of affordable land</li> <li>Potential to become highly walkable</li> <li>Community-wide landmarks</li> <li>Historic and architecturally significant buildings</li> <li>Good current land use. Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Pioneer Square is one the great historic districts in the entire country</li> <li>The quality of the level of the retailers in Pioneer Square is very high</li> <li>Most retailers in the district are independent and locally owned.</li> <li>The number and quality of historic buildings in Pioneer Square is certainly the major defining strength</li> <li>When combined with other categories represented (Medical, Computers,</li> </ul>

Benchmarking Matrices

	VANCOUVER, BC	LOUISVILLE, KENTUCKY	SEATTLE, WASHINGTON
	<ul style="list-style-type: none"> <li>Design is consistent with Granville Island industrial origins and authenticity.</li> <li>South Building:                             <ul style="list-style-type: none"> <li>ECUAD street level library space 10,000 sqft.</li> <li>170 seat lecture hall</li> <li>Large spaces with high ceilings and natural lighting, central atrium</li> </ul> </li> </ul>		Publishing, Cultural, Medical et al) nearly half of the gross receipts in Pioneer Square are from "Knowledge Worker" or "Creative Class" activities
Stakeholder Engagement Tools	<ul style="list-style-type: none"> <li>Consultant one on one meeting with stakeholders</li> <li>Tenant workshops</li> <li>Key informant interviews</li> <li>CMHC Granville Island Office Staff, Management Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Mayor Appointed SoBro task force.</li> <li>Meetings, discussions, visioning and workshops</li> <li>Metro Planning Staff</li> </ul>	<ul style="list-style-type: none"> <li>Board appointed Organization, Design, Promotion and Economic Restructuring committees.</li> <li>Host forums and events to hear ideas and generate discussion in support of Economic Development.</li> <li>Visited ~15 Pioneer Square businesses, conducting informal interviews with the owner and/or manager in several of them</li> </ul>
Neighborhood Analysis Tools	<ul style="list-style-type: none"> <li>Architectural analysis (creation of floor plans via CAD)</li> <li>Planning analysis (evaluation of potential and proposed concepts against established planning principles and existing plans for the Island)</li> </ul>	<ul style="list-style-type: none"> <li>SWOT Analysis</li> <li>Incorporation of student studio urban design and architectural analysis</li> </ul>	<ul style="list-style-type: none"> <li>Conducted analysis of Pioneer Square's economy and the major business' needs</li> <li>Visited ~15 Pioneer Square businesses, conducting informal interviews with the owner and/or manager in several of them</li> <li>Conducted individual interviews with a variety of stakeholders</li> </ul>
Planning Goals	<ul style="list-style-type: none"> <li>A place to explore</li> <li>Authentic built form</li> <li>Local crafts and artisanal retail</li> </ul>	<ul style="list-style-type: none"> <li>Mix of business, education, cultural institutions, commerce, and manufacturing.</li> </ul>	<ul style="list-style-type: none"> <li>Support Pioneer Square's historic buildings</li> <li>Provide economic development support and investment</li> </ul>
	<ul style="list-style-type: none"> <li>Iconic setting and spectacular views of city</li> <li>Affordable rents and an absence of gentrification</li> </ul>	<ul style="list-style-type: none"> <li>Maintain distinctive architecture and urban design</li> <li>Creation of "green network" of parks and green space pockets, become an effective bridge between downtown and Old Louisville.</li> </ul>	<ul style="list-style-type: none"> <li>Provide supportive utility, parking, and transportation infrastructure</li> <li>Ensure an environment of public safety and civility</li> </ul>
Adaptive Reuse Goals	North Building <ul style="list-style-type: none"> <li>Create a vibrant and authentic destination for arts</li> <li>Entertainment and food</li> <li>Dedicated to artisans</li> <li>First floor fully open to public</li> <li>"Internal street" for public access</li> <li>Create vitality 18 hours a day/12 months a year</li> <li>Provide working art studio/exhibition</li> <li>Live music</li> <li>Restaurants</li> <li>Micro and nano breweries, and urban winery. South</li> <li>Major arts-oriented institutions</li> <li>Single tenant approach</li> </ul>	<ul style="list-style-type: none"> <li>Tax incentives</li> <li>Business and retail expansion prospects</li> <li>Sports complex for public and institutional use</li> <li>Streetscape upgrades</li> <li>Assemblage of publicly owned properties for redevelopment</li> <li>Nonmotorized transportation connectivity, greenspace system, available housing stock for renovation, increasing student population, attractive to the arts community, re-zoning</li> </ul>	<ul style="list-style-type: none"> <li>Effectively market, brand, and promote pioneer square</li> <li>Actively engage businesses in supporting economic growth</li> <li>Building the neighborhood's organization development and capacity</li> <li>Focus on the district's historic building assets</li> <li>Improve the public safety experience and perception by activating public and vacant spaces, addressing blighted buildings, and improving civility and stewardship of the neighborhood</li> </ul>

Benchmarking Matrices

Name	Author of Plan	Participation/Admin.	Existing Conditions	Issues and Opportunities	Strategies	Funding
Delray Beach CRA, Community Redevelopment Plan.	Community Redevelopment Agency	Community Redevelopment Agency, West Atlantic Coalition, City of Delray Beach, Chamber of Commerce, Downtown Development Authority, neighborhood associations, residents and property owners	Land Use, Housing and population, traffic circulation and downtown parking	Removal of clues and light, land use, economic development, infrastructure, Business mix does not include large scale employers, land Development regulations do not provide predictability to developers and residents. Mix of uses that include more office and retail uses to attract an employment base and shoppers, Expand employment opportunities to include larger-scale employers.	Street improvements, additional parking, create mix of office, entertainment, dining, residential and shopping uses	Community Redevelopment Agency, tax increment financing, from the city, and state and federal funding for infrastructure improvement projects
West Adams-Balboa Hill/Letterman Community Plan.	Los Angeles Department of City Planning	Dept. of Building and Safety, Dept. of Public Works, Dept. of Recreation and Parks, Dept. of Transportation, Dept. of Water and Power, City Attorney and Neighborhood councils	Identify the acres, percentage of land, and types and uses for residential, commercial and industrial uses.	Effectively address nuisance uses, address the negative impacts of high concentration places, enhance the retail environment by promoting a mix of neighborhood amenities that include quality establishments and provide better access to healthy food options.		The program implementation is contingent on the available funds provided by the state and regional governments and other funding agencies.
West Bay Street Community Redevelopment District Plan, 2002.	City of Largo City Commission	Board of County Commissioners, Chairwoman Corrine Office, Program Planner, The Largo Chamber of Commerce, The Pinellas Planning Council and Wiljo Miller Inc.	Suburban retail shopping centers saturate the market in the trade area. The District is not pedestrian friendly. The Clearwater Largo Road and West Bay Drive Corridors are lined with valuable real estate for retail, medical and professional land use. Small lot size and high land values challenge development. The residential market does not support additional retail of significant scale; however	Vacant and substandard structures, declining tax base, inappropriate lot sizes, fragmented and diverse parcel ownership, inappropriate land uses, a lack of well-situated and convenient parking and a lack of strong identity and sense of place.	Hold a series of elected officials, residents and business owners to discuss goals, community meetings once a month to discuss. Objectives were reached and used to formulate Plan.	Tax Increment Financing