

WESTWOOD VILLAGE VISION

citylab

UCLA
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INTRODUCTION

When it comes to Westwood Village, there is one thing everyone agrees about: it has seen better days. Beyond that, opinions vary widely about the cause of the decline, the factors that contributed to the Village's former prominence, the obstacles to success faced by past revitalization efforts, and the present forces at work in Westwood Village. Visible signs of trouble in the area include vacant storefronts, crumbling streets and sidewalks, a homeless population, and empty lots in an area where commerce and entertainment once thrived. Disagreement about the past and frustration with the present have led to a situation in which there is no agreement about a vision for Westwood Village's future.

Over the past three decades, there have been numerous attempts, both piecemeal and comprehensive, to reestablish the area's distinction, but none has definitively turned the tide. Still the potential of the Village remains palpable. Centrally located among some of Los Angeles's most affluent communities and adjacent to UCLA's populous campus and renowned medical center, Westwood Village retains a special character. In the context of two significant new developments, the formation of the 2011 Business Improvement District (BID) and the planned groundbreaking for the subway in 2013, the current problems of Westwood Village can be reconsidered as opportunities for future revitalization. Given the wide variety of interests and stakeholders, it is important to separate fact from opinion. The following pages describe research into Westwood Village—it's history, myths about its past and present, and its current status—so that stakeholders can build an informed opinion about the area's possibilities. The intent is to focus the blurred vision that presently blocks Westwood Village's progress toward a better future.

Goals

More specifically, cityLAB has researched, analyzed, and documented present conditions in the Village in order to initiate the visioning process with two transformative scenarios and two teams of experts.¹ This case problem statement is directed toward those experts, and serves to ground the two scenarios described in its final pages (see pp. 44-50). Cross-disciplinary teams will include such participants as planners, residents, land use lawyers, real estate economists, developers, urban designers, and business strategists. The teams are limited in size to focus the visioning process.

¹ cityLAB is a research center at UCLA in the Department of Architecture and Urban Design in the School of the Arts and Architecture. This study was funded by UCLA and the Westside Urban Forum. The work was guided in part by the Steering Committee of the Westwood Village Vision Project. For more information, see <<http://citylab.aud.ucla.edu/projects/westwood-village/>>.



This case provides with the background needed to launch new ideas for Westwood Village's future. Each team will answer the following questions:

- What are the necessary components that drive this scenario?
- What will be the catalyst that begins to move this scenario from plan into reality? How would it be implemented?
- What role can the BID play? UCLA? Metro? Private developers? Community organizations? The City of Los Angeles? The City Councilmember and his staff?

The resulting visions will be two distinct and full-bodied proposals for Westwood Village's future, each pushed to uncover the logics and possibilities of its own driving forces. The outcome of the visioning process however, is the debate and discussion those proposals generate among stakeholders to whom they will be presented. If your teams work effectively to play out the community, planning, development, economic, and design issues, a clearer vision for the Village will emerge.

The Village in Context

Westwood Village is bordered incongruously: on the north by UCLA, to the east by the residential neighborhood of Holmby Hills, on the south by Wilshire Boulevard, and to the west, by the Los Angeles National Cemetery. Holmby Hills shares with other residential communities in the Westwood area a sense of ownership of the Village. Nine homeowner organizations; a city-sponsored neighborhood council; an independent community council; and a variety of business civic, and philanthropic organizations. Westwood shares its 1920s origin with the establishment of southern branch of the University of California. As UCLA has grown to fulfill its statewide mission, it has both abetted the Village's success and put pressure on its infrastructure. While UCLA and the Village depend upon one another, town and gown tensions persist. Although the Village is characterized as a retail district, it contains almost four times more office space than retail, along with housing, dining, neighborhood services, and cultural and entertainment uses. Development in the Village is guided by two primary sets of planning regulation: its zoning designation (primarily C4, commercial) and by the Westwood Village Specific Plan, a set of land development regulations and building design guidelines adopted by the City of Los Angeles in 1989 and updated as recently as 2004. At present, there are mixed views about whether the Specific Plan is impeding the Village from changing in positive ways, essential to its protection from unwanted development, or both. Similarly, critics complain that the C4 zoning is out of date, prohibiting pool and billiards halls, gyms, bowling alleys, and other uses that today might be desirable.

Besides the subway and the BID, there are several



1.2 Westwood Village in the context of the UCLA Campus

other significant changes pending in and around the Village. UCLA is currently constructing 500 new graduate student studio apartments, at the western edge of the Village, that are scheduled to be completed in 2012. In early 2011, the university also announced plans to build a new residential conference center and faculty club.² A 29-story hotel or housing tower with ground floor retail and restaurants is approved for the site at corner of Wilshire Boulevard and Gayley Avenue (most recently occupied by a Hollywood Video outlet).³ At Wilshire and Veteran, on a site where university parking (Lot 36) is located and linked to the future subway portal, UCLA expects to build a high density development in support of its educational mission. These last two projects will effectively mark the entry into the Village along Wilshire Boulevard from Interstate 405, though their timing is unclear.

The Five Village Curses

The history of the Village begins in 1929 at the same moment UCLA is founded. That history has been punctuated with significant changes. To some the course of the Village's current downturn appears unalterable. Westwood Village has so much going for it that simple explanations about its problems seem inadequate. Still everyone has a theory. If we are to believe what we hear, there are five different, frequently uttered explanations about why Westwood Village is depressed today. These so-called "curses" are described here one by one: movies, competing interests, parking, neglect, and an act of violence. If we air the curses, we can then seek the facts that inspire or belie them and possibly find antidotes.

1. The Big Screen and the Changing Marketplace

The movie industry that made Westwood Village a beacon of entertainment in Southern California from the 1950's to the 1980's also led to its demise. Its big screens could not adapt to the changing economics of the industry and the construction of multiplexes across Southern California neighborhoods, including many in close proximity to Westwood Village. This led to the migration of many moviegoers, who gravitated towards the ease, convenience, and choice offered by multiplexes attached to major shopping malls or other retail

2. The center will include a 282-room hotel, 300-seat dining room, and 33,000 square feet of meeting and conference space. UCLA intends this facility to be used for academic purposes, but its impact on the Village and on existing and planned hotels in Westwood, is an issue of political contention. See Lee, Cynthia. "Policy would restrict use of residential conference center," UCLA Today, Mar 28, 2011. <http://www.today.ucla.edu/portal/ut/policy-would-restrict-use-of-residential-199646.aspx>

3. The project, designed by Robert A.M. Stern is generally described as a luxury hotel with 250 rooms, received final City approvals in 2011 that allow the developer, Kam Heckmat, the option to instead build 144 condominiums based on market conditions. See <http://la.curbed.com/tags/wilshire-gayley>

districts.⁴ Changes in the distribution of not only film but books further undermined Westwood Village, just as the prominence of other proximate retail destinations was on the rise.

2. Competing Interests: Can't We All Just Get Along?

Not since Janss sold its interest in the Village in the 1950s has there been coordinated business plan for the district. Property owners do not share common goals, nor do merchants. Past BIDs have met little success. UCLA continues to grow, developing commerce on campus that competes with local businesses while continuing to develop university-related uses in the Village that dampen its attraction to shoppers. Neighbors, watching development change the character of their community, have become effective in their resistance to projects they do not favor. All of this creates an atmosphere of uncertainty that repels investment. While it might be fair to call out UCLA and neighborhood politics as curses in their own right, here they are grouped more generally into problems associated with an inability to plan and to implement plans effectively.

3. There's No Place to Park

The Westwood Village problem most commonly cited by retail property owners, merchants, and neighbors is parking: there's not enough, it's too expensive, and it's not well located. When coupled, traffic and parking make it inconvenient to access and move around the Village while shopping so people go elsewhere.

4. Unseemly Streets

The Village is run down, its public infrastructure is not adequately maintained by the City; sidewalks and streets are crumbling; there's a well-established homeless population; and the student market encourages low-end businesses.

5. 1988 Shooting

Westwood Village was so popular that its streets were packed on weekend nights until Karen Toshima, an innocent bystander, was shot in gang-related violence. Even prior to the shooting, streets in the Village had been closed to traffic on weekend nights to discourage "cruising," causing reduced revenues according to some retailers. The media blitz following the tragedy killed the village's buzz. Since that shooting things have never been the same.

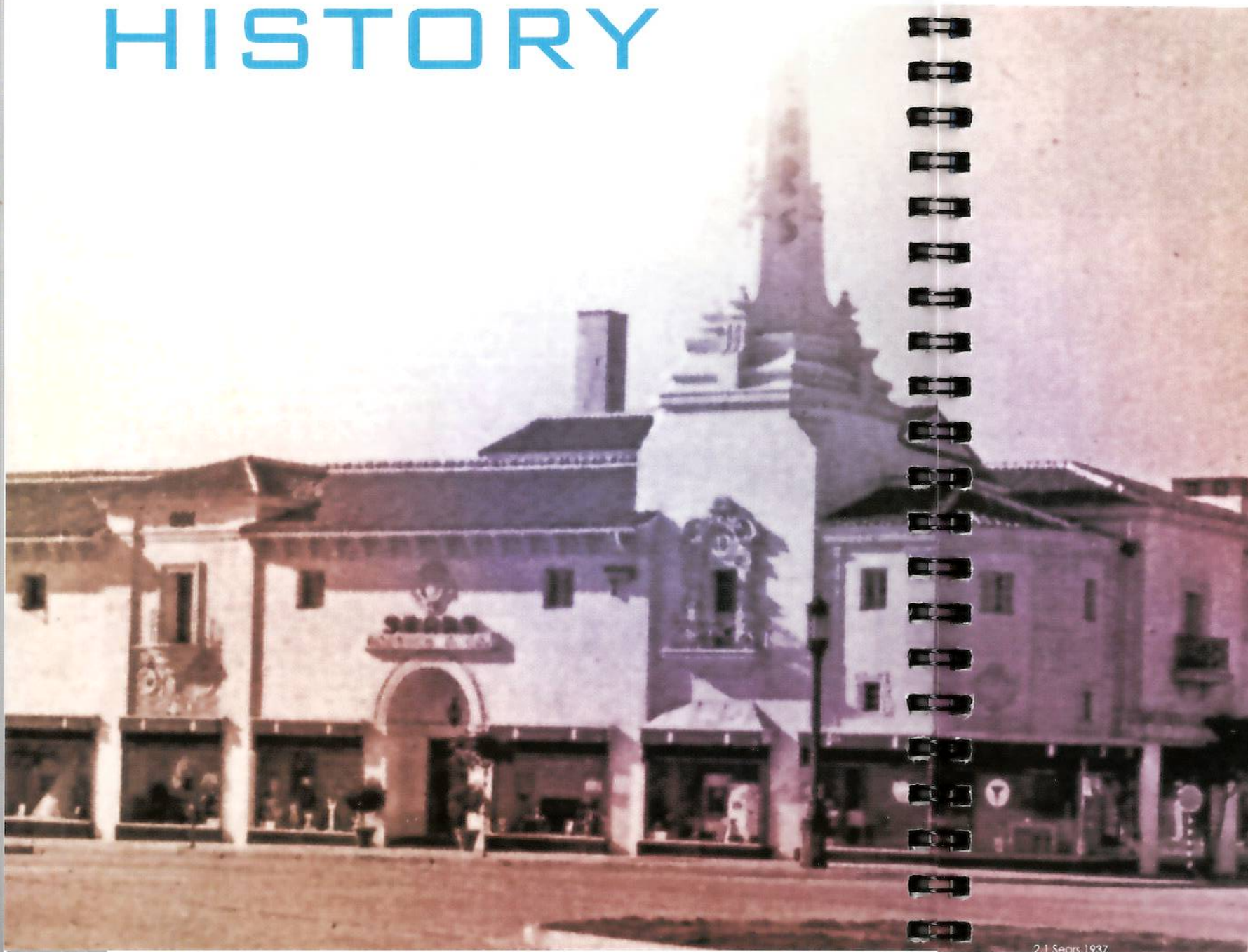
4. "AMC Theaters," Cinema Business, n.p., n.d. Web, 25 Apr 2011. <<http://cinema.theaters.org/show/?view=expand&show=all>>.

There is some truth in each of these narratives, yet the data collected below demonstrate that no single curse is sufficient to have produced the Village's current malaise. Moreover, focusing on easy yet inadequate explanations reflects a general tendency to either (a) focus on the problems since solutions are harder to find or (b) create blind spots to other causes that might be possible to resolve.

Everyone is entitled to his or her own opinion (or curse) but not to his own facts. If a shared vision for Westwood Village is to be found, it will depend on understanding the facts of the current situation well enough to recognize the opportunities it presents. Below, after a brief review of Village history, the topics above are re-examined and viewed in the new light of research-based evidence.

CityLAB, in the course of its research, has uncovered what constitutes a final curse, concealed as a solution: Let's go back to the way things were. Blinded by nostalgia and burned by the forces of decline, simple solutions from earlier times are invoked: diagonal parking, fewer students, historic signage, magnet retailers, or a student union without retail and restaurants. Typically, Westwood Village's heyday is located in the 1950s, or at other times, the 1980s. The past holds lessons. Antiquated solutions, however, are specific to earlier challenges and opportunities and are likely to fit poorly with today's context. For example, bookstores and the single-screen theatre have been replaced with Amazon and Netflix. While past formulations are undeniably attractive, they are unlikely to be robust responses to a vastly changed Los Angeles.

HISTORY



2.1 Sears, 1937

Westwood Village and UCLA History

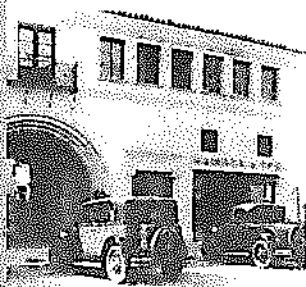
Westwood Village, founded by the Janss Investment Company, opened for business in 1929. The land developed by the Jansses was once part of the 4,338-acre Rancho de San Jose de Buenos Ayres, granted by Mexican Governor Micheltorena to Maximo Alanis in the 1820s. By 1922, after a series of transactions and railroad land grabs, the property was acquired by Arthur Letts, the founder of the Broadway Department Store chain. The property was entrusted to Letts' son-in-law, Harold Janss, and to his brother, Edwin J, subdividers of Van Nuys and today's Canoga Park. They actively promoted home sites in "Westwood Hills" and dubbed the region "The Second Hollywood", enticing four motion picture companies—Fox Film Corporation, Harold Lloyd Corporation, National Film Corporation and the Christie Film Company—to move to Westwood.⁵

By 1925, the Jansses began to focus on developing the land north of Wilshire Boulevard. The following year, Westwood Hills was annexed by the City of Los Angeles and the Regents of the University of California chose a 384-acre property in Westwood Hills as the new home for its southern branch. The site's appeal came from its size, its proximity to Los Angeles, and its ideal climate. The University of California investment was seen as a major stimulus for surrounding development and a potential attractor of affluent residents. The Janss Investment Company "took vigorous steps to help consummate" UCLA's location in Westwood.⁶ Soon after the UCLA location was finalized, the Jansses began preparing a plan for Westwood Village.

5. Wanamaker, M. *Images of America: Westwood*. (Chicago: Arcadia Publishing, 2010) 23.
6. Longstreth, R. *City Center to Regional Mall*. (Cambridge, MA: The MIT Press, 1997) 162-163.



2.2 Vacant, 2011



2.3 1930 University Professional Building



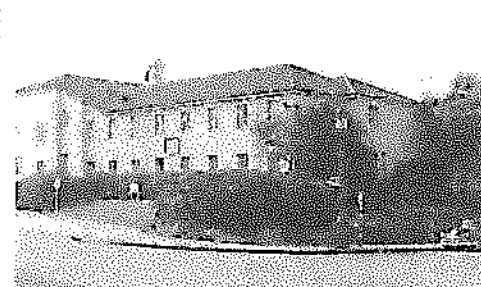
2.4 2011 Verizon Wireless



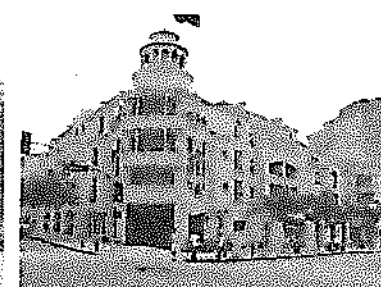
2.5 1937 La Ronda de Los Esfollas



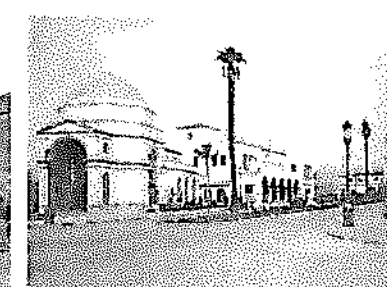
2.6 2011 Vacant



2.7 1964 Westwood Hall for Women



2.8 2011 Trader Joe's



2.9 1930 Jans Investment Company Bldg



The Westwood scheme was fashioned after Kansas City developer J.C. Nichols' Country Club Plaza, a new shopping center model and one of the first to accommodate shoppers arriving by automobile. Westwood Village had an integrated business development scheme with no center or hierarchy of location or tenants. The Jansses intended all portions of the complex to be equally attractive to shoppers. Because maintaining the "village" aspect of Westwood was important to the Jansses, the district's broad streets formed short, irregular blocks intended to facilitate traffic flow. Westwood's commercial center was planned as an ensemble of smaller, suburban outposts of traditional downtown Los Angeles stores, national retailers, and neighborhood-serving independent merchants.

The Jansses sold Westwood Village in 1955 to raise capital for other ventures. The sale marked the end of the period of single-ownership and coordinated retail management. The effects of those changes were not immediately noticed nor were the challenges that Westwood Village would face as the shopping mall came to dominate North American retailing and the multiplex theater came to dominate North American cinema. In the 1960s and 1970s, the population of UCLA and popularity of Westwood Village continued to grow concurrently. Up until the late 1980s Westwood Village was one of the premiere and most heavily trafficked shopping districts in Los Angeles, drawing patrons from all over Southern California. Many components of the Village are touted as the catalyst for that popularity. From the entertainment district with a multitude of movie theatres and film premieres to the planned retail mix, Westwood Village worked. During this time, UCLA transitioned from a commuter campus to a residential campus, building student housing and facilities on "the Hill," the area in the northwest portion of campus where a majority of undergraduate students now live. Over the years, UCLA has continued to grow through developing its original 384 acres, acquiring additional land and buildings in the vicinity, and leasing office space in towers along Wilshire Boulevard. Later, the university acquired land it has dubbed "Southwest Campus".⁷ Within the additional 35.5 acres, it developed parking (Lots 32 and 36), the West Medical Building, and the Science & Technology Building. Weyburn Terrace Apartments were constructed as graduate student

housing in the area in 2004, along with another phase of graduate student housing construction to be completed in 2012. The current total area of the UCLA campus is now 419 acres.⁸

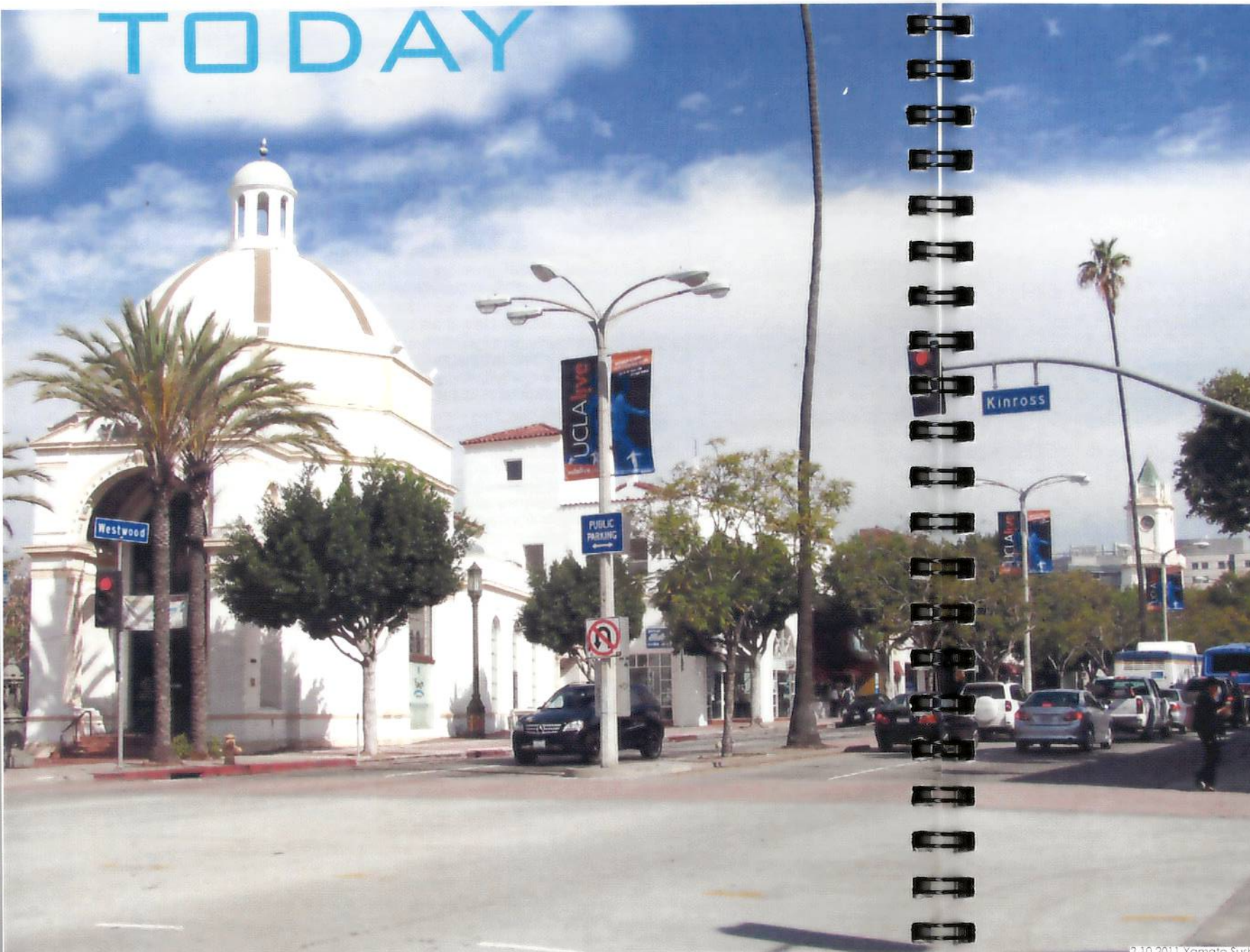
During the past 15 years, Westwood Village has shifted from a once-thriving retail center to a district with a loss of identity, an ambiguous audience, and decaying infrastructure. This occurred despite its close proximity to the UCLA campus, its having a community invested in its success, its being surrounded by stakeholders with ready access to capital, and its ability to marshal political clout. In response to high vacancy rates, damaged streets and sidewalks, and an entrenched homeless population, the recently passed 2011 BID set corresponding goals: to improve the Village by making it clean, safe, and beautiful.⁹ The future of the Village is promising, if only some agreement can be reached about elaborating those goals into a veritable plan.

7. Office of Academic Planning and Budget, Campus Profile 2001

8. Ibid.

9. The first meeting of the Business Improvement District was held in August 2011. The thirteen members of the Board are intended to represent all commercial interests in the Village, including property owners within the Village and on Wilshire, merchants, and UCLA.

TODAY



A. Housing and Demographics

1. Local Demographics

In 2000, within a one-mile radius of Westwood Village there was a population of 98,277. At the time of the 2000 Census, the per capita income was \$44,281, more than twice the countywide per capita income of \$20,683. Looking closely at the individual census tracts, the tracts northwest and northeast Westwood Village have per capita incomes, \$84,702 and \$121,932 respectively, the highest within the one-mile radius of Westwood Village. Omit census tracts dominated by student populations, and the per capita income level for the one-mile radius is \$52,513. Within these four tracts dominated by students, the per capita income ranges from \$5,763 (on-campus) to \$14,406 (off-campus private apartments).¹⁰ [See Figure 3.1]

The UCLA campus is, of course, a significant presence in Westwood beyond its effects on per capita income statistics. The student population totals 39,593, with 20,701 undergraduates and 18,892 graduate students enrolled in the 2010-2011 academic year. With the addition of academic faculty and non-academic administrative and service staff, UCLA's total daytime population is 74,421. [See Figure 3.2]

2. West Los Angeles Housing

West Los Angeles is one of the most expensive rental housing markets in Los Angeles County. The current median monthly rental rate of single-family homes, condominiums and apartments across the West Los Angeles sub-region is \$2,500.¹¹ The median rental rate for all of Los Angeles County for all housing types is \$2,000.¹² The average rental rate of a two-bedroom apartment at \$2,267 per month makes Westwood the most expensive neighborhood in the sub-region, followed by Beverly Hills at \$2,000; Santa Monica is \$1,938; Brentwood is \$1,841; Rancho Park is \$1,640; and Palms is \$1,504.¹³ The average rental rate for a two-bedroom apartment in Los Angeles County is \$1,932.¹⁴ With regard to median home prices, West Los Angeles is currently at \$763,300, while Los Angeles County is at \$375,500. [See Figure 3.3]

3. UCLA Housing in Westwood

The first major UCLA development of on-campus housing occurred between 1959-1963 with the construction of four new residence halls on "the Hill", UCLA's on-campus housing zone located in its northwest quadrant, providing over 3,300 undergraduate beds.

¹⁰ Based on 2000 Census, college students should be counted at their college address. See <http://pewresearch.org/pubs/1525/census-college-students-where-to-count-them>

¹¹ West LA Real Estate Data Report, May 2011. Zillow.com. Web. 5 May 2011.

¹² LA Real Estate Data Report, May 2011. Zillow.com. Web. 5 May 2011. Note: Median figures is a more accurate measure because it eliminates outliers. www.zillow.com

¹³ "UCLA Community Housing Rental Rate Survey." UCLA Community Housing Office. UCLA. Web. May 2011.

¹⁴ Los Angeles Market Trends, May 2011. Apartmentratings.com. Web. 6 May 2011.

Tract Number	Total population: Per capita income in 1999	Tract Population	Total Tract Per Capita Income
255301	\$5,763	7,424	\$42,784,512
265304	\$8,064	3,941	\$31,543,764
265303	\$10,358	4,152	\$43,005,416
265305	\$14,408	2,928	\$42,180,768
267501	\$22,359	5,307	\$118,659,213
267300	\$25,309	5,146	\$130,246,114
267700	\$25,447	1,587	\$40,384,389
267402	\$29,625	4,820	\$142,792,503
267401	\$34,371	5,581	\$191,804,551
267200	\$41,232	5,455	\$224,920,560
265510	\$44,112	3,896	\$171,860,352
264301	\$48,087	4,589	\$220,578,992
265200	\$49,822	6,465	\$323,095,670
265520	\$50,586	4,243	\$214,638,388
264101	\$58,327	5,103	\$297,842,681
207100	\$59,962	6,573	\$334,168,226
268600	\$60,672	4,753	\$249,682,736
265410	\$66,711	1,239	\$85,132,929
265700	\$71,351	4,653	\$331,596,203
265420	\$84,702	1,851	\$156,783,492
264000	\$84,865	3,199	\$271,483,135
262302	\$96,140	2,742	\$269,093,980
265100	\$121,932	2,603	\$317,388,966
	TOTAL	98,277	\$4,351,804,377
Per Capita Income/ All Tracts			\$14,281.00

Source: Census 2000

3.1 Census Tract in One-Mile Radius of Westwood Village

UCLA Population Composition	
Undergraduate	20,701
Graduate	18,892
Academic & Non-Academic Personnel	35,028*
Total	74,421

Source: UCLA Office of Analysis and Information Management, 2010
 *This enumeration does not include approximately 5,000 student workers

3.2 Total UCLA Student and Staff Population

Prior to this time, small dormitories for students had been located in Westwood Village, including on the site of the present Palazzo development. Since 1959, the university has intermittently but consistently added to its student housing stock through development and purchase. In 1978, UCLA responded to community antagonism to campus expansion by purchasing two existing multi-family developments in Westwood to create the off-campus Landfair and Glenrock residential complexes. Since that time, UCLA has purchased 360 units around Westwood to serve as undergraduate off-campus housing and an additional 200 units for faculty housing.¹⁶ The current on-campus bed count stands at 10,433 beds available for undergraduate students and 3,049 for graduate students. Forty

[3. Source: Angela Maidano, Director of Programming and Development, UCLA Housing and Hospitality Services, May 2011]



	UCLA Community Housing Rental Rate Survey						
	Westwood	West L.A.	Palms	Brentwood	Rancho Park	Santa Monica	Beverly Hills
	90024	90025	90037	90049	90064	90401-11	90201-2
Room in Home	\$960	\$814	\$766	\$972	\$845	\$810	\$936
Studio	\$1,146	\$957	\$878	\$1,296	\$1,038	\$1,181	\$1,274
1 Bedroom Apartment	\$1,497	\$1,152	\$1,195	\$1,447	\$1,177	\$1,597	\$1,315
2 Bedroom Apartment	\$2,267	\$1,674	\$1,504	\$1,841	\$1,640	\$1,938	\$2,000
Condo	\$2,215	\$2,409	\$1,498	\$2,070	N/A	\$2,500	\$2,700
Guest House	\$1,369	\$1,400	\$1,125	\$1,000	\$988	\$1,125	\$1,495

Note: 2010 survey; rental averages per month include rents for both furnished and unfurnished units

3.3 Rental Housing Market in Los Angeles

percent of all undergraduate students are housed in university owned housing today. The proportion is expected to increase to 51% of the undergraduate students by 2020 as UCLA pursues its goal of transforming itself from a predominantly commuter to a predominantly residential campus.

On-campus housing rates for undergraduate students range in cost from \$1,150 per month per person for a triple-occupancy arrangement to \$1,500 per month for a single-occupancy room with a shared bathroom.¹⁶ The university's housing options for graduate students in and around Westwood include Weyburn Terrace on Weyburn Avenue, just west of Gayley Avenue. Typical monthly rates for graduate student housing range from \$1,229 - \$1,338 for a single-occupancy studio apartment, to \$1,137 per person in a shared two bedroom apartment. Some faculty housing is also available near campus, with rates ranging from \$1,548 for a one-bedroom apartment, to \$3,808 for a two-bedroom condominium.¹⁷ [See Figure 3.3]

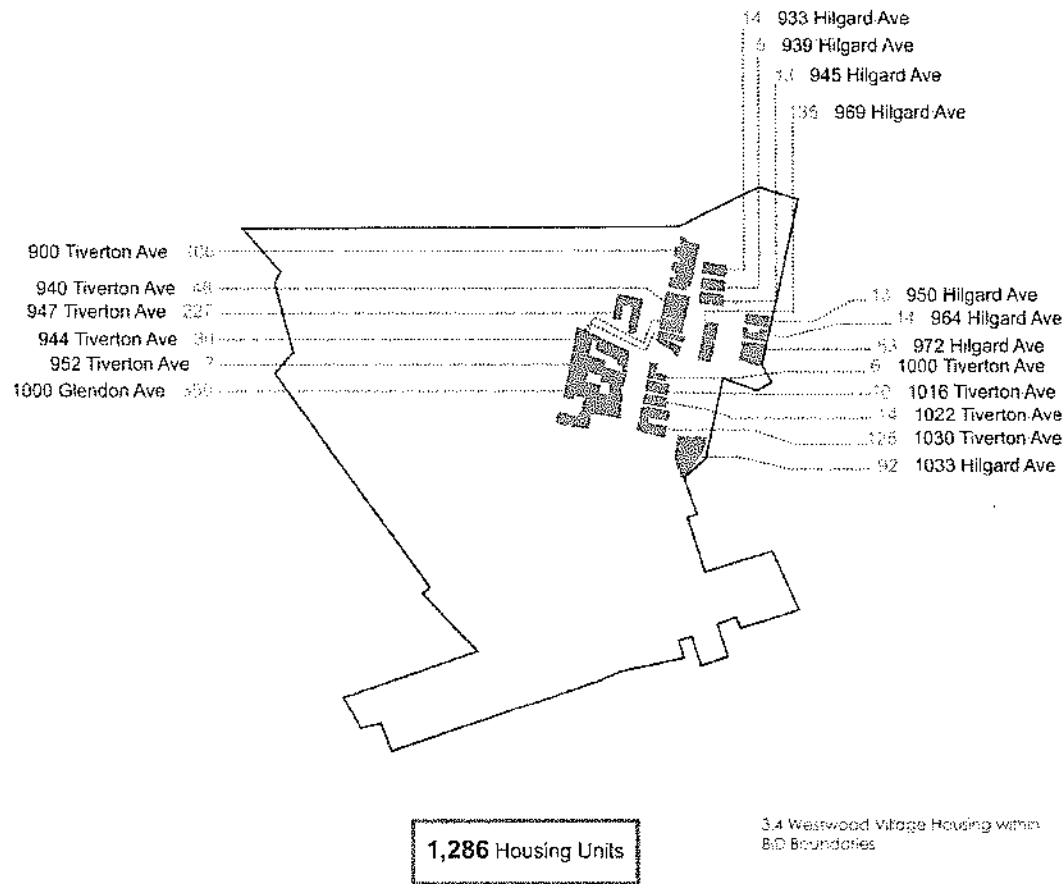
4. Westwood Village Housing

Within the Westwood Village BID boundaries, there are 1,286 housing units most of which are located in the eastern part of the Village along Glendon, Tiverton and Hilgard Avenues. They are divided among 18 multi-family complexes, seven of which have more than 80 units. The largest of those complexes is the Palazzo on the north end of Glendon Avenue, with 350 rental units. The second largest housing complex is at 947 Tiverton Avenue, with 227 units for senior assisted-living. Although most of the Village's units are offered as rentals, there are 135 condominium units at 969 Hilgard Avenue, some of which are available for rent. [See Figure 3.4]

B. Dining and Retail in Westwood Village and UCLA

Westwood Village's history is rooted in shopping. The Village was conceived by the Jansses as the Westside home for suburban branches of traditional Downtown department stores and

16. "Housing Contract Rates & Rental Rates," UCLA Housing UCLA Web, May 2011, <<http://map.ois.ucla.edu/ga/1093323>>
 17. Ibid



3.4 Westwood Village Housing within B/D Boundaries

retailers. With retail spaces scaled to the size of the neighborhood rather than to region, the notoriety of the district came not from drawing capacity of any one enterprise but from the attractiveness of the assembly as a whole. Competitive with the Miracle Mile and Hollywood as a shopping district, Westwood also sought to meet the daily needs of students and homeowners for groceries, hardware, financial services, personal services, and entertainment. In 1955, when the Janss brothers sold their remaining interests in the Village, the new absence of management occurred just as department store consolidation and competition from new malls were on the rise. The mix of stores in the Village began to respond more to the needs of students at a growing UCLA and became less oriented to destination shoppers. By 1985, the surge in shops and restaurants had altered the character of Westwood Village significantly, refiguring it as a vibrant entertainment retail center primarily serving youthful Westside customers, including the nearby population of UCLA students.

Commercial Office Space					
Market	Westwood	Santa Monica	Beverly Hills	Culver City	West L.A.
Buildings	27	107	75	47	NA
Total Sq. Ft.	4,697,300	9,455,000	6,991,300	4,378,300	NA
Inventory					
Total Vacancy Rate	17.50%	13%	18.90%	15.20%	17%
Average Asking Leasing Rate	\$3.41	\$3.47	\$3.60	\$2.44	\$3.24

3.5 West L.A. Commercial Space

In the most recent period, UCLA's goal to become a residential campus for undergraduates has led the university to provide a range of goods and services on campus, some of which compete directly with Village retailers and service providers for customers. All students living on campus have a meal plan included in their housing contracts. Prepaid meal contracts have increased convenience for students and university revenues. In addition to dining halls, the university provides food services at food courts and cafés distributed throughout the campus and collocated at Ackerman Union, originally opened in 1961 and expanded in 1977 and 1997. The last expansion was accompanied by the proliferation on campus of franchise restaurants, starting with Panda Express in the early 1990s. Many other chain restaurants soon followed, from Rubio's Mexican Grill and Weizel Pretzels, to Carl's Jr., Jamba Juice, Taco Bell and Sbarro. All directly competed with Westwood Village eateries. Over time, Ackerman has evolved into a one-stop shop for UCLA students for food, textbooks, Bruin merchandise, clothing, entertainment, and personal services. In January of 1997, a group of Westwood shop owners asked the university to place a moratorium on further campus retail development, suggesting that expanded retail operation at UCLA had hurt Westwood Village business. The independent non-profit organization that runs Ackerman and other on-campus services, Associated Students UCLA, disputed the contention.¹⁸

Current Situation

Understanding similar and nearby retail centers in Los Angeles helps put the current Westwood Village retail sector in context. Among Los Angeles's various centers, this study focuses on Santa Monica's Third Street Promenade, the Westside Pavilion, Beverly Hills' retail Golden Triangle, Old Town Pasadena, and Culver City's Culver Boulevard shopping and dining district. Among these, Old Town Pasadena, Culver City, and the Third Street Promenade are particularly relevant comparisons because they represent the successful revitalization of formerly moribund or blighted shopping areas. [See Figure 3.5]

Within this group, Beverly Hills tops the retail store rental rates with a range of \$50 to \$100 per square foot per month (psfpm) for Rodeo Drive shops, and an average of \$60 per square foot per

¹⁸ "New Shops at UCLA Draw Complaints from Merchants," Los Angeles Times, January 16, 1997. <http://articles.latimes.com/1997-01-16/local/me-19103> | student-union

Retail Sites & Rates						
Site	Westwood Village (1)	Santa Monica 3rd Street Promenade (2)	Beverly Hills Golden Triangle (3)	Westside Pavilion (4)	Old Town Pasadena (5)	Culver City Blvd (6)
Average Retail Rental Rate (psfm)	\$2.25 - \$3.00	\$13 - 16	Rodeo Dr: \$50 - 100 General Retail: \$60	\$7.50	\$7 - \$8	\$3 - \$4
Total Retail Square Footage	TBD	660,000 sq. ft.	4,300,000 sq. ft.	739,822 sq. ft.	NA	802,918 sq. ft.
Vacancy Rate	22%	3%	14%	6%	8%	NA

Sources

1. Jessica Dabney, Jim Sahr, David Passman, 2011.
2. Rob York, Leasing Consultant for Baystate Corporation, 2011.
3. Megan Reach, Marketing & Economic Sustainability Manager, City of Beverly Hills, 2011.
4. Brent Jordan, Sr. Leasing Manager, Westside Pavilion, 2011.
5. Sally Lunetta, Leasing Manager, One Colorado in Old Town Pasadena.
6. Kristi Cassanova, Economic Development Manager, City of Culver City.

month (psfm) within the retail area between Wilshire and Santa Monica Boulevards.¹⁹ The retail vacancy rate in Beverly Hills is at approximately 14%, with a majority of the vacancies outside the prime Rodeo Drive area. Rents for Santa Monica's Third Street Promenade are between \$13 and \$16 psfm, with a 3% vacancy rate.²⁰ Old Town Pasadena: \$7 to \$8 psfm with an 8% vacancy rate.²¹ Nearby, the Westside Pavilion shops rent for \$7.50 psfm with a 6% vacancy rate.²² In the past several years, downtown Culver City has gone through an aggressive redevelopment of Culver Boulevard that turned many of the storefronts into popular eateries with rents now ranging from \$3 to \$4 psfm.²³ [See Figure 3.6]

The current vacancy rate of all retail storefronts in Westwood is approximately 22%, but the vacancies are not evenly distributed.²⁴ Much of the retail vacancy is found on Westwood Boulevard, where 30 out of 78 storefronts are vacant.²⁵ The areas of lowest vacancy rates are in the northwest section of the Village, at the intersection of Weyburn and Broxton Avenue. Along these segments storefront vacancies are 16% and 6% respectively. On Broxton Ave, only two out of 31 shops are currently vacant.²⁶ When compared to the retail centers we studied in West Los Angeles, Westwood Village's retail vacancy rate is the highest. [See Figure 3.7]

19. Reach, M., Marketing and Economic Sustainability Manager, City of Beverly Hills, Personal Phone Interview, 27 April 2011.

20. York, R., President, York Consulting Group, "SM figures," Email to Emmanuel Soriano, 3 May 2011.

21. Lunetta, S., Manager, One Colorado, Personal Phone Interview, 6 May 2011.

22. Brent, J., Permanent Leasing, Maderich, "Westside Pavilion," Email to Emmanuel Soriano 20 April 2011.

23. Cassanova, K., Economic Development Manager, City of Culver City, Personal Phone Interview, 9 May 2011. These rents are the lowest they have been since the revitalization due to the recent economic downturn.

24. Based on an April 2011 cityLAB conducted walking field survey. Note: This figure could be slightly lower, considering the store spaces that are in the process of being outfitted or leased but have yet to open for business.

25. Although an estimate of the exact total ground floor retail square footage for the Village is unknown, but is estimated to be around 1 million square feet; it is assumed that most of the vacant square footage is on Westwood Boulevard based on its vacancy rate and the observable size of the retail spaces.

26. The street-specific vacancy rates are vacant store fronts, divided by the total store fronts on the specific street.

3.7 Retail Vacancies in Westwood Village by Street

Westwood Village Vacancies by Street			
Street	Vacancies	Total Retail Spaces*	Percent Vacant
Broxton Avenue	2	31	6%
Gayley Ave	5	46	11%
Glendon Ave	8	23	35%
Kinross Ave	4	13	31%
Le Conte Ave	2	10	20%
Lindbrook Dr	1	12	9%
Westwood Blvd	30	78	38%
Weyburn Ave	5	31	16%
Wilshire Blvd	0	8	---
Total	57	252**	

Source: cityLAB Westwood Village survey

*Total retail spaces include active and vacant store fronts

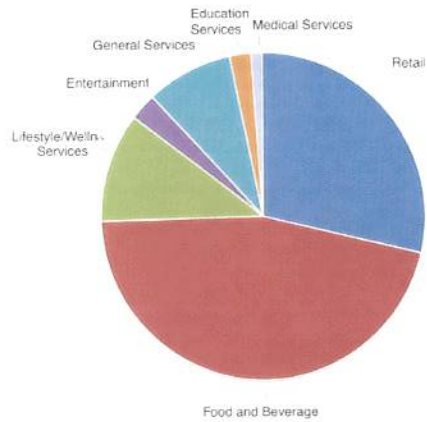
**Does not include four fine dining restaurants inside the W Hotel

Discussions with real estate professionals familiar with the retail market in Westwood Village reveal the average retail rental rates are between \$2.25 to \$3.00 psfm within an estimated one million square feet of retail space.²⁷⁻²⁸ These rates are far below or at the low end of comparable districts within the Los Angeles region. Still, leasing retail space in the Village is a challenge. New tenants from well-known chains are enticed with deep move-in discounts in the hope that they will draw other desirable businesses along with them.

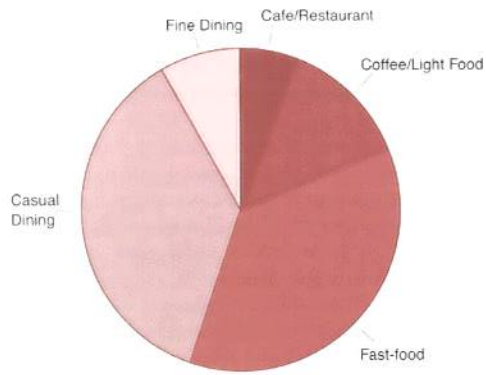
Since the 1950s, Village property has continued to change hands through both sales and inheritance, creating a varied mix of landowners, many of whom no longer live locally and many of whom do not coordinate marketing or store mix planning with one another. In interviews, respondents identified three types of property owners: (a) those who care deeply about the Village (including both some long-term owners and more recent ones); (b) long-term owners, with limited debt, motivated by continued, if moderate, rental income flows; and (c) new owners, with significant debt, motivated by immediate, high rental income flows. According to some reports, the different interests of these groups impede coordinated planning in the Village. Furthermore, the absence of coordinated management has contributed to an ad hoc retail mix. Currently, the retail mix of Westwood consists of mainly independent stores with little overall cohesion. Retail chains such as Ralphs, Best Buy, and Victoria's Secret

27. Dabney, J., Head of the Brokerage and Legal Departments, North American Realty "Westwood retail market," Email to Emmanuel Soriano, 13 April 2011.

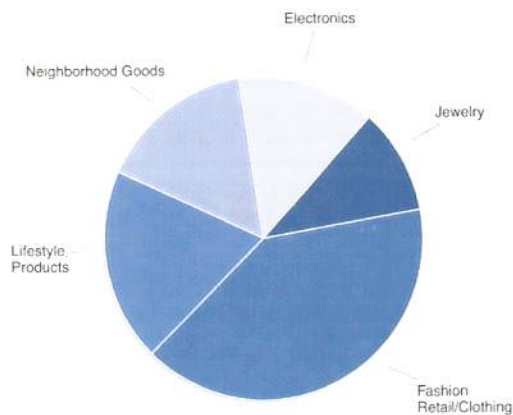
28. Passman, D., Managing Director, Commercial Asset Group, Personal Phone Interview, 25 April 2011.



Category	Count	%
Food & Beverage	88	44%
Retail	57	29%
Life/Wellness	25	13%
General Services	16	8%
Education Services	6	3%
Entertainment	5	3%
Medical Services	1	1%
Total Active Stores	199	



Category	Count	%
Fast Food	33	38%
Casual Dining	32	36%
Coffee/Light Food	11	13%
Fine Dining	7	8%
Café/Restaurant	5	6%
Total F&B	88	



Category	Count	%
Fashion Retail/Clothing	23	40%
Lifestyle Products	11	19%
Electronics	9	16%
Neighborhood Goods	8	14%
Jewelry	6	11%
Total F&B	57	

3.8 Westwood Village Current Retail Mix

The pie chart represents the total 199 active ground-floor store fronts intended for direct consumer access, either as a retail outlet (a restaurant, or some kind of service provider). The categories below are general and meant to identify large segments of retail present in Westwood Village.

Food & Beverage includes cafes, casual and fine dining, as well as fast food.

Retail includes Westwood Village's smaller clothing boutiques, larger brand stores, as well as mobile phone retailers and grocery stores.

Lifestyle/Wellness Services identifies the collection of stores that provide niche services like hair salons, health clubs, or psychic readings.

General (Neighborhood) Services include dry cleaners, post and shipping stores, and travel agencies. Entertainment considers Westwood Village's active theaters. Education services identifies products and services related to the university, like course reader producers.

Medical Services includes Westwood Village's ground-floor dentist office and platelet center.

3.9 Westwood Village Current Food and Beverage Mix

Westwood Village's strong suit is food and beverage. With 44% of Westwood Village's active retail occupancy taken by food outlets, the local market has a range of food offerings (88 total). The majority of the restaurants are clearly aimed at the budget-driven, time-strapped consumer—namely, the student.

Thirty-eight percent of the food and beverage outlets are fast-food restaurants. Meanwhile 36% are **casual dining**—where the customer may pay for food at a counter, may wait longer for the food's preparation, and can consume the food on site.

The third largest sub-categories of food and beverage including coffee-shop type establishments (**Café/Restaurant** and **Coffee/Light Food**) that offer a mix of coffee, light food or full-meal options (i.e., Starbucks, Boba, Local, Le Pain Quotidien).

Westwood Village also has some well-regarded fine dining establishments that include Ninety at the W Hotel, the Napa Valley Grill and Palomino.

3.10 Westwood Village Current Retail Shops

Most of the retail in Westwood Village is in **Fashion Retail/Clothing** with 40% of 57 retailers. Based on cityLAB's April 2011 survey, it appears that most of the fashion retail stores offer mid-market priced clothing. Some stores can be considered low-market based on pricing and relative product quality. Thanks to stores like Urban Outfitters and Bebe, there is a name-brand presence.

Lifestyle Product shops represent 19% of Westwood Village's retail segment. These stores range in product offerings, from boutique paper products to cigar shops.

Electronics are 16%, while **Neighborhood Goods** like CVS and Trader Joe's hold 14% of Westwood Village's retail segment.

have stores in Westwood, but the district lacks an anchor tenant whose prestige and name recognition will attract other tenants and shoppers. Retail districts with anchor stores have been shown to consistently outperform those without one as anchor tenants draw consumers who eventually spill over to increase profits in surrounding stores. [See Figures 3.8, 3.9, and 3.10]

As Westwood Village has decreased in popularity, the retail offerings in other nearby districts have continued to evolve to satisfy specific market opportunities. The Beverly Hills Golden Triangle (including Rodeo Drive) has captured the high-end/luxury goods market since the 1970s. Century City has regularly updated its built environment and retail mix to attract the high-end shopper as well, with offerings that include gourmet food outlets, anchor department stores, and multiplex theaters. Third Street Promenade offers a range of mid- to high-market retail stores and restaurants but most recently increased its presence in the luxury market with the re-opening of Santa Monica Place, which now includes a range of luxury brands, like Louis Vuitton and Burberry, and uniquely scaled versions of retailers like Bloomingdales. Although Santa Monica Place is not related to Third Street Promenade in terms of ownership and management, these two shopping sites complement each other in terms of physical orientation and customer base. Another Westside mall, the Westside Pavilion, opening in 1985 and recently remodeled, has largely mid-market offerings like Express, Forever 21, Barnes & Noble Booksellers, and a Nordstrom department store. The specialization of these centers and their dependence on large retail outlets to attract a regional customer base has brought into question Westwood Village's original conception of being both small-scale and varied enough to address the needs of destination luxury goods shoppers, students as well as residents.

It is easy to spot all of the vacancies in Westwood Village, but it's not as easy to realize the presence of some historic establishments. In total there are 26 stores and one hotel that have been in service for more than 25 years. Eleven of those stores have been open since the early to mid 1980s, with only five establishments dating back to Westwood Village's nascent years. These historic entities are Oakley's Barber Shop on Gayley Ave (1929), the Christian Science Reading Room on Glendon Ave (1939), Campus Shoe Repair on Weyburn Ave (1936), and the Claremont Hotel on Tiverton Ave (1939), in the following decade, Sarah Leonard Jewelers (1946) opened on Westwood Boulevard. Currently there are nine stores that have been in business for the last 40 to 60 years, including Bel-Air Camera (1950s), Stan's Donuts (1960s), and Elysee Café (1970s). [See Figure 3.11 and 3.12]

The upcoming retail picture in Westwood Village is reported to be promising by many intimately involved in the community. Urban Outfitters, currently located on the corner of Kinross and Westwood Boulevard, is moving a few blocks north on Westwood Boulevard to a larger location. With this move, several undisclosed co-tenancies are rumored to be negotiating properties in the vicinity of the new Urban Outfitters. Target is opening in early 2012 and will share the old Bullock's building with Ralphs, Best Buy, and the UCLA

Westwood Village Retail

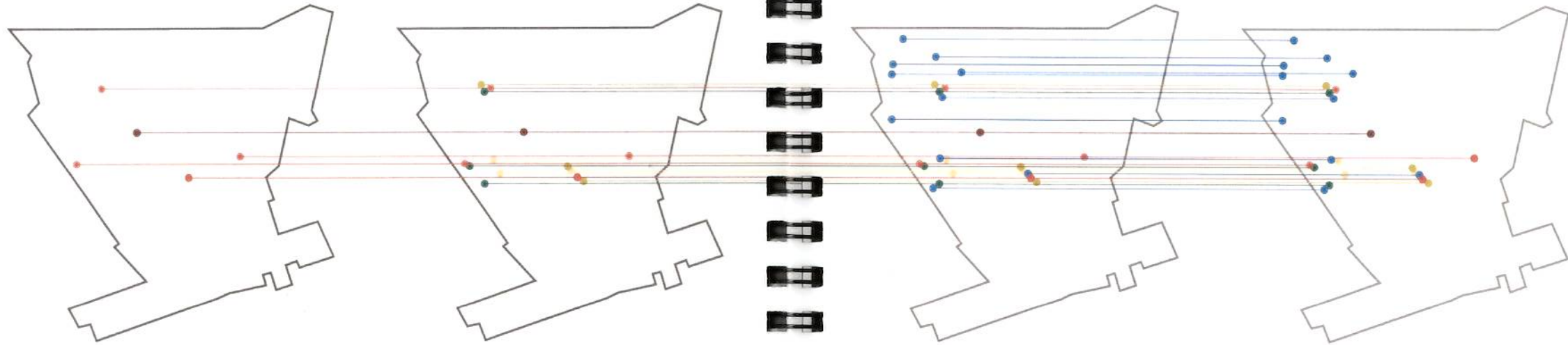
Age Trajectory of Stores Older than 25 Years

[Late 1920s/1930s to 1940s]

[1950s to 1970s]

[1980s]

[Present Day]



Late 1920s/1930s: Oakley's Barber Shop (1929), Christian Science Reading Room (1939), Campus Shoe Repair (1936), Claremont Hotel (1939).

1940s: Sarah Leonard Jewelers (1946).

1950s: Acapulco Mexican Restaurant (formerly El Encanto), Bel-Air Camera, Flax Pen to Paper

1960s: Morgan & Company Jewelers, Stan's Donut Shop, Muriel Chastanet Inc.

1970s: Elysée Café, London 1 Hour Cleaners, Shane's Jewelry.

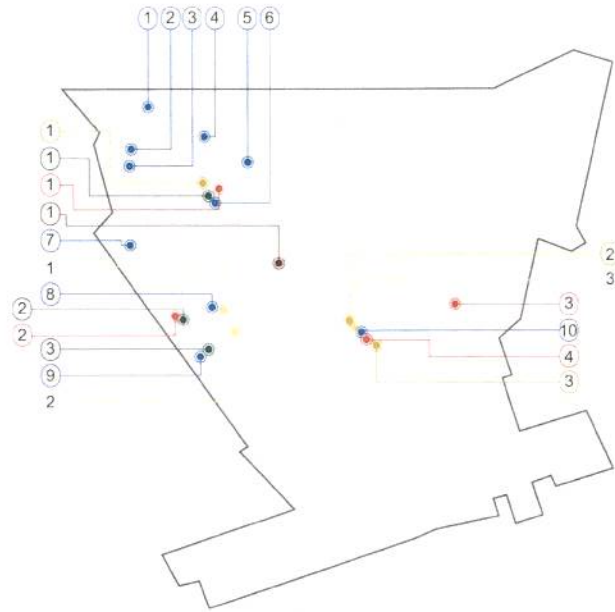
Early 1980s: Apple Cleaners, CopyMat, Diddy Riese, Falafel King, Fat Burger, Sak's Teriyaki, Sepi's Subs, Stop Market, Westood Copies, Lamonica's NY Pizza

Westwood Village's collection of establishments older than 25 years.

Westwood Village Retail
Establishments in Business for Over 25 Years

[2011]

3.12 Westwood Village Retail Legacy Shops (detail)



Late 1920s to 1930s

- ① Campus Shoe Repair (1936)
- ② Oakley's Barber Shop (1929)
- ③ Claremont Hotel (1939)
- ④ Christian Science Reading Room (1939)

1940s

- ① Sarah Leonard Jewelers (1946)

1950s

- 1 Flax Pen to Paper
- 2 Bel-Air Camera
- 3 Acapulco (formerly El Encanto) Mex Restaurant

1960s

- ① Stan's Donut Shop
- ② Muriel Chastanet Inc.
- ③ Morgan & Company Jewelers

1970s

- ① Shane's Jewelry
- ② London 1 Hour Cleaners
- ③ Elyeé Café

Early 1980s

- ① Sepi's Subs
- ② Stop Market
- ③ Apple Cleaners
- ④ Diddy Riese
- ⑤ CopyMat
- ⑥ Falafel King
- ⑦ Westwood Copies
- ⑧ Lamonica's NY Pizza
- ⑨ Fat Burger
- ⑩ Sak's Teriyaki

24 Total Establishments

Note: Some of these businesses may have moved to a different place within the Village since first opening

childcare center. At 93,000 square feet, the store will be the smallest Target store in the nation. As with all pending deals on Westwood, community members hope Target will be a catalyst for revitalization of the surrounding area.²⁹ Besides these changes, a number of new restaurants are coming to the Village: the popular east coast chain Five Guys Burgers and Fries, 800° Neopolitan Pizzeria (a new restaurant established by the famous Umami Burger group), The Panini Café, Waffle Chix, Skylight Gardens, and Extreme Pizza. This varied mix of new business is grounds for some optimism about Westwood Village.

C. Office and Commercial

1. Westwood Office Market

Westwood, which includes Westwood Village, the area around Westwood Boulevard to Santa Monica Boulevard, and Wilshire Boulevard from the San Diego Freeway to Beverly Glen Boulevard, has a total 4,697,300 square feet of office space in 27 buildings.³⁰ High demand for Westside office space has persisted, matching the growth of the Westside employment center and "as entertainment, media and technology companies continue to seek high-quality space." A range of tenants occupies office space in the Village, from an abundance of medical-related uses to internationally known architectural firms. Westwood's average asking rate for office space in the first quarter of 2011 was \$3.41 psfpm, slightly above West L.A.'s average of \$3.24 psfpm.³¹ Despite the differences in price, vacancy rates are similar: Westwood at 17.5% and West Los Angeles at 17%. Beverly Hills's office rental rates are higher at \$3.60 psfpm; and 18.8% of all office space there is currently vacant.³² Overall, Colliers International, a global commercial developer and market researcher with offices in Los Angeles, expects vacancy rates in several Westside submarkets, including Westwood, to decrease due to sustained high demand and the absence of new construction. [See Figure 3.13]

2. UCLA Offices

UCLA represents a major force in the Westwood office market. The university owns one office building in Westwood Village at 10920 Wilshire Boulevard, where it occupies 300,000 square feet of space for university-related administration and services. The property at 100 UCLA Medical Plaza is actually part of the campus. The university now fully owns the 123,000 square feet of once-leased office space that is dedicated to UCLA uses as well as some remaining non-UCLA medical tenants. Together, these two

29. Hewitt, A. "Target to put a Bull's Eye on Westwood." UCLA Today: Faculty and Student News, 23 Sep 2010. Web. 29 June 2011.

30. "Despite Higher Vacancy, Office Market Sees Most Optimism in 3 Years." West Los Angeles Office Market Report, April 2011. Colliers International. Note: Total square footage includes all office classes. Report does not identify square footage for each class of office space.

31. Ibid.

32. Ibid.

WESTWOOD VILLAGE PARKING



Private Commercial: \$3-12/day
 Public: 2 hrs free
 Private-Non Commercial

Lot Name / Number of Spaces

1. Whole Food's Grocery..... 65	13. Public Parking-Geffen Playhouse..... 300	25. Murdock Plaza..... 120
2. Grant Parking..... 93	14. Westwood Plaza..... 645	26. UCLA Wilshire Center..... 560
3. Grant Parking..... 52	15. Ralph's Parking..... 655	27. Church of Christ Sci..... 34
4. Westwood Medical Plaza..... 261	16. Public Auto Park..... 224	28. W Hotel..... 135
5. Hodes Parking..... 78	17. Lot 32..... 776	29. Hilgard House..... 31
6. Westwood Village Square..... 120	18. Lot 36..... 590	30. Equinox..... 930
7. Broxton Parking Garage (Lot 680)..... 366	19. Bel-Air Camera..... 18	31. Bank of America..... 21
8. Public Parking..... 35	20. Parking..... 335	32. KB Home..... 208
9. Public Parking..... 25	21. Center West..... 900	33. Gayley Cente..... 200
10. Public Parking..... 44	22. Avco Center..... 350	34. Hammer Museum..... 416
11. Palazzo Parking..... 563	23. Westwood Place..... 573	
12. Parking (Glendon)..... 30	24. Oppenheimer Tower..... 120	

3.13 Parking in Westwood Village

office buildings total 424,415 square feet or 7% of all office space in Westwood.³³ UCLA rents a fair amount of additional space scattered throughout the Village.

D. Entertainment and Culture

A long-time entertainment destination, Westwood Village has a multitude of cultural venues including cinemas, theaters, and museums. It is home to both the Geffen Playhouse and Hammer Museum, two important Los Angeles cultural institutions, both of which are affiliated with UCLA. These institutions, combined with the Fowler Museum and cultural programming associated with UCLA-Live on campus make UCLA the largest arts institution in one of the globe's major centers for arts and culture production. In addition, the Italian Cultural Institute, whose mission is to promote and exchange culture between Italy and the United States, resides in Westwood Village.

During the postwar era, Westwood Village was home to various forms of popular cultural events. The Westwood Art Festival began in the 1960s and for thirty years grew in popularity. The week-long, biennial sidewalk fair expanded to include over 1,000 artists, attracting 125,000 visitors, earning as much as \$70,000 in sales.³⁴ By the early 1980s, neighborhood groups brought an end to the Festival, complaining that it had deteriorated, attracting too many of the wrong sort of customers to the area.

Aside from the ups and downs of street fairs, from its beginning Westwood thrived as a district for both motion picture production and cinema. With several major studios nearby, the 1929 opening of the Village was shortly followed by the construction of its first cinema, the Fox Westwood Village Theater, two years later. The Fox Theater became one of the choice locations for Hollywood movie premieres, contributing to its status as a Westside landmark. A collection of cinemas formed around the Fox. In 1937 the 900-seat Bruin Theater opened across the street, and in 1940 the UCLAN (later renamed the Crest Theater) opened as a live theater before being converted to film after World War II. These were joined later by the 1,000-seat Mann Westwood, the Mann National, the Egyptian, the Regent, the Avco, the Mann Westwood 4, and the Mann Plaza. From 1966 to 1975, the number of screens in Westwood grew from three to seventeen, seating about 6,000 moviegoers.³⁵ The agglomeration provided the infrastructure for crowds, stars, and Hollywood premieres from 1950's to 1980's.³⁶ During those years, first-run movies were shown exclusively at cinemas in Hollywood and Westwood Village, attracting patrons from all over Southern California.

Despite Westwood's long history with the film industry, the movie houses and their big screens never adapted to the changing economics of movie distribution or to the rise of the multiplex. Cinemas based on the new multi-screen model were developed throughout Southern California, many in close proximity

33. UCLA Real Estate Monthly Report, 1 April 2011, UCLA Campus Service Enterprises, UCLA.
 34. "450 to Exhibit at Westwood Village Art, Craft Show," Los Angeles Times (Los Angeles, CA) October 5, 1986.
 35. Reynolds, K. "After decades of economic decline, hopeful signs for Westwood's recovery," Daily Bruin 19 Sep 2010; n. pag. Web. 25 Apr 2011.
 36. Ibid.

to Westwood Village: on Wilshire Boulevard, at Century City, on Third Street Promenade, in the Westwood Pavilion, and within Universal CityWalk.³⁷ Audiences gravitated towards the ease, convenience and choice offered by multiplexes that were increasingly able to screen first-run movies as a result of changes in the nature of film distribution.³⁸ Typically the multiplexes were newer, offered superior quality (in terms of comfort and technology), and more immersive entertainment experiences than those of older, independent theaters like those at Westwood Village. Additionally, moviegoers were increasingly drawn to cinemas located close to complementary amenities, like those found in malls.³⁹ As a result of its failure to adapt to the new exigencies of movie viewing, many first-run films have skipped Westwood, narrowing the kind of films available for viewing in the Village and inducing audiences to travel to other locations nearby.

Live music is perhaps the most controversial type of entertainment in Westwood Village. In the late 1960's Westwood Village had a reputation as "a fun, hip place... [where] musicians sprang up on the weekends."⁴⁰ Dillon's, a four-story entertainment complex featuring multiple rock music venues, opened to great fanfare in 1976. Along with Dillon's, dance venues like Duet brought a diverse clientele from all over Los Angeles. Eventually, neighborhood activists convinced police to enforce an ordinance requiring dance permits, and the music scene moved elsewhere. Local homeowners feared the clubs would incite a "Whisky-A-Go-Go syndrome."⁴¹ The homeowner's opposition developed into an ordinance requiring on-site parking for all live performance venues. Despite this ordinance, the music scene continued to develop and by the 1980s "the village attracted large, sometimes unruly, crowds as it became a regional destination."⁴² In the 1990s, local organizations began to pressure police to enforce an ordinance making it illegal for patrons to dance in an establishment without a dance permit. Many claim this opposition was racially charged and meant to stop drawing diverse groups into Westwood Village.⁴³ The Daily Bruin notes that the current music scene "is largely empty, except for the occasional uninspired street performer."⁴⁴

While cinema and live music have struggled in the Village, legitimate theater and the visual arts have thrived. The Westwood Playhouse, an original Westwood Village structure built in 1929 as the Masonic Affiliates Club, was acquired by UCLA in 1994. With a gift from the Geffen Foundation in 2002, it was renovated as the 500-seat Geffen Theater. A more intimate space with 120 seats, the Audrey

37. [AMC Santa Monica 7 opened in the early 1990's, AMC CityWalk Stadium 19, originally opened by Cineplex Odeon in 1987 and AMC Century City 15, originally AMC Century City 14, opened in 1987].

38. "AMC Theaters," Cinema Treasures, n.p., n.d. Web, 26 Apr 2011. <<http://cinematreasures.org/chain/?view=expand&show=all>>.

39. Olin, J., and Sim, L. "The Magnetism of Suburban Shopping Centers: Do Size & Cineplex Matter?" 1 April 2006. n. pag. Web, 25 Apr 2011.

40. "Revitalizing Westwood," Los Angeles Times (Los Angeles, CA), March 1, 1998.

41. "Two Ordinances Considered," Los Angeles Times (Los Angeles, CA), March 31, 1977.

42. Piatin, T. "A Comeback Role for Westwood Village," New York Times (New York, NY), December 1, 2001.

43. Ganson, J. "Out of Step," Los Angeles Times (Los Angeles, CA), August 17, 1998.

44. "Westwood's music scene needs some booze," The Daily Bruin (Los Angeles, CA), April 6, 2008.

Skirball Kenis Theater, opened in 2005. From the start, the goal was to have a world-class theatrical company in Westwood Village.⁴⁵ After several rehabilitation and expansion projects, the Geffen Playhouse is arguably a principal center for Los Angeles' theatrical arts. The Geffen offers five plays per season on the main stage and three or four plays on the second stage. The playhouse is known for casting celebrity film and television actors in its productions. In 2009, the Improv Space opened in Westwood Village. This small, independent group performs improvised shows and teaches classes out of a small storefront in the Village on a \$28,000 annual budget.

Through the 1950s, 1960s, and 1970s, Westwood Village was home to several local art galleries that received significant support from the community. In 1954 Ruth Lane Rose, the owner of Lane Galleries, reflected this support, commenting: "I was prepared to starve to death, but people have proceeded to amaze me... Sales have been amazing."⁴⁶ Through the years, the presence of fine arts has declined, with The Hammer Museum as the only location that displays and promotes fine arts.

In 1990, former chairman of Occidental Petroleum Corporation, Dr. Armand Hammer, founded the Armand Hammer Museum of Art and Culture Center to display masterpieces from his private collection. When Dr. Hammer passed away, a partnership was established between UCLA and the Armand Hammer Foundation; it was finalized in 1994.⁴⁷ The Museum is now operated by UCLA's School of the Arts and Architecture, and the collection includes objects formerly exhibited UCLA's Wight Art Gallery and Grunwald Center for the Graphic Arts along with items from Hammer's personal collection.⁴⁸ In addition to its permanent collection, the museum introduces important new artists to the Los Angeles public, features an ambitious program of temporary exhibits along with extensive programming to engage the community. Public events range from lectures and films to storytelling and yoga. Many of these take place in the 300-seat Billy Wilder Theater. While the building's blank exterior walls are fortress-like, the courtyard invites in the public with a café, seating, and greenery. The Hammer also sponsors roughly ten Hammer Projects each year, offering international and local artists laboratory-like surroundings to create new work or to show existing work in a fresh context. In 2010, the Hammer announced the founding, in partnership with nonprofit gallery LAXART, of a Los Angeles Biennial, which will begin in 2012 and feature artists from the city and surrounding areas in institutional and found spaces.

The Italian Cultural Institute (ICI), founded in 1984 by the Italian Ministry of Foreign Affairs, is one of five government cultural agencies established in the United States. The institute produces Italian cultural events in the Los Angeles area and monthly cultural and academic activities including art exhibitions, film screenings

45. "A Brief History," The Geffen Playhouse, Geffenplayhouse.com, Web, 15 May 2011. <www.geffenplayhouse.com>

46. Miller, A. "New Gallery Has Variety of Appeal," Los Angeles Times (Los Angeles, CA), September 19, 1954.

47. "About the Hammer," The Hammer Museum, UCLA, Web, 15 May 2011. <www.hammer.ucla.edu>

48. Ibid.

and videos. In addition, it is a school of Italian language and culture offering in house, online courses, and study abroad opportunities.⁴⁹ The Library of the IIC contains approximately 5000 volumes with a large number of books in literature, arts, and cinema with a special children's section, soon open to the public.

E. Imageability

The identity of an area comprises several factors that include the character, visibility, and distinctiveness of its urban form and architecture. Distinctive character was clearly central to the original Westwood Village development concept. The district's primary streets (Broxton and Westwood) formed a Y-shaped intersection where iconic towers and lines of palms met. The originally limited range of architectural styles provided the Village with a varied but coherent appearance. Although the Village's clarity has been lost in the intervening decades as ornamented buildings were coated in stucco, infill projects were clad in smooth brick, and retail development paid little heed to the existing architectural context—numerous historic structures have been saved. Similarly various interventions in the Village have resulted in wide variety among Village streetscapes, from Broxton with its widened sidewalks for cafes and pedestrian activity to streets with a hodgepodge of strip retail and little space for crowded bus stops. Through all of this, the “bones” of the original Village remain.

The architecture of Westwood Village currently ranges in style from the original Mediterranean-Revival and Art Deco, to French Regency, Modern and Postwar Modern.⁵⁰ The mixture of styles provides the Village with the informal feeling of a place that has evolved over time. Four buildings in the Village are listed on the National Register of Historic Places, and each provides a hint of the eclectic architectural styles within the Village: the 1931 Spanish Colonial Revival Fox Theater; the 1937 Art Moderne Bruin Theater; the 1929 Spanish Colonial Janss Investment Company Building; and the 1929 Mediterranean Egyptian Theater. Forty-three additional structures are listed as locally significant historic resources.⁵¹ The prospect of additional buildings being listed on the historic register has caused some structures to be demolished before regulations would inhibit significant redevelopment of the buildings or their sites.

A parkway along Wilshire Boulevard once made the Village visually accessible from Wilshire Boulevard and allowed the district to serve as a distinct gateway to UCLA, but that open space was eventually sold for high-rise development. As a result, the visibility of Westwood Village is largely hindered by its location in relation to its context. With San Diego Freeway and the Los Angeles National Cemetery to the west, Hilgard Avenue to the east, Wilshire Boulevard to the south and the UCLA campus and medical



center to the north, the once-iconic towers that served as regional landmarks of the Village are now gone or hidden from view from the surrounding streets. This lack of visibility has been aggravated by access interruptions. Westwood Boulevard once connected Westwood Village to Sunset Boulevard. Now it “dead ends” at UCLA's southern entrance along Le Conte Avenue. To the south, the Wilshire corridor creates an edge condition, visually removing the Village from the bustle of office work in and around the towers there. High-rise buildings lining the length of Wilshire Boulevard exacerbate this condition. In addition, the unique asymmetrical street grid that was much lauded in its conception, contributes to Westwood Village's indiscernibility providing no point of arrival, no clear center, and no streets directly perpendicular to Wilshire Boulevard.

F. Mobility, Infrastructure, Transit, and Parking

1. Transit and Accessibility

The San Diego Freeway (I-405), among the most heavily traveled north-south corridors in Southern California, borders the west edge of Westwood Village with an exit to and entrance from Wilshire Boulevard, providing ready access but limiting mobility as a result of the intense traffic congestion that characterize the area. Over 300,000 people travel to the Westside of Los Angeles every day.⁵² Students and staff pour out of UCLA in the late afternoon, joining the hordes of commuters. Wilshire Boulevard in the Westwood area has three of the ten most heavily trafficked intersections in Los Angeles. In order to mitigate its contribution to the problem, UCLA has implemented a successful traffic reduction program that has reduced vehicle trips in absolute numbers over the past seven years, even as the campus population has increased. Nonetheless, 105,000 vehicle trips continue to come to and from UCLA daily.⁵³

Current projects by the Los Angeles County Metropolitan Transportation Authority (Metro) will theoretically improve access to Westwood Village due to improved freeway access. The I-405 Sepulveda Pass Improvements Project is expected to lessen traffic congestion on the segment of interstate 405 adjacent to Westwood Village. The project will widen the 405 and add a 10-mile high occupancy vehicle (HOV) lane to the segment from the Santa Monica Freeway (Interstate-10) to the Ventura Freeway (US-101). Anticipated project completion is 2013.⁵⁴

Extensions of rail transit along the Expedition and Purple Lines, both of which will have Westwood Boulevard stations, enhance

52. Metro, “Westside Subway Extension,” Metro, Web, 24 May 2011, <<http://www.metro.net/projects/westside/>>.

53. UCLA's State of the Commute Report 2011, www.beagreencommuter.com, Web, 24 May 2011, <<http://www.beagreencommuter.com/blog/wp-content/uploads/2011/02/2011SOC.pdf>>.

54. “I-405 Sepulveda Pass Widening Project Construction Work Resumes 5 P.m. Jan. 27, 2010,” LA Metro Home, 27 Jan. 2010, Web, 25 May 2011, <http://www.metro.net/news/simple_prf-405-sepulveda-pass-widening-resumes-jan27/>.

49. Italian Cultural Institute of Los Angeles, Web, <http://www.iicbelgrado.eser.it/iic_Los_Angeles/Menu/istituto/Cin_siano/>

50. City of Los Angeles, Westwood Village Specific Plan: A Part of the General Plan, (Los Angeles: The City of Los Angeles, 2004), 6, Print.

51. Ibid.

its already ample accessibility to the region. The Westside Subway Expansion will add seven stops in a 9-mile extension to Metro's Purple Line. Included in this plan is the Westwood/UCLA station under Wilshire Boulevard with portals at Westwood Boulevard and at Gayley Avenue. This multi-year project will connect Westwood Village to the greater Los Angeles Metro subway system and increase accessibility while lowering traffic congestion. The last stop to the Purple Line will be just past Westwood Village, located on the west side of the 405 at the Veteran's Administration. Construction is planned to commence in 2013 and operations are set to begin in 2024 (under the 30/10 Initiative). More immediately, Phase 2 of the Exposition Line construction and operation includes a stop at Westwood and Military. The Village is currently served by Santa Monica's Big Blue Bus, the Culver City Bus, LADOT Commuter Express bus, Metro and Metro Rapid and, during the weekdays, Santa Clarita Transit Bus and Antelope Valley Transit. [See Figure 3.14]

2. Insatiable Parking Needs

Access to parking has long been a concern to Westwood Village shoppers and residents. A much-touted feature of the original Westwood Village design was the 15-foot setback of all buildings from service alleys, creating room for employee parking so that customers would have no competition finding street parking.⁵⁵ From the start, employees resisted using the alleys despite concerted efforts by the business association. As early as 1932, parking space was said to be at a premium in the Village.⁵⁶ During this time parking lot sizes were small, locations were scattered, and their relation to store sites was often less than ideal. At other points in history, creative shared arrangements were employed, as when premieres occurred, moviegoers parked at the Federal Building and took a shuttle into the Village.

Perhaps the most commonly heard explanation of Village problems today is the lack of public parking. Retailers complain that shoppers come to the Village unable to find a space; they must move their cars after shopping at one establishment to shop at the next; there is only one true public structure; there is not enough metered parking. The debate about parking in the Village can be broken down into three different issues: first, sufficiency; second, convenience; and third, cost. It is important to separate the issues to determine the exact nature of the parking problem and the solutions that will be most effective.

In our research, we found no current comprehensive data about existing parking in Westwood Village. In July 2011, we surveyed all the parking available in the district [see Map 3.13 p. 30]. That survey shows that there are 12,693 spaces in the BID area. Of those, 83%, or 10,616 spaces are available to the public during regular business hours (and beyond), at prices that range from free (for the first two hours at the Braxton Garage) to more than \$12 per hour.

To address the first issue, sufficiency, a question must be

55. Longstrein, R. *City Center to Regional Mall*. (Cambridge, MA: The MIT Press, 1997) 159-175. Pp.ii.

56. *Ibid.*

3.14 West LA Commercial Office Space

Market	Commercial Office Space				
	Westwood	Santa Monica	Beverly Hills	Culver City	West L.A.
Buildings	27	107	75	47	NA
Total Sq. Ft Inventory	4,687,300	9,455,000	6,991,300	4,378,300	NA
Total Vacancy Rate	17.50%	13%	18.90%	18.20%	17%
Average Asking Leasing Rate	\$3.41	\$3.47	\$3.60	\$2.44	\$3.24

Source: West Los Angeles Office Market Report, 1Q 2011, Colliers International.
Note: Colliers expects vacancy rates to decrease in Santa Monica, Westwood and Beverly Hills in 2Q 2011.

answered: Are 10,616 spaces adequate to accommodate the retail, restaurant, and commercial uses in the Village? The city's parking regulations require four spaces per 1,000 square feet of retail and commercial use, and ten spaces per 1,000 square feet of restaurant use. The Village has approximately 1,000,000 square feet of retail/restaurant/commercial uses, of which just over half (55%, or approximately 550,000 square feet) is retail and commercial, and just under half (45%, 450,000 square feet) is food and beverage related sit-down and fast food restaurants.⁵⁷ Based on the city's parking requirements, the Village's establishments need a total of 6,700 spaces (2,200 for retail and commercial and 4,500 for restaurants). Thus, there are 3,916 excess spaces or 60% more parking spaces than required. According to the Village's own specific plan, therefore, the area has more than enough parking spaces.

It is striking that a perceived shortage of parking persists even when retail vacancy rates are high, indicating the problem may instead be related to the convenience and location of the existing parking. The map showing existing parking locations demonstrates that parking is well distributed throughout the Village. (see pp.30) There are spaces both north and south of Wilshire (5,748 and 4,338 spaces, respectively). Of the total, 4.4% or 470 spaces are metered on-street parking. Visible on-street parking is desired by retailers, many of whom support replacing parallel with angled parking.⁵⁸ Cruising for parking, as argued by parking expert and UCLA professor Donald Shoup, has generated additional traffic congestion in the Village. A study by Shoup and his UCLA students found the average cruising distance to find parking in Westwood Village was about half a mile and took an average of 3.3 minutes. Using these calculations, the search for curb parking generates approximately 950,000 additional miles of vehicle travel in Westwood Village every year. The turnover rate for parking in Westwood Village consisted of 17 cars per space, per day, with a total of 8,000 cars using metered spots in the Village each weekday.⁵⁹

57. Estimates for the total (leased and unleased) ground floor retail, commercial, and restaurant uses in Westwood Village range from 750,000 square feet to 1 million sq. ft. We elected the higher number in order to arrive at the most conservative parking figures. Commercial uses include clothing stores, medical and dental offices, grocery stores, religious centers, and financial institutions, among others. There are also some second floor commercial uses, such as medical offices in the Village.

58. Angled or diagonal parking would increase the number of spaces (approximately 30-40% more than parallel) in the case of Westwood this could add 1,400-1,900 spaces) but unless back-in/head-out diagonal parking is implemented, traffic accidents will increase dramatically (studies show 25 to nearly 60 per cent more accidents).

59. Shoup, D. "Parking in Westwood Village: an inconvenient truth / UCLA Today." Home / UCLA Today. 10 Apr. 2007. Web. 26 May 2011. <http://www.today.ucla.edu/portal/03/04/10_westwood_parking.cfm>

As for the third question concerning cost, there are 366 or 3.4% of the total spaces of free parking for the first two hours at the Broxton Garage. The remaining spaces come at various prices, ranging from \$3 per hour to \$12 per hour, with more reasonable flat rates for longer stays.⁶⁰ At other area retail districts (3rd Street Promenade, Old Town Pasadena, and Downtown Culver City), the first 1.5 to 2 hours of parking are free with subsequent hourly rates of \$1 to \$2, and maximum flat rates between \$6 and \$9.

This research pinpoints the parking problem as one of management rather than insufficient supply. There are several ways parking is inadequately managed: available parking is not clearly marked for motorists trying to find a space; costs vary widely so that motorists do not know how much they should be paying for a space; costs are high relative to other shopping districts; it is unclear whether a particular structure has spaces available. At various points in time, some form of parking district and even valet district has been suggested, as means to coordinate parking in the Village.

3. The Broxton Garage

In 1972, the City of Los Angeles purchased property in Westwood Village on Broxton Avenue with the intention to build a publicly-operated parking garage on the site. In the 1970s and 1980s the merchants and owners of Westwood Village agreed to increase metered parking rates, resulting in the highest parking rates in the city, in order to raise funds to build the Broxton garage. After some complications, in 1997 the Broxton Garage opened with 366 spots and it remains the only parking facility in Westwood Village to provide free parking.⁶¹ The Broxton Garage is also the only publicly-run parking structure in Los Angeles and is seen by local community members as an irreplaceable asset in Westwood Village.⁶²

In 2010, due to a \$53 million budget gap, the City of Los Angeles proposed a plan to privatize the operations of nine city parking garages through the sale or long-term leasing of those facilities. Westwood Village stakeholders vigorously opposed the plan. Local representatives argued that affordable parking was crucial to any retail success, and eliminating affordable parking options, as this plan would ostensibly do if private operators increased

60. The City of Los Angeles, "Request for Qualifications for Long-term Concession and Lease for Los Angeles Public Parking Structure System," City of Los Angeles, Web, 24 May 2011, <<http://www.cila.ca.us/cso/RFQ/RFQ%20-%20Structure%20Final%2002-05-2010.pdf>>. Examples of long-term parking rates include the Hammer, which charges \$3 per day with validation, and valet parking services which have a \$7 daily flat rate.

61. At an earlier stage, an urban design plan was killed that would have buried parking at the same site under public open space and retail. Over the years, the increased parking fee funds that were once directed to improvements in Westwood Village were allocated by the city to other needs. The garage offers free parking for two hours, and the maximum parking rates are \$8.00 a day. Those who park only in the evening pay a flat rate of \$3.00. The City of Los Angeles, "Request for Qualifications for Long-term Concession and Lease for Los Angeles Public Parking Structure System," City of Los Angeles, Web, 24 May 2011, <<http://www.cila.ca.us/cso/RFQ/RFQ%20-%20Structure%20Final%2002-05-2010.pdf>>.

62. Westwood Village Community Council, "Broxton Garage," Web, 24 May 2011, <http://www.westwood2communitycouncil.org/WestwoodCommunityCouncil/Broxton_Garage.html>. See also: Oh, Katrina, "The Daily Bruin: Privatizing Broxton Parking Structure Would Cripple Westwood," The Daily Bruin - UCLA's Student Newspaper since 1919, 1 Dec. 2010, Web, 25 May 2011, <<http://www.dailybruin.com/index.php/article/2010/12/privatizing-parking-structure-will-cripple-westwood/>>.

parking fees, would further cripple an already dire retail situation in Westwood Village.⁶³ The city, on the other hand, saw the Broxton Garage as a fiscal liability. From 2008 to 2009, the Broxton Garage saw revenues decline by 4%, from \$1,002,979 to \$966,830.⁶⁴ In 2011, strong community opposition prevailed, and the city abandoned its privatization plans for the time being.

Despite recent controversies over parking, the stature of Westwood Village as a commercial center was not seriously eroded by its parking problems at midcentury, in large part because competing districts were faring no better in terms of providing cheap, accessible parking.⁶⁵ Over the years, competing retail districts have increased parking while the parking inventory in Westwood Village has changed little. Parking advocates look to the coordinated parking plans at Culver City, Third Street Promenade, and Old Town Pasadena, to demonstrate the benefits of city-provided, free (or cheap) parking. Those that follow Donald Shoup's school of thought argue that parking brings traffic and undesirable land use patterns. They propose as the primary solution raising parking rates in order to increase turnover and minimize "cruising for parking." Clearly among the neighbors, the former camp dominates, demonstrated in their recent Broxton victory.

G. Public Safety

In 1988, rival gang members from South Los Angeles opened fire on a crowded Broxton Avenue in Westwood Village. The shooting death of 27-year old graphic artist Karen Toshima, an innocent bystander, caused a media frenzy in Los Angeles and nationwide and is often cited as the root of public safety concerns in the Village. Police patrols were tripled in the period immediately after the tragedy and 30 officers were assigned to the murder investigation. Gang-related violence encroaching upon an affluent and relatively safe Westside neighborhood caused the crowds to recede immediately. While the tragic death may not be the sole cause of the decline of Westwood Village, it certainly accelerated the process.

Nevertheless, Westwood remains a relatively safe community. Crime data for Westwood (defined as I-405 to the Los Angeles Country Club and Sunset Boulevard to Santa Monica Boulevard for these purposes⁶⁶) show it among the safer Los Angeles neighborhoods. In a ranking that compared those neighborhoods, Westwood ranked 194 out of 209 for violent crimes and 152 out of 209 for property crimes. In the six months between October 2010 and April 2011, Westwood had 69.8 crimes per 10,000 people, higher than nearby Bel-Air, Beverly Crest and Century City but lower than Brentwood, Sawtelle, and West Los Angeles.

63. Borison, A, "Residents Protest Plan to Lease Broxton Garage - Westwood-Century City, CA Patch," Westwood-Century City, CA Patch - News, Sports, Events, Businesses & Deals, 22 Dec. 2010, Web, 25 May 2011, <<http://centurycity.patch.com/article/local-residents-protest-plan-to-lease-broxton-garage>>.

64. The City of Los Angeles, "Request for Qualifications for Long-term Concession and Lease for Los Angeles Public Parking Structure System," City of Los Angeles, Web, 24 May 2011, <<http://www.cila.ca.us/cso/RFQ/RFQ%20-%20Structure%20Final%2002-05-2010.pdf>>.

65. Longstrech, R. City Center to Regional Mall (Cambridge, MA: The MIT Press, 1997) 159-175, Pm. 66. "Westwood Profile - Mapping L.A. - Los Angeles Times," Databases: Lists, Maps, Rankings - Data Desk - Los Angeles Times, Web, 25 May 2011, <<http://projects.latimes.com/mapping-la/neighborhoods/neighborhood/westwood/>>.

Among the factors that consistently erode perceptions of safety in Westwood Village is the presence of homeless people. The Los Angeles Homeless Services Authority take homeless counts by Council District. Nighttime field surveys of the Village indicate that some alleyways are regular sites of encampment. While numbers inevitably fluctuate and it is difficult to isolate statistics specific to Westwood Village, Council District 5, which includes Westwood Village, had a homeless count of 461 in 2009, a 70% decrease from the count of 1,522 homeless persons in 2007.⁴⁷ Additionally, significant efforts, in response to recent litigation, are being made to provide housing to homeless veterans on the property owned by the Veterans Administration.

H. Planning and Governance

Westwood Village is located in City of Los Angeles and is currently represented by Councilmember Paul Koretz. In January 1989, the City Council adopted by ordinance the Westwood Village Specific Plan to guide development in the Village through land development regulations and the application of design review procedures particular to the Village. Since adoption the plan has been amended rarely, first in 1991 and again in 2004. Its champions view the plan as protecting the Village from unwanted incursions by developers, property owners, merchants, and UCLA. Others see the plan as dated, inherently inflexible, and in need of substantial revision. Potential tenants have found it difficult to meet its requirements and complain of the high costs of doing so. Parking requirements, outdated restrictions on restaurants, and onerous signage regulations are among detractors that are central to the complaints, each of which complicate and extend the entitlement process. In particular, the Specific Plan requires certain uses within the district to provide ample parking in propinquity to their location, or at least within the 54-acre Specific Plan boundaries, despite the fact that much of the Village is at build-out. Furthermore, 50% of any parking that is removed through the development process must be provided in addition to meeting the parking requirements stated in the plan. Similarly, since the 1990s, the restaurant industry has developed new kinds of eateries, including a new category of fast casual restaurants (where food is ordered at a counter but consumed at a table), which poorly fit with restaurant uses defined by the plan. Any restaurant that does not include table service, or where the order is placed before the customer sits down, is defined as a fast food establishment, the number of which is capped in the plan. The cap makes it difficult to integrate new popular restaurant types, including those geared toward working professionals such as Tender Greens or M Café de Chaya, into the Village's mix of stores and services. Given the number of vacant storefronts, there is pressure to loosen some of the restrictions in the Village, and neighbors understandably worry about the consequences. As mentioned earlier, the majority of the Village

⁴⁷ "2009 Greater Los Angeles Homeless Count Report: City of Los Angeles Council District 5," Los Angeles Homeless Services Authority, Web, 24 May 2011. <http://www.lahsa.org/doc/HC09/City_of_LA_CouncilDistricts_Jan13_10_Original.pdf>.



is zoned C4, a commercial designation that permits office, retail, and housing with certain restrictions that have come into question. At the time the C4 zone was created, pool halls, bowling alleys, gyms, and billiards rooms were potential havens of illicit activity. Now contemporary versions of such uses — yoga studios, fitness facilities, entertainment venues that include upscale bowling — are restricted, even though these might contribute to much needed vitality.

1. Homeowners Associations

Homeowners in the neighborhoods that surround Westwood Village are keenly interested in its future and the timing, character, and impacts of development both in the Village and on the UCLA campus. Response to development proposals is frequently organized by the Westwood Community Council and several homeowners associations (including Blair House Homeowners Association, the Comstock Hills Homeowners Association, the Diplomat Homeowners Association, the Holmby-Westwood Property Owners Association, the North Westwood Village Residents' Association, the Park Ashton Homeowners Association, the Westwood Hills Property Owners Association, the Westwood Homeowners Association, and the Wilshire Corridor Condominium Residents Association). The Westwood Neighborhood Council (a distinct organization from the Westwood Community Council organized and funded by the City of Los Angeles in 2010) has been less central to development discussions. Opposition by residents to proposals for new development close to them is frequent yet occasional cooperation is also in evidence, as with the 29-story hotel and condominium tower at Wilshire and Gayley. Among the projects that face significant resistance are those that are proposed for the UCLA campus.

2. The Business Improvement District

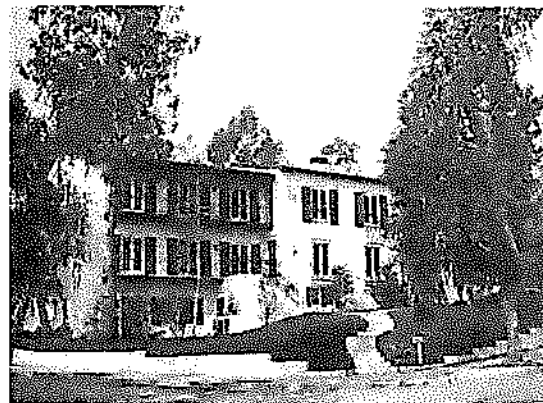
In May 2011, business owners approved a BID for Westwood Village. The newly formed BID creates an additional tax on property owners, generating income that will be used to help clean and repair infrastructure in Westwood Village. Differing from previous, failed BIDs, the 2011 BID extended its boundaries to high-rise office buildings south of Wilshire Boulevard, adding more diversity in BID representation than previous boundaries around the Specific Plan and increasing the annual income for the BID. The primary objective of the BID is to create a clean, safe, and beautiful district. The two functions of such an organization that are not included are marketing and identity programs for the area. These were intentionally postponed until such time that property owners could see the benefits of their assessments in terms of more basic objectives. A representative BID Board was formed, with one UCLA representative, four Wilshire Boulevard, property owners, six Village property owners, and two merchants. The Executive Director, Andrew Thomas, hired in July 2011, comes from years at the Bayside District Corporation that manages Third Street Promenade; the Assistant Director is Eric Norton who came to the position from Councilmember Koretz's office, where

he served as a field deputy. The first public meeting of the Board took place in August 2011.

Primary maintenance tasks within the Westwood BID include: daily street sweeping, graffiti removal, landscaping, power-washing sidewalks, community ambassadors on the streets, and improvements to the homeless situation. In addition, the BID has outlined a specific fund for parking and traffic management and a small fund for public communication. The BID's two full-time staff members manage the funds and oversee the maintenance and are located in a central and accessible, ground-floor office space within the Village. This three-year BID (spread over a 2.5-year period) aims to make Westwood Village more competitive with surrounding districts, many of which have their own BIDs in place. In addition, the money generated by the BID would potentially enable Westwood Village to receive additional governmental funds through matching grant programs. Although exempt under state law, UCLA has agreed to contribute to the BID in order to support the revitalization of Westwood Village.

3. UCLA's Long Range Development Plan

The University of California prepares a Long Range Development Plan (most recently in 2008) to guide development of the campus as a means to meet its teaching, research and public service missions. The plan sets campus development objectives, establishes campus land use zones, and identifies new building spaces in each zone. Although the campus area is incorporated into the territory of the Westwood Neighborhood Council, the university is not subject to development regulation by other subdivisions of the state, including the City and County of Los Angeles, in pursuing development related to its statewide mission as set in the Master Plan for Higher Education in California. (The university is, however, subject to compliance with the California Environmental Quality Act or CEQA.) Since this report views UCLA as a fundamental piece of the Village story, its role is described and analyzed in each of the component sections above.



3.15 Beta Theta Pi House 1965



3.16 Beta Theta Pi House 2011



3.17 Sorority Row 1929



3.18 Le Conte/Hogara 2011

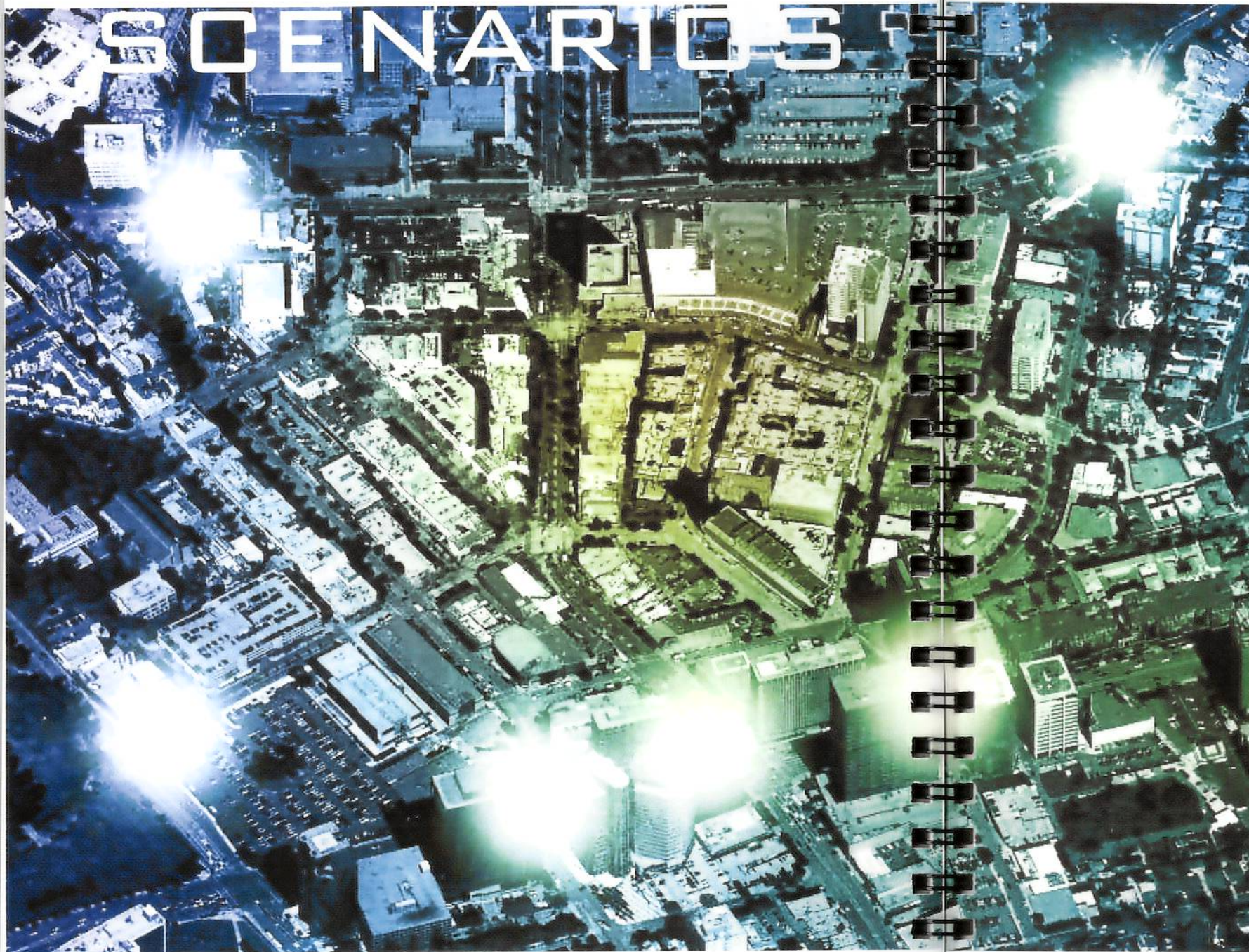


3.19 Kappa Kappa Gamma Sorority 1929



3.20 Kappa Kappa Gamma Sorority 2011

SCENARIOS



The Way Forward For Westwood Village:

Two Scenarios For The Future

1. Why Plan?

It is widely assumed that Westwood Village will eventually come back as a vital retail district without intervention. This laissez-faire view suggests that as the economy recovers, the Village will attract the businesses that naturally fit with the needs and desires of its highly heterogeneous local clientele. The market, plus neighborhood political clout and the participation of a few enlightened developers, will steer Westwood Village back on course. Such a strategy, if it can be called one, has several potentially faulty assumptions and several pitfalls. One potentially faulty assumption is that the incremental market-responsive developments (condos here, a new restaurant there) will add up to form the kind of Village many desire. Another is that retail can lead development rather than follow, although the opposite is common wisdom. Lastly, as mentioned at the outset of this report, a potentially fatal flaw is to assume a nostalgic stance, hoping that the beautiful historic photos of the Village might be cast in contemporary stone. It is faulty to assume that an array of changes (the nature of West Los Angeles's retail market, online shopping, and new transit access) will not fundamentally affect the Village. If one assumes instead that these changes will restructure the Village's basis for success, then planning in order to manage the affects of those changes is necessary. The pitfalls of a wait-and-see stance, on the other hand, are three. First, it privileges stakeholders in any potential Westwood Village partnership who already have a planning culture, including UCLA and Metro. Partners without alternative plans in their back pockets, are left to respond piecemeal to the implementations of those who do plan, leading eventually to the corrosion of that partnership. Second, it offers no clear message to prospective retailers, residents, or businesses seeking to join the partnership. A clear message, by contrast, would provide the certainty needed for investment by the very neighbors and businesses Westwood Village wants to attract. Third, it does not give "the neighborhood"—all those stakeholders who have an interest in the future of Westwood Village—the ability to construct its vision of the Village.

2. How to Plan?

The real promise of the Village will become more apparent when visions for its future are played out. With images, policy recommendations, roles for various agencies and next steps, stakeholders can better compare two alternatives. All of the information gathered in the preceding report provides substantive grounds for creating new visions, and eventually plans, for the Village. Rather than begin with a blank sheet of paper—generally an unproductive starting point for either debate or design in such

a complex arena—the research conducted thus far suggests two directions that Westwood Village might take and, thus, two scenarios that can be more fully developed, examined, and evaluated. While neither option will be optimal for everyone, the dialogue that will occur in considering each may form the basis for negotiations about a way forward among residents, merchants, about property owners. If the two scenarios are too similar, the opportunity for constructive debate is reduced. Both scenarios are built upon strong development markets, distinctive qualities of the Village, clear agents for change, and the competitive Los Angeles context, all of which affect the Village's evolution. Without doubt, both also require a certain leap of faith.

Therefore, the two scenarios outlined here are as distinct from one another as possible while remaining plausible in terms of their potential outcomes. For this reason, as the Urban Design Lab teams develop their projects, they should seek logical extremes rather than some too-early compromise or melting-pot approach. In the long run, it is likely that any vision the neighborhood creates will entail cultural institutions, housing, retail, transit-hubs, and office. But for the purposes of this exercise, the cultural institutions and housing will be emphasized in the scenario we call Living Culture while the transit-hub and office will be the focus of the Car-Lite Village scenario.

3. What to Plan?

The idea of "mixed-use" while laudable has been reduced in development practice to generic solutions. By contrast, the careful blending and distribution of very particular uses was at the heart of the Jansses' original plan for the Village. The two visions for Westwood Village proffer forward-looking, distinct identities. As the table below demonstrates, six variables have been singled out to draw boundaries between the two scenarios: distribution, intensity, character, program, time frame, and leaders. Each variable has two possible values to guide the scenarios' development. [See Figure 4.1]

4.1 Parameters

<i>Artful Living</i>	VARIABLE	<i>Car-Free Village</i>
Housing, entertainment, culture	PROGRAM	Office, transit systems + elements
Campus-like	CHARACTER	Small city CBD
Moderate	INTENSITY	High
Trickle-down from north	DISTRIBUTION	Radial from transit-hub
Arts, UCLA	LEADER – DRIVER	Transit, Metro
Night-time	TEMPORAL FOCUS	Day-time

Scenario 1: Living Culture

Living Culture is a future vision of Westwood as a magnet for arts, entertainment, and culture that in turn creates desirable residential and shopping environments. The Village's identity is solidified as Westside Los Angeles's cultural core, it takes full advantage of Westwood Village's proximity to UCLA to the benefit of each and builds upon the Hammer, the historical importance and current presence of cinema, the Geffen, UCLA-Live, the Fowler Museum, and possibly more remote institutions like the Getty or LACMA. Compatible small and large institutions, from galleries and new museums to artisanal food and drink establishments, are encouraged to come to Westwood.

The creation of a vital cultural district depends on more than visitors to the area; it must cultivate a street life that is active, safe, welcoming, multi-faceted, and creative. Street life depends on a range of events, goods, and services as well as a population that will support them. To complement the institutional focus and capitalize upon it, incentives are provided to create an array of housing options, some of them new, to meet the desires of young professionals, empty-nesters, graduate students, and creative types. A strong housing market serves to expand the resident population—one that bridges the divide, literally and metaphorically—between Holmby Hills and North Village. A vibrant and distinctive neighborhood will attract prospective residents, retail, and new cultural events as well as establishments. UCLA's campus environment is a resource for Living Culture, not only because of the tremendous cultural capital it contains, but because its extensive landscape serves as a backyard for the new condominiums and apartments.

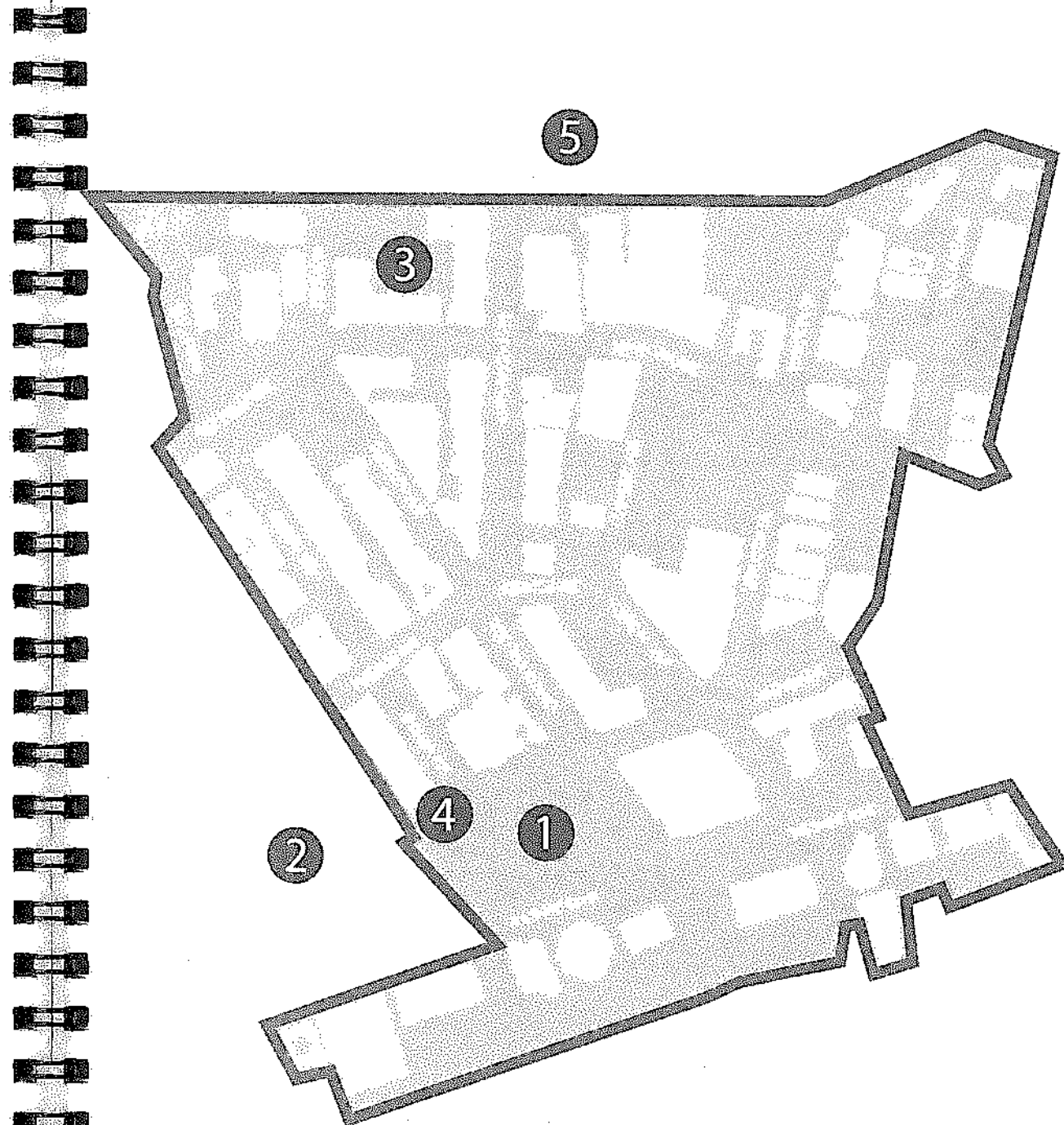
Scenario 2: Car-Lite Village

Car-Lite Village imagines a place in the City of Los Angeles where a car is optional if not unnecessary. Westwood Village is branded as the next generation of Los Angeles commercial districts, beyond the shopping mall, beyond smart growth, and beyond transit-oriented development. Commercial office development is attracted by this distinct, green identity within the city, a place where workers leave cars at home and avoid the congestion that plagues roads and highways. Westwood Village's original planning, coupled with imminent transit development, makes this possible. The new subway stop, the LAX Fly-Away, Zip Cars, extensive bus networks, shuttles between Westside destinations, and bicycles all contribute to the convenience of working in a car-less environment. As a new transit hub, the Car-Lite Village by day becomes an oasis in the city by night and weekend for visitors, shoppers, and neighbors.

At present, there is relatively strong demand for office space in the Village, primarily attracting medical uses, academic/research operations, and financial services. The commercial market can grow more diverse by billing itself as one of the healthiest districts in Los Angeles, where walking and cycling are the norm, fed by multi-modal transit options. Car-Lite Village attracts firms that specifically seek lifestyle advantages for their employees: high-tech firms, design-related markets, and any company that promotes its green agenda. Synergistic programs will seek to keep office-workers in the Village after hours. To promote the Car-Lite identity of the Village means creating a city-within-a-city, that is, a place that has a full spectrum of goods and services. The surrounding single-family neighborhoods retain, even protect, their low-density character while gaining attractive new amenities and connectivities without increasing traffic.

Sites for Change

To begin to revitalize the Village, it is worth looking to those sites where transformation is imminent, likely, or at least possible. These can be seen on the map (See Figure 4.2). Two large sites on the north side of Wilshire are definitely going to be transformed. The site at the corner of Gayley and Wilshire (1) has been recently approved for a hotel and condominium tower, with ground floor uses that include dining and retail. At Wilshire and Veteran (2), UCLA's Lot 36, is an important site where the campus will expand office, housing, and academic activities in a prominent tower. The university expects to plan this tower in the near-term. The large surface parking lot behind Jerry's Deli (3) is another prime location, considered relatively recently for a multiplex theater. The long-promised retail development on the former site of the Monn Theater, owned by Ron Simms, at Gayley and Lyndbrook (4) remains a promise unfulfilled. Another zone where urban design thinking is much needed the Village's northern frontier (5), where it meets the southern edge of UCLA campus.



4.2 Westwood area of interest

Presenting the Vision

Each Urban Design Lab team, in conducting its scenario planning, must answer the following questions about the vision proposed.

How does it unfold? What kick-starts the new direction?

- What is the role of Metro?
- What is the role of UCLA?
- What is the role of the Business Improvement District?
- What is the role of the Councilmember's office?

These questions can be asked from a different perspective:

In each new vision for the Village how and where do the following contribute:

- Transit
- University-related activities and uses
- Coordinated efforts of the local merchants and property owners
- Changes in policy

Lastly, each team must give some indication of how its new vision will physically change the Village. What will it look like? How will it feel? Where will new development happen?

Presentation Requirements

A set of common graphic and textual depictions of Car-Lite and Living Culture will be expected to result from the Urban Lab. These images are intended for public review, discussion, and presentation.

APPENDIX

Persons Interviewed in 2011 for this Report

*Indicates member of Steering Committee for cityLAB's Westwood Village Vision study

Jeff Abell
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David Bergman*
Shana Bostin
Maria Camacho*
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Chris Koontz*
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Shana Montoya
Sam Morabito
Eric Norton*
Steve Olsen
Annie Philbin*
Tony Ranger
Steve Resnick
Steve Sann*
Donald Shoup
Stacey Siegel
Jim Suhr*
Terry Tegnazian

The above persons were interviewed in the process of writing this report and provided invaluable information and insights. Their participation in no way constitutes endorsement of the report. The analysis, findings, and recommendations are cityLAB's own.

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