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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 popular 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—its 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. 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.
This case provides 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 Council member and his staff?

The resulting visions will be two distinct and full-bodied proposals for Westwood Village’s future, each pushed to uncover the logic and possibilities of its own driving forces. The outcome of the visioning process however, is the debate and discussion these 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 shores 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 CA, 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 billiard halls, gyms, bowling alleys, and other uses that today might be desirable.

Besides the subway and the BID, there are several...
other significant changes pending in and around the Village. UCLA is currently constructing 300 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. 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). A Wilshire and Veteran 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 or 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

*Footnotes*
2. The center will include a 260-room hotel, 300-seat dining room, and 35,000 square feet of meeting and conference space. UCLA Friend’s facility to be used for academic purposes. Its impact on the Village and on television production facilities in Westwood is an issue of political controversy. See Joe Cymka, “Policy would restrict use of residential conference center,” UCLA Today, May 28, 2011. http://www.today.ucla.edu/pomona/19959-use-of-residences-19959.html
3. The project, designed by Robert A.M. Stern, is generally described as a luxury hotel with 250 rooms, particularly family oriented. In 2011, that allowed the developer from Rockefeller the option to integrate 144 condominiums based on market conditions. See http://la.curbed.com/2011/2/11/wilshire-grove
districts. 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. Compelling Interests: Can’t We All Just Get Along?

Not since Jams sold its interest in the Village in the 1950s has there been a coordinated business plan for the district. Property owners do not share common goals, nor do merchants. Past BOG meetings 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 resisting 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 culprits 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.

There is some truth in each of these narratives, yet the data collected below demonstrate that no single cure is sufficient to have produced the Village’s current malaise. Moreover, focusing on easy yet inaccurate 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 shrewd 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 cure: 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 history 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.
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 4,386-acre Rancho de San José de Buenos Aires, granted by Mexican Governor Micheltorena to Maximino Alanis in the 1820s. By 1922, after a series of transactions and railroad land grabs, the property was acquired by Arthur L. Leffts, the founder of the Broadway Department Store chain. The property was entrusted to Leffts' son-in-law, Harold Janss, and to his brother, Edwin J. Subsidiaries 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. 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 comes 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. Soon after the UCLA location was finalized, the Jansses began preparing a plan for Westwood Village.

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 premier 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 theaters 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.” Within the additional 35.5 acres, it developed parking (Lots 92 and 96), 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. 

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 declining 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 BIG set corresponding goals to improve the Village by making it clean, safe, and beautiful. The future of the Village is promising. If only some agreement can be reached about elaborating those goals into a viable plan.

Office of Academic Planning and Budget, Campus Plan 2021

9 The Hill housing on the Business Improvement District was handed August 2011. The Nelson Hallmark of the Board of Directors is subject to all commercial negatives in the Village, including property owned within the Village and by WEHHS, investors, and UCLA.
A. Housing and Demographics

1. Local Demographics

In 2000, within a one-mile radius of Westwood Village there was a population of 98,777. 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 (off-campus) to $14,406 (off-campus private apartments). [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. [1] The median rental rate for all of Los Angeles County for all housing types is $2,200. [2] The average rental rate of a two-bedroom apartment at $2,367 per month makes Westwood the most expensive neighborhood in the sub-region, followed by Beverly Hills at $2,000; Santa Monica at $1,938; Brentwood at $1,841; Rancho Park is $1,440 and Palms is $1,504. [3] The average rental rate for a two-bedroom apartment in Los Angeles County is $1,932. [4] 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.

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1. Based on 2000 Census, college students should be counted at their college address. See http://publications.census.gov/popest/college/2000/college-estimates.html
4. The median home price is a more accurate measure because it eliminates outliers. www.Zillow.com
5. "UCLA Community Housing Rental Rate Survey." UCLA Community Housing Office, UCLA, Web, May 2011
### UCLA Population Composition

<table>
<thead>
<tr>
<th>Category</th>
<th>Total 2010 Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>20,701</td>
</tr>
<tr>
<td>Graduate</td>
<td>18,092</td>
</tr>
<tr>
<td>Academic &amp; Non-Academic</td>
<td>35,026*</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>74,441</td>
</tr>
</tbody>
</table>

*This enumeration does not include approximately 5,000 student workers.

### UCLA Community Housing Rental Rate Survey

<table>
<thead>
<tr>
<th>Type</th>
<th>Westwood Village</th>
<th>UCLA Community Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Residence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studio</td>
<td>$600</td>
<td>$611</td>
</tr>
<tr>
<td>Single Residence</td>
<td>$705</td>
<td>$724</td>
</tr>
<tr>
<td>Two-Bedroom Apartment</td>
<td>$1,140</td>
<td>$1,157</td>
</tr>
<tr>
<td>Three-Bedroom Apartment</td>
<td>$1,500</td>
<td>$1,757</td>
</tr>
<tr>
<td>Four-Bedroom Apartment</td>
<td>$2,110</td>
<td>$2,228</td>
</tr>
<tr>
<td>Studio</td>
<td>$549</td>
<td>$590</td>
</tr>
<tr>
<td>Single Residence</td>
<td>$693</td>
<td>$721</td>
</tr>
<tr>
<td>Two-Bedroom Apartment</td>
<td>$1,150</td>
<td>$1,290</td>
</tr>
<tr>
<td>Three-Bedroom Apartment</td>
<td>$1,590</td>
<td>$1,853</td>
</tr>
</tbody>
</table>

### Westwood Village Housing

The Village is situated within the Westwood Village area of Los Angeles, and is bordered by excellent shopping and restaurant options in the areas of Urbandale, Tiverton, and Hilgard Avenues. The Village offers a variety of options, including studio and single bedroom units for students and faculty. With 2,526 units, the Village provides a comfortable living environment for its residents, who benefit from proximity to UCLA and the community's amenities.

### 3.3 Times UCLA Student and Staff Population

<table>
<thead>
<tr>
<th>Type</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCLA Students and Staff</td>
<td>31,962,563</td>
</tr>
</tbody>
</table>

### 3.3 Times UCLA Student and Staff Population

The Village is ideally located for students and faculty, offering easy access to UCLA and the vibrant Westwood community.
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 integrated 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 co-located 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 Wetzels Pretzels to Carl’s Jr., Jamba Juice, Torso Bistro 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, home merchandise, clothing, entertainment and personal services. In January 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 has hurt Westwood Village business. The independent non-profit organization that runs Ackerman and other on-campus services, Associated Students UCLA, disputed the contention. 16

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, the 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 area and its central 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 3.3)

Within this group, Beverly Hills tops the retail store rental rates with a range of $30 to $100 per square foot per month (psfpm) for street-level shops, and an average of $40 per square foot per year. 16

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1,286 Housing Units

3.3 Net A, Commercial Space

Mid Level
Westwood
Santa Monica
Beverly Hills
Culver City
West L.A.

Buildings
27
107
47
NA

Total Sq. Ft.
4,697,300
5,455,000
6,991,300
4,378,300
NA

Total Vacancy Rate
17.5%
13%
19.5%
15.20%
17%

Average Asking
Leasing Rate
$3.41
$3.47
$3.63
$2.44
$3.24
month ($psf) within the retail area between Whittier and Santa Monica Boulevards. The retail vacancy rate in Beverly Hills is approximately 1.4%, with a high concentration of vacancies outside the prime rodeo drive area. Rents for Santa Monica's Third Street Promenade are between $13 and $18 psf, with a 3% vacancy rate. On the other hand, rents for Santa Monica's Third Street Promenade are between $13 and $18 psf, with a 3% vacancy rate. Nearby, the Westside Pavilion shops rent for $17.50 psf with a 5% vacancy rate. In the past several years, downtown Culver City has grown through an aggressive redevelopment of Culver Boulevard that included many of the stores into the popular streetscapes with rents now ranging from $3 to $4 psf. [See Figure 3.6]

The current vacancy rate of all retail stores in Westwood is approximately 2%, but the vacancies are not evenly distributed. Much of the retail vacancy is found on Westwood Boulevard, where 40 out of 70 stores are vacant. The areas of lowest vacancy rates are the northwest section of the Village and the intersection of Westwood and Branson Avenue. Along these segments, the vacancies are 1% and 2% respectively. On Branson Ave, only two out of 31 shops are currently vacant. 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]

Discussions with real estate professionals familiar with the retail market in Westwood Village reveal the average retail rents are between $2.2% to $3.00 psf within a one-minute radius of retail space. These rates are for below or at the low end of comparable districts within the Los Angeles region. The mixed retail space in the Village is a challenge. New tenants from well-known chains are interested in deep move-in discounts in the hope that they will draw other desirable businesses along with them. Since the 1980s, Village property has changed hands through both sales and sales leases, creating a varied mix of landlords, 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 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 at Westwood Village consists of mainly independent stores with little overall cohesion. Retail chains, including Borders and Victoria's Secret.

<table>
<thead>
<tr>
<th>Street</th>
<th>Vacancies</th>
<th>Total Retail Space</th>
<th>Percent Vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broxton Ave</td>
<td>2</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Gayley Ave</td>
<td>5</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td>Glenoak Ave</td>
<td>9</td>
<td>20</td>
<td>30%</td>
</tr>
<tr>
<td>Kemross Ave</td>
<td>4</td>
<td>13</td>
<td>31%</td>
</tr>
<tr>
<td>La Cota Ave</td>
<td>2</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Lindbrook Dr</td>
<td>1</td>
<td>12</td>
<td>9%</td>
</tr>
<tr>
<td>Westwood Blvd</td>
<td>30</td>
<td>78</td>
<td>26%</td>
</tr>
<tr>
<td>Wayburn Ave</td>
<td>5</td>
<td>31</td>
<td>16%</td>
</tr>
<tr>
<td>Wilshire Blvd</td>
<td>8</td>
<td>12</td>
<td>67%</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
<td>202</td>
<td>28%</td>
</tr>
</tbody>
</table>

Source: City of Westwood Village survey

*Total retail spaces include lure and vacant store fronts*

*Does not include four large retail buildings inside the IV Hotel*
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 often 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-tier 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 Bloomingdale's. 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 Glenwood Ave (1939), Campus Shoe Repair on Wayburn Ave (1936), and the Claremont Hotel on Tiverton Ave (1939), in the following decade. Sarah Leonard Jewellers (1946) opened on Westwood Boulevard. Currently there are nine stores that have been in business for this last 40 to 60 years, including Bel-Air Camera (1950), Stan's Donuts (1960s), and Eliseé 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.

### 3.8 Westwood Village Current Retail Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Beverage</td>
<td>88</td>
<td>44%</td>
</tr>
<tr>
<td>Fast Food</td>
<td>32</td>
<td>16%</td>
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<tr>
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### 3.9 Westwood Village Current Food and Beverage Mix

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### 3.12 Westwood Village Current Lifestyle Mix

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Westwood Village Retail
Age Trajectory of Stores Older than 25 Years

[Late 1920s/1930s to 1940s]

- **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 to 1970s]

- **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.

[1980s]

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

[Present Day]

Westwood Village’s collection of establishments older than 25 years.
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. 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 Cafe, Waffle Chik, SkyLight Gardens, and extreme Pkoo. 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. 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. Despite the differences in price, vacancy rates are similar: Westwood at 17.3% and West Los Angeles at 17.6%. Beverly Hills’ office rental rates are higher at $3.60 psfpm and 18.9% of all office space there is currently vacant. 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

31. idem
32. idem.
office buildings total 424,415 square feet or 7% of all office space in Westwood. 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 weeklong, biennial sidewalk fair expanded to include over 1,000 artists, attracting 125,000 visitors, earning as much as $70,000 in sales. 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 Brun Theater opened across the street, and in 1940 the UCLAN (later renamed the Cine 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 Avo, 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. The agglomeration provided the infrastructure for the crowds, stars, and Hollywood premieres from 1950’s to 1980’s. During these 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.
36. ibid.
Westwood Village, on Wilshire Boulevard, a Century City, on Third Street Promenade, in the Westwood Pavilion, and within Universal CityWalk. Typically, the multiplexes were never, offered superior quality (in terms of comfort and technology), and more immersive entertainment experiences than those of other, independent theaters like those at Westwood Village. Additionally, moviegoers were increasingly drawn to cinemas located close to complementary amenities, like those found in malls. As a result of its failure to adapt to the new exigencies of movie viewing, many first-run films have skipped Westwood, leaving the prospect 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 1960s Westwood Village had a reputation as "a fun, hip place...where musicians sprang up on the weekends." Dilton's, a four-story entertainment complex featuring multiple rock music venues, opened to great fanfare in 1976. Along with Dilton's, dance venues like Dusk 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." The homeowner's opposition developed into an ordinance requiring on-site parking for all live performance venues. Despite the ordinance, the music scene continued to develop and by the 1980s, "the Village attracted large, sometimes unruly crowds as it became a regional destination." 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 the opposition was racially charged and meant to stop drawing diverse groups into Westwood Village.

The Dolly Shoot notes that the current music scene is largely empty, except for the occasional unplugged street performer.

While cinema and live music have struggled in the Village, legitimate theaters 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 2012, it was renovated as the 500-seat Geffen Theater. A more intimate space with 120 seats, the Geffen

37. AMC Westwood Village opened in the early 1990s.
38. AMC CityWalk opened in 1997.
39. Dilton's was a popular club.
40. Dusk was another popular club.
47. "About the Hammer," The Hammer Museum, UCLA, Los Angeles, CA.
center to the north, the once-iconic towers that served as regional landmarks, and the Village itself from view from the surrounding streets. The lack of visibility has been aggravated by access improvements. Westwood Boulevard once connected Westwood Village to Sunset Boulevard. Now it stands as UCLA's southern entrance along Le Conte Avenue. To the south, the wide corridor creates an edge condition, visually removing the Village from the bustling office work in and around the towers there. High-rise buildings bring the length of Wilshire Boulevard to exacerbate this condition. In addition, the unique asymmetrical street grid that was much lauded in its conception, contributes to Westwood Village's indissolubility 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), along the most heavily traveled north-south corridor 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 characterizes the area. Over 300,000 people travel to the Westsides of Los Angeles every day.51 Students and staff pour out of UCLA in the late afternoon, joining the throngs 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, 100,000 vehicle trips continue to come to and from UCLA daily.52

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 14 miles of high occupancy vehicle (HOV) lanes to the segment from the Santa Monica Freeway (Interstate 10) to the Ventura Freeway (US-101). Anticipated project completion is 2013.53

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

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 Westside Boulevard with portal at Westwood Boulevard and at Ceylon 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 of 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 Expo Line construction and operation includes a stop at Westwood and Wilshire. The Village is currently served by Santa Monica’s Big Blue Bus, the Culver City Bus, LAODI Commuter Express bus, Metro and Metro Rapid and, during the weekdays, Santa Monica 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-needed feature of the original Westwood Village design was the 12-story jacket of all buildings from service alleys, creating room for employee parking so that customers would have no competition finding street parking. From the 2007, employees resited using the alleys despite concerted efforts by the business association. As early as 1922, parking space was said to be at a premium in the Village. During this time parking lots 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 premises 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. Many complain that shoppers come to the Village unable to find a space; they must move their cars after shopping of 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 BD area. Of those, 8,658 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 of the Bronson Garage) to more than $12 per hour. To address the first issue, sufficiency, a question must be

As for the third question concerning cost, there are $66 or 3.4% of the total proposed fees for parking for the first two hours at the Broxton Garage. The remaining cost comes at various prices, ranging from $0.50 to $2 per hour, with more reasonable flat rates for longer stays. At other area retail districts (Broadway, Pico Boulevard, and downtown Los Angeles), the flat rates vary from $1.50 to 2 hours of parking are free with subsequent hourly rates of $1 to $2, and maximum flat rates between $5 and $7.

This research pinpointed the parking problem at 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 retail 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 felt that increasing 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 remains the only parking facility in Westwood Village to provide free parking. The Broxton Garage is also the only public utility parking structure in Los Angeles and is seen by local community members as an inexcusable act in Westwood Village.

In 2010, due to a $33 million budget gap, the City of Los Angeles proposed a plan to privatize the operations of eight city parking garages through the so-called 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 the plan would ostensibly do, if price increases increased, was not.

In any event, the design of the garage was made by a team of architects at the University of Southern California and included a unique design that has been adopted by other cities in the region. The garage features the use of solar panels and rainwater harvesting systems. The structure has 366 spaces, with each space occupying 10 square feet. The garage also includes a bicycle parking area with 60 spaces.

Parking fees would further crimp already inadequate retail situation in Westwood Village. The city, on the other hand, wanted the Broxton Garage as a fiscal liability. From 2000 to 2009, the Broxton Garage saw revenues decline by 4%, from $1,022,979 to $966,630. In 2011, strong community opposition prevailed, and the city abandoned its privatization plan for the Broxton Garage.

Despite recent controversies over parking, the future of Westwood Village as a commercial center was not seriously eroded by its parking problems. As the community grew, new businesses and entertainment venues opened up. However, the parking rates remained high, and the village continued to struggle with finding adequate parking for its residents and visitors.

G. Public Safety

In 1998, rival gang members from South Los Angeles opened fire on a crowd at 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 led to widespread calls for increased public safety in the area.

Police were not prepared for the violent confrontation that occurred. They were caught off guard and were unable to act quickly enough to prevent the violence. In total, 30 officers were assigned to the case investigation. Gang-related violence has increased in recent years, and the community is calling for increased police presence and resources to address the problem.

In the past year, many businesses and residents have reported an increase in crime and feeling unsafe in the area. The police department has been working to increase its presence in the area and to improve communication with the community to better understand their concerns.

In recent months, the police department has implemented a number of measures to improve public safety in the area, including increased patrols, community outreach programs, and partnerships with local businesses. However, the community continues to call for more resources and a more proactive approach to addressing the issue of crime and violence.
Among the factors that consistently erode perceptions of safety in Westwood Village is the presence of homeless people. The Los Angeles Homeless Services Authority takes homeless counts by
Council District. Nighttime field surveys of the Village indicate that
some alleyways are regular sites of encampment. While numbers
invariably fluctuate and it is difficult to locate statistics specific to
Westwood Village, Council District 5, which includes Westwood
Village, had a homeless count of 461 in 2009, a 70% decrease from
december of 1,522 homeless persons in 2007. 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
1999, 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. Often seen the
plan as outdated, interest in infringe, 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 morning traffic regulations
are among the issues 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 proportion to their location, or at least within the
36-acre Specific Plan boundaries; despite the fact that much of the
Village is at build-out. Furthermore, 50% of any parking that is
remained through the development process must be provided in
addition to the parking requirements stated in the plan.

Similarly, since the 1990s, the restaurant industry has developed new
kinds of entities, 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
warding working professionals such as Tender Greens or M Café
de Chaya, into the Village’s mix of stores and services. Given
the number of recent stakeholder, 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
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. New
contemporary versions of such uses—video games, Since locations,
etertainment venues that include upscale bowling—are restricted,
even though those 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 impact 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 Bel-Air Westwood Homeowners Association, the
Carnes Hill Homeowners Association, the Diplomat Homeowners
Association, the Holmby-Westwood Property Owners Association,
the North Westwood Village Homeowners Association, the Pink Azalea
Homeowners Association, the Westwood Hills Property Owners
Association, the Westwood Homeowners Association, and the
Wilshire Condo Corridor (Residents Association). The Westwood
Neighborhood Council (a distinct organization from the Westwood
Community Council organized and funded by the City of Los Angeles
in 2015) 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 of 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,
taxed BIDs, the 2011 BID exerts 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 safe, clean, 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
collateral 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 Boyce District Corporation that
manages Third Street Promenade; the Assistant Director is Eric Norton
who came to the position from Councilmember Koretz’s office, where
The serving 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 homes. In addition, the BID has made 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 crew located in a central and accessible, ground-floor office space within the Village. The 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 (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.
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, ideal 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
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 both and builds upon the Hammer, the historical importance and current presence of cinema, the Collett, UCLA-live, the Fowler Museum, and possibly more notable institutions like the Getty or LACMA. Compatible small and large institutions, from galleries and new museums to artsical food and drink establishments, are encouraged to come to Westwood.

The creation of a vibrant 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 residential population and that brings 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 numerous cultural capital it contains, but because its extensive landscape serves as a backdrop for the new condominiums and apartments.

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<thead>
<tr>
<th>Artful Living</th>
<th>VARIABLE</th>
<th>Car-Free Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing, entertainment culture</td>
<td>PROGRAM</td>
<td>Office, transit systems + elements</td>
</tr>
<tr>
<td>Campus-like</td>
<td>CHARACTER</td>
<td>Small city CBD</td>
</tr>
<tr>
<td>Moderate</td>
<td>INTENSITY</td>
<td>High</td>
</tr>
<tr>
<td>Tickle-down from north</td>
<td>DISTRIBUTION</td>
<td>Radial from transit-hub</td>
</tr>
<tr>
<td>Arts, UCLA</td>
<td>LEADER – DRIVER</td>
<td>Transit, Metro</td>
</tr>
<tr>
<td>Night-time</td>
<td>TEMPORAL FOCUS</td>
<td>Day-time</td>
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</tbody>
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(See Figure 4)
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 walking in a car-less environment. At a new transit hub, the Car-Lite Village by day becomes an end in the city by night and weekends 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 adding 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 at all 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 at 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 34 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 Dell (3) is another prime location, considered relatively recently for a multiplex theater. The long-promised retail development on the former site of the Mann Theater, owned by Ron Simms, at Gayley and Lyncbrooke (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.
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 Meta?
- 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.