

Westwood Village Retail Strategy

Presented to Westwood Village Improvement Association

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Westwood Village Retail Strategy

Table of Contents

The Assignment.....	1
Guiding Principles.....	2
Context: A Brief History.....	5
SWOT Analysis.....	6
Market and Competition.....	8
Specific Assessment and Recommendations.....	15
Environment/Public Space/Infrastructure.....	16
Access.....	27
Tenant Mix and Leasing.....	30
Theaters and Anchor Uses.....	37
Programming and Events.....	40
Clean and Safe.....	44
Parking.....	45
Development Considerations.....	54
Business Improvement District.....	60
Westwood Village Specific Plan.....	62
Appendix: Demographic Data.....	63

Westwood Village Retail Strategy

The Assignment

York Consulting Group was engaged by the Westwood Village Improvement Association in order to develop strategies to improve the near-term prospects and long-term viability of the Village's retail uses. Over a 120-day period, York Consulting Group reviewed existing studies and plans, met with a range of stakeholders, and discussed Westwood Village with existing and prospective tenants. This report includes an assessment of existing conditions, identifies real and perceived barriers to success, and provides recommended strategies and actions in order to address these challenges. Some of the recommendations stand on their own, while others will be more effective in concert with other initiatives outlined. In order to successfully implement many of these recommendations, a more unified approach will be required of key stakeholders.

This report is intended to serve as a resource for the Westwood Village Improvement Association as they set priorities for future efforts to enhance Westwood Village.

Westwood Village Retail Strategy

Guiding Principles

The efforts to revitalize Westwood Village will require a consistent, cohesive effort over many years. Westwood Village has endured more than a quarter century of challenges due, in part, to a lack of cohesive ongoing management. Westwood has had some recent successes and more significant improvements can happen within months. However, early successes will remain fragile without a persistent effort to address a wide range of issues. In order to reset the public perception of Westwood Village, a significant, long term commitment to physical and management improvements will be required.

A well organized, full-service business improvement district is the best organizational structure to provide the required leadership and management of the Village. The business improvement district must be in a position to inform, advise and implement, to varying degrees, a wide range of issues and initiatives impacting the success of Westwood Village. The Westwood Village Improvement Association (WVIA) has been effective in achieving the BID's narrowly focused clean and safe objectives. However, the WVIA needs a broader mission, a more secure tenure and greater resources in order to address the complexities of Westwood Village.

Westwood Village's effective trade area must expand in order for the District to succeed. While its existing local clientele will remain Westwood's primary market, the Village must expand beyond local residents, office workers and students and staff of UCLA and attract a regional clientele on an occasional basis in order to support a higher quality business mix.

A greater emphasis on evening and weekend activity is necessary. Currently, the majority of the Village's business activity occurs within too narrow a band of time. Much of the District's business takes place between 11am and 2pm, Monday through Friday. The Village is often relatively quiet weekends and evenings, which are the peak retail, full service dining and entertainment periods.

WVIA must partner more closely with UCLA, the City of Los Angeles and its leading agencies to secure and effectively deploy needed attention and resources. Westwood Village faces the challenge of being a small part of a very large city. Competing business districts and commercial developments have the advantage of being the priority of their respective communities/owners. Clearly identified priorities with broad support will help the Westwood Village obtain needed attention and resources for key initiatives.

Local community support for Westwood's revitalization will be more effective if greater emphasis is placed on supporting larger, proactive revitalization efforts. Westwood community groups and activists have the potential to be a significant, positive force for the Village's revitalization. However, some actions in the guise of community involvement have forced unreasonable delays and

Westwood Village Retail Strategy

Guiding Principles

costs on businesses often without any clear benefits. This issue has become a significant challenge to Westwood's image and perceived viability as a business opportunity. Some community objections stem from misconceptions about market realities and mistrust of the organizations that are tasked with approvals and enforcement.

Westwood Village's tenant mix and environment must evolve to address opportunities and shifting market conditions. A better balance of commerce and experience is needed. As retail formats shift, competition sharpens and online commerce grows, Westwood Village must stake out a clearer position in order to attract businesses and clientele. Better dining and expanded entertainment options are critical for the Village's vitality. Retail will play a very significant role, but the Village will not be a shopping destination on par with major regional competitors such as Westfield's Century City shopping center, Beverly Hills' Golden Triangle or Downtown Santa Monica. However, Westwood Village can evolve into a very compelling shopping, dining, cultural and entertainment destination.

Westwood Village must adopt a comprehensive program for improving its public infrastructure. The condition of the Village's public space and infrastructure are not up to reasonable functional or aesthetic standards. As the experiential elements of the District become increasingly important, the refurbishment and replacement of sidewalks, street furnishings, lighting, etc. must be pursued. This effort will also be an important signal to the public and business community of positive momentum.

Public access, parking operations and supply need attention to better serve Westwood Village's diverse clientele. All forms of mobility are needed to effectively serve Westwood Village's local neighborhoods, area employees, UCLA's students, faculty and staff, and regional visitors. A greater balance of pedestrian, automobile, bicycle and bus access needs to be developed where all can safely and comfortably share the limited public space. From needed pedestrian improvements to reducing the concentration of bus traffic on Westwood Boulevard, a comprehensive approach to balancing transportation modes in order to enhance Westwood Village's overall access is necessary.

As with any retail district, Westwood Village's parking facilities are fundamental to the area's success and must be improved, maintained and operated at a much higher level. While parking availability is problematic during weekdays, the Village has ample parking during weekend and evening hours. Efforts to address more retail friendly pricing and parking availability information are critical to the area's long-term success.

Westwood Village Retail Strategy

Guiding Principles

The Westwood Specific Plan should be updated by 2020. The Specific Plan document is not Westwood's primary problem but it is out of date, and has been a factor in the Village's challenging approval process. The WVSP is useful in managing local development pressures and preserving the Village's character; however, some of its provisions were designed to address conditions that no longer exist and other provisions are overly restrictive for prospective new businesses. Westwood Village is an important commercial, cultural and social center, and it must be allowed to evolve to better serve its many constituents. The Specific Plan must make a proactive statement about the future of the Village, set clear development and design standards, and provide greater flexibility with regard to mix of uses, parking, outdoor dining, and business operations.

Westwood Village Retail Strategy

Context: A Brief History

Westwood Village was originally developed and owned by the Janss Investment Corporation beginning in the 1920s. Janss invested in high quality architecture and carefully managed the mix of uses. Janss Investment Corporation was also instrumental in securing UCLA to the north of the Village and developed many nearby residential neighborhoods. Janss' sole ownership of the Village allowed for a comprehensive approach to the success of the Village. The advantages of single ownership and limited competition allowed the Village to grow and thrive for decades. After Janss sold its holdings, Westwood Village's success continued into the late 1980s. However, by the end of the 1980s, security and other management issues as well as emerging competition caused a dramatic downturn in Westwood Village from which it never recovered. For many years, the Village's conflicting constituencies have hindered efforts to address Westwood Village's challenges or adapt to the increasingly competitive retail and entertainment environment.

For decades, Westwood Village was the premiere shopping and entertainment district on the Westside of Los Angeles. In recent years, the Village has been fighting not just the current conditions but a history of failed revitalization efforts. The closures of major businesses, the loss of the area's dominance in filmed entertainment, chronic vacancies and a generally weak tenant mix have tainted the Village's image. A generation has grown up without firsthand experience of a thriving Westwood Village.

Fortunately, many of Westwood Village's recognized strengths are still intact: a highly desirable location, exceptional demographics, direct proximity to a leading university and a desirable ambiance featuring many strong architectural elements.

Westwood Village has the potential to be a much more vibrant commercial and social center for its community. However, Westwood Village will not return to the regionally dominant position that it once had due to a dramatically more competitive landscape. Despite a geographically smaller primary trade area, the district has the potential to operate at a much higher level and a revitalized Westwood Village will create substantial value for property owners, area businesses, residents and UCLA.

Westwood Village Retail Strategy

SWOT Analysis

WESTWOOD VILLAGE'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS

- + Very desirable local and regional market
- + UCLA
- + Access
- + History and authenticity
- + Architecture and scale
- + Awareness and identity
- + Powerful constituents
- + Recent momentum

WEAKNESSES

- Image and reputation
- Fractured ownership
- Lack of leadership
- Challenging customer parking conditions
- Poor condition of public space and infrastructure
- Powerful competition
- Chronic vacancy
- Tenant mix
- Limited hours of business activity
- Challenging approval process
- Narrow scope of Business Improvement District
- Insufficient resources

Westwood Village Retail Strategy

SWOT Analysis

OPPORTUNITIES

- + Potential for Business Improvement District to attract investment
- + Underutilized public and private resources, including parking facilities for customers and employees and public space for events
- + Potential to provide leadership and focus/attract investment
- + Potential to improve tenant mix
- + Strong interest from a wide range of constituents
- + Potential to gain additional attention and resources from public and private sources
- + Vacancies: near-term opportunity to enhance tenant mix
- + Improving economy and real estate cycle (currently)

THREATS

- Increased competition
- Continued malaise/lack of direction
- Continued loss of movie theater clientele and evening and weekend business
- Lack of vision/resources
- Inability to adapt to changing market conditions
- Regulatory/approval process

Westwood Village Retail Strategy

Market and Competition

The early history of Westwood Village is impressive. The district was one of the region's dominant retail and entertainment destinations for decades. Despite being developed by a single owner, the Janss Investment Corporation, Westwood Village is one of the most authentic-feeling commercial districts on the Westside of Los Angeles.

Unfortunately, Westwood Village currently suffers from deteriorating public spaces, a high number vacancies and an uninspired tenant mix. The Village's revitalization efforts are hampered by decades of challenges and failure. The area's image and reputation has suffered as a result. Even now, the current November 2014 issue of Los Angeles Magazine refers to the 1988 gang-related murder of an innocent bystander as a cause of Westwood Village's diminished activity. In the meantime, many new developments and revitalized business districts have taken market share and drawn customer traffic away from the Village.

The following is a brief overview of some of Westwood Village's key competition: Westfield Century City, Westside Pavilion, The Grove and Downtown Santa Monica.

Westwood Village Retail Strategy

Market and Competition

WESTFIELD CENTURY CITY

Westfield Century City is among the nation's top shopping centers. Century City is a powerful, open-air shopping destination anchored by Bloomingdale's, Macy's and theaters. Over the past several years, the center has added numerous table service dining options, a new food court and dining deck, and a revamped flagship AMC Theater. Parking: Escalating rates starting at \$1 for the first hour, \$28 daily maximum; selected restaurant, grocery and theater validation offers 3 hours free parking; valet available. Westfield recently added 500 new parking spaces.

Westfield Century City will become even more powerful with the opening in 2017 of a \$700 million expansion which will add more than 400,000 square feet of retail and dining options to the center's existing 880,000 square feet. Italian dining destination and specialty market, Eataly has been announced, and Nordstrom is expected to relocate from Westside Pavilion. The property's parking facilities will double for a total of 4,700 spaces. Construction of this expansion is underway.



Westwood Village Retail Strategy

Market and Competition

WESTSIDE PAVILION

Westside Pavilion has been a reasonably successful center since opening in the mid-1980s. However, the property has been challenged by new competition as well as its three-level, linear configuration and difficult parking facilities. Westside Pavilion is facing the likely loss of its Nordstrom store with the expansion of Westfield Century City, which may cause a radical repositioning of the property. Westside Pavilion's Landmark Theater is state of the art, well parked and very successful. Westside Pavilion is approximately 750,000 square feet anchored by Nordstrom, Macy's and Landmark Theaters. Parking is 3 hours free with additional validation for theater patrons; valet parking is available.



Westwood Village Retail Strategy

Market and Competition

THE GROVE

Opened in 2001, The Grove is an established regional destination featuring leading retailers, movie theaters and food and beverage options ranging from quick service to fine dining. The Grove also benefits from its adjacency to other retail and dining destinations, most notably the historic Original Farmers Market, which attracts millions of locals and tourists to the area annually. While expansion potential is limited, The Grove continues to improve its tenant mix and programs the property extensively with special events. The Grove is approximately 600,000 square feet featuring Nordstrom and a 14-screen, Pacific Theaters complex. Parking: one hour free, \$24 daily maximum, validation from select retailers, automated payment options, valet available. The Grove is also testing free Uber rides with minimum purchase.



Westwood Village Retail Strategy

Market and Competition

DOWNTOWN SANTA MONICA

Downtown Santa Monica features one of the nation's premiere retail streets, Third Street Promenade, offering a wide range of retail, dining and movie theaters. Third Street's retail mix includes flagship stores for Apple, Lululemon Athletica, Banana Republic and others. Directly adjacent is the recently redeveloped Santa Monica Place featuring Nordstrom, Bloomingdale's, a range of dining and retail, with an ArcLight Theater opening in 2015. Adjacent streets offer a wide range of fine dining, fast casual restaurants and boutique retail and services. Significant additional movie theater development and renovations are planned or under construction. A wide range of residential, hotel and retail development is in the pipeline. Third Street Promenade and Santa Monica Place together offer well in excess of 1 million square feet of retail, dining and entertainment space. Parking is 90 minutes free with a \$14 daily maximum in public lots throughout Downtown, up to \$24 daily maximum in private facilities, valet available at Santa Monica Place and select restaurants.



Westwood Village Retail Strategy

Market and Competition

WESTWOOD VILLAGE

Westwood Village features several hundred thousand square feet of retail, dining, movies and cultural attractions. The Village's historic architecture and pedestrian scale offers an authentic environment that is unique on the Westside. Recent additions include a City Target store and an iPic Theater 6-screen film and dining complex. Parking: Ranges from 2 hours free to \$10 for the first hour; validations for select merchants at specific lots, daily maximums ranging from \$8 to \$25, evening flat rates of \$3 to \$5 at certain facilities; valet available at select restaurants.



Westwood Village Retail Strategy

Market and Competition

Demographic Comparisons

	<u>.5 Miles</u>	<u>1.5 Miles</u>	<u>3 Miles</u>
Westfield Century City			
Population	6,025	64,360	289,278
Median Income	\$99,512	\$87,538	\$66,949
Westside Pavilion			
Population	5,960	79,156	321,598
Median Income	\$102,498	\$71,772	\$64,259
The Grove			
Population	11,538	96,062	374,548
Median Income	\$71,788	\$62,145	\$50,088
Downtown Santa Monica			
Population	7,822	59,614	160,988
Median Income	\$46,700	\$66,401	\$73,701
Westwood Village			
Population	11,864	93,003	212,931
Median Income	\$37,850	\$64,817	\$76,401

All of the above areas feature world class demographics that are among the most desirable in the country. Individual differences reflect geographical features, such as the ocean reducing Santa Monica's population base, or adjacent land uses, such as UCLA's impact on Westwood Village providing greater density but bringing down the median incomes directly adjacent to campus.

ASSESSMENT AND RECOMMENDATIONS

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure



Westwood Village's strong architectural identity is one of the area's defining features and a significant advantage. The elaborate ornamental towers and other historic buildings provide an authentic and dramatic backdrop to the lower scale center of the Village. While many of the original buildings have been replaced, most of the Village's remaining original buildings have been well maintained. Newer construction in Westwood Village is generally unexceptional and does not compare well to the area's original buildings.

Much of Westwood Village's sidewalks and streetscape is in very poor condition. While some key stretches of sidewalk have been replaced recently by the WVIA, much of the District's sidewalks are unsightly, and others areas are outright dangerous. The basic, safety-related repairs made by the City in past years are not of an acceptable quality. The asphalt patchwork in lieu of the original concrete and special pavers on sidewalks and crosswalks degrade the original design and investment and reinforce the impression of an area in decline and disrepair. Tree-related damage is the City's responsibility; however, lower quality asphalt patches are not an acceptable solution in a prominent business district.

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

The portion of Westwood Boulevard that runs through the Village was recently designated as a “Great Street” as part of Mayor Garcetti’s Great Street initiative to help revitalize a key street in each of the City council districts. This program includes relatively modest levels of funding for physical improvements as well as business assistance programs; however, it can help create momentum for other Village-wide improvements.

Sidewalks and Alleys



Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

Crosswalks, Medians and Utility Boxes



Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

Corners and Commercial Frontage – Corners are important real estate and should have strong active and attractive retail uses.



Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

Obscured Frontages



Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

Lighting is insufficient in some pedestrian areas. This condition is exacerbated by dark storefronts and vacancies. Some key landmark structures should also have more appropriate lighting.



In general, the public space between Westwood Village's buildings has a comfortable scale, but significant open space is limited in the Village. Broxton Avenue offers wide sidewalks, but the area lacks a central gathering space for performances or other activities.

Recommendations

Westwood Village's public spaces are fundamental to the area's success and must be improved, maintained and programmed at a very high level. The BID's leadership in replacing some of the worst sections of sidewalk has been a major accomplishment to date, and increased attention to the Village's public space and infrastructure is a requirement for long-term success.

Because the City has very limited funds and the responsibility for making necessary repairs remains a contentious issue, property owners within the district will need to take the lead if progress is to be made on this issue. A clearly defined and broadly supported approach, with shared costs and responsibilities, would put Westwood Village in a leadership position in creating a model for other

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

business districts and move the Village to the head of a very long line for sidewalk repairs and other improvements within the City of Los Angeles.

1. Invest in a comprehensive sidewalk and infrastructure improvement program.
 - a. Use the City of Los Angeles' Great Streets program as a catalyst to engage planners and stakeholders to leverage the effort into a more comprehensive program upgrade Westwood Village's public spaces.
 - b. Create a framework for an infrastructure assessment to fund sidewalk repairs/replacement based on frontage throughout the core of the Village. Negotiate a Memorandum of Understanding with the City of Los Angeles for matching funds and a timeline for implementation. Prioritize repairs based upon public safety, then aesthetics, until all sections range from good to excellent. This would also be a logical time to review the choice of street trees which have been the primary culprit for major sidewalk damage. Implementation of upgrades to street furniture, medians and lighting should also be included. A reserve fund for repairs and special projects should be maintained as part of this effort. This effort would greatly benefit from an updated streetscape plan in order better to coordinate public and private efforts.
 - c. Until an assessment or other funds are in place, WVIA should continue with section by section refurbishment as funds allow. An accounting of expenses should be maintained for potential credit against the proposed assessment expenditures and City matching funds.
 - d. In the very short term, dangerous sections of sidewalk surrounding tree wells should be cut, expanded and filled with decomposed granite as a temporary measure. This work should be the City's responsibility.
2. Preserve and encourage the restoration of significant historic design elements as buildings are renovated and adapted to allow for contemporary uses. A reasonable approach to adaptive reuse will allow older buildings to remain economically viable and their continued presence will enhance the entire Village.
3. Consider creating a public plaza. By closing a portion of Broxton Avenue north of Weyburn, a large public space could be created surrounded by active uses and with minimal traffic impacts.

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure



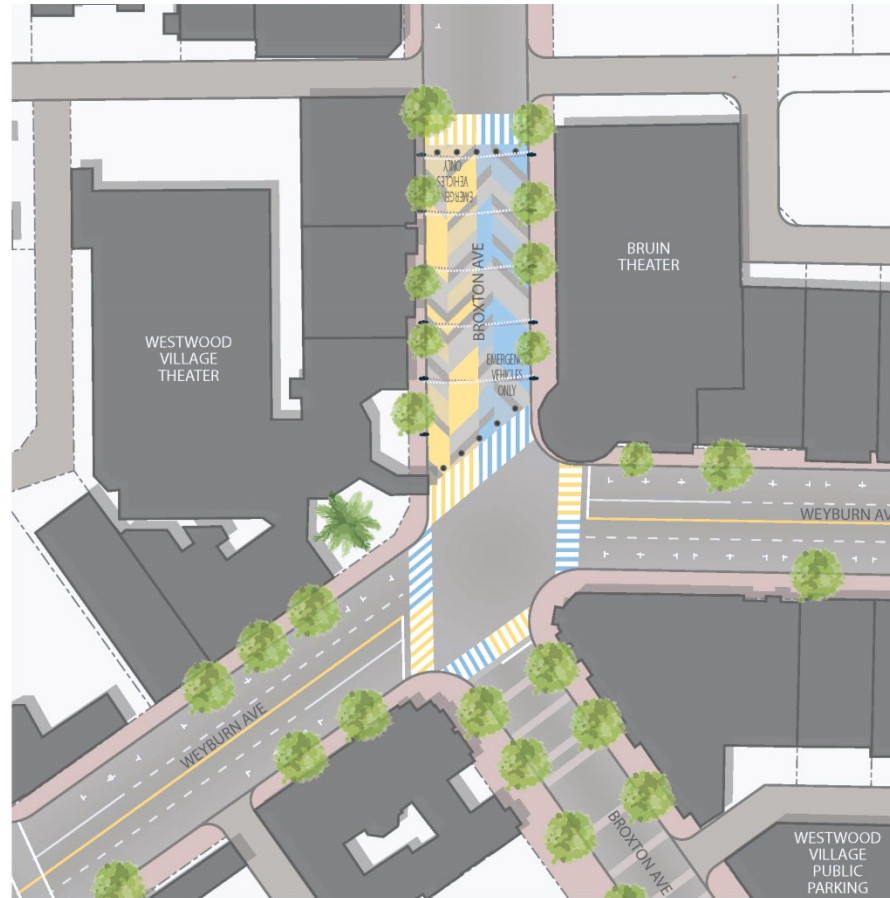
Automated Bollards



Use of Graphics / Patterns at Flexible Pedestrian Zones



Pop-Up Arts and Landscape



Street and Facade Lighting



Internally Lit Continental Crosswalk



Bike Facilities at Sidewalk

Illustrative Street Design at Weyburn / Broxton Intersection

John Kaliski Architects

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure

4. Enhance pedestrian lighting levels. Creative lighting can be a high-impact and cost-effective method to enhance the nighttime environment and enhance security.
5. Remove excess newspaper racks and paint or wrap utility boxes.
6. Review and enforce sign, storefront transparency and display guidelines. Set realistic goals for implementation of regulations, giving businesses time to adapt and secure approvals for replacement signage.
7. Redesign and re-tenant the Broxton parking structure façade. (Operational upgrades are covered in the Parking section of this document.) Revamping the Broxton structure is an opportunity to improve a large area of frontage and reposition retail that is underperforming.
 - a. Paint and refurbish structure façade, replant planter with low maintenance plants or an alternative treatment.
 - b. Remodel ground floor storefronts in conjunction with new tenants.
 - c. Reconfigure ground floor spaces to accommodate at least one major restaurant and investigate potential venting and grease interceptor locations for the larger space on the south end of the structure. Secure a two-meal (preferably three-meal) table service restaurant with a large patio dining element in order to activate the adjacent wide sidewalk.

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure



Existing View at Broxton Avenue Looking North

John Kaliski Architects

Westwood Village Retail Strategy

Environment/Public Space/Infrastructure



Illustrative View at Broxton Avenue Looking North

John Kaliski Architects

Westwood Village Retail Strategy

Access

Like much of Los Angeles, Westwood faces transportation challenges. Rush hour traffic congestion on Wilshire Boulevard can create a moat around Westwood Village, and conflicts between cars, buses, pedestrians and bicycles cause delays and safety challenges. On a regional basis, Westwood is well served by freeways, major boulevards and transit. While it is many years away, the pending subway service will dramatically alter how people access Westwood Village. In the meantime, even during periods of heavy traffic congestion, Westwood still has a desirable customer base within walking, cycling or a very short driving distance. On weekends and later in the evening, Westwood Village is generally very accessible. Within Westwood Village, the primary consideration must be the pedestrian experience. In a village environment, pedestrians should feel at least equal to vehicles and buses in the public right-of-way.

Throughout Westwood Village, most crosswalks are underwhelming and in some cases nearly invisible. Pedestrian crossings along Wilshire Boulevard are woefully insufficient for intersections with some of the region's highest vehicular and pedestrian traffic counts. The daytime office workforce and nearby residents that cross Wilshire to patronize the Village's restaurants and shops should have a safer, more attractive pedestrian experience.

Westwood Boulevard within Westwood Village's core is heavily impacted by bus service and at times feels more like a transit mall than a village shopping street.



Westwood Village Retail Strategy

Access

Recommendations

Improving access and the experience of around Westwood Village is a critical component of the visitor experience.

1. Install a mid-block signalized pedestrian crossing on Westwood Boulevard between Kinross and Weyburn Avenues. Westwood Boulevard between Kinross Avenue and Weyburn Avenue is best positioned to become Westwood Village's signature retail block. However, at 600 feet the block is too long to function as an attractive, two-sided shopping street. A mid-block, signalized pedestrian crossing will allow pedestrians to easily shop both sides of the street. A crosswalk will also reinforce the sense of a village scale by placing pedestrians on equal footing with cars and buses. If timed correctly, a signalized crosswalk should have a negligible impact on vehicular traffic.
2. Use large-scale, dramatic crosswalk design on Wilshire Boulevard to aid pedestrian safety, better connect the Village core to the activity on Wilshire Boulevard and signal to people that they have entered a distinct and special place.



Westwood Village Retail Strategy

Access

3. Remove the scramble pedestrian crossing located at the intersection of Broxton and Weyburn. The intersection creates confusion, conflicts and unnecessary delays for both pedestrians and vehicles. A return to a more typical crosswalk should improve the pedestrian experience. This is particularly true if Broxton Avenue becomes a plaza north of Weyburn Avenue.
4. Encourage Metro and other transit operators to lessen the concentration of bus traffic on Westwood Boulevard. Dispersing a portion of the bus traffic will mitigate some of the negative pedestrian and traffic impacts on one of the Village's primary shopping streets. Encourage cooperation to reduce service overlap by the numerous transportation organizations regularly serving Westwood Village. Additionally, relocating the Westwood Boulevard bus stops several feet further away from the intersections at Kinross and Weyburn would also enhance the pedestrian experience and visibility of key corners in the District.
5. Work with City planners to identify safe bicycle routes and provide additional bicycle facilities within the District. Considering its adjacency to a major university, Westwood Village has relatively little bicycle traffic.
6. Start planning efforts far in advance of the arrival of the subway in 2035. The subway will have major, mostly beneficial impacts on Westwood Village. Where possible, attempt to draw public infrastructure investments forward as much as possible, such as gateway and subway portal plazas, in order to improve Westwood's transportation and pedestrian environment as soon as possible.



Westwood Village Retail Strategy

Tenant Mix and Leasing

Since the mid-1990s, Westwood Village has lost numerous retail and entertainment anchors, which served as a consistent draw for local and regional customers. Examples include the loss of theater screens and the closure Westwood's successful Macy's store. The repositioning of the former Macy's building is just now stabilizing as a more local-serving property after the loss of most of the building's initial tenants. Westwood does benefit from a range of unique cultural attractions, such as the Hammer Museum and the Geffen Playhouse, that broaden the area's draw.

Westwood Village's smaller shop tenant mix is, on balance, similar to that offered by a mid-scale strip shopping center but with a higher vacancy rate. The District's business mix has adapted to the most stable portion of Westwood Village's clientele: office workers and college students. This has resulted in too great of a reliance on weekday lunch traffic and a shift towards lower-priced, quick service restaurants and services. Nighttime and weekend business is more discretionary, and the Village is not faring well. The local workforce and UCLA students are in the Village during the daytime, but residents and visitors have other weekend and evening options.

The District does offer some attractive retail tenants including a handful of apparel stores and a group of moderate to very high-end jewelry stores. However, the Village is dominated by prominent vacancies, a large quotient of quick-service restaurants and a significant group of grocery and service businesses. In addition, excessive duplication in some business categories and a number of marginal or inappropriately located uses limits the area's appeal.

The duplication of services harms both of the operators by dividing the market and occupying space that could otherwise expand the area's offerings (*e.g.*, pizza restaurants and tanning, waxing and hair salons). Over time, if Westwood Village becomes a more successful retail district, market pressure will likely shift away from quick service restaurants towards retail due to the more favorable operating costs and higher rent capacity of retail versus restaurant tenants.

In some cases, secondary or inappropriate uses are in key locations, such as a military recruitment center or medical scrubs store. While many of these uses are logical and appropriate adjacent to a major university and medical center, they have a very narrow audience and would be compatible if located along Le Conte Avenue, directly adjacent to their target customers. Other examples include a dental office located at a prime retail corner and ground floor office space. These uses are irrelevant to the majority of Westwood's customer base and provide little synergy or beneficial foot traffic for nearby businesses.

Westwood Village Retail Strategy

Tenant Mix and Leasing

Retail operational issues also impact the perception and success of the Village. Many stores, services and cafes operate limited store hours, reducing evening activity, and some of businesses close on major holidays when competing areas have extended hours. A significant number of Westwood Village's businesses have substandard window displays, excess signage, and obscured storefronts also negatively impact the retail environment.

Limited Store Hours in Prominent Locations



Westwood Village Retail Strategy

Tenant Mix and Leasing

Vacancies



Westwood Village Retail Strategy

Tenant Mix and Leasing

Excessive Signage



Poor Displays



Westwood Village Retail Strategy

Tenant Mix and Leasing

LEASING CONDITIONS

Recently, some leasing progress has been made with a handful of new or relocated tenants. The improving local economy has also provided some lift to the efforts of Westwood's property owners and brokers. Despite the recent momentum, the overall impression of Westwood Village is dominated by a significant number of vacant storefronts, including large spaces at key intersections. A number of these spaces have been vacant for several years, and some newer construction has never been occupied. While retail sales volumes are not generally reported on freestanding stores, based on discussions with owners, operators and brokers, there are only a handful of outstanding performers in either the food or retail categories.

One challenge to better managing the District's tenant mix is the fractured ownership. Unlike a shopping center, there is no comprehensive leasing strategy or target tenant mix and every lease must stand on its own economic merits. In addition, the large size and marginal condition of some buildings and therefore the high level of tenant investment required creates a barrier for many desirable tenants. Lastly, the uncertain and challenging City approval process creates an additional risk for new businesses.

Typical retail asking rents range from approximately \$3.00 to \$4.50 per square foot per month triple net. There are a handful of smaller spaces, particularly locations approved for quick service food operations, which can command rents that are substantially higher. In some cases, the handful of higher rent leases appear to have distorted landlord expectations and a led to duplication of certain food and service categories. Westwood Village's asking rents are within the range of what is considered a market rent on the Westside and often far less than rents in other, nearby projects and districts. However, rents are ultimately a function of sales, and Westwood does not have a consistently strong track record in this regard.

The overall retail market is improving as the economy grows stronger, and businesses are once again expanding. However, the highly competitive retail environment and increasing online competition are resulting in much more deliberate expansion strategy by retailers. While e-commerce currently represents only 6% of total retail, e-commerce is growing at five times the rate of traditional "bricks & mortar" retail sales. Due to this trend, many retail districts and shopping centers have endeavored to add full-service dining, theaters, events and other experiential elements. Retail has always been highly competitive; however, second-tier shopping centers and unsuccessful retail districts are under greater pressure than ever to become more competitive.

Westwood Village Retail Strategy

Tenant Mix and Leasing

While Westwood Village will require serious effort to improve its business mix, the Village has successfully addressed voids in its business mix in the past; for decades, Westwood had no full-line grocery stores, and Westwood is now home to perhaps the broadest array of supermarkets and specialty grocery options in the Los Angeles region.

Recommendations

Westwood's tenant mix must improve in both quality and breadth. A shift towards greater entertainment options and a critical mass of full-service dining options and social gathering spots, whether cafes or bars, are needed to activate the Village during evenings and weekends. Over time, WVIA should work with property owners to raise the quality of the District's fast casual restaurants and seek to reposition the offerings with best of kind operators, less overlap and unique businesses where feasible.

It is important to set reasonable expectations for the rate of change given the Village's recent history. For leasing purposes, Westwood Village would be arguably better positioned if it were a new project. In the near term, it will be critical to aggressively recruit retailers and restaurants that will perform well in the Village's current environment while being compatible with the longer-term vision. That means in the short term, some of the most successful tenants may be better versions of existing uses. Depending on a variety of factors, in some cases it may not be until the second or third generation of tenant to truly reflect the Village's full potential. As part of a comprehensive upgrading of the Village, a repositioning and releasing effort should be able to attract a select group of first-tier casual sportswear, footwear, athletic apparel, yoga wear and a fast fashion retailer in order to create a critical mass of retail offerings. Local and regional boutiques and smaller lifestyle merchants would add interest to the District's tenant mix. A small group of operators who create retail and food marketplaces would be an attractive and meaningful anchor. Unfortunately, the size requirements, rental economics and approvals would likely prove challenging.

WVIA should pursue the following actions:

1. Develop a simple fact sheet and other marketing materials to support leasing efforts. Detailed statistics regarding daytime and local populations, UCLA information, Westwood Village press, traffic counts, etc.
2. Hire a staff position or retain outside assistance for ongoing tenant recruitment, leasing and business assistance support. Provide confidential resource to property owners and brokers, target specific uses and tenants and identify opportunities to

Westwood Village Retail Strategy

Tenant Mix and Leasing

enhance the Village's business mix. The goal of this effort is to provide additional, better options to property owners and to identify and educate potential tenants.

3. Create a forum to assist new businesses with any required public outreach. Help allay community concerns and facilitate mitigation of potential approval challenges for desirable uses.
4. Partner with organizations and businesses to create short-term tenancies to help activate vacant retail spaces and attract long-term tenants. Partner with the Hammer Museum and Storefront, a short-term retail space marketer for pop up shops and events. The Hammer successfully operated Arts Restore LA in 2013, with month-long shop openings with local artists and crafts people. Greater activity and fewer available spaces will encourage a more positive perspective of the Village from both customers and potential tenants.

Westwood Village Retail Strategy

Theaters and Anchor Uses

THEATERS



As leading retail centers and business districts seek to add more entertainment and dining options, movie theaters have become an increasingly desirable anchor use. In the 1970s and 1980s, Westwood Village was the pinnacle movie theater destination in Southern California. Since that time, dozens of more modern movie screens have been developed in complexes across the Greater Los Angeles area including Santa Monica, Century City, Westside Pavilion, Culver City, The Grove, Hollywood, Downtown Los Angeles, Sherman Oaks, Promenade at Howard Hughes Center and Playa Vista (under construction). In some cases Westwood's competition is on its second generation of movie theaters since the late 1980s. Century City is on its second generation of theaters with additional improvements planned and Santa Monica has new theaters under construction and more new screens and major renovations planned. In the meantime, Westwood Village has lost over a dozen screens.

The theater exhibition business has become more challenging in recent years, and the past summer's box office had the lowest inflation-adjusted ticket sales in 17 years. Both smaller theater circuits and major chains are under pressure to find ways to improve the film-going experience and increase profitability. Due to the increasing uncertainty of the theater exhibition business and relatively few underserved markets, most operators are becoming much more selective when considering new investments, particularly new construction.

Two of Westwood's remaining theaters are historic, large single-screen auditoriums which offer a unique film-going experience. The Village Theatre offers spectacular architecture and, with the adjacent Bruin Theatre, is perhaps the most recognizable image of Westwood Village. The Village Theatre, with over 1,300 seats, and the Bruin Theatre, nearly 700 seats, operate in stark contrast to many of the newest theaters that feature a larger number of smaller auditoriums with fewer seats and more amenities such as food and dining. Both the Village and the Bruin remain highly desirable venues for movie premieres, and this element of the business likely contributes substantially to the exhibitor's profitability and ability to book top films. The recent opening of iPic Theater's six-

Westwood Village Retail Strategy

Theaters and Anchor Uses

screen complex on Wilshire Boulevard is a very positive indicator for the Westwood market. However, the theater is not likely to have a major impact on the core of Westwood Village. Because the complex is largely self-contained with dining, full bar and on-site parking, few patrons are likely to walk the several long, dark blocks to the heart of the Village. The iPic also has far fewer seats, with 460 in total for six screens versus approximately 2,200 seats when originally opened by General Cinema as a triplex in 1972. In addition, iPic often shows the same film as the Village and Bruin Theatres.

Based on discussions with industry experts, there are routinely several mainstream films that cannot be accommodated in Westwood Village for lack of screens, and there could be demand for 6 to 8 additional screens. The primary challenge is the low returns of developing theaters compared to other land uses. Westwood Village's onerous parking requirements for theaters and uncertain entitlement process add to the challenges.

CULTURAL ANCHORS

Westwood's cultural facilities are a unique strength and point of differentiation. Venues such as the Hammer Museum and Geffen Theater together attract over 330,000 visitors to Westwood annually. Cultural and performance venues on the UCLA campus such as Royce Hall and Fowler Museum bring additional patronage to the area. The Hammer Museum in particular has increased its attendance dramatically in recent years through expanded events and marketing and offering free admission. An additional live performance venue is under consideration for the former Festival Theater space on Lindbrook Avenue. Unfortunately, the existing facilities are remote or disconnected for the Village's core. The Hammer Museum is the exception being in a highly visible location but fortress-like in its design.

Recommendations

Additional entertainment anchors would be very desirable for Westwood Village; however the challenging economics and limited availability of sufficiently large spaces will require both a strategic and opportunistic approach.

1. Engage Regency Theaters in discussions to support the Village and Bruin theaters through marketing, events or operational changes. For example, the balcony of the Village Theatre is larger than many single auditoriums and features stadium seating. This space could offer a limited menu and bar service or be reserved by groups for parties in order to grow revenue from an attractive but largely unused space.

Westwood Village Retail Strategy

Theaters and Anchor Uses

2. Continue to investigate opportunities to enhance and expand both film and live entertainment options in the Village. Work with non-profits such as UCLA, the Hammer Museum and American Cinematheque to preserve and increase both live and filmed entertainment venues within the Village. For example, UCLA has reportedly considered locating a movie theater or other entertainment venue adjacent to the Ackerman Student Union. This use should first be considered within Westwood Village, such as a redevelopment of the corner plaza at UCLA's building at the corner of Weyburn and Westwood. This location would serve a broader audience and reduce or eliminate the likely operating subsidy of an on campus venue.
3. Partner with existing venues to create programming and other improvements to enhance Westwood Village. Example: Work with the Hammer Museum to enhance its façade through installed or projected art. Support any efforts to expand the hours and menu of the Museum's AMMO Café to include dinner service. Encourage participation by the Hammer in designing future District marketing materials, banners and public spaces.

Westwood Village Retail Strategy

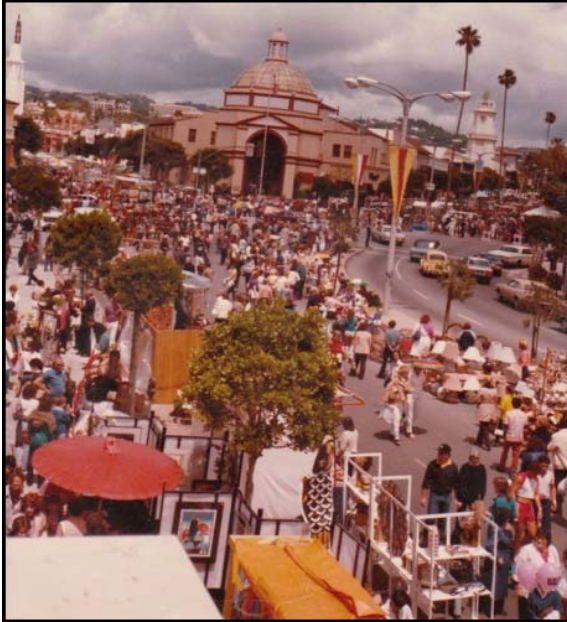
Programming and Events

Westwood Village currently hosts a range of successful events including a weekly farmers market and numerous movie premieres throughout the year. A more robust event and programming effort is the best short-term strategy for activating Westwood Village during slow periods and creating a unique competitive position. Several locations throughout the district work well for events, and numerous organizations in and around the Village are already adept at event production. While most events would preferably be operated by outside organizations or partners such as the Hammer Museum, this effort still requires time and resources for WVIA's oversight and facilitation.

Westwood Village Retail Strategy

Programming and Events

Prior and Current Westwood Village Events



Westwood Village Retail Strategy

Programming and Events

Potential Events



Westwood Village Retail Strategy

Programming and Events

Recommendations

1. Augment Westwood Village's programming and event schedule. Existing events include: the farmers market, movie premieres, Hammer Museum and UCLA events. Potential events include: outdoor cinema, food and music events, charitable events, increased street performances.
2. Pursue specific types of events based on appropriate scale and scheduling. Small street performances during lunchtimes and evenings to larger holiday activities. Target events that utilize the District during quiet periods. Example: Cars & Coffee, a popular automobile enthusiast event held in local markets around the country, could be scheduled Sunday mornings when the Village is quiet and street parking is free until 11 am.
3. Establish a review process with the WVIA and the Council Office to vet potential events. Ensuring the appropriate event type, scale and management will be critical to a successful program.
4. Simplify process with standard procedures for road closures, access, parking, etc. Defined locations and procedures will help event managers and create better experiences for patrons.

Westwood Village Retail Strategy

Clean and Safe

The cleanliness and safety of a business district is fundamental to its potential for success. Fortunately, the WVIA has made major strides in this area, creating the foundation for the next critical steps in Westwood Village's revitalization. The clean and safe efforts of the business improvement district have been largely successful and represent a major improvement in cleanliness versus several years ago. Many of the challenges going forward are directly related the condition of the public space being maintained.



Reductions to the area's homeless and transient population appear measurably improved as well; however, this issue is regional in nature and will remain an ongoing challenge as it is in many public business districts throughout the region. One condition that must be addressed is the sleeping in the public right-of-way and in private alcoves throughout the core of the Village. This condition is exacerbated by the District's numerous vacancies and the limited hours of many businesses. The number of homeless sleeping in highly visible locations on any given night is significant and often begins during regular business hours. This unfortunate situation makes the area appear abandoned to visitors and show very poorly to prospective tenants.

Recommendations

1. Work with property owners to post discreet signs stating no trespassing after business hours, the relevant City ordinances and authorizing enforcement by the Police, the WVIA and other designated organizations. Adjust scheduling and resources of the WVIA ambassador program to allow for occasional evening coverage to help discourage sleeping in public areas of the Village. Work with social service organizations, including UCLA's relevant programs, the Council Office and the police department to increase enforcement and break the current norm of public sleeping and connect the individuals to needed social services.
2. Continue to pursue incremental improvements to overall maintenance and security efforts.

Westwood Village Retail Strategy

Parking

Popular opinion has correctly placed parking high on the list of reasons why Westwood Village continues to struggle. Westwood Village's parking is both challenging to locate and generally priced above competitive retail districts. Even under generally good conditions, patrons are likely to focus complaints on parking due to the unique psychology and traditional expectations of free convenient parking for retail customers. Sufficient, well operated parking is critical to all but the most urban retail destinations, and Westwood's poor parking reputation makes this issue an even higher priority for the Village. Fortunately, many of the Village's weekday clientele arrive on foot. Office parking facilities, if made available at reasonable rates, could provide more than sufficient supply for weekends and evenings.

With the exception of the City-owned Broxton Garage, most parking facilities are priced at office building rates, which are substantially higher than competitive retail parking rates. Most parking facilities provide validation for retail tenants within the same complex. This approach allows specific tenants' customers free or inexpensive parking while keeping rates high for the general public, which encourages multiple unnecessary trips and short visits. This works against the concept of a district parking system or a park-once approach that is central to the success of most shopping centers and many retail districts.

Many transportation and parking policy advocates correctly advocate for the use of demand-based pricing policies as a key measure to help ensure parking availability. However, in the near term both Westwood's pricing and availability of parking must become more competitive with other nearby retail districts. Unfortunately, past cooperative validation programs are not likely to be feasible due the difficulty of allocating the higher current parking rates.



Westwood Village



City of Beverly Hills

Westwood Village Retail Strategy

Parking



Identification of available spaces and evening and weekend availability are the other significant challenges. A 2013 Civic Enterprise Associates parking study commissioned by the WVIA provided great insights into the parking capacity and utilization within Westwood Village. The report states that nearly 6,300 public and private spaces are available to the general public and that at least 1,000 parking spaces were available at any given time during the data collection periods. These available spaces are generally difficult to locate, and some are not open evenings and weekends. The study also found street parking regularly reached capacity during the day and was disproportionately occupied by vehicles with handicap placards. These issues are currently being addressed through a new smart meter, demand-based pricing program, and changes are being sought to the laws governing handicap placard use.

Some existing parking operations can also be inconvenient for customers. The Broxton Garage in particular often suffers from extensive exiting delays due to a cash-only, manual payment system and a single exit lane.

Recommendations

The perceived inconvenience and, to a lesser degree, the expense of Westwood Village's parking could be measurably improved in the near term and significantly mitigated in the mid-to-long term through a handful of initiatives. In addition to improving current parking operations, Westwood must also prepare for the eventual development of the District's remaining surface parking lots and the increased activity should the Village begin to reach its potential. Both of these conditions will place greater demands on parking supply and operations.

1. Westwood Village should move towards more shared parking facilities and less dedicated parking. Shared parking allows multiple customers to utilize parking facilities more efficiently. Complimentary shared parking uses, such as office and theaters, have opposite demand peaks. This approach will increase the efficiency of parking resources and reduce unnecessary vehicle trips.
2. Provide better information regarding parking location and availability. Directional signage and real-time availability should be added to all structures serving the general public. Real-time parking signage indicates the number currently available spaces.

Westwood Village Retail Strategy

Parking

3. Pursue more consistent, retail friendly pricing particularly for evenings and weekends. More competitive pricing will support retail and entertainment businesses and, in many cases, increase revenue to parking facility owners. Some mixed-use developments currently offer free validated parking for their tenants and few other customers utilize their lots. Owners should be encouraged to test a first hour free parking policy in order to generate additional customer traffic for their tenants and signal a retail-friendly parking environment in Westwood Village. This approach has increased overall parking revenues in other Los Angeles area facilities due to higher utilization and customers staying well beyond the initial free period.
4. The most convenient spaces should facilitate short-term customer parking. Similar to parking meters, the most convenient parking facilities and spaces within those facilities should be designed for higher turnover retail customers.
5. Engage the City/Council Office/Metro for support with transportation alternatives for major employers. Traffic demand organizations and other initiatives targeting commuters can help reduce traffic and parking demand, improving access for all.

The following are project/site-specific recommendations and suggestions for further study.

THE BROXTON GARAGE

The Broxton parking structure is a critical asset both in terms of providing substantial parking at customer-friendly pricing, but also by the large amount of retail frontage that the building offers. Unfortunately, the facility has not been managed to maximize the potential of these opportunities. An upgrade in both the parking payment system and ground floor commercial space is needed. In addition, the aging facility is due for a substantial cleaning and refurbishment. The Department of Transportation-controlled structure will be 20 years old next year. Aesthetic and retail improvements to the structure are covered in the Public Space section of this document.

Westwood Village Retail Strategy

Parking

Recommendations

1. Convert the structure to an automated payment system with pay-on-foot machines located at each entrance. (Two machines at the north entrance and one at the south entrance)
2. Remove permit parking. As recommended in the Civic Enterprises parking study, permit parking should be removed to make additional customer parking available.
3. Revise rate structure to help fund improvements to the facility and offset the loss of permit revenue. Suggested rates: Free parking period reduced to 90 minutes, \$2.50 per half hour thereafter and daily maximum rate increase to \$14.
4. Replace exterior real-time parking availability sign with a larger display. A larger display that is visible from Weyburn would allow drivers to avoid committing to Broxton on farmers market days when access is limited if there is little or no available parking. Better visibility may also increase utilization.
5. Incorporate real-time parking directional signage inside the ground floor of the structure for lower level and upper levels. Reduce frustration due to hunting for space within the structure by providing information.



Westwood Village Retail Strategy

Parking

6. Extend the hours of operation to 2 am and potentially 24 hours.
7. Incorporate short-term parking into the first full level of parking (3 hour max) in order to encourage turnover of the most convenience spaces for retail customers.
8. Consider additional revenue streams to increase the facility's revenue and pay for improvements. Interior advertising, cellular transmitters, etc.

UCLA Lot 32

UCLA's Parking Structure 32 is convenient to the core of Westwood Village, but its design and operation is not conducive to Village customer or employee use. On weekends and evenings, Structure 32 is largely unused and could be operated as a major parking resource for the Village with over 760 total spaces. As with many UCLA facilities, Parking Structure 32 is designed to serve campus operations and discourage or restrict access by the general public. While this approach makes sense for some on-campus facilities, Structure 32 could be operated in a manner that would benefit Westwood Village and improve revenue for the University. As currently operated, Lot 32 is not visitor-friendly and is highly underutilized on weekends and evenings.

Lot 32 offers 124 parking spaces to the general public with an additional 640 spaces restricted to permit holders. The 640 permit only spaces are very lightly used beyond normal business hours. The structure's limited exterior signage is primarily warning about restrictions and the risk of being towed. The structure offers no indication of space availability or pricing; customers must search for potential availabilities and swipe a credit card to learn of the cost of parking. The most convenient ground floor spaces are largely reserved for permit use and long-term LAX flyaway parking. Entrances and exits are poorly indicated. The structure surprisingly has no elevator, making upper levels inconvenient.



Westwood Village Retail Strategy

Parking

Recommendations

1. Install new signage on Kinross façade near vehicle entry including real-time parking availability data and pricing. Adjust indicated number of available spaces for permit and non-permit hours of operation.
2. Install new automated payment equipment, abandon pay by space approach. Remove superfluous signs and equipment.
3. Simplify and clearly indicate pricing.
4. Adopt a low flat rate for evenings and weekends.
5. Install elevator on Kinross façade to facilitate access to upper levels. Incorporate into visibility and signage program.
6. Relocate longer term parking (permit and LAX Flyaway parking) to upper levels after elevator is installed. Reserve ground floor for short term visitor (3 hour maximum) and patient parking.

Exterior Elevator



Real-time Parking Availability Signage



Westwood Village Retail Strategy

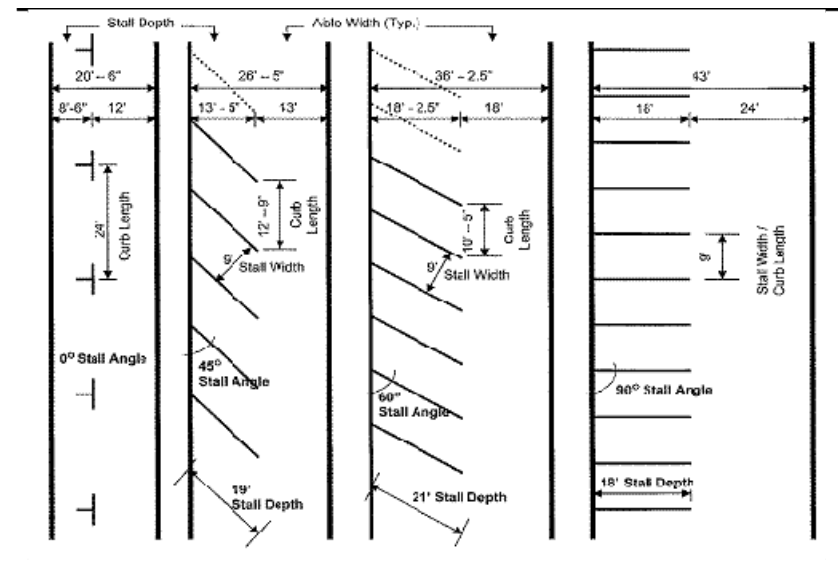
Parking

BROXTON AVENUE STREET PARKING

The one-way portion of Broxton Avenue is very wide, encouraging excessive speed in a key pedestrian zone and occasionally confusing drivers.

Recommendation

Adopt angled parking along the frontage of the Broxton Garage which would improve the perception of the public space, the parking experience and reduce speed and driver confusion. This will require additional investigation of the road capacity and approval from the relevant regulatory bodies. Accommodations for loading and handicap parking will also require additional review. While this will result in relatively few additional spaces, it should be revenue positive, reinforce a Village environment and slow traffic along the pedestrian-oriented stretch.



Westwood Village Retail Strategy

Parking

THE UCLA/BANK OF AMERICA BUILDING



UCLA's recent acquisition of the Bank of America building on Westwood Boulevard between Weyburn Avenue and Le Conte represents an opportunity to reconsider parking operations and improve the critical ground floor retail space. In the past, the Weyburn Avenue access has alternatively operated as an entrance, an exit or closed. This is both confusing to patrons and likely reduces potential parking revenue.

Recommendations

1. Maintain the parking portal on Weyburn Avenue to a visitor entrance. Utilize the Le Conte Avenue access as both entry and exit aisles.
2. Install a real-time parking availability sign on the Weyburn entrance. (adjusting availability during the weekdays based upon current utilization and permit parking allocation).
3. Offer customer-friendly evening and weekend parking rates. This will benefit Westwood Village and increase revenues to UCLA.

Westwood Village Retail Strategy

Parking

OTHER PARKING AND ACCESS CONSIDERATIONS

Important long-term trends have the potential to measurably reduce some of the pressures on parking supplies and vehicular traffic in urban, mixed-use areas such as Westwood Village. These trends include a growing emphasis on lifestyle where people want to live closer to work and amenities, an increasing use of transit, cycling, car sharing, car sharing and services such as Uber and Lyft, which provide convenient, on-demand transportation access. Within several years, other technologies including self-driving cars may reduce the need for proximate parking. The single most significant change will be the planned subway service to Westwood. Though approximately 20 years away with a projected opening in 2035, the Purple Line subway will directly connect Westwood Village with MidCity, Downtown and beyond, reducing commuter traffic and providing easy, car-free access to much of the Los Angeles area. While some of these changes seem far off, and the degree of their impact is unknown, planning and regulations should be in place to allow the Village to adapt to and benefit from changing conditions.

Westwood Village Retail Strategy

Development Considerations

The following are examples of some potential and recent developments and their impact on Westwood Village. By taking on a larger planning and advisory role, the Westwood Village Improvement Association can provide valuable leadership to create better outcomes.

OPPORTUNITY: DEVELOPMENT OF LE CONTE SURFACE PARKING LOT (SEC LE CONTE AND BROXTON)

Investigate the potential development of UCLA faculty and staff residences above subterranean public parking with a modest amount of ground floor retail. With a UCLA guarantee for the residential space and perhaps a modest density/height bonus, the public parking could be privately financed. The parking would be priced and operated under long-term contract at rates similar to the public Broxton Garage. The concept would reduce traffic by placing faculty directly adjacent to campus, add to the available retail parking supply and help create a park-once system for the Village.



Example of mixed-use residential development above subterranean parking

Westwood Village Retail Strategy

Development Considerations

OPPORTUNITY: REDEVELOPMENT OF UCLA/BANK OF AMERICA RETAIL PLAZA (NEC OF WEYBURN AND WESTWOOD BOULEVARD)

The corner of Weyburn Avenue and Westwood is a prominent location in the Village and is currently a poorly designed plaza fronted by underperforming retail.

This site should be investigated for significant renovation that may include retail, dining and entertainment options. The corner plaza and adjacent retail space may have sufficient capacity to accommodate small theater/entertainment complex on a second floor with ground floor dining and/or retail options. The redeveloped space could utilize the existing on-site parking and activate a key corner. If feasible, this alternative would be far superior than constructing such uses on campus for both Westwood Village and UCLA. These uses are needed to reinforce evening and weekend activity in the Village and would still serve UCLA students effectively. The on-campus alternative, an expansion of the Ackerman Student Union or elsewhere would likely have too small of a clientele to operate without a substantial ongoing subsidy.



MISSED OPPORTUNITY - PALAZZO WESTWOOD

Palazzo Westwood is a high quality project and an asset for the Village. However, it is not a good shopping street. It is a prime example of how competing interests and a lack of oversight by key stakeholders or organizations resulted in a missed opportunity. The Palazzo project offered a unique opportunity to create a vibrant retail and dining street due to its single ownership controlling both sides of a long block with new construction and adjacent parking. However, the project's very challenging entitlement history led to design compromises resulting in highly flawed retail street.

An over-emphasis on height by project opponents forced the developer to choose between quality retail space and a level of residential units. Because the developer specialized in residential projects and residential was very likely the use offering the both a lower risk and a higher return, much of the project's ground floor retail was pushed three to four feet below street level, resulting in highly compromised space. The storefronts have limited glass area and blend together in one massive block of ochre/yellow stucco,

Westwood Village Retail Strategy

Development Considerations

reducing tenant identity and pedestrian interest. The expanse of generic storefronts along Glendon and Weyburn total over 1,300 feet of combined ground floor frontage. In addition, the pedestrian connections to the parking are designed to service residents rather than customers, and the property's restaurant spaces have insufficient kitchen ventilation to operate as full service restaurants. Vacancy, turnover and diminished retail sales and rent potential have been the result.



If the design review board or Council Office had mediated a solution that allowed a very modest increase in height of three or four feet, it would have resulted in vastly better retail space and a significantly less expensive project due to reduced excavation requirements and shortened development schedule. The reduced cost and increased retail rental revenues might have also allowed a better long-term parking arrangement to be negotiated to the benefit of the entire district. This may have also improved the residential rental income by raising the height of some units and providing a better village retail environment.

While reconfiguring the space is not feasible, improving the storefront condition is possible with relatively inexpensive changes to create more individualized facades as illustrated below.

Westwood Village Retail Strategy

Development Considerations

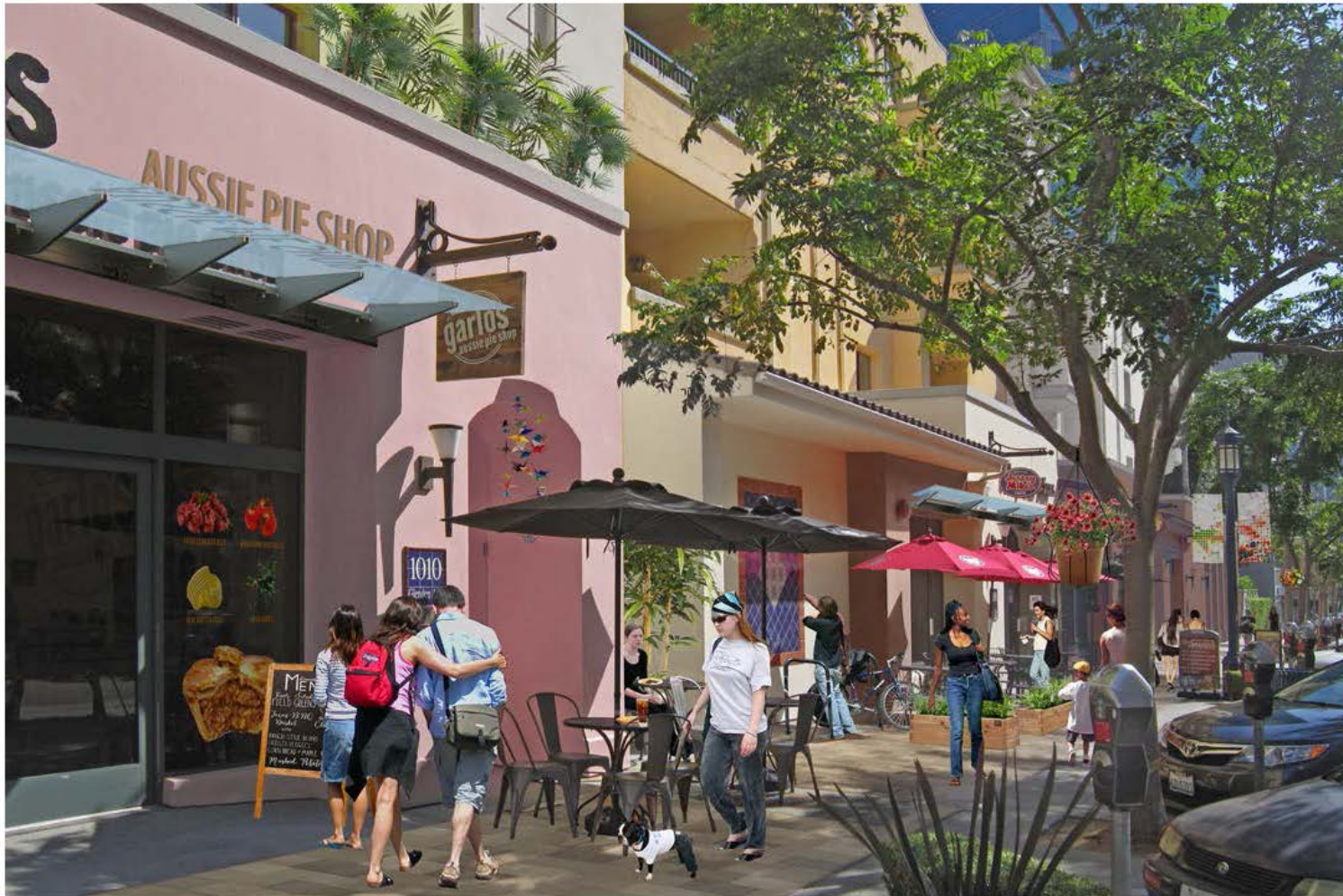


Existing View at Glendon Avenue Looking South

John Kaliski Architects

Westwood Village Retail Strategy

Development Considerations



Illustrative View at Glendon Avenue Looking South

John Kaliski Architects

Westwood Village Retail Strategy

Development Considerations

MISSED OPPORTUNITY - UCLA LUSKIN CONFERENCE AND GUEST CENTER



Project opposition influenced the relocation of UCLA's 250-room hotel and conference center to the center of campus where it is too far from the Village. A far superior outcome for Westwood Village, and most likely UCLA, would have been to locate the project at the intersection of Broxton and Le Conte as a replacement for the existing Ueberroth Medical building. While this would have created some disruption, the construction value of the Ueberroth building is likely to be less than the value of the parking structure that was torn down to accommodate the conference center at the center of campus. The hotel conference center could have been an important anchor and activate the northern terminus of Broxton. A conference center would have driven nighttime business to the district and provided another source of

revenue to the landmark Bruin and Village theaters for screenings, presentations and events.

UCLA would have benefitted by a more accessible and broader, more diverse and less seasonal clientele. Hotel guests would benefit from closer proximity to area amenities and UCLA would likely benefit from lower operating costs due to available nearby amenities, reducing the need for on-site services and staffing requirements.

Westwood Village Retail Strategy

Business Improvement District

Like most business improvement districts, the Westwood Village Improvement Association serves to provide enhanced services for its stakeholders. The number of business improvement districts has grown tremendously over the past twenty years as stakeholders have sought to remain competitive in a time of limited city services and greater competition for customers. The services provided by BIDs range from a narrow focus on maintenance or security to a specific capital improvement project. Some districts that have particular challenges or substantial competition provide a full range of property management, business development, marketing and planning and business advocacy. The WVIA has been effective within its narrow focus on maintenance and safety. However, the myriad challenges and highly competitive environment facing Westwood Village necessitate a more robust organization in order to move the District forward.

Recommendations

1. Strengthen the Westwood Village Improvement Association. The mere existence of the business improvement district is important in demonstrating a commitment and intention by key stakeholders to improve Westwood Village. However, to be truly effective, the BID needs a broader scope and commensurate resources equal to the challenges and opportunities of Westwood Village.
2. The business improvement district's term should be extended to at least 5 years with 10 years as the preferred length. The current 3-year term is untenable, looms over the operations of the WVIA and does not provide confidence for prospective businesses and property investors who are evaluating Westwood Village with a long-term perspective.
3. Expand the business improvement district's charter and resources. The WVIA's narrow scope and work plan reflecting a focus on clean and safe efforts is a critical component of a vibrant district; however, these efforts alone are insufficient to change the course of the area. Marketing, events management, business retention and recruitment, government relations and advocacy, land use advocacy, community outreach and engagement are among the efforts that are reasonable elements of an organization guiding a district of the scale and importance of Westwood Village. A full service WVIA will have greater ability to pursue additional public and private partnerships and work with other organizations to secure grants where available. A number of these efforts are already untaken by the BID staff and board on an ad hoc basis but a more formal, consistent approach will reinforce the WVIA's role.
4. Provide increased staff coverage on evenings and weekends when retail and entertainment activity peaks in most districts. Westwood Village needs to provide an appropriate level of services during peak retail and entertainment hours.

Westwood Village Retail Strategy

Business Improvement District



Westwood Village Retail Strategy

Westwood Village Specific Plan

The Westwood Specific Plan includes a number of positive goals, but the planning document is out of date and often not consistent with current market realities, business models or planning practices. The Specific Plan should be updated, amended or replaced within the next several years. This is not an immediate priority due to the time and cost requirements and likely controversy over any significant changes. However, the Westwood Village business environment would benefit from a more predictable public process. Often small businesses and minor building renovations face onerous approval challenges.

Westwood Village has several unique challenges due to the wide range of land uses directly adjacent to its low-scale center; high-rise office and residential buildings, a major university and single-family residential neighborhoods. The current plan and process has not resulted in a vibrant district, and new approaches must be considered.

Recommendations

1. Prepare the ground work for a review and update of the Westwood Village Specific Plan over the next few years.
2. Investigate the opportunity to utilize planning experts from UCLA and other organizations to guide the process and reduce conflicts and costs.
3. Identify areas of the Plan that have been problematic. Specific areas that will need to be considered include more flexible parking requirements for entertainment and dining uses with peak demand during weekends and evenings and a revised definition of fast food that considers both the trend towards higher quality casual dining and new mobile payment and ordering methods. The plan should include new or revised retail space guidelines for minimum ground floor ceiling heights, the need for ground floor commercial space to generally align with the adjacent sidewalk height and minimum storefront window area and transparency.

APPENDIX: DEMOGRAPHIC DATA



Demographic and Income Profile

Westwood Village
1095 Broxton Ave, Los Angeles, California, 90024
Ring: 0.5 mile radius

Latitude: 34.06078
Longitude: -118.44547

Summary	Census 2010		2014		2019		
Population	12,034		11,864		11,842		
Households	6,214		6,081		6,067		
Families	1,394		1,362		1,363		
Average Household Size	1.84		1.86		1.86		
Owner Occupied Housing Units	1,046		940		919		
Renter Occupied Housing Units	5,168		5,140		5,148		
Median Age	25.9		27.3		27.7		
Trends: 2014 - 2019 Annual Rate	Area		State		National		
Population	-0.04%		0.77%		0.73%		
Households	-0.05%		0.77%		0.75%		
Families	0.01%		0.77%		0.66%		
Owner HHs	-0.45%		0.63%		0.69%		
Median Household Income	4.04%		3.13%		2.74%		
Households by Income	2014			2019			
	Number	Percent	Number	Percent			
	<\$15,000	1,757	28.9%	1,619	26.7%		
	\$15,000 - \$24,999	571	9.4%	433	7.1%		
	\$25,000 - \$34,999	548	9.0%	450	7.4%		
	\$35,000 - \$49,999	686	11.3%	671	11.1%		
	\$50,000 - \$74,999	619	10.2%	608	10.0%		
	\$75,000 - \$99,999	488	8.0%	641	10.6%		
	\$100,000 - \$149,999	614	10.1%	686	11.3%		
	\$150,000 - \$199,999	264	4.3%	293	4.8%		
\$200,000+	535	8.8%	666	11.0%			
Median Household Income	\$37,850		\$46,132				
Average Household Income	\$72,230		\$87,831				
Per Capita Income	\$38,020		\$46,236				
Population by Age	Census 2010		2014		2019		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	255	2.1%	242	2.0%	243	2.1%
	5 - 9	175	1.5%	178	1.5%	173	1.5%
	10 - 14	135	1.1%	135	1.1%	132	1.1%
	15 - 19	350	2.9%	282	2.4%	279	2.4%
	20 - 24	4,755	39.5%	3,846	32.4%	3,636	30.7%
	25 - 34	2,844	23.6%	3,684	31.1%	3,770	31.8%
	35 - 44	1,080	9.0%	1,089	9.2%	1,101	9.3%
	45 - 54	710	5.9%	638	5.4%	583	4.9%
	55 - 64	629	5.2%	623	5.3%	640	5.4%
	65 - 74	440	3.7%	486	4.1%	568	4.8%
	75 - 84	332	2.8%	323	2.7%	359	3.0%
85+	329	2.7%	338	2.8%	357	3.0%	
Race and Ethnicity	Census 2010		2014		2019		
	Number	Percent	Number	Percent	Number	Percent	
	White Alone	7,112	59.1%	6,771	57.1%	6,466	54.6%
	Black Alone	242	2.0%	237	2.0%	232	2.0%
	American Indian Alone	22	0.2%	22	0.2%	22	0.2%
	Asian Alone	3,663	30.4%	3,799	32.0%	4,045	34.2%
	Pacific Islander Alone	9	0.1%	9	0.1%	9	0.1%
	Some Other Race Alone	379	3.1%	394	3.3%	412	3.5%
	Two or More Races	606	5.0%	631	5.3%	656	5.5%
	Hispanic Origin (Any Race)	871	7.2%	909	7.7%	971	8.2%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019.

July 11, 2014

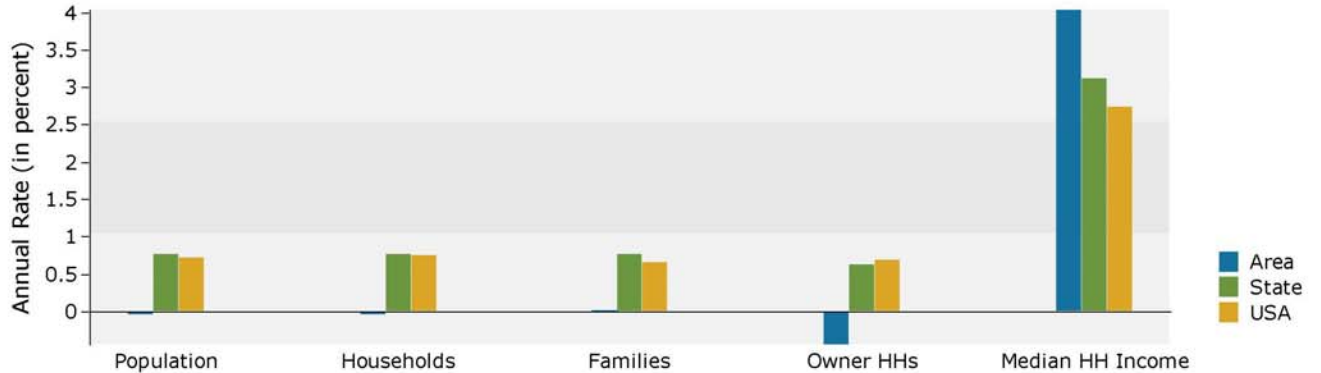


Demographic and Income Profile

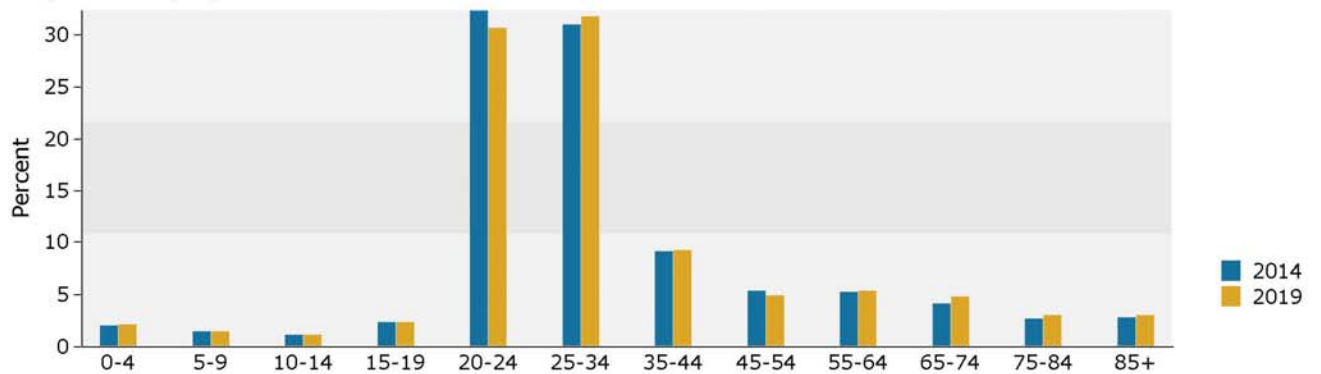
Westwood Village
1095 Broxton Ave, Los Angeles, California, 90024
Ring: 0.5 mile radius

Latitude: 34.06078
Longitude: -118.44547

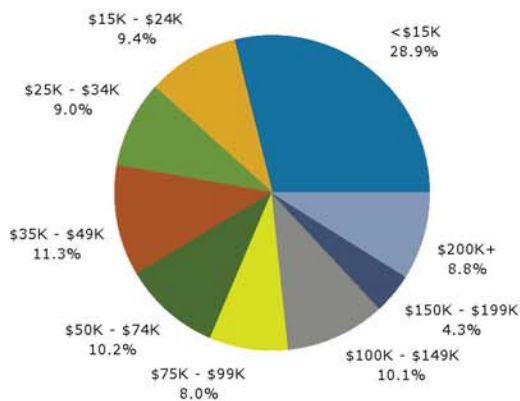
Trends 2014-2019



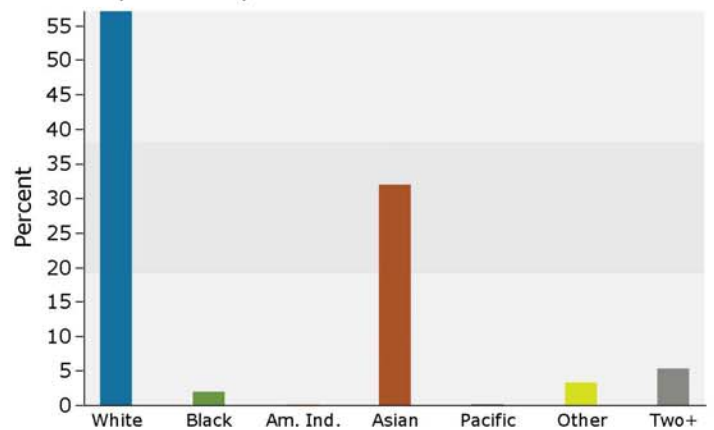
Population by Age



2014 Household Income



2014 Population by Race



2014 Percent Hispanic Origin: 7.7%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019.

July 11, 2014



Demographic and Income Profile

Westwood Village
1095 Broxton Ave, Los Angeles, California, 90024
Ring: 1.5 mile radius

Latitude: 34.06078
Longitude: -118.44547

Summary	Census 2010	2014	2019				
Population	91,104	93,003	95,529				
Households	40,337	40,981	42,197				
Families	14,338	14,591	15,062				
Average Household Size	1.96	1.97	1.98				
Owner Occupied Housing Units	12,856	12,350	12,646				
Renter Occupied Housing Units	27,481	28,631	29,551				
Median Age	30.0	31.1	31.7				
Trends: 2014 - 2019 Annual Rate	Area	State	National				
Population	0.54%	0.77%	0.73%				
Households	0.59%	0.77%	0.75%				
Families	0.64%	0.77%	0.66%				
Owner HHs	0.47%	0.63%	0.69%				
Median Household Income	4.63%	3.13%	2.74%				
Households by Income	2014		2019				
	Number	Percent	Number	Percent			
	<\$15,000	6,440	15.7%	5,836	13.8%		
	\$15,000 - \$24,999	3,237	7.9%	2,355	5.6%		
	\$25,000 - \$34,999	3,359	8.2%	2,705	6.4%		
	\$35,000 - \$49,999	4,090	10.0%	3,927	9.3%		
	\$50,000 - \$74,999	5,036	12.3%	4,838	11.5%		
	\$75,000 - \$99,999	4,140	10.1%	4,730	11.2%		
	\$100,000 - \$149,999	6,481	15.8%	6,937	16.4%		
	\$150,000 - \$199,999	2,916	7.1%	3,840	9.1%		
	\$200,000+	5,272	12.9%	7,020	16.6%		
Median Household Income	\$64,817		\$81,265				
Average Household Income	\$99,524		\$121,938				
Per Capita Income	\$46,196		\$56,708				
Population by Age	Census 2010		2014		2019		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	2,986	3.3%	2,879	3.1%	2,927	3.1%
	5 - 9	2,378	2.6%	2,579	2.8%	2,498	2.6%
	10 - 14	1,902	2.1%	2,186	2.4%	2,280	2.4%
	15 - 19	8,631	9.5%	8,811	9.5%	8,923	9.3%
	20 - 24	19,143	21.0%	17,181	18.5%	17,453	18.3%
	25 - 34	18,342	20.1%	19,756	21.2%	19,763	20.7%
	35 - 44	11,026	12.1%	11,554	12.4%	11,754	12.3%
	45 - 54	8,042	8.8%	8,516	9.2%	8,526	8.9%
	55 - 64	7,559	8.3%	7,723	8.3%	8,284	8.7%
	65 - 74	5,132	5.6%	5,816	6.3%	6,613	6.9%
	75 - 84	3,705	4.1%	3,661	3.9%	4,045	4.2%
85+	2,257	2.5%	2,341	2.5%	2,465	2.6%	
Race and Ethnicity	Census 2010		2014		2019		
	Number	Percent	Number	Percent	Number	Percent	
	White Alone	60,026	65.9%	59,708	64.2%	59,604	62.4%
	Black Alone	2,377	2.6%	2,417	2.6%	2,450	2.6%
	American Indian Alone	233	0.3%	240	0.3%	253	0.3%
	Asian Alone	19,983	21.9%	21,474	23.1%	23,400	24.5%
	Pacific Islander Alone	100	0.1%	101	0.1%	109	0.1%
	Some Other Race Alone	3,559	3.9%	3,819	4.1%	4,086	4.3%
	Two or More Races	4,827	5.3%	5,244	5.6%	5,627	5.9%
	Hispanic Origin (Any Race)	8,951	9.8%	9,699	10.4%	10,631	11.1%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019.

July 11, 2014

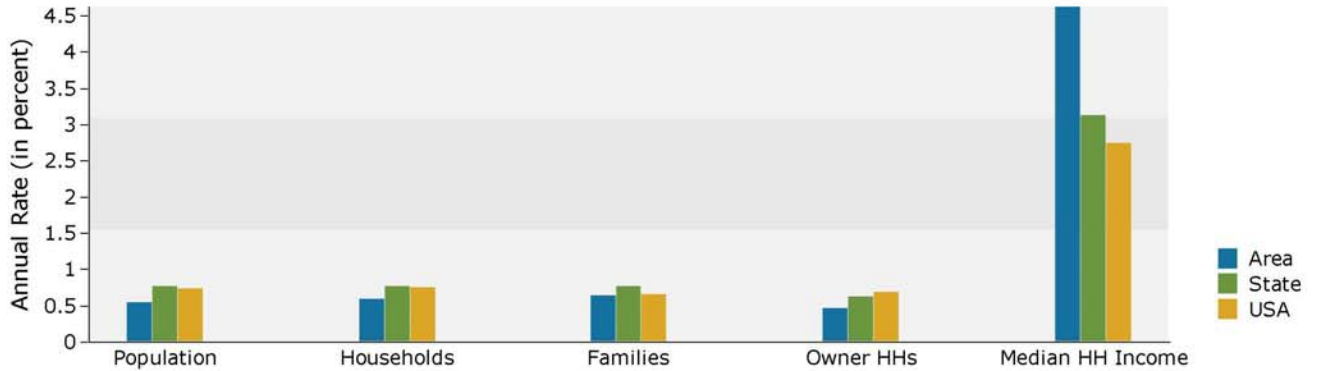


Demographic and Income Profile

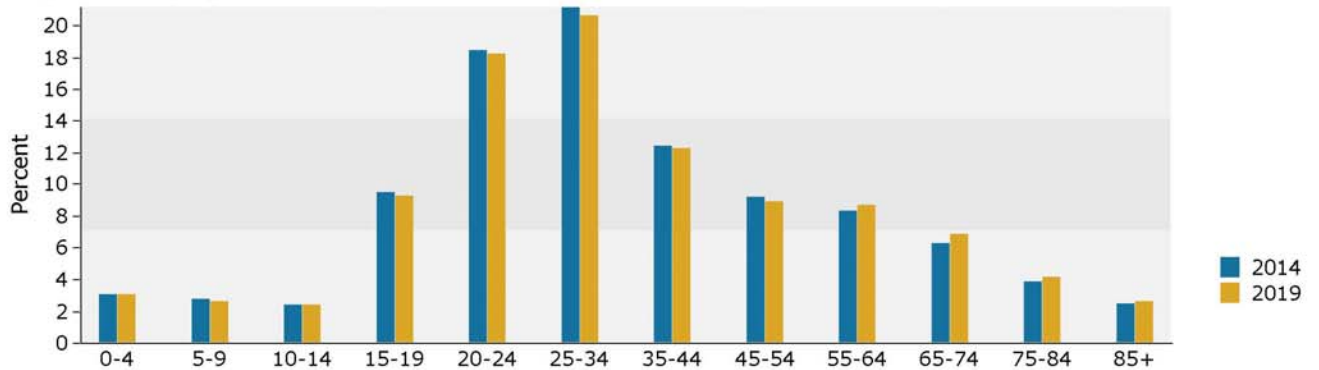
Westwood Village
1095 Broxton Ave, Los Angeles, California, 90024
Ring: 1.5 mile radius

Latitude: 34.06078
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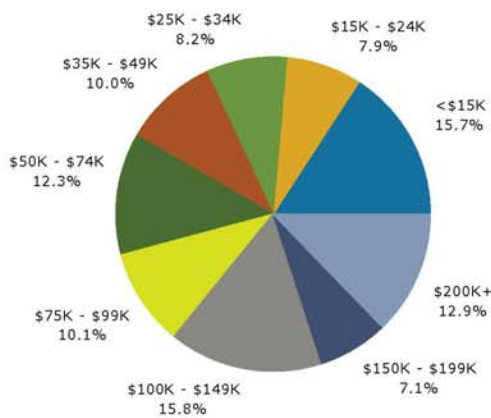
Trends 2014-2019



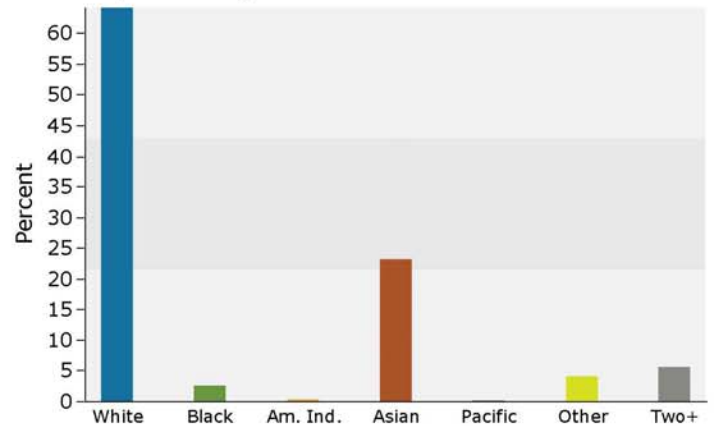
Population by Age



2014 Household Income



2014 Population by Race



2014 Percent Hispanic Origin: 10.4%



Demographic and Income Profile

Westwood Village
1095 Broxton Ave, Los Angeles, California, 90024
Ring: 3 mile radius

Latitude: 34.06078
Longitude: -118.44547

Summary	Census 2010		2014		2019	
Population	208,427		212,931		219,207	
Households	93,740		95,350		98,254	
Families	41,975		42,741		44,103	
Average Household Size	2.09		2.10		2.10	
Owner Occupied Housing Units	37,449		36,427		37,276	
Renter Occupied Housing Units	56,291		58,923		60,978	
Median Age	35.4		36.1		36.7	
Trends: 2014 - 2019 Annual Rate	Area		State		National	
Population	0.58%		0.77%		0.73%	
Households	0.60%		0.77%		0.75%	
Families	0.63%		0.77%		0.66%	
Owner HHs	0.46%		0.63%		0.69%	
Median Household Income	4.03%		3.13%		2.74%	
			2014		2019	
Households by Income			Number	Percent	Number	Percent
<\$15,000			12,173	12.8%	10,827	11.0%
\$15,000 - \$24,999			7,293	7.6%	5,125	5.2%
\$25,000 - \$34,999			6,983	7.3%	5,512	5.6%
\$35,000 - \$49,999			8,764	9.2%	8,318	8.5%
\$50,000 - \$74,999			11,775	12.4%	11,149	11.3%
\$75,000 - \$99,999			9,593	10.1%	10,650	10.8%
\$100,000 - \$149,999			15,993	16.8%	16,803	17.1%
\$150,000 - \$199,999			7,542	7.9%	9,855	10.0%
\$200,000+			15,226	16.0%	20,006	20.4%
Median Household Income			\$76,401		\$93,067	
Average Household Income			\$111,765		\$136,320	
Per Capita Income			\$51,101		\$62,374	
			2014		2019	
Population by Age	Census 2010		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	9,072	4.4%	8,684	4.1%	8,951	4.1%
5 - 9	7,795	3.7%	8,560	4.0%	8,610	3.9%
10 - 14	7,399	3.5%	8,007	3.8%	8,558	3.9%
15 - 19	14,149	6.8%	14,342	6.7%	14,268	6.5%
20 - 24	26,241	12.6%	24,177	11.4%	23,776	10.8%
25 - 34	38,483	18.5%	39,231	18.4%	39,667	18.1%
35 - 44	28,455	13.7%	29,148	13.7%	30,114	13.7%
45 - 54	24,200	11.6%	24,939	11.7%	24,565	11.2%
55 - 64	22,224	10.7%	22,905	10.8%	24,295	11.1%
65 - 74	14,426	6.9%	16,791	7.9%	19,016	8.7%
75 - 84	9,983	4.8%	9,979	4.7%	11,076	5.1%
85+	6,002	2.9%	6,168	2.9%	6,313	2.9%
			2014		2019	
Race and Ethnicity	Census 2010		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
White Alone	147,078	70.6%	147,069	69.1%	147,762	67.4%
Black Alone	5,478	2.6%	5,573	2.6%	5,655	2.6%
American Indian Alone	564	0.3%	585	0.3%	620	0.3%
Asian Alone	36,213	17.4%	39,025	18.3%	42,864	19.6%
Pacific Islander Alone	210	0.1%	213	0.1%	226	0.1%
Some Other Race Alone	8,628	4.1%	9,283	4.4%	9,998	4.6%
Two or More Races	10,256	4.9%	11,183	5.3%	12,081	5.5%
Hispanic Origin (Any Race)	22,822	10.9%	24,761	11.6%	27,314	12.5%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019.

July 11, 2014

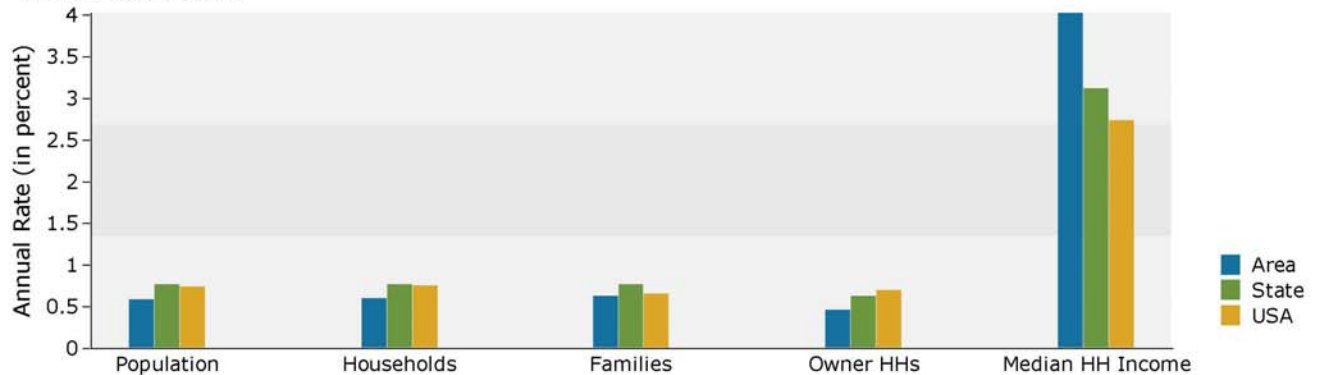


Demographic and Income Profile

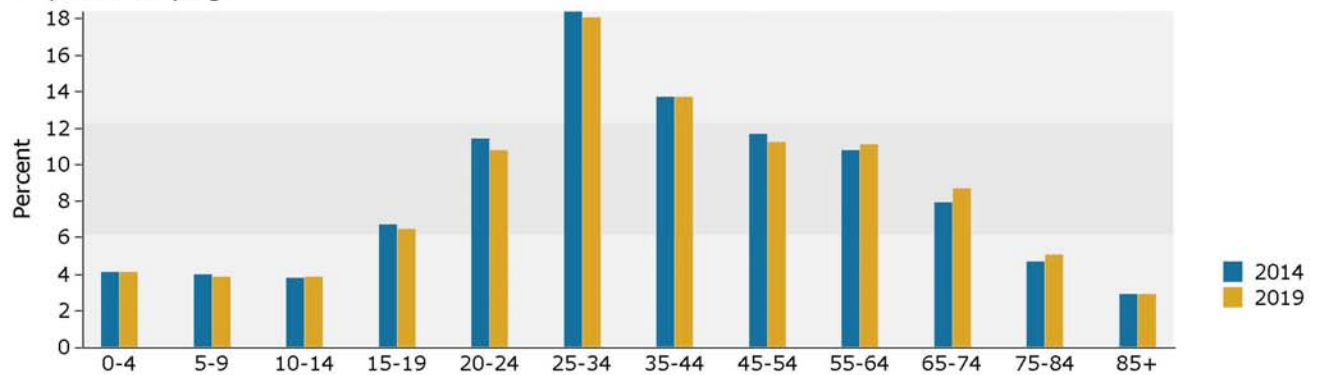
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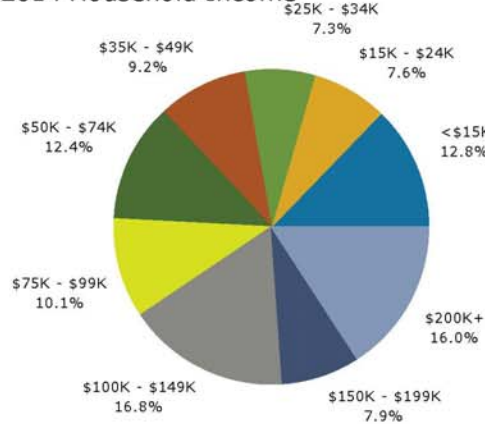
Trends 2014-2019



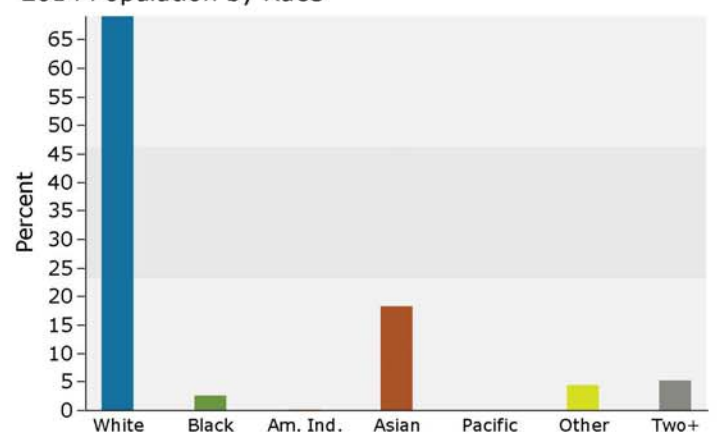
Population by Age



2014 Household Income



2014 Population by Race



2014 Percent Hispanic Origin: 11.6%