



ASG x WVIA Final Presentation

June 6, 2025



Project Overview

Current to Goal State

Address Perception Gaps

Improve Systemic Barriers

Two-Phase Strategic Roadmap

Appendix

Agenda



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Project Overview

The background image shows a wide, tree-lined street at dusk. The trees are illuminated with warm, golden lights, and the street is lined with parked cars. A blue semi-circular overlay is positioned in the center of the image, containing white text.

WVIA

Assess current and goal
state of Westwood to
inform retail strategy that
enhances near-term
prospects and long-term
retail viability

Executive Summary



Current to Goal State

Westwood experiences success with **established operations** and **partnerships** with local stakeholder, and **active participation** with the public

WVIA aims to create an **integrated destination** that not only serves students but also non-students such as families, residents, and young professionals, but is **limited** by **challenges in perception** and **systemic barriers**



Address Perception Gaps

Westwood faces perception challenges as a **student-centric area** that **limits interest** from non-student segments, and perception about limited parking

Perception gaps can be addressed with **diversified retail mix** fulfilling non-student preferences, generating **corporate sponsorships** for name recognition, up-to-date parking signage, and micromobility investments



Improve Systemic Barriers

Westwood faces challenges with **restrictive regulation**, **vacancies** perpetuated by property owners, and maintaining a **clean and safe** environment

Systemic barriers can be addressed with **expedited permitting**, **partnering** with neighborhood councils & property owners, short-term **pop-ups**, support such as **commercial matchmaking**, and enhanced clean & safe protocols



Two-Phase Roadmap

WVIA can incorporate a **two-phase roadmap** to address perception gaps and systemic barriers to achieve vision as an **integrated destination**

The roadmap spans two years with recommendations within broader community engagement, mobility infrastructure, vacancies, zoning & permitting, and cleanliness & safety, as well as potential controllable and uncontrollable threats to consider

Project Overview

June 6, 2025
Final

Phase 1



Evaluate existing perception and current state



Analyze internal barriers to success & external competitor threats



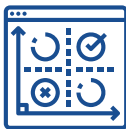
Conduct interviews with Westwood Village stakeholders



Examine stakeholder motivations in tenancy & engagement

Goal: Assess existing conditions at Westwood Village, and identify real and perceived barriers to success

Phase 2



Conduct SWOT analysis via interviews & observations



Develop retail strategy recommendation & roadmap



Identify impacts from policy, market trends & population growth



Build stakeholder engagement framework on tenancy

Goal: Identify strengths, weaknesses, opportunities and threats to inform future WVIA retail strategy and initiatives

Recommendations and insights were developed and prioritized through extensive primary and secondary research



7+

BIDs interviewed to gather and benchmark best practices



15+

Internal interviews conducted to assess current state of Westwood



10+

Expert interviews to understand policies, regulation, and incentives



100+

Research reports, articles, and customer surveys synthesized



2

Surveys launched to capture stakeholder perception





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Current to Goal State

Westwood has various strengths that WVIA can leverage to improve the area and several weaknesses that present opportunities to better the community

Strengths

Weaknesses

Location & accessibility

Proximity to UCLA, strong transit connections, and compact street grid

Established BID operations

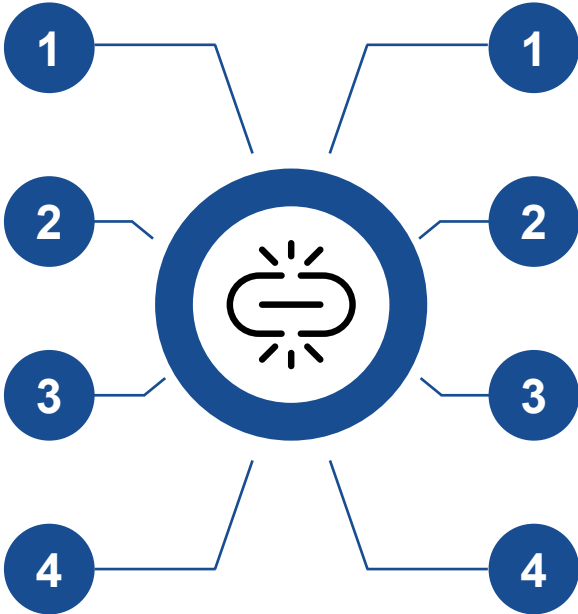
Dedicated BID team, strong partnerships with LAPD and UCLA Security, and Clean & Safe team

Community engagement

Active participation in community forums, and hosting a variety of public space events

Historic architecture

Distinctive architecture, protected by the Specific Plan, reinforces the Village's unique character



Student-centric identity

The student-focused identity and lack of diverse retail offerings deter broader segments

Perception of parking

Despite sufficient supply, poor signage and real-time information fuel negative perceptions

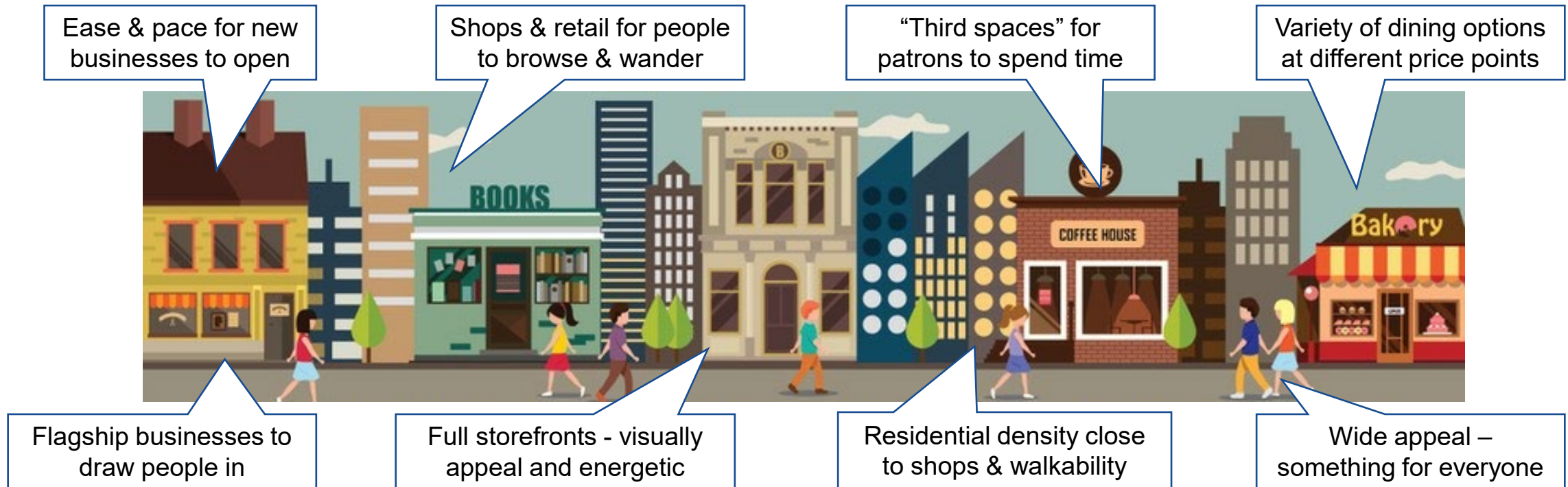
Systemic barriers to business entry

Strict zoning, uncooperative property owners, and exploited appeals process deter businesses

Cleanliness & safety

Street cleanliness & unhoused population creates a less desirable destination than neighbor BIDs

Westwood is envisioned as an integrated destination that fulfills preferences for students and non-students such as families, residents, and professionals



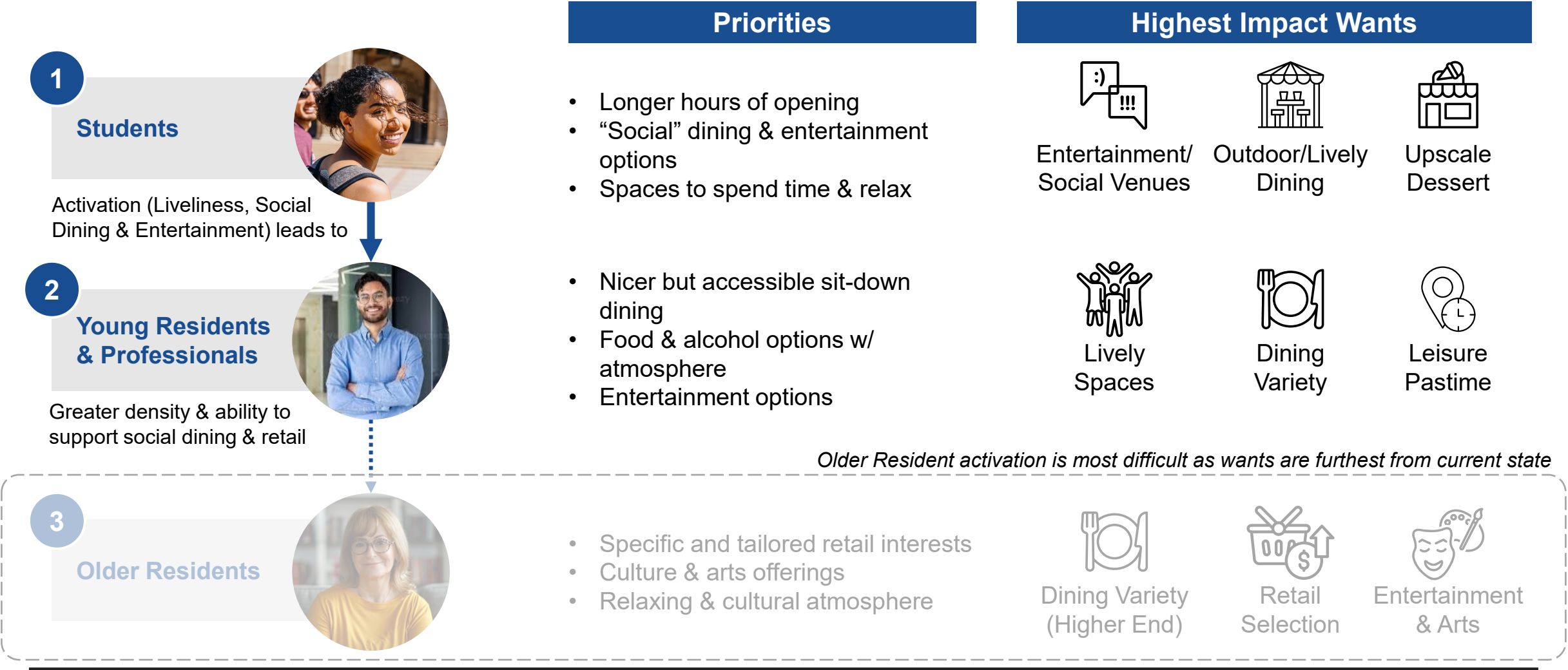
“Behind the Scenes” Elements

- Consistent or coherent mix of retail and food
- Ability to have the events or types of things that draw people in
- Sense that there will be something interesting or worthwhile

Achieving Westwood's Growth as a Destination

- New dining & entertainment options with wide appeal
- Businesses should aim to maximize time spent in Westwood
- Maximize usable public space & visual appeal

Achieving an integrated destination in Westwood requires activating the neighborhood first for students, and then for younger professionals & residents



Source(s): ASG Analysis

Based on visitor archetypes, certain stores or retail characteristics will have an outsized impact on Westwood’s ability to fulfill an integrated destination appeal

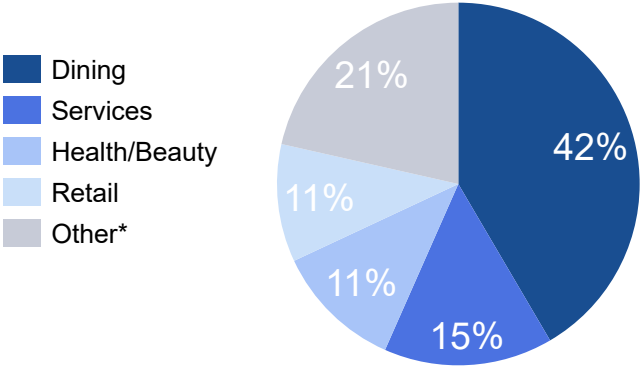
	<div>Alcohol</div> <div></div>	<div>Dessert</div> <div></div>	<div>Café</div> <div></div>	<div>Entertainment</div> <div></div>
	Wine bar or brewery offering	Ice cream/specialty dessert	Eating “experience”	Indoor sports & activities
Key Elements	<ul style="list-style-type: none">Extended opening hours, atmosphere, indoor/outdoor	<ul style="list-style-type: none">Dessert experience worthwhile at multiple times of day	<ul style="list-style-type: none">Outdoor dining, alcohol options, social element, atmosphere	<ul style="list-style-type: none">Social element, should be a fun activity for groups
Ex. Business	<ul style="list-style-type: none">Garcons de Café, Bar Bohemien, Sara Wine Bar	<ul style="list-style-type: none">Salt & Straw, Millet Crepe, Sidecar Doughnuts	<ul style="list-style-type: none">Superba Food + Bread, Destroyer, Tartine	<ul style="list-style-type: none">Lucky Strike, Escape Rooms, Themed Bars

Common Characteristics

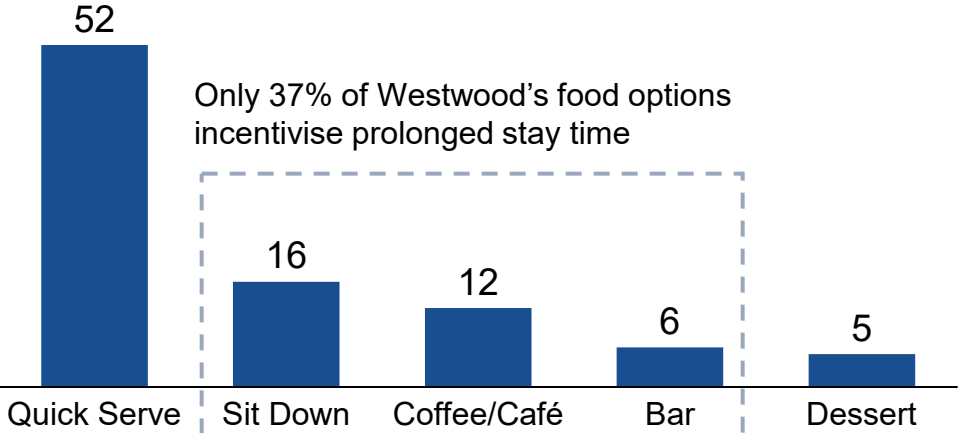
- Appeal to students and professional crowd: Price accessible to students but at a bit higher level – “A two-dollar sign experience”
- Self promotion & gravity: Drive attention and visits with social media and word-of-mouth promotion – “We should check this out!”
- Time spent in Westwood: Not a transactional, pickup and leave experience – “I will come to Westwood and stay for at least 30 minutes”
- Social driven aspects: Maximizing time spent and enjoyment – What will draw a group to Westwood, not just what will draw one person.
- Focus on restaurants and entertainment instead of retail – Wider appeal v. specific retail requirements & contribution to liveliness

Westwood’s future dining and retail mix should emphasize social experiences to maximize time spent in the village

Existing retail breakdown¹

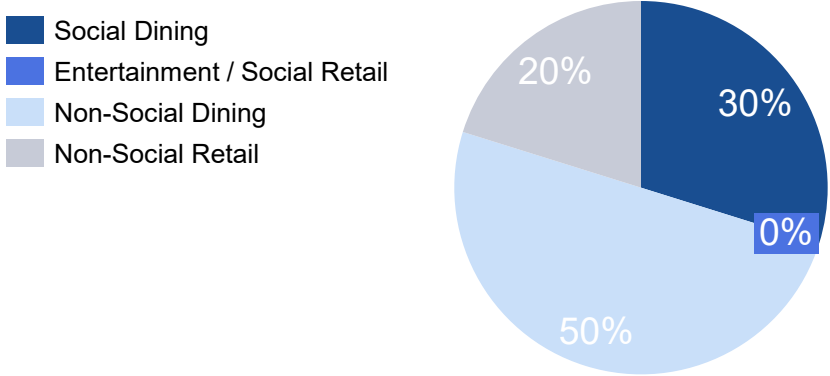


Dining breakdown in Westwood

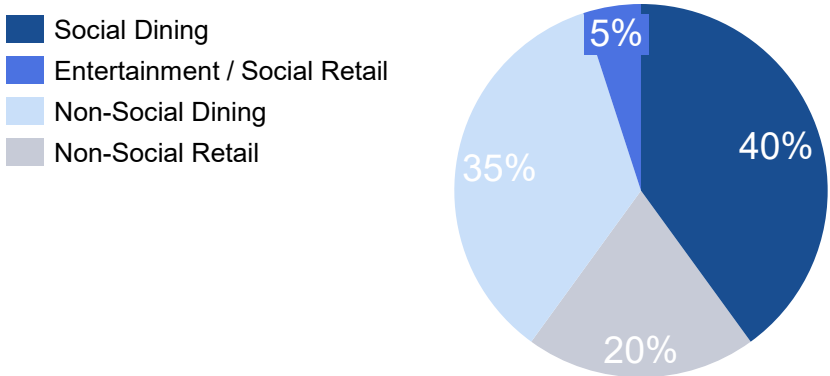


“Social” retail current & target²

Current retail mix (%)



Target retail mix (%)



1: N = 243, Other Includes medical, fitness, entertainment, grocery, educational
2: N = 114 Current dining & retail only – Future is only percentage based



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Address Perception Gaps

There are two key perception gaps that inhibit Westwood's success in becoming an integrated destination

Higher impact on perception



Overly student-centric identity

Westwood's brand is perceived as overly tied to UCLA, which **attracts student foot traffic** but **limits engagement** with families, seniors, and regional visitors

This **narrow focus** often overlooks the needs beyond the student demographic; families and other adults may not feel that Westwood has **offerings that fit their needs**

Broadening Westwood's identity to be more inclusive can help foster a more **vibrant and diverse integrated destination** that fits the needs of a wide range of groups

Lower impact on perception



Inadequate mobility infrastructure

Although parking is available, **poor signage** creates **false impressions** that it's limited, a perception exacerbated by inadequate non-car alternatives

With **confusion** over the availability of parking and **limited micromobility** options, Westwood is perceived as inaccessible and therefore not attractive to potential visitors

Addressing parking signage and providing micromobility options can help make Westwood **more welcoming and convenient** for a broader audience

While the UCLA connection is valued, most residents and businesses want to evolve towards a diverse community identity

Businesses believe:

- **91%** (16 strongly + 11 somewhat) agreed Westwood's identity is **shaped by UCLA**
- **54%** said that identity **helps attract/retain customers**, while others said it also deters broader engagement
- **"Proximity to UCLA" ranked #1** in decision to stay yet business owners still want diversity

Residents want:

- **68%** described Westwood as a **"local shopping and dining hub,"** not a mixed-use destination
- **74%** agreed Westwood's identity is shaped by UCLA, but **62%** think that identity **limits broader appeal**
- Only **13%** think it's very important to maintain a student-focused identity, but **most prefer expanding the image**



The current identity is **overly tied to UCLA**, which both helps and hurts, especially when trying to attract a broader base

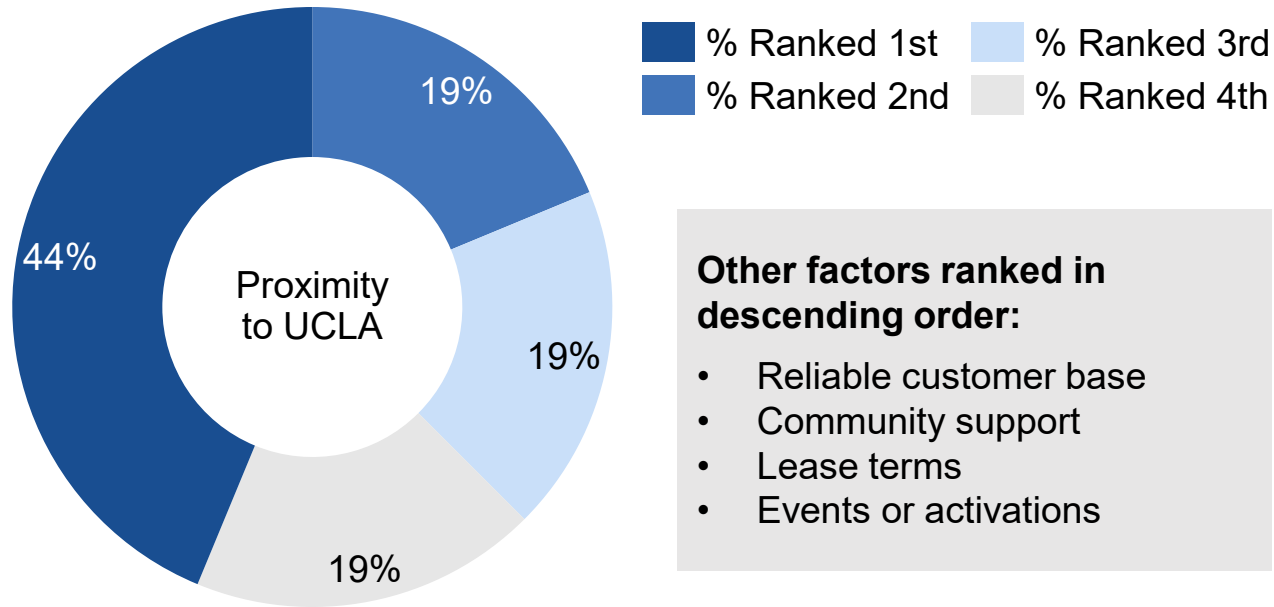


Stakeholders want to **preserve** the **UCLA connection**, but **evolve** Westwood into a more mixed-use, intergenerational hub



A narrow, student-centric brand no longer matches community needs or **economic potential**, discouraging regional visitors

WVIA can leverage UCLA's influence as a key strength while finding ways to expand Westwood's appeal to non-student groups



Proximity to UCLA is the top-ranked reason why businesses stay in Westwood (ranked #1 by 44% of respondents)




Other factors ranked in descending order:

- Reliable customer base
- Community support
- Lease terms
- Events or activations

Key Insights

- 1 UCLA provides **"reliable, built-in customer base"** which is the second most ranked factor that keeps businesses in Westwood
- 2 Some businesses successfully activate the UCLA connection through **social media** and **student-targeted marketing campaigns**
- 3 Even so, there's **untapped potential** to utilize Broxton Plaza and other spaces for experiences that reach **beyond students** to bring in residents, families, and tourists

Community engagement activations can integrate the student-centric identity with a broader community feel

	 Recommendation	 Success metrics	 Expected outcome
1	Corporate Sponsorships <ul style="list-style-type: none"> Offer tiered sponsorship packages Align events with sponsor objectives (i.e. Whole Foods Farmers Market) 	<ul style="list-style-type: none"> Track revenue generated from sponsorships Measure total attendance to demonstrate ROI to sponsor 	<ul style="list-style-type: none"> WVIA-led community events tied with brand names will further encourage student and non-student engagement
2	Social Media <ul style="list-style-type: none"> Create day-trip ideas via short-form videos Showcase offerings from local bars, restaurants, and shops 	<ul style="list-style-type: none"> % change of visitations per year % change in social media followers 	<ul style="list-style-type: none"> Increased visitations to Westwood Increased sales volume in Westwood businesses
3	Entertainment Zone <ul style="list-style-type: none"> Host seasonal, themed live events in Broxton Plaza Reopen movie theaters to drive nighttime traffic 	<ul style="list-style-type: none"> % change in foot traffic to activated areas % of recurring attendees 	<ul style="list-style-type: none"> Increased visitations to Westwood Increased sales volume in Westwood businesses
4	Post-Event Surveys <ul style="list-style-type: none"> Design survey to capture feedback on event programming Share post-event surveys on social media 	<ul style="list-style-type: none"> % change of participants per event % change in participant satisfaction scores with events 	<ul style="list-style-type: none"> Iterating on events that cater to student and non-students Corporate sponsors incentivized to partner with WVIA

Source(s): ASG Analysis

1

By securing corporate sponsorships, WVIA can generate additional revenue streams to support efforts in achieving integrated appeal



1

Identify and prioritize



Use LinkedIn, social media, and local business networks to **identify decision-makers** and gauge **previous sponsorship activity**

2

Craft tailored sponsorships



Offer tiered sponsorship packages (e.g., gold, silver, bronze, etc.) with clear benefits, deliverables and ROI metrics

3

Build relationships



Align event goals with sponsor objectives (e.g., sustainability or wellness)
Follow with well-designed **sponsorship decks**

4

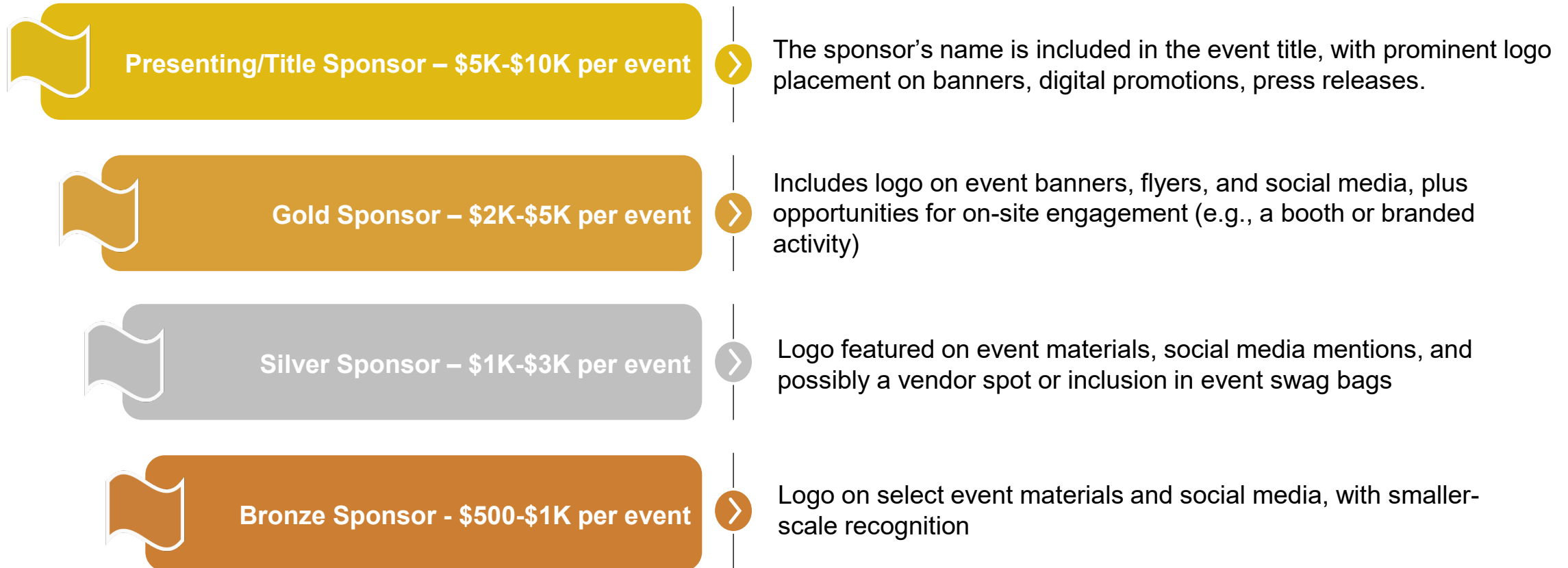
Maximize sponsor value



Provide **post-event reports with metrics on exposure**, engagement, and attendee feedback to demonstrate ROI

1

WVIA can leverage tiered sponsorship packages to attract a wide range of corporate partners



1

Corporate sponsorships have the potential to generate significant revenue streams for WVIA

Possible Sponsors



Sponsored Events



Farmer’s Market (1/week)

Mindful Awareness Meditation (1/week)

Bruin Flea (4 times/year)

Projected Revenues

- Farmer’s Market = \$10k (combined for all events)
- Mindful Awareness = \$5k (combined for all events)
- The Bruin Flea = \$40k (combined for all events)



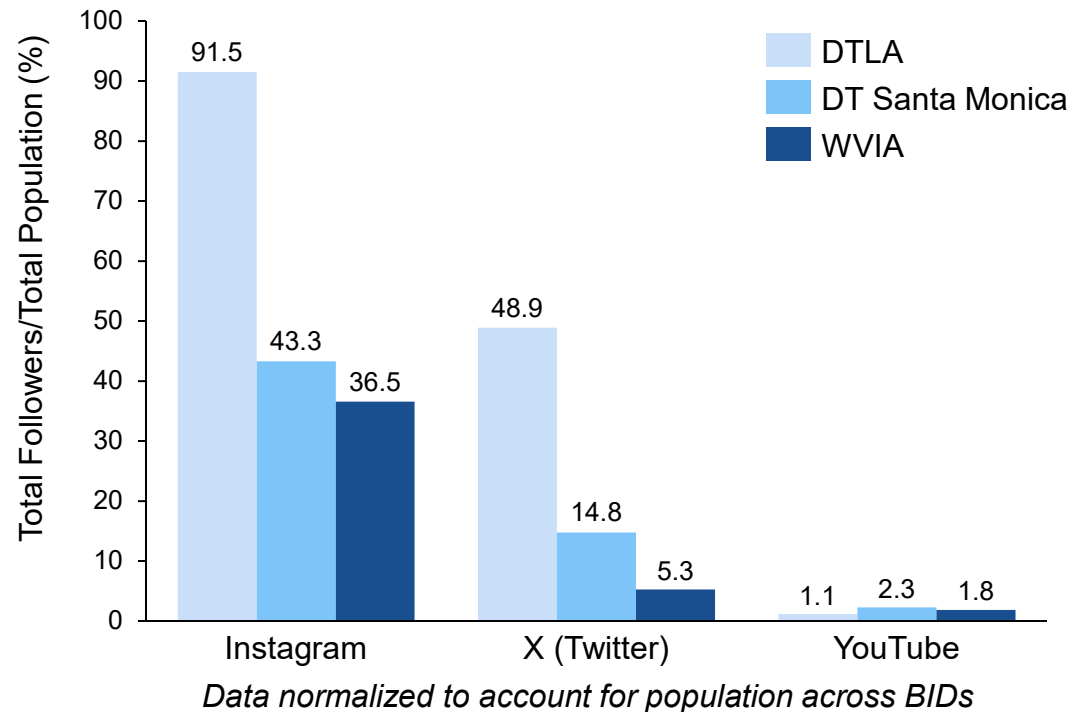
\$55K in additional yearly revenue

Source(s): ASG Research

2

WVIA can enhance community engagement by promoting public events and partnering with local businesses on social media

Social media following across major platforms



WVIA's Future Instagram Page



By showcasing its diverse retail options and promoting community events, WVIA can encourage residents to spend more time in the village and foster a sense of community

Residents and businesses see dynamic programming and activation such as an “entertainment zone” as the key to energizing Westwood

Businesses believe:

- **86%** of business respondents are supportive of an “**entertainment zone**”
- Weekday foot traffic rated at **3.25/5**, and weekend at **2.96/5**
- Many cited **event programming**, such as festivals and outdoor dining as a potential business boost

Residents want:

- **83%** were either strongly or somewhat supportive of creating an “entertainment zone”
- **51%** said Westwood’s identity **limits outside visitors**
- **43%** were somewhat or very **unlikely to recommend** Westwood to others



There is **strong shared demand** for an “entertainment zone” to re-energize Westwood Village



Foot traffic is weak; both groups link it to a **lack of dynamic programming** and activation



Underutilized spaces could be revitalized through **reopening theaters** and **social activation**

3

Leveraging San Francisco entertainment zone implementation strategy can further Westwood as an integrated destination



Case Study: Front Street Fridays in San Francisco

Concept

Block-party series of events featuring:

- Live music
- Food vendors
- Outdoor consumption of alcoholic beverages

Based on successful monthly “First Thursdays” series

- Trial 3 months, extended 24 months through ’25

Drew 180K attendees and drove \$12M in economic activity

Logistics

- Supported by corporate and public funding
- Streets closed from 5 - 10 PM ~every 5 weeks
- Marketing partners to promote, music partners for acts/artists, bars & restaurants w/ existing liquor license to sell
- Legislation: SB 969: Authorizes **city or county to establish an entertainment zone**

WVIA Checklist

- ☐ LA City support & approval of entertainment zone
- ☐ Financial support/backing from sponsors
- ☐ Publicity & marketing plan
- ☐ Westwood Village stores to provide food & alcohol
- ☐ Musical act / other flagship entertainment

“We get a week’s worth of sales in a day.”

“For Oktoberfest we got 16x the revenue of a regular night”
-Area Vendors/Bars

“A steady drumbeat of events, activations, and obvious love for an area changes how people interact with it.”
-SF Downtown CBD

99

Entertainment zones are a great way to “re-introduce” people to an area & drive revenue but do require significant logistical support as well as approval and support from local government

Source(s): [SB 969 Text](#) [CA ABC EZ Guidelines](#) [CBS News Feature](#)
[SF CBD Info Page](#)

3

The arrival of metro and the Olympics are opportunities to engage visitors and showcase Westwood as an integrated destination

	Opportunities	Goals
<div>  <p>Metro Purple Line (2027)</p> <p><i>50,000 Daily Riders</i> <i>~7,500 @ Westwood Station</i></p> </div>	<ul style="list-style-type: none"> Allows for car-free access to Westwood Estimated station usage is equivalent to a decade of Westwood’s population growth 	<ul style="list-style-type: none"> Attract additional visitors to Westwood who ride Metro Simplify navigation in Westwood by mapping important locations at station exits Coordinate Clean & Safe efforts with Metro Publicize access to Westwood
<div>  <p>LA Olympics (2028)</p> <p><i>~15 Million Visitors to SoCal</i></p> </div>	<ul style="list-style-type: none"> Olympic Village at UCLA will draw athletes, spectators, and publicity to Westwood Take advantage of publicity & attention with events leading up to and during Olympics 	<ul style="list-style-type: none"> Showcase a revitalized Westwood to locals to encourage repeat visits Promote pop-ups and sponsorships in available retail space Partner with athletes & other media opportunities to build connections with LA28

3

WVIA can leverage LA28 for events that foster broader community engagement and influence future perceptions of Westwood as an integrated destination



Broxton Plaza Watch HQ

Set up a big screen & seating in Broxton plaza with other attractions to maximize time visitors spend in WV



Corporate Partnerships

Work with Olympic Sponsors or other brands for promotional opportunities/events in Westwood Village



Art / Photography Exhibition

Host popup/ use vacant space for Olympic Games photo or art exhibit – “LA ’84 – ’28” or showcase outdoor art



Youth Sports Education

Community engagement – Aim to bring in families with children & have a place for them to learn about the Olympics

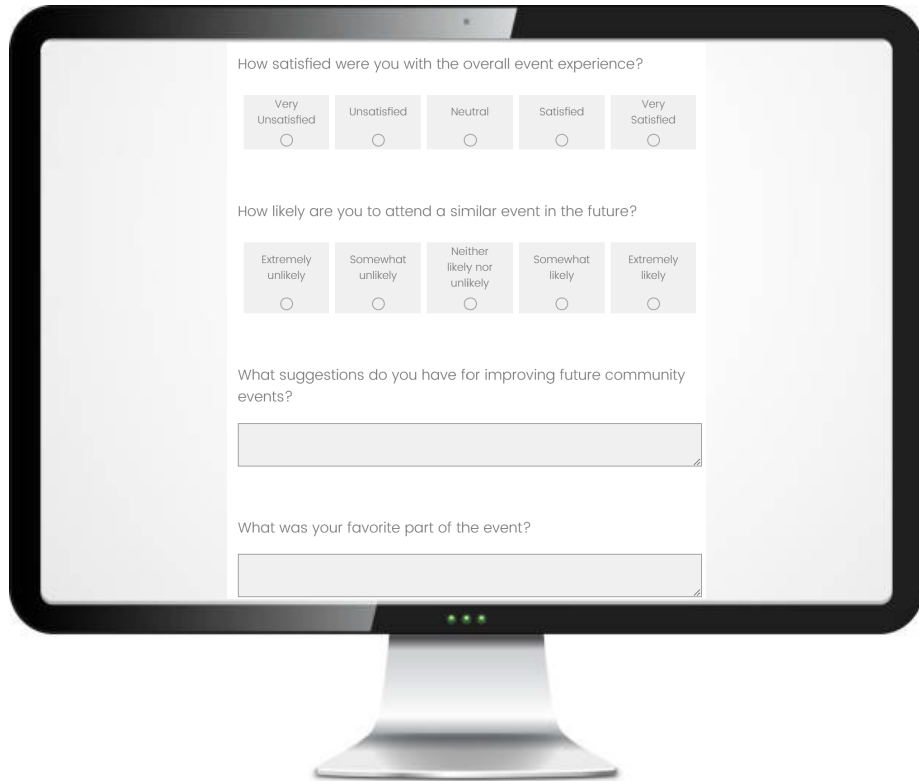


Olympic Village Visitor Center

Work with Olympics to set up a visitor center for the Olympic Village. Uses space & can help draw visitors to local biz

4

Community engagement activation can be improved by implementing post-event surveys to capture participant perspectives



01

Understand visitors needs

E.g., “How satisfied were you with the experience?”

02

Capture attendance trends

of visitors across different events

03

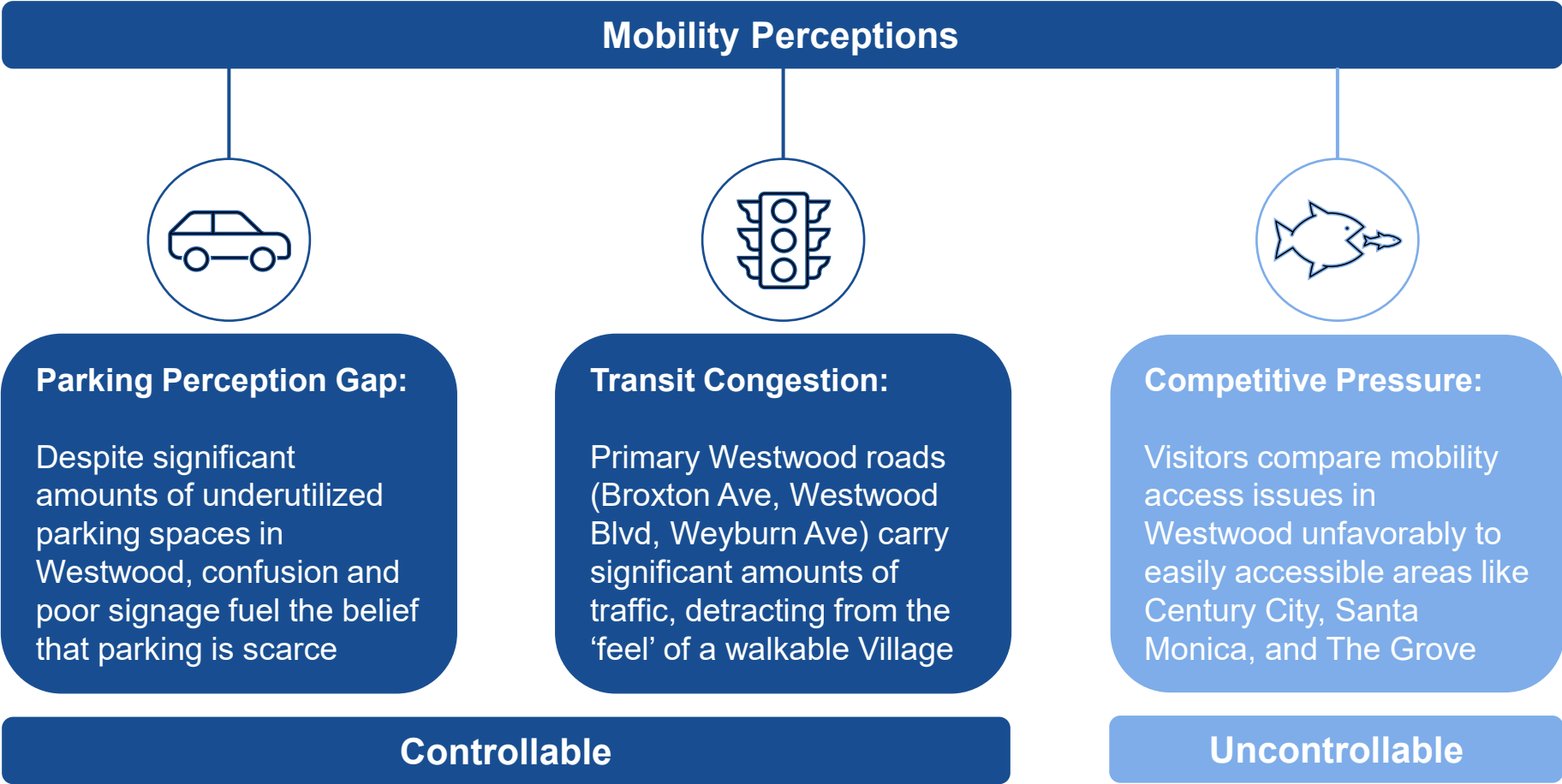
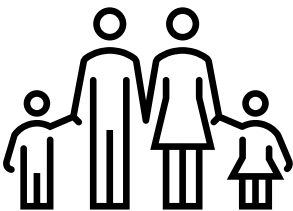
Leverage data for donations

Use as marketing tool to get buy-in from donors

WVIA can ensure community events meet the needs of residents while also leveraging data to motivate businesses to become donation partners

Beyond student centric identity, perceptions around mobility accessibility limit visitors and extended stays from non-student segments

While UCLA has an established student customer base, Westwood Village **struggles to attract and retain** broader audiences **due to negative mobility perceptions** related to parking availability and transit convenience



There are several opportunities that WVIA can leverage to drive positive mobility and accessibility perceptions throughout Westwood



Recommendation



Success metrics



Expected outcome

1 Parking

- Implement real-time parking signage at key parking facilities (e.g., Broxton Garage) to increase awareness of capacity

- Community member perceptions of Westwood's parking availability improve in the annual surveys administered by WVIA

- Parking capacity is communicated to visitors in real-time and directs traffic to the structures with available spaces

2 Micromobility

- Create designated micromobility parking at key locations to promote use and organized storage in Westwood

- Community member perceptions of Westwood's parking availability improve in the annual surveys administered by WVIA

- Increased use of alternative modes of transportation result in fewer cars in Westwood and increased car parking capacity

1

Despite sufficient parking capacity, public perception continues to anchor around negative parking experiences driven by poor signage

Ample parking is available in Westwood

Visitors perceive parking availability as scarce

Improve parking signage and communication

Total number of parking spaces is on par with other BIDs of similar size

*“There **IS** a lot of parking, people just don’t know where it is”*
– WVIA Board Member

Improved signage and could help align perception with reality and support local businesses



Current Westwood Village parking signage does not show real time updates on number of parking spaces, and is unclear where exactly the parking is located



Santa Monica parking signage shows real time number of available spots, with arrows and location of close by parking garages noted by name

\$4,200 per sign

6 garages

\$25,200
Total Cost

2

Micromobility parking can reduce automobile dependency and free up parking spaces, combatting negative perceptions of parking capacity

Micromobility: Lightweight transportation designed for short trips under 5 miles

- Examples: e-scooters, e-bikes, bicycles, and other small electric or pedal-powered vehicles

Pedestrian Safety & Flow

Organized sidewalks **reduce trip hazards, enhance walkability, and minimize traffic conflicts** with pedestrians

Aesthetic Improvement

Orderly parking on **high-traffic corridors**: Broxton Ave, Westwood Blvd, Weyburn Ave **enhances the community's appearance**

Alternative Transit Adoption

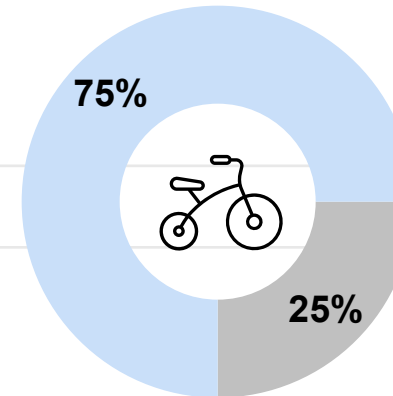
Expanding micromobility parking makes it easier **to access and use** scooters and bikes throughout the Village and drives adoption

Micromobility Parking Corrals: Painted parking spaces for micromobility vehicles on sidewalks and roads

- 12 Corrals (4 spaces per corral) recommended; (3 corrals recommend per sq. mile x 4 sq. miles in Westwood)

Materials investment

\$1,800 investment required to **acquire paint** necessary to create 12 micromobility parking corrals



Total Investment for 12 Corrals: \$2,400

Labor investment

\$600 investment required to **supply labor** to paint additional 12 corrals



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Improve Systemic Barriers

There are three primary systemic barriers that inhibit Westwood's success in achieving an integrated destination appeal



Property-owner induced vacancies

Property owners are **unwilling to compromise** to lower the high rents due to the potential impact on property value, thereby deterring new businesses from opening in Westwood and resulting in **higher-than-average vacancy rates**



Strict zoning & permitting

Zoning in Westwood limit diverse businesses from opening in the city, which is exacerbated by persistent **neighborhood opposition** creating lengthy and expensive approval processes making it **difficult for new businesses to open** and succeed



Cleanliness & safety

Westwood residents and visitors have noted that the **cleanliness of the streets** and the **large unhoused population** makes Westwood noticeably less clean and safe than the neighboring BIDs, highlighting the need for targeted improvements

Property owners prioritize high rents over filling vacancies, and are unwilling to compromise, resulting in higher-than-average vacancy rates

Why do property owners keep asking rent high rather than lower it to fill vacancies?



Maintain property value

Lowering asking rents can reduce a building's appraised value, since valuations are based on projected rental income



Market transparency

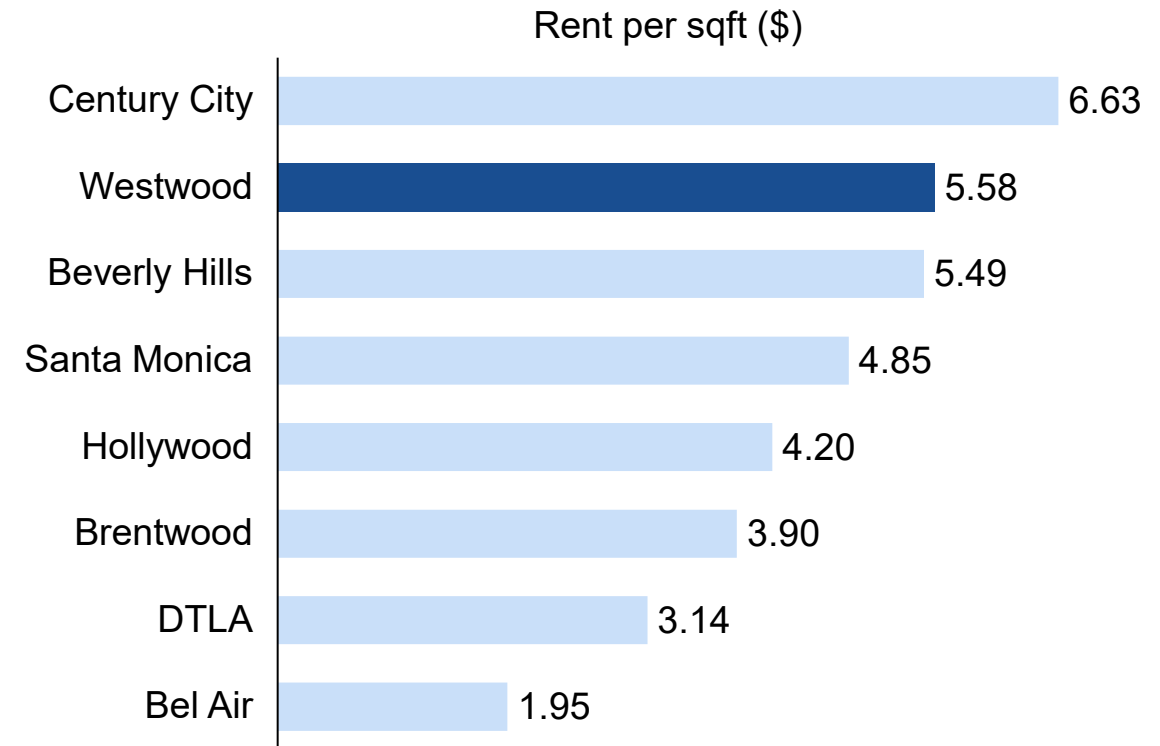
Property owners keep asking rents high to protect both their property values and overall market benchmarks in the area



Long term strategy




Some property owners prefer to wait for high-paying tenants rather than accept lower rents that could impact long-term property values

Retail rent per square foot in LA neighborhoods



Westwood's retail rents match Beverly Hills and Century City premium rates, but without comparable demand or prestige—making it hard to fill vacancies and discouraging smaller businesses from leasing space

There are several opportunities that WVIA can leverage to influence property owners to fill vacancies and attract new businesses

	 Recommendation	 Success metrics	 Expected outcome
1 Pop-Ups	<ul style="list-style-type: none"> • Incentivize property owners to host pop up shops • Matchmake potential pop ups with vacant spaces in Westwood 	<ul style="list-style-type: none"> • # of pop-ups turned into long term leases • % reduction in vacancy rate 	<ul style="list-style-type: none"> • Increased number of visitors to Westwood and decrease in vacant spaces
2 Economic Annual Report	<ul style="list-style-type: none"> • Include trends in visitations, demographics, lease rents • Highlight positive changes in incomes and employment data 	<ul style="list-style-type: none"> • # of investors/business owners contact WVIA for more information 	<ul style="list-style-type: none"> • New Investors/business owners re-evaluate their assumptions about Westwood Village
3 Local Business Support	<ul style="list-style-type: none"> • Provide approval process support via technical review experts • Host commercial space matchmaking events 	<ul style="list-style-type: none"> • # of new business opened per year • # of networking events hosted 	<ul style="list-style-type: none"> • New businesses open in Westwood, meeting the demand for more diversified offerings
4 Retail Max Optimization	<ul style="list-style-type: none"> • Pinpoint student & non-student needs and conduct targeted retailer outreach • Celebrate & evaluate new openings 	<ul style="list-style-type: none"> • # of new commercial leases signed per year • % decrease in vacancy rates 	<ul style="list-style-type: none"> • Retail max optimizes for student & non-student preferences and commercial scene attracts more retailers

Source(s): ASG Analysis

1

WVIA can leverage benefits of pop-ups to influence property owners to fill vacancies on an immediate basis



Marketing and promotion

WVIA can promote property owners and their spaces through social media, newsletters, and events, **boosting visibility for both the property and pop-up tenants** at minimal cost by using existing channels, and emphasizing the short-term, limited edition nature of pop-ups as to not cannibalize sales to existing Westwood businesses



Logistical and leasing

WVIA can offer simple, template short-term agreements and help with paperwork, making it **easier and less risky** for property owners to host pop-ups, and can assist business owners in obtaining **Temporary Special Event Permits** and Temporary Use Permits



Tenant vetting and matchmaking

WVIA can rely on **pop-up marketplaces** such as Storefront to list vacant spaces in Westwood and pre-screen pop-up applicants, presenting only **reliable tenants** to property owners and reducing risk with minimal staff time



Leverage UCLA connection

WVIA can leverage Westwood's connection to UCLA by featuring **businesses such as the Bruin 100 entrepreneurs** in pop-up shops to foster meaningful interactions between UCLA students, alumni, and local Westwood residents

1

Pop-up shops command a higher rent due to the short-term lease, which allows property owners to maintain a high property value

Average monthly rent for Los Angeles pop-ups ranging from 500 to 6,500 square feet



Prime LA pop-up locations (DTLA, Melrose Ave, Venice Beach)

\$20,000 - \$300,000



Up and coming LA locations (Echo Park, Silver Lake)

\$8,000 - \$100,000



Expected rent for Westwood Village pop-up shops

\$8,000 - \$150,000

Estimated rent for Westwood Village pop-up shops (per square foot)

\$16/ft² - \$23/ft²

1

Pop-ups can boost local spending by increasing foot traffic in retail heavy areas and lead to long term leases that reduce retail vacancy rates

Case Study: Memphis, TN MEMFix Project

MEMFix is a project aimed at revitalizing overlooked and underutilized spaces through art, entertainment, pop-up shops, and pedestrian friendly initiatives



Temporary activations

MEMFix uses pop-ups, street improvements, art installations, and public programming to showcase what a permanently revitalized city could look like



Community engagement

MEMFix events are organized in partnership with the local community, engaging residents, entrepreneurs, and merchants to reimagine and activate public and private spaces

Community and economic impact of MEMFix



Kick-start long term leases

MEMFix pop-up shops converted 6 tenants into long term leases signaling that pop-ups are a key way to introduce property owners to potential long-term tenants



Vacancy rate reduction

The Broad Avenue Arts District saw a 41% reduction in retail vacancy rates through the launch of 9 businesses in the area

\$38.46

Estimated spend per person at experiential type events on average, on food, transportation, and shopping in the surrounding area

50% vs 14%

50% of dollars spent at local independent businesses stay in the local community, compared to 14% at chain stores, indicating that local pop-ups stimulate the local economy

Pop-ups in high-traffic retail zones can drive substantial incremental spend, not only at the event but also at surrounding businesses due to increased foot traffic

1

WVIA can facilitate successful pop-up shops in Westwood by adopting proven strategies from other BIDs that have launched effective pop-ups in their cities



Financial assistance

*Downtown Boston,
Massachusetts BID*

The Downtown Boston BID helps businesses secure funding and activate pop-ups in vacant spaces, lowering barriers for entrepreneurs and making it easier for retail concepts to launch and thrive



Technical assistance and business support

*Milwaukee,
Wisconsin BID*

The Milwaukee BID connects business owners to tailored workshops and coaching, helping pop-up owners access targeted support in marketing, finance, and operations through local partnerships



Marketing and promotion

*Washington DC Golden
Triangle BID*

The DC BID promotes pop-ups through press coverage, webinars, and campaigns, using its communication channels and partnerships to boost visibility and drive foot traffic to new businesses



Space activation and matchmaking

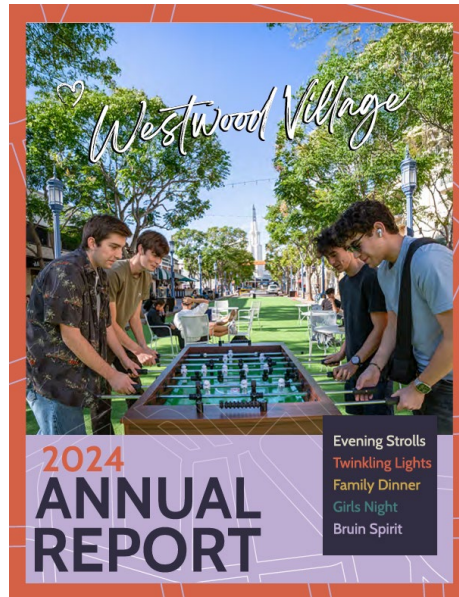
*Green Bay, Wisconsin
Military Ave BID*

The Military Ave BID keeps updated lists of pop-up-ready spaces and matches applicants based on product mix, concept, and readiness, ensuring a good fit for available locations and district needs

2

Incorporating annual economic reports showcasing visitations, demographics & available leases can attract new businesses to Westwood

Current Content



- Budget allocation
- Beautification efforts
- Clean and safe stats
- Social media trends

Implement

Surveys



- Top reasons for living in Westwood
- Plan to live in WV for X years
- Popular activities

Demographics



- Population growth rate
- Household income
- Job and wage growth rates

Visitation Insights



- X visitors/month
- Y workers/month
- Z visits per worker

Residential/Commercial



- Asking rent per unit (per sqft.)
- Occupancy levels
- Includes office, hotel, and retail

Highlighting positive demographic trends in the annual report can help generate demand for commercial and residential spaces, enabling investors to better forecast future demand for their offerings and services

3

Providing systematic support to potential businesses will ensure Westwood remains an attractive option for investment



Advocate for local businesses in approvals

Assist new businesses to **position themselves** for success during neighborhood counsel reviews and share access to experts that can assist with **technical reviews**



Hosting networking events

Organize small business roundtable discussions and economic development events to foster a **close-knit business community**



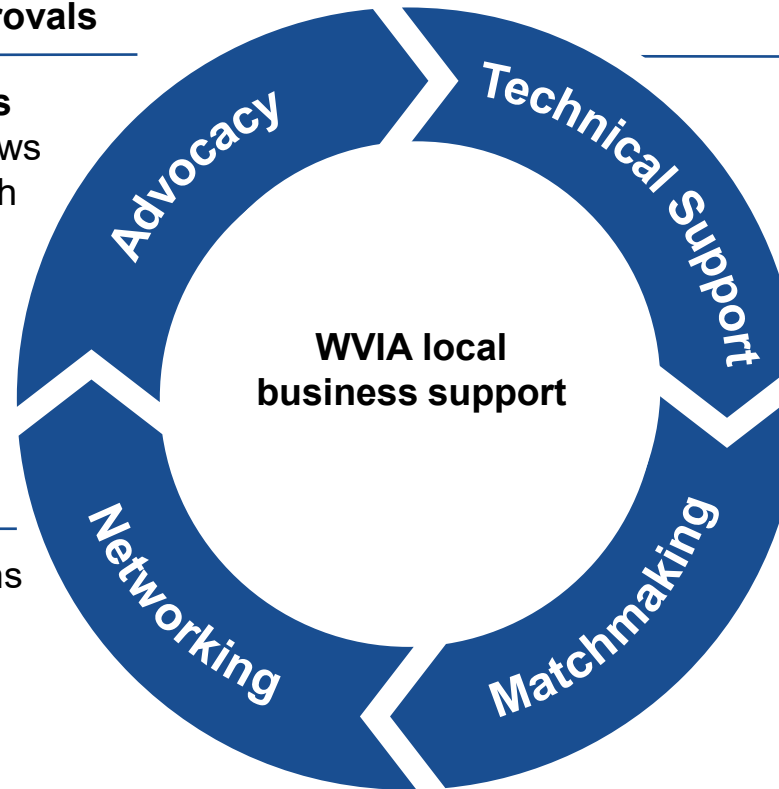
1-on-1 business support

Support with **navigating permitting** and other business-related technical issues by **connecting business owners to local permit expeditors** and other professionals



Commercial space matchmaking

Help business owners **find the ideal location** to open, relocate, or expand their operations



By supporting potential businesses across the lifecycle of retail development, WVIA can further its mission of creating an integrated destination

4

WVIA can enhance retail offerings by using customer surveys, assessing vacant spaces, and notifying suitable retailers of available spaces



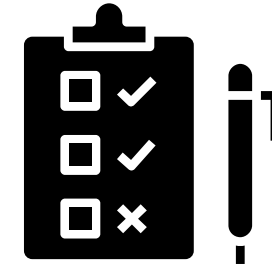
Diagnose & Interpret

- Use surveys to **understand customer preferences & monitor** retail gaps (i.e., food & beverage, entertainment, etc.)
- Create an inventory of vacant or underutilized spaces and **understand the needs and expectations of property owners**



Mobilize

- Develop marketing materials highlighting market data, demographics, and **available spaces to attract retailers**
- Conduct **outreach to targeted retailers** that meet **optimized retail mix** with tailored pitches that align with site requirements and market needs



Celebrate & Evaluate

- Celebrate store openings with press releases and ribbon-cutting events to **build momentum and credibility**
- Track metrics like vacancy rates, pedestrian counts, lease signings, sales growth, and media coverage to **measure success**

Targeting market demand with tailored outreach to retailers will allow WVIA to fully utilize its available commercial spaces and monitor the appeal of its current retail mix to achieve integrated destination appeal



Property-owner induces vacancies

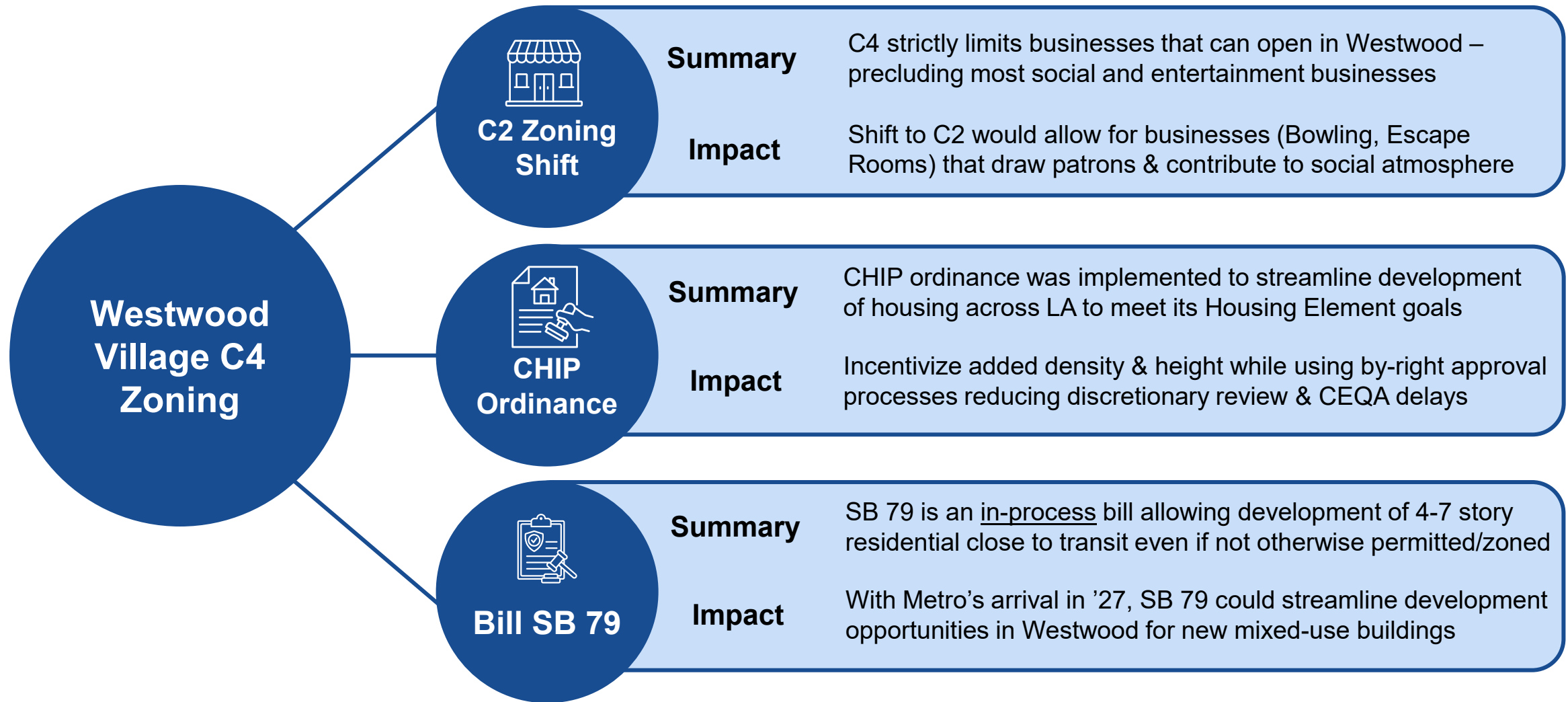
Recommendations to minimize vacancies & increase appeal to new businesses



Zoning & permitting

Recommendations to address strict zoning & resident-led permitting delays to reduce businesses' barrier to entry

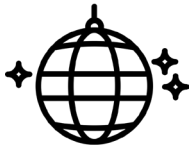
Westwood's zoning imposes limits on businesses that can open and residential building height, calling need for regulatory changes to address barriers



Moreover, Westwood faces persistent neighbor opposition, with a small group abusing the appeals process to delay or block new businesses

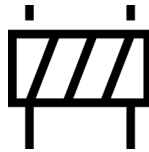
Neighborhood Council Challenges

Cultural policy & opposition



Opposed to nightlife and entertainment-focused businesses, Council described as “anti-bar, anti-fun, anti-music”

Regulatory governance



History of imposing restrictive design and operational requirements, increasing costs and delaying openings

Stakeholder power



Council often prioritizes their own vision for Westwood, often at the expense of students, young people, and new business owners




Abuse of Appeals

Of the 72 appeals filed in the last 20 years, 61% were filed by the same three community members in a community of over 50,000

“It just takes one person to file an appeal that can cause major delays as well as harm to the business itself in terms of cost delays.”
– Westwood Business Owner

Understanding these challenges allows Westwood to develop strategies that remove barriers to new businesses, foster inclusivity, and support a more vibrant local economy

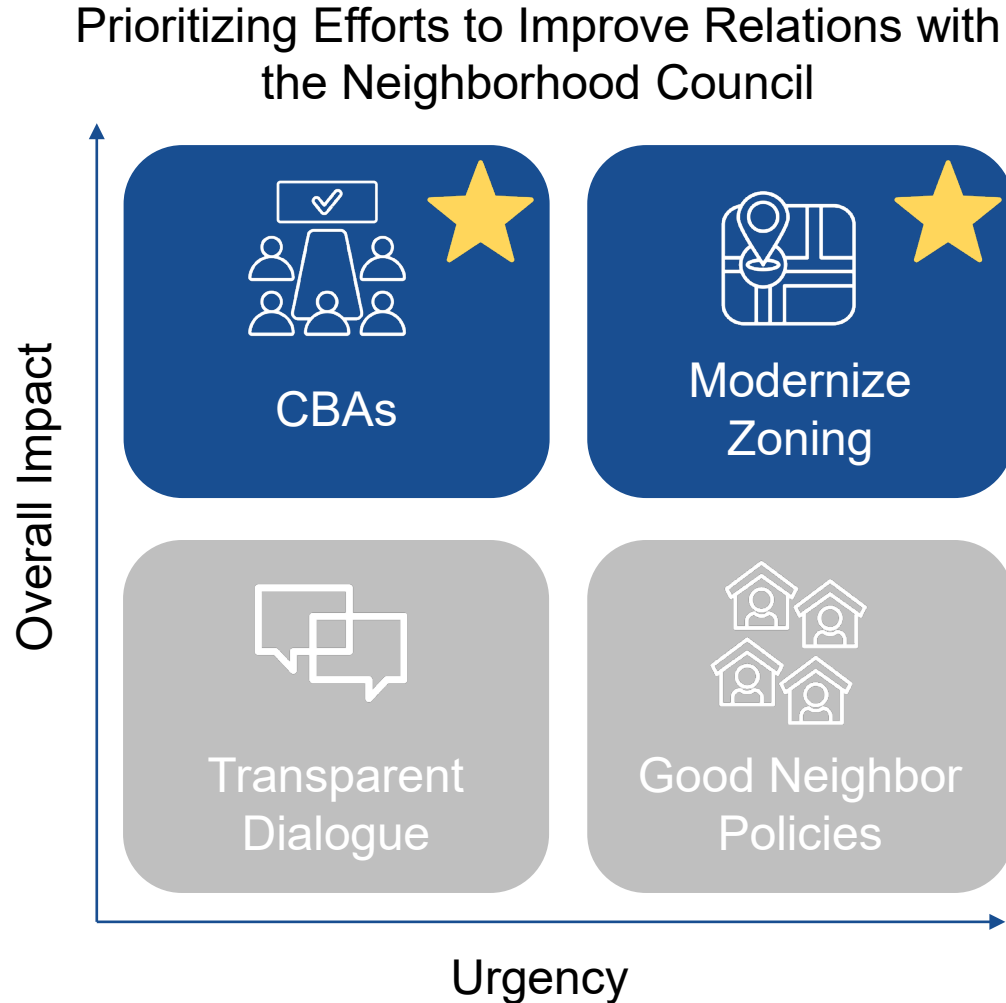
WVIA can deploy a four-pronged approach to mitigate impacts from strict zoning and residential appeals

	 Recommendation	 Success metrics	 Expected outcome	
1	Zoning Reform	<ul style="list-style-type: none">• Launch a comprehensive review and update of Westwood’s zoning regulations and specific plan• Engage residents in reform process	<ul style="list-style-type: none">• % increase in new housing units built• % increase in new diverse businesses opening in Westwood	<ul style="list-style-type: none">• More diverse and modern mix of businesses• Increased housing units
	Community Benefits Agreement	<ul style="list-style-type: none">• Establish a formal CBA program that allows residents and city officials to negotiate and share thoughts on future businesses coming to Westwood	<ul style="list-style-type: none">• % reduction of appeals filed• % reduction in time for businesses to open	<ul style="list-style-type: none">• Increased buy in from residents to allow greater diversity in businesses opening in Westwood
2	Permit Expeditors	<ul style="list-style-type: none">• Create list of permit expeditors for current & potential businesses• Connect permit expeditors with potential businesses	<ul style="list-style-type: none">• # of businesses connected with permit expeditors• % decrease in average permitting timeframe	<ul style="list-style-type: none">• Potential businesses are not deterred from Westwood due to extensive permitting process
	Ministerial Approval Programs	<ul style="list-style-type: none">• Support new businesses with awareness & meeting programs’ requirements for a streamlined approval	<ul style="list-style-type: none">• Creation of list of ministerial approval programs useful to new tenants• Case studies/examples of successful program uses by WVIA tenants	<ul style="list-style-type: none">• Reduced time between leasing & opening for new businesses• Greater alcohol & outdoor dining options

Source(s): ASG Analysis

1

To ease tensions with the neighborhood council, WVIA can pursue options ranging from zoning reforms to open dialogue with key stakeholders



Modernize Zoning & Definitions

Modernizing zoning and business definitions would have high impact by removing barriers to new restaurants and reducing vacancies, but is difficult due to required plan amendments and lengthy approvals.

Community Benefits Agreements (CBAs)

Community Benefits Agreements (CBAs) give Westwood Village a structured way for developers to address local concerns while building support for new businesses

Transparent Dialogue & Mediation

Inclusive forums and mediation with all stakeholders can surface concerns early, foster collaborative solutions, and build broader community consensus

Good Neighbor Policies

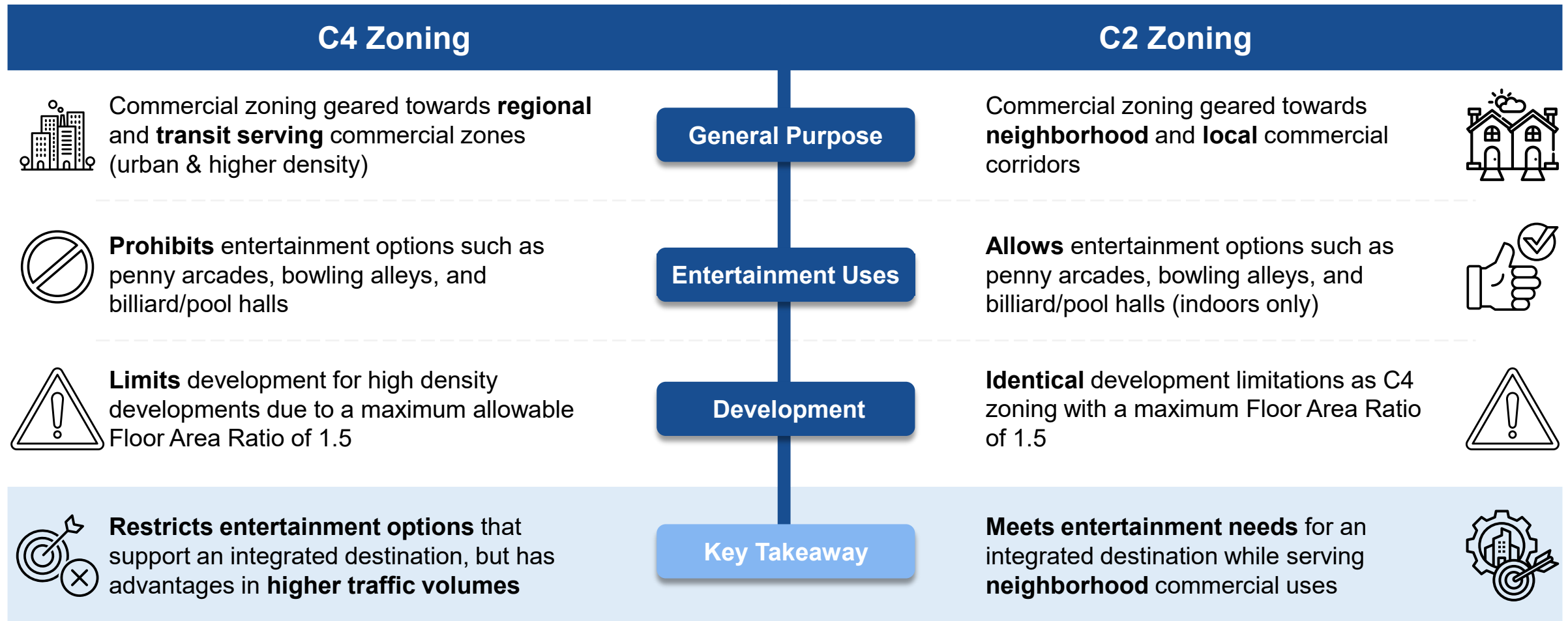
Adopting good neighbor policies that balance oversight and property rights can easily build trust, set clear expectations, and reduce conflicts in the community

Prioritize

Source(s): [The Daily Bruin](#), [The Daily Bruin](#), [nlihc.com](#), [stratiscope.com](#), [mml.org](#)

1

Modernizing zoning by shifting to C2 zoning can unlock entertainment options for an integrated destination



Source(s): [Updated Guide to Zoning in LA](#), [Los Angeles C2 Zoning](#), [Los Angeles C4 Zoning](#)

2

There are short-term ways WVIA can address the pain point of permitting for businesses attempting to open in Westwood

Permitting Guide & Support

- Create a guide/resource for incoming businesses to navigate them through the process and set expectations
- Work with Westwood businesses from lease signing to opening to assist them in navigating the permitting process & specific plan
- Acknowledges Westwood's unique permitting landscape & challenges while not taking in increased financial burden of other options

Cost of Permitting Delay & Appeals

\$16k: Cost to a business to file an appeal

3-6 months: Delay in opening per appeal

~\$10k: Rent/month with no income

Permit Expeditors

- Other private developers provide & pay for permit expeditors to help their tenants open
- Speed up the permitting process as well as reducing cost by avoiding common "landmines" in the permitting & appeals process
- Providing some support or hiring staff on could address concerns that it's tough to open in Westwood

"Using an expeditor is worth it if you can bear the cost"



- Restaurant Developer

Ministerial Approval Programs

Programs that have set approval criteria with no judgment/appeal involved allowing for faster/fixed timelines on key permits. Examples:

Restaurant Beverage Program (RBP)

- Bypasses traditional liquor license approval process for dine-in restaurants
- Rates are lower than A but can still range from below to above area average rent

Al Fresco Ordinance (Outdoor Dining)

- Suspends & supersedes other zoning requirements
- Allows for late-night (10:30/11) service



Zoning & permitting

Recommendations to address strict zoning & resident-led permitting delays to reduce businesses' barrier to entry



Cleanliness & safety

Recommendations to address cleanliness and public safety to restore Westwood as a go-to destination

Addressing cleanliness and public safety is essential to restoring Westwood as a trusted and vibrant hub

Businesses believe:

- Cleanliness and safety scored just **2.59 out of 5**, the lowest among rated categories
- Numerous open responses emphasized **safety concerns and visible homelessness** as deterrents for both employees and customers
- **More patrols** to increase business viability and visitor comfort

Residents want:

- **58%** reported social, cultural, or physical barriers to Westwood Village, with many citing cleanliness and homelessness
- 78% have never felt excluded — but **22%** have, often tied to **safety concerns** and **cleanliness**
- Top barrier cited: Homelessness, **empty storefronts**, and lack of **public safety patrols**



Both groups are concerned about homelessness and cleanliness, tying it to **economic health**



Business report **customer drop-off** rates and residents are **reluctant** to recommend Westwood Village



Stakeholders want consistent intervention, including **frequent patrols** and **storefront activation** to address concerns

There are several opportunities that WVIA can leverage to drive positive cleanliness and safety perceptions throughout the Village



Recommendation



Success metrics



Expected outcome

1

Online Service Requests

- Create an **online cleaning service request portal** for community members to submit requests in **real-time**

- Community member **perceptions** of the Village's cleanliness **improve** in the **annual surveys** administered by WVIA

- WVIA Clean Teams can address **cleanliness issues** throughout the community in a **more timely** manner

2

Safe Team Presence

- **Increase** the number of **Clean & Safe Team** members patrolling the District during **peak hours** to combat negative perceptions

- Community member **perceptions** of the Village's safety **improve** in **the annual surveys** administered by WVIA

- WVIA Safe Teams are able to **deter negative actions** throughout the Village and drive feelings of safety in community members

1

WVIA's "clean" and "safe" operations are competitive with other large BIDs, but could improve by adding online service and feedback forms through mobile apps



Online service request forms with option to submit pictures for the public



Online feedback forms for the public to evaluate ambassador experience



Ability to track public's perception of clean and safe operations



Service request form
Users can report graffiti, trash, and other issues alongside comments and pictures

A screenshot of a mobile app interface showing a 'Service Request' form. The form includes a title 'Service Request', a paragraph of text, a link 'Click here to view the H', a note about the form's purpose, a disclaimer about service times, and input fields for 'First Name (*)', 'Email Address (*)', and 'Phone (*)'. Arrows point from the form to the 'Service request form' and 'Ambassador feedback' callouts.

Ambassador feedback
Users can identify & submit feedback on ambassadors that provided a great experience

A mobile app enabling residents, visitors, and business owners to submit service requests or feedback for ambassador services will provide WVIA with real-time insights and highlight areas for improvement

2

Westwood struggles with cleanliness and safety, which WVIA can improve by increasing Clean & Safe Team presence during peak hours

Problem

- Despite significant efforts, **safety and cleanliness remain a key concern** for visitors, residents, and businesses in Westwood
- Vacancies, loitering, and public space maintenance gaps** continue to shape negative impressions, especially during peak hours



WVIA Clean & Safe action items

- Expand Clean & Safe patrol teams **during peak hours**
- Focus on **high-traffic corridors**: Broxton Ave, Westwood Blvd, Weyburn Ave
- Prioritize **visible** walking patrols & ambassador-style engagement



Opportunity

Increased **presence during peak pedestrian hours** (4-7PM Thursday / Friday / Saturday) can:

- Reinforce commitment** to clean and safe operations
- Enhance the **appearance of care, order, and activity**
- Reduce **visible nuisances** (trash & graffiti) in **real-time**

Investment costs

- Total additional annual labor cost: \$10,000**
- Estimated additional 500 annual hours required to improve perception at a rate of \$20.00 per hour
- Consists of two additional personnel patrolling the District during peak pedestrian traffic hours each day (4-7PM Thursday / Friday / Saturday), every other week



Project Overview

Current to Goal State

Address Perception Gaps






Improve Systemic Barriers

Two-Phase Strategic Roadmap

Appendix

Two-Phase Strategic Roadmap

To achieve a Westwood that is an integrated destination, ASG proposes a two-phase roadmap for WVIA









		Phase 1 (2025.7 – 2025.12)	Phase 2 (2026.1 – 2027.7)
	Broader Community Engagement	<ul style="list-style-type: none">• Create short-form content for visitors’ day-trip ideas• Implement post-event surveys to capture visitor perspectives on successes and improvements	<ul style="list-style-type: none">• Develop tiered sponsorship packages and begin corporate partnership outreach• Partner with Santa Monica BID to understand entertainment zone implementation strategies
	Mobility Infrastructure	<ul style="list-style-type: none">• Identify potential vendors to implement real-time parking signage at key parking facilities• Pinpoint key locations for micromobility parking	<ul style="list-style-type: none">• Implement real-time parking signage for facilities such as Broxton Garage• Collaborate with municipality to install designated micromobility parking
	Vacancies	<ul style="list-style-type: none">• Incorporate visitation, demographic, lease rents, and positive changes in annual report• Connect permit expeditors with potential businesses	<ul style="list-style-type: none">• Conduct targeted outreach to retailers that match student and non-student preferences• Create agreement template to simplify pop-up process
	Zoning & Permitting	<ul style="list-style-type: none">• Develop list of permit expeditors for businesses• Partner with the neighborhood councils to create Community Benefits Agreements	<ul style="list-style-type: none">• Collaborate with municipality to modernize zoning and business definitions• Create list of ministerial programs that are useful for future Westwood Village businesses & plan for permitting support
	Cleanliness & Safety	<ul style="list-style-type: none">• Update WVIA website with service request form for real-time reporting• Incorporate ambassador feedback form	<ul style="list-style-type: none">• Expand Clean & Safe patrol team presence during peak hours• Increase Clean & Safe team by two personnel

Focus in the next 6 months

WVIA faces controllable threats to monitor as Westwood shifts towards an integrated destination

Controllable Threat	Impact to Westwood	Mitigation Strategy	Likelihood	Severity
Westwood's perception of being unclean and unsafe worsens over time	Negative perceptions of cleanliness and safety will decrease foot traffic and repel new businesses	Increase spend on clean and safe operations to achieve undisputable clean and safe environments		
Community events could lose touch with preferences from regular visitors	Less foot traffic for community events will reduce the vibrancy of the village and negatively impact donation efforts	Closely monitor event turnout and routinely issue surveys to gauge interest in community events and receive feedback		
Social media presence could stall or decrease over time	Potential new visitors will not be engaged enough to make the trip to Westwood, decreasing foot traffic	Ensure content posted on social media is engaging and continues to highlight the village's unique offerings		

There are also uncontrollable threats that WVIA should be aware of in becoming an integrated destination

Uncontrollable Threat	Impact to Westwood	Mitigation Strategy	Likelihood	Severity
Competition from neighboring West LA cities with larger budgets	Competitors can provide services making their Districts more appealing to visitors	Deploy Clean & Safe team members during peak hours to drive appealing city perception		
Homelessness impacts on the perception of cleanliness and safety in Westwood	Visitors may choose to avoid Westwood if homelessness remains a pervasive issue	Partner with city and state officials to combat homelessness issues		
Metro stop completion brings individuals from new demographics to Westwood	Rapid influx of individuals visiting Westwood may lead to increased crime	Collaborate closely with LAPD and UCLA security to ensure negative actions are deterred		
Political events, leadership changes, and policy changes impacting WVIA operations	Increased compliance burdens may overwhelm capacity of WVIA's limited staff	Attend City Council meetings to build and retain relationships with key policymakers		

Thank you!



Westwood Village



ANDERSON
STRATEGY GROUP



Project Overview

Current to Goal State

Address Perception Gaps

Improve Systemic Barriers

Two-Phase Strategic Roadmap

Appendix

Appendix



Appendix – BID Best Practices

WVIA lags behind other LA-based BIDs in economic development and can benefit from better traffic wayfinding and online service requests

- Above Average
- Average
- Below Average



WVIA

Focus on economic development activities and ease of parking to increase visitor traffic and improve retail mix



DTLA

Leverages social media and annual reports to drive commercial real estate demand



DT Santa Monica

Clear wayfinding, free parking, and social media presence drive millions of visitors per year



Hollywood

Implements online portal for clean-up requests and issues quarterly market reports for investors



DT Long Beach

Releases yearly economic report and hosts networking events to engage local business

Short-Term

Long-Term

Community Engagement

Clean and Safe

Economic Development

Mobility & Access



Source(s): [Downtown LA](#), [Downtown Santa Monica](#), [The Hollywood Partnership](#); [Venice Beach BID](#)

Beyond LA based BIDs, WVIA can also leverage best practices from student-adjacent BIDs with regards to small business support and networking

- Above Average
- Average
- Below Average



WVIA

Focus on economic development activities and ease of parking to increase visitor traffic and improve retail mix



Seattle

Provides a suite of **technical support services** to enable successful small business launches



Berkeley

Formalized **business development support programs** for business at various stages in their lifecycles

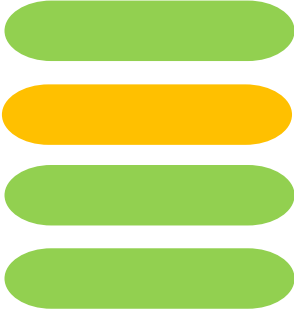
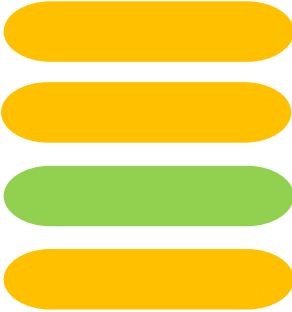
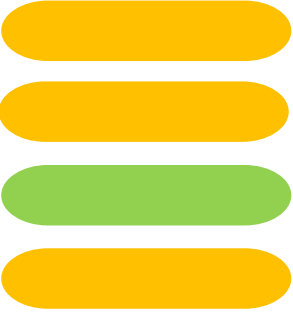
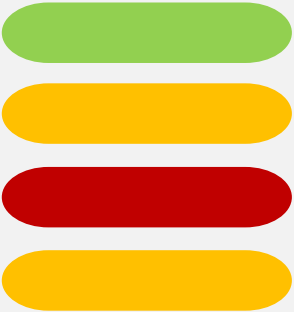


Philadelphia

Hosts recurring **networking events for businesses** in the District to build community

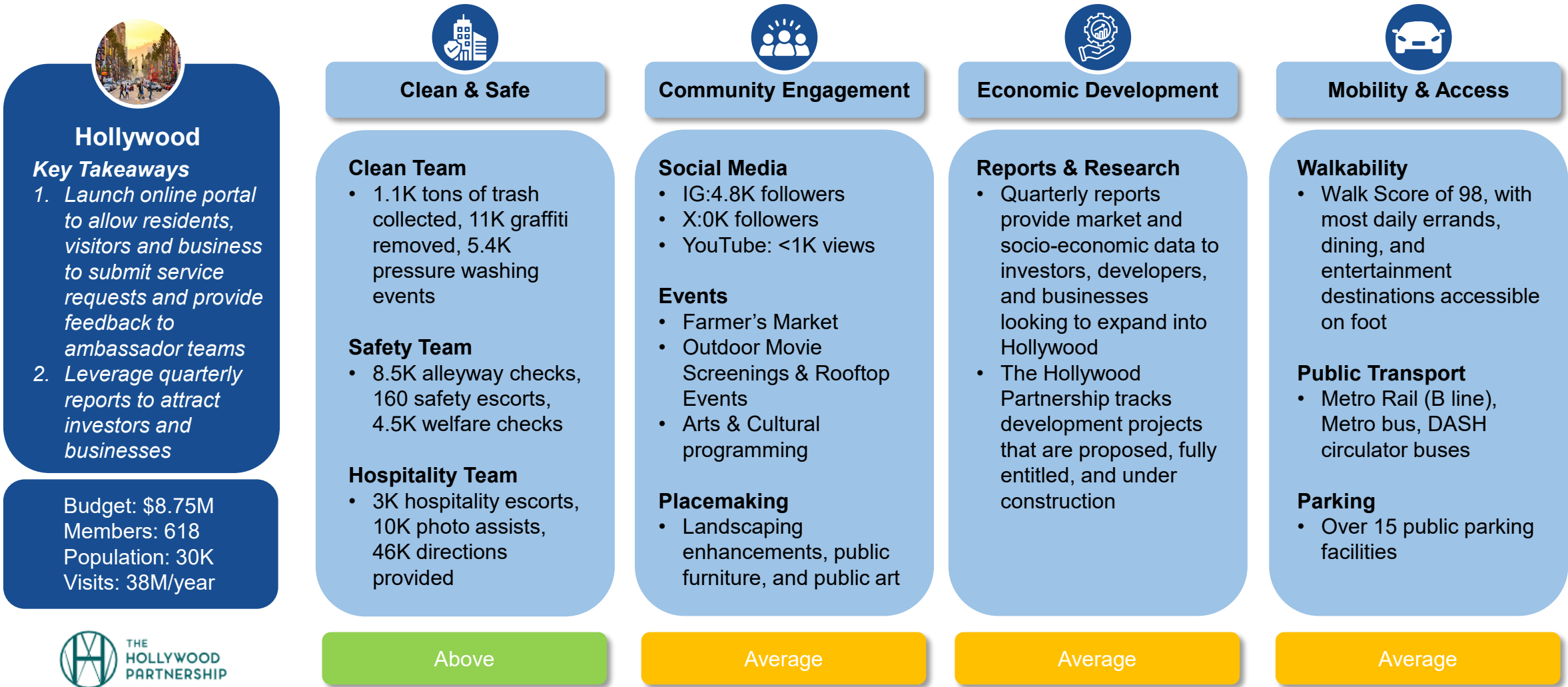
- Short-Term
- Long-Term

- Community Engagement
- Clean and Safe
- Economic Development
- Mobility & Access



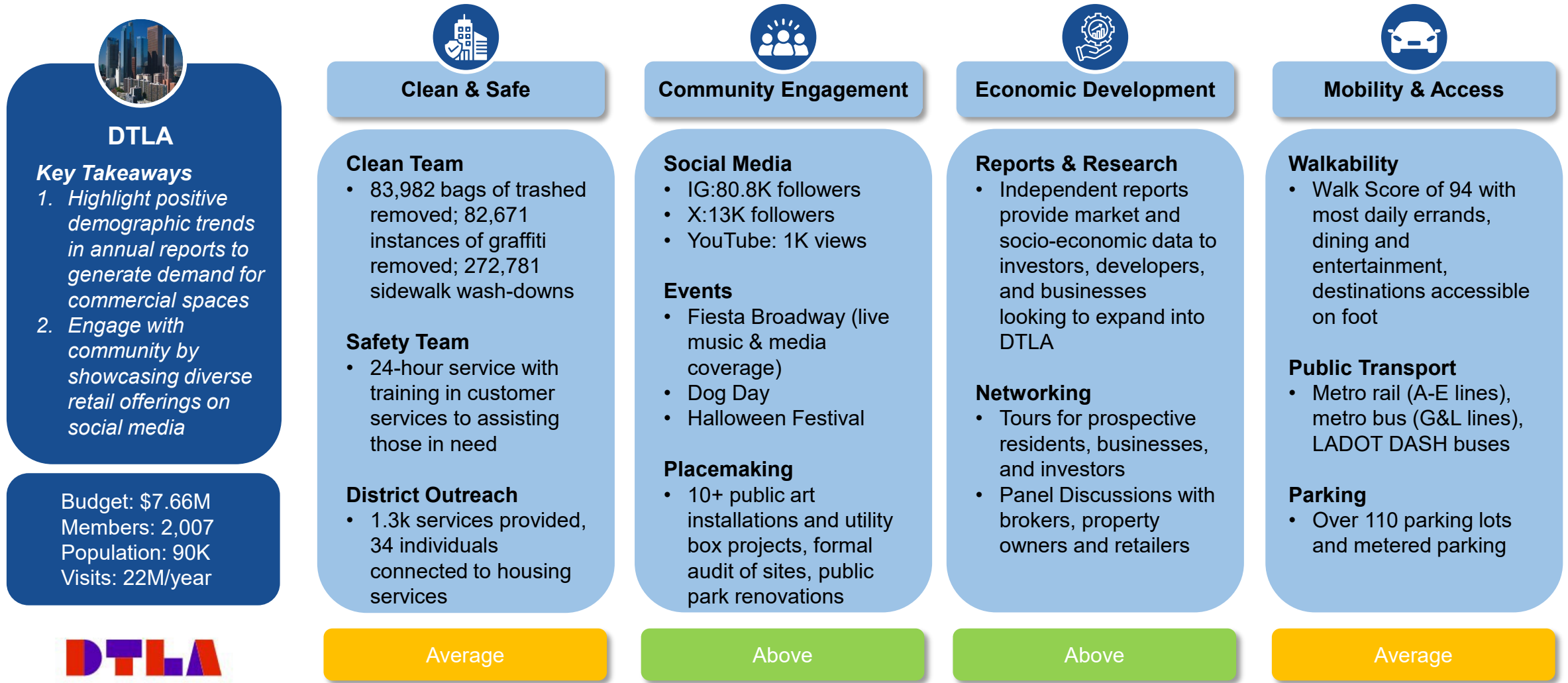
Source(s): [The U-District Partnership](#), [Downtown Berkeley Association](#), [University City District](#)

The Hollywood Partnership (HP)



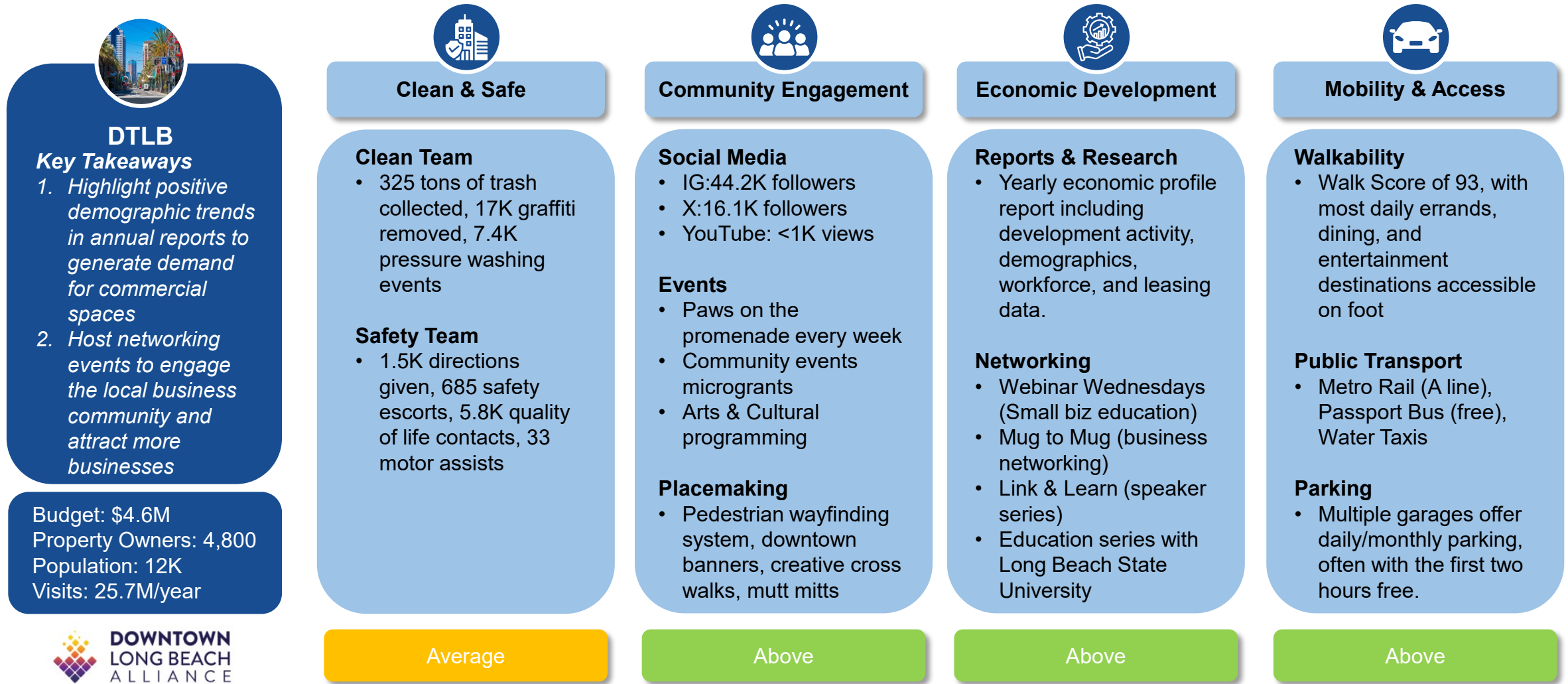
Source(s): [The Hollywood Partnership](#)

Downtown LA Alliance (DTLA)



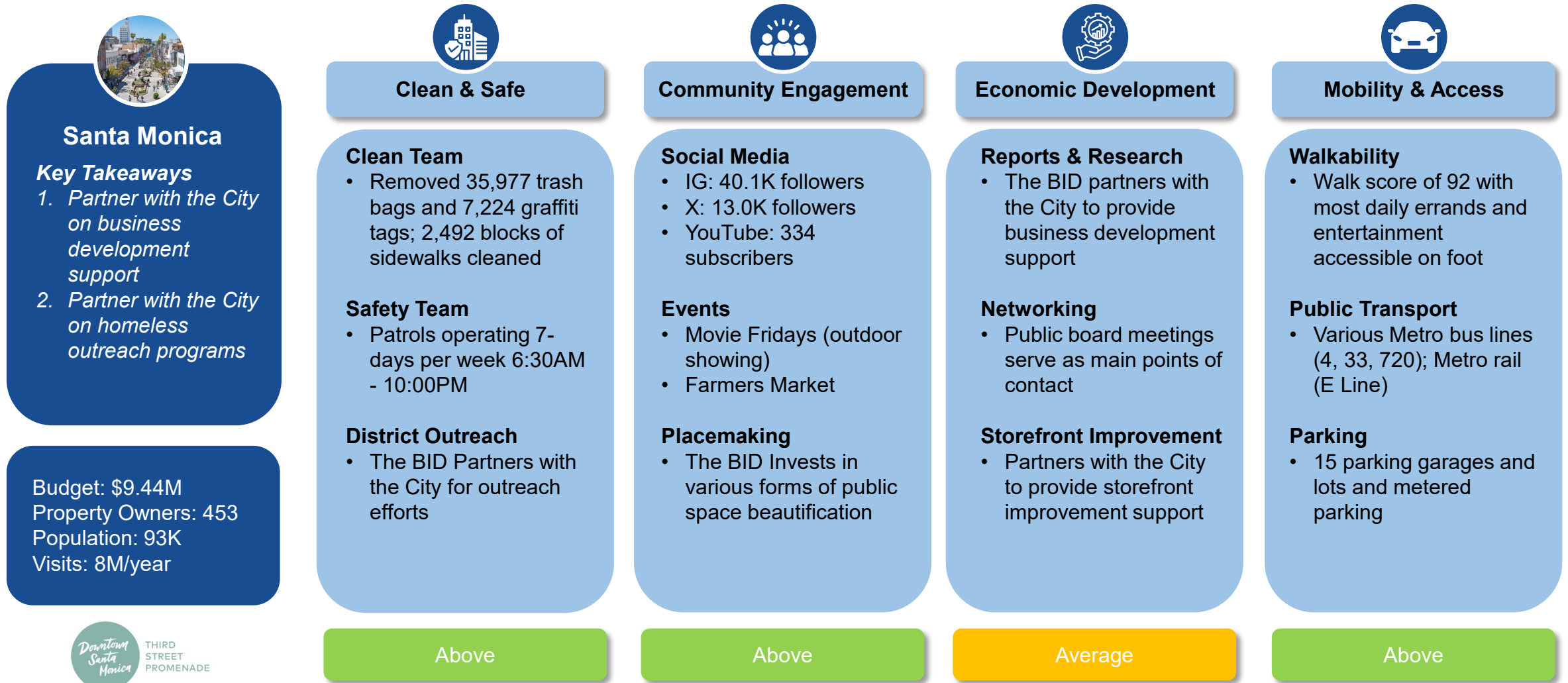
Source(s): [Downtown LA](#)

Downtown Long Beach Alliance (DTLB)

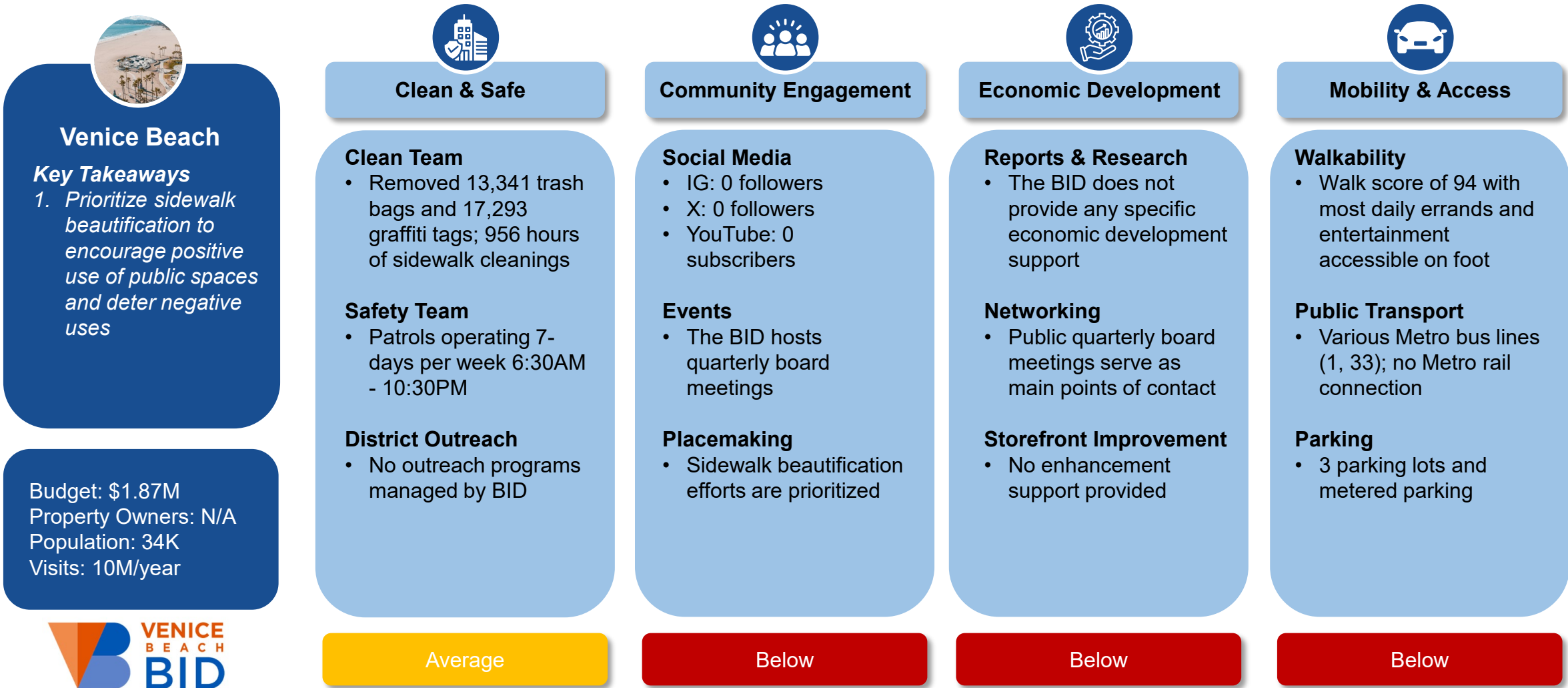


Source(s): ASG Interviews, [Downtown Long Beach Alliance](#)

Downtown Santa Monica, Inc.

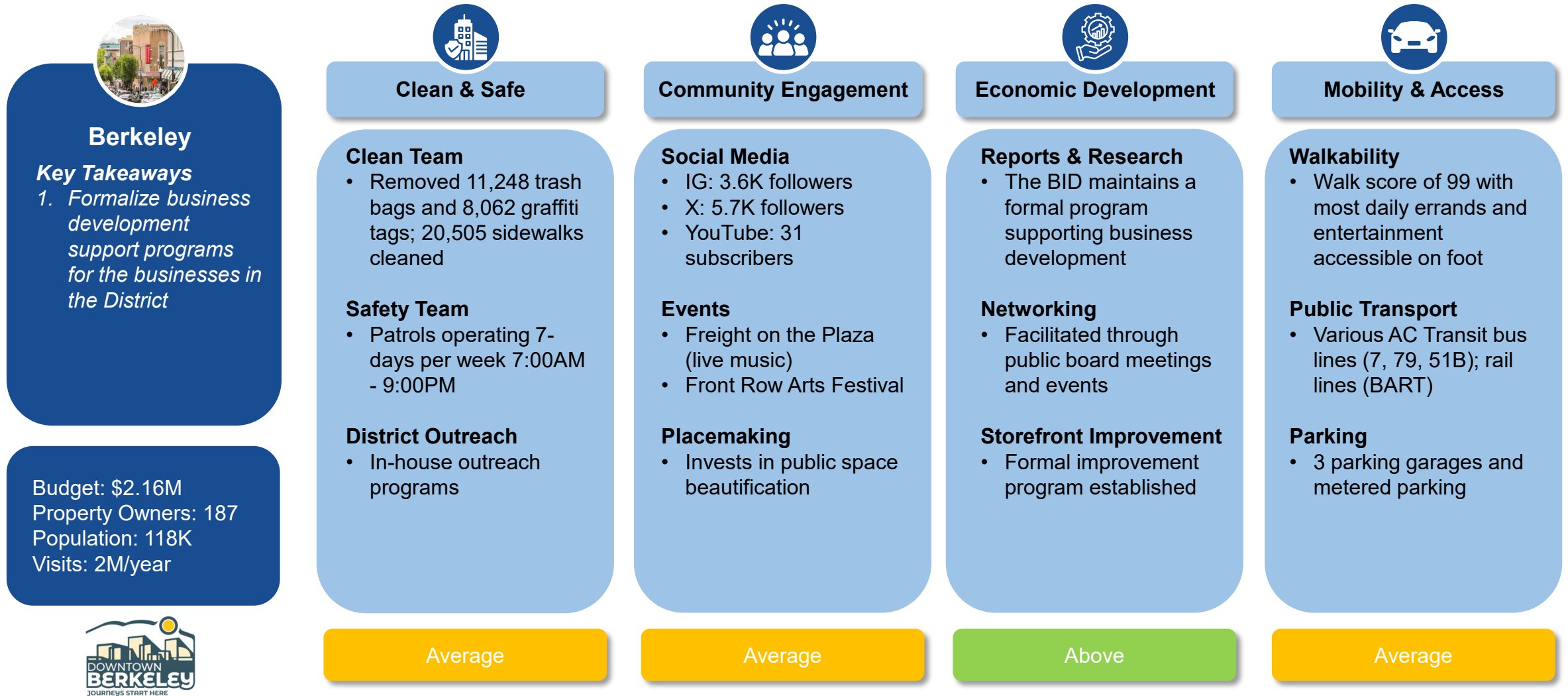


Venice Beach BID



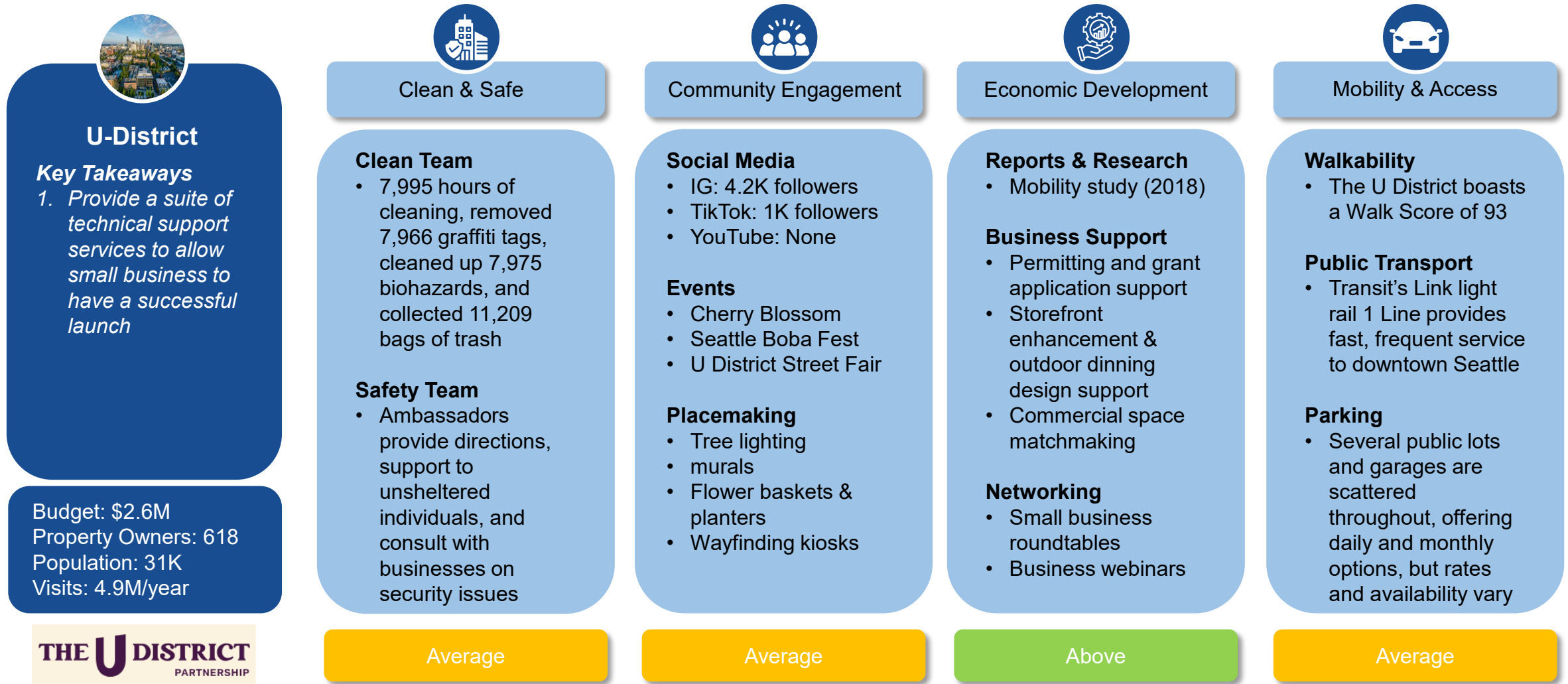
Source(s): ASG Expert Interviews, [Venice Beach BID](#)

Downtown Berkeley Association



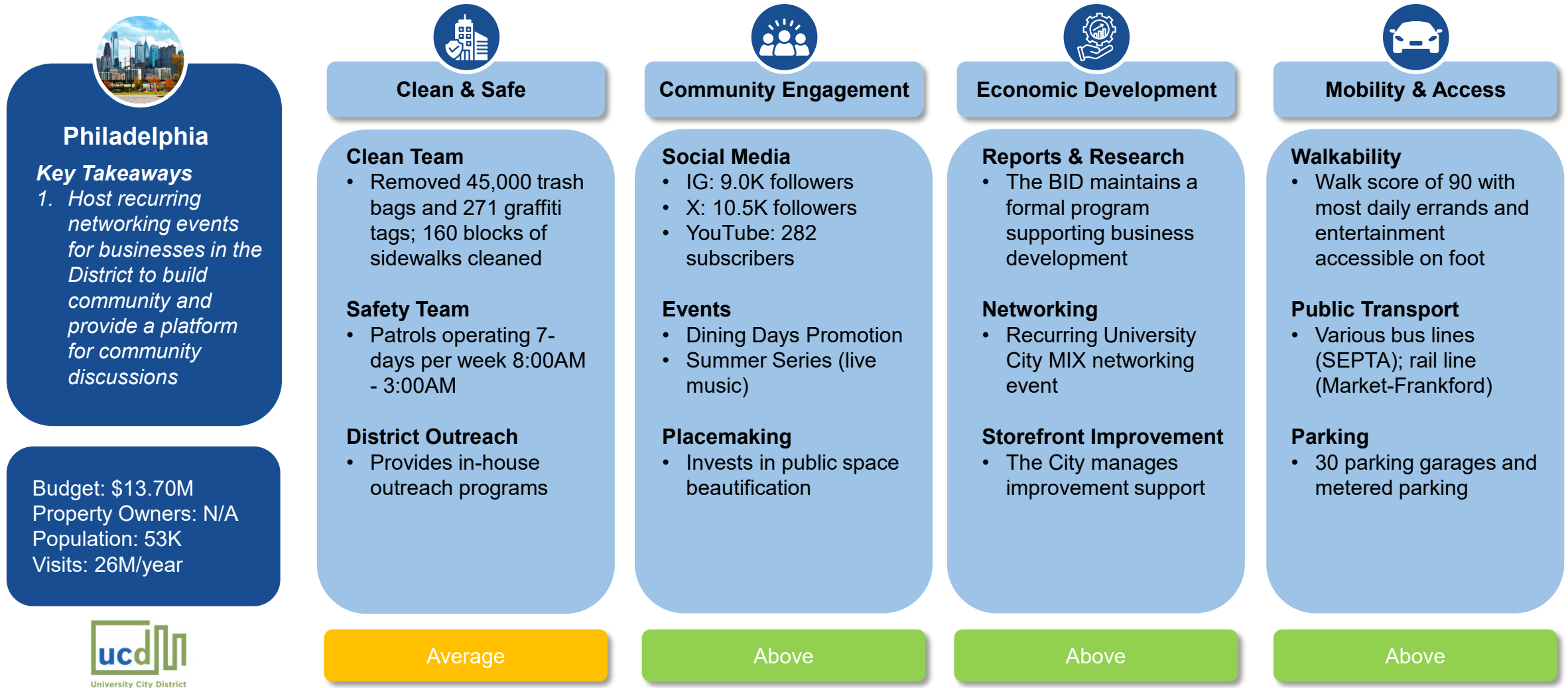
Source(s): [Downtown Berkeley Association](#), DBA FY24 Annual Report

The U-District Partnership (Seattle University)



Source(s): [The U-District Partnership](#)

University City District (Philadelphia)



Source(s): [University City District](#)

Comparable BIDs offer insights into transportation best practices that Westwood can utilize to identify areas of opportunity



Transit Infrastructure

Comparable BID Insight

- **Berkeley** prioritizes multimodal transit in its *Transit-first Policy* to drive vibrant weekday and weekend activity

Westwood Opportunity

- WVIA may focus on enhancing micromobility (bikes, e-bikes, and e-scooters) lanes and parking infrastructure



Parking Technology

Comparable BID Insight

- **Berkeley** implemented demand-responsive pricing and progressive meter rates to drive parking space turnover

Westwood Opportunity

- WVIA may focus on adopting dynamic-pricing capabilities across the complete population of parking options



Traffic Management

Comparable BID Insight

- **U-District** has helped deploy adaptive signals to adjust green-lights based on live traffic conditions

Westwood Opportunity

- WVIA may focus on coordinating with City officials to implement traffic management strategies

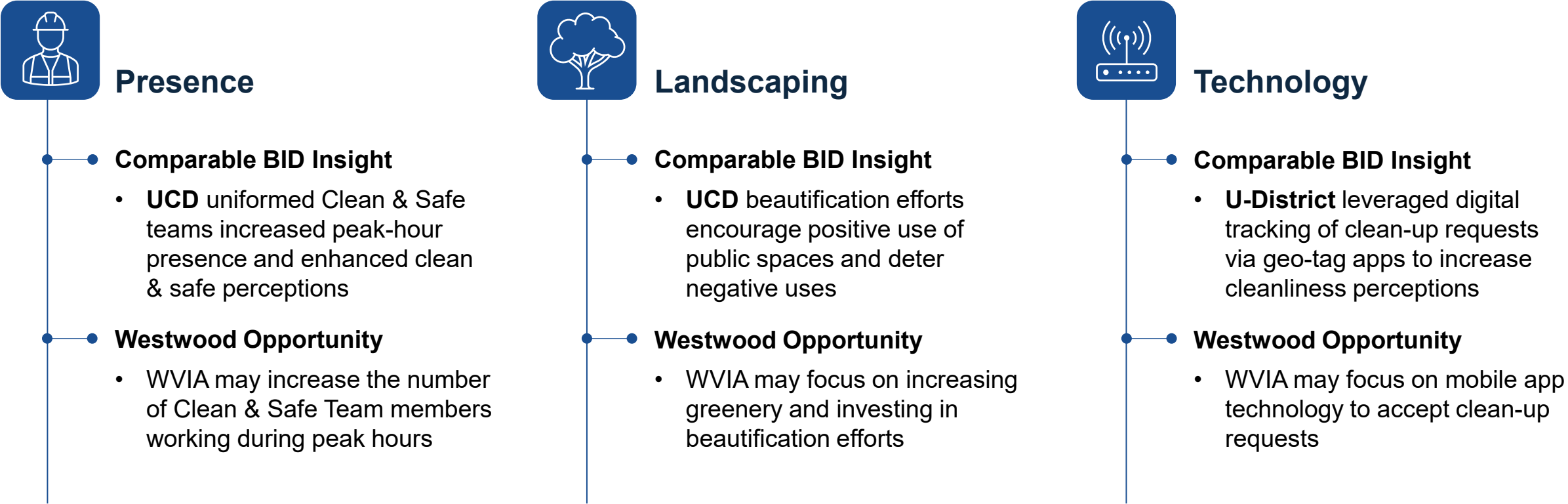
Despite strong transit in some areas of the Village, WVIA can invest in infrastructure advancements, parking technology capabilities, and strategic traffic management strategies to better align the transportation capabilities of Westwood with comparable BIDs

Westwood Village can implement impactful transit and parking solutions from peer BIDs across the near, medium, and long term to improve accessibility

Implementation Complexity		
EasyModerateDifficult		
Near Term (0-5 Years)	Medium Term (5-10 Years)	Long Term (10+ Years)
<ul style="list-style-type: none">Implement real-time parking signage at key parking facilities (e.g., Broxton Garage) to increase awareness of capacity & combat negative perceptions	<ul style="list-style-type: none">Prioritize and build protected north-south bike lanes on Westwood Blvd & Gayley Ave to connect Westwood Village with UCLA and enhance accessibility	<ul style="list-style-type: none">Establish a Mobility Access Fund to subsidize bike share and other transit passes for low-income workers and students coming to Westwood Village
<ul style="list-style-type: none">Create designated micromobility parking at the Westwood / Le Conte intersection and other key locations to promote use and organized storage in the Village	<ul style="list-style-type: none">Adopt dynamic pricing for all parking meters to optimize space use and enhance driver accessibility by driving parking space turnover	<ul style="list-style-type: none">Use BID assessments to support clean energy transit pilots, such as electric shuttles for neighboring locations for weekend service

Source(s): ASG Analysis, [Berkeley Transit-First Policy](#), [goBerkeley Parking Management](#), [Seattle Department of Transportation](#)

Comparable BIDs offer insights into clean & safe best practices that Westwood can utilize to further the effectiveness of its own clean & safe operations



A clean and safe environment is foundational to a successful community and WVIA can further Clean & Safe perceptions of the Village by adopting various best practices utilized by comparable BIDs

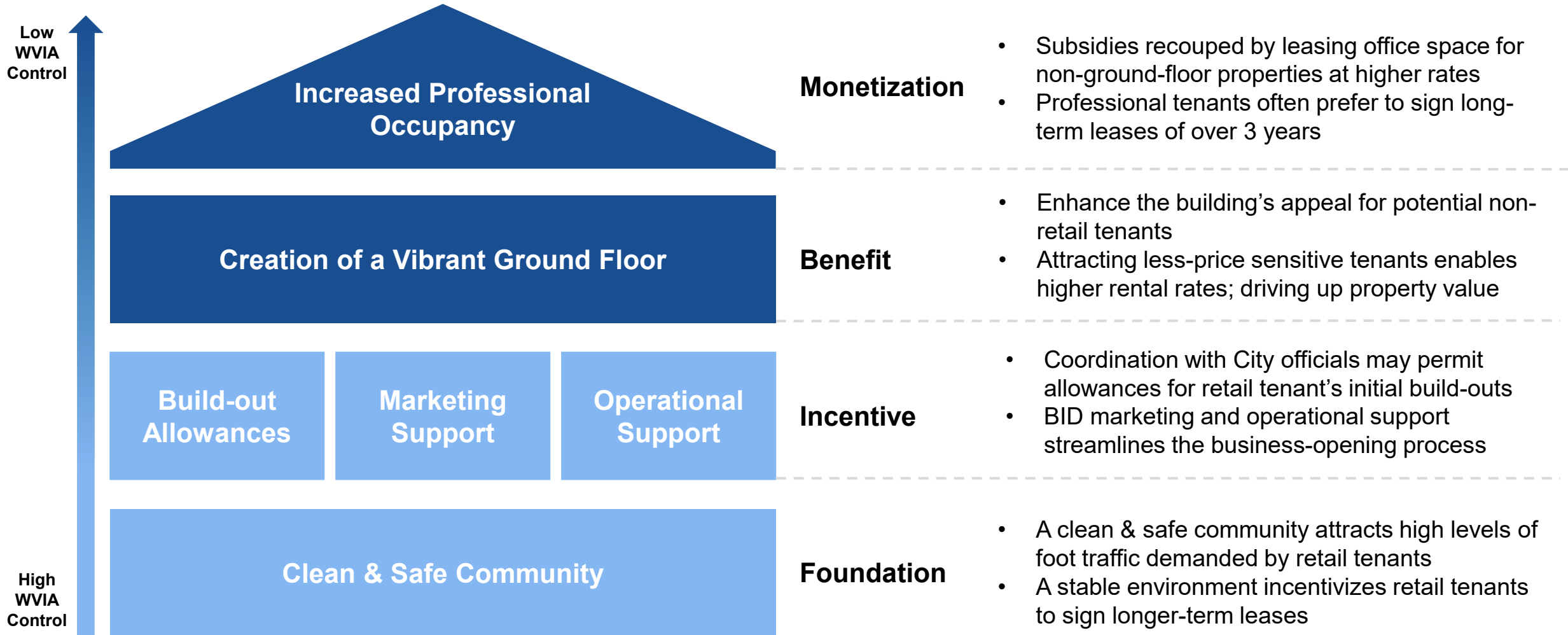
Source(s): [University City District](#), [UCD Annual Report](#), [Downtown Berkeley Association](#), [U District Partnership](#)

Westwood Village can implement impactful clean and safe solutions from peer BIDs across the near, medium, and long term to improve public perception

Implementation Complexity		
EasyModerateDifficult		
Near Term (0-5 Years)	Medium Term (5-10 Years)	Long Term (10+ Years)
<ul style="list-style-type: none">Create an online cleaning service request portal for community members to submit requests in real-time	<ul style="list-style-type: none">Public awareness of the Clean & Safe Teams' efforts can be increased through a publicly accessible online dashboard	<ul style="list-style-type: none">Integrate homeless outreach capabilities into the Clean & Safe Team operations through coordination with City officials
<ul style="list-style-type: none">Increase the number of Clean & Safe Team members patrolling the District during peak hours to combat negative perceptions	<ul style="list-style-type: none">Integrate geo-tagged service requests to the cleaning service request portal to enable faster and more efficient clean-ups	<ul style="list-style-type: none">Coordinate with City officials and property owners to identify opportunities for more pedestrian-only areas

Source(s): ASG Analysis, [University City District](#), [UCD Annual Report](#), [Downtown Berkeley Association](#), [U District Partnership](#)

Ground-floor retail subsidy projects provide an opportunity to leverage mixed-use buildings to create vibrant environments and profitable properties



Source(s): [SF.Gov](#), [San Francisco Chronicle](#), [Multi-Housing News](#)

Cambridge, MA and Charlotte, NC have approached district revitalization through mixed-use retail subsidies and found success engaging stakeholders



Kendall East
Cambridge, MA



Brooklyn & Church
Charlotte, NC



WVIA Takeaway
Westwood, CA

Developer ROI Strategy	Residential rents to offset retail subsidies	Residential + Office rents to offset retail subsidies	Leverage “loss-leader” mindset for ground-floor properties
City Incentive Opportunities	Density bonuses, retail grants, local-first tenant priority	Retail grants, build out grants, tax incentives	Coordinate with City to permit incentive offerings
Community Vibrancy	Spread tenant mix for nearly 24/7 coverage of economic offerings	Reactivates dormant property and supports “third-place” idea	Leverage retail locations to better connect with student & professional populations

Peer Districts deploying a ground-floor retail subsidy strategy drove success through broad stakeholder collaboration

WVIA-Led Actions

WVIA must focus on the actions the organization has the authority to control

- Demonstrate how vibrant retail atmospheres **increase upper-floor office rents** via peer success stories
- Conduct **void analyses** to identify desirable missing retailers and reach out to these retailers

City-Led Actions

Structural legislative changes to zoning and monetary incentives are required

- **Update zoning policies** to permit desirable retail tenants identified by WVIA
- Create monetary incentives for property owners via **income tax deductions & store build-out grants**

Property Owner-Led Actions

Property owners must clearly understand the incentives & support the broader community

- Engage with WVIA to collectively **support the entrance of new businesses** to Westwood Village
- Provide **flexibility** with respect to lease terms and property use

A vibrant retail environment in the Village requires aligned and complementary actions from WVIA, the City, and property owners to attract desirable ground-floor retail tenants and increase upper-floor professional tenants' willingness-to-pay

Transforming ‘Ghost Properties’ into cafes, markets, and shops can drive community engagement and promote increased foot traffic in Westwood



Ghost Property revitalization initiatives **re-purpose vacant properties** such as historic buildings, garages, and other structures **into communal-based businesses** (e.g., cafes and markets) **driving connectivity, economic development, and the preservation of historic character**



Connectivity

Revitalized corner stores serve as "third places" for interaction



Economic Development

Prioritize small local businesses in awarding tenancy






Historic Character

Adapts historic structures for modern use; retaining culture

WVIA may consider adopting “Ghost Property” strategies to further activate vacant or low-traffic areas by leveraging best practices from peer cities that have found success in carrying out these efforts

Source(s): [Planning.org](https://planning.org)

Ghost property revitalization efforts have been implemented across the United States leveraging multiple approaches while generating positive impacts

Example	Approach	Impact
Seattle, WA 	<ul style="list-style-type: none">• Accessory Commercial Units permitting businesses to operate in converted garages or basements to reduce start-up costs	<ul style="list-style-type: none">• Cultural preservation by reactivating historic properties• Community building through “Third-place” creation
Louisville, KY 	<ul style="list-style-type: none">• Corner Store Mapping Project led by the University of Louisville Urban Design Institute	<ul style="list-style-type: none">• Local small business owners started corner store operations• Property value uplifts for nearby properties
Spokane, WA 	<ul style="list-style-type: none">• Public-Private partnerships with phased expansions of Ghost Stores	<ul style="list-style-type: none">• Job creation• Tourism boosts

BIDs across Los Angeles provided significant levels of support across many dimensions in the wake of the January 2025 fires

Business Support

Assist business owners with insurance claims and federal aid applications to streamline access to resources

Community Engagement

Relayed key information from Fire Dept, conducted homeless outreach, and supported resource distribution

Social Services

Support in identifying mental health counseling centers for business owners and community members



Advocacy

Advocated for regulatory relief programs, expedited permitting, shaping long-term recovery plans

Clean & Safe

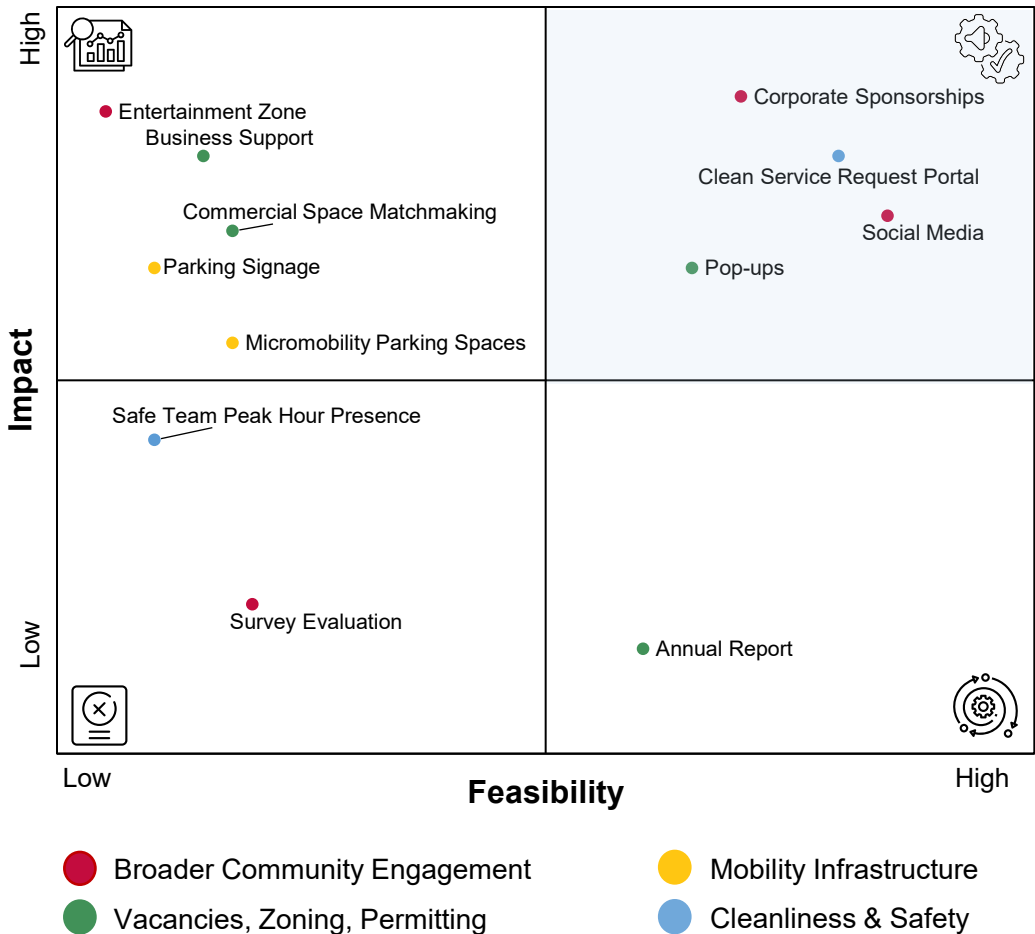
Additional support efforts to clean up ash, debris, and aid displaced community members

City-Wide Collaboration

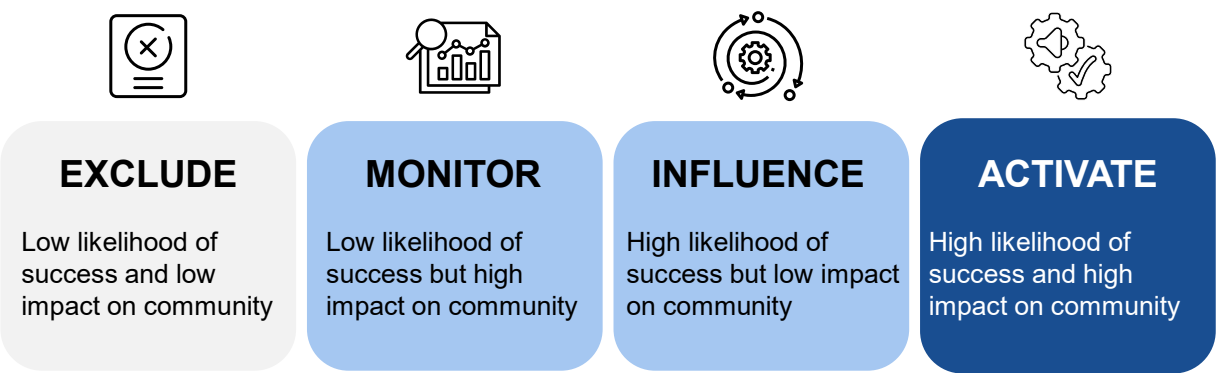
Partnered with city agencies to disseminate key fire information and philanthropic orgs to provide resources

Westwood can become an integrated destination through the implementation of community, economic, mobility, and clean & safe initiatives

WVIA Opportunity Prioritization Matrix



Opportunities Were Categorized Across 4 Quadrants



Recommended Order of Implementation

Ranked in order of combined score



Source(s): ASG Analysis

A photograph of a city street at dusk. The street is lined with trees and buildings. The trees are decorated with warm white string lights. The sky is a mix of blue and orange. In the distance, a tall, illuminated tower is visible. A blue rectangular overlay is positioned in the bottom right corner, containing white text.

Appendix – Survey Insights

Robust understanding of student perspectives demonstrates need to prioritize non-student stakeholders to holistically understand Westwood's perception

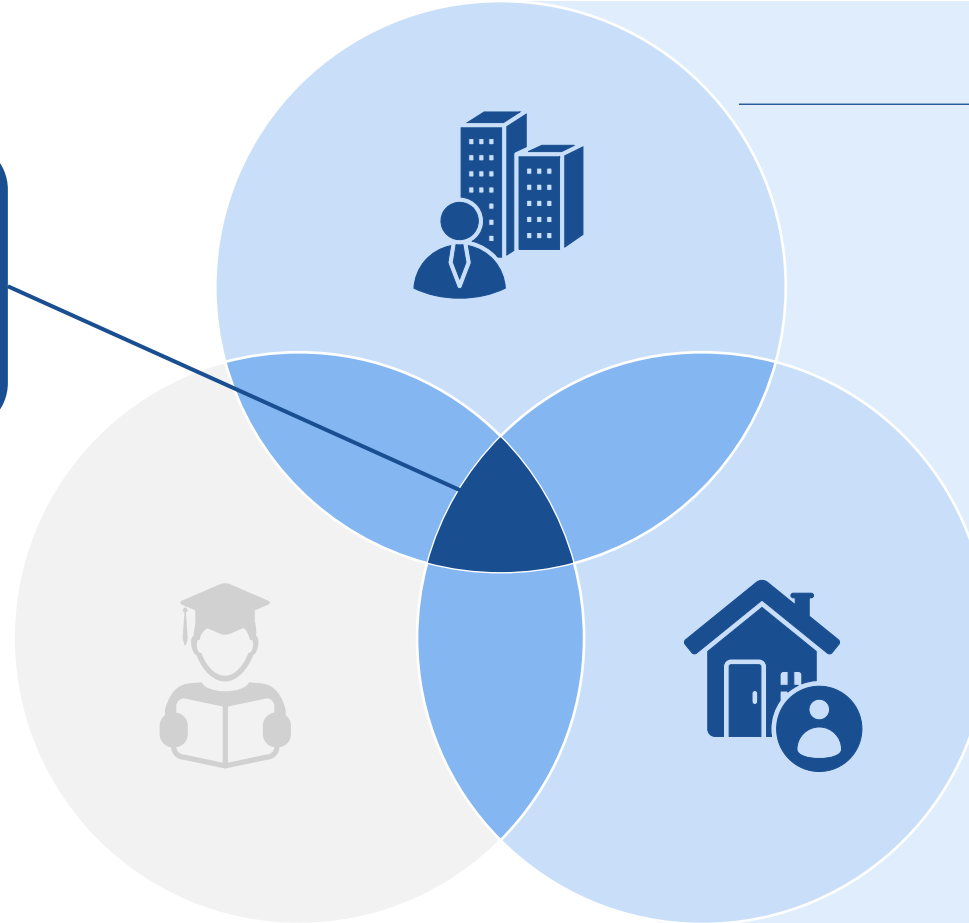
Focusing on **businesses** and **residents** to address Westwood's perception gaps

Shared Perspectives

Perception data from **businesses** and **residents** will help assess what student perspectives are shared and what are challenged by the broader community

Students

From Bruin Consulting's undergraduate student survey, students **value walkability, dining, shopping, and fitness**, while finding **gaps in nightlife, dining, and entertainment**



Businesses

Targeting **business owners** and operators across retail, food, and services to understand perceptions of foot traffic, customer mix, and **what draws and keeps a business in Westwood**

Residents

Surveying **residents** within a three-mile radius to learn how often they visit Westwood, **what draws them in or keeps them away**, and how they perceive its **identity** today

Broadening Westwood's appeal starts with understanding gaps between current and desired perception, and factors that shape perception



Objective

- Identify gaps between current and desired perceptions
- Bridge any existing gaps to reposition Westwood as a vibrant, inclusive destination

Key Categories

- Cleanliness and safety
 - Clear signage, well-lit streets
- Energy and vibrancy
 - Reflects the presence and liveliness of activities, events, and street life
- Inclusivity
 - Measures how welcoming Westwood feels to families, employees, residents, and students alike
- Identity
 - Dominant view of Westwood as a student-focused hub

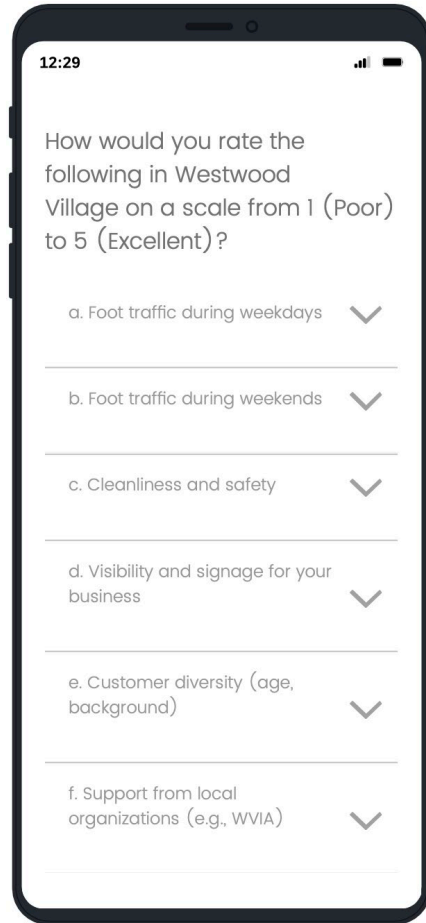
Methodology

- Conduct interviews and surveys with residents, visitors, and business owners

Sample Questions

- When considering Westwood Village, which segments does it appear to cater towards?
- How likely are you to consider WV as a destination for a weekend outing?
- What kinds of events, activations, or community partnerships could help shift or improve how people perceive Westwood and its businesses?

Surveying residents and businesses to explore how Westwood's identity and inclusivity influences its perception



12:29

How would you rate the following in Westwood Village on a scale from 1 (Poor) to 5 (Excellent)?

- a. Foot traffic during weekdays
- b. Foot traffic during weekends
- c. Cleanliness and safety
- d. Visibility and signage for your business
- e. Customer diversity (age, background)
- f. Support from local organizations (e.g., WVIA)



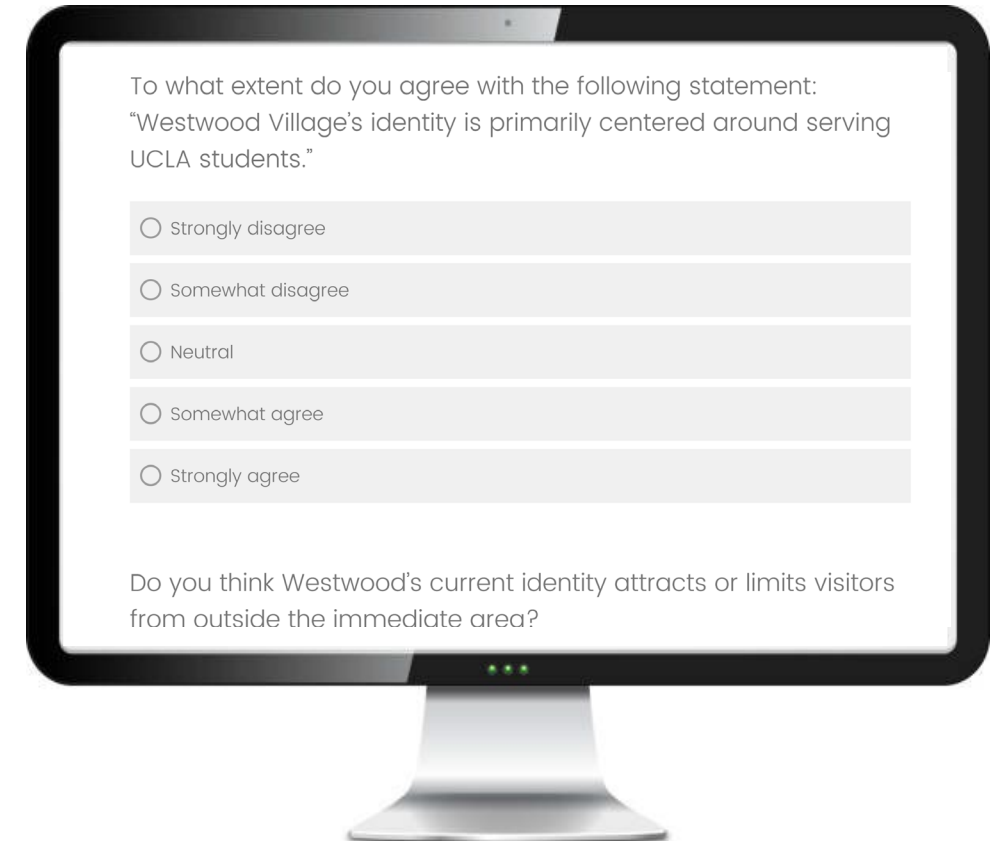
Identity What is Westwood's core?

- Assess how strongly this perception is held by residents and businesses
- Aim to explore whether this identity limits Westwood's broader appeal



Inclusivity Is Westwood welcoming?

- Evaluate how welcoming Westwood feels to non-student groups
- Identify if there are social, cultural, or physical barriers that discourage broader engagement



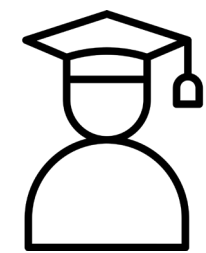
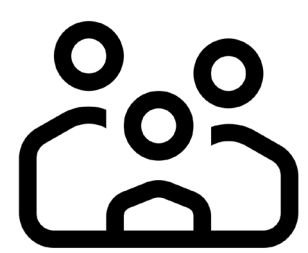
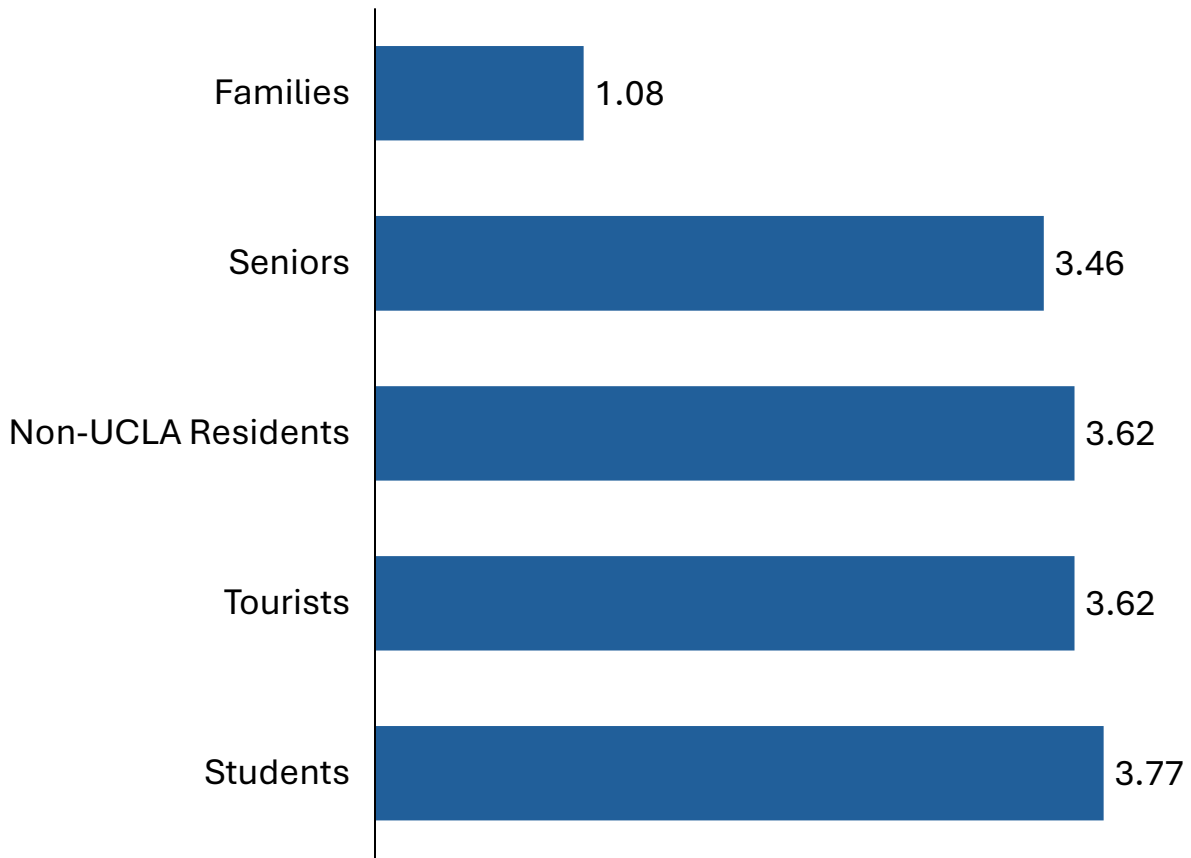
To what extent do you agree with the following statement:
"Westwood Village's identity is primarily centered around serving UCLA students."

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Strongly agree

Do you think Westwood's current identity attracts or limits visitors from outside the immediate area?

Residents say that Westwood is primarily student friendly and falls short in feeling welcoming to families

How welcoming does Westwood Village feel to the following groups? (Scale from 1-5, 5 being most welcoming)



"It's not for families. Not for outsiders of the community. There are no attractions in the village anymore."
– Westwood Area Resident

Westwood Village's environment and offerings are perceived as tailored to students, with significant room to improve appeal and inclusivity for families and older adults

Westwood is perceived as welcoming mainly to students due to accessibility and cultural barriers, calling need for inclusive community programming

Businesses believe:

- **Customer diversity** rated **3.79/5**, one of the higher business scores, but still suggests room for improvement
- Mixed-use appeal ranked low in identity perception among business owners
- Some noted a “**student-centric**” vibe that **unintentionally marginalizes** other demographics

Residents want:

- **42%** felt physical, cultural, or social barriers **preventing full participation**
- **Only students received high “welcoming” scores** (61 felt students were very welcome); families, seniors, and non-UCLA residents scored significantly lower
- **22%** felt **excluded** or knew someone who had been



Residents and businesses both perceive Westwood as **student-dominated**, which limits inclusivity for other groups.



Accessibility issues, from **broken sidewalks** to **poor layout**, limit physical participation, especially for people with mobility needs



Both groups want inclusive spaces, **community programming**, and retail for a wider range of users

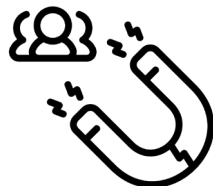
Westwood’s identity is defined by its connection to school, but residents are split on whether this attracts or limits broader visitors



School shapes City’s identity



Mixed perceptions on attractiveness



Broader appeal is important to residents

Insight	83% of resident respondents agree or strongly agree that City’s identity is largely shaped by its proximity to School .	~50% of respondents believe the School-centric identity attracts visitors , while the other half feel it limits broader engagement	78% of respondents say it is important or very important for City to broaden its appeal beyond being a student hub
Gaps	The City is described as “student-focused,” a “charming and walkable neighborhood,” and “ primarily serving School students ”	There is a need for more diverse retail, dining, and entertainment options to draw families and non-School residents	City’s current identity may “ limit visitors from outside” and that “there are no attractions ” for non-students anymore

Although residents are split on whether the proximity to School is a benefit or drawback of City, residents surveyed agree that the path forward for City includes an integrated destination appeal

A photograph of a city street at dusk. The street is lined with trees, some of which are decorated with warm white string lights. Buildings with large windows and arched doorways are visible on both sides. In the distance, a tall, illuminated tower or minaret rises above the skyline. The sky is a mix of deep blue and soft orange from the setting sun. A blue banner with white text is overlaid on the bottom right of the image.

Appendix – Additional Market Insights

Students are well served by Westwood’s dining options, but would take advantage of expanded entertainment and outdoor offerings

“Betty Bruin”



Age: 18 - 24
Occupation: Student
Income/Spend: Low/Moderate

Prototypical undergraduate or young graduate student – Lower budget and has a preference for affordable options, but wants places to spend time with their friends

	Priorities	Current Satisfaction
Dining	<ul style="list-style-type: none"> Diverse, quick, affordable options Options besides sit-down & take out Dessert shops open late 	<ul style="list-style-type: none"> Medium/High: Options are plenty, but limited in terms of serving style
Entertainment/Retail	<ul style="list-style-type: none"> Greater variety of entertainment options Late-night options 	<ul style="list-style-type: none"> Low: Few venues to spend time at in Westwood – Late night options low
Outdoor Space	<ul style="list-style-type: none"> “Third space” – Welcoming atmosphere Events / activations 	<ul style="list-style-type: none"> Medium: Broxton & farmers market are draws, but is mostly transition time

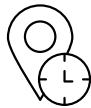
Future Westwood:

Most Desired Qualities:

Most Desired Stores & Offerings:



Longer opening hours



Ways to spend time



Space / Place to Hang out



Dessert Shop



Outdoor / lively dining options



Entertainment & social venues

Young professionals & residents would benefit from a greater variety of sit-down dining options as well as more retail options

“Professional Pete”



Dining

Entertainment/Retail

Outdoor Space

Priorities

- Sit-down restaurants with atmosphere
- Brunch/Cafe style – Alcohol with food
- Greater variety of entertainment options
- Shops mostly intended for students
- Spend time with their kids or friends after coming to Westwood, seating, shade

Current Satisfaction

- Low/Medium: Westwood’s dining options aren’t as much of a draw
- Low: Density of options & compliments aren’t enough to draw people
- Medium: Plaza is nice walking space, but other draws aren’t present

Age: 25-35
Occupation: Financial Analyst
Income: Moderate/High

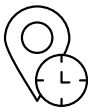
Future Westwood:

Most Desired Qualities:

Most Desired Stores & Offerings:



Clean & Safe



Ways to spend time



Liveliness



Dining Variety



Retail Selection

Older residents prioritize a higher-end retail and dining experience, which is the most difficult to reconcile with Westwood’s current identity and offering

“Rachel Resident”



Dining

Entertainment/Retail

Outdoor Space

Priorities

- Dinner/lunch café options
- Wine Bar/Cocktail Bar
- Arts & culture driven
- Higher end retail options
- Lighting at night & general cleanliness
- Relaxing / cultural atmosphere

Current Satisfaction

- Low: Limited higher-end options for evening dinner or alcohol
- Low/Medium: Hammer & Geffen, retail options fewer
- Low: Clean & safe has been cited, not many spaces to relax/sit

Future Westwood:

Most Desired Qualities:




Clean & Safe

Most Desired Stores & Offerings:




Dining Variety (Higher End)


More Difficult to Address



“Expensive”



Retail Selection



Expanded Arts & Culture

Age: 40-65
Occupation: Academic/Medical
Income/Spend: Moderate/High

Older residents of Westwood are higher income & have retail/dining preferences that align to their spending power. They value safety and have specific habits/preferences

Westwood should focus on bringing retail & dining options that offer a social aspect & contribute to liveliness & time spent in the Village for visitors

Social Dining

Dining with emphasis on atmosphere & group experience



Non-Social Dining

Dining experience emphasizing convenience & speed over experience



Entertainment

Storefronts with a social aspect



Non-Social Retail

Traditional shopping experiences without entertainment or a social aspect



FOREVER 21

SEPHORA



There is opportunity to leverage underutilized spaces or fill vacancies with retailers to optimize integrated destination appeal

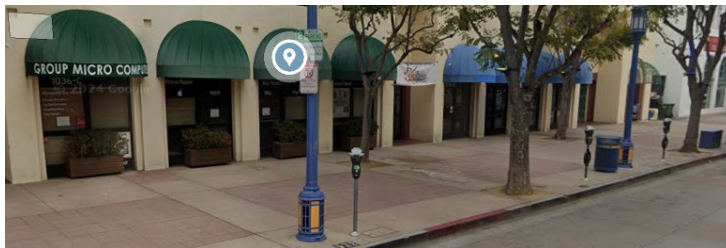
Broxton Plaza: Underutilized

Opportunity

- Half of plaza is lively patio-style dining – Northeast side has little visible activity

Need

- Fill vacancy with business able to capitalize on walking plaza/draw attention to NE side of street
- Additional dining/compliment to existing food options across the street



1043 Broxton – Existing Front

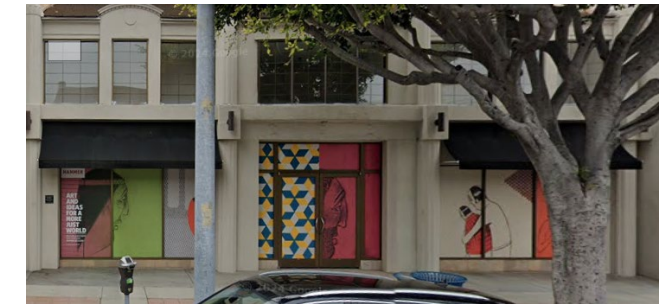
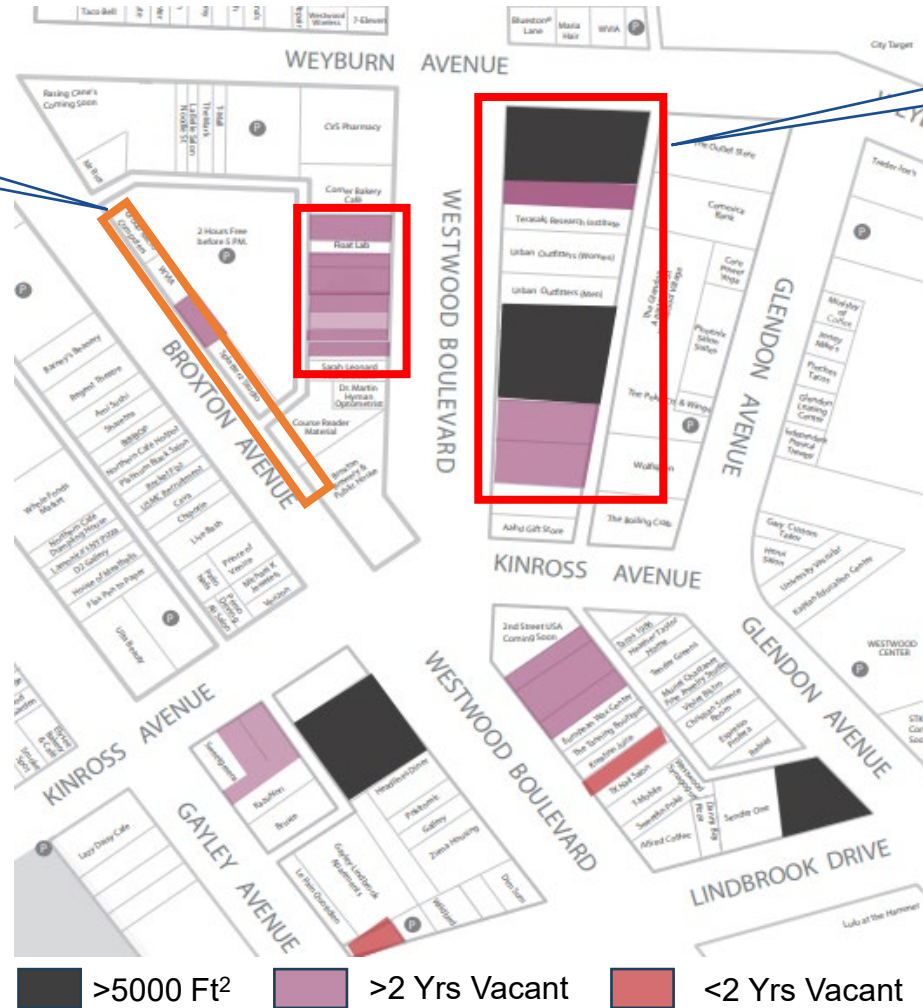
Westwood Blvd: Major Vacancies

Opportunity

- 5,000+ SqFt vacancies
- Coverings for windows/storefront attractions – well handled
- Tougher sites – car thoroughfare, parking isn't as attached/obvious

Need

- Potential attractions/high gravity business to pull people into area



1052 Westwood – Retail Coverings

Property owners are driven by short-term property valuation and appraisals, asset appreciation, and control over pricing

“

*“A lot of owners don’t need to fill all their retail spaces because their **overhead is low** enough that they can just **rely on appreciation**.”*

Westwood Neighborhood Council
Board Member

“

*“Property owners **do not want the value** of the properties to drop... **for appraisal purposes** they do not want to rent out the building for any lower.”*

Westwood Village Business Owner

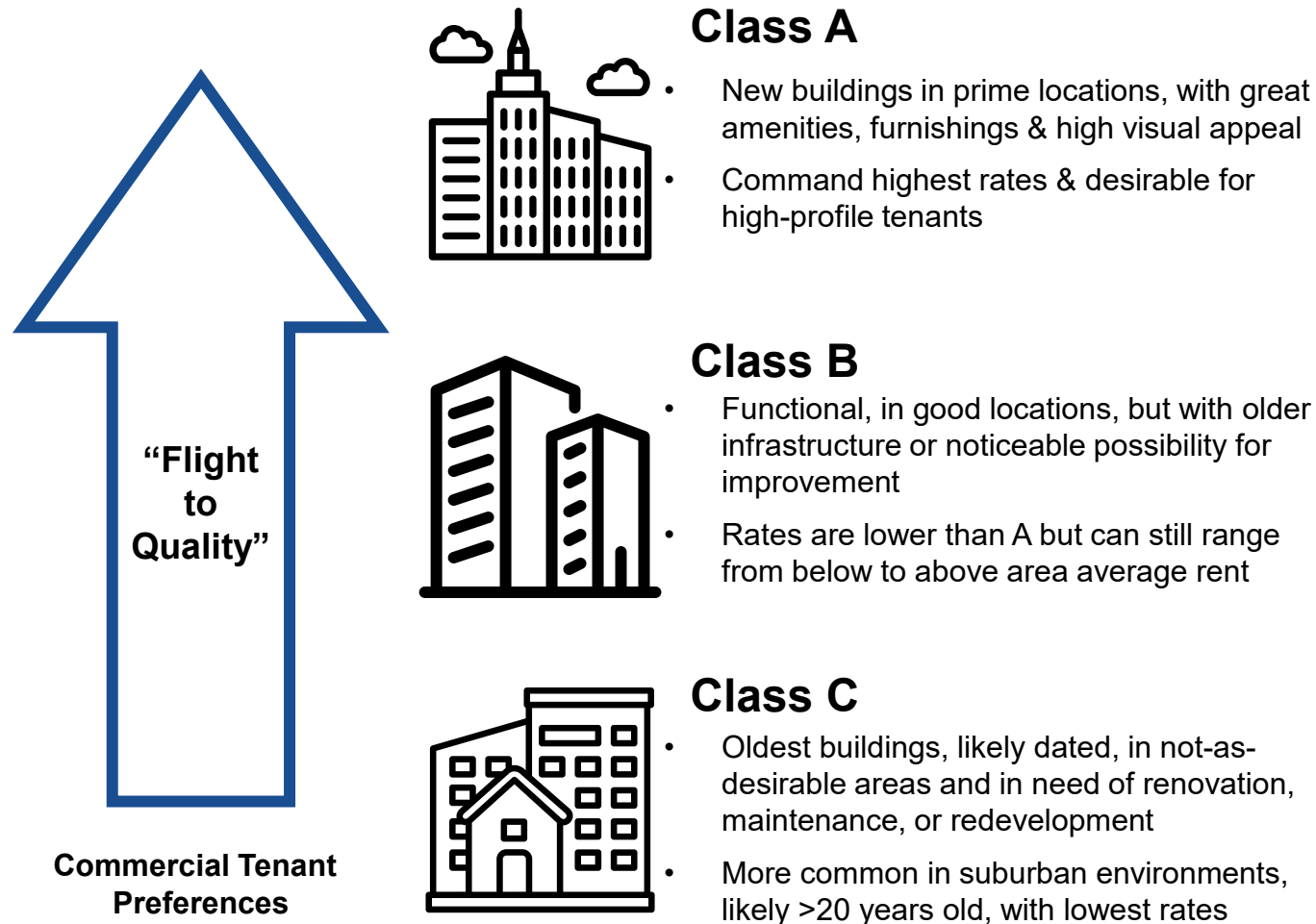
“

*“Need landlords to understand the **bigger picture**. If you give a **short-term lease at below market rent**, restaurants can come in and establish themselves.”*

Westwood Village Business Owner

Business owners and neighborhood council members urge property owners to rent out vacancies to boost **long-term neighborhood growth** and property value

Companies are moving away from older spaces and into newer, prime office space, which indicates against a strong Westwood resurgence of RTO



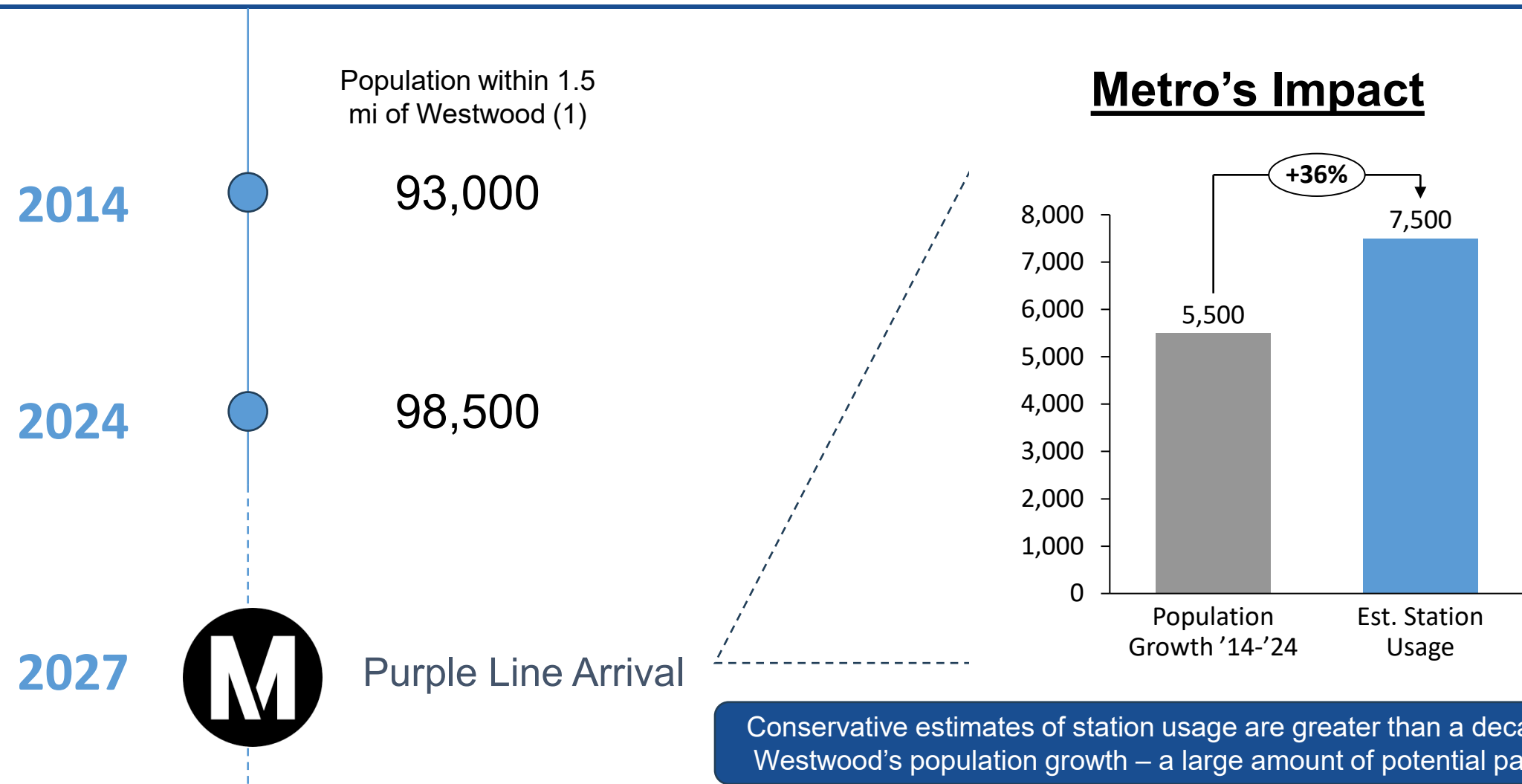
Commercial and Office Trends

- Rates for Class B space in downtown Los Angeles declined 6% YoY from '23 – '24
- Vacancy rates are still generally increasing both downtown (19 → 29%) and on the West side (17 → 24%) from '21 to '24
- Class A space is in high demand as companies want to upgrade their space as well as downsize their footprints and has been the majority of lease activity since at least Q1 '23

Significance

- RTO Influx of professionals to Westwood is unlikely. They will likely be a smaller proportion of Westwood Village patrons than in the past
- Future retail mix considerations should weigh them less as a factor and prioritize other groups

Westwood has grown, but the Purple Line’s arrival will significantly improve access to the area for thousands on the Westside






Sources: (1) York Report/ASG Analysis, (2) LA Metro Ridership Tool, ASG Analysis

LA28 will bring an influx of competitors to Westwood, but WVIA should focus on how to entice locals visiting the Olympic Village to return

LA Competition Venues

- Exposition Park 1932 Pool
- BMO Stadium
- Crypto.com Arena
- SoFi Stadium
- Long Beach Aquatic Arena
- LA Convention Center
- Long Beach Convention Center
- LA Coliseum
- Riviera Country Club
- Rose Bowl
- Sepulveda Basin Rec. Area
- LA Live
- Galen Center

- *(Proposed*) Pauley Pavillion*

		Greatest Potential Impact	
		 Athletes	 Spectators: Non-LA
Description	Key Questions	<ul style="list-style-type: none">• 15,000 athletes will be based in Westwood• High short-term impact for Westwood business, but uncertain long-term	<ul style="list-style-type: none">• Significantly larger portion of visitors – but may be less aware of Westwood or inclined to visit without competitions
		 Spectators: LA	<ul style="list-style-type: none">• A smaller proportion of spectators will be from LA/aware of Westwood• Highest opportunity for future customers/patrons
<ul style="list-style-type: none">• Is there a way to extend Athletes' impact in Westwood beyond the 3-weeks of the games?• Is there an opportunity to capitalize on social media?		<ul style="list-style-type: none">• How can we raise awareness of Westwood and create interest in visiting?	
Key Questions		<ul style="list-style-type: none">• How can we get them to have a great experience in Westwood and decide to return?	

No competition venues are currently at UCLA, WVIA's focus should be on how to showcase Westwood in a way that entices locals to return after the Olympics

*Events originally intended for UCLA were moved to LA Convention Center. Pauley is "under consideration" to host a new event but not finalized.