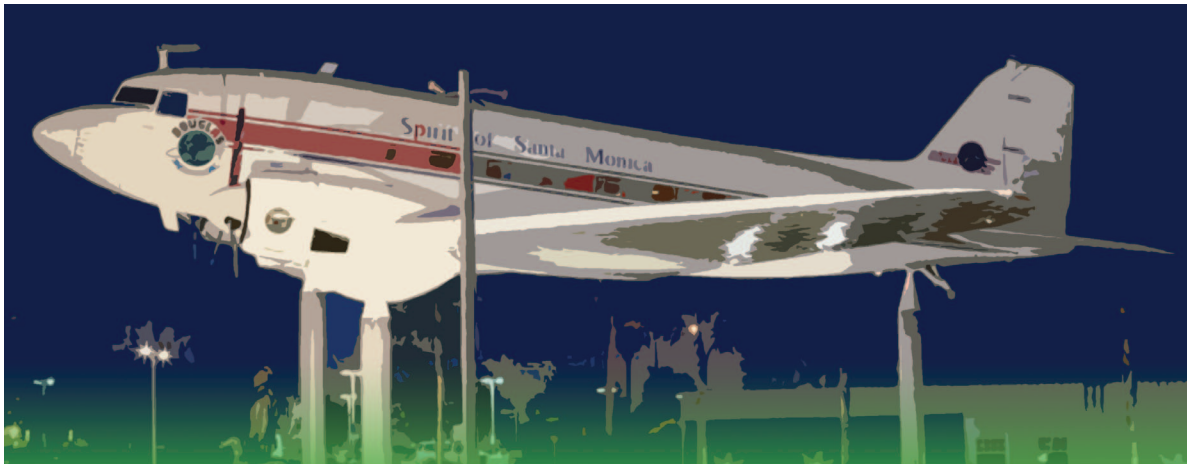








Airport Non-Aviation Land Component

Final Report

MARCH 25, 2013

PHASE III VISIONING PROCESS
SANTA MONICA AIRPORT ENHANCEMENT PLANNING PROJECT

City of
Santa Monica®

IBI GROUP

Contents

List of Key Terms and Acronyms

Bioswales – Linear rain gardens typically installed in parking lots to absorb stormwater runoff from impervious surfaces.

Curb Ramp – An accessible transition from the low side of a curb to the high side for easy pedestrian and bicycle access that adhears to ADA requirments.

Delay – The average stopped time per vehicle traversing an intersection, measured in seconds

Intersection Capacity Unit (ICU) – The ratio of approach volume divided by approach capacity for each leg of intersection which controls overall traffic signal timing plus an allowance for clearance times. The ICU percentage tells how much reserve capacity (or over capacity) is avalable for an intersection.

Level Of Service (LOS) – A letter designation that describes a range of operating conditions on a particular type of facility for the average vehicle control delay. The following table displays the amount of delay caused for each vehicle for a signalized and unsignalized intersection.

0.0

Intersection LOS Definition

LOS	Signalized Intersection	Unsignalized Intersection
A	≤10 sec	≤10 sec
B	10-20 sec	10-15 sec
C	20-35 sec	15-25 sec
D	35-55 sec	25-35 sec
E	55-80 sec	35-50 sec
F	≥80 sec	≥50 sec

Introduction

0.1

The Santa Monica Airport (SMO) is more than just another municipal real estate asset or an efficient functional transportation facility; it is a living piece of the history of Santa Monica. In continuous use since 1917, the Airport has been part of the community for nearly 100 years, during which its aviation functions have changed considerably. Starting out as a grass landing strip in a barley field for WWI pilots (**Figure 0.1**), it then became home of the Douglas Aircraft company, an important manufacturing area for the government's WWII effort (**Figure 0.2**). After the war, it emerged as an aviation technology center, and finally a local general aviation airport, which it continues to be to this day. Santa Monica Airport is uniquely situated given its close proximity to dense residential neighborhoods (**Figure 0.3**).

0.2

Located two miles west of the Pacific Ocean at the eastern edge of Santa Monica bordering on Los Angeles, SMO, as the Airport is referred by aviators, comprises 227 acres of land owned by the City of Santa Monica. Of the total land area, 187 acres are dedicated to aviation functions, while the remaining 40 acres of land to the south of the landing strip are classified as "non-aviation land" (**Figure 0.4**). All leases at the Airport including those on the 40 acres of non-aviation land will expire by 2015, opening up prospects for future opportunities and improvement of the area. However, this condition also increases uncertainty for all stakeholders about what will happen from then onward. By this date, in fact, the 1984 agreement between the City of Santa Monica and the Federal Aviation Administration (FAA) will have expired. The future of the Airport remains at this time, uncertain. What is certain is that the Santa Monica Airport is in a phase of transition – a phase that, nonetheless, can be also understood as a unique opportunity to better integrate this piece of valuable land to the surrounding neighborhoods.

0.3

The Airport Visioning Process

The City of Santa Monica, in 2010, embarked on an ambitious three-phase public outreach process to define the future vision of the airport lands, both aviation and non-aviation, and to better understand the perceptions, needs, and aspirations of the wider community, including current tenants, aviators, and neighbors. Phase I of the Visioning Process included three parts: A general analysis by the RAND Corporation regarding best practices in local general aviation airports and conceptual land uses that could be considered for SMO; an economic analysis impact study of the Airport activities on the local and the regional economy, performed by HR&A;

and a series of preliminary community interviews, conducted by Point C. All of these preparatory activities took place from December 2010 through October 2011, when the outcomes were presented to City Council.

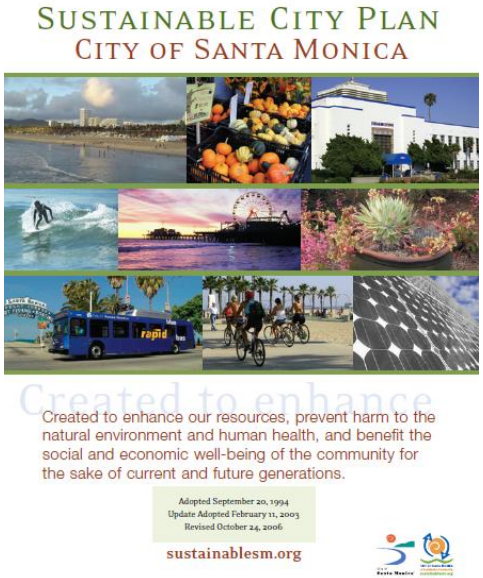
0.4

Phase II, which ran from October 2011 through May 2012, included the core public participation piece of the Visioning Process, where 312 participants from Santa Monica and the surrounding municipalities were engaged in 32 community discussion groups facilitated by Moore Iacofono Goltsman, Inc. (MIG) . Opinions voiced by participants centered on whether aviation functions at SMO should continue or not. Positions ranged widely, from “closing the airport” to “maintaining the airport with select mitigations and improvements”.

The community also gave their opinions on their vision for the non-aviation lands. Participants voiced preference for using these areas as a vehicle for integration to the surrounding neighborhoods and increasing the residents' quality of life. Specifically, comments included:

- Increase community open space
- Improve access for pedestrians, cyclists, and mass transit
- Improve accessibility and reduce traffic impacts
- Add new uses for the benefit of the community (arts, culture, education, light retail, etc.)
- Implement sustainable agriculture projects
- Develop an incubator for green startup businesses
- Include green building practices and sustainability initiatives
- Invest in the improvement of infrastructure
- Improve aesthetics of the non-aviation lands

Insights from the participatory visioning process were presented to City Council on May 8, 2012, when Council then authorized staff to move forward with Phase III. This phase of the Visioning Process, which this report is a part of, takes into account the input of the community from Phase II, investigates, and evaluates the ideas and provides recommendations. Phase three addresses (1) increasing transparency, communications and trust; (2) transforming SMO into a model, "Green" Airport; (3) identifying design improvements for non-aviation land; (4) making the Airport a better neighbor with greater community benefits; and (5) continuing an on-going dialogue with the FAA to explore all possibilities for reducing adverse impacts of Airport operations.



0.5

Sustainability and the Airport

Phase II of the Visioning Process, stressed that "the Airport must be aligned with the City's core, environmental values". This links the Visioning Process to two municipal documents: The City of Santa Monica City Sustainable City Plan (**Figure 0.5**); and the Santa Monica Airport Sustainability Plan (SMASP).

Strategic policies and measures in the non-aviation lands may also provide an opportunity to comply with SMASP goals. For example, including noise attenuation barriers, expanding the amount of open and community space, improving gray-water and storm-water capture systems,

enhancing pedestrian walkways and pedestrian-oriented activities, and achieving LEED® certification for existing and new buildings.

This Study: Enhancements for the Non-Aviation Lands

IBI Group and its sub-consultants were retained by the City of Santa Monica in August 2012 to conduct a feasibility study of different options to enhance the non-aviation lands of the Santa Monica Airport, serving as support consultants to the City staff on the Phase III Airport Visioning Process. The objective of the planning endeavor was “to develop enhancement planning strategies for the Santa Monica Airport addressing areas including access and parking, demographic and economic analysis, uses and design, programming and recreation as well as community engagement in anticipation of future opportunities.” In other words, the objective was to create a strategic set of approaches to inform and guide public policy in both areas, not a detailed master plan.

The IBI Group Team reviewed, investigated, and tested data as described in the Scope of Work of the RFP to develop alternative options in the areas mentioned above that could be incorporated into future SMO urban design, capital expenditure, and recreational activity planning. The approach of IBI Group was one of holistic understanding, synthesis, and proposal. The different areas studied could have been worked out separate from each other, it was a conscious decision of the planning team to develop individual components that could be combined into, a single integrated proposal. Further we recommend incremental changes rather than wholesale change. This would allow for immediate improvements for the airport and neighborhoods before 2015 and the positioning of bigger actions after 2015.

This final report summarizes the activities the planning team conducted and the outcomes of these activities. The report is organized in seven main sections. The first section lays out the general approach, methodology, and evaluation criteria the consultant team used to conduct the study. Most of these criteria emanate from the needs, aspirations, and priorities expressed by the participants during Phase II of the Visioning Process, the City/Airport sustainability goals included in the official municipal documents, and from particular concerns expressed by City Staff. The second through sixth sections detail the individual tasks as spelled out in the RFP, following this order of contents: task description, analysis of existing conditions, exploration of opportunities and/or understanding of needs, analysis of alternatives, and recommendations on how to proceed.

The seventh section includes overall conclusions and recommendations, including recommended phasing, next steps, and ideas on long-term opportunities. Finally, the Appendix contains presentations, sketches, technical tables and documents, administrative documents, and other relevant supporting documentation of the activities done by IBI Group and its sub-consultants.

Project Approach

Project Tasks

Project Tasks were defined in the Scope of Work of the RFP as to the focus, extent, approach, and outcomes that were expected from the consultant. The tasks are primarily linked to profession-specific activities and comprised the following seven tasks for the Non-Aviation Airport Land component of the study:

- **Task 2: Access and Parking.** The objective of this project task was to assess current constraints of multi-modal accessibility and parking for the non-aviation lands and identify strategies to improve these conditions. The aim was to maximize functional benefits for visitors and tenants as the facilities evolve over time, while at the same time improving the livability and connectivity concerns of neighboring communities.

- **Task 3: Uses, Alignment, and Opportunities**. The non-aviation land has the opportunity for enhancements that will both serve and better the community. The objective of this task was to investigate land use enhancements identified in the previous visioning phase and evaluate how they may be implemented in the future.

- **Task 5: Facilities and Infrastructure**. The aim of this task was to assess the existing conditions of the buildings, parks and infrastructures in the non-aviation lands to ascertain their capabilities and limitations given the opportunities other parts of the study identified for them. Opportunities for further enhancements and upgrades are discussed where appropriate.

- **Task 6: Events, Programs, and Recreation.** A cursory review of this opportunity area was prepared. It was decided after this initial review that it is premature to focus on this effort at this point in time.

- **Task 7: Guidelines.** The purpose of this task was to provide practical implementation tools to the City based on the insights gathered in Task 6, therefore as mentioned in the previous task, the consultant team was asked to eliminate this task from its work schedule.

- **Task 8: Public Process and Engagement.** IBI participated in two Workshops held at the Airport Commission held during Phase III. There is also a summary of the technical workshops with City staff that helped refine the technical approach for the Access and Parking, Uses, Alignments and Design, Facilities Design and Engineering and Sustainable Incubator Study.

- **Task 9: Sustainable Business Incubator Feasibility Study.** The objective of this task was to investigate the concept of a sustainable transportation business incubator in the airport complex. The task helped define what a business incubator is, the requirements of an incubator, precedent examples, potential industries that could be served, and requirements on the part of the City to support this venture. The analysis includes a possible approach to be combined with the other recommendations from the other tasks to strengthen the concept and overall Airport campus planning.

Process and Methodology

The process followed throughout the different tasks outlined above was simple and straightforward (**Figure 1.1**): After a brief description of the task as laid out by the RFP and putting this task in context with the different phases of the Airport Visioning Process, the consultant team focused on an assessment of current conditions. This assessment was conducted using profession-specific methodologies, e.g., capacity analysis in the case of traffic and building condition analysis in the case of building assessment. After this stage, the planning team identified opportunities afforded by the physical, functional, and timing-related conditions of the site and its surrounding urban areas, in order to begin exploring potential enhancements. It is here also that any specific unmet needs would be identified in order of considering these in the enhancement proposal.

1.1

After the analysis, IBI Group and its sub-consultants proposed, for each of the tasks, a list of alternative enhancement “packages” that would address identified needs and tap into the opportunities that were found. These alternatives generally defined by Phase II of the Airport Visioning Process. These alternatives are not implied to be equally good; therefore, to determine

the most viable, effective, and efficient course of action, a set of evaluation criteria was developed, against which each of the enhancement "packages" were assessed. (The next sub-section explains the individual evaluation criteria). Finally, given the selected alternative, the consultant team concluded with specific recommendations to the City as to the individual components of the enhancement "package" and the suggested "next steps," usually divided in two categories, pre- and post-2015.

Evaluation Criteria

The planning team defined fourteen evaluation criteria for the alternatives analysis in each of the tasks. Seven of these come from the opinions voiced by the community in the Phase II of the Visioning Process, and seven were determined by IBI Group given the project specific conditions. The Santa Monica City Sustainability Plan and the Santa Monica Airport Sustainability Plan, as well as multiple conversations held with City and Airport Staff also helped to inform these criteria. The fourteen criteria are outlined in **Table 1.2** below.

1.2

Evaluation Criteria			Reason/Rationale
Visioning Process-Based	1	Protect resident's quality of life	Changes which maintain or better, improve, the resident's quality of life are socially sustainable.
	2	Increase community open space	More community open space builds on the success of Airport Park and improves the urban environment and public health.
	3	Improve accessibility and reduce traffic impacts	The non-aviation lands need to be better connected to the surrounding urban context.
	4	Add new uses for the benefit of greater community	New or complementary uses may improve the economic, social, and/or environmental conditions in the area.
	5	Invest in the improvement of infrastructure	Existing infrastructure upkeep has been neglected and needs to be improved, renovated, and expanded.
	6	Improve aesthetics of the non-aviation lands	The non-aviation lands and the buildings erected on it are largely deteriorated or aged.
	7	Include green building practices and sustainability initiatives	The physical facilities in the non-aviation lands are environ-mentally inefficient and wasteful in the consumption of energy.
Project -Based	8	Pedestrian-oriented	The final user of the area is the pedestrian, not the vehicle.
	9	Local scale	The focus of the enhancements should be the local neighbors and city not regional visitors that increase vehicular traffic.

	10	Integration with the context	Each of the components of the proposal should integrate with the surrounding components and neighborhoods.
	11	Incremental actions	Actions should be made viable in terms of scale, cost, and neighborhood compatibility.
	12	Flexible and adaptable	Given the uncertainty of the aviation operations after 2015, the proposal should be as flexible and adaptable as possible
	13	Energy-efficient	Sustainable practices should be at the base of all proposed actions.
	14	Financial sustainability	Municipal finances should be impacted as little as possible.

Advancement of Sustainability Goals

The proposals contained in the body of the report advance many of the Santa Monica City Sustainable Plan and the Santa Monica Airport Sustainability Plan (SMASP). The matrix below (**Table 1.3**) summarizes how the different Tasks of the project address environmental sustainability concerns and policies at the City and Airport Campus scale.

	Sustainability goal	Task 2: Access and Parking				Task 3: Uses, Alignment, and Opportunities	Task 5: Facilities and Infrastructure		Task 8: Public Process and Engagement	Task 9: Sustainable Business Incubator
		Vehicle Access	Public Transit Access	Bicycle and Pedestrian Access	Parking		Facilities	Open Space and Infrastructure		
Santa Monica Airport Sustainability Plan	Improve air quality	○	○	○		○		●		
	Monitor and reduce / attenuate noise						●			
	● Directly addresses concern ○ Indirectly addresses concern									

Sustainability goal		Task 2: Access and Parking				Task 3: Uses, Alignment, and Opportunities	Task 5: Facilities and Infrastructure		Task 8: Public Process and Engagement	Task 9: Sustainable Business Incubator
		Vehicle Access	Public Transit Access	Bicycle and Pedestrian Access	Parking		Facilities	Open Space and Infrastructure		
	Use and reuse water efficiently						○	●		
	Increase and enhance open spaces					●		●		
	Eliminate or minimize the use of hazardous materials						○			
	Encourage public transportation and pedestrian access and reduce traffic impacts	●	●	●	●	●				○
	Achieve LEED® ratings for buildings						●			
	Use energy from renewable sources and increase energy efficiency						●			○
	Reduce and recycle waste									○
	Support research on sustainability practices and advocate for these									●
	Support public participation, outreach, and education initiatives								●	
Santa Monica City Sustainable Plan	Conserve resources					○	○	●		
	Protect and enhance environmental health and public health					○		●		○
	Create a multimodal transportation system that reduces automobile dependency		●	●	●	●				
	● Directly addresses concern ○ Indirectly addresses concern									

Sustainability goal		Task 2: Access and Parking				Task 3: Uses, Alignment, and Opportunities	Task 5: Facilities and Infrastructure		Task 8: Public Process and Engagement	Task 9: Sustainable Business Incubator
		Vehicle Access	Public Transit Access	Bicycle and Pedestrian Access	Parking		Facilities	Open Space and Infrastructure		
	Nurture a diverse, stable, local economy									●
	Develop and maintain open spaces and foster compact mixed-use projects					●	○	●		
	Achieve and maintain a mix of affordable, livable and green housing types					○				
	Increase active and effective participation in civic affairs and sustainability principles								●	○
	Support human dignity and empowerment in the community								●	●

● Directly addresses concern ○ Indirectly addresses concern

Access and Parking

Task Description

This section of the Enhancement Planning project focuses on the assessment of access and parking for the Santa Monica Airport. The current constraints on multi-modal accessibility and parking are identified in this section, along with specific recommendations to improve accessibility to and from the airport campus from other locations in Santa Monica and to improve internal circulation within the airport property, particularly for cyclists and pedestrians. The assessment of access and parking considers multiple transportation modes, including automobiles, public transit, bicycling, and walking.

The primary components of this assessment include the following:

- Existing Conditions
- Opportunities and Needs
- Alternatives and Evaluation
- Recommendations

The access and parking recommendations contained herein are focused on addressing near-term needs and opportunities related to transportation. The recommendations are intended to address identified deficiencies in the existing transportation infrastructure, while keeping in mind the physical, operational and economic constraints faced by the city. The objective is to address existing access and parking needs while not precluding the city's flexibility in planning for the future of the Airport.

The recommendations are focused on multi-modal improvements along Airport Avenue because it is the main connector between the Airport property and the surrounding community, including the Santa Monica College buildings to the south. The street is currently the only bike and pedestrian connection through the site from 23rd Street to Bundy Drive, and a majority of buildings front it directly, as it is the main east-west spine.

This section identifies readily-implementable strategies for multi-modal enhancement of the street space along Airport Avenue and adjacent streets within the Airport campus, with an eye on identifying improvements that will most directly and positively impact the accessibility and linkages of the Airport to the surrounding community. The ideas in this section relate to access improvements for bicycles and pedestrians, including people in wheelchairs.

The access and parking assessment has been informed through field reviews of the airport site conducted by the consultant team, collection of updated traffic data, and reviews of previous documents provided by the city. This section represents a synthesis of ideas and concepts that were presented in previous planning efforts, along with new ideas that have emerged through the Phase III visioning effort by the design team. Previous planning efforts and documentation reviewed as part of this access and circulation study include, but are not limited to:

- The Non-Aviation Land Use Feasibility Study (1997)
- The Airport Park Program Report (2001)
- Phase II Airport Visioning Reports (2012)
- Santa Monica Airport Park project documents (various)

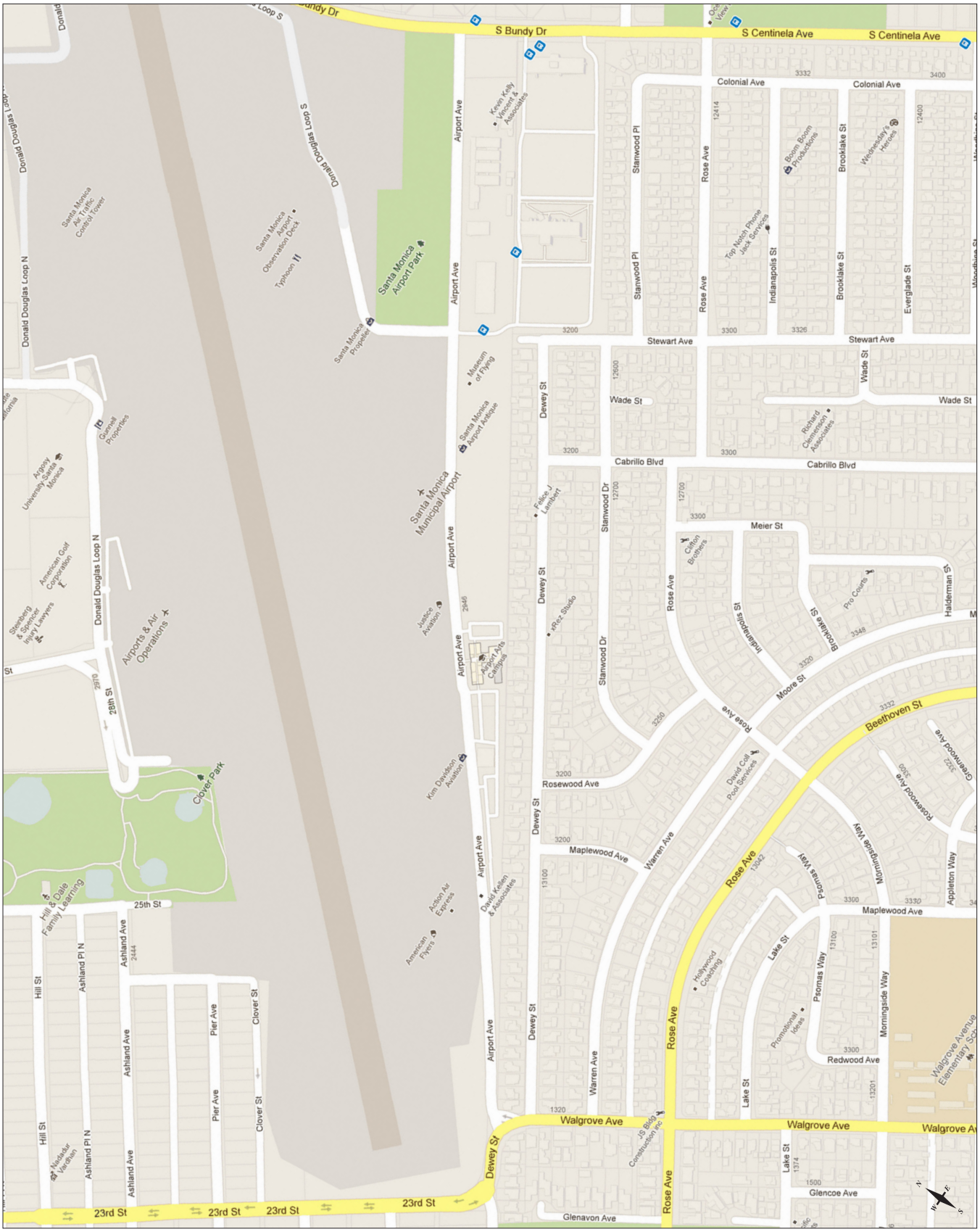
Regulatory framework documents reviewed include:

- The Santa Monica Airport Master Plan (1983)
- The Santa Monica Airport Sustainability Plan (2001)
- Santa Monica's Land Use and Circulation Element (Land Use Circulation Element, 2010)
- Santa Monica's Bike Action Plan (2011)
- Santa Monica's Sustainable City Report Card (2012)

Existing Conditions: Access

Access to the Santa Monica Airport is provided by Airport Avenue, an east-west private roadway owned by the City of Santa Monica. Airport Avenue connects to the larger public street network at Bundy Drive on the east and at 23rd Street/Walgrove Avenue to the west. **Figure 2.1** illustrates the location of the airport in relation to major streets in Santa Monica and Los Angeles.

FIGURE 2.1 AIRPORT AVENUE AREA MAP



Vehicle Access

The following are the primary freeways and streets that provide access in and around Santa Monica Airport.

Roadways

- **Santa Monica Freeway (I-10)** is an east/west freeway linking downtown Los Angeles to Santa Monica. This freeway is located north of the airport property. Access to and from the airport can be achieved through existing interchanges at Bundy Drive, Centinela Avenue, and Cloverfield Boulevard.
- **San Diego Freeway (I-405)** is a major north/south freeway that connects the west side of Los Angeles County to the San Fernando Valley and Orange County. This freeway is located east of the airport. Access to and from the airport can be achieved through existing interchanges at National Boulevard.
- **Airport Avenue** is classified as a Collector street and runs from east to west between 23rd street/Walgrove Avenue and Bundy Drive in Santa Monica. The roadway provides a single travel lane in each direction, and is divided by a striped median. The posted speed limit is 25 mph. Curb-to-curb widths vary from 25' to 30'.
- **Bundy Drive** is classified as an Arterial Street, and is located within the City of Los Angeles. This roadway forms the eastern border of the airport property. Two travel lanes are provided in each direction with a striped median permitted two way left turns. The speed limit is posted at 40mph.
- **Walgrove Avenue** is a Collector Street in the City of Los Angeles that offers one lane in each direction with a striped median. Walgrove runs north-south from Washington Boulevard to Airport Avenue with on-street parking permitted. The posted speed limit is 25 mph.
- **23rd Street** is a Collector Street in Santa Monica. This roadway is the continuation of Walgrove Avenue, extending from Dewey Street/Airport Avenue as a north-south roadway. There is a landscaped median. Sidewalks are provided on both sides of the street. The speed limit is 30 mph.
- **Ocean Park Boulevard** is classified as an Arterial in the City of Santa Monica. It runs east and west with two lanes in each direction between Cloverfield Drive and Bundy Drive. West of Cloverfield, the roadway is one lane in each direction. A center landscaped median divides traffic east of Cloverfield. The existing speed limit is 35 mph. On-street parking is permitted along many segments of Ocean Park Blvd.

- **National Boulevard** is classified as an Arterial in the City of Los Angeles. It features two lanes in each direction with on-street parking permitted. The roadway is divided by a double yellow center median strip. The posted speed limit is 35mph.

Intersections

Key intersections providing access to and within the airport property are highlighted below. **Figure 2.2** illustrates the intersection lane geometry and peak hour traffic volume turning movement data. Roadway traffic volumes and peak hour level of service (LOS) data for selected intersections are shown in **Figure 2.3**

- **Bundy Drive and Airport Avenue** is a signalized T-intersection. A left turn pocket is provided in the northbound direction on Bundy Drive for vehicles turning onto Airport Avenue.
- **Donald Douglas Loop South and Airport Avenue** is a 4-way stop intersection. Donald Douglas Loop South is a private roadway providing access to the Airport Administration Building to the north and egress from the Santa Monica College property to the south.
- **23rd Street/Walgrove Avenue Dewey Street/Airport Avenue** is an unsignalized dual T-intersection located along an S-curve. Stop signs control turning movements from Airport Avenue and Dewey Street. Traffic on 23rd Street/Walgrove Avenue is free flow.

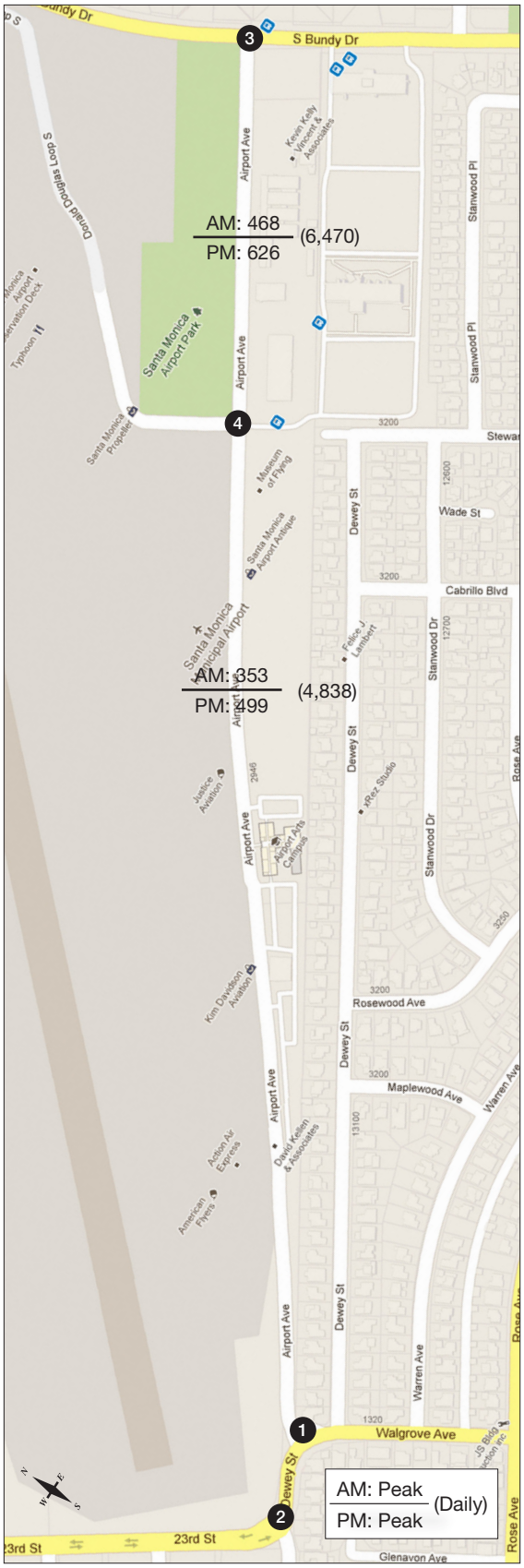
Roadway traffic data was collected along Airport Avenue on Wednesday, October 17, 2012. Intersection turning movement counts were conducted at:

- Airport Avenue and Bundy Drive
- Airport Avenue and Donald Douglas Loop
- Airport Avenue and Walgrove Avenue
- 23rd Street and Dewey Street

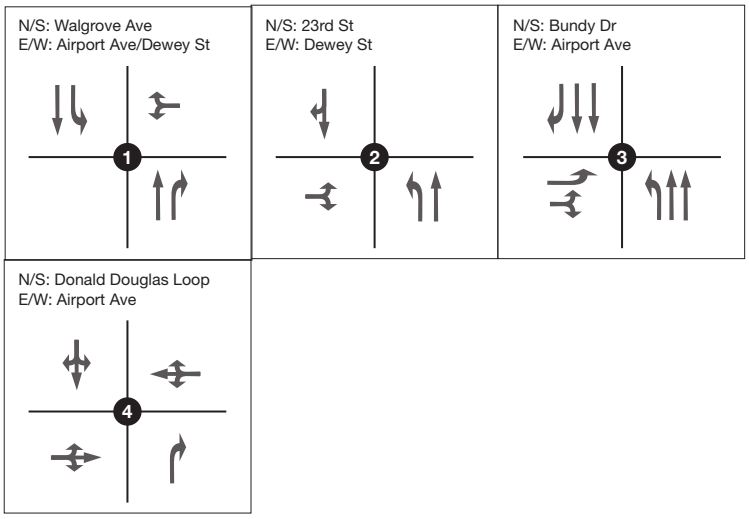
Additionally, Average Daily Traffic (ADT) was collected through 24 hour vehicle counts along Airport Avenue between the following locations.

- Bundy Drive and Donald Douglas Loop
- Donald Douglas Loop and Walgrove Avenue

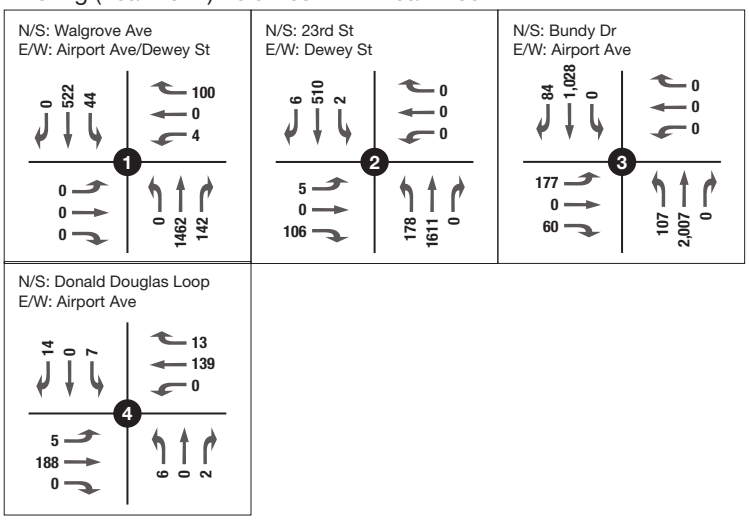
FIGURE 2.2 EXISTING GEOMETRY AND TRAFFIC VOLUME TURNING MOVEMENTS



Existing Lane Geometry



Existing (Year 2012) Volumes - AM Peak Hour



Existing (Year 2012) Volumes - PM Peak Hour

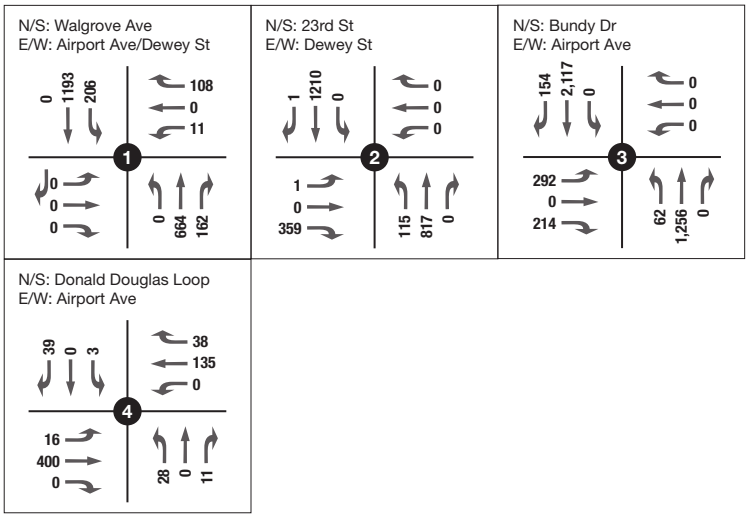


Figure 2.3 : Santa Monica Airport – Existing Street Volumes and Intersection LOS

Public Transit

Numerous bus routes operated by Santa Monica Big Blue Bus and the Los Angeles County Metropolitan Transportation Authority (Metro) operate on streets in close proximity to the Santa Monica Airport. Additionally, the Airport is less than 2 miles from the proposed Exposition Line subway station at Bundy. However, while there are several bus routes in the area, only a few stops for these routes are located adjacent or within the Airport property itself; public transportation access to the Airport is thus limited. The existing Big Blue Bus transit routes that operate in close proximity to the airport are described below.

- **Big Blue Bus Line 8** runs from downtown Santa Monica to UCLA via Ocean Park Boulevard, National Boulevard, and Westwood Boulevard. Near the airport, Line 8 operates along Ocean Park Boulevard. The headways are 10 minutes in the AM peak period and PM Peak Period.
- **Big Blue Bus Line 14** runs along Barrington Avenue from south of Sunset Boulevard to Bundy Drive and Centinela Avenue to Culver Boulevard. This route passes Airport Avenue along Bundy Drive. The headways are 10 minutes in the AM peak period and PM peak period.
- **Sunset Ride** connects the Santa Monica College Bundy Campus and Airport Park to the Santa Monica College Main Campus. Near the airport, Sunset Ride travels along Bundy Drive looping around the SMC Bundy Campus and back to Ocean Park Boulevard. The headways are 15 minutes in the AM peak period and PM peak period. This route does not operate on weekends.

Table 2.4, below, summarizes bus frequencies and span of service. **Figure 2.5** shows the locations of the bus routes and bus stops.

2.4 Public Transit Service

Route	Span of Service	Frequency
Big Blue Bus Line 8	6AM – 9 PM (M-F) 6AM – 12AM (S-S)	10 min.
Big Blue Bus Line 14	5AM – 12AM 7AM – 9PM (S-S)	10 min.
Sunset Ride	7AM – 6:30PM (M-F)	15 min.

Figure 2.5 : Santa Monica Airport – Transit Map

Level of Service:

- LOS A/B/C
- LOS D
- LOS E
- LOS F

AM
PM

1 *ADT Traffic Volumes from SMC Bundy, Campus Master Plan Draft Environmental Impact Report (2004)*

2 *ADT and LOS Traffic Volume Reported from Santa Monica LUCE – (2009)*

3 *New – 2012 Count*

LOS Intersection Data from SMC Bundy Campus Master Plan Draft Environmental Impact Report (2004) Cumulative Base of 2012

Bicyclists and Pedestrians

Providing better amenities for bicyclists and pedestrians directly responds to the access and connectivity goals set during the Phase II visioning process by Airport stakeholders. By making more room in the public right-of-way to accommodate these users, the Airport will be better connected and more accessible to the surrounding community.

Based on community feedback and input from the visioning process, direction was given to identify ways to make the Airport a "better neighbor" with greater community benefits, and linkages. Another key goal was to "transform SMO into a model, 'Green' Airport." Under this heading the design team has been tasked with looking at design improvements for non-aviation land, in particular how to:

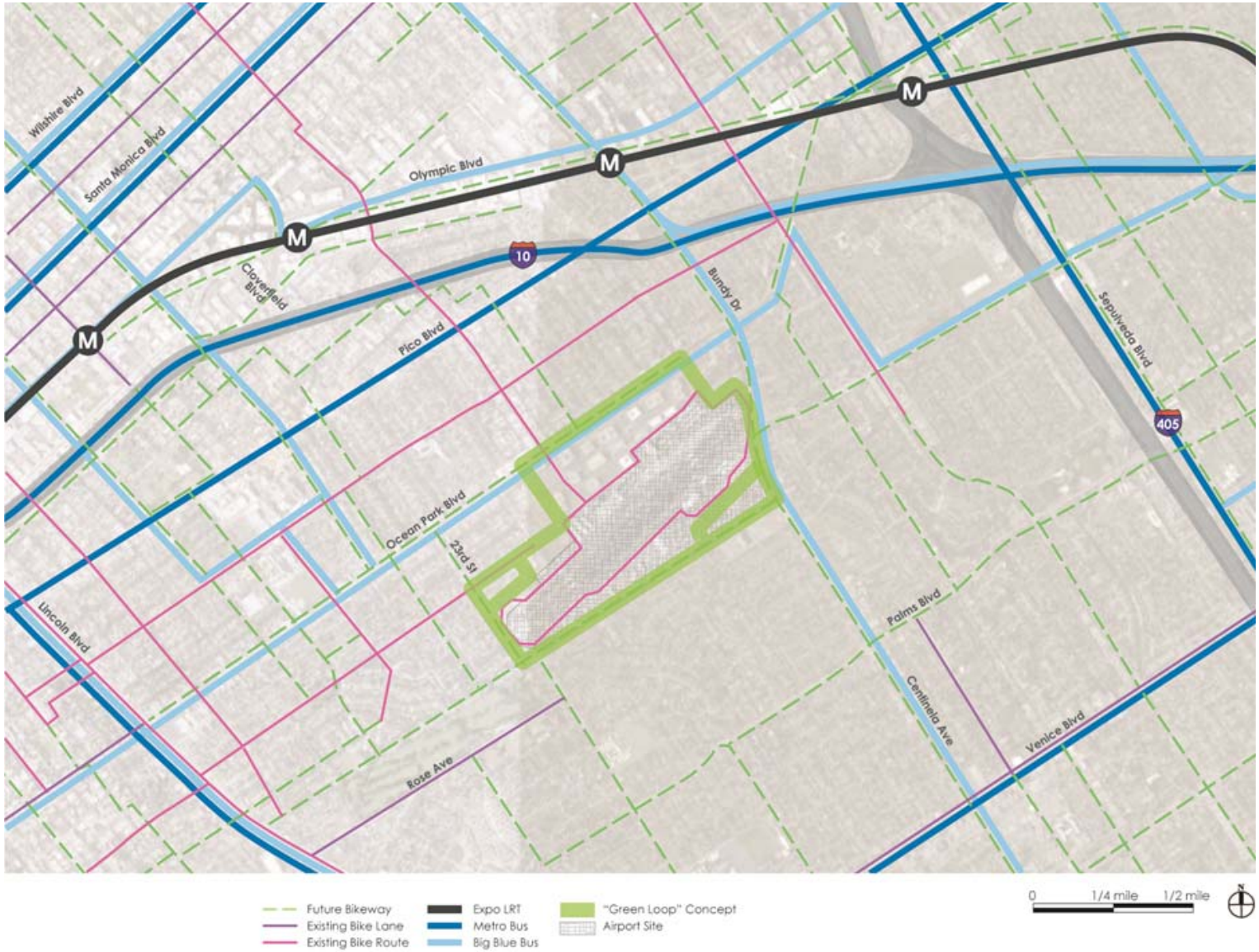
> *"Enhance recreational and arts facilities; improve infrastructure for circulation including vehicular, bicycle, pedestrian, and public transit…"*[1]

The property is situated within a fairly regular network of existing and proposed bikeways, lanes, and routes in Santa Monica to the north and west and the City of Los Angeles to the south and east. Bike and bus facilities are depicted on the map below. Blocks are typically long in the surrounding neighborhoods (i.e. over 600 feet) and are residential in character. Surrounding areas are pedestrian-friendly for the most part with shade trees and ample sidewalks. The long blocks that are created by the Airport property itself, make walking challenging, as do the lack of safe and controlled crossings along 23rd. The intersection of 23rd and Airport is an especially inhospitable environment for pedestrians and bicyclists. See **Figure 2.6** for the bicycle and pedestrian existing conditions along Airport Avenue and **Figure 2.7** for the existing bicycle and transit network.

[1] City of Santa Monica, Information Item Report, City Council, July 12, 2012 Marsha Moutrie, City Attorney, and Martin Pastucha, Director of Public Works.

Figure 2.6: Santa Monica Airport – Bicycle and Pedestrian Existing Conditions

Figure 2.7 : Santa Monica Airport – Bicycle and Transit Network Map



Physical enhancements for pedestrians and bicyclists have been made by the City of Santa Monica along Airport Avenue over the years, such as introduction of new crosswalks, paving of various sidewalks, introduction of bike sharrows and high-quality streetscaping enhancements such as planting and street lights in the eastern section of Airport Avenue, along with enhancements to Donald Douglas Loop and the construction of Airport Park. These efforts have been somewhat fragmented and uneven over the years, in terms of where and how access and circulation improvements have been made.

Currently the facilities for pedestrians and bicyclists are unevenly applied and sporadic along Airport Avenue:

- In the eastern portion of the street adjacent to the park, improvements have been made to the streetspace, including new sidewalks, landscaped parkways, pedestrian lighting, crossing enhancements and curb ramps.
- In the western segment of the street some sidewalks are narrow, uneven, or do not exist at all. At points the pedestrian must step into the street or pass through a setback to access the walkway. At other points the sidewalk drops off all together and there are dirt areas on which to walk. In many cases a separate concrete sidewalk does not exist and asphalt areas adjacent to the buildings, also serve as pedestrian walkways.
- There are eight locations along the street where curb-ramps are missing. A curb-ramp is a cement ramp graded down from the top surface of a sidewalk to the surface of an adjoining street.
- For approximately ¼ mile along the north side of the street near the intersection with 23rd Street there is a concrete slope that precludes a north-side sidewalk.
- Crosswalks are not evenly spaced. While a typical walkable block size is around 300 – 400 linear feet—that is to say 300 to 400 feet is the comfortable maximum distance between crossings— currently it is over 1,000 linear feet between each crosswalk.
- Existing street trees (Carob) were originally planted every 45 feet approximately, but are now missing in places. Many of the trees that are still there are pulling up pavement and asphalt, are leaning, have new growth at the base of the tree and have not been pruned, which makes seeing and navigating around them difficult.

Existing Conditions: Parking

The off-street parking supply for land uses and buildings within the airport property is dispersed throughout the property into several small lots that are accessible via driveways provided along Airport Avenue and Donald Douglas Loop South. Below in **Table 2.8** is a list of the parking lots on the airport campus and number of parking spaces existing in each lot. A map of the parking facilities can be seen in the **Figure 2.9**.

2.8

Existing Parking lots along Airport Avenue

Lot #	Parking Lot Name	# of Parking Spaces
1	Car Lot – Storage of cars for local auto dealership	60
2	Small business center	43
3	Spitfire Grill and office	16
4	Open space park and dog park	60
5	General Aviation facility	59
6	General Parking behind spitfire grill	117
7	Museum of Flying	17
8	3050 Airport Avenue	131
9	Santa Monica Air Center	16
10	Barker Hanger/Santa Monica Air Center	120
11	Art Studios	79
12	Ruskin Group Theatre Co	29
13	Sidewalk of Justice Aviation	12
14	West of Building	45
15	Action Air Express	25
16	Airport Arts Campus	102
17	Krueger Aviation	25
18	Western Arts Campus Lot	85
Total	**Total Number of Spaces**	**1,042**

Figure 2.9: Santa Monica Airport – Existing Parking Supply

Opportunities and Needs: Access

Consideration of future conditions for access is important as the City of Santa Monica plans for the expiration of existing leases in 2015 for current uses occupying buildings in the non-aviation portions of the airport. The examination of future conditions allows for consideration of potential phasing for recommended improvements, since selected strategies may be best suited to address future rather than existing access and parking needs.

Data regarding future growth potential and information presented below has been collected from recent plans and studies conducted by the City of Santa Monica. These plans and studies include:

- Santa Monica Land Use and Circulation Element (LUCE) Update
- Santa Monica Bicycle Action Plan

The LUCE proposes the creation of a complete multi-modal transportation system which builds upon the City's major investment in transit and bicycle facilities. Consistent with the approach for the existing conditions discussion, information and data related to future transportation conditions is outlined herein for automobiles, transit, bicycles, and pedestrians.

Vehicle

From the LUCE, a series of goals are set to manage local and regional congestion, provide a safe environment for all road users and create a street network that is accessible to all modes of transportation

- Reduce automobile trips starting or ending in Santa Monica, especially during congested periods, with the goal of keeping peak period trips at or below 2009 levels
- Limit congestion to portions of the transportation network that have the least impact on the city's neighborhoods, neighborhood retail areas and mixed-use districts, to the greatest extent feasible
- Strive to maximize the efficiency of the existing automobile infrastructure and manage the major boulevards and avenues so that they provide shorter travel times than parallel minor avenues or neighborhood streets
- Discourage the use of City streets as an alternative to congested regional facilities
- Manage automobile speeds on boulevards and avenues to ensure comfort and safety for other roadway users
- Manage traffic speed and volume on neighborhood streets to reduce the risk for regional or local cut-through traffic

The LUCE calculates the peak hour traffic forecasts for each study intersection to reflect Year 2030 conditions. These future LOS levels are shown in **Figure 2.10** below.

A goal for the City of Santa Monica, according to the LUCE, is to limit new net PM peak hour vehicle trips generated within the City. Up to 40 percent of commute trips are made during the PM peak hour congestion which is typically the highest during the day.

Public Transit

Future development of public transit is likely to continue to expand locally and regionally, providing the City of Santa Monica an enhanced ridership experience, supporting the efficiency of the transit system and reducing automobile trips. The Big Blue Bus, Metro Local, Metro Rapid and the future Exposition (Expo) Light Rail will create an extensive public transit system to further build upon.

Phase II of the Expo Light Rail transit line is planned to extend regional light rail transit service from the current terminus of the Expo Line in Culver City to Downtown Santa Monica. This light rail transit service will be a major addition to the City's transit infrastructure and will help to encourage further reductions in dependance on automobiles for transportation within the city. The Expo Line will include new stations at Bundy Drive (in Los Angeles), Olympic and 26th, 17th and Colorado, and 4th and Colorado. Improved transit access could be provided to the airport by providing enhanced transit connections between the planned Expo Line Bundy Drive station and the airport. While no specific improvements in transit service connections between the Expo Line and the airport are currently planned, it is anticipated that some level of increased transit service in the vicinity of the airport would occur when the Expo Line becomes operational.

Figure 2.10 : Santa Monica Airport – Future Street Volumes and Intersection LOS

Level of Service:

- LOS A/B/C
- LOS D
- LOS E
- LOS F
- AM
- PM

LOS Intersection Reported from LUCE for 2030 Future Conditions

Bicyclists and Pedestrians

Ideas for enhancing the streets and linkages to and through the Airport have been proposed before, in particular the introduction of enhanced walking -- and to a lesser extent, bicycling paths -- connecting the Airport to Clover Park and citywide paths, especially along Airport Avenue and Donald Douglas Loop. As reflected in the Non-Aviation Land Use Feasibility Study (1997), in the Airport Park Program Report (2001), and then during the 2012 Phase II visioning process, the enhancement of facilities and pathways for pedestrians has been a priority while remaining a challenge.

The Non-Aviation Land Use Feasibility Study (1997) included alternative concepts that recommended a multi-use recreational path along Airport Avenue and Douglas Loop (walking and jogging only). It also included recommendations for an off-street bicycling loop around the recreational facilities at the park. The walking/jogging loop was conceived of as a 10-foot wide decomposed granite combined walkway/parkway on the south side of the street for most of its length. The report discussed the potential need to replace a portion of the concrete covered slope on the north side of the street with a retaining wall and landscaping in order to accommodate the pathway. Other enhancements were identified such as pedestrian lighting, shade trees, and signage. Suggestions such as these are carried through to this visioning effort.

Both the 1997 Report and Airport Park Program Report (2001) described an extension of the pedestrian-realm – i.e. a widening of the sidewalk(s). The Program Report called for enhancements to the north- and south-side sidewalks for the length of Airport Avenue, with elements such as a decomposed granite walkway, new planting, a green parkway, landscaping the concrete slope on the north side of the street, etc.

Guiding Principles

Based on this direction and findings from Phase II of the Visioning process, along with review of past studies / planning framework documents from the City of Santa Monica and the Airport, and site connectivity and access analysis, the design team has identified three planning and design principles for Access and Circulation improvements at the Airport, relating to enhancements for bicyclists and pedestrians:

- **Ensure Environmental Stewardship:** Provide recreation amenities for residents; contribute to the environmental health of the neighborhood; demonstrate a commitment to Santa Monica's Sustainable City ideals while upgrading the street space.
- **Be a Good Neighbor:** Encourage multi-modal access to the Airport Campus; provide wayfinding and signage that makes it easier to navigate; engage the community in the design of facilities and improvements.
- **Contribute to the Quality of Life of the Community:** Provide high-quality infrastructure that is aesthetically pleasing; design pathways and nodes to be community-oriented and flexible for change over time; all new infrastructure and improvements should be designed to improve safety.

These principles also respond to the Sustainability Plan for the Santa Monica Airport, which outlines goals and visions for environmental stewardship, addresses circulation issues, encourages the use of alternative transportation (i.e. other than cars), expands open space and recreation opportunities, and recommends installation of stormwater capture systems, maximization onsite retention and reuse of urban runoff, etc.

Opportunities and Needs: Parking

Future parking conditions at the Santa Monica Airport and along Airport Avenue requires advance consideration as the existing airport lease expires in 2015. This opens up the Airport for additional land use opportunities which may require additional parking supply or better organized and more efficient parking.

No changes to the existing parking supply for the airport are planned as part of the baseline future condition.

Alternatives and Evaluation: Access

Vehicle

The analysis of vehicular access to Santa Monica Airport focuses on the two intersections along Airport Avenue that are responsible for connecting the airport to the surrounding public street system. Airport Avenue at 23rd Street/Walgrove Avenue and Airport Avenue at Bundy Drive are these two interestions. As illustrated previously in **Figure 2.3**, both intersections currently operate at an acceptable level of service, per City of Santa Monica guidelines. However, the existing condition for the intersection of Airport Avenue at 23rd Street/Walgrove Avenue is not optimal. This intersection experiences significant traffic volumes along 23rd Street/Walgrove Avenue, creating difficulties for vehicles looking to turn in and out of Airport Avenue. Additionally, there is no provision for safe pedestrian crossings of 23rd Street or Walgrove Avenue until the nearest signalized intersections in either direction.

As part of the Ahbe Santa Monica Airport Park Report, signalization of this intersection was identified as the preferred solution for addressing the traffic constraints at this location. The provision of a traffic signal would allow for the installation of a pedestrian crosswalk across 23rd Street.

While a traffic signal would allow for pedestrian crossings and would facilitate all traffic turning movements at the intersection, the traffic volumes present along 23rd Street/Walgrove Avenue could result in significant vehicle queues and traffic congestion. Additionally, the installation of a traffic signal at this location could be costly, as a new signal typically costs about $250,000. As an alternative, a second intersection improvement option was analyzed to restrict left turns from Airport Avenue onto Walgrove Avenue through the construction or restriping of a new median treatment along 23rd Street/Walgrove Avenue. Pedestrian crossings would then be permitted further north on 23rd Street near the intersection with Navy Street. **Figure 2.13** and **Figure 2.14** illustrate the Ahbe report traffic signal concept and the alternative left turn restriction concept considered for this intersection.

Each alternative was analyzed using the Highway Capacity Manual (HCM) 2000 methodology to calculate the average intersection delay and level of service. This approach is consistent with City of Santa Monica guidelines.

Table 2.11 below, presents the results of the analysis for the two alternatives. The analysis was conducted using existing traffic volumes collected for the intersection.

Table 2.12 displays the evaluation matrix of the proposed alternatives for the intersection of Walgrove Ave, Airport Ave, Dewey Ave and 23rd.

2.11 **Intersection Performance Results**

	Dewey Ave - Airport Ave - Walgrove Ave						Dewey Ave - 23rd Ave					
	AM			PM			AM			PM		
Alternative	Delay	LOS	ICU %	Delay	LOS	ICU %	Delay	LOS	ICU %	Delay	LOS	ICU %
Baseline			100.7			217.6			103.1			309.6
Signal	27.7	C		805.6	F		N/A	N/A	N/A	N/A	N/A	N/A
Left Turn			91			217.6			103.1			275.8

2.12 Evaluation Matrix for Walgrove, 23rd, Airport Avenue Intersection

Evaluation Criteria			BASELINE: Existing Condition	OPTION 1: Signalized Intersection	OPTION 2: Left Turn
Visioning Process-Based	1	Protect resident's quality of life	⊖⊖	⊕	⊕⊕
	2	Increase community open space	○	○	○
	3	Improve accessibility and reduce traffic impacts	⊖	⊖	⊕
	4	Add new uses for the benefit of greater community	○	⊕	⊕
	5	Invest in the improvement of infrastructure	○	⊕⊕	⊕⊕
	6	Improve aesthetics of the non-aviation lands	○	○	⊕
	7	Include green building practices and sustainability initiatives	⊖	⊖	⊖
Project-Based	8	People-oriented rather than car-oriented	⊖⊖	○	○
	9	Local scale rather than city or regional scale	⊖	⊕	⊕
	10	Integration with the context rather than introverted and standalone	⊖	○	○
	11	Incremental actions rather than large unitary projects	○	○	⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	⊕	⊕	⊕
	13	Energy-efficient rather than resource consuming	○	⊖	⊕
	14	Financial sustainability rather than subsidy-dependent	○	⊖	⊕

⊕ = supports the guiding principle ⊖ = does not support the guiding principle ○ = neutral / not applicable

Figure 2.13 : Signalized Intersection Concept Design

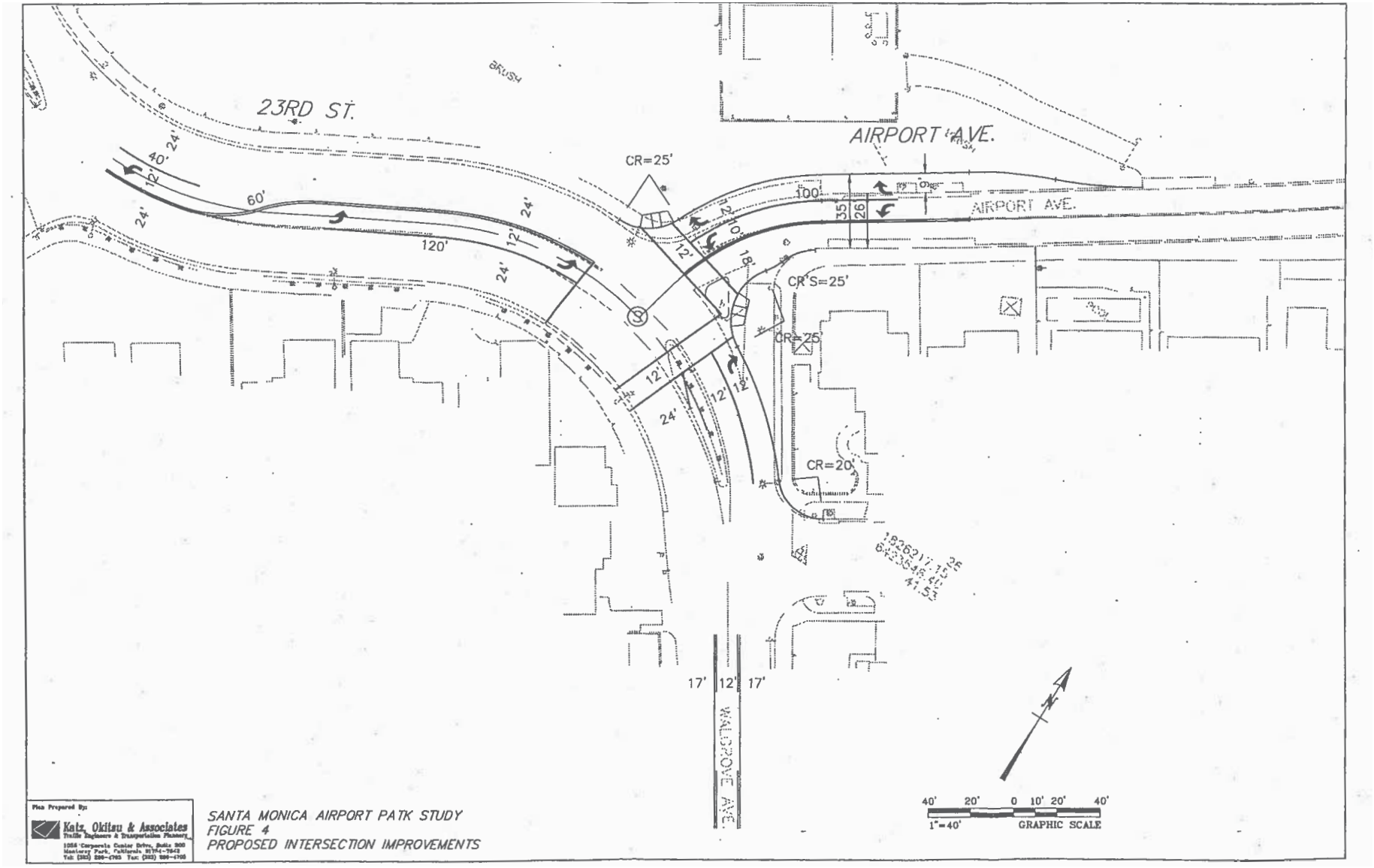


Figure 2.14 : No Left Turn Concept Design

IBI GROUP 18401 Von Karman Avenue Suite 110 Irvine CA 92612 (949) 833-5588	**DRAFT** **Conceptual Design**	City of Santa Monica Santa Monica Pier and Airport Enhancement Planning Project Walgrove Ave, Airport Ave, 23rd Intersection

Public Transit

The Santa Monica College Bundy Campus and the east end of the Santa Monica Airport are well served by the existing transit services operated by the Big Blue Bus. It is recommended that the city's future improvements include improving the accessibility between the bus stop at the Santa Monica College Bundy Campus and Airport Avenue. **Figure 2.16** illustrates a potential strategy for improving this accessibility. Of course, consideration will need to be made related to potential spillover parking from the college facility to the airport lots. Additionally, wayfinding signs will need to be installed to effectively direct pedestrians to and from Airport Avenue to the Santa Monica College Campus.

Additionally, it is recommended to have increased bus frequency to existing transit stops along Bundy Drive and Airport Avenue. Expanding the Sunset Ride to include weekend service would enhance transit service to the Airport. This weekend service may require rerouting to ensure minimal disturbance to residential neighborhoods.

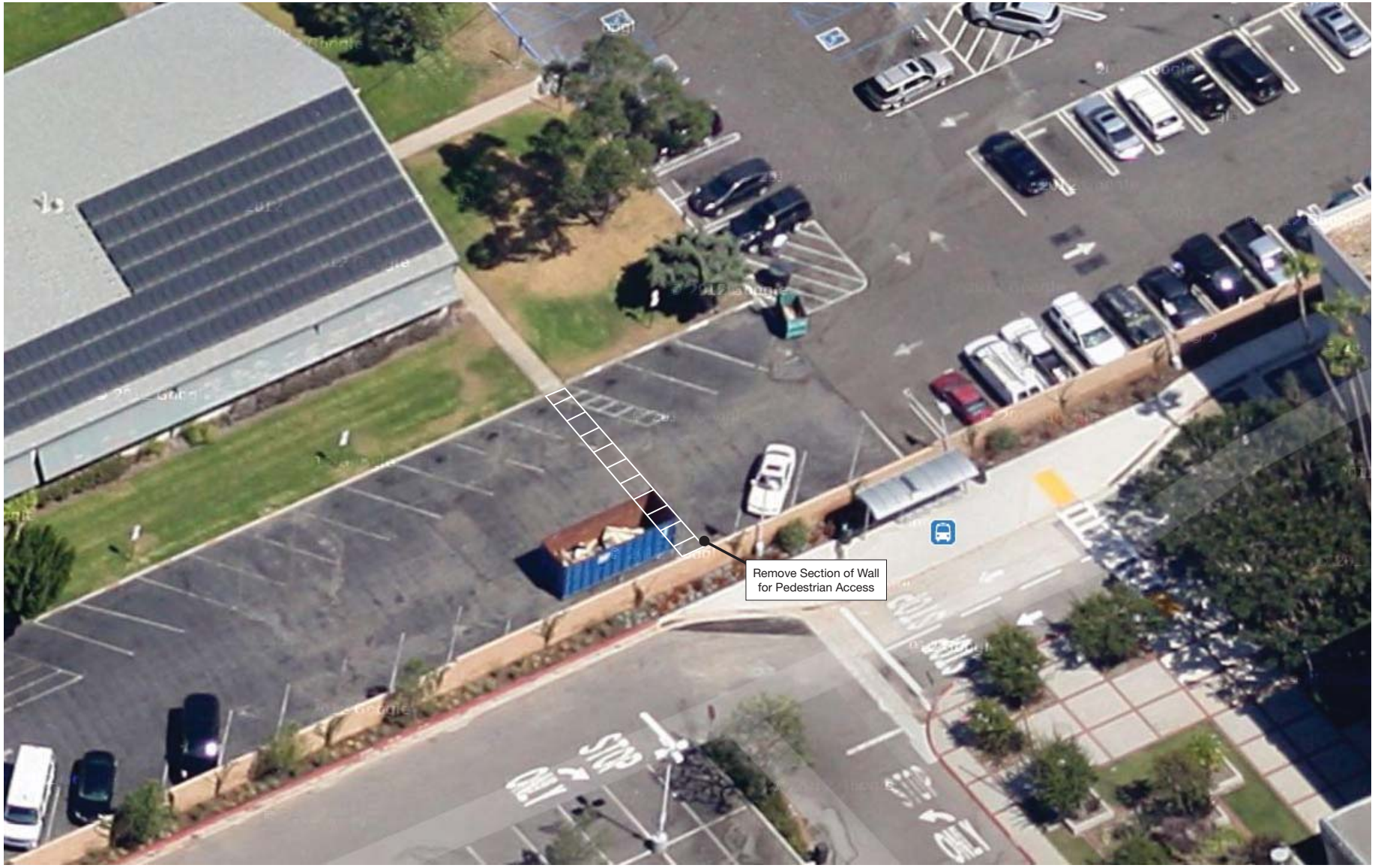
Table 2.15 presents the evaluation matrix of the different options for public transit.

2.15 Public Transit Evaluation Matrix

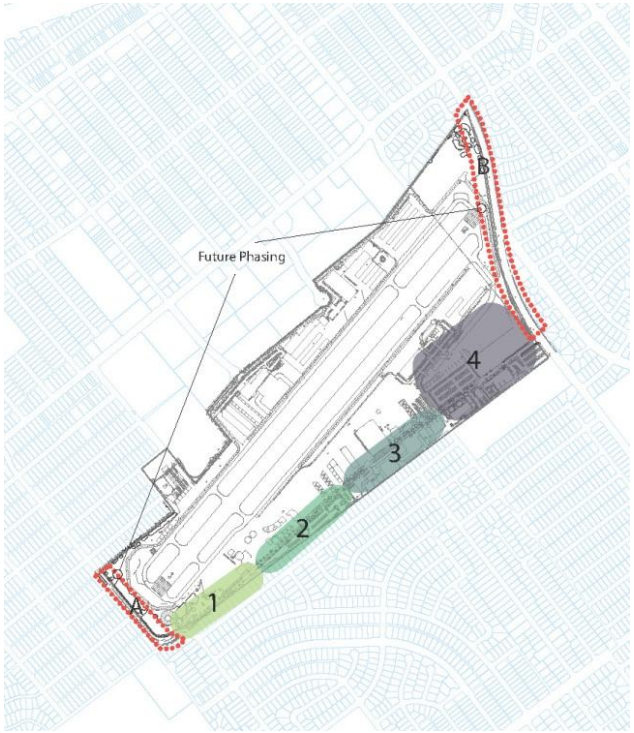
		Evaluation Criteria	BASELINE: Existing	OPTION 1: Remove Wall	OPTION 2: Weekend Service
Visioning Process-Based	1	Protect resident's quality of life	⊕	⊕	⊕
	2	Increase community open space	⊖	⊕	⊕
	3	Improve accessibility and reduce traffic impacts	○	⊕	⊕
	4	Add new uses for the benefit of greater community	○	⊕	⊕⊕
	5	Invest in the improvement of infrastructure	○	○	○
	6	Improve aesthetics of the non-aviation lands	○	⊕	○
	7	Include green building practices and sustainability initiatives	○	⊕⊕	⊕
Project-Based	8	People-oriented rather than car-oriented	○	⊕⊕	⊕⊕
	9	Local scale rather than city or regional scale	⊕	⊕	⊕
	10	Integration with the context rather than introverted and standalone	○	⊕	⊕
	11	Incremental actions rather than large unitary projects	○	⊕⊕	⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	⊕	⊕	⊕
	13	Energy-efficient rather than resource consuming	⊕	⊕	⊖
	14	Financial sustainability rather than subsidy-dependent	○	⊕	⊖

⊕ = supports the guiding principle ⊖ = does not support the guiding principle ○ = neutral / not applicable

Figure 2.16 : Santa Monica Airport – SMC Bus Stop Connection



2.17



Bicyclists and Pedestrians

Airport Avenue is approximately 0.85 miles in length or 4,300 linear feet. As the street changes over time, it will be increasingly important to foster a sense of identity and character along its length that is different segment to segment, in order to break the street down into walkable increments. The Airport Avenue corridor has been organized into four character areas where the look and feel of the existing character of the street changes and where the character shifts can be amplified.

- Area 1: Neighborhood Gateway
- Area 2: Community-Oriented Space
- Area 3: Flexible Outdoor Space
- Area 4: Active Airport Community Park

There are additional focus areas along the edges of the site that have been identified as integral to the long term vision of increased accessibility and connectivity of the Airport to the surrounding community.

*Focus Areas 1, 2, 3, and 4 are depicted in **Figure 2.17**. Areas in red show potential future connections in Areas A and B.*

The priorities for each of the character areas are as follows.

- **Area 1:** Neighborhood Gateway
  - Create a strong, legible, and safe entry to the community visiting the Airport Campus.
  - Shift modal allocation of street space to prioritize pedestrians and bicyclists.
- **Area 2:** Community-Oriented Space
  - Repurpose underutilized space for community activity.
  - Provide multi-modal amenities for visitors.
  - Shift modal allocation of street space to prioritize pedestrians and bicyclists.
- **Area 3:** Flexible Outdoor Space
  - Create a flexible environment for outdoor programming and events / linking indoor and outdoor.
  - Provide multi-modal amenities for visitors.
  - Shift modal allocation of street space to prioritize pedestrians and bicyclists.
- **Area 4:** Active Airport Community Park
  - Potential to extend Park space and amenities for community users as space becomes available.
  - Shift modal allocation of street space to prioritize pedestrians and bicyclists.

  - Create a strong, legible, and safe entry to the Airport community, encouraging active recreation and community access
- **Areas A and B:** Future Connections
  - Provide active recreation for the community.
  - Join the Airport campus with a green-loop located outside of the airport fence along Bundy Drive and 23rd Street.

Table 2.18 presents the evaluation matrix of the alternatives for bicycle and pedestrian improvements.

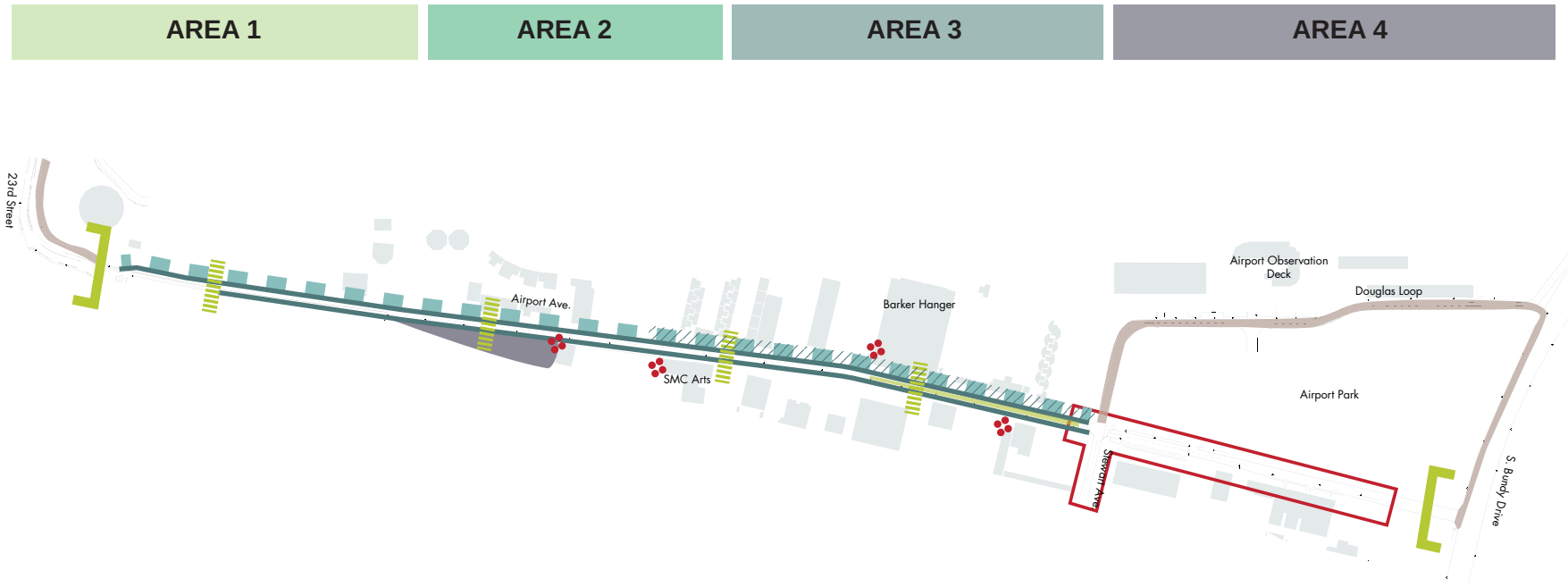
2.18 Bicycle and Pedestrian Evaluation Matrix

		Evaluation Criteria	BASELINE: Existing	OPTION 1: Provide Multi Modal Amenities	OPTION 2: Repurpose underutilized space	OPTION 3: Create flexible environment for outdoor events
Visioning Process-Based	1	Protect resident's quality of life	+	+ +	+ +	+ +
	2	Increase community open space	−	+	+ +	+ +
	3	Improve accessibility and reduce traffic impacts	○	+ +	○	+
	4	Add new uses for the benefit of greater community	○	+ +	+ +	+ +
	5	Invest in the improvement of infrastructure	○	+ +	+ +	+ +
	6	Improve aesthetics of the non-aviation lands	○	+	+ +	+ +
	7	Include green building practices and sustainability initiatives	○	+ +	+	+
Project-Based	8	People-oriented rather than car-oriented	○	+ +	+	+
	9	Local scale rather than city or regional scale	+	+ +	+	+
	10	Integration with the context rather than introverted and standalone	−	+ +	+ +	+ +
	11	Incremental actions rather than large unitary projects	○	+ +	+	+
	12	Flexible and adaptable rather than inflexible and uncompromising	+	+ +	+ +	+ +
	13	Energy-efficient rather than resource consuming	○	+ +	+	+
	14	Financial sustainability rather than subsidy-dependent	○	○	○	○

+ = supports the guiding principle − = does not support the guiding principle ○ = neutral / not applicable

Figures 2.19 and 2.20 illustrate an overview of bicycle and pedestrian enhancements along Airport Avenue.

Figure 2.19 : Bicycle and Pedestrian Enhancements Overview 1

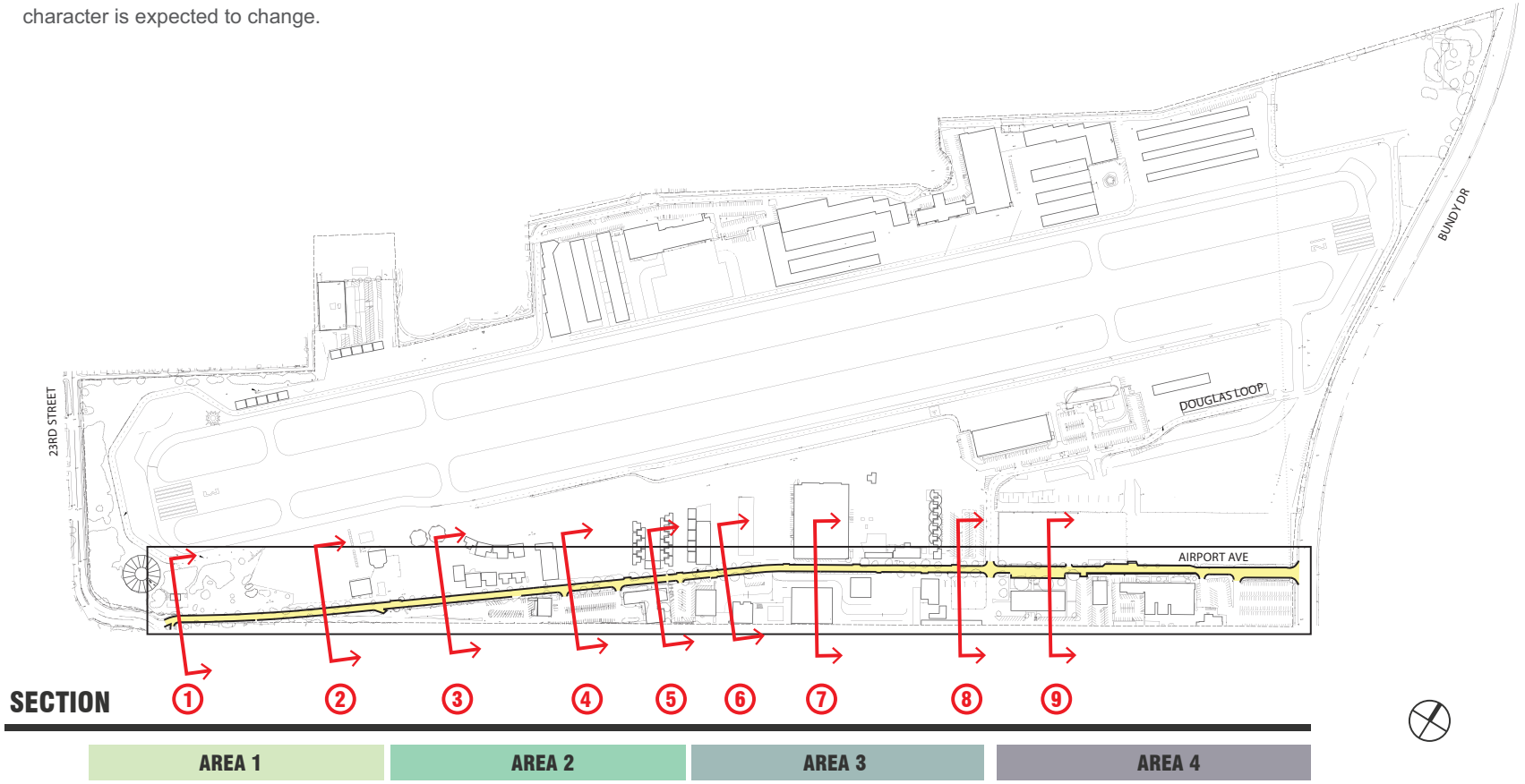


- Welcome and wayfinding sign
- Introduce pedestrian friendly sidewalks with trees and bioswales
- Introduce separated bicycle facility (Phase 2)
- Introduce continental crosswalks
- Community park opportunity area (Phase 2)
- Introduce a raised table
- Introduce vehicular-grade permeable pavers
- Introduce bike racks
- Create community trail / bike loop (Future connection possibility)
- Increase signage and wayfinding

Figure 2.20 : Bicycle and Pedestrian Enhancements Overview 2

STREET SECTION IMPROVEMENTS

The following pages outline the proposed bike- and pedestrian-enhancements along Airport Avenue (and adjacent areas). The pages are organized by street section. As described previously, the character of the street changes several times; existing and proposed sections are drawn whenever the character is expected to change.



Alternatives and Evaluation: Parking

Many of the existing off-street parking facilities located along Airport Avenue suffer from poor pavement condition and fading striping delineating the location of parking stalls. Overall, the non-aviation properties at the airport would benefit from a repaving and refresh of the existing off-street parking lots to better define the location and layout of parking stalls. Improvements to these parking lots would also permit upgrades to include landscaping to ensure compliance with the City of Santa Monica's specifications that a minimum of 10 percent of the area devoted to parking be dedicated for landscaping. Redesigned parking lots have the opportunity to collect paid parking revenues to help subsidize recommended transit service expansion.

The parking lots surrounding the Art Studio south of Airport Avenue and the Barker Hanger north of Airport Avenue would be better utilized if they were redesigned to more efficiently accommodate vehicles. The following parking lots were considered for redesign with landscaping improvements.

- The Barker Hanger/Santa Monica Air Center Parking Lot – Located directly adjacent to the west of the Barker hanger, this 56,810 sf lot is ideal to be restriped to fully utilize the existing lot. The proposed redesign adds 20 spaces and 5,657 sf of green landscaping.
- Art Studio Parking Lot – Along three sides of the Santa Monica Art Studio Building there is room available for 8 feet wide parking stalls. This redesign efficiently adds 36 spaces to the existing striping. The lot is approximately 36,800 sf, and the redesign adds over 3,000 sf of landscaping.
- Ruskin Groups Theathre Co Parking Area – There is space available outside the Ruskin Groups Theathre that would benefit from parking lot restriping. This would add 51 spaces to the existing 30,620 sf lot. Furthermore the redesign would add over 3,000 sf of greening and landscaping.

Table 2.21 below summarizes the number of off-street parking spaces that would result after restriping of these parking lots. **Table 2.22** is the Evaluation Matrix for the parking lot alternatives. **Figures 2.23** and **2.24** conceptually illustrate new layouts for these parking facilities.

2.21

Parking Lot Space Tally (changes italicized)

Lot #	Reconfigured Parking Lot	Existing # of Parking Spaces	# of Parking Spaces with Restriping
1	Car Lot – Storage of cars for local auto dealership	60	60
2	Small business center	43	43
3	Spitfire Grill and office parking	16	16
4	Open space park and dog park	60	60
5	General Aviation facility parking	59	59
6	General Parking behind spitfire grill	117	117
7	Museum of Flying	17	17
8	3050 Airport Avenue	131	131
9	Santa Monica Air Center	16	16
10	*Barker Hanger/Santa Monica Air Center parking*	120	*140*
11	*Art Studios parking*	79	*115*
12	*Ruskin Group Theatre Co*	29	*80*
13	On Sidewalk of Justice Aviation	12	12
14	West of Building	45	45
15	Action Air Express	26	26
15	Airport Arts Campus	102	102
16	Krueger Aviation	25	25
17	Western Arts Campus Lot	85	85
Total	**Total Number of Spaces**	**1,042**	**1,149**

2.22

Parking Lot Evaluation Criteria

Evaluation Criteria			**BASELINE:** Leave parking as is	**OPTION 1:** Repave and Restripe Lots
Visioning Process-Based	1	Protect resident's quality of life	⊖	⊕⊕
	2	Increase community open space	○	○
	3	Improve accessibility and reduce traffic impacts	⊖	⊕
	4	Add new uses for the benefit of greater community	⊖	⊕
	5	Invest in the improvement of infrastructure	○	⊕⊕
	6	Improve aesthetics of the non-aviation lands	⊖	⊕⊕
	7	Include green building practices and sustainability initiatives	⊖	⊕⊕
Project-Based	8	People-oriented rather than car-oriented	⊖⊖	⊖
	9	Local scale rather than city or regional scale	⊖	⊖
	10	Integration with the context rather than introverted and standalone	○	⊕
	11	Incremental actions rather than large unitary projects	○	⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	⊕	○
	13	Energy-efficient rather than resource consuming	⊖	⊕
	14	Financial sustainability rather than subsidy-dependent	○	⊕

⊕= supports the guiding principle ⊖= does not support the guiding principle ○ = neutral / not applicable

Figure 2.23 : Barker Hanger / Santa Monica Air Center Parking Lot Redesign

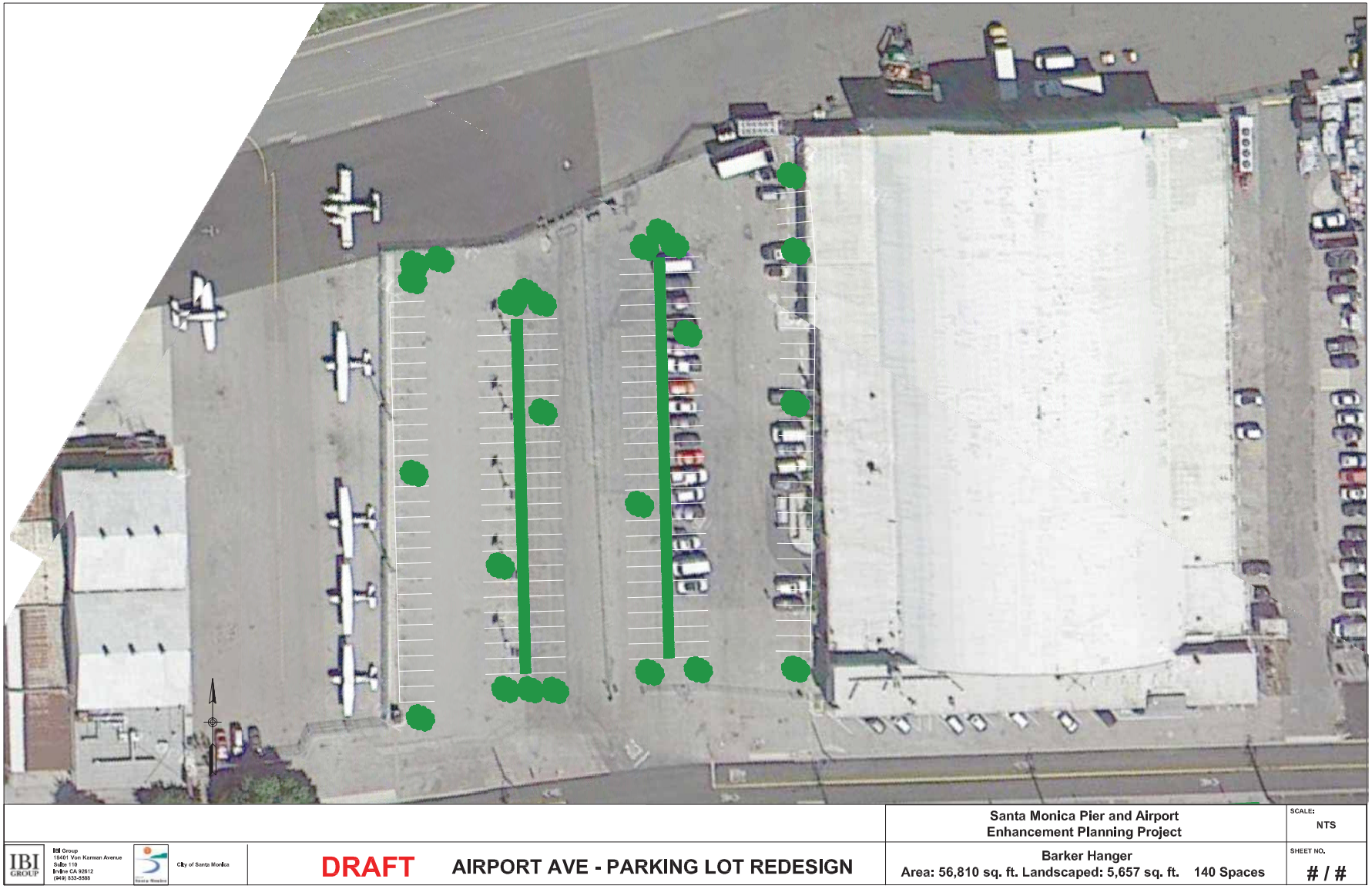
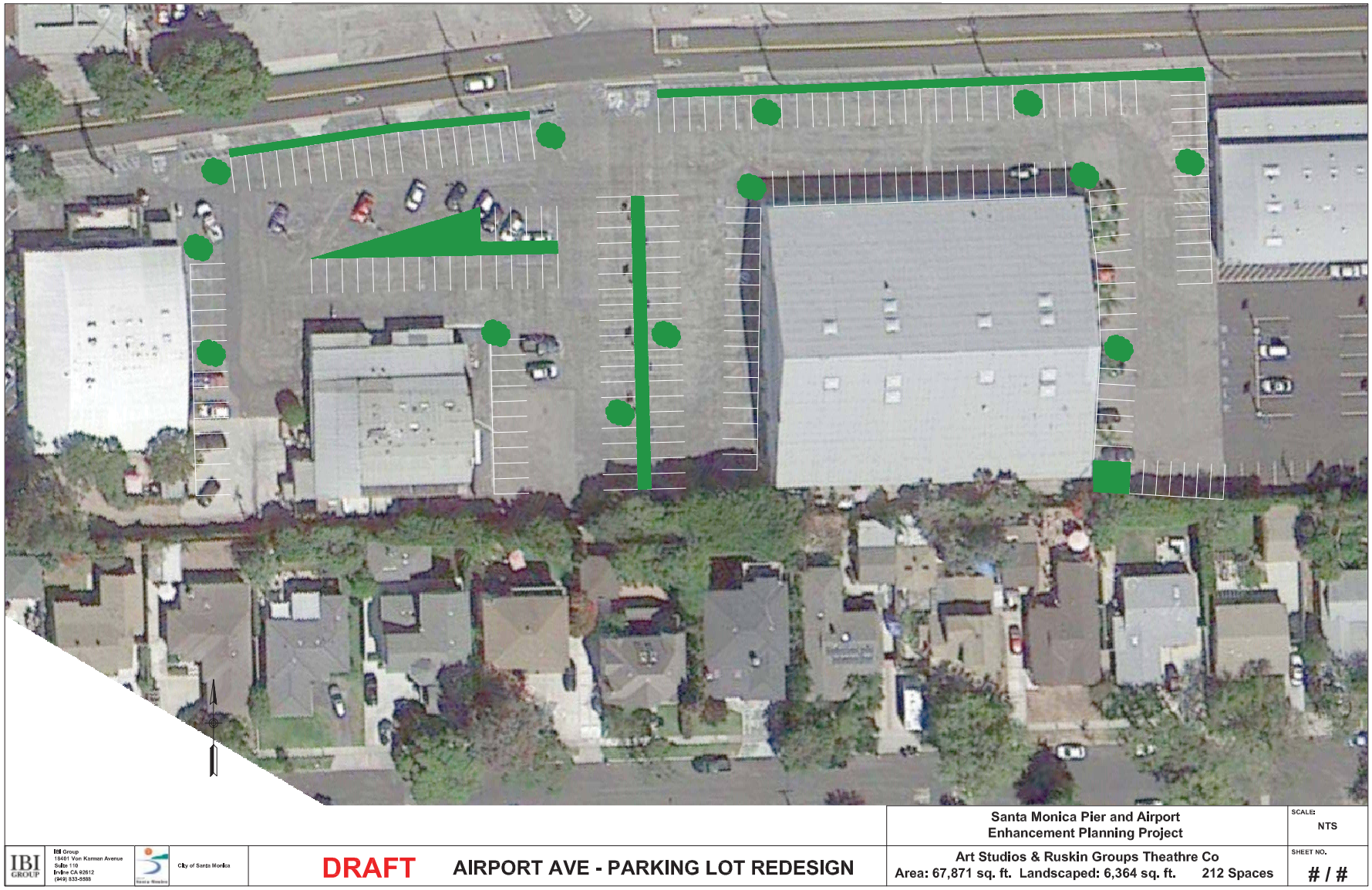


Figure 2.24 : Santa Monica Art Studio and Ruskin Groups Theatre Co Parking Lot Redesign



Recommendations: Access

This section summarizes the recommendations of the IBI Group-lead planning team regarding access to, from, and within the Santa Monica Municipal Airport. Access is an important component for the Santa Monica Airport to operate effectively as a shared community space. Vehicle, transit, pedestrian and bicycle elements are all developed for further consideration by City staff.

Vehicle

No access changes or improvements are recommended for the intersection at Airport Avenue and Bundy Drive.

At the intersection of Airport Avenue and 23rd Street/Walgrove Avenue it is recommended that the restricted left turn design concept shown in **Figure 2.25** be implemented. This improvement concept does prohibit vehicles from making the westbound left turn movement from Airport Avenue to Walgrove Avenue, but the safety improvements and discouragement for regional traffic to use Airport Avenue as a cut through route outweigh the potential local traffic impacts. A conceptual-level cost estimate for a raised median, sidewalk improvements and curb ramps is provided in **Appendix A**. An estimated total cost for this recommendation is about $142,000.

Figure 2.25 : No Left Turn Concept Design

IBI GROUP IBI Group 18401 Von Karman Avenue Suite 110 Irvine CA 92612 (949) 833-5588	**DRAFT** **Conceptual Design**	City of Santa Monica Santa Monica Pier and Airport Enhancement Planning Project Walgrove Ave, Airport Ave, 23rd Intersection

Public Transit

Recommendations for improving Public Transit to the Santa Monica Airport include increasing connectivity between the airport and the planned Expo line station at Bundy Drive. Increasing the service frequency for Big Blue Bus Route 14 between the Bundy Station and the airport would help to better integrate Santa Monica Airport activity centers with the city and the regional transportation network.

It is also recommended that as uses at the airport evolve in the future the Sunset Ride service should be improved to include weekend service from Central Santa Monica to the airport and Santa Monica College Bundy Campus. Additional service on weekends could be subsidized by

Consideration should be given to improving pedestrian connections between the transit stop on the Santa Monica College Bundy Campus and the airport property. This connection could be facilitated through the creation of a passage through the existing block wall separating the two properties. A list of pros and cons of this transit recommendation is provided in **Table 2.26** below.

Recommendations of Public Transit Connection at Santa Monica College Bundy Campus Pros and Cons

2.26

Pros	Cons
Encourages transit and pedestrian access from Airport Avenue and SMCC	Requires wall removal and installation of pedestrian crosswalk
Increases usage of local bus routes	Spill over parking from college onto the Airport property
Allows students to easily use Airport Avenue restaurants, sports fields and facilities	May effect bus capacity, scheduling and neighborhood residents concerns

Bicyclists and Pedestrians

Airport Avenue is envisioned as a pedestrian- and bicycle-friendly corridor, with a shifting allocation of the street space over time from vehicular to multi-modal. Regular and consistent sidewalks should be introduced wherever possible, with street trees. Planting zones along the sidewalks can also act as bioswales, filtering and processing storm-water and runoff from the

Airport. Safety features for pedestrians should be included, from new curb ramps and crosswalks, to enhanced signage. Likewise bicyclists would benefit from enhanced signage and over time, an increased allocation of the street space. Additional amenities should be added over time, such as benches, bike racks, and lighting; directional signage is particularly important at the two ends of the corridor. Cost estimates of these amenities are provided in the Appendix. Shared spaces between vehicles and pedestrians can be designed with vehicular-grade permeable pavers so that they can be used for outdoor events and have a friendlier feel. In later phases, the street can be raised to incorporate additional flexible outdoor event space.

Figures 2.27 through **2.46** describe the proposed bicycle and pedestrian enhancements along Airport Avenue.

Figure 2.27 : Area 1 Neighborhood Gateway: General

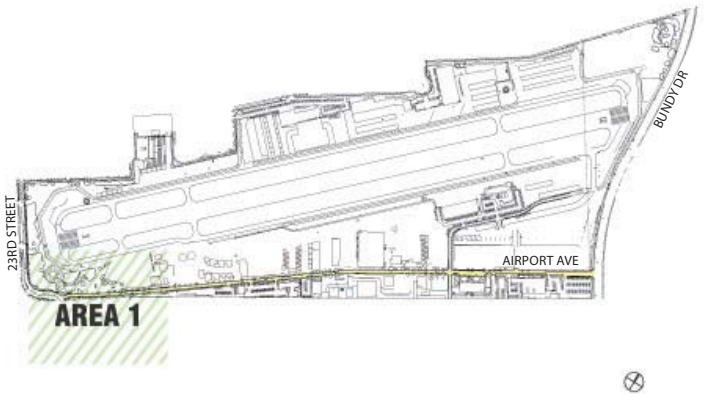
VISION

- Create a strong, legible, and safe entry to the Airport community.
- Shift modal allocation of street space to prioritize pedestrians and bicyclists.

GENERAL IMPROVEMENTS

Phase 1: General

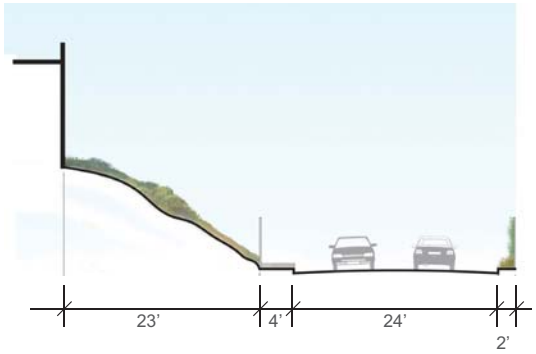
- Enhance existing street crossing with a 20 ft Continental crosswalk and full stop control.
- Add directional signage at entrance describing community uses within Airport campus.
- Replace chain-link fence that goes across street for security purposes, with a more aesthetically-pleasing fence with openings for bicyclists and pedestrians.
- Introduce regular sidewalks, where feasible.
- Remove street trees that cause hazards for pedestrians. Create mulch, reusable on site or given to community.
- Plant new street trees as living air filters and noise abatement: Fine-Needle Conifer Trees recommended (must be limbed up). Use 4 ft x 8 ft tree wells (min.) with understory planting in bioswales.
- Introduce safety features and amenities for pedestrians (e.g. pedestrian street lights, trash cans, etc.).
- Repave cracking asphalt using recycled asphalt or reclaimed asphalt pavement.
- Maintain 24' right-of-way.



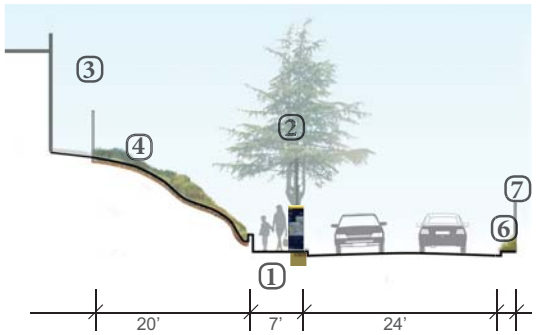
KEY MAP

Figure 2.28 : Area 1 Neighborhood Gateway: Section 1

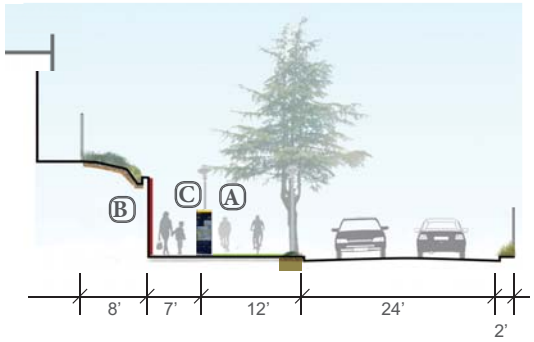
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

North Side

① Introduce 7ft sidewalk with low retaining wall (height varies) along embankment.

② Add welcome and directional signage.

③ Plant regular Fine-Needle Conifer Trees.

④ Relocate the chain link fence to the top of the embankment where feasible.

⑤ Plant the embankment with ground cover (remove concrete) to capture runoff from runway and make it more comfortable for pedestrians. Or terraced wall. *not depicted*

⑥ Art opportunity along retaining wall, where feasible. Community stencil project.

South Side

⑦ Remove and replace overgrown landscape.
Add new fence.

PHASE 2 IMPROVEMENTS

North Side

Ⓐ Incorporate a two-way raised cycle track with rolled curbs along the street and sidewalk edges.

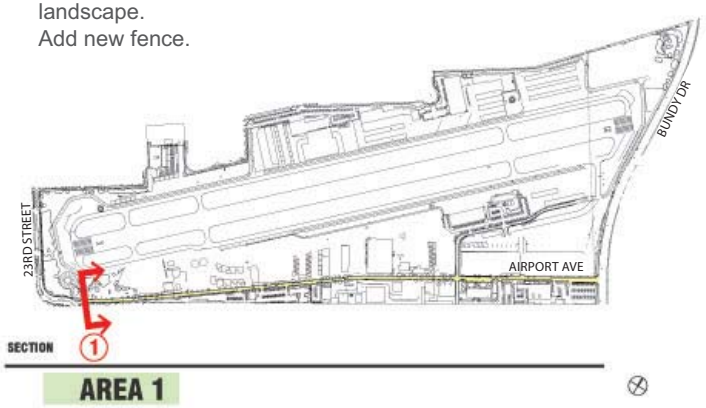
Ⓑ Push back further into the embankment to get necessary room for cycle track.

Ⓒ Add pedestrian-oriented lighting signage, amenities.

South Side

See Phase 1.

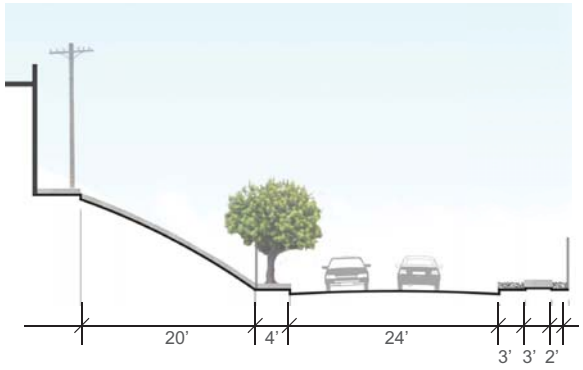
Ⓓ Alternatively, roadway relocation may be considered so that a south-side sidewalk can be accommodated in this segment. *not depicted*



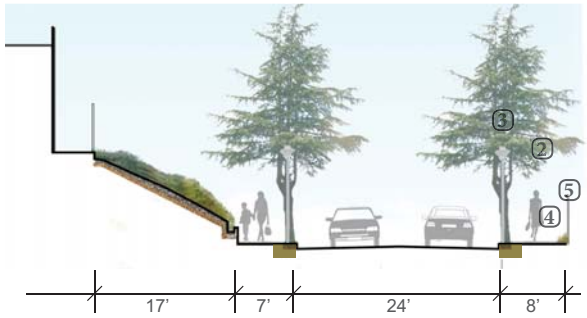
KEY MAP

Figure 2.29 : Area 1 Neighborhood Gateway: Section 2

EXISTING



PROPOSED, PHASE 1



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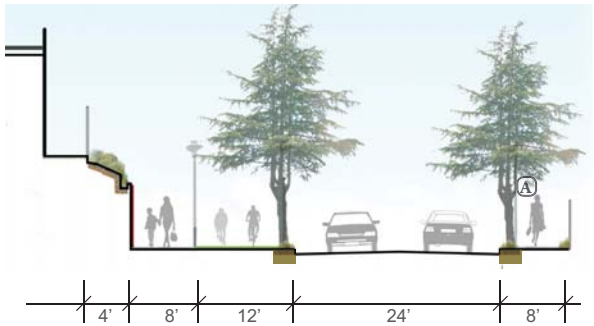


PHASE 1 IMPROVEMENTS

North Side

Same as Section 1, Phase 1, except, in addition:

1 Underground the utilities (currently *not depicted* at the top or bottom of the embankment).

South Side

2 Remove meandering paths and introduce legible sidewalk paths (where feasible).

3 Plant regular Fine-Needle Conifer Trees. Think about the shade canopy over street.

4 Remove and replace overgrown landscape.

5 Add new fence.

PHASE 2 IMPROVEMENTS

North Side

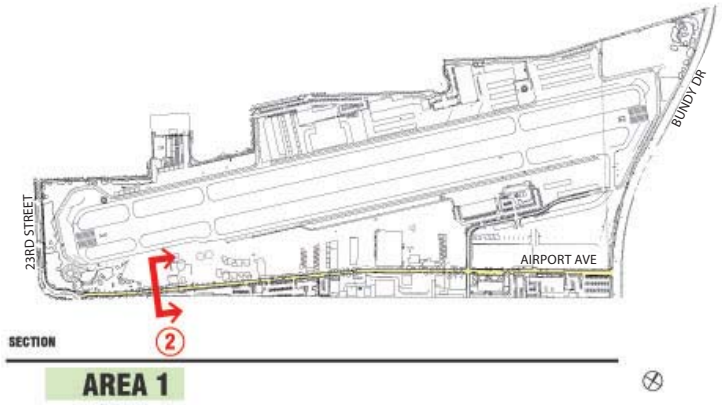
Same as Section 1, Phase 2.

South Side

A Continue to add pedestrian amenities such as benches, signage, and lighting.

B Add educational signage at tree wells and planting areas about *not depicted* sustainability (e.g. air filtration, water treatment in bioswales, native plants, calories burned around cycle track, energy use, and other facts).

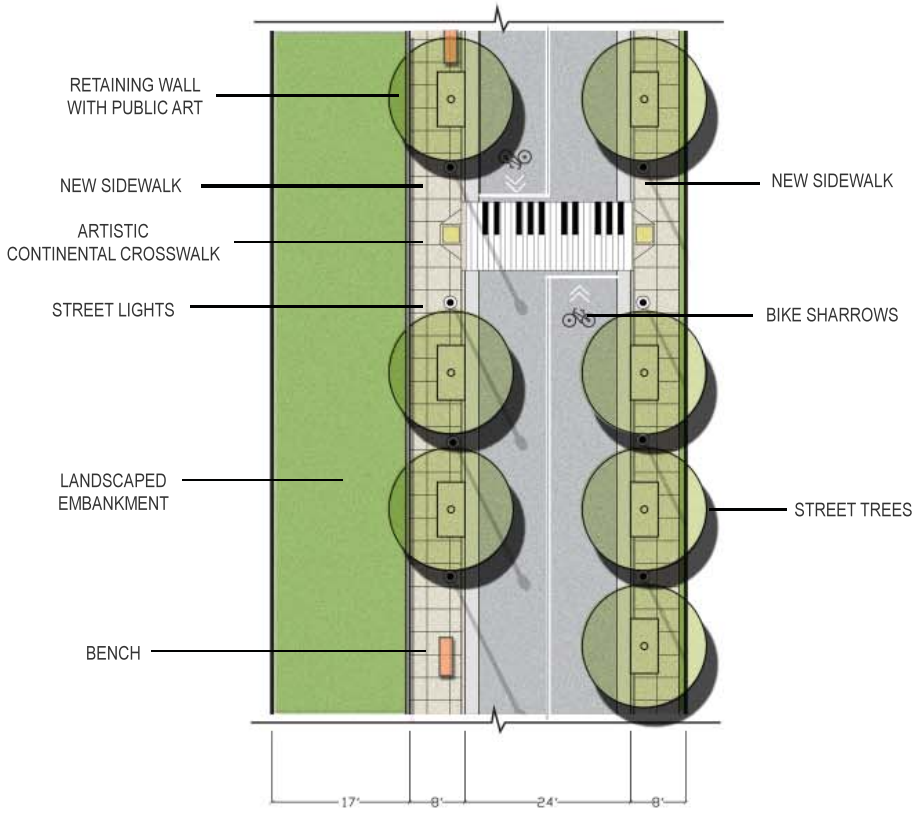
C Add educational signage regarding the Airport and its sustainable *not depicted* community-serving uses.



KEY MAP

Figure 2.30 : Area 1 Neighborhood Gateway: Section 2

PHASE 1: TYPICAL STREET PLAN VIEW



PHASE 2: TYPICAL STREET PLAN VIEW

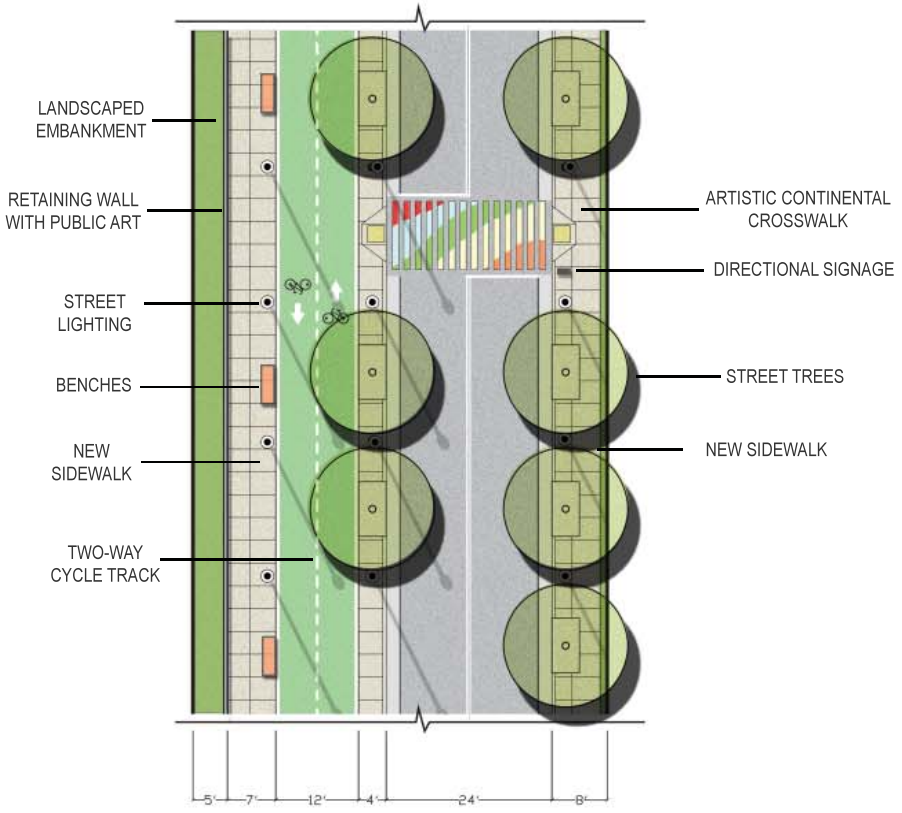


Figure 2.31 : Area 2 Community Oriented Space: General

VISION

- Re-purpose underutilized space for community activity.
- Provide multi-modal amenities for visitors.
- Shift modal allocation of street space to prioritize pedestrians and bicyclists

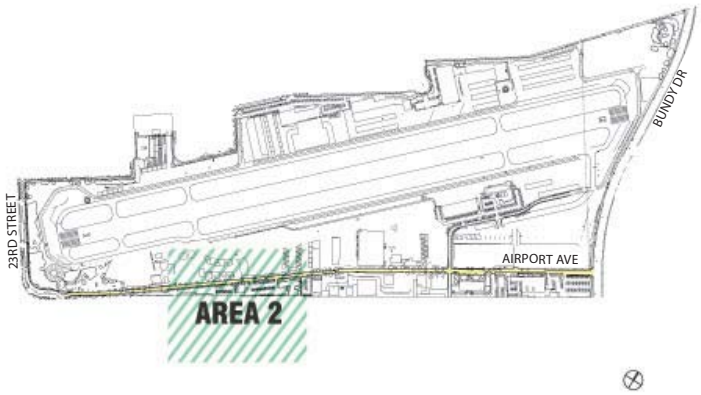
GENERAL IMPROVEMENTS

Phase 1: General

- Add a new street crossing with 20 ft Continental crosswalks and full stop controls.
- Fix the missing pedestrian street crossing at east side of SMC building 2800.
- Introduce regular sidewalks on both sides of the street.
- Take advantage of the triangle parcel on the south side, which is currently underutilized. Re-appropriate this as 'being-space' for community-oriented uses and functions.
- Remove street trees that cause hazards for pedestrians. Create mulch, reusable on site or given to community.
- Plant new street trees as living air filters and noise abatement: Fine-Needle Conifer Trees (must be limbed up). Use 4 ft x 8 ft tree wells (min) with understory planting in bioswales.
- Introduce safety features and amenities for pedestrians (e.g. pedestrian street lights, trash cans, etc.).
- Repave cracking asphalt using recycled asphalt or reclaimed asphalt pavement.
- Underground the utilities
- Maintain 24' ROW.

Phase 2: General

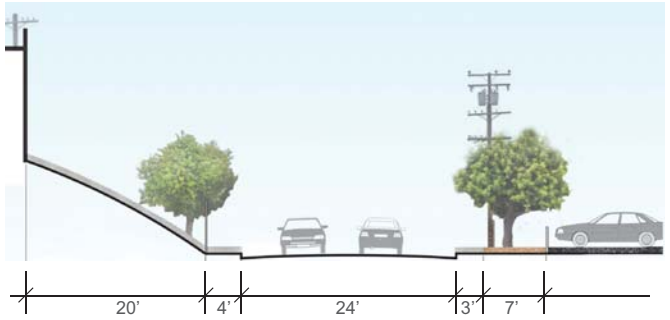
- Add bike racks immediately adjacent to building entrances wherever possible.
- Add benches along the back of the sidewalk every 300 feet.



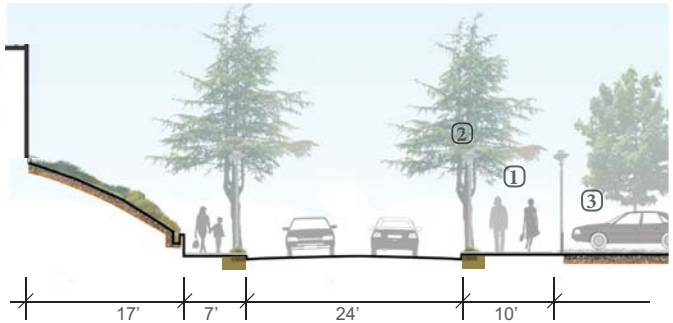
KEY MAP

Figure 2.32 : Area 2 Community Oriented Space: Section 3

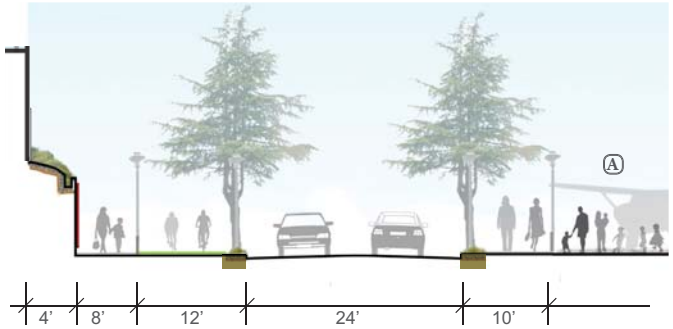
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

North Side

Same as Section 2, Phase 1.

South Side

1. Fix broken, discontinuous, and fragmented sidewalks with new sidewalk pavers. Cover dirt areas and introduce planting along the pedestrian right-of-way.
2. Plant regular Fine-Needle Conifer Trees.
3. Add permeable paving to the parking bays within the lot on the south side of the street, and green the parking lot with shade trees and bioswales.
4. *not depicted* Add missing curb ramps (4 total missing).
5. *not depicted* Underground the utilities.

PHASE 2 IMPROVEMENTS

North Side

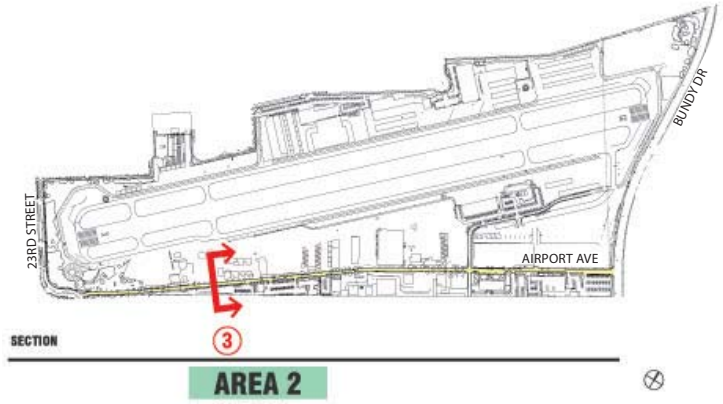
Same as Section 1, Phase 2.

South Side

Same as Section 2, Phase 2, except:

A. Re-purpose a portion of the triangle parcel (now used for parking) for community use. Allow community participation in design and identification of use. Options could include:

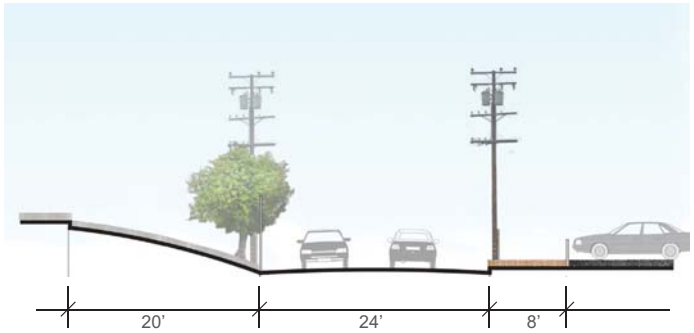
- "Plane Playground" (depicted)
- Shipping Containers to house various uses
- Community plantings and greening
- Community outdoor classroom with shade structure
- Exercise stations or active park
- Art park



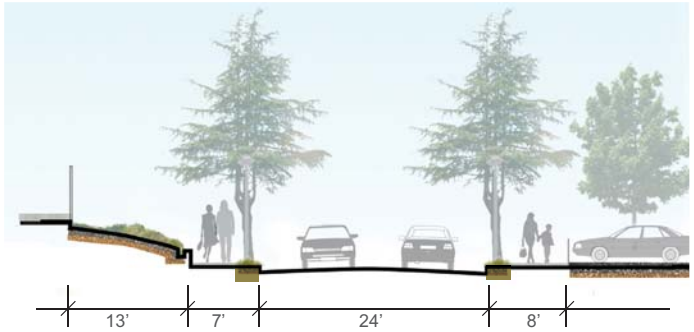
KEY MAP

Figure 2.33 : Area 2 Community Oriented Space: Section 4

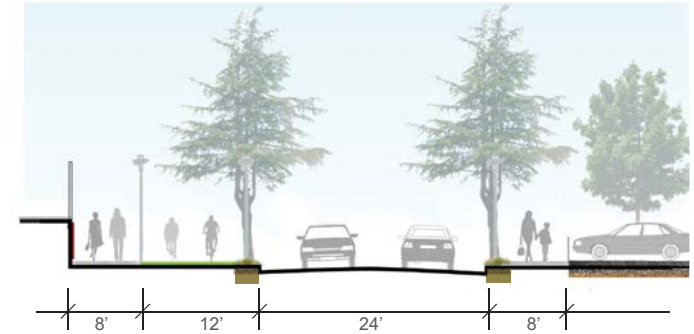
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

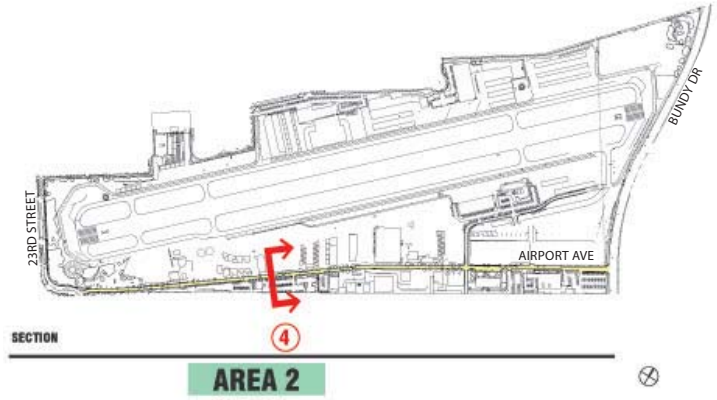
North Side
Same as Section 2, Phase 1.

South Side
Same as Section 3, Phase 1.

PHASE 2 IMPROVEMENTS

North Side
Same as Section 1, Phase 2.

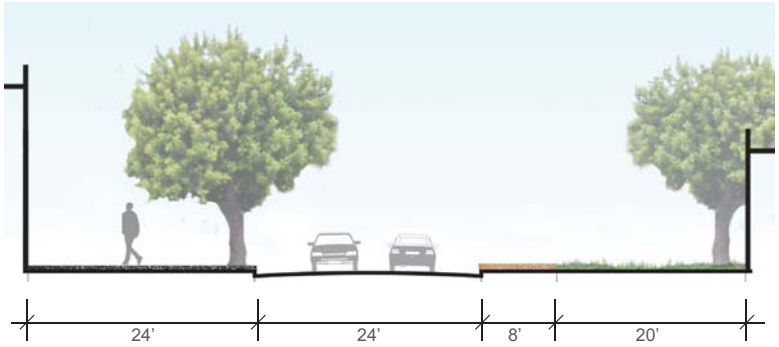
South Side
Same as Section 2, Phase 2.



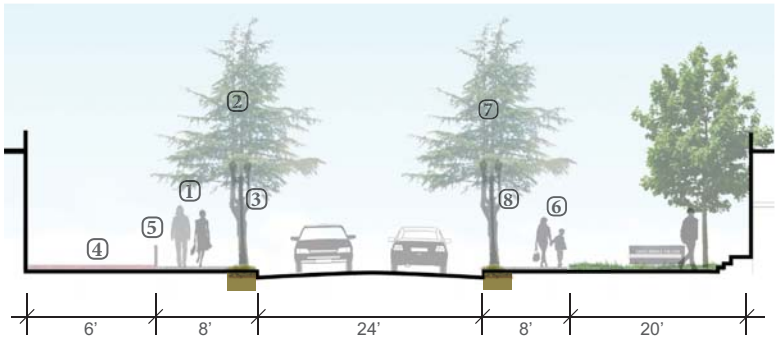
KEY MAP

Figure 2.34 : Area 2 Community Oriented Space: Section 5

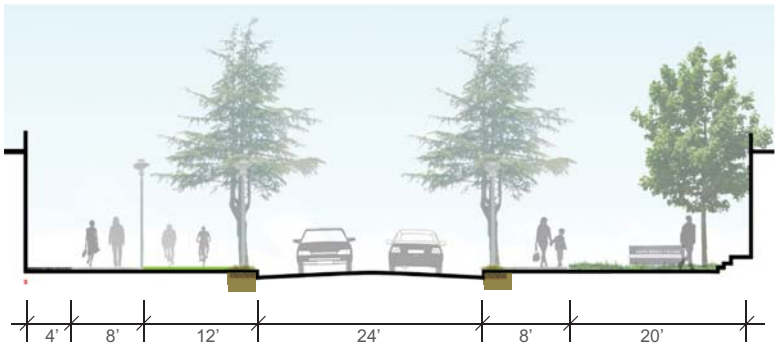
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

North Side

① Introduce 7ft sidewalk.
② Plant regular Fine-Needle Conifer Trees in bioswales.
③ Provide pedestrian amenities regularly.
④ Repave the setback area building face to back of sidewalk with vehicular grade permeable pavers for flexible use.
⑤ Separate the setback area from the sidewalk clearly for safety, through vertical separation such as bollards or planting, or with a change in paving.

South Side

⑥ Fix broken, discontinuous, and fragmented sidewalks with new sidewalk pavers. Cover dirt areas and introduce planting along the pedestrian right-of-way.
⑦ Plant regular Fine-Needle Conifer Trees in bioswales.
⑧ Add pedestrian amenities.

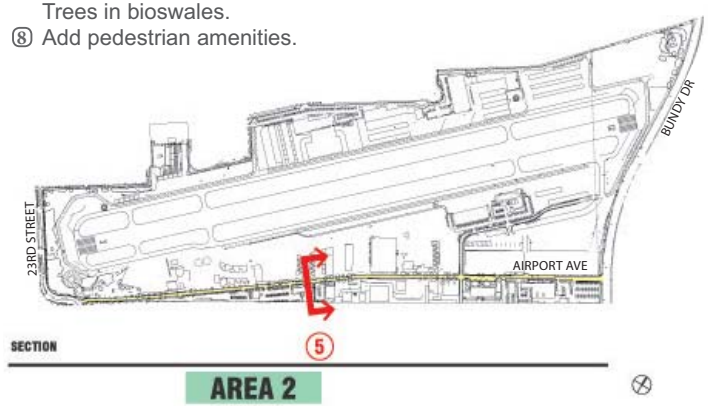
PHASE 2 IMPROVEMENTS

North Side

Same as Section 1, Phase 2.

South Side

Same as Section 2, Phase 2.



KEY MAP

Figure 2.35 : Area 3 Flexible Outdoor Space: General

VISION

- Create a flexible environment for outdoor programming and events / linking indoor and outdoor.
- Provide multi-modal amenities for visitors.
- Shift modal allocation of street space to prioritize pedestrians and bicyclists.

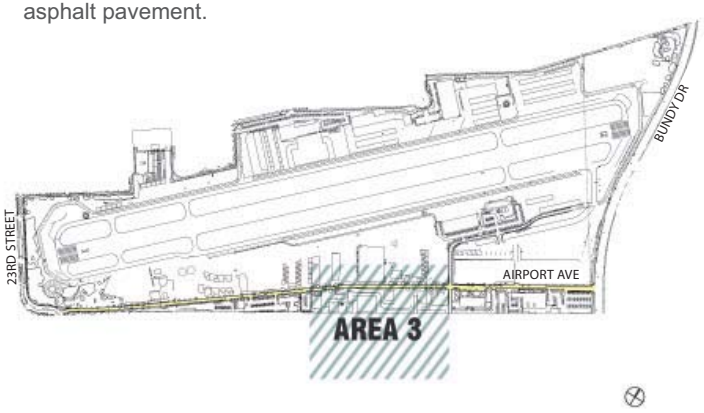
GENERAL IMPROVEMENTS

Phase 1: General

- Introduce a new crossing for pedestrians at / adjacent to Barker Hanger.
- Pave shared-use areas (vehicles and pedestrians) with vehicular-grade pavers to accommodate outdoor programming and events / flexible space.
- Remove street trees that cause hazards for pedestrians. Create mulch, reusable on site or given to community.
- Plant new street trees as living air filters and noise abatement: Canopy Trees preferred. Use 4 ft x 8 ft tree wells (min).
- Introduce safety features and amenities for pedestrians (e.g. pedestrian street lights, trash cans, etc.).
- Repave cracking asphalt using recycled asphalt or reclaimed asphalt pavement.
- Underground the utilities.
- Maintain 24' ROW.

Phase 2: General

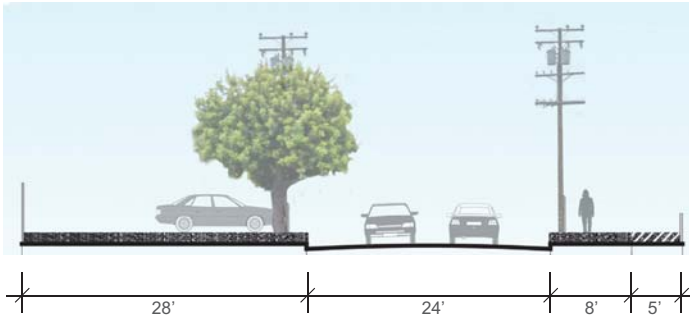
- Introduce a "raised-table" roadway (e.g. roadway flush with sidewalk with retractable bollards or temporary vertical barriers at both ends to cordon off the area for outdoor activities.
- Repave the "raised-table" roadway with vehicular-grade modular pavers (e.g. Stepstone 2'x4'). String lights across the roadway to reinforce the quality of the space as an outdoor room, at sufficient height to allow trucks to pass underneath.
- Add bike racks immediately adjacent to building entrances wherever possible.



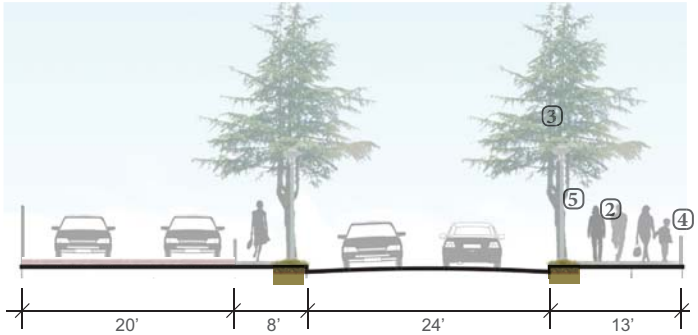
KEY MAP

Figure 2.36 : Area 3 Flexible Outdoor Space: Section 6

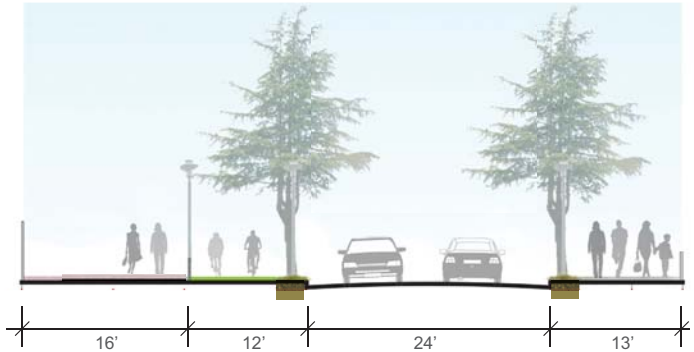
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

North Side

Same as Section 5, Phase 1 except in addition:

① Underground the utilities.

not depicted

South Side

② Fix broken, discontinuous, and fragmented sidewalks with new sidewalk pavers. Remove asphalt in the pedestrian zone. Introduce planting along the pedestrian right-of-way.

③ Plant regular Fine-Needle Conifer Trees.

④ Separate setbacks area from the sidewalk clearly for safety, through vertical separation such as bollards or planting, or with a change in paving.

⑤ Add pedestrian amenities.

⑥ Underground the utilities.

not depicted

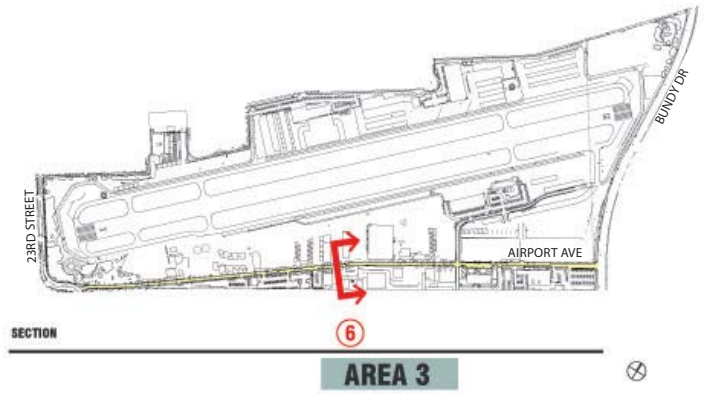
PHASE 2 IMPROVEMENTS

North Side

Same as Section 1, Phase 2.

South Side

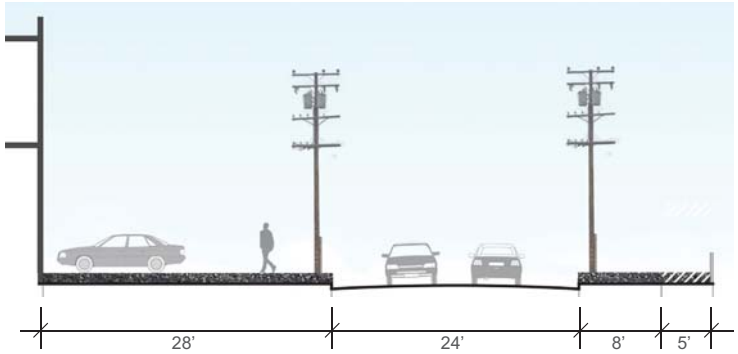
Same as Section 2, Phase 2.



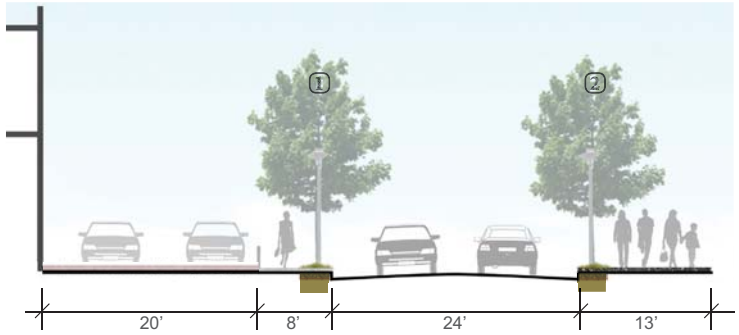
KEY MAP

Figure 2.37 : Area 3 Flexible Outdoor Space: Section 7

EXISTING



PROPOSED, PHASE 1



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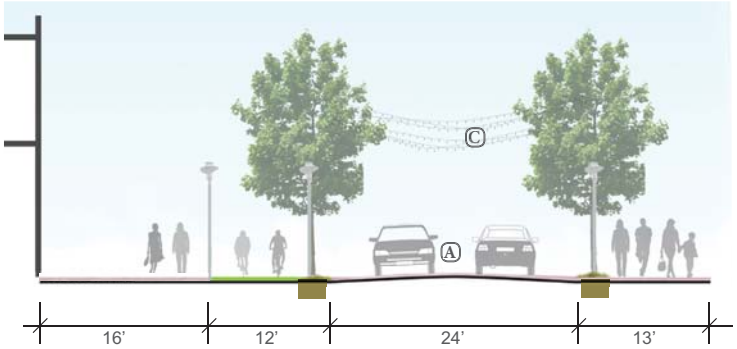


PHASE 1 IMPROVEMENTS

North Side

Same as Section 5, Phase 1 except:

① Plant regularly-spaced shade trees.
② Underground the utilities.

not depicted

South Side

Same as Section 6, Phase 1, except:

③ Plant regularly-spaced shade trees.

PHASE 2 IMPROVEMENTS

North Side

Same as Section 5, Phase 2.

South Side

Same as Section 2, Phase 2.

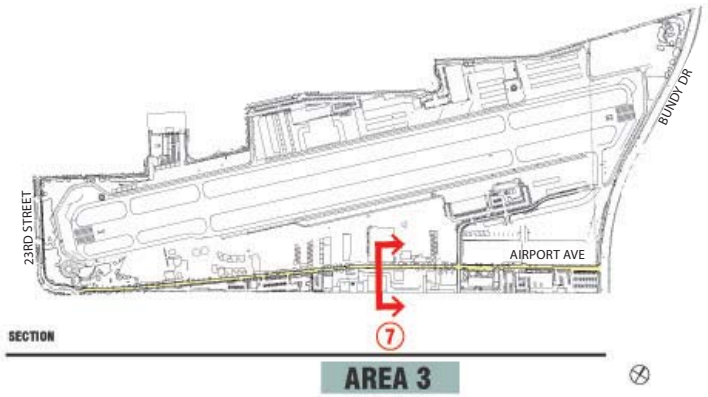
Between the Curbs

Ⓐ Introduce a "raised-table" roadway (e.g. roadway flush with sidewalk) with retractable bollards or vertical temporary barriers at both ends to cordon off the area for outdoor activities.

not depicted

Ⓑ Alternatively pavement painting can be used within the roadway to demarcate the shared space. See precedent images at the end of this section.

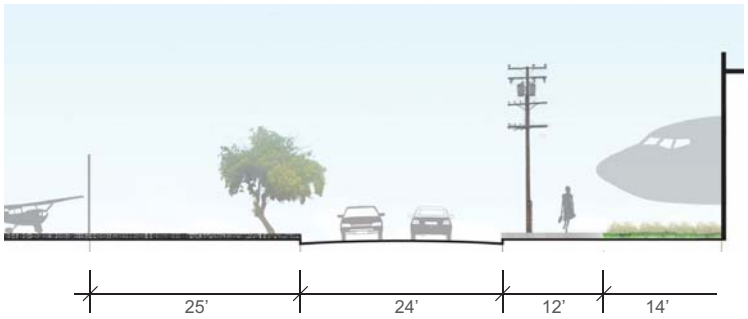
Ⓒ String lights across the roadway to reinforce the quality of the space as an outdoor room, at sufficient height to allow trucks to pass underneath.



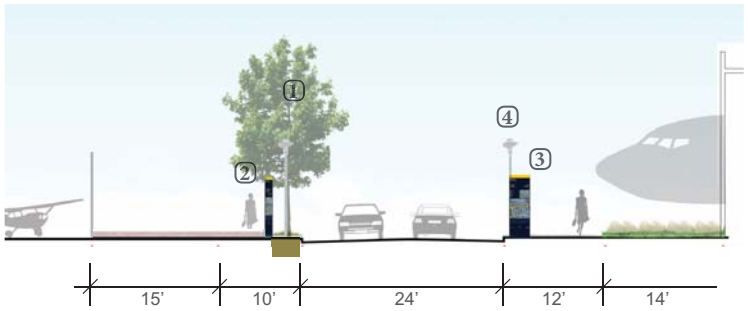
KEY MAP

Figure 2.38 : Area 3 Flexible Outdoor Space: Section 8

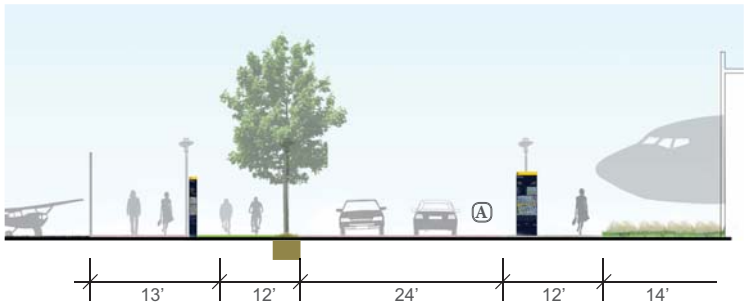
EXISTING



PROPOSED, PHASE 1



PROPOSED, PHASE 2



PHASE 1 IMPROVEMENTS

North Side

Same as Section 5, Phase 1 except:

① Plant regularly-spaced shade trees.
② Add pedestrian oriented directional signage.

South Side

③ Add pedestrian oriented directional signage.
④ Continue to add pedestrian amenities, such as lighting, benches, trashcans, etc.
⑤ Underground the utilities.

not depicted

PHASE 2 IMPROVEMENTS

North Side

Same as Section 5, Phase 2.

South Side

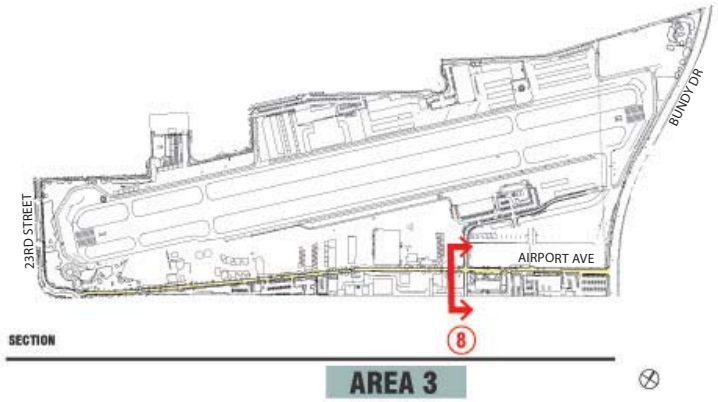
Same as Section 2, Phase 2.

Between the Curbs

Ⓐ Introduce a "raised-table" roadway (e.g. roadway flush with sidewalk) with retractable bollards or vertical temporary barriers at both ends to cordon off the area for outdoor activities.

not depicted

Ⓑ Alternatively pavement painting can be used within the roadway to demarcate the shared space. See precedent images at the end of this section.



KEY MAP

Figure 2.39 : Area 4 Active Airport Community Park: General

VISION

- Extend Park space and amenities for community users.
- Create a strong, legible, and safe entry to the Airport community, encouraging active recreation and community access.
- Shift modal allocation of street space to prioritize pedestrians and bicyclists.

GENERAL IMPROVEMENTS

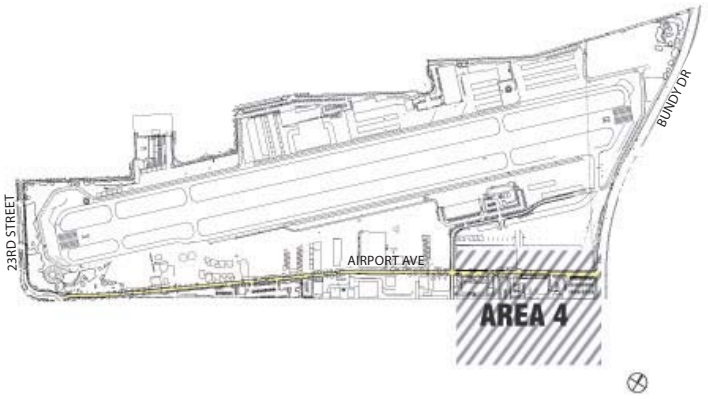
Phase 1: General

- Add directional signage at entrance describing community uses within Airport campus.
- Better link to the neighborhood to the south. Provide a new pedestrian- and bike- only entrance at Stewart Street. →
- Enhance existing street crossings and markings as necessary with 20' Continental crosswalks.
- Underground the utilities.
- Maintain 24'ROW.

Phase 2: General

- Expand the open space areas / park land areas for active and passive recreation.

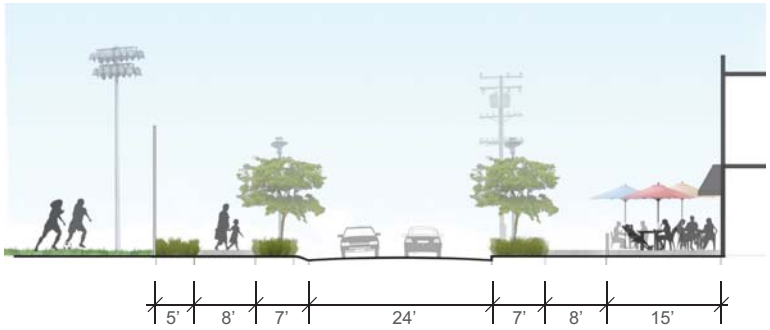
LOCATION OF NEW PROPOSED PEDESTRIAN AND BIKE ENTRANCE TO AIRPORT, AT END OF STEWART STREET



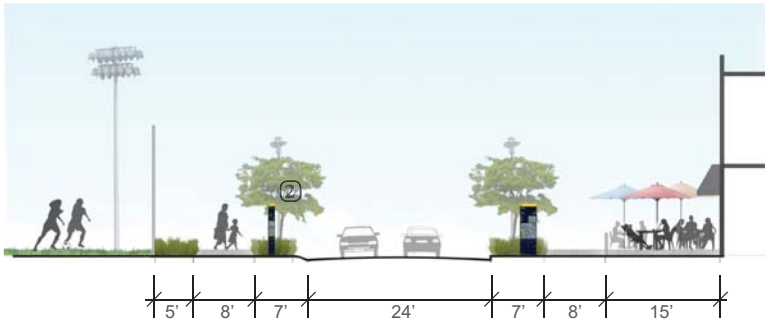
KEY MAP

Figure 2.40 : Area 4 Active Airport Community Park: Section 9

EXISTING



PROPOSED, PHASE 1



PHASE 1 IMPROVEMENTS

Various streetscaping enhancements have already been made to this segment. New improvements focus on signage and amenities, rather then reallocation of the street space.

North Side

not depicted
① Add bike racks and bike-user amenities (e.g. bike repair station, bike share station, etc.) around park and along streets near building entrances.

② Extend educational signage regarding the airport and its sustainable and community serving uses.

South Side

not depicted
③ Open pedestrian / bike entrance from Stewart Avenue to directly connect to Airport Avenue. Introduce directional signage at the Stewart entrance. (See below)

not depicted
④ Add benches and bike racks every 300 ft along Airport Avenue.

PHASE 2 IMPROVEMENTS

North Side

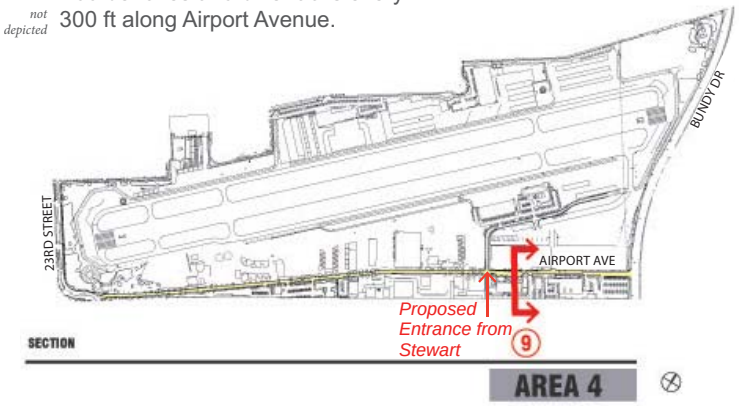
not depicted
Ⓐ Add cycle track and/or running track around edge of park.

South Side

not depicted
Ⓑ Add benches along the back of the sidewalk every 300 feet.

General

not depicted
Ⓒ Consider expanding open space areas. Re-purpose tie down lots to the north of the Museum of Flying and/or north of the dog park into community-serving outdoor recreation (e.g. volleyball, basketball, plaza, green area, etc.)



KEY MAP

Figure 2.41 : Area A and B Future Connections: General

A MEANDERING MULTI-MODAL PATH

BIKE PATH CONNECTS AROUND EDGE OF AIRPORT PROPERTY

A TWO-WAY FACILITY

CLEARLY MARKED AREAS FOR BIKES AND PEDESTRIANS. SHADED FOR COMFORT

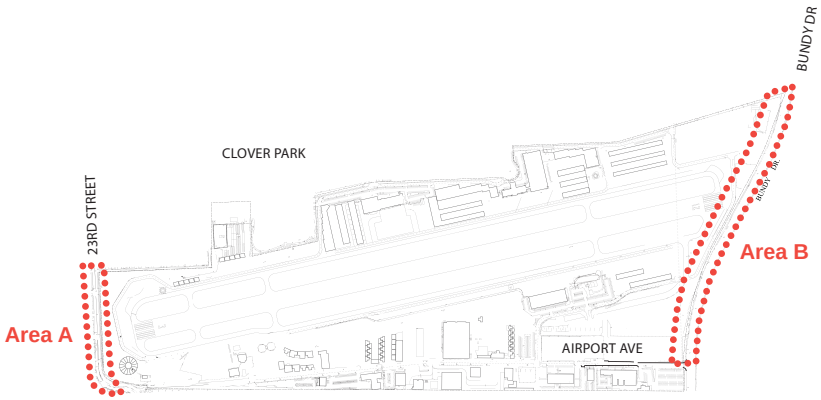
VISION

- Provide active recreation for the community.
- Join the Airport campus with a green-loop. At street level (e.g. along 23rd and Brandy)

GENERAL IMPROVEMENTS

Future Connections: General

- Extend a two-way cycle track facility that loops around each end of the Airport campus and connects to the City's network of proposed bike lanes as well as to Clover Park.
- Path to be adjacent to streets at street level with necessary retaining wall at edge.



KEY MAP

Figure 2.42 : Bicycle and Pedestrian Enhancements: Phase 1

Figure 2.43 : Bicycle and Pedestrian Enhancements: All Areas, Phase 1

PLANTING AS BUFFER TO SOFTEN EDGES

PLANTING AREAS THAT ARE BIOSWALES. CAPTURE STORMWATER AND RUNOFF

VEHICULAR-GRADE PAVERS IN SHARED-USE SPACES. USE AS OUTDOOR EVENT SPACE.

SOLAR PANELS PROVIDE SHADE OVER WALKWAYS AND PARKING

PUBLIC ART ALONG RETAINING WALLS AND BLANK FACADES

PEDESTRIAN AMENITIES, SUCH AS BENCHES AND LIGHTING

Figure 2.44 : Bicycle and Pedestrian Enhancements: All Areas, Phase 1

DECORATIVE ARTISTIC FENCING, RATHER THAN SIMPLE CHAIN LINK. ABOVE, LEFT AND RIGHT

PERMEABLE PAVERS IN PARKING LOTS

CLEAR, WELL-MARKED CROSSINGS. USE CONTINENTAL CROSSWALKS OR ARTISTIC STREET PRINT

GREEN SCREENS ALONG WALLS

Figure 2.45 : Bicycle and Pedestrian Enhancements: All Areas, Phase 2

RAISED STREET THAT IS LEVEL WITH SIDEWALK: SHARED SPACE

STREET PAINT TO ESTABLISH A SHARED-SPACE WITHOUT ROADWAY MODIFICATION

CYCLE TRACK. WELL-MARKED AND SEPARATED.

CYCLE TRACK. A SAFE RIDING ENVIRONMENT

Figure 2.46 : Bicycle and Pedestrian Enhancements: All Areas, Phase 2

EDUCATIONAL SIGNAGE

LIGHTING OVER THE ROADWAY IN KEY NODES

RE-APPROPRIATING UNDERUTILIZED SPACE FOR TEMPORARY COMMUNITY USE

RE-APPROPRIATING UNDERUTILIZED SPACE FOR COMMUNITY USE

Recommendations: Parking

The deteriorated parking lots on Airport Avenue are in need of redesign and repaving. The lots directly adjacent to the Barker Hanger, the Santa Monica Art Studio and the Ruskin Group Theatre do not have clearly designated striped parking stalls. Cost estimates for both of these lots are shown in the appendix. The Barker Hanger parking lot redesign is estimated to cost about $81,300 for asphalt repaving, parking lot restriping and landscaping. The Santa Monica Art Studio and the Ruskin Group Theatre parking lot are estimated to cost about $93,300. Costs include asphalt repaving, parking lot restriping and landscaping. It is recommended that these lots be redone to maximize the number of vehicle parking spaces, while also incorporating landscaping features.

Figure 2.47 : Santa Monica Airport – Proposed Parking Supply

Uses, Alignment, and Design

Task Description

The Uses, Alignment, and Design feasibility study of the Airport's Enhancement Planning Project requests the consultant team to:

> *"Analyze and identify the current mix of uses and provide options and scenarios regarding the mix of recreational (active and passive), entertainment, and commercial uses."*

Specifically for the Airport, it also adds a particular emphasis of the types of land uses that should be evaluated:

> *"Community priorities expressed in Phase II of the Airport visioning process include evaluating mixed-use options such as expanding or enhancing outdoor recreational space and facilities, light community-serving retail, and arts and education facilities."*[2]

In fact, the Rand Corporation's report that was part of Phase I of the Visioning Process had already identified potential land-use "themes" for the non-aviation lands of SMO Airport, including recreation, local retail, and arts/culture/education:

> *"The success of these recreational facilities [sports fields, dog park, and playground] is an indication that expansion and upgrading would be valued by the citizens."*

> *"Retail development at a modest scale, which would likely have less impact on the surrounding neighborhoods than a larger retail or commercial development, could be considered as a means of meeting the interest of local residents and employees for local services."*

> *"[T]he artistic community is generally satisfied with current arrangements and is anxious to continue its presence at the airport. Many members of the artistic community advocate the expansion of artistic activities there."*[3]

Phase II of the Visioning Process reinforced these initial conceptions. Although most public comments were related to the aviation activities, there were some pointed comments related to the uses in the non-aviation lands:

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[2] Source: Santa Monica Pier and Airport Enhancement Planning Project RFP
[3] Source: Rand Corporation, "Santa Monica Municipal Airport (SMO) Options for the Future," 2012

"A large number of participants advocated for the City to expand open space amenities (e.g., Clover Park) on the airport campus… Participants suggested that the City consider a limited number of priority uses (e.g., retail, recreation, housing, etc.) and hire a third party researcher to identify the costs and benefits associated with each option… Overall, participants would like a better understanding of which land use scenarios would provide the most benefit to the broader Santa Monica community."

This notwithstanding, the Santa Monica community also highlighted that the potential consequences from new land uses should also be taken into account:

"Participants expressed the need to critically analyze the potential carbon footprint, as well as the noise and traffic issues that could result from alternative land use options… Participants suggested that the City allow limited development of non-aviation related activities to limit further quality of life deterioration and excessive vehicular traffic."[4]

Taking these precedents as a point of departure, the IBI Group-led planning team set out to analyze existing conditions and opportunities that the site offered, and propose a set of alternatives of which one was chosen as the recommended course of action.

Analysis

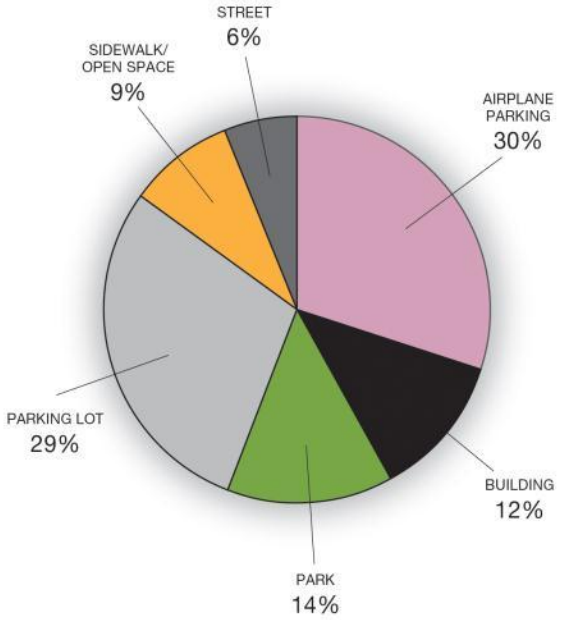
Existing Conditions

The non-aviation lands comprise 38.8 acres of land, of which the majority is devoted to vehicular circulation or vehicular/airplane parking (**Figure 3.1**). A sizeable amount of the total area – 14% – is dedicated to open recreational space, which is Airport Park that opened in 2007. Only 12% of the total surface is occupied by buildings, which makes the non-aviation lands a low-density urban area, in contrast to the relatively higher density residential areas. Even with exclusively non-residential uses on the Airport Campus, it produces fewer trips per day than if the area was built up with single family residential use similar to that of the surrounding communities (**Table 3.2** shows hypothetical trip generation estimations for different land uses, supposing that the totality of the area would be built up completely with the indicated use).

[4] Source: MIG, "Santa Monica Municipal Airport Community Visioning Process," 2012.

3.1


3021
3026
3100
3200
3400
2800
0
200
400
600 Feet


STREET
6%
SIDEWALK/
OPEN SPACE
9%
AIRPLANE
PARKING
30%
PARKING LOT
29%
BUILDING
12%
PARK
14%

3.2

Land use trip generation and parking demand

Land use and intensity[5]	Traffic generation			Parking demand
	ADT	AM Peak	PM Peak	
Current land use mix (see table 3.3 below)	1,946	209	420	297
Single-family homes (8 units/acre)[6]	2,297	180	242	439
Multifamily homes (20 units/acre)[7]	3,990	306	372	738
Office low-rise (2-3 stories)	3,597	507	486	807
Commercial (2 story)	14,028	327	1,218	1,229

Within the area of study there are ten major buildings and, depending on how they are counted, about the same number of accessory buildings. Many of the buildings have had uses associated with air traffic operations (hangars, administrative buildings) and have been repurposed in terms of use, although some, like the Barker Hangar, still continue to have some airport-related activities. Over time, activities in the buildings of the land-side of the Airport have shifted from a more industrial focus (welding, manufacturing, etc.) to alternative uses with lower impact to the community (art production, administrative uses, warehousing, etc.).

The activities that take place in the buildings can be classified into three major areas or groups:

- **Office related.** Some buildings on the non-aviation lands are used for office or administrative purposes, particularly those on the eastern side of Airport Avenue. Being located in buildings that were not originally conceived as offices or being built a long time ago, these offices do not command high-end rents and cater to small businesses or creative professionals with the need to combine administrative activities with manufacturing of individualized products or services.
- **Art / Culture related**. In many instances linked to the previous category, there is a community of artists and culture-related venues that has begun to give a special

[5] Supposes 25% of the total area for circulation and the rest (75%) totally occupied by the indicated land uses and densities / intensities. Source: IBI Group. Intensity is measure on how much human activity is generated in an area; it is a function of both land use and building area within a piece of land.
[6] Average density of the SMO Airport surrounding residential neighborhoods.
[7] Apartment buildings about 3-4 stories high.

character to the area. These activities primarily revolve around the approximately 80 artist studios contained in the buildings of 2900 and 3026 Airport Avenue, and are complemented by the Museum of Flying, the Ruskin Theater, the event venue of Barker Hangar, and the Spitfire Grill, one of two restaurants in the area.

- **Education related**. Two buildings, 2800 and 3400 Airport Avenue, house programs from the Santa Monica College, the Art Department and the Small Business Development Center, respectively. The former dovetails with the art/cultural uses and the latter with the office functions found in the area. Although the College's main satellite campus is located in the vicinity on Bundy Drive, these two facilities ensure student and faculty presence on the Airport Campus.

Together, these three activity groups that blend together well in terms of compatibility, give the area its alternative and unconventional character. **Table 3.3** below summarizes the uses, areas, and primary tenants of the principal structures currently contained in the lands defined as "non-aviation." **Figure 3.4** shows images of the principal structures contained in the table. Additional information on the buildings themselves is contained in the Facilities, Design, and Engineering chapter of the report.

3.3 Airport Avenue building address, size and type

Building	Name/Tenant	Area	Land use/Activity
2800 Airport Avenue	Airport Arts Campus – Santa Monica College	12,200 SF	Higher Education / Art Studios
2900 Airport Avenue	Artist Studios	8,000 SF	Art Studios
3000 Airport Avenue	Ruskin Theater	6,000 SF	Cultural performances
3021 Airport Avenue	Barker Hangar / Santa Monica Air Center	62,000 SF	Cultural Events
3026 Airport Avenue	Santa Monica Art Studios	22,000 SF	Art Studios
3050 Airport Avenue	Santa Monica Airport Antique and Other Offices	5,970 SF	Creative Office / Industrial
3100 Airport Avenue	Museum of Flying	22,000 SF	Exhibitions
3200 Airport Avenue	Offices	11,577 SF	Creative Office
3300 Airport Avenue	Spitfire Grill and Other Offices	4,883 SF	Restaurant / Creative Office
3400 Airport Avenue	Santa Monica College Small Business Center and Other Offices	26,893 SF	Higher Education / Creative Office
Total		**181,523 SF**	

3.4

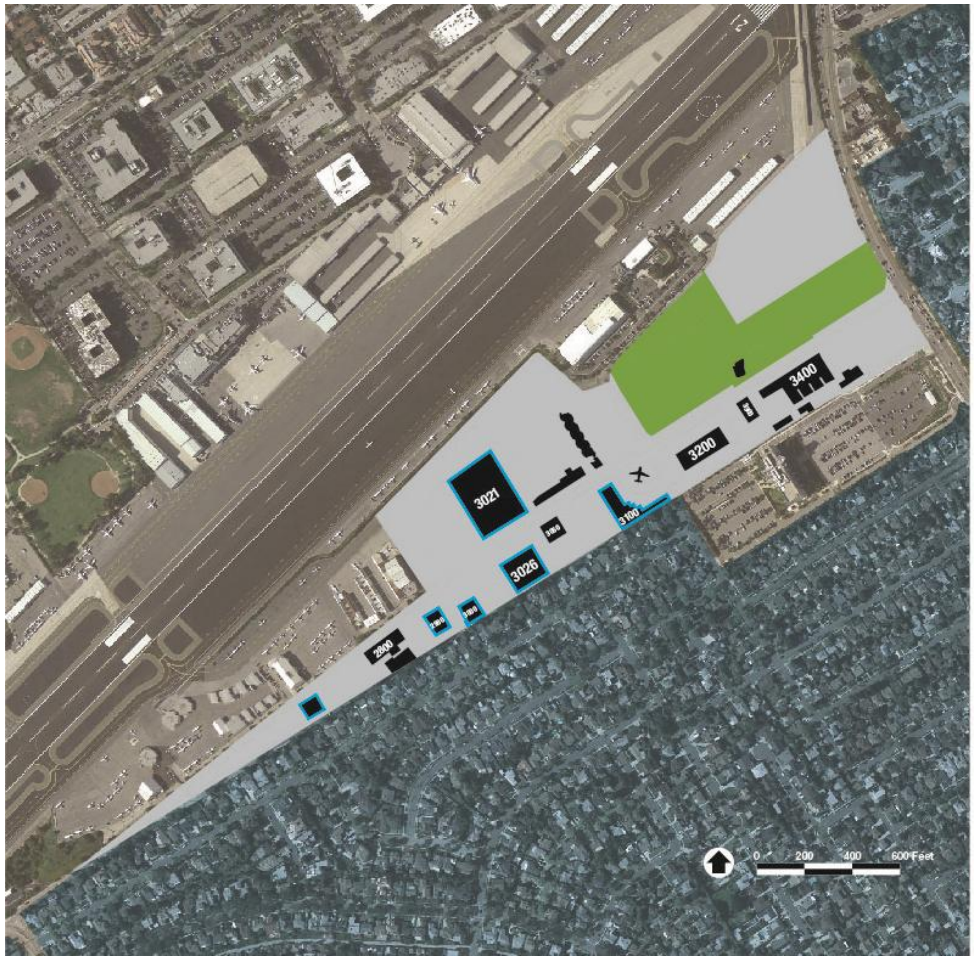

FedEx
Express
The World On Time
3100
General Aviation Facility
SANTA MONICA ART STUDIOS
STUDIOS WORKSHOPS LECTURES EXHIBITIONS

Opportunities

Community sentiment during Phase II of the Visioning process expressed general satisfaction with the current low-intensive nature of uses on non-aviation lands, but that the area could benefit from specific community-oriented enhancements. This presented the consulting team with a study area that has many inherent strengths and opportunities that the site and the conditions governing its future provide, namely (**Figure 3.5**):

- **Land ownership and expiring leases.** Since all land and buildings in the study area are owned by the City of Santa Monica and all leases will expire by 2015, it opens up the opportunity of a major refocus of the land use strategy. This presents the City with much more control over future development of the non-aviation lands, including structures, facilities, tenants, and street alignment.
- **Substantial un-built areas.** Together, parking, circulation, and green spaces, i.e., un-built surfaces, make up the majority of the non-aviation lands of SMO. Moreover, as the Access and Parking analysis showed, parking supply exceeds demand in relation to existing land uses. These conditions provide the opportunity to dedicate the underutilized areas for other uses that would benefit the Santa Monica community in a more direct and meaningful way.
- **Possibility of integration with neighborhoods.** In contrast to other municipal airports, SMO is located amidst a very dense residential fabric, which allows meaningful connections between the activities occurring in the Airport Campus and the neighboring
- **Seminal presence of art/cultural activities.** This area is already recognized as an established, alternative and independent, art and culture hub within the Santa Monica opportunities to further enhance the quality of life for the community through arts and cultural enhancements.
- **Successful new community green spaces.** The sports fields, playground, community outdoor areas, and dog park constitute an important asset for the adjacent neighborhoods, especially because it has been so well received and is so popular with the residents and visitors. The opportunity lays in building upon this success and connecting these public open spaces with future enhancements.

3.5



Substantial Unbuilt Areas

Seminal Presence of Art/Cultural Activities

Successful New Community Green Spaces

Possibility of Integration with Neighborhoods

Future Land Use Scenarios

The consultant team analyzed three land use development scenarios. Rather than deciding on the typical, real estate market-driven approach of highest and best use, the selection of alternatives was based on the viable range of alternatives contained in the final report of MIG, which summarizes the community's perspectives on the future on the non-aviation lands (Phase II of the Airport Visioning Process). In other words, the planning team was keenly aware that this project was to achieve much more than just financial sustainability, but moreover had to contribute to the quality of life for Santa Monica citizens along multiple dimensions.

There are four primary reasons for taking an incremental approach to enhancement planning on the non-aviation land on the Airport Campus:

- First, the traffic impact calculations (already presented in the Access and Parking section of this report) showed early on that vehicular capacity on Airport Avenue was limited, which effectively "capped" the amount of development that could occur on the non-aviation lands.
- Second, the fact that the fate of the Airport itself would likely not be defined by 2015, when the leases expire, making large capital expenditures associated with a major building program imprudent and potentially untenable.
- Third, during Phase II of the Visioning Process there was strong sentiment to improve the quality of life of the surrounding neighborhoods, minimizing the negative effects of intensified urban development: "Participants suggested that the City allow limited development of non-aviation related activities to limit further quality of life deterioration and excessive vehicular traffic."[8]
- And fourth, the conversations with City and Airport Staff quickly confirmed that an incremental strategy was preferred over a large "master planning" effort, which only would need to take place once the future over aviation operations at SMO was more clearly defined.

The consultant team's approach to this incremental enhancement planning effort was to articulate a strategy as a starting point for the City to consider, rather than picking a specific group or "mix" of particular uses and analyzing their impact. The team then focused on strategic questions. Would it make sense to change current land uses in the City-owned buildings? Would it make sense to retrofit/enhance current structures or construct new, complementary buildings? Would it make sense to expand/enhance current outdoor recreation facilities?

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[8] Source: MIG, "Santa Monica Municipal Airport Community Visioning Process," 2012.

Possible answers to these questions provided the input to develop three alternative analysis scenarios in addition to the current, baseline, scenario. They are summarized in the paragraphs below.

Baseline scenario: Keep current land uses and buildings. The baseline scenario implies keeping the buildings and the land uses as they are currently, with adequate maintenance, but without any major retrofits or changes. This scenario provides a baseline comparison with other alternatives and, depending on the conditions, may happen to be better than any intervention, considering that the Visioning Process did not identify grave shortcomings with the current situation of the non-aviation lands.

Scenario 1: Substitution of land uses within retrofitted buildings. This scenario presupposes that a major shift in land use policy takes place within existing and substantially retrofitted buildings that increase the quality of the building environment, and, consequently the rents and the financial sustainability of the Airport. Although at this point the planning team did not analyze specific land uses, it is conceivable that a major shift in tenant composition may take place. In short, this is the introverted, “change-and-reposition” strategy.

Scenario 2: Conversion of underutilized land for sizeable open space enhancements. In contrast to the previous alternative, this scenario would solely concentrate on the exterior public spaces, leaving the buildings and their existing uses as is. The objective is to convert underutilized, un-built surfaces such as circulation, parking, and aviation-related areas into public recreational open spaces, continuing the trend set by the opening of Airport Park. In short, this is the extroverted, “open-space-only” strategy.

Scenario 3: Complementary community-supporting land uses and key open space enhancements. This scenario lays between the previous two, as it aims for a balance between indoor and outdoor uses in a tactical way. The objective is to keep land uses consistent to what they are today, both inside buildings and regarding parkland, and complement them with key enhancements that are, primarily, community-oriented. This may mean key physical enhancements such as small infill buildings with community-oriented uses and pocket parks and “community activity spots” that target the highest return for investment and connect the different pieces of the area together. In short, this is the balanced, “strategic approach” strategy.

Evaluation of Alternatives

The three scenario alternatives were evaluated against the 14 evaluation criteria outlined in the Project Approach section of this report and also compared to the baseline scenario. The summarized, graphic assessment is contained in **Table 3.6** below:

3.6 Evaluation Criteria Matrix of Land Uses

		Evaluation Criteria	**BASELINE:** Keep current land uses and buildings	**OPTION 1:** Substitution of land uses within retrofitted buildings	**OPTION 2:** Conversion of underutilized land for sizeable open space enhancements	**OPTION 3:** Complementary community-supporting land uses and key open space enhancements
Visioning Process-Based	1	Protect resident's quality of life	⊖	○	⊕⊕	⊕
	2	Increase community open space	⊖	⊖	⊕⊕	⊕
	3	Improve accessibility and reduce traffic impacts	○	⊖	○	○
	4	Add new uses for the benefit of greater community	⊖	⊕⊕	○	⊕
	5	Invest in the improvement of infrastructure	○	○	○	○
	6	Improve aesthetics of the non-aviation lands	⊖	○	⊕⊕	⊕
	7	Include green building practices and sustainability initiatives	⊖	⊕⊕	○	⊕
Project-Based	8	People-oriented rather than car-oriented	⊖	⊖	⊕⊕	⊕
	9	Local scale rather than city or regional scale	⊕	○	⊕	⊕⊕
	10	Integration with the context rather than introverted and standalone	⊖	⊖	○	⊕
	11	Incremental actions rather than large unitary projects	○	○	⊕	⊕⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	○	⊖	⊕	⊕⊕
	13	Energy-efficient rather than resource consuming	○	⊕⊕	○	⊕
	14	Financial sustainability rather than subsidy-dependent	⊖	⊕⊕	⊖	○

⊕= supports the guiding principle ⊖= does not support the guiding principle ○ = neutral / not applicable

Three things are evident, at first glance, when looking at the evaluation table. First, the “baseline” scenario doesn’t advance community goals nor meets with the project-defined criteria (with the exception of maintaining the local scale).

Second, producing a major land use shift and retrofitting existing buildings, although having very specific positive outcomes, notably in terms of environmental and financial sustainability, does not advance all community and project-specific goals. In particular, it only focuses on internal improvements, forgetting the exterior, keeping the area vehicle-oriented and, depending on the mix of land uses chosen, potentially increasing traffic impacts to the community.

Third, it is evident that options #2 and #3 have many more positive outcomes when measured against the fourteen criteria than option #1. Depending on the weighing of the community’s preferences – more greenspace or an overall better environment – either of these may be equally beneficial. However, the consultant team prefers the balanced approach of Scenario #3, because it addresses in a strategic way both what happens within buildings and outside of them, targeting resources more effectively across the board. Moreover, this option, although not as financially efficient as #1, may slightly increase revenue for the City, in contrast to option #2, which would leave income streams unchanged and, additionally, require substantial implementation capital expenditures. In short, Scenario #3 is the best overall option.

Therefore, the consultant team is confident is recommending Scenario #4, which will be further detailed in the next section.

Recommendations

This sections sums up the recommendations of the IBI Group-led consultant team regarding Uses, Alignment, and Design. The expiration of the existing leases, on one hand, opens up the opportunity to reorient the future of the activities that happen around the Santa Monica Airport, but, on the other, the impending situation on the continuation of airport operations may change the fundamentals of the approach to the aviation lands. With this as background, the planning team recommends cautious but strategic land use changes that minimize municipal expenditures but improve the quality of life of tenants and residents, while ensuring enough flexibility to adapt to the post-2015 conditions.

Recommended Land Use Approach

A balanced/strategic land use approach, namely the one outlined in Scenario #3 “complementary community-supporting land uses and key open space enhancements.” We envision that as part of this approach the non-aviation lands are upgraded and improved by a series of small and specific objective of improving the conditions for tenants, residents, and visitors alike.

Existing land uses in this scenario should be maintained as they currently are, focusing on office, education, and art/culture, but would be complemented by a series of specific sub-categories within these land uses that would “round up” the character, desirability, and quality of the area. This could be done by either (1) defining new leasing criteria that would give priority of certain land uses over others as leases begin to expire, and/or (2) building small flex-use infill buildings – accommodate these specifically targeted land uses. The extent of new construction would be small and not exceed the scale of the art studio warehouse or the Museum.

But what would these strategic land uses be? The consultant team believes that they should not be circumscribed to general categories such as “office” or “retail” or “cultural,” but should rather be selected according to their contribution to the airport land’s intended character or “theme.” Building off from what is already there contributing to a discernible atmosphere, and already is recommends establishing the area around SMO as a “Creative Innovation District,” catering to local artists, artisans, and hand crafters, and complemented by business incubation services.

3.8

The Creative Innovation District, which needs to be branded with a name that the public easily associates with the concept, should be an inventive enclave focused on promoting, nurturing, supporting, and cultivating the artists, artisans, designers, and creators of Santa Monica – both established and startup ventures. It should bring together multiple creative disciplines such as sculptors, bike fabricators, painters, web designers, culinary artisans, industrial designers, and other creative efforts in a synergistic environment (see **Figure 3.7** for example studios/practices /businesses). The DNA for this already exists in the area: artists and artisanal product fabrication networks, although germinal, are already in place, e.g., Santa Monica Art Studios, an influential art collective, and RealRyder, a high-quality, state-of-the art indoor bike manufacturer (**Figure 3.8**). It would not be an uphill battle; rather it would be more like "nurturing" an existing condition.

As a complement of the arts and crafts concentration of the District, business incubation activities would also be included in the mix. The Incubator section of this report goes deeper into the industry concentration and types of tenants that should be sought to add, supplement, and round off the activities in the new District.

The Creative Innovation District should stand at the intersection of art, innovation, technology, and local commerce, a gathering place for a community of diverse individuals unified by a desire to create, observe and promote art and design. The guiding mission of the District would be to create an environment that ignites the creative forces of makers, craftspeople and artists and also provides a venue for showcasing this work to the public. The eclectic mix of the airport buildings complemented by a walkable environment can create creative grounds to house a wide variety of disciplines.

These "core" strategic land uses – artisans and incubation activities – should be complemented by limited retail, which would either be directed towards products / services that cater to the prime tenant's activities (e.g., supply stores, galleries, membership production facilities, etc.) or as amenities for tenants, neighbors and visitors (e.g., cafes, libraries, exposition areas, etc.). In this, the control of the scale of retail (in terms of dimensions and number of businesses) and the scope of it (in terms of target population) should be a central concern for the City of Santa Monica to minimize the negative effects of a metropolitan destination (**Figure 3.9** shows visual examples of the type of complementary retail envisioned).

This new urban enclave, combined with an active programming calendar of local, high-quality cultural events will help establish the District as a resource that supports local artists, designers and makers. This function would be bolstered by the decentralized incubation activities mentioned earlier. By gathering these uses in a setting where the community can witness the

process of creation, innovation, and fabrication, the project will become more than a specialized, walkable arts, or retail district. It will be a gallery of makers and innovators that provides cultural content, education, and inspiration for the community.

Next Steps

To make this idea a reality, the consulting team recommends that the City of Santa Monica engage in the following activities and strategic enhancements to the non-aviation lands, pre- and post-2015:

Before 2015:

- Select and adopt officially Scenario #3, Complementary community-supporting land uses and key open space enhancements, as the concept to guide the short- and medium-term future of the Airport non-aviation lands.
- Contract out a detailed study on the types of core and complementary land uses and activities that would be attracted to the Creative Innovation District, which lays out a detailed timeline for implementation.
- Based on the study, develop new leasing criteria and guidelines.
- For leases that begin to expire, release to current tenants (if they meet new criteria) or otherwise lease to new tenants (if they don't).
- Conduct basic but thorough sidewalk maintenance and upgrading to make the District more walkable and ADA compliant.
- Implement enhanced walkability and bike measures, such as restriping Airport Avenue, reducing the width of travel lanes, painting crosswalks, marking bicycle sharrows, and experimenting with planters and movable furniture to minimize traffic effects.
- Plan and conduct a calendar of programmed events (e.g., food truck days, pop-up parks car-free days, community parties, open air museums or expositions, etc.) to raise awareness of the District and increase ownership by the community.

After 2015:

- Plan and implement inexpensive visual enhancements to Airport Avenue's central section (e.g., application of color pavements to sidewalks and roadways, imaginative, artistic reinterpretations of crosswalks, banners and other vertical visual eye catchers, low-cost art interventions, such as overhead canopies, etc.).
- Incrementally and according to demand (but only if airport operations are to continue in the medium term) build a series of infill buildings along the central section of Airport Avenue that would house additional core and supplementary land uses.

- Implement physical improvements to Airport Avenue and other important pedestrian connections to formally improve the streetscape (e.g., tree planting, widened sidewalks, formal bike path, traffic calming devices, integrated textures, street furniture, etc.).
- Implement activity spots for the community (e.g., pocket parks, community gardens, outdoor athletic parks, etc.) in underutilized parking, circulation, or aviation surfaces.
- Once the future of the aviation activities is defined, contract out a master plan for the entire Airport Campus to determine long-term enhancements and investments required for the area.

Facilities Design and Engineering

Task Description

The Facilities Design and Engineering Chapter is an analysis of existing conditions of facilities, open space and parks, and infrastructure at the Santa Monica Airport. The Project Team assessed the spatial and capacity constraints and opportunities of on-site facilities to determine their capabilities and limitations. Opportunities for improvements, extensions, and new facilities are identified, along with the mitigation of constraints through the application of sustainable strategies, both conventional and experimental, to improve on-site conditions. An on-site philosophy to enhance the Airport's environmental sustainability is guided by the Santa Monica Airport Sustainability Plan, which was adopted by City Council in May 2009, and other existing Santa Monica plans such as the Sustainable City Plan.

This section is divided by Facilities, Open Space – Parks and Infrastructures. Each section describes the existing Conditions and Assessment then explores potential Opportunities. This is followed by Next Steps Before and after 2015.

Facilities: Existing Conditions and Assessment

There were 16 buildings (including one building, park restrooms, in the Open Space/Parks section) reviewed as part of this study. **Table 4.1** provides a summary of the facility information available. It is composed of visual evaluations of property conditions, and a summary of existing conditions reports[9]; and an appraisal of each building to determine its rental value on condition and type of space (industrial, creative, office, etc.)[10]. An assessment of the facility, from Project Team meetings and discussions is also included. Any incremental modifications recommended in this section should comply with the sustainable measures and be in keeping with the existing character of the Airport. Structural elements identified by the Project Team are based on site visits and observations as no structural drawings were available at the time of this review; structural elements with assumed conditions (construction year, site conditions, and professional experience) are *italicized*.

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[9] Report of Facility Condition Assessment, Faithful + Gould, Inc., September 2010

[10] Rental Valuation Study, Buss-Shelger Associates, January 2011

4.1

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Address / Description	2800	2900	2946	3000	3021	3025-302	3026	3050	3100	3200	3300	3400	B	D	E
Current Use	Art School	Art School	Art Studios	Office	Special Events	Office, Flying School	Art Studios	Office	Museum	Offices	Restaurant, Office	Offices	Industrial Shop	Office, Recreational	Office
Year Built	1950's	1950's	1950	1940	1950's	1950's	1960	1940	2012	1950	1940	1940	1980	1980	1950
Historic*	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N	N	Y
Number of Stories	2	1	1	1	1.5	1	1	1	2	1	2	1	1	1	1
Gross Sq. Ft.			8068	6400	35,000		23,140	6,340	22,000	16,230	5,340	27,700	1405	2440	1,890
Rentable Sq. Ft.			8,000	6,000	6,000		22,000	5,970		11,577	8,556	26,893	2367	2367	1,690
Foundation	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab	C.slab
Construction	P.concrete S.frame M.panel	P.concrete S.frame M.panel	W.frame W.panel M.wall	W.frame Stucco M.wall	S.truss W.frame	W.frame Prefab M.panel	S.frame M.wall	W.frame M.wall Stucco	Prefab M.panel S.frame	W.frame Stucco	W.frame Stucco	W.frame Stucco M.beam W.panel	W.frame Stucco	W.frame, Metal, Stucco	C.block
Roof	W.frame	W.frame	M.panel	M.panel W.panel	M.panel	W.frame M.panel	M.girders M.panel	M.panel W.panel	M.panel W.frame	W.comp Solar Panels	W.panel	W.truss Ply.Panel	Flat Wood	W.truss, Ply.Panel	Flat Wood
Interior Finish	Exposed Concrete, Gypsum, Carpet	Exposed Concrete, Gypsum, Carpet	Exposed Concrete	Exposed Concrete, Drywall **Raised Wood Floor	Exposed Concrete, Exposed Steel Frame, Drywall, Tile		Drywall, Exposed Metal, Exposed Concrete	Exposed Concrete, Drywall, Carpet, Paint	Exposed Metal, Exposed Concrete	Drywall, Plaster, Carpet, Wood, Vinyl	Drywall, Wood, Carpet, Acoustic Tile, Plaster ****Vinyl, Ceramic Tile	Carpet, Wood, Vinyl, Plaster, Acoustic Tile	Exposed Construction	Drywall, Acoustic Tile	Exposed Concrete, Wood, Drywall
Occupancy Status	Occupied	Occupied	Occupied	Occupied	Part-Time	Occupied	Occupied	Occupied	Occupied	Occupied	Occupied	Occupied	Occupied	Occupied	Occupied
Space Type	Office, Classroom	Office, Classroom	Industrial	Industrial, Creative Office	Industrial Warehouse, Creative Office	Office Space, Hangers	Industrial, Warehouse	Industrial, Creative Office	Creative Office, Warehouse	Creative Office Space	Restaurant, Creative Office	Creative Office, Loft Space	Industrial Shop	Creative Office	Creative Office
Replacement Value			$792,431	$610,000			$1,644,131	$594,430		$1,904,986	$1,860,320	$4,345,878	$229,360	$99,640	$177,660
Condition Interior	Fair	Fair		Fair	Good		Good	Fair	Good	Poor-Good	Fair	Fair-Good	Fair	Good	Fair
Condition Exterior	Fair	Fair	Poor	Poor	Fair	Fair	Poor-Fair	Poor	Good	Fair	Poor-Good	Poor-Fair	Poor-Fair	Poor-Fair	Fair

*Buildings built more than 50 years ago, or with architectural and structural character may be deemed "historical", and not be registered historical landmarks.

**Additional features specific to the theater.
***Additional features specific to the restaurant.

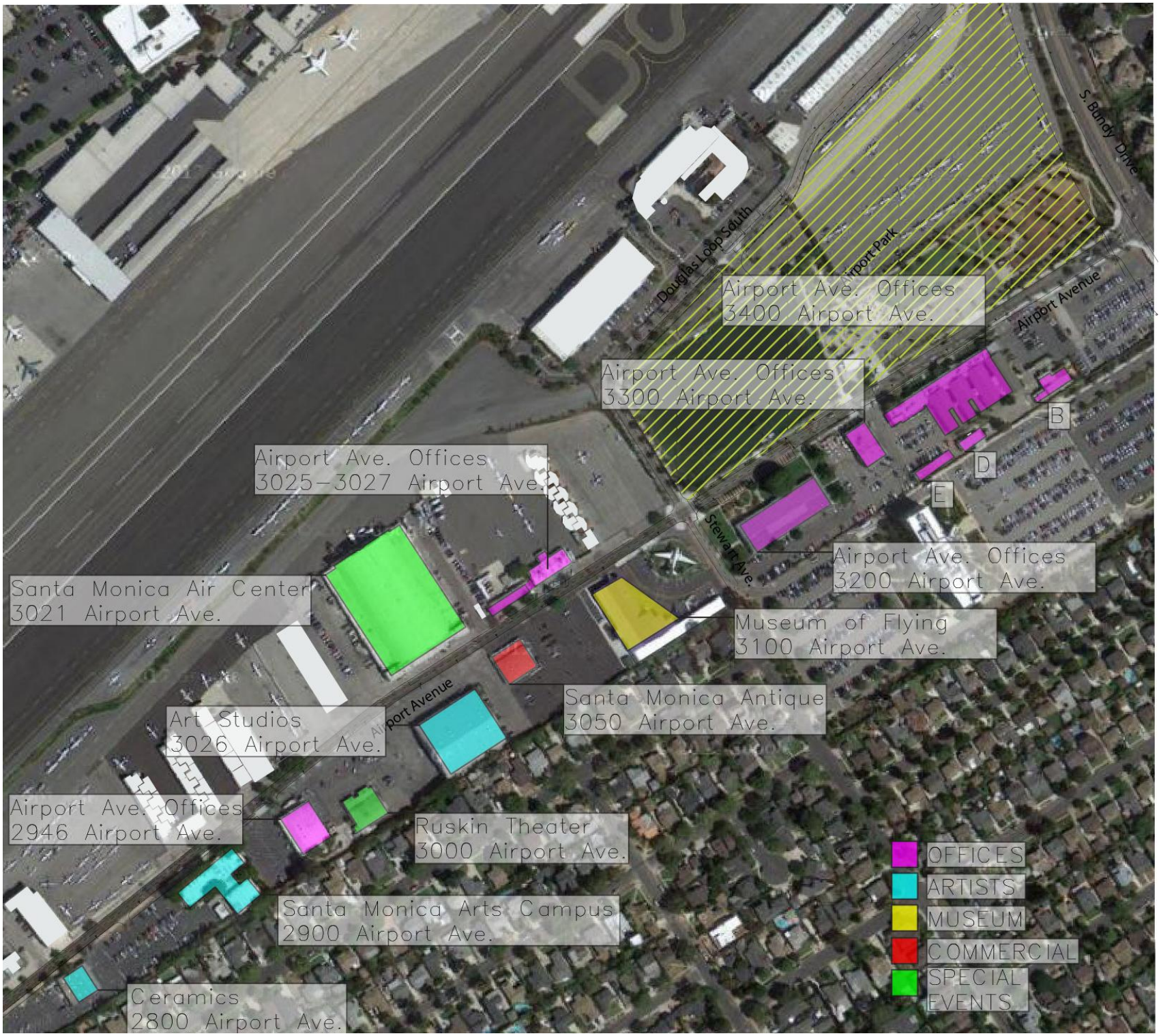
****The roof continues to leak in several of the units due to the landscaped space on the roof of this building.

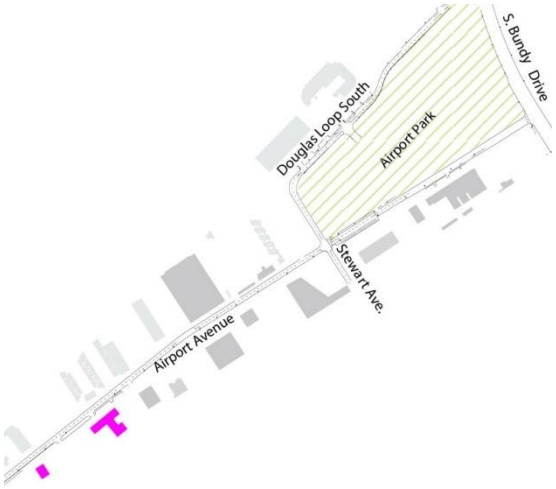
Material Key: (For specific construction details see building description)

C.slab= concrete slab
W.frame = wood frame
W.panel = wood panel
M.wall = metal wall
S.truss= steel truss
M.panel= metal panel
S.truss = steel truss
W.comp = wood composite
M.beam= metal beam
C.block= cement block
W.truss= wood truss
M.panel = metal panel
P.concrete= poured in place concrete

Condition Key:

Good- In a new or well maintained condition, with no visual evidence of wear, soiling or other deficiencies
Fair- Subject to wear, and soiling but is still in a serviceable and functioning condition
Poor- Subjected to hard or long-term wear, nearing the end of its useful or serviceable life


Airport Ave. Offices
3400 Airport Ave.
Airport Ave. Offices
3300 Airport Ave.
Airport Ave. Offices
3025–3027 Airport Ave.
Santa Monica Air Center
3021 Airport Ave.
Airport Ave. Offices
3200 Airport Ave.
Museum of Flying
3100 Airport Ave.
Santa Monica Antique
3050 Airport Ave.
Art Studios
3026 Airport Ave.
Airport Ave. Offices
2946 Airport Ave.
Ruskin Theater
3000 Airport Ave.
Santa Monica Arts Campus
2900 Airport Ave.
Ceramics
2800 Airport Ave.
Douglas Loop South
Airport Park
Airport Avenue
S. Bundy Drive
Stewart Ave.
B
D
E
OFFICES
ARTISTS
MUSEUM
COMMERCIAL
SPECIAL EVENTS



4.3

4.4

2800 Airport Avenue (1)

The Ceramics building; a part of Santa Monica Arts College extension (**Figure 4.3**), includes shop space in the rear, under a metal canopy roof, enclosed in a steel cage (**Figure 4.4**).

Arts Campus Building 1: Classrooms

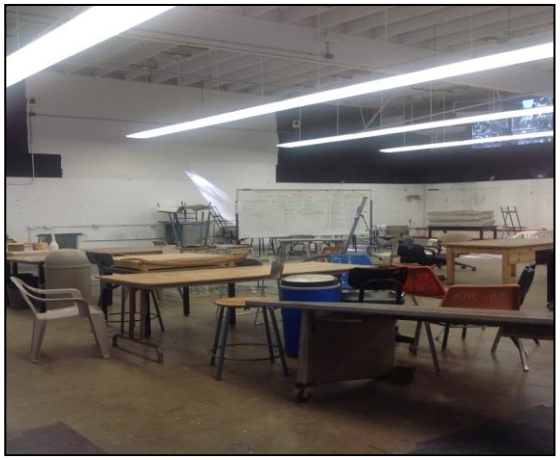
Foundation: The foundation is assumed to be reinforced cast-in-place concrete footings; *size and depth are unknown due to unavailability of structural drawings.*
Floors: The floors are concrete, covered with carpet. In the rear there is a hanger space with exposed concrete floors.
Roof: The roof is a flat, wood framed roof and wood plank sheathing.
Walls: The interior walls are exposed concrete, with paint finishes in some locations, and gypsum board display areas on some portions in the corridors.
Enclosure: The enclosure is poured in place concrete, with metal framed doors. The exterior walls are not insulated. In the rear there is a hanger space with steel frame and metal panels.
Stairs: There are concrete stairs leading to the basement, with steel hand railings.
Windows: The windows are aluminum casement in a later addition, with metal framed windows and operable steel framed casement windows in some places. At the rear there is a hanger with crank operated operable clear story windows.
MEP: *Electrical service assumed to be provided by a main transformer, distributed by electric panel boards within the facility.*
Accessibility: Building has partial accessibility upgrades (not at the front entrance), and parking.

2946 Airport Avenue (2)

The Arts Campus Building, a part of Santa Monica Arts College extension (**Figure 4.3**), is divided into classroom units (**Figure 4.5**), and has a full basement.

Arts Campus Building 2: Ceramics Studio

Foundation: The foundation is *assumed to be reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.*
Floors: The floors are exposed concrete.
Roof: The main building has a metal and wood roof, along with the metal canopy on the back of the building.
Walls: The walls are exposed concrete block, and wood frame partitions.
Enclosure: The enclosure is poured in place concrete.

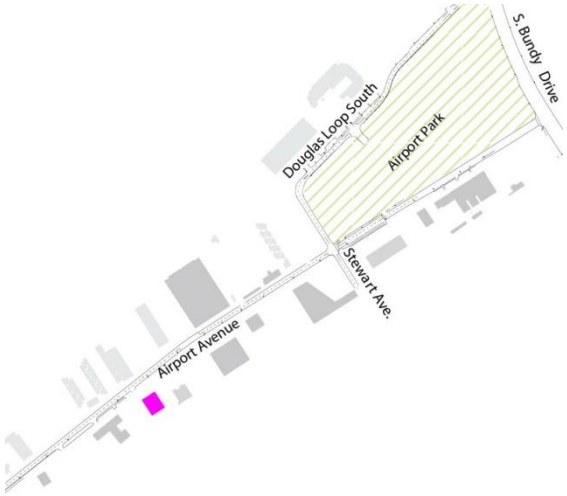


4.5

Windows: The windows are steel framed, with no insulation. There are several skylights throughout.
MEP: *Electrical service assumed to be provided by a main transformer, distributed by electric panel boards within the facility.*
Accessibility: This building has been upgraded to be more accessible at the entry and parking. Restrooms are non-compliant.

Assessment

Both existing structures are suited for the current educational use and the overall conditions of the buildings are fair. Modification to the interior of the building would be difficult due to the interior concrete walls so the ability for larger open space may be limiting other than the existing high volume space at the south side of the building. Existing steel framed operable windows should be cleaned and renovated. Investigation of changing to dual/high performance glazing should be done. Exterior walls are currently not insulated and when modernization is considered this should be done.



4.6

2900 Airport Avenue Offices (3)

This building houses the Airport's Artist Program and is designated for artist use only (**Figure 4.6**). A converted aircraft hanger built in 1950; the interior has been subdivided into multiple industrial units with exterior entrances and no interior hallways; some units have tenant installed wood mezzanine space and range from 441 to 1,021 square feet in size. Restrooms that service this building are located in a separate structure, attached to the main building.
Foundation: The building's foundation is a series of reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded on a series of reinforced cast-in-place concrete spread and continuous footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.
Floors: The floors are cast-in-place concrete slab-on-grade.
Roof: The roof is wood joist low-sloped flat roof construction, *assumed 2"x8" joists (spaced at 16" on center),* and wood plank sheathing at the roof surface below the membrane. Areas of pitched roof consist of structural wood beams and rafters which support the primary roof system.
Walls: The interior dividing walls are wood construction, some with gypsum wallboard.
Enclosure: The structure is enclosed with wood stud wall constructions covered with corrugated metal with large metal sliding hanger door.
Stairs: N/A

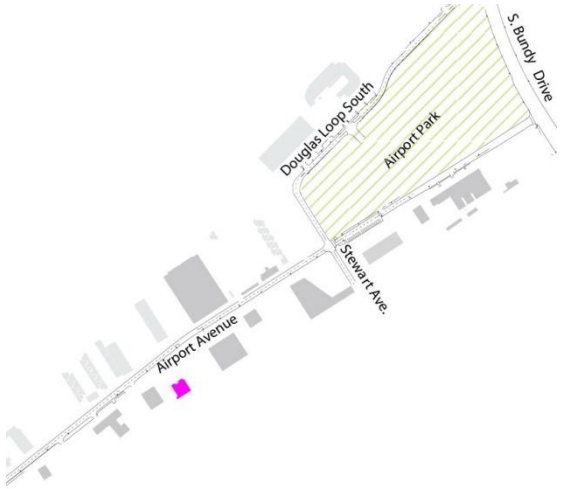
4.7

Windows and Doors: Windows are steel framed, single pane and operable.
MEP: There is no HVAC, fire alarm, or wet-pipe sprinkler system. The electrical includes a 150-amp service from a utility provided main transformer. Electrical distribution is provided by a 100-amp panel board located in the building's interior.
Accessibility: Not upgraded for ADA compliance

Assessment

The interior and exterior conditions of the existing 8,000 square foot facility are fair (**Figure 4.7**). A similar space under 1,000 square feet per unit indicates a rental range from $0.80 to $1.01 per square foot a month on an adjusted net basis; the older age, fair condition, and metal construction, places the facility at the bottom of the rental spectrum. However, the Santa Monica location warrants a small rental premium and a net rental rate of $1.00[11] per square foot is appropriate for the facility "as is". The planning team's assessment of the facility is that the building will require renovations or modifications; improvements in excess of $396,216 (50% of the replacement value) which will require a full analysis for compliance to current code requirements for both structural and mechanical (mechanical compliance would dictate envelope upgrades). If the use remains the same, no improvements should be made in the short term. Demolition should be considered if a new use is planned.

4.8



3000 Airport Avenue Ruskin Theater (4)

This former aircraft hanger/office, built in the 1940's, has been subdivided into industrial/artist rear of the hanger houses the industrial space which a portion of has been converted to a small, 49-seat theatre, black-box spaces, leased to eight artists (**Figure 4.8**).

Foundation: The building's foundation on reinforced cast-in-place concrete footings; the size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded on a series of reinforced cast-in-place concrete continuous spread footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.
Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill.

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[11] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

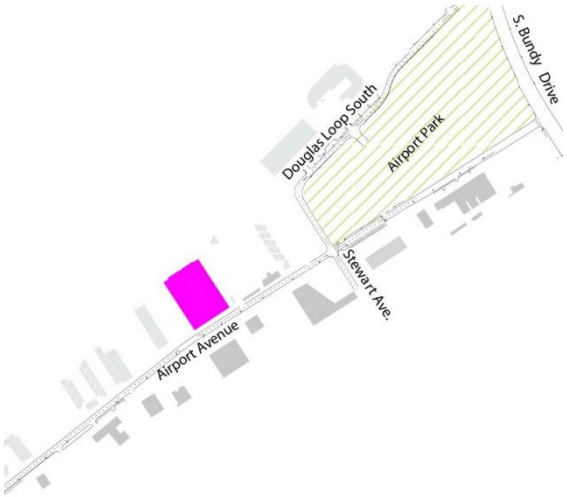
Roof: The roof is wood joist low-sloped flat roof construction, *assumed 2"x8" joists (spaced at 16" on center),* and wood plank sheathing at the roof surface below the membrane.
Walls: The inner sides of walls typically contain gypsum wall board.
Enclosure: The structure is enclosed with wood stud wall constructions consisting of 2"x4" wood studs at 16" centers.
Windows: The windows are wood and aluminum framed windows with single pane glass panels.
MEP: There is no HVAC, fire alarm, or wet-pipe sprinkler system. The electrical system includes a 150-amp service provided from a utility provided main transformer. Electrical distribution is provided by several panel boards in the common corridor electrical closet.
Accessibility: Not upgraded for ADA compliance

4.9

Assessment

The exterior of this 6,000 square foot facility is in fair to poor condition, with the creative office and Ruskin Groups Theatre Co. are in average condition; the remaining industrial units are in fair condition (**Figure 4.9**). Available data pertaining to this type of space has been leasing for monthly rates ranging from $0.80 to $1.10 per square foot on a net basis. Given that most of the units are toward the rear of the structure and the building's condition is considered fair at best, a net rental rate of $0.95 per square foot monthly is considered appropriate. The net rental rates for consummated leases involving creative office space varies from $1.20 to $1.50 per square foot monthly. Given the condition of the building "as is", a lower net rate of $1.20[12] per square foot has been applied. The planning team's assessment of the facility is that the building will require major renovations; therefore, demolition is recommended because costs would like exceed 50% of the replacement value. A similar type of facility should be considered within the Non Aviation portion of the Airport to maintain a theater type use.

4.10



3021 Santa Monica Air Center (5)

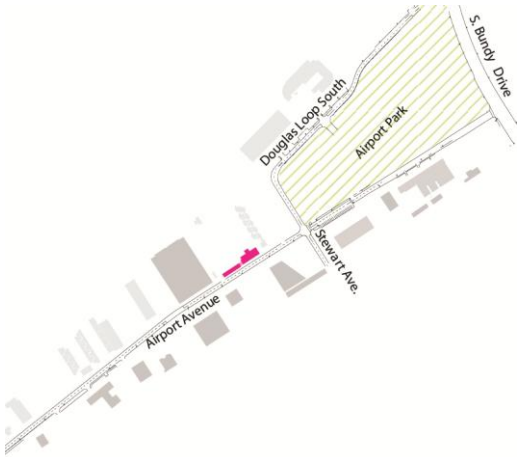
Originally built by the Lear Corporation as an aircraft maintenance and overhaul facility, it contains a large historic hangar known as the Barker Hangar, built in the early 1950s, that is currently used for corporate and private events and other office & aviation uses for aircraft tie downs and hangar space (**Figure 4.10**). The large main hangar ceiling vaults to 43-feet at the center. It is 150' across, and 254' from the loft space to the hanger doors (**Figure 4.11**). There is an additional 6,000 square feet of creative warehouse space (dressing, production, and

[12] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

4.11

conference rooms, and 85,000 square feet of support facilities such as exterior tenting areas and parking. There are restrooms that service employees; however, additional facilities have to be provided for events/large groups.

Foundation: The foundation is assumed to be reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.
Floors: The exposed (with some painted areas) concrete floor is 6 feet in depth. The restrooms are tiled floor, and the loft space is carpeted.
Roof: Segmented web steel trusses with metal clad roofing; there are original skylights that have been covered with green metal panels. Lights and set designs are often hung from the trusses, using a conservative 1100 lbs/point, but it is approximated to have a 2100 lbs/point capacity.
Walls: The wall partitions for the restrooms and office/tenant spaces, as well as the loft space, are wood.
Enclosure: The structure is a steel frame, enclosed with corrugated metal panels. The main door is a metal sliding hanger door, and all the doors/panels open individually to create multiple access points. The tenant spaces ("wings") are comprised of wood frames with metal cladding.
Stairs: There are wood stairs from the main hanger area up to the loft space.
Windows: The windows are steel framed.
MEP: Barker Hanger is fully sprinkled and upgraded for fire codes. There are electric distribution panel boards within the facility. To be more sustainable, the lights are a mixture of energy efficient bulbs and regular bulbs.
Accessibility: The entrances to the building have ramps that meet ADA requirements; however, the restrooms have not been upgraded for ADA compliance.



4.12

Assessment

The exterior of the facility has an original metal sliding door and corrugated metal enclosure which are part of the "feel/era" and should be maintained. The facility is in good condition and should be used as an example for future cladding/metal hanger style buildings on-site; the building also provides natural ventilation. The planning team's assessment of the Santa Monica Air Center is to maintain the existing use of the facility, but renovate the interior of the building to provide additional amenities for programmed events and large groups.

3025-3027 Airport Avenue (6)

The building is part of the Santa Monica Air Center site and houses several subtenants. It was built in the early 1950s, and is comprised of two buildings, that are connected on the exterior with

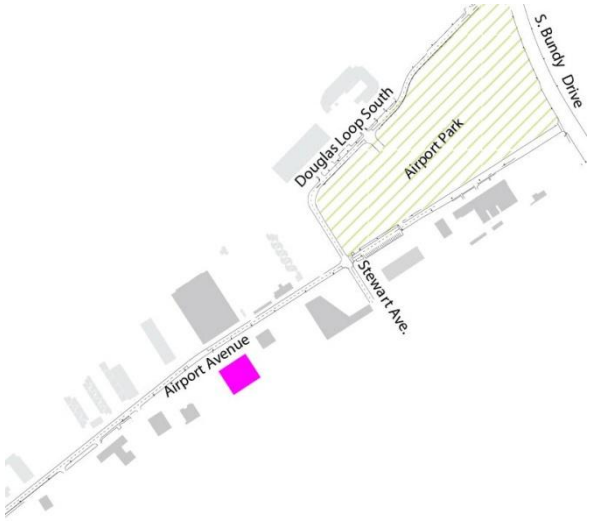
4.13

chain link fencing; however, there is no internal access between the two (**Figure 4.12** and **Figure 4.13**). In addition to the main buildings, there are several green corrugated metal airplane storage facilities.

Foundation: The foundation is *assumed to be* a *series of mild-steel reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.*
Floors: The floors are *assumed to be concrete covered with carpet and paint finishes.*
Roof: The flat roof is wood joist construction, and the low-slope section is metal panel roofing.
Walls: The walls are *assumed to typically contain gypsum wall board.*
Enclosure: The enclosure is a wood frame with stucco at one of the buildings, and a prefab metal panel at the other.
Stairs: N/A
Windows: Windows are steel framed, single pane and operable.
MEP: The building is *assumed to be serviced by a utility provided main transformer, distributed by electric panel boards within the facility.*
Accessibility: Not upgraded for ADA compliance

Assessment

The planning team's assessment of this building is that if current multitenant use of the facility that includes a flying school with rental, and storage facilities for aircraft remain, no renovations should be made if the use remains the same in the short term. Demolition should be considered if a new use is planned.



4.14

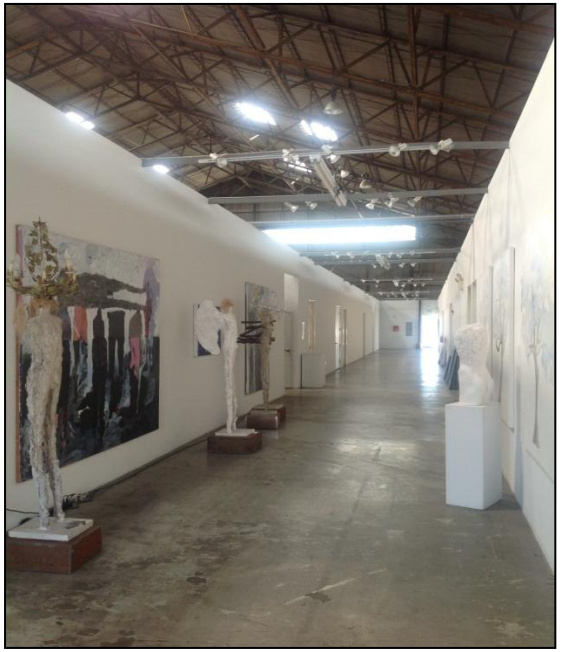
3026 Airport Avenue Artist Studios (7)

This large former aircraft hanger, built in the 1950's, was converted to industrial warehouse space, leased as a bulk artist space, which the lessee has subdivided into studios, as well as allotting exhibition areas for art shows (**Figure 4.14**). This building includes restrooms and a kitchenette at the central portion of the building, accessed by the common hallways and exhibition area. The studios are currently rented to roughly 30 artists.

Foundation: The foundation is *assumed to be* reinforced cast-in-place concrete footings*; size and depth are unknown due to unavailability of structural drawings.*
Floors: Individual reinforced slab-on-grade concrete slabs throughout appeared to be in good condition, with no signs of failure evident throughout the floor slabs.
Roof: The roof is open webbed steel trusses with metal cladding. The roof has multiple polycarbonate skylights at the upper portion.

Walls: The inner sides of walls typically contain gypsum wall board, with track lighting spanning between the partitions.
Enclosure: This building is a structural steel frame covered with corrugated metal panels. There are fixed in place metal hanger doors.

4.15



Stairs: N/A
Windows: The windows are single pane aluminum framed operable units, with one steel framed fixed unit.
MEP: The building contains a wet-pipe sprinkler system. The electrical system includes a 150-amp service provided from a utility provided main transformer.
Accessibility: This building has been upgraded with accessible parking, entry, and restroom facilities.

Assessment

This 22,000 square foot, 1950s facility is in average condition; the interior finishes are new and in good condition (**Figure 4.15**) with ADA upgrades as of December 31, 2010. Rental rates for larger industrial space in Santa Monica, Marina del Rey and Culver City areas, indicate rates ranging from $0.93 to $1.41 per square foot. For this property, a rental rate between $0.50 and $1.00 per square foot is reasonable. Recognizing the age and metal construction of the building which is partially offset by its Santa Monica location and some of the interior upgrades made by the tenant, a rental rate of $0.80[13] per square foot has been recommended. The existing character and aviation history are very relevant to the makeup of the Non-Aviation Land and should be retained. The planning team's assessment of the facility and its upgraded interior, recommends minimal improvement in the short term if there is no change in use. Full renovation or demolition and replacement should be considered if a new use is planned.

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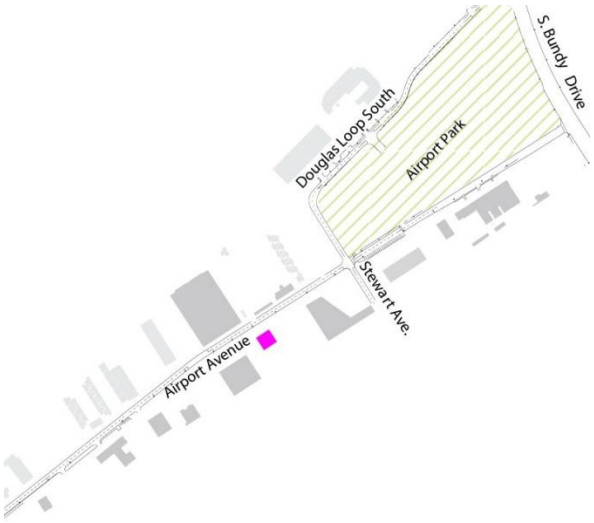


3050 Airport Avenue (8)

This former aircraft hanger was constructed in the 1940's, and has been subdivided into five small industrial units with two creative office units toward the front of the structure, and a small narrow hallway that provides limited access (**Figure 4.16**).

Foundation: Founded on a series of reinforced cast-in-place concrete footings. Size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be

[13] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

4.17

founded on a series of reinforced cast-in-place concrete spread and continuous footings, based on age and type of anticipated loads, and geotechnical conditions.

Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill. The foundation is in good condition, based on finding no evidence of overloading or failure.

Roof: The roof is wood joist low-sloped flat roof construction, *with assumed 2x8 inch joists (spaced at 16 inches on center) and wood plank sheathing at the roof surface below the membrane.* Areas of pitched roof consist of wood trusses with wood roofing.

Walls: The inner sides of walls typically contain gypsum wall board, while exterior wall surfaces contain plaster over metal lath and two layers of moisture barrier with plywood.

Enclosure: The structure is enclosed with wood stud wall construction covered with metal panels; there is an added portion that is stucco on wood.

Stairs: N/A

Windows: The windows are steel casements.

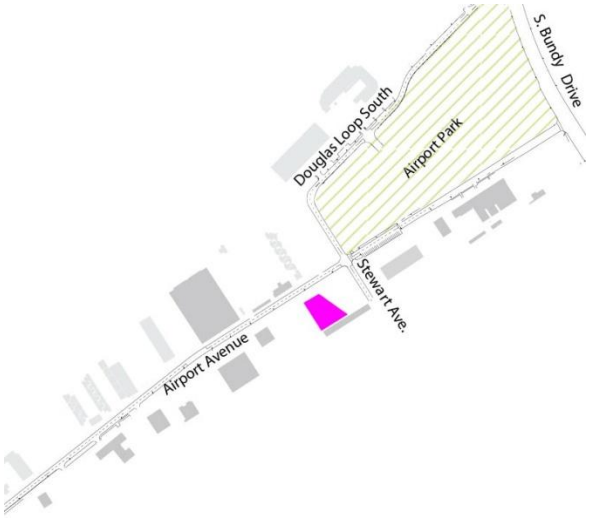
MEP: The building is not provided with HVAC, fire alarm, or wet-pipe sprinkler system equipment. The electrical system includes a 100-amp service provided from a utility provided main transformer. Electrical distribution is provided by several panel boards in the electrical closet in the common corridor.

Accessibility: Not upgraded for ADA compliance

Assessment

The exterior of this facility is in poor to fair condition (**Figure 4.17**), with the interior office space in average condition; the interiors of the industrial units are in fair condition. Industrial leases most comparable indicate net rates ranging from $0.80 to $1.10 per square foot monthly. Given the poor to fair condition of the facilities metal structure as well as the awkward access to the individual units, a net monthly rate of $0.95 per square foot has been recommended. The office space in the front of this building is in better condition than the industrial portion of the structure. Creative office rental comparables similar to the facility exhibited monthly lease rates which vary from $1.20 to $1.50 per square foot on an adjusted net basis; a creative office rate most applicable is $1.35[14] per square foot on a net monthly basis. The planning team's assessment of this approximately 6,000 square foot facility is that the building will require extensive renovations or modifications to the exterior of the facility. Remodels and renovations to the building's façade should use materials with a similar visual esthetic, but consist of more sustainable materials and

[14] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010



4.18

modern facility enhancements such as windows, insulation, and re-cladding. If improvements in excess of $297,215 (50% of the replacement value) are needed, it will require a full analysis for compliance to current code requirements for both structural and mechanical (mechanical compliance would dictate envelope upgrades). If the use remains the same no improvements should be made in the short term. Demolition should be considered if a new use is planned.

3100 Airport Avenue (9)

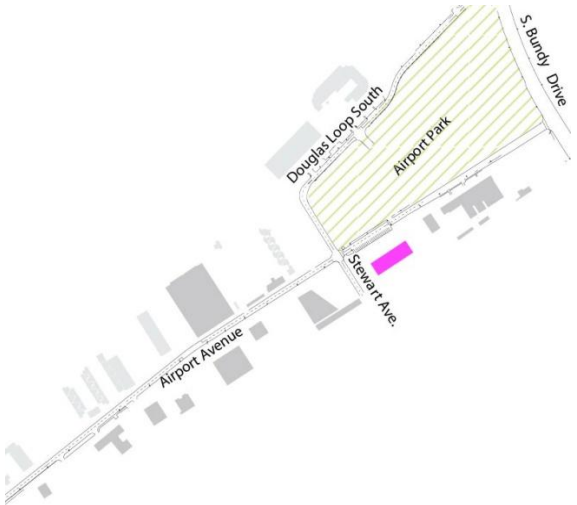
The Museum of Flying is a new facility; and a remodel and expansion of 8,000 square feet of a previous structure at 3100 Airport Avenue; the building features a display and exhibit areas of nearly 22,000 square feet (**Figure 4.18**). The non-profit executed a lease agreement with the City of Santa Monica in 2012. The building was completed in 2012.

Foundation: The foundation is *assumed to reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.*

4.19

Floors: The floors are exposed concrete. The mezzanine level is a wood frame construction.
Roof: The roof on the prefab portion of the building is sloped and flat metal panel roofing. The original portion has wood joist roof. The ceiling is exposed metal prefab.
Walls: The walls are exposed metal prefab.
Enclosure: Prefabricated steel, tilt-up.
Stairs: There are wood frame stairs leading up to the mezzanine.
Windows: There are steel framed and aluminum cased windows.
MEP: The museum has a fully installed sprinkler system. The building is *assumed to be serviced by a utility provided main transformer, distributed by electric panel boards within the facility.*
Accessibility: Yes, this building has been upgrade with access and parking improvements.

4.20



Assessment

This facility was recently constructed in March 2012 and demonstrates an example of a new construction onsite which replicates the quality and architecture style of historic structures, but incorporates modern sustainable principles such as pre-fabricated paneling (**Figure 4.19**).

3200 Airport Avenue Offices (10)

This building (**Figure 4.20**) contains multiple offices, and was constructed in the 1940's. The offices are partitioned, and accessed via central hallways; there is a conference room available to all tenants. The office space in this building is considered a hybrid of traditional and creative office space, based on the unique character of the structure and its surroundings.

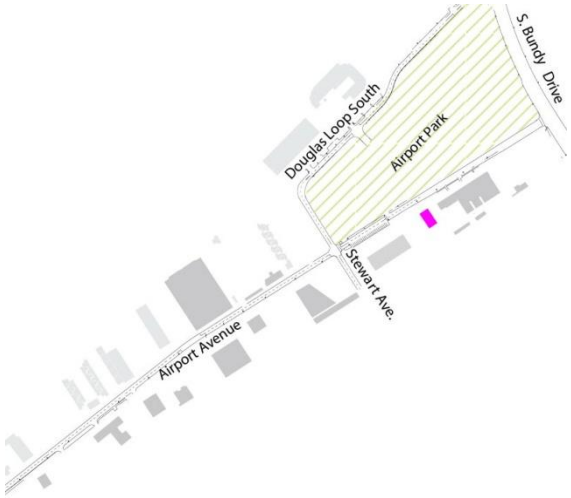
4.21

Foundation: The foundation is *assumed to be cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.*
Floors: The floors are concrete slab, with wood finish in the corridor, and in new condition.
Roof: The roof is wood joist low-sloped flat roof construction. Areas of pitched roof consist of a network of structural steel beams and rafters which support the primary roof system. The south elevation of the roof is provided with photovoltaic panels that generate 25% of the buildings electricity. There are acoustic tiles glued to the ceiling.
Walls: The inner sides of walls typically contain gypsum wall board.
Enclosure: The structure is enclosed with wood stud wall constructions consisting of *assumed 2x4 inch wood studs at 16 inches centers, supported on the thickened edge concrete slab.*
Stairs: N/A
Windows: The windows are wood frame, and large bay windows run the length of the building
MEP: The building does not have HVAC, fire alarm, or wet-pipe sprinkler system equipment, but is equipped with fire hose cabinets. The main service entrance electrical equipment is located at the exterior of the building at the west elevation. It supplies the entire building via the main 1200-amp distribution panel and two transformers. Branch panels are located throughout the building and serve all electrical needs.
Accessibility: Not upgraded for ADA compliance

Assessment

The existing building possesses the qualities of scale and character that is an example of its period architecture and does not have alterations that are inconsistent with this period (**Figure 4.21**). The structure of the facility is in fair condition with original common area finishes; the facility is in need of some upgrades. The units vary in quality from those with extensive upgrades to others in need of renovation. Historic preservation guidelines for renovations should be considered for all improvements to maintain the on-site sustainability goals set; updates in excess of $952,493 (50% of the replacement value) will require a full analysis for compliance to current code requirements for both structural and mechanical (mechanical compliance would dictate envelope upgrades).Recognizing the deferred maintenance for the facility, a rent of $1.70 per square foot has been adopted for the upgraded units with a lower rent of $1.55[15] per square foot for the space in need of upgrades (as is); both rental rates are per month on a net basis.

[15] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

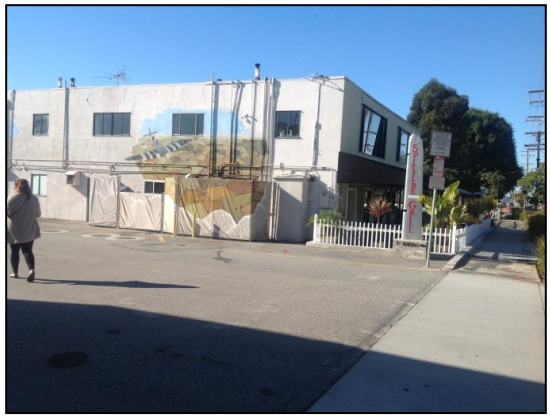


4.22

3300 Airport Avenue Offices (11)

The Spitfire Grill restaurant (**Figure 4.22**) is located on the first floor, while the second floor is partitioned into numerous creative offices with a shared break room. A variety of office tenants occupy the office spaces, which are accessed through narrow hallways; the shared break room and restrooms, along with the location and surroundings qualify this office space as creative use.

Foundation: Founded on a series of reinforced cast-in-place concrete footings. Size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded on a series of reinforced cast-in-place concrete continuous spread footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.
Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill.
Roof: The roof is wood joist low-sloped flat roof construction, with 2”x8” joists (spaced at 16” on center) and wood plank sheathing at the roof surface below the membrane. Areas of pitched roof consist of a network of structural steel beams and rafters which support the primary roof system.



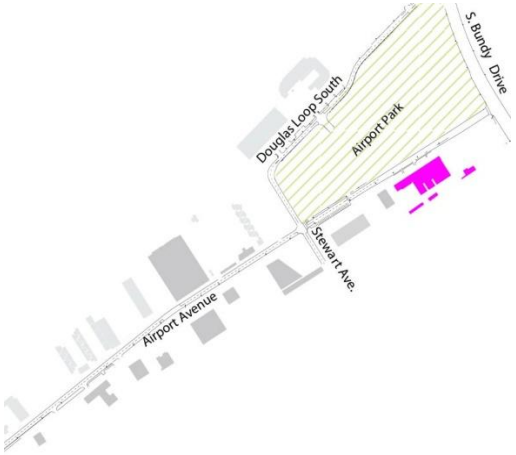
4.23

Walls: The inner sides of walls typically contain gypsum wall board, while exterior wall surfaces contain plaster over metal lath and two layers of moisture barrier with plywood.
Enclosure: The structure is enclosed with wood stud wall constructions consisting of 2”x4” wood studs at 16” centers, supported on the thickened edge concrete slab.
Stairs: The stair is located in the rear of the building, and is open air, with open treads on a steal stringer.
Windows: The windows are single pane aluminum framed operable units.
MEP: The first floor restaurant has fire hose cabinets. The second floor has no HVAC, fire alarm, or wet-pipe sprinkler system equipment; window air conditioning units provide cooling. The electrical system includes distribution panels consisting of various by 100-amp panel boards located in the building interior.
Accessibility: Not upgraded for ADA compliance.

Assessment

The exterior of this facility is in fair to average condition (**Figure 4.23**), with the restaurant space and a portion of the upstairs office in good condition; the remaining office space is in poor condition. Recently consummated leases for units involving creative office space vary from $1.20

to $1.50 per square foot. Since some of the space varies from renovated units to those in poor condition, different rental values have been adopted based on use and condition of improvements. The restaurant area involves office space that has been converted for the use as a restaurant. A rent of $1.30[16] per square foot monthly on a net basis is warranted with the recently renovated restrooms and newly installed air conditioning system. The renovated second floor office space for the facility has been estimated at a monthly rental rate of $1.45 per square foot on a net basis; however a lower rent of $1.15 per square foot has been recommended to the units in need of upgrades. This facility has been a long-term revenue generator and should remain "as is" as a placeholder for future development opportunities. Minor updates and renovations to office space in poor condition should not exceed $930,160 (50% of the replacement value).



4.24

3400 Airport Avenue Offices (Main) (12)

Built in the 1940's, this structure is subdivided for multi-tenant use, and the Bundy Campus for Santa Monica College (**Figure 4.24**). The building includes some loft office and storage areas on the east end, along with creative office spaces. This large building has a maze of interior hallways, providing access to the creative office suites and a series of interior courtyards. This building is in a three way lease agreement involving the City, Metro, and Santa Monica College that will go into effect in 2015.

4.25

Foundation: Founded on reinforced cast-in-place concrete footings. Size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded reinforced cast-in-place concrete spread and continuous footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.

Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill.

Roof: The roof is wood joist low-sloped flat roof construction, *with assumed 2"x8" joists (spaced at 16" on center) and wood plank sheathing at the roof surface below the membrane*. Areas of pitched roof consist of a network of structural steel beams and rafters which support the primary roof system. The low-slope roof is *assumed to be constructed with light-gauge steel joists, supported by the masonry perimeter walls; the steel joists support the corrugated metal rood deck system.* There is a drop acoustic tile ceiling.

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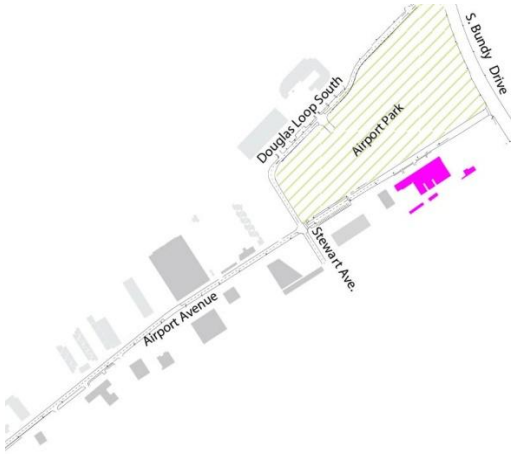
[16] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

Walls: The inner sides of walls typically contain gypsum wall board, while exterior wall surfaces are stucco.
Enclosure: The structure is enclosed with wood stud wall construction.
Stairs: N/A
Windows: Windows are standard wood framed windows with single pane glass panels and aluminum framed insulated units.
MEP: The HVAC is provided through 14 package rooftop units and four split systems installed in 2007. There is a sprinkler system. The electrical system includes a 600-amp service provided from a utility provided main transformer. Electrical distribution is provided by circuit panels throughout the building.
Accessibility: Not upgraded for ADA compliance.

Assessment

The structure of the facility is in average condition with some recent updates to common areas, a new HVAC system, and roof replacement (**Figure 4.25**). The interior of office spaces range from newly renovated to those in fair condition. The rental survey for creative office space indicates monthly rates from $1.20 to $1.50 per square foot on a net basis. With the new roof and common area upgrades, as well as the fact that air conditioning is provided in this structure, this building has some elements of the more traditional low-rise office and business park space; the rents pertinent to the facility in this category vary from $1.65 to $2.02 per square foot on an adjusted net basis. A rate of $2.00 per square foot has been recommended for the renovated units with a lower rate of $1.70 per square foot for the space in need of rehabilitation. The loft area is more of an attic space since it has a low “A” shaped ceiling which minimizes the usable area; the finished portion only includes paint on the exposed construction elements. The survey of secondary office/loft space indicates rental rates from $0.81 to $1.01 per square foot on a net basis; a monthly rental rate of $1.00 per square foot is considered reasonable for usable space in Santa Monica. Given the low ceiling which limits the usable area, a 40% discount has been taken resulting in a monthly net rental rate of $0.60[17] per square foot. The adaptive reuse of this facility is recommended through 2015 when SMC will use the facility; and renovations to insulate the facility with new sides and windows, while maintain the steel framed window style to reflect the quality of the site.

[17] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010



4.26

3400 Airport Avenue Bldg. BC (13)

Constructed in the 1980's, this building is used as an industrial shop space. It is relatively small, for single tenant rental with small shop needs, and is located to the rear of the property (**Figure 4.26**).

Foundation: Founded on reinforced cast-in-place concrete footings. Size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded reinforced cast-in-place concrete spread and continuous footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.

Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill.

Roof: The roof is wood joist low-sloped flat roof construction, *with assumed 2"x8" joists (spaced at 16" on center) and wood plank sheathing at the roof surface below the membrane.* Areas of pitched roof consist of a network of structural steel beams and rafters which support the primary roof system. The two low sloped roof elements were replaced in 2012.

4.27

Walls: The inner sides of walls typically contain gypsum wall board, while exterior wall surfaces contain plaster over metal lath and two layers of moisture barrier with plywood.

Enclosure: The structure is enclosed with wood stud wall .

Stairs: N/A

Windows: The windows are standard wood framed with single pane glass panels and aluminum framed insulated units.

MEP: The electrical system includes a 150-amp service provided from a utility provided main transformer. Electrical distribution is provided by on 70-amp panel board located in the building interior. The building is not provided with HVAC or fire alarm system equipment. The building has a sprinkler system.

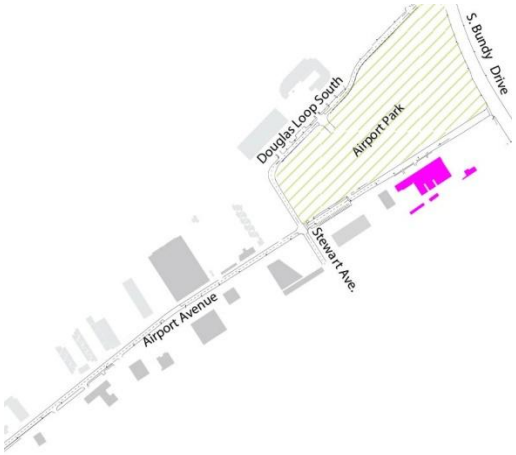
Accessibility: Not upgraded for ADA compliance

Assessment

The existing facility is in average condition. Net rental rates for industrial facilities with less than 5,000 square feet range from $1.08 to $1.51 per square foot monthly; with older structures and limited upgrades the recommended rates are at the bottom of this spectrum at $1.08 and $1.10 per square foot monthly. Given the location of this structure to the rear of property, as well as its limited loading capacity, a lower rental rate is considered appropriate and has been applied at

$1.20[18] per square foot. The facility is to remain "as is" in the short term as the facility is in average condition (**Figure 4.27**). Recommendations after 2015 include minor renovations to the facility not in excess of $114,680 (50% of the facility's replacement value).

4.28



3400 Airport Avenue Building D (14)

This building, constructed in the 1980's, has been finished as creative office space with a small screening room considered to be a flex space (**Figure 4.28**). This building contains multiple offices and covered exterior recreational areas. Set back from the street, it has limited visibility, and is a self contained space with a fenced yard area.

Foundation: Founded on reinforced cast-in-place concrete footings. Size and depth are unknown due to unavailability of structural drawings. Load-bearing walls are anticipated to be founded reinforced cast-in-place concrete spread and continuous footings, based on age and type of anticipated loads, and geotechnical conditions. The foundation is in good condition, based on finding no evidence of overloading or failure.
Floors: The floors are cast-in-place concrete slab-on-grade, reinforced with welded wire fabric which is placed over a vapor barrier and compacted gravel fill.
Roof: The roof is wood joist low-sloped flat roof construction, with 2"x8" joists (spaced at 16" on center) and wood plank sheathing at the roof surface below the membrane. Areas of pitched roof consist of a network of structural steel beams and rafters which support the primary roof system. The roof consists of a series of 1.5"x12" wood roof joists which are supported on the exterior walls.
Walls: The walls are concrete block, exposed in some areas and painted in others.
Enclosure: The frame at the structure is *assumed to be 2"x4" wood studs which support the exterior stucco panels and the interior drywall systems.*
Stairs: There are wood, concrete and composite constructed stairs.
Windows: Windows are a combination of aluminum and wood framed operable units.
MEP: There is no water, HVAC, fire alarm, or wet-pipe sprinkler system equipment. There are packaged ac units in several of the spaces.
Accessibility: Not upgraded for ADA compliance

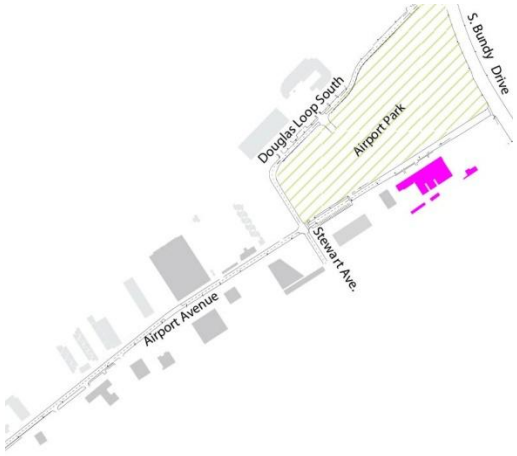
[18] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

4.29

Assessment

The facility's exterior structure has been partially renovated including a covered patio area and is in average condition (**Figure 4.29**). This unfinished water feature is an issue that will need to be addressed either by the Airport or a future tenant. The interior of the facility is in good condition. The survey of creative office rents varies from $1.20 to $1.50 per square foot on an adjusted net basis. Despite the unfinished exterior site improvements, the good condition of the interior warrants a rental rate at the upper end of the spectrum; additionally, the building benefits from being a self contained space with a fenced yard area. Accordingly, a monthly rental rate of $1.45[19] per square foot on a net basis has been adopted for the facility. The facility should remain "as is" in the short term as the facility is in average condition. Renovations to the unfinished water feature are recommended after 2015 by either a future tenant or the Airport. If improvements to the facility will exceed $49,820 (50% of the facility's replacement value); new construction should comply with sustainable measures and reflect t the existing architectural style and character of the site.

4.30



3400 Airport Avenue Building E (15)

Since construction in 1950, this building has been improved as creative office space with multiple building, and has limited street visibility. Additionally, the entrance is from the rear side of the building (**Figure 4.30**).

Foundation: The foundation is *assumed to be* a *series of mild-steel reinforced cast-in-place concrete footings; size and depth are unknown due to unavailability of structural drawings.*

Floors: There is cast in place exposed concrete floors.

Roof: The roof construction consists of wood joists supported by the perimeter wall system.

Walls: The walls are a mixture of masonry and concrete walls.

Enclosure: There is clay brick exterior wall construction with painted finishes.

Stairs: N/A

Windows: The windows are standard aluminum framed windows with single pane glass panels.

MEP: There is no water supply, HVAC, fire alarm, or wet-pipe sprinkler system. The electrical system includes a 150-amp service provided by a utility provided main transformer. Electrical distribution is provided by one 70-amp panel board located in the building interior.

Accessibility: Not upgraded for ADA compliance

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[19] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

Assessment

The interior of the facility is in average condition having been upgraded; however the ceilings are very low in the office space. Rental comparables for creative office space indicates rates from $1.20 to $1.50 per square foot monthly on an adjusted net basis. Recognizing the lack of street exposure, industrial façade and minimal, relatively standard interior upgrades, a net monthly rental rate of $1.20[20] per square foot, at the lower end of the spectrum, has been utilized for this building. The facility is to remain “as is” in the short term as the facility is in average condition. Renovations to this facility are recommended after 2015, and are not likely to exceed $88,830 (50% of the facility’s replacement value).

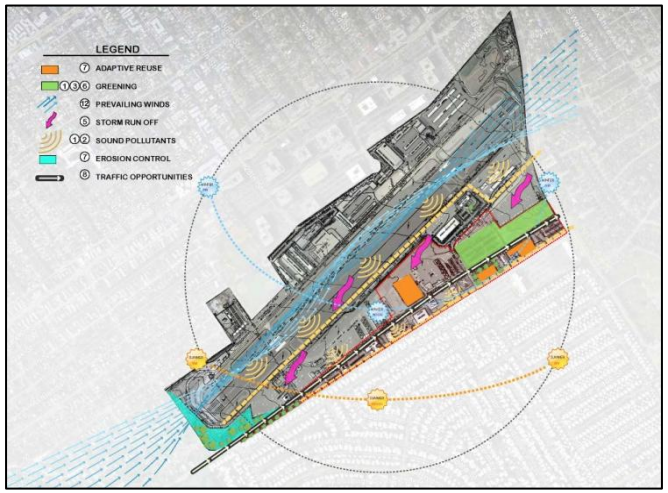
General Aviation Specialty Hanger

This building is comprised of hanger areas, multiple individual offices, and a restroom facility, constructed in 1989. The ground floor is used as creative office space, with aviation tenants preferred, and some business park office spaces. The General Aviation Specialty Hanger is not a characteristic of the overall vision. The building is primarily concrete and corrugated metal.

3223 Donald Douglas Loop Airport Administration Building

Built in 1989, this building houses the airport administration offices, the operations department, leased office spaces, and a restaurant facility. The courtyard offices, facing outdoor, are part of the larger administration building. The restaurant includes a view of the airport runway. The Administration Building is not a part of the visioning site; however, it is adjacent to the site and contributes to the quality and characteristic of the overall vision. This facility employs sustainable roofing and the electric vehicle parking spaces provided. The restaurant provides a viewing area to the airport runway.

4.31



Facilities: Future Opportunities

The utilization of existing facilities at Santa Monica Airport and maintaining the current low-intensity uses of buildings is the most sustainable option for the site before 2015 and possibly beyond. The existing mixture of early aviation structures and early 50’s/60’s architecture has set a unique scale and character that should be maintained and enhanced to preserve Airport history. These facilities can be adaptively reused, progressively renovated based on an on-site standard for sustainability, retaining the current Airport architectural vehicular.

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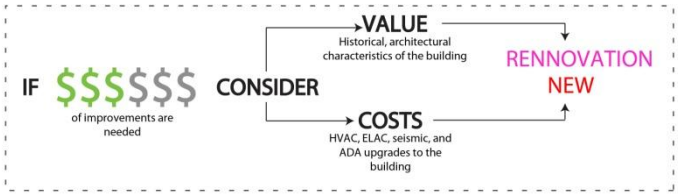
[20] Rental Valuation Study – Santa Monica Airport. Buss-Shelger Associates 2010

4.32



New construction, remodels and renovations of buildings will use similar materials visually, but consist of more sustainable materials and modern facility enhancements such as windows, insulation, and re-cladding. When renovations are considered, the cost of renovations should be evaluated.

- If the renovation or modifications exceed 50% of the replacement value of the building a full analysis for compliance to current code requirements is required. This would be for both Structural and Mechanical (mechanical compliance would dictate envelope upgrades).
- All new construction within the limits of an existing non conforming structure would require meeting current codes and regulations. In the case of Accessibility, the area or limits would be required to be in full compliance.
- For construction up to approximately $139,000 a hardship can be claimed and the maximum expenditures can be limited to 20%.

When a building is being considered for adaptive reuse (change of use) a detailed review of the structure should be conducted by professional engineers of individual disciplines that affect the overall performance of the building to determine the feasibility of modernization. In addition a Historic Preservation Architect should evaluate the historical significance of the building. For the purposes of this project and enhancing on-site sustainability, demolition and new construction is not ideal and is considered as a last alternative.

When a building is being renovated or replaced, the opportunity for new sustainability measures to be implemented though out each building should be addressed. Using USGBC and the City of Santa Monica Standards should be the base but higher aspirations and innovations should be strived for. In an effort to make the area a sustainable laboratory the City should continue to be open to innovative options that might be developed in the future that takes the total integrated design approach to Facility, Open Space and Infrastructure.

4.33

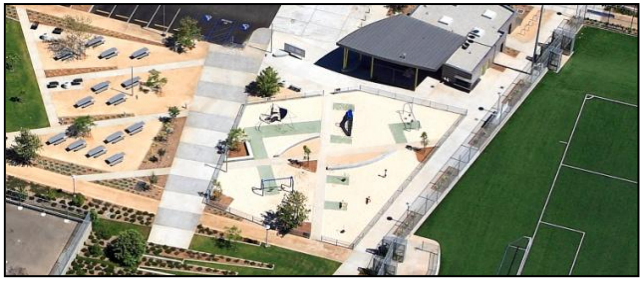
Open Space/Parks: Existing Conditions and Assessment

The Open Space and Parks are an integral part of the Airport non aviation lands (**Figure 4.33**). It is the connection fabric that links all of the facilities. The existing Parks at the Airport have been designed with the Airport sustainability principles in mind, and have taken opportunities to enhance the overall sustainability of the site. The existing conditions are, in many cases, innovative solutions that should be utilized in the next phase of open space and park design at

the Airport Campus. Existing constraints can also be mitigated in future opportunities by the application of sustainable strategies.

Airport Park

4.34



4.35

4.36

Designed by Ah'be Landscape Architects, Culver City, CA, the Santa Monica Airport Park was the first new park built in Santa Monica in 28 years. It is located adjacent to the municipal airport lands, and its addition addresses Santa Monica's long term need for more open and green spaces. The design incorporates environmentally conscious practices with sustainable plantings, storm-water management techniques, and lighting (**Figure 4.34**). Along with the environmental improvements, the Park enhances the adjacent Santa Monica community providing new green space and amenities as well as a visual buffer between the airport and residential neighborhoods. The informal plaza area contains 17 picnic tables and 6 BBQ grills for public gatherings, and additional seating with plantings for shade. There is a running track (.6 miles) that weaves through the Park; it is made of stabilized decomposed granite to offer durability, and is the only non-porous surface in the Park. The parking is paved with permeable asphalt for better storm-water retention; however, an area drain was added post-construction to accommodate additional runoff. The play area utilized sand as the base material, to further contribute to the overall permeability of the site. The Airport Park includes soccer fields, a dog park, restroom (**Figure 4.35**) and concession facilities, a playground, passive open space, picnic areas, and permeable pavement parking. The design incorporates plantings into the residual space between parking and sidewalks to serve as pocket parks and landscaped swales; they interrupt the hard-scape, which is found throughout the Airport site and adjacent parcels. The overall aesthetic of the Airport Park takes the aeronautic history of the site into consideration; the play area, fencing, and light posts utilize galvanized steel to achieve a post-industrial look and Ah'be used the placement of windsocks to mark the Airport as the gateway to Santa Monica. Airport Park is open to all Santa Monica and Los Angeles residents. (**Figure 4.36**[21])

Park Restrooms

The restrooms at Airport Park are an open air, concrete block structure; the inclusion of galvanized steel and durable materials is consistent with both the post-industrial look of the Park and the sustainable principles for construction and longevity of the project. The building has a wood framed roof, and fully tiled interior, and includes storage and a concessions area. The facility is fully compliant with disabled access requirements, including the drinking fountain and

[21] *Photo credit: Ah'be Landscape Architects*

telephone heights and clearances. The park restrooms are centrally located to be easily accessed by the soccer field, dog park, and playground spaces; the parking is shared with the Airport and Park facilities. The restrooms are open to all Santa Monica and Los Angeles residents.

4.37

4.38

Soccer Fields

The soccer field makes up a large portion of the Airport Park (**Figure 4.37**[22]). It is surrounded by high chain link fence and concrete block wall on the northern side, as it is only open to use by designated local teams. The field is fully covered with synthetic turf, with infiltration beds underneath that retain storm water from portions of the Airport lands and the Airport Park, improving the City's overall storm water management system. The field can accommodate three games, as small segmented fields, and can be used as a single large soccer or football field if needed; it provides adequate pre-game congregating and warm up spaces adjacent to the playing fields and close proximity to the restrooms, water fountains, and playgrounds. The large green turf area contributes to the overall interruption of hard-scape on the site, removing a large area of paving from between Airport lands and Airport Avenue. The soccer field has 80-foot-tall lighting standards with shielded lamps to reduce glare in the surrounding park and pedestrian areas; the posts are galvanized steel to contribute to post-industrial look of Airport Park.

Dog Park

The dog park, which contains two off leash areas (OLAs), is built at the east end of Airport Park on the existing slope (upwards towards Bundy Drive). The park is designed as a series of three terraces, which utilize the natural topography to drain back into the slope and capture all of the water runoff for the area (**Figure 4.38**[23]). Ah'be utilized a French drainage system made up of a network of filters to prevent overflow or runoff from entering the City's storm drains. The dog park surfaces are fully permeable, made up of wood chips and dirt fill. It is fully enclosed in chain link fencing, with small wood fences and enclosed plantings on the interior. Benches within the dog park OLAs are provided with galvanized steel poles and coverings for shade, and contribute to the overall post-industrial design of Airport Park. The running track (.6 miles) that weaves through the Park runs around the perimeter of the dog park and has a pedestrian ramp from the corner of Bundy Drive and Airport Avenue that leads down to the restrooms and parking lot areas. The dog

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[22] *Photo credit: Ah'be Landscape Architects*
[23] *Photo credit: Ah'be Landscape Architects*

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park is bordered on one side by the City of Los Angeles, but Los Angeles residents are only allowed use with the purchase of a pass.

Pervious and Impervious Surfaces

Airport Avenue extends from Bundy Drive to 23rd Street; the two-lane road is approximately 4,500 feet or .85 mile in length and runs in an east-west direction. Existing sidewalk and road conditions are in need of replacement and/or repair as the sidewalks are uneven, with cracked pavement from tree roots and information parking uses. The plethora of impervious surfaces on-site creates problems. The asphalt parking lots at and around the Santa Monica Arts College and Ceramics building are notably large, and do not provide landscaping, or pedestrian friendly access to the surrounding areas of the site. The project teams' visual assessment found that plant life and trees along Airport Avenue are deteriorating and diseased; the new plantings running parallel to the dog park, and around the Airport Park seating areas are well maintained and provide refuge from the hard surfaces on the majority of the Airport. The 3400 Airport Avenue main office building has an old tree on its front lawn, as well as the well-kept demonstration garden with meandering pedestrian paths (**Figure 4.39**).

Perimeter Fence

There is a perimeter fence that runs along the southern edge of the Airport Campus, providing some visual and noise protection to the adjacent residencies. It begins at Bundy as a concrete block wall, and runs the full length of the south side of the Airport property, changing materials several times, with one section that runs perpendicular, behind Santa Monica College. When it reaches the Museum of Flying, the concrete block continues flush to the residents, while a chain link fence covered in greenery begins on the Airport side. As it passes behind the Santa Monica Arts College and Ceramics buildings, there is a long section of wood, which then transitions into a concrete berm which terminates with the site. The inconsistency and condition of these barriers warrant a further study to develop options of screening, sound and visual, and security. A noticeable feature along this barrier, beginning near the chain link fence, is a wide (approximately 3 feet) storm drainage channel along the southern most edge of the project site and the adjacent neighbors (**Figure 4.40**). The open channel is an integral part of the storm drainage system and should be studied as part of the storm drainage system and screening opportunities.

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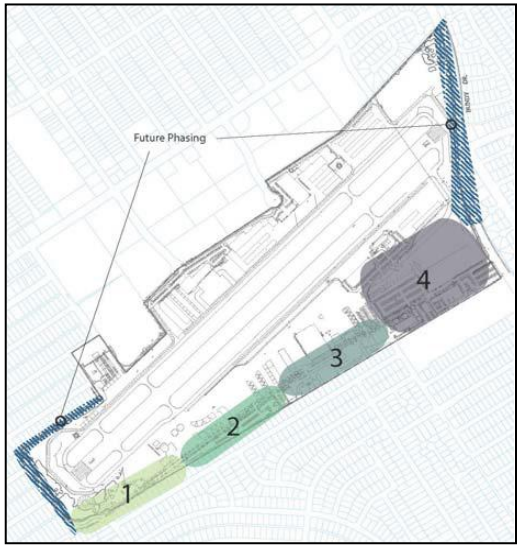

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Open Space/Parks: Future Opportunities

There is an opportunity to enhance the overall sustainability of the site by improving existing air quality, noise, open space, urban runoff, hazardous waste, construction, traffic, and solid waste management onsite. Existing site constraints can also be mitigated by the application of sustainable strategies and demonstration projects. The Project Team has investigated the following opportunities to achieve the Airport's sustainability goals through sustainable solutions (both conventional and experimental), applicable to the site.

Air Quality and Noise

Airport Avenue is envisioned as a pedestrian and bicycle friendly corridor, with shifting allocation of the street space over time from vehicular to multi-modal. Contiguous sidewalks, inviting streetscapes, safe and well-marked crossings, and improved signage can improve pedestrian mobility; likewise bicyclists would benefit from enhanced signage and over time an increase allocation of street space. Multi-modal trips to project site will increase the shifting modal allocation of the streetscape to prioritize the pedestrian and bicyclist. Regular and consistent sidewalks with street trees and planting zones along Airport Avenue will also serve as living air filters and noise abatement.

Green screens, green walls, and landscaped 'berms' capture airborne pollutant and filter noxious gases and particulate matter while reducing the ambient temperature in urban areas. Green walls can be integrated throughout the project site, specifically at the Neighborhood Gateway and along the perimeter fence as a buffer to the adjacent neighborhood, and utilize multiple systems and forms; the multiple benefits include security, privacy screening, shade, biodiversity, habitat, and urban agriculture. Green walls can also contribute to securing up to 18 credits under the LEED for new buildings (Sustainable Sites, Water Efficiency, Energy and Atmosphere, Innovation in Design credits).

Open Space

As prioritized in the Access and Existing Conditions section of this report (**Figure 4.43**), there are opportunities along Airport Avenue to re-purpose underutilized spaces for community activity and create flexible environments for outdoor programming and events; these opportunity locations are identified as Focus Area 2: Community-Oriented Space and Focus Area 3: Flexible Outdoor Space. In Focus Area 2, the triangle parcel (now used for parking) on the south side of Airport Avenue is currently underutilized and can be re-appropriated as 'being-space' for community-

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oriented uses and functions. Community participation in the design and identification of this use is recommended. For Focus Area 3, vehicle grade pavers should be used to delineate shared-use areas (vehicles and pedestrians) to accommodate outdoor programming and flexible space. Alternatively or in the interim, pavement painting can be used within the roadway to demarcate the shared space. Existing open space areas and park land areas, including Airport Community Park, can be expanded for active and passive recreation by re-purposing tie down lots to the north of the Museum of Flying and/or north of the dog park into community serving outdoor recreation.

Urban agriculture is an umbrella term referring to a range of activities related to shared garden plots and community farming, that are part of the city's open space network (**Figure 4.44**). Shared garden plots and community farming are most appropriate where resident uses are proposed in multiple dwelling developments, but could also be used for herb gardens associated with restaurants and in common outdoor amenity spaces for other uses such as offices, schools, and community areas (**Figure 4.45** and **Figure 4.46**). Opportunities for shared garden plots and community farming within the project site include the small spaces (at least 250 square feet) adjacent to Airport Community Park or in flexible spaces and community oriented spaces throughout the project site; they must be placed in locations with adequate sun exposure. The benefits of urban farming can reduce a city's ecological footprint by reducing "distance to fork" through encouraging more locally grown produce and encouraging an environmentally and socially sustainable activity.

Stormwater Runoff

As previously identified in the Access and Circulation section, permeable paving such as vehicle grade pavers should be used to delineate shared-use areas in Focus Area 3; permeable paving includes a range of sustainable materials, with a base and sub base that will allow the movement of storm water through the surface and filter pollutants and debris from the water. In addition to applying permeable paving to shared-use areas, parking lots, cycle paths, and road and airport shoulders are also important locations for permeable paving.

Planting zones along Airport Avenue should incorporate bioswales to remove pollution and debris from surface runoff water. Bioswales include a drainage course with gently sloped slides (less than six percent) and are filled with vegetation, compost or rock rubble to filter pollutants from storm water.

*The storm drainage channel along the southern most edge of the project site and the adjacent neighbors is an integral part of the storm drainage system and should be studied as part of the storm drainage system and screening opportunities. See: Infrastructure: Future Opportunities

On-site Power Generation

iPavement harnesses pedestrian traffic to generate energy onsite. Made with 100% of recycled rubber and designed to generate renewable energy by converting the kinetic energy of footsteps to electric off the grid, iPavement could be implemented as part of larger strategies to reduce hard-scape and improve the pedestrian experience at the site. The incorporation of iPavement can delineate pedestrian zones amongst shared vehicle and pedestrian spaces, and provide ambient lighting, designed to engage the walker. Each tile is capable of generating 4-8 watts of electricity per footstep. 4% of this is used to power the tile's LED light, and 95% is left over as usable electricity.

4.48

Infrastructure: Existing Conditions and Assessment

This section uses summary analyses from the companies that provide utilities and services to the project site; and data that was collected during the preparation of the Airport Park Environmental Impact Report[24] and the Draft Urban Water Management Plan[25] and the Project Teams' assessment of City provided GIS maps. Existing Utility Companies that provide service to the Non Aviation portion of the Airport were contacted to obtain or confirm information related to size, location, year installed and future capital improvements. Some information was obtained and in Based on the current information obtained related to sizes and capacities of the existing infrastructure, if existing or similar uses are maintained, which would not affect the demand, the on-site infrastructure should be adequate. Changes in use such as the addition of local restaurants, incubators, or additional uses that require more utility demand may increase the required utility capacity and should be studied further. The age of some on-site utilities may warrant replacement and should be coordinated with the improvements suggested in this study; however, the information related to age of each utility is not available at this time.

[24] Rev. July 2002
[25] December 2000

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Electricity

On-site electricity is provided by Southern California Edison Company (SCE), through an existing power line running along Airport Avenue 300 feet west of Bundy Drive; providing 120/240v single-phase, three-wire, 4kV overhead lines service. Currently the largest main switch that can be served from the existing single-phase system is 400 amps. Infrastructure updates are required to bury the above ground power lines.

Natural Gas

Natural gas to the site is provided by the Southern California Gas Company; there is an existing gas line south of Airport Avenue.

Water

The Water Resources Division in the Public Works Department provides for water for the City of Santa Monica from groundwater basin wells (60%) and imported water (40%) from the Metropolitan Water District (MWD). The City contracts with MWD which operates the Arcadia Water Treatment Plant and Charnock Wellsfield and Pump Station site. There are active water mains, and hydrants along Airport Avenue, Donald Douglas Loop South, and Airport Park. Based on information obtained from the Water Company a 12” round water line in Airport Way was installed in 1977. There have not been any reports of incident related to the water line and there is no planned capital expenditures for the future. (see **Appendix B**).

Sewer

There are active 8 inch vitrified clay pipe (VCP) Sewer Mains along Donald Douglas Loop S and Airport Avenue, lined in 2003. There are sewer maintenance holes at intersections and regular intervals along the mains. (see **Appendix B**).

WiFi Hotspot

Airport Park is an active **WiFi Hotspot**, and there is Pacific Bell Commercial fiber optic running along Donald Douglas Loop South and Airport Avenue (see **Appendix B**).

Storm Drain and Storm Water Management

A Storm Water Prevention Plan for the region was developed and updated in 2007 (**Figure 4.50**) Reinforced Concrete Pipe (RCP), ranging in size from 24 to 54 inches, but are typically 30 inches in the project area. Storm Drains run along Donald Douglas Loop South, the Northern side of the Airport Park and on Airport Avenue between Donald Douglas Loop South and The Airport Arts

Campus, where there is a Storm Transition Box. There are a limited number of outlets, in the project area, with one located in Airport Park, and another located on Airport Avenue adjacent to Barker Hanger, along with two storm catch basins. There is a storm maintenance hole located at the intersection of Donald Douglas Loop S and Airport Avenue; additional storm catch basins are at all intersections. (see **Appendix B**).

Storm Water runoff generally flows from north to south towards the west, surface drained to catch basins into reinforced concrete pipes which discharge to an open channel at the south end of the studied site adjacent to the residential development. Based on visual observation of a surface path of the storm water indicates that the water flow is excessively eroding these surfaces. The storm drain system should be studied to mitigate the storm water slow in a creative sustainable approach. (see **Appendix B**).

4.51

Assessment

Though meetings and discussions with Airport and City Staff, the storm water management on the Airport and Non Aviation portion of the Airport has been deemed insufficient for the existing uses and site configurations. Based on a visual inspection of the site the surface flow of water can be visually seen where the pavement or surfaces have been loosen and eroded. The open channel is cluttered with water driven debris which can prevent proper drainage.

Infrastructure: Future Opportunities

There is an opportunity to enhance the overall sustainability of the site by improving existing air quality, noise, open space, urban runoff, hazardous waste, construction, traffic, and solid waste management onsite. Existing site constraints can also be mitigated by the application of sustainable strategies and demonstration projects. The Project Team has investigated the following opportunities to achieve the Airport's sustainability goals through sustainable solutions (both conventional and experimental), applicable to the site. Many of the opportunities related to the site infrastructure overlap and are implementable through the sustainability efforts related to Open Space. A sustainable Storm Water Management approach should be reviewed and implemented as part of the Storm Drain System.

Storm Water Runoff

Storm water currently flows for the north to the south and east to the west through a surface to underground pipe back to a drainage channel. There is an opportunity to utilize Storm Water

Runoff System as a unifying infrastructure that can tie open space and facilities together. Defining and regulating the path, either through landscaped dry creeks or diving/parking areas with pervious materials and strategically placing retentions pocket infill parks can control the storm water. An example of this an existing condition on the site where a large storm water runoff ditch (approx 3’ wide) that runs along the noise and visual barrier could be improved into a landscaped dry creek could provide additional protection to the residents with the natural sounds of water, in addition to providing controlled runoff. It would also act as a link between new landscaping and pedestrian access in areas that currently contain parking, contributing to the soft/natural features of the site.

4.52

On-site Power Generation

Solar energy is one of the best ways to contribute to sustainability. By converting sunlight into clean, green energy, the Santa Monica Airport can reduce its carbon footprint and lower dependence on fossil fuels (**Figure 4.52**). 3200 Airport Avenue is currently the only on-site facility with a solar roof, but there are other possible locations within the project site for solar panels including existing facilitates with available roof space, parking lots, and walkways.

Next Steps

The Consultant team suggests the City of Santa Monica proceed with the following activities to pursue for facilities and infrastructure on-site, in the short term and long term.

Evaluation Matrix of Facilities and Infrastructure

Evaluation Criteria			BASELINE: Existing Condition	OPTION 1: Upgrade Facilities	OPTION 2: Upgrade Infrastructure
Visioning Process-Based	1	Protect resident's quality of life	○	⊕⊕	⊕⊕
	2	Increase community open space	○	⊖	⊖
	3	Improve accessibility and reduce traffic impacts	○	⊕	⊕
	4	Add new uses for the benefit of greater community	○	⊕	⊕⊕
	5	Invest in the improvement of infrastructure	○	⊕⊕	⊕
	6	Improve aesthetics of the non-aviation lands	○	⊕	⊕⊕
	7	Include green building practices and sustainability initiatives	○	⊕⊕	⊕⊕
Project-Based	8	People-oriented rather than car-oriented	⊖	○	○
	9	Local scale rather than city or regional scale	⊕	⊕	⊕
	10	Integration with the context rather than introverted and standalone	⊖	⊕	⊖
	11	Incremental actions rather than large unitary projects	○	⊕	⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	⊕⊕	⊕	⊕
	13	Energy-efficient rather than resource consuming	⊖	⊕⊕	⊖
	14	Financial sustainability rather than subsidy-dependent		⊖	⊕

⊕= supports the guiding principle ⊖= does not support the guiding principle ○ = neutral / not applicable

Before 2015

- Develop architecture standards for all new construction that maintain the historical quality and low intensity facilities that currently exist onsite; develop renovation standards to maintain the historical facades of facilities onsite.
- Determine facilities that will be re-used, renovated, or demolished and newly constructed based on their assessment in this study.
- Provide new infrastructure to soften existing onsite hard-scape (excessive parking and pavement) through new greening, alternative storm water management practices, and integrated active transportation and storm water management solutions.
  Meet the demands of all new facilities and uses, through on-site sustainable practices.

After 2015

- Identify access strategies between the adjacent neighborhoods and the south edge of the Airport, without diminishing the efficiency of the noise and pollution barrier.
- Create partnerships with other onsite projects, to ensure that all future Airport projects aim to achieve the Phase 3 goals and visions to align with the direction for the future of the Airport.
- Develop a plan to integrate the future properties, acquired as a result of leases terminating in 2015.

Public Process and Engagement

Task Description

This section of the Enhancement Planning project focuses on public outreach and engagement events related to the Santa Monica Airport. These activities can be categorized into Internal Activities, Activities with the Client, and Activities with Other Stakeholders. Each of these activities is described in terms of the agenda items discussed and the action items to be completed.

Internal Activities

Internal Design Workshop – December 4th, 2012

On December, 4, 2012, IBI Group held an internal design workshop with the Project Team. A primary discussion of the workshop assessed Santa Monica Airport investing in an incubator space with either construction of a new 60,000-100,000 square foot facility, or the conversion of old hangers with renovations and upgrades. Additional site opportunities such as creating a community of artisans for a local market, creating a linear park along Airport Avenue, and implementing active transportation demonstration projects where discussed to identify best options for further development. The Project Team determined that all recommendations and further development of ideas (facility design, access and circulation, and land use) will utilize a small scale “building block” approach.

Activities with Client

Kick-off Meeting - September 14, 2012

On September 14, 2012, IBI Group conducted a kick-off meeting with the Project Team and Santa Monica City and Airport Staff to discuss the project schedule, upcoming events, pressing tasks, and key components of the project. The meeting included open discussion of the topics; community, land, leases and uses, funding and revenue, and access, as well as general background information provided by Airport Staff. The Project Team identified action items regarding gathering materials for existing conditions assessments, and an upcoming incubator workshop.

Community Compatibility

- The airport is encroached by the neighborhood, making all improvements/changes very visible and therefore controversial; the study must be transparent.
- Facilities on Airport Ave were never upgraded because of public opinion; however, now contain program in buildings and facilities that need upgrades.
- Making the Airport a “better neighbor”; use community input (already gathered) about preferred land uses.
- Consider future density, how long term does the study project.

Land, Leases, Uses

- Non-aviation lands will not be needed in the future for aviation purposes
- The land is owned outright by the City, with leases and subtenants
- Use lease renewals to promote sustainability
- Use lease renewals to generate new revenue
- The Airport is not guaranteed to be an airport forever
- Protect the creative public arts and affordable artist studios
- Schedule an Airport Context Workshop

Funding, Revenue

- The Airport has 13 million dollars in general fund loans for capital projects; they do not seek Federal grants. The Airport needs to become self sufficient
- There is a Fee Study happening concurrently with the Airport Enhancement Project
- Review the report on financial advisement for the Airport
- For airports in general, properties are the greatest revenue providers

Access

- Airport Ave was originally designed only for use as an access road, the width is very narrow
- Deal with lack of major transit nearby, look at Blue Bus analysis (Sunset Ride) and alternative connections

Kick-off Meeting Action Items

- An infrastructure assessment will be necessary; fiber connections, sewer, water, etc
- Review existing physical survey/GIS data/etc
- Provide incremental changes with the proposal:
- Short term “Building Blocks” that can be presented to council for implementation
- Long term “Next Steps”

Airport Existing Conditions and Document Review– September 28, 2012

5.1

On September 28, 2012, the IBI Group Project Team conducted an internal meeting with Santa Monica staff to discuss the existing conditions of the Airport project site. The meeting included a historical presentation on the Airport's significant in aviation history and a site walk to discuss connectivity, building conditions, site opportunities, locations and areas of focus, and potential adjacent projects; both the historical presentation and Airport project site walk were led by Bob Trimborn, Airport Manager. Santa Monica staff also provided the Project Team with a building assessment of each facility, focused on lease agreements, current tenants, and any improvements that will need to be made to these facilities once existing lease agreements expire.

Santa Monica Staff discussed sustainability for the project site including the 2009 Santa Monica Airport Sustainability Plan and the goal to implement cutting edge sustainability efforts, beyond storm water management best practices. Sustainability as an overarching vision for the project site will also be reflected in the transportation incubator concept, which may focus on alternative transportation research for electric and hybrid planes.

Airport Incubator Workshop – October 18, 2012

5.2

On October 18, 2012, IBI Group conducted an internal workshop meeting together with Santa Monica staff to begin the conversation with the City regarding Task 9 of the project, "Sustainable Transportation Incubator Feasibility Study".

Incubators 101, presented by Oliver Hartleben, defined in practical terms the concept of an incubator, the potential benefits it could provide for a community, and outlined key components of an incubator model (sector focus, sponsors/partners, programs/services offered, organizational and legal structure, and human capital). It also presented the basic steps for the implementation and consolidation of an incubator (public relations, funding, expenses and revenues, facility design and size, staffing and compensation, and client recruitment and selection). The presentation also contained nine successful incubator case studies that were not examined in full during the meeting due to time constraints.

The second presentation, "Building and Managing Your 'Technoplex,'" included four case studies of "Technoplexes" or technology industry clusters in the LA area (Pasadena, San Gabriel Valley, La Verne, and Los Angeles Ports). Bill Lyte presented basic descriptive information and figures,

the roles of the different stakeholders, the process each project underwent until it was implemented, and crucial insights about these processes. The second portion of the presentation contained specific recommendations to successfully implement a technology cluster in a community, stressing in particular the commitment required by the sponsoring institution, the involvement of public and private stakeholders, and the orchestration of the process itself – suggesting at the end that a “sticks and bricks” project (e.g., an incubator) is only a component of the whole endeavor.

The purpose for the development of the non-aviation airport lands is not yet clearly defined, although some general ideas exist. Among the alternatives tabled at this meeting were (a) preserving / enhancing (not transforming) the character of the airport and the community, (b) using the site for a more productive use, (c) ensuring adequate financial / social returns to the City and its citizens, (d) positioning the airport as a technology hub for the 21st century, and (e) providing a regional example for green and livable development. It may well be that the project can address many – if not all – of these purposes.

Incubator Workshop Action Items

- Investigate fiscal impact and value of the site. IBI Group will work with team partner RCLCO to investigate a financial mechanism by which the market for an incubator concept can be determined, cost estimated and funded.
- Estimate the costs of upgrading the site and the buildings. IBI Group proposes to do a high level estimate of what it would take to (a) bring up to code the existing buildings, (b) upgrade the existing site infrastructure, and (c) and construct a new purpose built incubator facility.
- Understand the existing strengths. There is need to understand the existing assets in the Santa Monica area regarding start-ups and other entities related to enabling the creation of new companies. To this end, IBI Group will map and tabulate a list of all related stakeholders, indicating their sector focus, products or services offered, size, and proximity to the airport site.
- Identify potential partners. Independently if the proposed development strategy is at the city, site, or building scale, it will be important to uncover potential partners in the endeavor. IBI Group will begin to identify areas of research and strength of local educational institutions (e.g., Santa Monica College, the VW/Audi Design Center) that may have the potential to produce synergies with the preliminary list of “themes” indicated above.

Land Use and Circulation Workshop I – October 26, 2012

On October 26, 2012, the IBI Group Project Team conducted the Land Use and Circulation Workshop I with Santa Monica staff to discuss existing pedestrian access, bicycle facilities, vehicle circulation conditions and land uses of the Airport project site. The Land Use and Circulation Workshop II will be the visioning workshop and held on November 8, 2012.

Pedestrian Access and Bicycle Facilitates

- Roundabout concept to create more of a pedestrian activity space for event days. The pedestrian activity space would be maintained/ recognized with bollards. Use two roundabouts on Airport Avenue to create a performance space.
- If this is a hard area to get to by car, then maybe you need to get to it by another mode.
- Can we look at this as big problems that cannot be solved, don't try to solve auto but focus on the alternative modes of transportation.
- Need to look at Airport Avenue and is this a thorough fare or an event arrival spot.
- Need to look at funding mechanism for how transit shuttles are funded as part of this given specific head ways.
- 23rd street is dangerous to walk into the site. Pedestrian access in via Stewart Street would be acceptable but they would not want to be able to go from site into the neighborhoods.
- Bike technology and bike sharing is real and no one has started incorporating this.
- Bike based goods movement - Paris and Copenhagen, electric assist bike cargo - call for projects. Bike and Roll does bike rental and interested in moving into goods movement
- SM will have bike share, 30 stations and 250 bikes, honing in on locations will put out RFP on operations and maintenance.
- If doing widening, can do a cycle track and have bike side and led side. Want to move from sparrows to dedicated buffered lanes. Maybe bike on south side because park built new sidewalk side. Grade separate the auto, bike and pedestrians

Land Uses

- In 2015 every lease is up for the site so there are a couple of things that can happen - Reevaluate the tenants and uses both on land and air side, take over buildings. Options to consider:
    - Stay in its current configuration.

    - Potential of west end of runway going away to make a smaller runway so jets cannot land here
    - Or council directs closure of airport.
    - FAA thinks grants end 2023 and that could mean same place until then.
- North end can be the revenue generators to fund the south end incubator. They are not bound by streets. They can help pay for the incubator and roadway improvements. Highest and best use being made
    - Base line is what we have with the incremental improvements.
    - Want a sense of market viability of a sustainable transportation incubator.
    - Is the viability of the urban research lab has some market viability?
    - Our strongest themes for incubator could be green transportation as a portion of it can be aviation.
    - Is there market viability? What would be the next steps, who would we connect with - VW, Audi, etc.
    - Outline and itemize amount of commitments and city staff would convene a working group to move the project forward.
    - Land assets, big blue bus yard is last valuable piece of land immediately adjacent to expo and use this land as augment to their facility.
    - Is there a possibility to include the taxi tie down area in north - must maintain certain number of tie down space.
    - Look at what event that could generate enough activity for a gathering plaza.

Sustainability Workshop – November 1, 2012

On November 1, 2012, the IBI Group Project Team conducted a Sustainability Workshop Santa Monica staff to discuss sustainable opportunities for Santa Monica Airport, using the Santa Monica Airport Sustainability Plan as a baseline. The Santa Monica Airport Sustainability Plan addresses air quality, noise mitigation, open space preservation and expansion, water and urban runoff best management practices (BMPs), hazardous waste elimination, LEED Certified construction, traffic mitigation through the use of public transportation, and solid waste reduction. Outreach through public participation, community involvement, and advocacy are also incorporated in the Santa Monica Airport Sustainability Plan.

The Project Team and Santa Monica staff identified opportunities to mitigate existing site constraints through the application of sustainable strategies and investigated new sustainable

solutions to achieve the Airport's vision through the application of demonstration projects. The following is a list of sustainable solutions (both conventional and experimental) applicable to the site.

- Air Quality – Explore alternative transportation, aviation and ground, through an onsite incubator.
- Noise – Reduce on-site noise pollution by the greening of retaining walls and adding more urban greening to the site. Green walls – SMART sustainable works (local company).
- Open Space – Investigate the concept of urban farming for small spaces; the Spit Fire Grill can benefit from the locally grown produce. Maintain existing open space and emphasize the pedestrian linkages.
- Water – SMURF, explore how storm water retention can be improved onsite; opportunities for percolation zones in turf areas.
- Urban Runoff – Investigate best practices from Westchester Airport and Charlotte Airport.
- Construction Practices – Adaptive reuse of existing buildings, when possible, including Barker Hanger, The Museum of Flying, and 3200 Airport Avenue (Spitfire). All new construction projects must obtain at least a LEED Silver rating. Opportunity for green pop-up restaurants or structures.
- Transportation – Existing traffic congestion on Airport Avenue to be mitigated by a "pedestrian zone" or shared space demarcated by bollards and artist pavement design, similar to the Renewable Times Square and the Green Light of Midtown projects. Reconfigure the intersection at 23rd Street to provide safe bicycle access to the site and investigate the slope on Bundy Drive to allow for a bicycle path.
- SOLAR farming (i.e. Fresno Airport and Denver Airport).

Land Use and Circulation Workshop II – November 8, 2012

On November 8, 2012, IBI Group conducted a Land Use and Circulation Workshop II with Santa Monica staff to discuss proposed facilities, active transportation opportunities, and project site improvements.

Proposed Facilities

Santa Monica Airport site will focus of active (alternative) transportation and green aviation themes. It should be programmed for the community and have a local authenticity, as opposed to a regional focus. The anchor could be art and the art of food. The total built form proposed on the site is 400,000 sq ft. 200,000 sq ft serving as classrooms above two levels of parking will at the northeast end of the site adjacent to Bundy. This will confine traffic on the periphery of the site.

- The City intended to expand parkland across Douglas Loop. Residents may not support this concept adjacent to the existing park. Can this park space be allocated elsewhere?
- There needs to be intensification on the site to energize the area.
- Intensification of the site is an issue, it may destroy the site's tranquility.
- Concerned about the traffic circles serving as the anchors for the site. Is it a place where we want to go? How can it enhance Barker Hanger and make it an asset, as opposed to an improved pass through?

The proposed incubator is 60,000 sq ft, similar in size to the Los Angeles incubator. It can be a two story building with a 30,000 sq ft footprint. Calypso style buildings are proposed along Airport Avenue, in front of the existing buildings, to serve as "pop-up" retail spaces. Calypso buildings could be artist galleries and create a gallery row. This would integrate existing buildings to provide community supporting retail. The Copenhagen example of linear parks and hardscape themes to create reasonable connections from a shared street notion can be applied to Airport Avenue as a "green street" (pervious paving, street trees, stormwater management, etc). Airport Avenue can provide community greenspace.

Traffic Circles and Active Transportation

The notion of access and through traffic is an asset, not a liability. Traffic circles can provide community space while mitigating traffic onsite. A large traffic circle will be located west of Barker Hanger and a smaller traffic circle is proposed adjacent to the Museum of Flying. A pedestrian zone can be created between the two traffic circles with temporary bollards. An iconic statute/monument will be part of the traffic circle and serve as a gateway to draw you to the space.

The Project Team proposed three active transportation concepts for Airport Avenue that included pedestrian and bicycle facilities within the existing 26' curb to curb.

- Option 1 included bicycle and pedestrian facilities on the north and south sides of Airport Avenue. The City of Santa Monica prohibits bicycling on sidewalks so the bicycle facility will need to be three inches below the sidewalk to differentiate the two modes; it can also be delineated by different paving or color.
- Option 2 included bicycle facilities on the north and south sides of Airport Avenue with pedestrian paths only on the north side of Airport Avenue.
- Option 3 included standard bicycle lanes within the site.

Incremental Site Improvements

Improve streetscape along Airport Avenue to make it an urban street park that accommodates bicycle facilities and pedestrians through a meandering path.

- The Project Team must zoom out the connectivity map to see connections to the Expo Line then zoom in to see pinch points with the blast wall, noise, and pollutants. The biggest concern will be incorporating bicycle and pedestrian paths next to the blast wall.
- Don’t shy away from surgery problems to fix the slope issues in the south side or north side (reference AHBE work). The City would like to explore what the issues and costs would be to fix these issues. If the solution crosses jurisdictional boundaries, it will spur a discussion with City of Los Angeles.
- What is the infrastructure solution for the south end of the site? Curb cuts, enhanced crossings, bicycle facilities (bike stations, water), active space (fitness concept with stormwater management and permeable spaces)?
    - A fitness concept can include an active loop, fitness space, workout stations. This cannot be used to offset the open space requirement of sports fields.
    - The bicycle path should meander through temporary art installations or a sculpture garden. This will create visitor draw and the City can issue an RFP until something sticks.
- Create an event lawn to serve as open and green space. Spitfire is the long-term revenue generator; it is a placeholder and an opportunity (pad for long term). Identify a location for the incubator.
- Expand the connectivity map to include the surrounding bicycle network and connections to the Expo Line station. Centinela could be an Expo Line bike path.

Activities with Other Stakeholders

Airport Open House – September 22, 2012

On Saturday, September 22, 2012 Santa Monica Airport hosted its second annual Open House, for visitors to explore the Airport's campus, including the Museum of Flying, observation decks behind the administrative building, Santa Monica Art Studios, the Airport Park, and on-site restaurants. Special events for the day included 15 minute guided mini-bus tours of the active air field perimeter, a display of vintage and contemporary aircraft, and mural painting by aviation artist Mike Machat.

Santa Monica Airport Commission Meeting – November 26, 2012

On Monday, November 26, 2012, IBI Group and Santa Monica staff made presentations to the public and SMO Airport Commission as part of the SMO Visioning Process Phase III Workshop. The SMO Airport Commission meeting included an introduction and overview of the Phase III Airport Visioning Workshop, a discussion of the Santa Monica Airport Visioning process from the Assistant Director of Public Works Susan Cline. Additionally a presentation of the various concepts currently being explored to enhance the non-aviation areas located on the south-side of the Airport was presented and a presentation and discussion on the status of various Phase III initiatives and studies designed to reduce the impacts of aircraft operations of the surrounding community.

Sustainable Transportation Incubator

Task Description

Task 9 of the Enhancement Planning Project is the most specific of all the activities assigned to the consultant team, as it has to do with a feasibility study to include a business in the Santa Monica Airport non-aviation lands. The text of the Request for Proposal (RFP) defined the task as follows:

> *"The possibility of establishing a Sustainability Transportation Incubator (STI) at the Santa Monica Airport was a consistent theme that emerged from the Phase II visioning process. Additionally, the City has long contemplated instituting a Sustainability Center that could be incorporated into the creation of the STI…This feasibility study should lay the ground work for the City to ultimately develop a business plan for implementation of an incubator that can either stand on its own with discrete programs or as an integral part of a larger cohesive network."*[26]

The idea of including a business incubator as an activity "anchor" on the non-aviation lands, although articulated in phase II of the Airport Visioning Process, had actually began to take shape in Phase I, when the Rand Corporation's report suggested that:

> *"The community may consider creating at the airport a unique economic incubator that could nurture and hatch new creative enterprises that will draw on surrounding businesses and universities to create new products and services that link the region's high technology, electronics and communications, and entertainment industries."*[27]

With these precedents in mind, the planning team led by IBI Group set out to analyze the strengths and weaknesses of the incubator model, its requirements for implementation, the market assessment for the Santa Monica context, and the recommended next steps for City Council and City staff to consider.

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[26] Source: Santa Monica Pier and Airport Enhancement Planning Project RFP
[27] Source: Rand Corporation, "Santa Monica Municipal Airport (SMO) Options for the Future," 2012

The Incubator Model

Definition and Opportunities

A business incubator, according to the National Business Incubation Association (NBIA), an organization that represents about 2,200 individual incubators nationwide, is a…

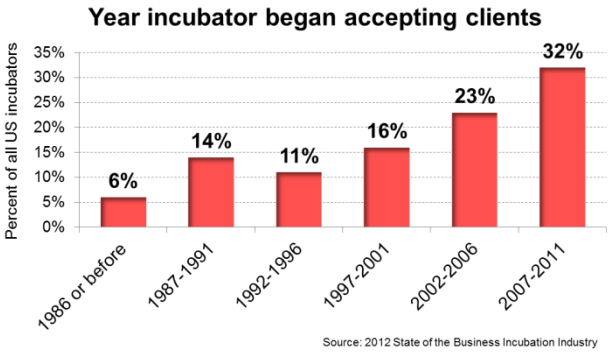
> *"…business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services: Tailored management guidance, technical assistance and consulting… Incubators usually also provide clients access to appropriate rental space and flexible leases, shared basic business services and equipment, technology support services and assistance in obtaining the financing necessary."*[28]

6.1

Note the stress NBIA places on the word *process*, which separates the business incubator model from being merely a place renting space for startup businesses. Rather, it includes key resources and services for startup companies that make it more likely for those to succeed in the business environment once they mature and develop a sustainable business – be it a new product or an improved service.

Business incubation has been around for half a century in the United States. The first business incubator (which incidentally is still in business), the Batavia Industrial Center in Batavia, NY (**Figure 6.1**), was opened in 1950, and since then the number of incubators have skyrocketed, particularly in the last decades. In 2012, almost one third of all incubators opened since 2007 (**Figure 6.2**), which shows how this approach to economic development is gaining momentum and how the need for business incubation is strong, also during economic downturns.

6.2



According to different sources,[29] there are many benefits that accrue from implementing a business incubator approach:

- **Increased local tax revenue:** $1 spent in business incubation= $32 in additional tax revenue.

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[28] Source: www.nbia.org

[29] Sources: Business Incubation Works, University of Michigan, NBIA, Ohio University and Southern Technology Council, 1997; "Cost Per Job Associated with EDA Investments in Urban and Rural Areas", Amy K.. Glasmeier, The Pennsylvania State University, 2002; 2006 State of the Business Incubation Industry, NBIA.

- **Local economic development:** 84% of graduating firms stay in same community where they were "hatched."
- **High survival rate:** 87% of businesses stay in business after 3 years.
- **More efficient job creation:** Publicly-funded incubator jobs cost $1,100, while other publicly-created jobs cost $4,570.

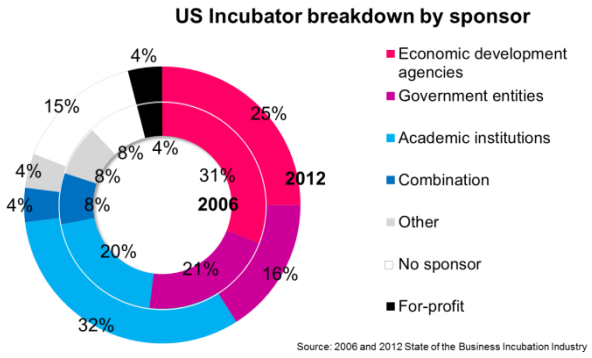
6.3 However positive these outcomes may sound, they have to be contrasted with the effort, resources, and time required getting an incubator fully operational, which are outlined in the section "Requirements for the Implementation of a Formal Incubator," below.

Goals and Objectives

The understanding of the incubator model gives a clue to its goals, which are both community and business-oriented. NBIA states that…

> *"[a] business incubator's main goal is to produce successful firms that will leave the program financially viable and freestanding [in order] to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen local and national economies."*[30]

6.4 In a sense, a business incubator lays at the intersection between community, government, academia, and private business. This explains why so many business incubators are sponsored by multiple organizations, each of which brings to the table their area of expertise, and why strategic alliances between entities are a must for a successful incubator. (**Figure 6.3** shows the range of potential sponsoring entities and **Figure 6.4** the breakdown of sponsoring entities for incubators in 2006 and 2012.)



The objectives of incubators are more specific and correspond to the particular phases a startup business goes through, namely assistance with:

- Research, creation, and development of the product or service;
- Conception of a business plan for the product /service;
- Bolstering the entrepreneurial skills of the executive team of the startup;
- Analysis of the market and the market niche for the product /service;
- Information and access to various funding sources;
- Commercialization of the product/service;
- Provision of inexpensive physical space and common office services.

[30] Source: www.nbia.org

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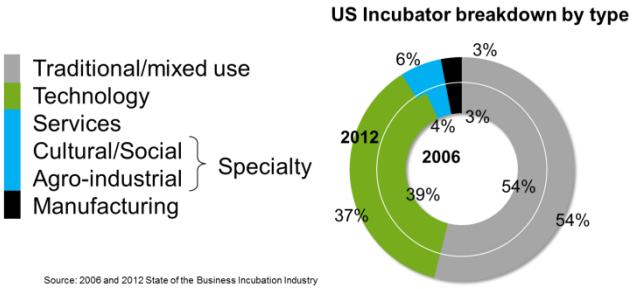

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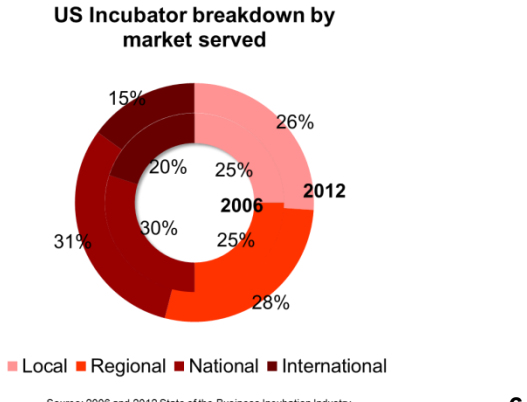

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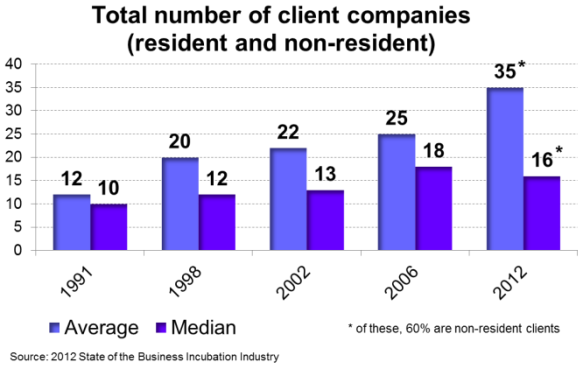

Incubator Industry Key Facts

The incubator industry has undergone several changes during the last six years. Incubators still predominantly continue to be mixed-use, meaning no specific focus as to the products or services the "clients" they receive will produce (**Figure 6.5**). That said, the NBIA stresses that new incubators are more and more specialized, targeting a specific slice of the startup market. Most of this specialized market – over a third of the total market – is dominated by technology-oriented incubators, focusing, for example information, energy, and health technology. An increasing, but small portion of the incubator market is focused on services and specialty products (cultural/social and agro-industrial), including mobile applications, arts, and food. The smallest segment, 3%, is dedicated purely to manufacturing of products.

Regarding the market served by incubators, there has been a slight shift towards more local and regional consumption markets (**Figure 6.6**), but all in all, the split remains pretty even among the different-scaled markets, and is very much dependent on the incubator sponsors' goals and priorities.

In addition, two emerging trends in the incubation business have begun to show: Incubators are becoming bigger (**Figure 6.7**), are more decentralized, and are becoming more efficient in "graduating" clients. The statistics shown in the table below illustrates these trends.[31]

Indicator	2006	2012
Clients per incubator	25 startups	35 startups
Anchor tenants	3 startups	4 startups
Percent of non-resident clients	54%	60%
Incubation period	33 months	28 months

[31] Source: 2006 and 2012 State of the Business Incubation Industry Report

Market Assessment for Santa Monica

Land Use and Incubator Decisions

This section, prepared primarily by consulting team member RCLCO, evaluates the decision to proceed with an incubator at the SMO Airport site from the perspective of opportunity cost, as well as provide broader awareness of the investments of political, human and financial capital that would be required to successfully launch an incubator at this site.

If the City of Santa Monica were to elect to implement an incubator at the Santa Monica Airport, the driving motivation would not be financial. Instead, given that an incubator is not the use that would generate the highest amount of sale or lease revenue to the city on a purely monetary basis, the motivating factor would be to advance some other public policy objective, such as job growth, fostering innovation, or enhancing the brand of the City.

Were this a typical real estate development site, commercial, office, and multi-family residential (apartments) would be the land uses that would generate the highest economic benefit to the City of Santa Monica at this site.[32] Yet it is clear to the consultant team that this is not the way to go, given the task stated by the City Council, in itself a result of the community's desire to improve the quality of life and reduce – not increase – the impacts associated with land uses in the area, such as traffic.

The general topic of land use has been analyzed in detail in the Uses, Design, and Alignment chapter of the report. In this chapter, the emphasis is on the incubator use expressed through the Airport Visioning Process. In order to pursue this use, the City would need to generate financial and political support to see it through. The City would need to ensure that internally among staff, and leadership, as well as to some degree, among the community, there is widespread support for this initiative and the likelihood to garner a long-term commitment for the idea by key individuals and groups to ensure this is successful.

[32] Based on RCLCO's extensive local real estate market knowledge, gained from having studied residential, retail and office markets in West Los Angeles over the past year, and from RCLCO's knowledge of the site and surrounding land uses.

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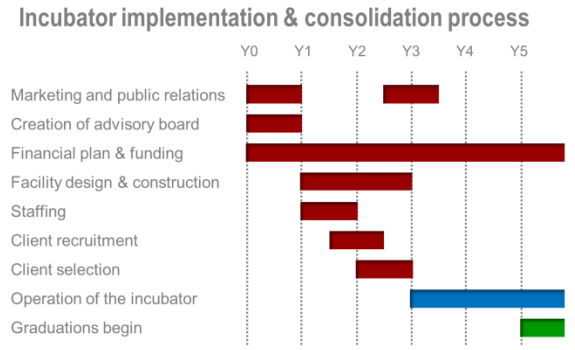

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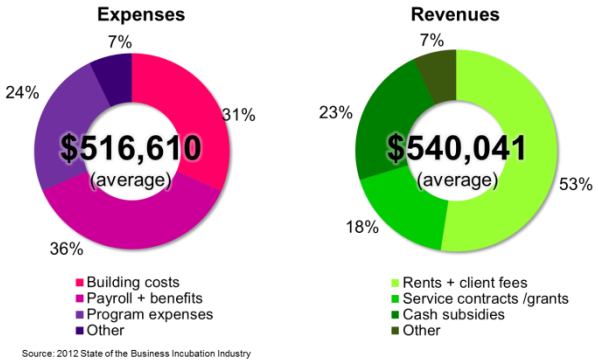

Implementation Process

Implementing a full-fledged incubator takes time, commitment, and resources by the sponsoring entities. It is not (or at least not initially) a "bricks-and-sticks" project. It actually consists of a process that needs to be championed within the sponsoring entities, even when it does not involve the building of a new facility. Although every incubator is different, it is nonetheless possible to provide a very general schedule of activities for incubator implementation (**Figure 6.8**).[33] It usually takes a total of three years before an incubator is operational, during which many "soft" activities need to take place, which are explained in detail in the next sections. (It may be possible, however, to implement a temporary, "stepping-stone" incubator by year two by using a temporary structure, just as LACI did, which would allow more time for financing and building the final facility.) It is during these three years that stakeholders are identified, partnerships are forged, teams are formed, resources are marshaled, the incubator is promoted, and facilities are built.

Marketing and Funding

The first activity in the process to make an incubator operational begins with publicity, because it needs to build a reputation and differentiate itself from organizations working in the same field and attract the interests of sponsors, allies, investors, the media, and the public alike. To this end, a public relations plan must be developed, which should include traditional and new media channels and the organization of specific events to increase the profile of the endeavor. Personal networking is extremely important, particularly during the first year, because it is here where key members of the advisory board will be selected, and it is their personal reputation that will enable the incubator endeavor to move forward and obtain the necessary funding.

In terms of investment, the implementation of an incubator is a costly endeavor. Once operational, on average, an incubator requires revenue sources of the order of $500,000 per annum, which mainly is covered by rents and program fees (**Figure 6.9**).[34] Since for the first three years the incubator will not produce any revenues, covering costs for this period of time will run in the order of $1 million dollars,[35] which usually are covered by the sponsors. In addition, if a new building is being constructed, another $4-5 million should be added to the list,[36] plus the cost

[33] Unless otherwise noted, the information in this section comes from Business Cluster Development, Los Angeles Clean Tech Incubator Business Plan, 2010.
[34] Source: 2012 State of the Business Incubation Industry Report.
[35] Supposing two years of expenses during the three-year pre-operation period.
[36] Supposing a 30,000 SF incubator with construction costs of $150-180 per SF.

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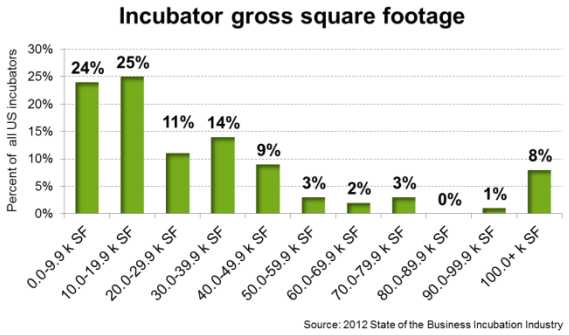

of land (not an issue in the SMO non-aviation lands, as the land is owned by the City.) All in all, the upfront costs could top $6 million before the incubator even starts operation.

When operational, however, the typical condition for incubators, as shown in **Figure 6.9**, is not one of financial sustainability. More often than not, incubators are subsidized by grants or operating subsidies from public entities, foundations, or business sponsors, given the public policy objectives associated with this type of endeavor. To cover the gap, incubators must either (1) discriminate the businesses they accept, even when this does not advance public policy goals, which is the way most for-profits take, (2) reduce operating costs, e.g., by ramping up the non-resident client base, or (3) increase the (usually) public operating subsidy they receive. These aspects need to be taken into account when considering or planning an incubator.

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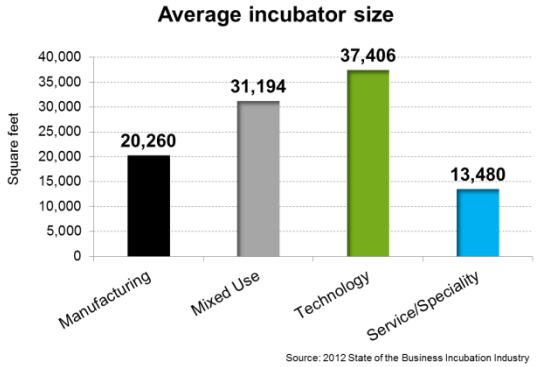

Facility Design

Incubator facilities vary in size and spatial design and distribution considerably, depending primarily on the scope of the market served and on the industry focus. Although experts used to say that 30,000 SF was the minimum size to operate a financially efficient incubator, over 60% of all incubators in 2012 were smaller than this size (**Figure 6.10**). Moreover, the median gross square footage of incubator facilities has been going *down*, from 37,086 SF (2006) to 32,319 (2012). If broken down by sector focus, average incubator sizes are pretty dissimilar: Technology-oriented facilities require most space, particularly because of prototyping and testing areas, while service or specialty incubators require the least space, about a third of the former, albeit with better amenities and finishes (**Figure 6.11**).

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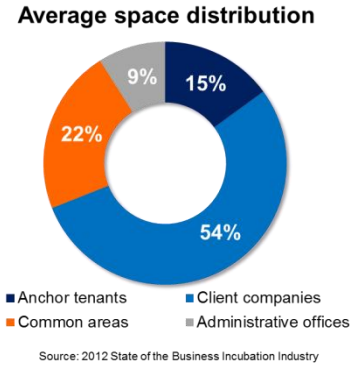


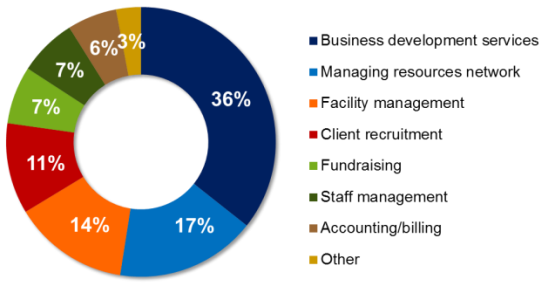
The layout of a typical, mixed-use incubator dedicates about three quarters of the total gross built surface to rentable space for clients, about a fifth of which would correspond to anchor tenants, i.e., those clients who reside in the incubator but do not receive incubator services (**Figure 6.12**). This is, as already explained, only a broad approximation; technology incubators focused on product development may include much more common areas for manufacturing, for example, while specialty incubators such as the Rutgers Food Innovation Center include extensive cold storage areas for food.

Staffing and Recruitment

Formal staffing of a new incubator usually consists of three persons, usually hired through a private management contract for accountability and efficiency:

6.13

Time spent performing activities



Source: 2012 State of the Business Incubation Industry

- A **Director**, who should (a) have experience in company formation, (b) be dynamic and have strong interpersonal skills, and (c) be talented in multiple fields, with strong managing, networking, and marketing capacity
- An **Assistant Director**, who should have many of the traits of the director in order to step in if needed, probably contracted for half time only at the start of operations
- An **Office Manager**, who would be in charge of administrative support, daily office operation, and reception / telephone duties

This small team of formal incubator professional personnel basically runs the facility day-to-day, costing in the order of $300,000 per annum in California.[37] They should have the capacity to do multiple tasks, from business counseling to client recruitment, and from managing business resources and networks to fundraising and accounting. **Figure 6.13** shows the many tasks an incubator director needs to perform and the time that, on average, he/she spends on them. The staff should, nonetheless, be assisted by a series of other stakeholders, who shore up the human capital side of the incubator, including the incubator advisory board, university faculty and students, business executives and sponsors, and volunteers.

Once the professional staff of the incubator is hired, incubators can begin the process of client recruitment and selection. Client recruitment is the process of getting the right “mix” of startup firms. This usually means (1) achieving a combination of firms within the focus sector that allows for synergies (not competition) between the clients, and (2) a mix of companies at different growth stages, in order to ensure that the incubator is always at an acceptable occupation rate. (Experts usually plan for an 80% occupancy rate throughout.)[38]

Alternative Land Use / Incubator Scenarios

Informed by the City’s priorities and objectives, expressed through the RFP and stemming from citizen involvement, the consultant team developed three distinct scenarios of implementation for an incubator initiative in the SMO Airport Campus. These scenarios define specific execution strategies given the existing resources, i.e., how the City would approach the implementation of an incubator in the area. This question should come before the question of the segment that the incubator should target, because this is not a blank-slate project: it needs to be incorporated within an existing urban context, with the citizen’s opinions in mind.

[37] Source: Business Cluster Development, Los Angeles Clean Tech Incubator Business Plan, 2010.
[38] Source: 2012 State of the Business Incubation Industry Report.

The three scenarios, in addition to the current, baseline, scenario, are summarized in the paragraphs below:

Baseline scenario: Do not include incubation activities.

The baseline implies a "do nothing" approach, in which no incubation-related activities, land uses, or facilities are considered for the Airport Campus. This scenario is included in the analysis only as a baseline comparison with other enhancement alternatives.

Option 1: Build new Facility

This effort would involve the construction of a new, formal, facility to house the incubator activities with a citywide or even regional scope. This approach would be the most costly to the City, as it would require a tremendous investment in time and energy to generate the interest and activity that would occupy the incubator space. Further, the financial cost of this option, estimated at $4.5 to 5.5 million[39] would be the highest among the three options, because it would involve building all aspects of a new facility

Option 2: Reconfigured Airport Facility

This option, which is very similar to Option 1 in terms of the City taking the lead in pushing forward the incubator idea, involves the complete renovation of an existing facility to accommodate the activities of an incubator. The advantage of this option, in comparison to building a new facility, is that it involves a significantly lower financial investment in the actual facility. Our analysis suggests that this approach would require a capital investment of approximately $1.5 million, or $3 to 4 million less than the Option 1.

Option 3: Decentralized Incubation District

This option, in contrast to the other two, would not depend on a physical facility built and operated (or substantially funded) by the City, but would rather be a collection of buildings in a district rented out to specific private, public, or non-profit tenants that, collectively, perform the functions of a concentrated facility. The primary advantage to this option is that it would require a significantly reduced investment of time and capital.

[39] Supposing a 30,000 SF incubator with construction costs of $150 – 180 PSF (excluding land).

Opportunities and Themes

Should the city decide to build or sponsor an incubator, be it in centralized or decentralized model, the next step in this discussion revolves around the issue of "theme" or industry concentrations. In terms of selecting the optimal industry to target to generate the intended benefits of an incubator, the consultant team understands the RFP's stress on sustainable transportation. While this may, very well, be a growth industry in the coming years, and could leverage the unique advantage of proximity to an existing airport, some challenges appear. It is, for one, not clear that there is currently an existing cluster of activity based around transportation / green technology in or around Santa Monica, and, for the other, that the airport will stay in operation in the long run. Hence, to successfully launch an incubator effort that revolves around this niche industry would require tremendous initial effort and investment in order to attract the seed participants, be it start-up companies, investors, or research institutions.

During the Incubator Workshop held with City and Airport Staff in October 2012, several industry areas of focus were discussed, including technology-oriented uses like alternative aviation technology, alternative transportation technology, sustainable technology, alternative building technology, and computer gaming, but also more unconventional uses, like healthy communities, arts & culture, food production, transit-oriented development retail, social entrepreneurship, and new consumer products. The Rand Report of the Phase I Airport Visioning Process, in fact, had already suggested some of these "themes" for the incubator:

> *"Santa Monica's existing business mix suggests some possible themes: biotechnology in relation to the growing concentration of health care providers in Santa Monica; electronics, telecommunications, and computer graphics in relation to the burgeoning computer gaming industry and other advanced telecommunications and entertainment firms near the site; 'green technology'—including green aviation technology—in relation to the accomplishments and efforts of the airport itself. A unique theme that may be appropriate at this site is innovative and environmentally sensitive aircraft design and operations, though it is not at all certain that a single theme of this type is sufficient to generate a successful incubator."*[40]

Regarding the last comment, external consultant Bill Lyte stressed during the Incubator Workshop that, although it is true that incubating activities have become more specialized over time (see **Figure 6.14**), the sole focus on a very specific industry not only limits the flexibility of the endeavor, but also puts it at the economic whims affecting this specific product/service niche.

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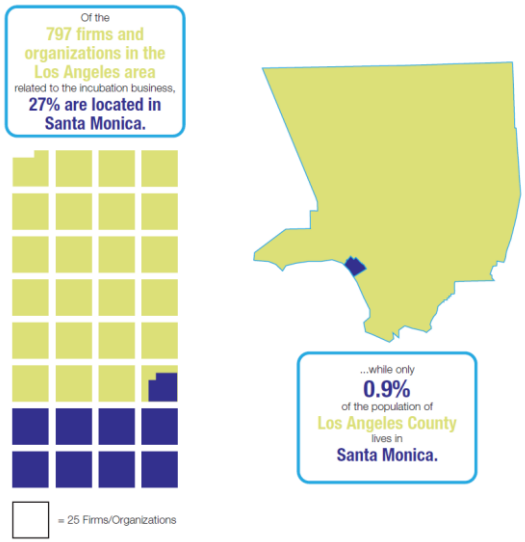

[40] Rand Corporation, "Santa Monica Municipal Airport (SMO) Options for the Future," 2012

Rather, the approach should be to lay the foundation for the incubator to support multiple types of technologies or industries within a broad cluster, independently if the target is the development of a single building or a complete district. Moreover, centering on a broader array of options within a specific sector or cluster[41] would minimize the risk of competition and market saturation, because the incubator or the district could easily adapt to changing economic, market, and technology development situations.

An important condition regarding sector focus is centering on those activities that are already existing and growing in the locality. The rationale behind this is to play to your strengths instead of fighting an uphill battle, i.e., to bolster the existing innovation sectors in Santa Monica, rather existing information on the startup community in Santa Monica using an online mapping application where incubators, investors, and startup businesses advertise themselves (**Figure 6.16**).[42] Although not necessarily comprehensive because of its self-reported nature, this database nonetheless allows taking a snapshot of the innovation landscape in the Los Angeles region. (Other industry-based databases do not provide the breakdown by maturity of firm, nor give a clue as to the cluster / sub-cluster they belong to.)

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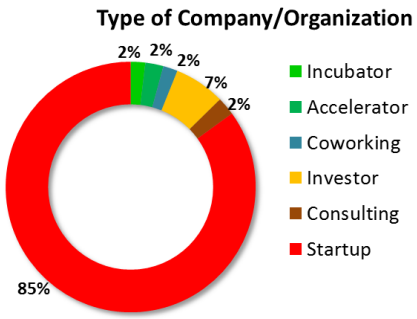

The map (**Figure 6.16**) shows a concentration of the startup community on the Westside; a more precise analysis showed that a full 27% of the 797 firms and organizations related to the incubation business stage in the Los Angeles region are located in Santa Monica. (In contrast, Santa Monica represents only 0.9% of Los Angeles County population.) IBI Group then proceeded to go to the 213 individual websites of the companies/entities to gain an insight on their location, their industry focus, their distance to SMO, and the type of organization. The result is a database of Santa Monica startups that is contained in **Appendix C** of this report.

As expected, most of the entities present in the Santa Monica area are startup companies themselves (**Figure 6.15**). But it is also interesting that other organizations linked to these firms are also present in the City, notably 9 for-profit incubators / business accelerators. In addition, there are 5 private startup consulting firms, 4 co-working facilities for short-term rent, and, more importantly, 14 venture capital investment groups, which give financial support to the business ecosystem. Investors are invaluable resources, not only because they provide the means to finance fledgling startup companies, but because they are local, they understand the business

[41] A cluster is "a geographic concentration of interconnected companies, suppliers, service providers and others in a particular industry or sub-segment of that industry." Some emerging clusters, however, like Clean Tech, actually span many industry segments, which again talks to the need for flexibility.
[42] http://represent.la

innovation landscape very well, and can become important allies in the process of implementing an incubator.

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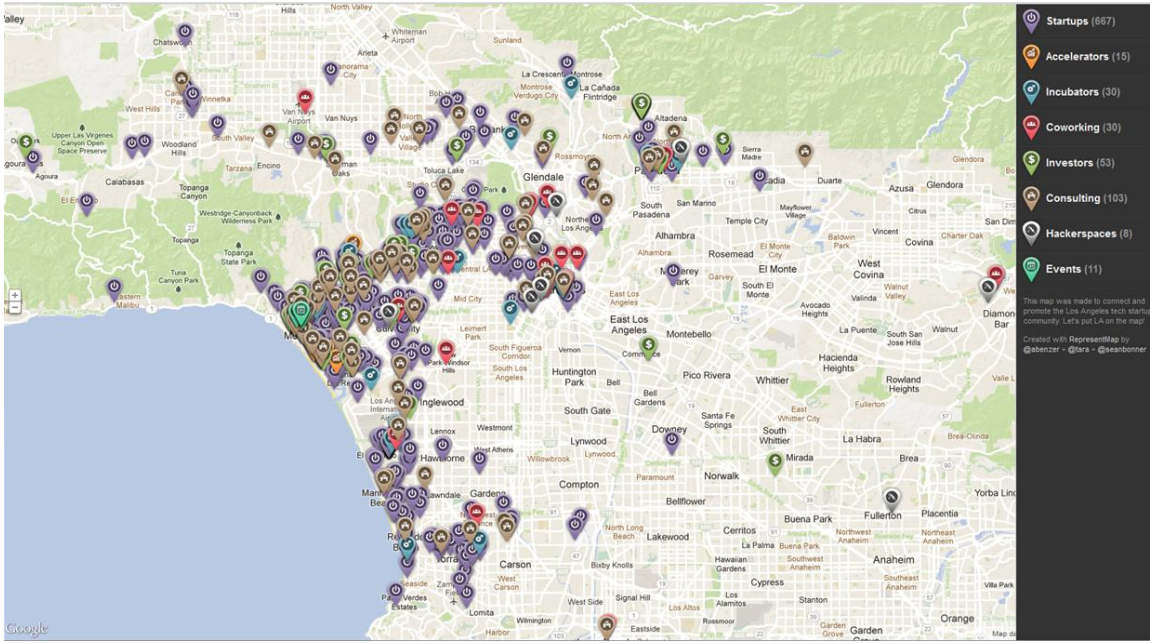
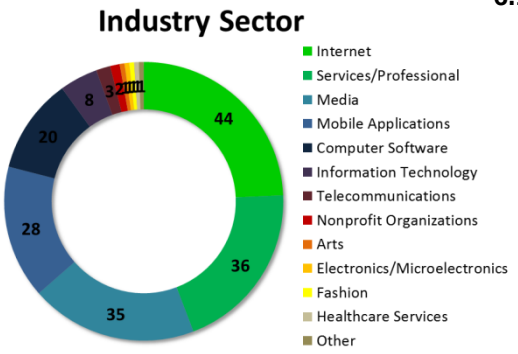


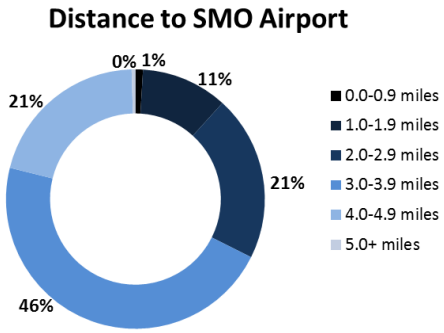
6.17



In terms of focus, the general perception of Santa Monica being at the forefront of innovation in digital media, gaming, and other technology industries, which has been considered as a part of Silicon Beach, holds up (**Figure 6.17**).[43] More than three quarters of the business incubation enterprises are either web-based or computer technology-based; and most of the companies providing professional or other services do so via an online platform. Industry sectors that may be strong in other locations, e.g., bioscience, energy, healthcare, clean technology, electronics, etc., are not or only barely present in Santa Monica, which would make them not the ideal candidates for an incubator "theme" around the airport – even though it may have sounded ideal at first. Instead, the City could elect to build upon the growing activity in and around Santa Monica that

[43] The categories used for the classification of the industry sector are the ones used by NBIA for its "State of the Business Incubation Industry" report.

6.18



centers around digital media, gaming, and other technology and creative industries that have clustered in this area, for example by targeting related segments that need support. This type of an effort would require much less initial investment, and would be more of an exercise in convening current and emerging leaders and launching an effort that would address specific needs that current players in the industry have identified.

Even though there is a strong presence of IT-linked startups in Santa Monica, most firms and organizations are located four or more miles away from SMO, usually clustered in and around the downtown area (**Figure 6.18**). Because these industries rely on physical proximity as an important ingredient for innovation and knowledge-sharing, it is unlikely that a major group of them locates in the airport lands unless some conditions are in place: (1) ample, inexpensive space, (2) urban amenities the creative class looks for (walkable places, cafes, culture, etc.), and, ideally (3), supplementary business incubation services. Alternatively or complementarily, other small-scale creative / handcrafted manufacturing activities that do not rely so much on clustering, for example coffee roasters, bike manufacturing, furniture makers, etc. may be added or allowed. These could come out from the existing artistic community in the area, bridging the gap between art and business, i.e., handcrafted fabrication (see Land Use chapter for more detail on artisan-related businesses). These activities, together with local food and culture, may give the SMO area its unique character and atmosphere and, at the same time, be compatible with the surrounding neighborhoods.

Case Studies

The IBI Group planning team looked at different incubator projects across North America as a way to show the variety of approaches to the incubation business that exist and get some insights as to which practices have been successful. The selection of the case studies, in order to effectively be able to inform the Santa Monica project through lessons learned, included (a) incubators in the Los Angeles area, (b) a wide variety of scales, target markets, and industry sector foci, and (c) successful incubation examples, selected from the yearly “Incubation Award” by the NBIA. Three of the relevant incubator case studies are the following:

LACLEANTECH INCUBATOR
at La Kretz Innovation Campus

6.19

Los Angeles Cleantech Incubator

http://laincubator.org/

The LA Cleantech Incubator (LACI, **Figure 6.19**) may be, in terms of location, industry focus, and sponsor structure, the most similar to the ideas the City of Santa Monica has entertained for the incubator in the SMO Airport non-aviation lands. LACI was founded in 2011 as a non-profit organization by the City of Los Angeles, and is directly funded by the former CRA/LA (the Community Redevelopment Agency of the City of LA) and LADWP (the municipal water and power company). Its focus is on solar, clean transportation, water, and energy efficiency technology, where presumably LADWP will be the main beneficiary. In addition to the founding partners, the City of Los Angeles has partnered with a couple of educational and research as well as with civic and business organizations to accelerate product development and commercialization.

LACI is temporarily located in a converted 4,000 SF bus repair terminal in the City’s Arts and Innovation District. It currently offers flex office space, coaching and mentoring, and access to experts and capital. For a $300 per month per desktop rent, LACI provides furniture, IT infrastructure, parking spaces, reception services, printer / copy machines, utilities and conference rooms. The plans are to move to a new 30,000 SF incubator building, part of the 60,000 SF La Kretz Innovation Campus scheduled for completion in the summer of 2013.

Lessons learned:

- Incubators can start up small in existing buildings as an intermediate step before “growing up” to formal facilities.
- Incubators can be a key part of bigger economic development plans or approaches.

6.20

CLEAN TECH
LOS ANGELES

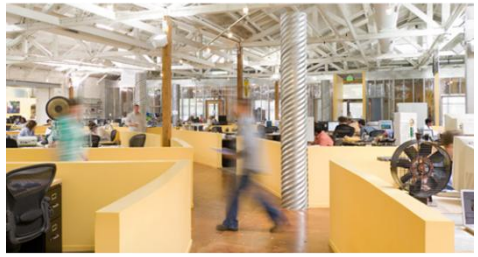
Los Angeles Cleantech Corridor

LACI is actually a piece, albeit a strategic one, in the City’s Cleantech Corridor (**Figure 6.20**), a four-mile long strip in the eastern part of downtown, between the LA River and Alameda St, that has as its objective to support the development of a business cluster dedicated to cleantech manufacturing processes and technologies. Besides the LACI incubator, the other two big components of the project are the Cleantech Manufacturing Center at the southern end of the corridor, a full-scale manufacturing facility for cleantech, and the Cornfields-Arroyo Seco Plan, a LEED-ND certified plan for a mixed-use neighborhood development at the northeastern end of downtown.

Lessons learned:

- Incubators can be part of wider, decentralized schemes to promote industry clusters.

6.21



idealab

Idealab, Pasadena CA

http://www.idealab.com/

In contrast to LACI, Idealab (**Figure 6.21**) is a private, for-profit incubator founded in 1996, which participates financially in the development of new firms. Idealab caters to entrepreneurs of pioneering technology companies; industry focus has expanded from merely web-based services to actual products in the cleantech, communication technology, internet/mobile media, and automation/robotics areas. With an aggressive program that includes partnering with venture capitalists to ensure adequate startup capital and an equally discriminating selection process of those applicants that have the preconditions to succeed, Idealab has jointly created and operated 75 companies with 30 initial public offerings (IPOs) and acquisitions, including successful firms such as eToys and Citysearch.

Besides ensuring seed capital and participating financially in the firms, Idealab provides a full range of resources to start-ups, including office space, office services, product development and

technology, product and graphic design, marketing, financial advice, human resources, competitive research, legal, accounting and business development support and services, and advice on strategy, branding and corporate structure.

Lessons learned:

- For-profit incubators need to ensure the financial viability of the product or service that is being developed; thus, a discriminating selection process and close business support are a must.
- Partnerships with venture capitalists to ensure funding for “hatched” products and services are essential for the successful “graduation” of start-up firms.

6.22

PortTech Los Angeles

http://www.porttechla.org/

PortTech (**Figure 6.22**) is a public-private non-profit operated by the City of Los Angeles, the Port of Los Angeles, and the San Pedro/Wilmington Chambers of Commerce. In contrast to LACI and Idealab, PortTech is focused on a specific area of expertise, clean technology, which is directly poised to benefit port activities and related port tenant companies. The incubator is another tool by the Port of LA to leverage local knowledge and apply emerging technologies to their own operations, while at the same time striving to meet the strict environmental standards enacted by the State and the City. In a sense, the port becomes the “testing ground” for incubator products and services in the specific areas of environment, energy, security, and logistics that then can be exported to other ports in the world.

In addition to traditional incubator services, PortTech, through the City of Los Angeles’ CleanTechLA initiative, provides their startup clients with access to research facilities and experts in the region’s major universities (USC, UCLA, and CalTech) and networking and funding opportunities through private and public stakeholders.

Lessons learned:

- Major public facilities can provide a reason for a narrow-focus incubator, where both startup firms and facility operators benefit from a symbiotic relationship; one providing knowledge and ideas, and the other serving as testing grounds and a sizeable customer base.

Recommendations

This section sums up the recommendations of the IBI Group-led planning team regarding the feasibility analysis of a Sustainable Transportation Incubator on the Santa Monica Airport Campus. The non-aviation lands of the Santa Monica Airport, given the expiration of current leases by 2015, open up a promising opportunity to redirect the relationship between the Airport and the surrounding neighborhoods towards an increased quality of life. In this effort, the Airport Visioning Process has included the concept of a technology / sustainability incubator that would serve as a key component for the area's transformation.

Knowing that a combination of objectives has been put forth in the Visioning Process – including maintaining low density uses, providing community serving retail, supporting existing arts and recreational uses – and given the analysis of the information contained in the previous sections of this chapter, IBI Group and its sub-consultants feel confident to put forth a series of recommendations on the incubator approach for the City Council to consider.

Evaluation of Alternatives

The three scenario alternatives listed previously in this chapter were evaluated against the 14 evaluation criteria outlined in the Project Approach section of this report. They were also compared to the baseline scenario. The summarized, graphic assessment is contained in **Table 6.23** below:

6.23

		Evaluation Criteria	**BASELINE:** No Incubation Activities	**OPTION 1:** Build New Facility	**OPTION 2:** Reconfigured Airport Facility	**OPTION 3:** Decentralized Incubation District
Visioning Process-Based	1	Protect resident's quality of life	○	○	○	○
	2	Increase community open space	○	○	○	○
	3	Improve accessibility and reduce traffic impacts	○	⊖	○	○
	4	Add new uses for the benefit of greater community	⊖	⊕	⊕	⊕⊕
	5	Invest in the improvement of infrastructure	⊖	⊕	⊖	○
	6	Improve aesthetics of the non-aviation lands	⊖	⊕	○	○
	7	Include green building practices and sustainability initiatives	⊖	⊕	○	○
Project-Based	8	People-oriented rather than car-oriented	○	⊖	○	⊕⊕
	9	Local scale rather than city or regional scale	○	⊖	⊕	⊕⊕
	10	Integration with the context rather than introverted and standalone	○	⊖	⊖	⊕
	11	Incremental actions rather than large unitary projects	○	⊖	⊕	⊕⊕
	12	Flexible and adaptable rather than inflexible and uncompromising	○	○	⊕	⊕⊕
	13	Energy-efficient rather than resource consuming	○	⊕⊕	⊖	⊖
	14	Financial sustainability rather than subsidy-dependent	○	⊖	⊕	⊕⊕

⊕= supports the guiding principle ⊖= does not support the guiding principle ○ = neutral / not applicable

Three things are evident, at first glance, when looking at the evaluation table. First, the baseline, “do nothing” scenario doesn’t advance many of the community goals and is neutral regarding the project-based criteria.

Second, although a new facility has many advantages over the competing options, it also has many inherent drawbacks, notably in terms of financial sustainability and size/scope.

Third, both options #2 and #3 have many positive traits, but option #3 has many of these in an increased form, e.g., it is much more local, much more incremental in nature, and requires less upfront public capital expenditure. Therefore, the consultant team is confident is recommending Option #3, which will be further detailed in the next section.

Incubator Approach

The planning team recommends to the City of Santa Monica to pursue the idea of a decentralized incubator district model, potentially named “**Creative Innovation District**,” rather than the implementation of a singular incubator project per se, be it a new state-of-the-art facility, or a retrofitted existing structure. The Airport Campus would not revolve around a physical facility run, sponsored, and financed by the City, but would rather evolve organically through the selection of strategic tenants that would achieve an occupant mix that (1) fosters innovative and creative practices consistent with the sustainability practices of the City, (2) integrates in terms of scale and use with the surrounding residential context, and (3) generates a particular character for the District, characterized by small-scale businesses and entrepreneurs that informally interact with the community (see also: Land Use section of the report, which describes complementary uses and initiatives).

Instead of becoming a developer of a building, the role of the City would be that of “curator” of the activity program, with the lease document as the main policy lever, guided by the master planning effort of the whole District. In addition, the City would provide strategic infrastructure interventions that could give (spatial) cohesion to the area, which are the ones contained in the other tasks of the enhancement planning project. The incubation activities and services would not be centralized in a public incubator facility, but would be decentralized and evolve through the spatial clustering of the different private tenants. We envision that some of the tenants should have long-term leases that would “anchor” the district, while others should rotate on much shorter terms, not unlike the resident spaces at an incubator.

The planning team believes there are at least four groups of activities or uses that should be encouraged in regard to this “decentralized” incubation concept:

- **Creative-class tenants.** There should be a core group of leases to emerging creative-class businesses, which would include startups of new media/web-based services which are already well represented in Santa Monica, but also other young entrepreneurs in creative professions such as architecture, fashion, entertainment, and art.
- **Incubation tenants.** It is also conceivable that one or more of the tenants in the District can, in fact, be for-profit incubators, performing the functions that otherwise would be the responsibility of the public sector. In this endeavor, Santa Monica would provide incentives through lower or waived land or building leases, instead of operating subsidies, which would minimize expenditure of public funds. Another alternative to boost innovative and creative practices by tenants of the District would be the establishment of an Innovation Sustainability Center (ISC) that could focus on providing technology and research advice to the core tenants.
- **Artisan tenants**. As a complement for the incubation activities, other leases should go to local entrepreneur-tenants that are dedicated to handcrafted, manufacturing of unique, innovative, and/or specialty niche products, ideally coupled with sustainable practices, such as furniture makers, musical instrument producers, new-technology bicycle manufacturers, coffee roasters, etc. (the primary activity in the District, as described in more detail in the Land Use section of the Report).
- **Quality of life enhancement uses.** These three types of occupants should be complemented with another group of uses that will make the area attractive in terms of quality of life. Spaces could be rented to local entrepreneurs that would provide venues for informal interaction between tenants, neighbors, and airport patrons, say microbreweries, cafes, restaurants, libraries, and other culture-oriented locales that would make the area attractive as a low-key, alternative culture location to Downtown Santa Monica, similar to the MarketPlace at Santa Monica Place.

Again, the City could guide the process and subsidize key tenants with low paying capacity through reduced rents, while keeping overly commercialized and retail-oriented businesses at bay through higher rents or caps on rental surface. All of these uses would be located primarily in the existing buildings (warehouses), which would be progressively renovated and brought up to LEED-EB® standards and complemented with few new, small scale buildings along Airport Avenue, as described in the Land Uses, Alignment & Design chapter. Some of these could

actually be reserved for limited-time rental (2 to 3 years) to ensure a rotation in businesses and continue to provide opportunities for emerging firms.

The main reasons the consultant team recommends the establishment of a Creative Innovation District – and not a formal incubation facility – are the following:

- **Flexibility.** It is difficult to foresee the exact direction the evolving technology and sustainability-oriented market will take, so a main tenet of the incubation strategy should be to target a slice of the economy in which Santa Monica is strong – innovation and creative fabrication – without being too specific about the particular industry sector, e.g., "sustainable transportation technologies." In contrast to a formal incubator, a District actually allows for more market-driven flexibility.
- **Future of airport activities.** Since the future of flight-related airport activities is still uncertain – the airport may or may not be closed or may be significantly reduced after 2015 – it would not be wise to invest in a formal incubator facility that may be incompatible with what becomes long-term with the 227 acres of the Airport Campus.
- **Investment of resources.** Although in a different form, the "Creative Innovation and Artisan District," if correctly administered, could provide analogous benefits as a formal incubator, albeit at a fraction of a cost. Given dwindling municipal financial resources, this could be a plus. The City would decentralize in private players the executive functions, while maintaining the guiding and policymaking functions through the management of the short- and long-term leaseholds.
- **Context and scale.** In contrast to a full-fledged incubator that could become too big for the area, the development of a small-scale, local entrepreneur district mainly within retrofitted existing buildings would be compatible with the low-density residential surroundings of SMO.
- **Alignment with Visioning Process.** Albeit in a different form, the Creative District would address the need expressed in Phases I and II of the Airport Visioning Process to develop an incubator for green startup businesses. In addition, this concept also addresses the community's concerns of protecting the resident's quality of life and adding new uses for the benefit of the greater community (arts, culture, education, light retail, etc.).
- **Quality of life and local economic development.** Further, this option would advance the public policy objective of enhancing quality of life for local residents and could also lead to the growth and expansion of small-scale locally-based businesses that are either

currently operating in the City, or that would be spurred by this initiative, enhancing City initiatives like the Buy Local program.

Next Steps

The consultant team suggests the City of Santa Monica proceed with the following activities to pursue the path for the implementation of the decentralized incubation approach within the Creative Innovation District:

Before 2015:

- Decide on the objective(s) that is/are to be reached through the implementation of an incubation strategy and adopt these formally as policy.
- Conduct a series of workshops with direct stakeholders (venture capitalists, private incubator operators, startup consultants) already located in Santa Monica in order to inform the process, and, if necessary redefine the incubation strategy to be pursued.
- Contract out a detailed study on the viability of the decentralized incubation approach that includes, at least (1) the leasing criteria that should govern the mix and duration of tenants, (2) the legal and functional organization of the entity that will administer the rents of existing, retrofitted, and new buildings, (3) a detailed timeline for implementation.
- Establish formal and informal alliances between key community stakeholders to move forward the idea of the idea.
- Form the municipal or multi-party entity that will administer the incubation initiative.
- Contract out and approve a business plan for the administration of the incubation initiative.
- Secure funding for the operation of the decentralized incubation approach and the Creative Innovation District, plus the modest, but required capital expenditures on public spaces, existing buildings, and infrastructure (see other sections in this report).
- Develop model lease guidelines for the different groups of tenants (innovators, artists/fabricators, food + culture entrepreneurs)

After 2015:

- Develop a communications and marketing plan.
- Organize and carry out opening event and other awareness-raising actions

- Begin leasing out existing buildings to alpha consumers, i.e., those tenants who are willing to take the risk to try out a new concept before it goes mainstream.
- Consider leasing out major existing structures to a for-profit incubator and other complementary services for startup firms, e.g., co working spaces and educational/training facilities.
- Begin selectively leasing limited retail space once area becomes established.
- Contract out a land use plan for the totality of the airport lands, once the future of SMO is clear, to determine more formally, long-term capital expenditures in the District.

Appendix

A: Cost Estimates[44]

A.1

Intersection Redesign Cost Estimates

Intersection Design	Item	Qty	Cost per	Unit	Cost
Walgrove and 23rd - No Left Turn	Curb Ramp	20	$ 450.00	Linear foot	$ 9,000.00
	Sidewalk	919.9366	$ 80.00	Linear foot	$ 73,594.93
	Curb and Gutter	919.9366	$ 11.10	Linear foot	$ 10,211.30
	Concrete Island and Raised Medians	966.9981	$ 37.50	Square foot	$ 36,262.43
	Subtotal				$129,068.65
	+10%Contengency				$ 12,906.87
	Total				**$141,975.52**

[44]http://www.dot.ca.gov/hq/esc/oe/awards/2011CCDB/2011ccdb.pdf

http://www.epa.gov/region6/6sf/pdffiles/heiferparkingstudy.pdf

http://www.portlandoregon.gov/bes/article/78293
http://www.fhwa.dot.gov/publications/research/safety/09060/004.cfm
http://www.boston.com/yourtown/news/cambridge/2011/03/cambridge_installs_free_bike_m.html
http://nctcog.org/trans/committees/bpac/CycleTracksPresentation_2.17.10.pdf
http://www.homewyse.com/services/cost_to_install_block_retaining_wall.html

A.2

Intersection Design	Item	Qty	Cost per	Unit	Cost
Signal	Signalized Intersection	1	$250,000.00	Intersection	$250,000.00

A.3

Ruskin Groups Theathre Co Parking Lot Redesign Cost Estimates

		Item	Quantity	Cost per	Unit	Total Cost	Notes
Art Studios and Ruskin Groups Theathre Co	**Paving Materials**	Asphalt Surface	67,871.00	$ 1.00	Square foot	$ 67,871.00	
	Landscaping	Plants, Islands, Bioswales	6,364.00	$ 1.50	Square foot	$ 9,546.00	
		Trees	13.00	$ 200.00	Tree	$ 2,600.00	
	Miscellaneous	Pavement Restriping	1.00	$ 200.00		$ 200.00	Work and Paint
		Wheel Stops	190.00	$ 20.00	Stop	$ 3,800.00	Concrete Parking Blocks
		Signs	4.00	$ 200.00	Sign	$ 800.00	General Parking Signs and/or Handicap Signs
	Cost Totals	SubTotal				$ 84,817.00	
		+10% Contingency				$ 8,481.70	
		Total				**$ 93,298.70**	

A.4 Barker Hanger Parking Lot Redesign Cost Estimates

		Item	Quantity	Cost per	Unit	Total Cost	Notes
Barker Hanger	**Paving Materials**	Asphalt Surface	56,810.00	$ 1.00	Square foot	$ 56,810.00	
	Landscaping	Plants, Islands, Bioswales	5,657.00	$ 1.50	Square foot	$ 8,485.50	
		Trees	24.00	$ 200.00	Tree	$ 4,800.00	
	Miscellaneous	Pavement Paint	1.00	$ 200.00		$ 200.00	
		Wheel Stops	140.00	$ 20.00	Stop	$ 2,800.00	Concrete Blocks
		Signs	4.00	$ 200.00	Sign	$ 800.00	General Parking Signs and/or Handicap Signs
	Cost Totals	SubTotal				$ 73,895.50	
		+10% Contingency				$ 7,389.55	
		Total				**$ 81,285.05**	

A.5 Bicycle Improvements Cost Estimates

	Item	Qty	Cost per	Unit	Cost
Airport Avenue Bikeways	Separated Path with Mixing Zone	0.62	$ 139,000.00	Mile	$ 86,180.00
	Bike Lanes	1.24	$ 50,000.00	Mile	$ 62,000.00
	Bike Rack (Inverted U)	16	$ 450.00	Rack	$ 7,200.00
	Bike Repair Station	1	$ 1,000.00	Station	$ 1,000.00
	Subtotal (Lanes, Racks, Repair Station)				$ 94,380.00
	10% Contingency				$ 9,438.00
	Total				**$ 103,818.00**

	Item	Qty	Cost per	Unit	Cost
Bike Path	Ends of Airport Cycle Path Addition	4787.53	$ 100.00	Foot	$ 478,753.00
	Subtotal (Cycle Path Additions)				$ 478,753.00
	+10% Contingency				$ 47,875.30
	Total				**$ 526,628.30**

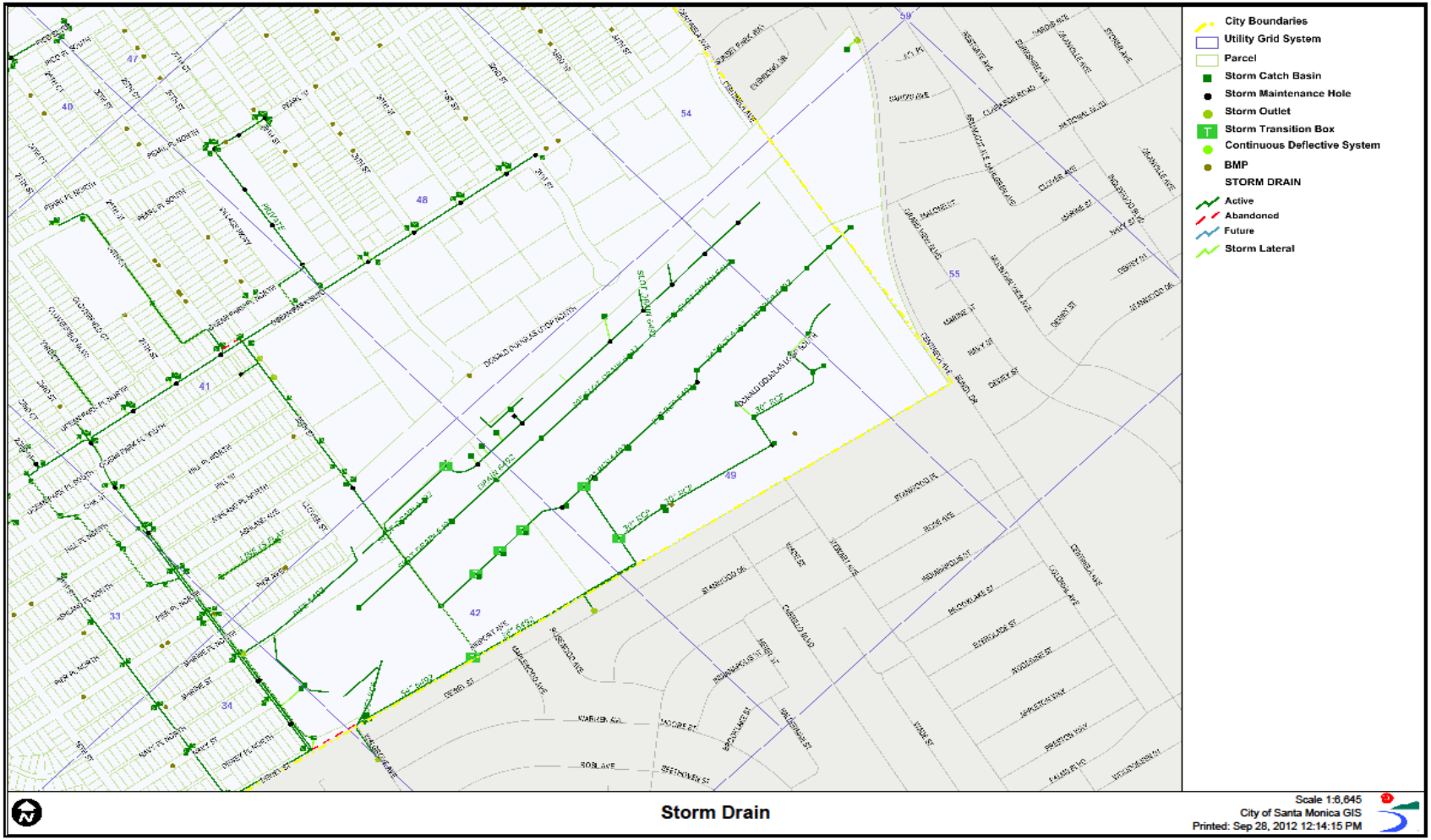
A.6

Pedestrian Sidewalk, Landscaping and Engineering Cost Estimates

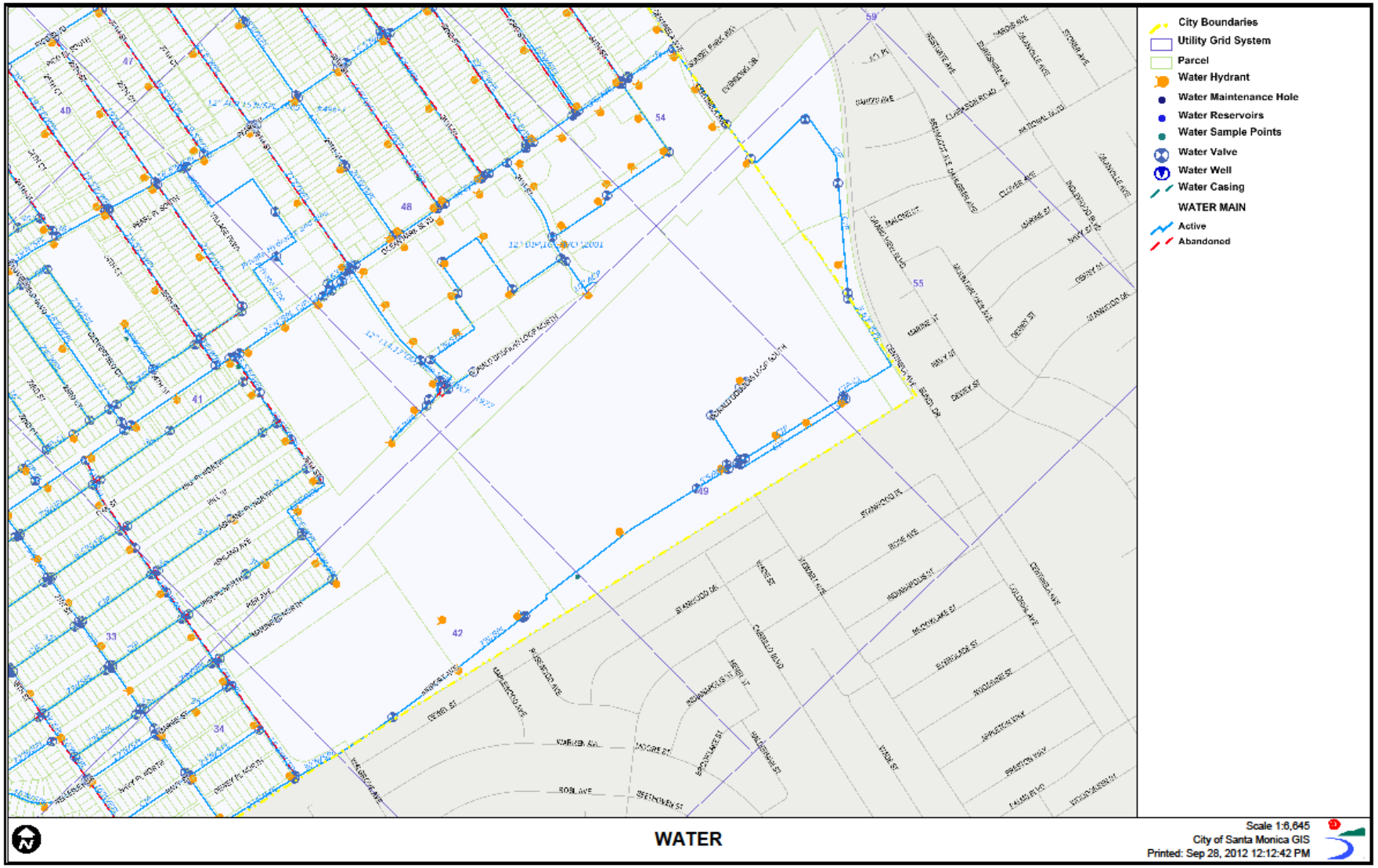
	Item	Length	Cost per	Unit	Cost	Notes
Pedestrian Sidewalk Improvements	Sidewalk (7')	6547.2	$ 80.00	Linear Foot	$ 523,776.00	
	Curb and Gutter	6547.2	$ 11.10	Linear Foot	$ 72,673.92	
	New curb ramps	25	$ 450.00	Ramp	$ 11,250.00	
	Crosswalks	14	$ 300.00	Crosswalk	$ 4,200.00	
	Benches	22	$5,000.00	Bench	$ 110,000.00	Every 300'
	Trash Cans	22	$2,500.00	Trash Can	$ 55,000.00	Every 300'
	Lighting	20	$5,500.00	fixture	$ 110,000.00	
	Public Art	varies	allowance			Assume 2% of project budget
	Enhanced Signage	10	$ 150.00	Sign	$ 1,500.00	
	Subtotal				$ 888,399.92	
Landscaping	Tree Removal	54	$ 450.00	Tree	$ 24,300.00	
	Street Trees	10	$ 650.00	Tree	$ 6,500.00	
	Street Trees (large)	5	$1,200.00	Tree	$ 6,000.00	
	Bushes and Shrubs	6312.844	$ 82.50	Square Foot	$ 520,809.63	Assumes 4' wide planter where fence is removed and 8x8 square planter box around trees
	Subtotal				$ 526,809.63	
Engineering	Install Retaining Wall	13320.84	$ 8.96	Square Foot	$ 119,354.73	Assuming 8ft wall
	Chain Link Fence Removal	1338.211	$ 7.50	Linear Foot	$ 10,036.58	
	Subtotal				$ 129,391.31	
	Subtotal				$1,544,600.86	
	+10% Contingency				$ 154,460.09	
	Total				**$1,699,060.94**	

B: Facilities Design and Engineering

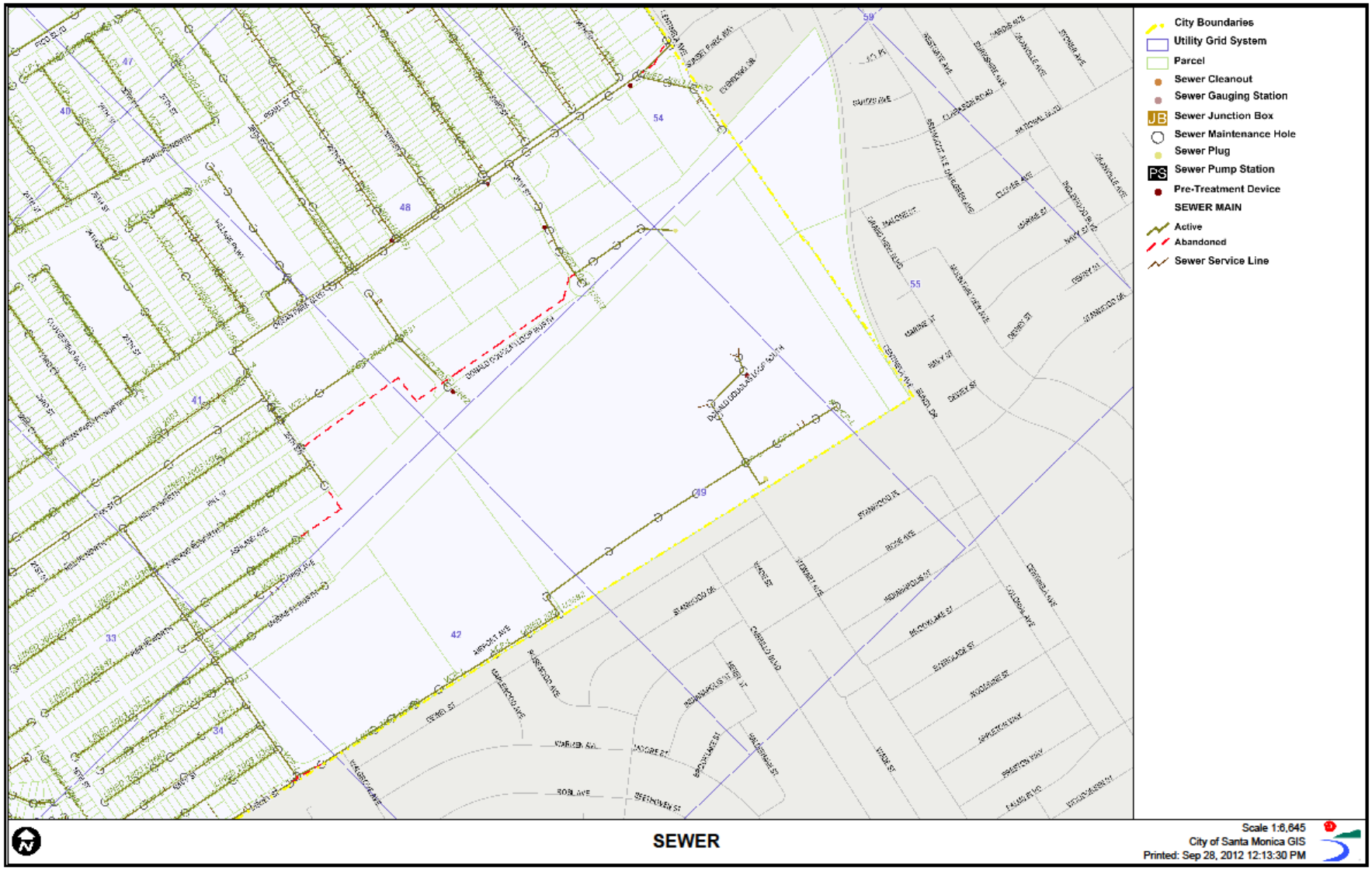
Storm drain map at Santa Monica Airport



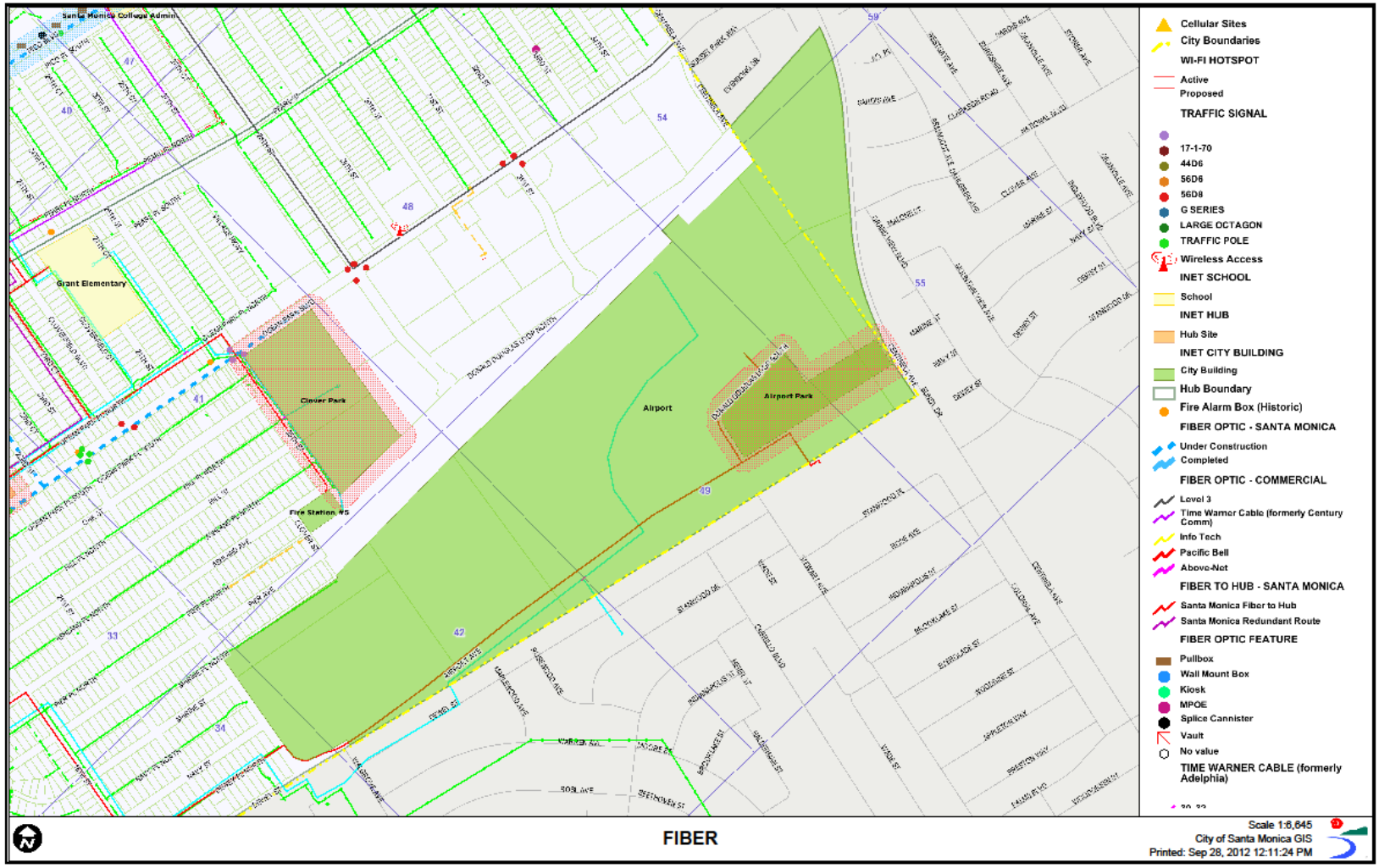
Water utility map near Santa Monica Airport



Sewer utility map near Santa Monica Airport



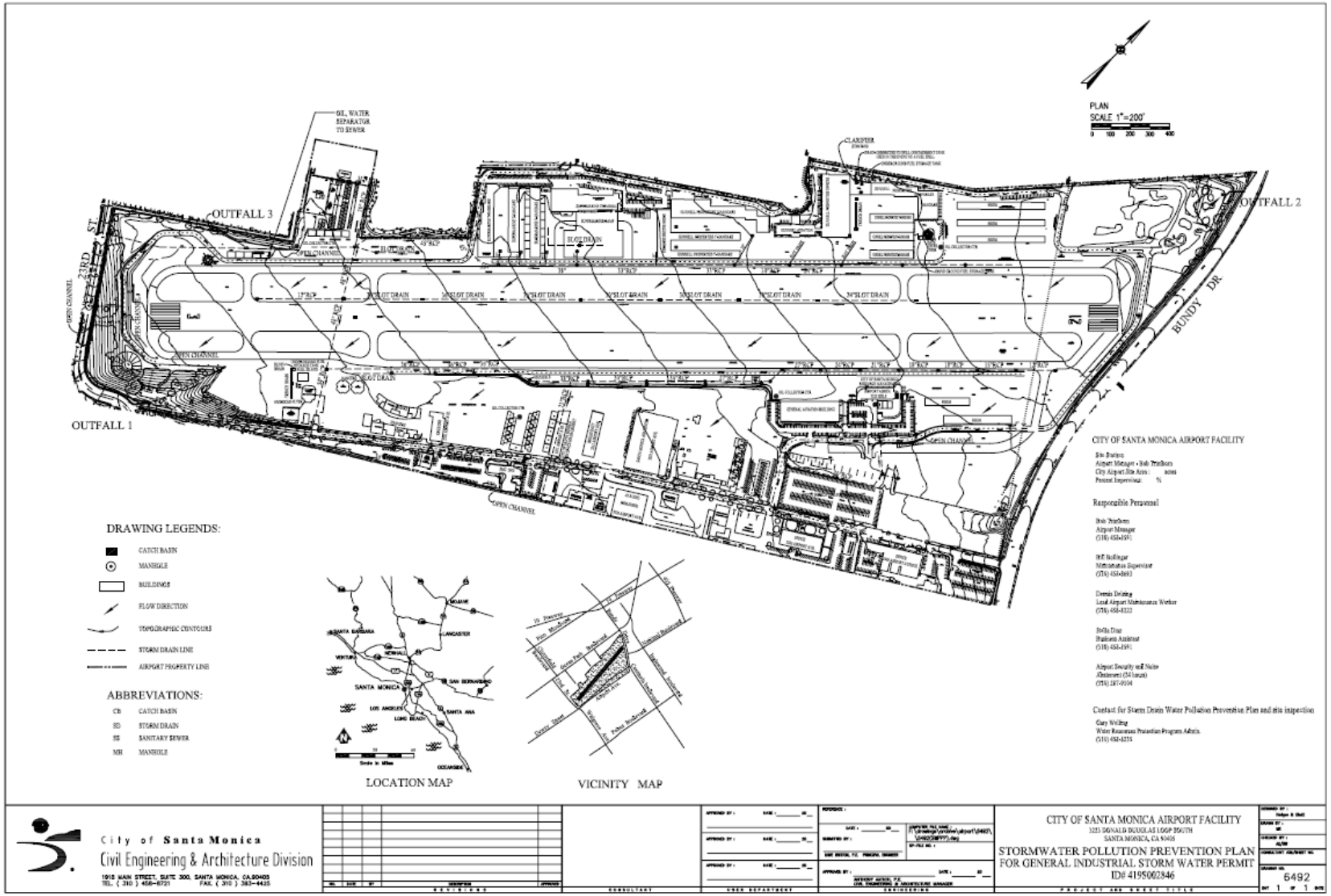
Fiber optic cable near Santa Monica Airport



nta

Monica Airport

Stormwater Pollution Prevention Plan



C: Startup Companies and Institutions in Santa Monica

Type	Institution/ Company Name	Webpage	General Sector Focus	Municipality	Address	Distance to Airport (mi)
Accelerator	MuckerLab	muckerlab.com/	N/A	Santa Monica	910 Colorado Ave., Santa Monica, CA	3.4
Accelerator	upStart.LA	upstart.la/	N/A	Santa Monica	820 Broadway Santa Monica CA 90401	3.5
Accelerator	Founder Institute	FounderInstitute.com	N/A	Santa Monica	820 Broadway Santa Monica CA 90401	3.5
Accelerator	Cal-X Stars Accelerator	calstockexchange.com	N/A	Santa Monica	1531 6th Street, Unit 401, Santa Monica, CA 90401	3.7
Accelerator	Launchpad LA	launchpad.la/	N/A	Santa Monica	1520 2nd St., Santa Monica, CA 90401	3.9
Consulting	VOKENT	vokent.com	N/A	Santa Monica	212 Marine Street 100 Santa Monica	2.5
Consulting	Cooley LLP	cooley.com	N/A	Santa Monica	2500 Broadway, Suite F-125, Santa Monica, CA 90404	2.8
Consulting	Save Business Time	espreedevora.com	N/A	Santa Monica	1526 14th Street, Santa Monica, CA 90404	3.1
Consulting	Dynamic Synergy	DynamicSynergy.com	N/A	Santa Monica	120 Broadway, Santa Monica, 90402	3.9
Consulting	ScaleHouse	scalehouse.com	N/A	Santa Monica	3rd St Promenade, Santa Monica, CA 90401	4.1
Coworking	Working Village	workingvillage.com/	N/A	Santa Monica	212 Marine Street 100 Santa Monica	2.5
Coworking	Cross Campus	crosscamp.us	N/A	Santa Monica	820 Broadway Santa Monica CA 90401	3.5
Coworking	Coloft	coloft.com	N/A	Santa Monica	920 Santa Monica Blvd, Santa Monica, CA 90401	3.6
Coworking	CoWorks Space	coworksla.com	N/A	Santa Monica	1450 2nd Street, Santa Monica, CA 90401	4.0
Incubator	ecompanies	ecompanies.com	N/A	Santa Monica	2120 Colorado Avenue, 3rd Floor Santa Monica, CA 90404	2.6
Incubator	Los Angeles Syndicate of Technology	last.vc/	N/A	Santa Monica	137 Bay St, Santa Monica, CA 90405	3.3
Incubator	Brighthouse, Inc.	brighth.com	N/A	Santa Monica	1417 6th Street, Ste. 302 Santa Monica CA 90401	3.8
Incubator	Science	science-inc.com/	N/A	Santa Monica	1410 2nd Street 2nd Floor Santa Monica, CA, 90401	4.0
Investor	Provenance Ventures	provenanceventures.com/	N/A	Santa Monica	3143 Donald Douglas Loop South Santa Monica, CA, 90405	0.0
Investor	Finaventrues	finaventures.com/	N/A	Santa Monica	3340 Ocean Park Park Boulevard, Suite 1050 Santa Monica, CA, 90405	2.7
Investor	AlumniFunder, Inc.	alumnifunder.com	N/A	Santa Monica	2218 1/2 5th ST, Santa Monica, 90405	2.8
Investor	ThursdayNights	thursdaynights.org	N/A	Santa Monica	2110 Main St., Santa Monica CA 90405	3.1
Investor	MA,LLC	N/A	N/A	Santa Monica	1807 D Montana Ave. Santa Monica CA 90402	3.8
Investor	Canyon Creek Capital	canyoncreekcapital.com	N/A	Santa Monica	1134 11th st, suite 101, Santa Monica, Ca, 90403	3.9
Investor	Clearstone	clearstone.com/	N/A	Santa Monica	1351 4th Street, 4th Floor Santa Monica, CA 90401	3.9
Investor	LACEOs	LACEOs.com	N/A	Santa Monica	120 Broadway, Santa Monica, CA 90401	3.9

Investor	Anthem Venture Partners	anthemvp.com/	N/A	Santa Monica	225 Arizona Ave., Suite 200 Santa Monica, CA 90401	4.1
Investor	Siemer Ventures	siemervc.com/	N/A	Santa Monica	1333 Second Street Suite 600 Santa Monica, CA. 90401	4.1
Investor	Palomar Ventures	palomarventures.com/	N/A	Santa Monica	233 Wilshire Blvd Suite 900 Santa Monica, CA 90401	4.2
Investor	Rustic Canyon Partners	rusticcanyon.com/	N/A	Santa Monica	100 Wilshire Blvd. Suite 200 Santa Monica, CA 90401	4.4
Investor	Greycroft Partners	greycroft.com	N/A	Santa Monica	100 Wilshire Blvd, Suite 1830 Santa Monica, CA 90401	4.4
Investor	Allegis Capital	allegiscapital.com/	N/A	Santa Monica	100 Wilshire Boulevard Suite 1770 Santa Monica, CA, 90401	4.4
Startup	Logan Muszynski	dreamlogan.com	Arts	Santa Monica	2020 N. Main St., Santa Monica, CA	3.2
Startup	Needly	needly.com	Computer Software	Santa Monica	3100 Donald Douglas Loop, Santa Monica, 90405	1.5
Startup	Gamefly	gamefly.com	Computer Software	Santa Monica	3000 Ocean Park Blvd, Santa Monica, 90405	1.7
Startup	DDD	DDD.com	Computer Software	Santa Monica	3000 Ocean Park Blvd, Ste 1025, Santa Monica, 90405	1.7
Startup	Activison Blizzard	activision.com	Computer Software	Santa Monica	3100 Ocean Park Blvd, Santa Monica 90405	1.7
Startup	Asset Smart	assetsmart.com	Computer Software	Santa Monica	2800 28th St Ste 109, Santa Monica, 90405	1.8
Startup	Riot Games	riotgames.com	Computer Software	Santa Monica	2450 Broadway santa monica ca	2.6
Startup	Buffalo Studios	buffalo-studios.com	Computer Software	Santa Monica	1650 19th st, santa monica,ca	2.6
Startup	Dash Go	dashgo.com	Computer Software	Santa Monica	1620 Broadway, Ste C, Santa Monica 90404	3.0
Startup	Titan Gaming	titanplatform.com	Computer Software	Santa Monica	1351 4th St, 4th Fl, Santa Monica 90401	3.1
Startup	Image Metrics	image-metrics.com	Computer Software	Santa Monica	1918 Main St, 2nd Fl, Santa Monica, 90405	3.2
Startup	Neodata Intelligence	neodatagroup.com	Computer Software	Santa Monica	1119 Colorado Ave, santa monica, CA	3.2
Startup	daqri	daqri.com	Computer Software	Santa Monica	1639 11th St Suite 200, Santa Monica, CA 90404	3.2
Startup	Jetpack	jetpack.com	Computer Software	Santa Monica	806 Broadway, Santa Monica CA 90401	3.5
Startup	Sparqlight	sparqlight.com	Computer Software	Santa Monica	1460 4th St, Santa Monica, CA 90401	3.7
Startup	Klicksports	klicksports.com	Computer Software	Santa Monica	1424 4th St, Santa Monica 90401	3.8
Startup	Carbon Five	carbonfive.com	Computer Software	Santa Monica	1207 4th St #350 Santa Monica, CA 90401	4.1
Startup	Neomed Software	neomedsoftware.com	Computer Software	Santa Monica	1316 3rd St prom, Ste 109, Santa Monica 90401	4.1
Startup	Game Factory	gamefactorygames.com	Computer Software	Santa Monica	1337 3rd St Prom, Ste 301, Santa Monica 90401	4.1
Startup	Playsino	playsino.com	Computer Software	Santa Monica	310 Wilshire Blvd, Santa Monica, CA 90401	4.2
Startup	Veric Software	vericsoftware.com	Computer Software	Santa Monica	1112 Montana Ave, Ste 526, Santa Monica 90403	4.3
Startup	RoboDynamics	robodynamics.com	Electronics/Microelectronics	Santa Monica	525 Broadway Ave, Ste 250, Santa Monica 90401	3.7
Startup	J. Hilburn	jhilburn.com	Fashion	Santa Monica	1408 Third Street Promenade, Santa Monica, CA 90401	3.9
Startup	Dakim	dakim.com	Healthcare Services	Santa Monica	2121 Cloverfield Blvd, Ste 205, Santa Monica 90404	1.8

Startup	SuperTuner	supertuner.com	Information Technology	Santa Monica	2701 Ocean Park Blvd, Ste 201 Santa Monica 90405	1.6
Startup	Edge Cast	edgecast.com	Information Technology	Santa Monica	2850 Ocean Park Blvd, Ste 110, Santa Monica, 90495	1.9
Startup	Sanebox	sanebox.com	Information Technology	Santa Monica	920 Santa Monica Blvd., Santa Monica, CA 90401	3.6
Startup	JobSync	jobsync.com	Information Technology	Santa Monica	430 Colorado Ave #302, Santa Monica, CA 90401	3.6
Startup	Convertro	Www.convertro.com	Information Technology	Santa Monica	1453 3rd st promenade 90401	3.8
Startup	Ramprate	ramprate.com	Information Technology	Santa Monica	1452 2nd St, Santa Monica 90401	4.0
Startup	Demand Media	demandmedia.com	Information Technology	Santa Monica	1333 2nd Street, Ste 100, Santa Monica, 90401	4.1
Startup	ServiceMesh, Inc.	servicemesh.com	Information Technology	Santa Monica	233 Wilshire Blvd., Santa Monica, CA 90401	4.2
Startup	Broke Girl's Guide	brokegirlsguide.com	Internet	Santa Monica	3435 Ocean Park Blvd, Ste 107-188, Santa Monica 90405	1.0
Startup	Cost Cooperative	costcooperative.com	Internet	Santa Monica	1951 Ocean Park Blvd., Santa Monica, CA 90405	1.4
Startup	WonderHowTo	wonderhowto.com/	Internet	Santa Monica	1832 Franklin St, Santa Monica, CA 90404	2.3
Startup	GigaMoves	gigamoves.com	Internet	Santa Monica	2425 Olympic Blvd, Ste 400E, Santa Monica 90404	2.4
Startup	bestcovery.com	bestcovery.com/	Internet	Santa Monica	2043 Colorado Avenue Santa Monica CA	2.5
Startup	Bigwords	bigwords.com	Internet	Santa Monica	171 Pier Ave, Unit 141, Santa Monica, 90405	2.6
Startup	Business.com	business.com	Internet	Santa Monica	2400 Broadway, Ste 350, Santa Monica 90404	2.6
Startup	eHarmony.com	eharmony.com	Internet	Santa Monica	2401 colorado ave Santa monica CA	2.7
Startup	Shoe Dazzle, Inc,	shoedazzle.com/	Internet	Santa Monica	2501 Colorado Ave., Suite 325 Santa Monica, CA 90404	2.7
Startup	Game Trailers	gametrailers.com	Internet	Santa Monica	2600 Colorado Ave, Santa Monica, 90404	2.7
Startup	OneCubicle	onecubicle.com	Internet	Santa Monica	1616 17th St, Santa Monica, 90404	2.8
Startup	Badongo.com	badongo.com	Internet	Santa Monica	1158 26th St, Unit 546, Santa Monica, 90403	2.8
Startup	Green Geeks	greengeeks.com	Internet	Santa Monica	1158 26th St, Unit 446, Santa Monica, 90403	2.8
Startup	ZexSports	zexsports.com	Internet	Santa Monica	1526 14th St Santa Monica 90404	3.1
Startup	Digital Containers	digitalcontainers.com	Internet	Santa Monica	2001 Wilshire Blvd, Ste 501. Santa Monica, 90403	3.1
Startup	Veebox	veebox.com	Internet	Santa Monica	2001 Wilshire Blvd, Ste 501. Santa Monica, 90403	3.1
Startup	Enthusify	enthusify.com	Internet	Santa Monica	910 Colorado Ave., Santa Monica, CA	3.4
Startup	Creative Citizen	creativecitizen.com	Internet	Santa Monica	910 Colorado Ave., Santa Monica, CA	3.4
Startup	Affordit	affordit.com	Internet	Santa Monica	910 Colorado Ave., Santa Monica, CA	3.4
Startup	Stardoll Media	stardoll.com	Internet	Santa Monica	1546 7th Street, Santa Monica, CA	3.5
Startup	Sale Zap, Inc	salezap.com	Internet	Santa Monica	1507 7th Street, Santa Monica, CA 90401	3.5
Startup	GreenDeals.org	greendeals.org	Internet	Santa Monica	1507 7th Street, Santa Monica, CA 90401	3.5

Startup	LetMeHearYa	LetMeHearYa.com	Internet	Santa Monica	920 Santa Monica Blvd, Santa Monica, CA 90401, USA	3.6
Startup	Excelsix	xlsix.com	Internet	Santa Monica	1223 Wilshire Blvd, Ste 412, Santa Monica, 90401	3.7
Startup	Inherited Health	inheritedhealth.com	Internet	Santa Monica	807 21st St, Santa Monica 90403	3.7
Startup	Zag	Zag.com	Internet	Santa Monica	525 Broadway, Santa Monica, CA 90401	3.7
Startup	eForce Media	eforcemedia.com	Internet	Santa Monica	520 Broadway, Ste 230, Santa Monica 90401	3.7
Startup	Don't Blink Design	dontblinkdesign.com	Internet	Santa Monica	701 Santa Monica Blvd, Ste 250, Santa Monica, 90401	3.8
Startup	Brighter.com	brighter.com	Internet	Santa Monica	501 Santa Monica Blvd, Ste 403, Santa Monica, 90401	3.8
Startup	BlockBeacon	blockbeacon.com	Internet	Santa Monica	501 Santa Monica Blvd, Ste 403, Santa Monica 90401	3.8
Startup	ZipRecruiter	ziprecruiter.com	Internet	Santa Monica	1453 Third Street Promenade, #335, Santa Monica, CA 90401	3.8
Startup	This Next	thisnext.com	Internet	Santa Monica	227 Broadway, Ste 200, Santa Monica 90401	3.8
Startup	eNotes.com Inc.	enotes.com	Internet	Santa Monica	610 Santa Monica Blvd.	3.9
Startup	DocStoc	docstoc.com	Internet	Santa Monica	409 Santa Monica Blvd, Ste 2A, Santa Monica, 90401	3.9
Startup	CKMG	ckmg.com	Internet	Santa Monica	1409 Third St Promenade, Ste B, Santa Monica, 90401	3.9
Startup	Triptrotting	triptrotting.com	Internet	Santa Monica	1520 2nd St, Santa Monica, CA 90401	3.9
Startup	Tuition.io	https://tuition.io/	Internet	Santa Monica	1520 2nd Street, Santa Monica, CA 90401	3.9
Startup	Nesting	nesting.com	Internet	Santa Monica	225 Santa Monica Blvd, 6th Fl, Santa Monica 90401	4.0
Startup	GIViNGtrax	givingtrax.com	Internet	Santa Monica	1450 2ND ST SANTA MONICA, CA 90401	4.0
Startup	Tecca	tecca.com	Internet	Santa Monica	204 Santa Monica Blvd, Ste A, Santa Monica 90401	4.0
Startup	Venyooz	venyooz.com	Internet	Santa Monica	233 Wilshire Blvd, Santa Monica, CA 90401	4.2
Startup	Engrade.com	engrade.com	Internet	Santa Monica	1327 Ocean Ave, Santa Monica, CA 90401	4.2
Startup	Koders	koders.com	Internet	Santa Monica	831 3rd St, Ste 101 Santa Monica, 90403	4.6
Startup	Deal Bird	dealbird.com	Internet	Santa Monica	413 W Channel Rd, Santa Monica, CA 90402	5.8
Startup	Adconion Media Group	adconion.com	Media	Santa Monica	3301 Exposition Blvd, Santa Monica, 90404	1.7
Startup	Tennis Channel	thetennischannel.com	Media	Santa Monica	2850 Ocean Park Blvd, Ste 150, Santa Monica 90405	1.9
Startup	Blip	blip.com	Media	Santa Monica	2501 Michigan Ave, Santa Monica, CA 90404	2.3
Startup	Ca□hōd.tv	cathod.tv	Medi	Santa Monica	2419 Michigan Ave., San□a Monic□, CA 90404	2.3
Startup	Out□ast	outcast.net	Media	Santa Monica	3015 Main St, Ste 333, Santa Monica 904□5	2.5
Star□up	□p□p□n □edia	spinmedia.com	Media	Santa Monica	1538 20th St, First Fl, Santa Monica, 90404	2.5
Startup	GraphEffect	grapheffect.com	Media	Santa Monica	1447 Cloverfield Blvd, Santa Monica CA 90404	2.5
Startup	JuntoBox Films	juntoboxfilms.com	Media	Santa Monica	2043a Colorado Ave, Santa Monica, 90404	2.5

Startup	Nimble CRM	nimble.com	Media	Santa Monica	2043 Colorado Blvd., Santa Monica, CA 90404	2.5
Startup	FilmScreenr	FilmScreenr.com	Media	Santa Monica	2727 3rd St., Santa Monica, CA 90405	2.6
Startup	Generate	generatela.com	Media	Santa Monica	1545 26th St, Ste 200, Santa Monica, 90404	2.7
Startup	Gravity	gravity.com	Media	Santa Monica	2525 Main St, Ste 300, Santa Monica, 90405	2.8
Startup	Terra Matrix Media	terramatrixmedia.com	Media	Santa Monica	1610 Colorado Ave, Ste 180, Santa Monica, 90404	2.8
Startup	Lifecrowd	lifecrowd.com	Media	Santa Monica	1512 16th Street, Santa Monica, CA 90404	3.0
Startup	My Life	reunion.com	Media	Santa Monica	2118 Wilshire Blvd, Ste 1008, Santa Monica, 90403	3.2
Startup	Tongal, Inc	tongal.com	Media	Santa Monica	137 Bay St, Santa Monica, 90405	3.3
Startup	Giant Media	giantmedia.com	Media	Santa Monica	1559 7th St, Santa Monica 90401	3.4
Startup	STATE	state.com	Media	Santa Monica	820 Broadway Santa Monica CA 90401	3.5
Startup	HitFix	hitfix.com	Media	Santa Monica	1223 Wilshire Blvd #867 Santa Monica, CA 90403	3.7
Startup	Metacritic	metacritic.com	Media	Santa Monica	1223 Wilshire Blvd, Ste 1240, Santa Monica 90403	3.7
Startup	Vokle	vokle.com	Media	Santa Monica	2006 Montana Ave, Santa Monica 90403	3.7
Startup	Serious Business	serious.biz.	Media	Santa Monica	1505 4th St, Ste 200, Santa Monica 90401	3.7
Startup	Prolebrities	prolebrities	Media	Santa Monica	416 Broadway, Santa Monica, 90401	3.7
Startup	Intent	intent.com	Media	Santa Monica	2487 Third Street Promenade, Santa Monica, 90404	3.8
Startup	Social Project	socialproject.com	Media	Santa Monica	227 Broadway, Ste 300, Santa Monica, 90401	3.8
Startup	National Banana	nationalbanana.com	Media	Santa Monica	1250 6th St, Ste 201. Santa Monica 90401	3.9
Startup	Particle 5	particle5.com	Media	Santa Monica	1431 Ocean Ave., Suite 909, Santa Monica, CA, 90401	4.0
Startup	Federated Media	federatedmedia.net	Media	Santa Monica	1450 2nd St Santa Monica, CA 90401	4.0
Startup	GumGum	gumgum.com	Media	Santa Monica	1207 4th St, Ste 400, Santa Monica, 90401	4.1
Startup	Donat Wald & Haque	dw-h.com/	Media	Santa Monica	1316 3rd St Prom, Ste 301, Santa Monica, 90401	4.1
Startup	The Wrap	thewrap.com	Media	Santa Monica	1229a, Montana Ave, Santa Monica 90403, Santa Monica 90403	4.2
Startup	DECA	deca.tv.com	Media	Santa Monica	1299 Ocean Ave, Ste 410, Santa Monica, 90401	4.3
Startup	GoodReads	goodreads.com	Media	Santa Monica	953 4th St, Santa Monica, 90405	4.4
Startup	Champion Media & Entertainment	championmediaonline.com	Media	Santa Monica	741 A 10th St, Santa Monica, 90402	4.4
Startup	Zillion TV	zilliontv.tv.com	Media	Santa Monica	100 Wilshire Blvd, Ste 750 Santa Monica, 90401	4.4
Startup	FAD.IO	fad.io	Mobile Applications	Santa Monica	2615 22nd St, Santa Monica, CA 90405	1.3
Startup	Tele Flip	teleflip.com	Mobile Applications	Santa Monica	3250 Ocean Park Blvd, Ste 200, Santa Monica 90405	1.8
Startup	Viddy	viddy.com	Mobile Applications	Santa Monica	1630 Stewart St #140, Santa Monica, CA 90404	2.4

Startup	Sidebar, Inc	sidebar.com	Mobile Applications	Santa Monica	2890 Colorado Ave, Santa Monica, 90404	2.5
Startup	iVisit	ivisit.com	Mobile Applications	Santa Monica	2040 Colorado Ave, Ste 4, Santa Monica 90404	2.6
Startup	Geodelic Systems	geodelic.com	Mobile Applications	Santa Monica	2110 Main St, Ste 304, Santa Monica, 90405	3.1
Startup	Somo	somoglobal.com	Mobile Applications	Santa Monica	1530 7th Street Santa Monica, CA 90401	3.5
Startup	July Systems	julysystems.com	Mobile Applications	Santa Monica	1530 7th Street, Ste 100, Santa Monica 90401	3.5
Startup	Handmade Mobile, LLC	handmademobile.com	Mobile Applications	Santa Monica	1530 7th Street, Santa Monica, CA 90401	3.5
Startup	Pogoseat	pogoseat.com/	Mobile Applications	Santa Monica	920 santa monica blvd, santa monica, ca 90401	3.6
Startup	unITy PSA	unITyPSA.com	Mobile Applications	Santa Monica	920 Santa Monica Blvd, Santa Monica, CA 90401	3.6
Startup	TestMax Inc.	mytestmax.com	Mobile Applications	Santa Monica	920 Santa Monica Blvd., Santa Monica, CA 90401	3.6
Startup	VoAudio	voaudio.com	Mobile Applications	Santa Monica	1438 9TH ST, Santa Monica, CA	3.6
Startup	Untappd	untappd.com	Mobile Applications	Santa Monica	Santa Monica	3.6
Startup	Regard Venture Solutions	regard-solutions.com/	Mobile Applications	Santa Monica	1640 5th St, Ste 206 Santa Monica 90401	3.6
Startup	TuneWiki	tunewiki.com	Mobile Applications	Santa Monica	725 Arizona Ave., Santa Monica, CA 90401	3.8
Startup	Invested.in	invested.in	Mobile Applications	Santa Monica	1321 7th St Suite 209, Santa Monica, CA 90401	3.8
Startup	Pose	pose.com	Mobile Applications	Santa Monica	227 Broadway #306, santa monica, ca	3.8
Startup	Applico	applicoinc.com	Mobile Applications	Santa Monica	227 Broadway Suite 200, Santa Monica, CA 90401	3.8
Startup	TigerText, Inc	tigertext.com	Mobile Applications	Santa Monica	1310 Montana Ave, 2nd Fl, Santa Monica 90403	3.9
Startup	MoVoxx	movoxx.com	Mobile Applications	Santa Monica	710 Wilshire Blvd, Ste 210, Santa Monica, 90401	3.9
Startup	Productsy	productsy.com/	Mobile Applications	Santa Monica	1351 4th Street, 4th floor Santa Monica, CA 90401 USA	3.9
Startup	Moment Feed	momentfeed.com	Mobile Applications	Santa Monica	301 Arizona, Ste 200 Santa Monica, 90401	4.0
Startup	Fan Appz	fanappz.com	Mobile Applications	Santa Monica	1419 2nd Street, Santa Monica, CA 90401	4.0
Startup	Chromatik	chromatik.com	Mobile Applications	Santa Monica	1410 2nd Street, Santa Monica, CA 90401	4.0
Startup	Park Me	parkme.com	Mobile Applications	Santa Monica	1334 Third Street, Santa Monica, CA	4.1
Startup	Mobile Deluxe	mobiledeluxe.com	Mobile Applications	Santa Monica	1334 Third Street Promenade, Santa Monica, 90401	4.1
Startup	Viva Vision	vivavision.com	Mobile Applications	Santa Monica	530 Wilshire Blvd, Ste 100, Santa Monica 90401	4.2
Startup	Milken Institute	milkeninstitute.org	Nonprofit Organizations	Santa Monica	1250 4th St, Santa Monica, 90401	4.0
Startup	InVenture	inventure.org	Nonprofit Organizations	Santa Monica	1450 2nd Street, Santa Monica, CA	4.0
Startup	The Honest Co.	honest.com	Other	Santa Monica	1550 17th St, Santa Monica 90404	2.9
Startup	Task Us	taskus.com	Services/Professional	Santa Monica	3400 Airport Ave, Santa Monica, 90405	0.2
Startup	JazzPlanet	jazzplanet.net	Services/Professional	Santa Monica	2801 Ocean Park Blvd, Ste 203, Santa Monica 90405	1.5

Startup	Rent.com	rent.com	Services/Professional	Santa Monica	2701 Ocean Park Blvd, Ste 140, Santa Monica 90405	1.6
Startup	American Golf Corporation	americangolf.com	Services/Professional	Santa Monica	2951 28th St, Santa Monica, 90405	1.8
Startup	Total Beauty Media	totalbeauty.com	Services/Professional	Santa Monica	3250 Ocean Park Blvd, Ste 200, Santa Monica 90405	1.8
Startup	Blue Lava Group	bluelavegroup.com	Services/Professional	Santa Monica	2121 Cloverfield Blvd, Ste 101, Santa Monica 90404	1.8
Startup	Case Stack	2.casestack.com	Services/Professional	Santa Monica	2850 Ocean Park Blvd, Ste 100, Santa Monica 90405	1.9
Startup	CyberU	my.cyberu.com	Services/Professional	Santa Monica	2850 Ocean Park Blvd, Ste 225, Santa Monica, 90405	1.9
Startup	Campus Explorer	campusexplorer.com	Services/Professional	Santa Monica	2850 Ocean Park Blvd, Ste 310, Santa Monica 90405	1.9
Startup	61 Holdings	61holdings.com	Services/Professional	Santa Monica	3420 Ocean Park Blvd, Ste 2010, Santa Monica 90405	1.9
Startup	Cornerstone on Demand	cornerstoneondemand.com	Services/Professional	Santa Monica	1601 Cloverfield Blvd, Ste 620, Santa Monica, 90404	2.3
Startup	Enervee	enervee.com	Services/Professional	Santa Monica	2715 6th St, Santa Monica, CA 90405	2.4
Startup	MusicHype	musichype.com	Services/Professional	Santa Monica	1453 Centinela Ave #A, Santa Monica, 90404	2.4
Startup	USBX	usbx.com	Services/Professional	Santa Monica	2425 Olympic Blvd, Ste 500E, Santa Monica 90404	2.4
Startup	Family Finds	dailyd.com	Services/Professional	Santa Monica	2919 Main St, Santa Monica 90403	2.6
Startup	NeoHire	neohire.com	Services/Professional	Santa Monica	1750 14th St, Ste D, Santa Monica, 90404	2.6
Startup	MarketPsy Capital	marketpsy.com	Services/Professional	Santa Monica	2400 Broadway Ste 220, Santa Monica 90404	2.6
Startup	Tradesy	recycledmediainc.com	Services/Professional	Santa Monica	2700 Neilson Way, Santa Monica CA 90405	2.8
Startup	W4, LLC	w4.com	Services/Professional	Santa Monica	2415 Main Street, Santa Monica, California 90405	2.9
Startup	Double Fusion	doublefusion.com	Services/Professional	Santa Monica	2434 Main St, Santa Monica, Ste 202, Santa Monica	2.9
Startup	Digital Imaging Specialists	cdrs-la.com	Services/Professional	Santa Monica	3020 Wilshire Blvd, Santa Monica, CA	3.0
Startup	Vault Street	vaultstreet.com	Services/Professional	Santa Monica	1639 11th St, Ste 170, Santa Monica, 90404	3.2
Startup	SimplyFinance	simplyfinance.com	Services/Professional	Santa Monica	1639 11th st, Santa Monica , ca 90404	3.2
Startup	Surf Air	surfair.com	Services/Professional	Santa Monica	910 Colorado Ave., Santa Monica, CA	3.4
Startup	EventSorbet	eventsorbet.com	Services/Professional	Santa Monica	1507 7th Street, Santa Monica, CA 90401	3.5
Startup	12Twenty	12twenty.com	Services/Professional	Santa Monica	920 Santa Monica Blvd, Santa Monica, CA 90401	3.6
Startup	Logic Consulting	logicsw.com	Services/Professional	Santa Monica	921 Santa Monica Blvd, Santa Monica, CA 90401	3.6
Startup	Beachmint, Inc	beachmint.com	Services/Professional	Santa Monica	1411 5th street, Santa Monica, CA 90401	3.8
Startup	Interpret	interpretllc.com	Services/Professional	Santa Monica	227 Broadway, Ste 300, Santa Monica, 90401	3.8
Startup	Fundable	fundable.com	Services/Professional	Santa Monica	227 Broadway, Suite 200, Santa Monica, CA 90401	3.8
Startup	Burstly / TestFlight	burstly.com	Services/Professional	Santa Monica	1540 2nd Street, Santa Monica, CA 90401	3.8
Startup	Segment Interactive	segmentinteractive.com	Services/Professional	Santa Monica	948 14th St., Ste E, Santa Monica, CA 90403	3.9

Startup	DocRun	docrun.com	Services/Professional	Santa Monica	1408 3rd Street, Santa Monica, CA 90401	3.9
Startup	Onestop Internet	onestop.com	Services/Professional	Santa Monica	301 Arizona Ave., Santa Monica, CA 90401	4.0
Startup	Betterworks	betterworks.com	Services/Professional	Santa Monica	1337 3rd St, Ste 200, Santa Monica, 90401	4.1
Startup	Eventup	eventup.com	Services/Professional	Santa Monica	1334 3rd St., Santa Monica, CA	4.1
Startup	Meetrix	meetrix.us	Telecommunications	Santa Monica	920 Santa Monica Blvd, Ste 106, Santa Monica, 90401	3.6
Startup	Dryad Communications	dryadcommunications.com	Telecommunications	Santa Monica	417 Colorado Ave, Santa Monica, CA 90401	3.6
Startup	Userplane	userplane.com	Telecommunications	Santa Monica	225 Santa Monica Blvd, 2nd Fl, Santa Monica, 90401	4.0