Santa Monica Airport Non-Aviation Land Enhancement Planning Project

Airport Commission 4/1/2013
Airport Visioning: Airport as a Better Neighbor

1. Aligned with City’s core environmental values
2. Reduce noise and enhance safety
3. Create an enjoyable space for visitors and residents
4. Infrastructure and design to protect and enhance neighborhood and offer greater amenities
Airport Visioning Process
Guidelines for the Project

- Protect quality of life and deter vehicle traffic
- Expand recreational uses and facilities
- Expand educational facilities
- Add light retail
- Upgrade Infrastructure, grounds and facilities
- Improved access for pedestrians and bikes
- Upgrade mass transit connections
Focus on Non-Aviation Lands

- Improve infrastructure for circulation including vehicular, bike, pedestrian and public transit

- Enhance outdoor recreational space and facilities and include light retail, arts, and educational facilities

- Investigate development of a Sustainable Business Incubator, with emphasis on transportation technologies
## Themes

### Visioning Based

1. Protect residents’ quality of life
2. Increase community open space
3. Improve accessibility and reduce traffic impacts
4. Add new uses for benefit of community
5. Invest in improvement of infrastructure
6. Improve aesthetics of non-aviation land
7. Include green building practices and sustainability initiatives

### Additional Project Recommendations

8. People-oriented
9. Local scale
10. Integrate with the surrounding community
11. Phased Approach
12. Flexible and adaptive
13. Energy efficient and sustainable
14. Increased financial sustainability
Access and Parking

- **Airport Avenue is the only connection to the Airport Campus**
  Improvement at 23rd Street and Walgrove Avenue addresses access and safety

- **Public transit service to Airport Avenue is limited**
  Increase weekend frequency on SM Big Blue Bus Sunset Ride

- **Enhance bus stop** along Donald Douglas Loop to increase pedestrian access to bus routes
Access and Parking

• Bicycle and pedestrian networks are discontinuous with larger area
  Improved bike lanes and sidewalks to create connected network with City

• Bike lanes and sidewalks are discontinuous within the campus
  Enhance pedestrian and bicycle infrastructure to be more consistent and improve safety and signage

• Bicycle and pedestrian facilities are limited or in disrepair
  Complementary facilities that improve the bike environment need to be added (i.e. bike racks, lighting, signage, etc.)
Access and Parking

• Pavement condition and striping for parking in need of maintenance
  Incorporate within wider city maintenance program and maintain

• Parking supply greater than parking demand
  Underutilized parking areas can be devoted to other uses, open space, landscaping

• Parking design is inefficient
  Restriping can yield more spaces or more appropriately, room for other uses, open space, landscaping
# Recommendations

<table>
<thead>
<tr>
<th>Before 2015</th>
<th>After 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Repair areas in need and comply to ADA standards as needed</td>
<td></td>
</tr>
<tr>
<td>- Implement enhanced walkability and bike measures along Airport Avenue</td>
<td></td>
</tr>
<tr>
<td>- Encourage use of multimodal access to and from campus</td>
<td></td>
</tr>
<tr>
<td>- Repave and restripe parking lots on campus</td>
<td></td>
</tr>
<tr>
<td>- Improve intersection of 23&lt;sup&gt;rd&lt;/sup&gt;/Walgrove Avenue</td>
<td></td>
</tr>
<tr>
<td>- Implement physical improvements for bicyclists and pedestrians (tree planting, widened sidewalks, formal bike path, traffic calming devices, street furniture, etc.)</td>
<td></td>
</tr>
<tr>
<td>- Implement activity spots for the community in underutilized parking, circulation, or aviation surfaces</td>
<td></td>
</tr>
</tbody>
</table>
Access and Parking
Facilities and Infrastructure

- **16 existing buildings on non-aviation land**
  Many date back to the 1940s and 1950s; a few like Museum of Flying, example of reuse and enhancement (2012)

- **All buildings are occupied**
  There is demand for the space

- **Condition of buildings range, most are fair to poor**
  Re-purposed buildings; will require upgrades

- **Buildings have a unique scale and character**
  The scale and character should be maintained and enhanced
Facilities and Infrastructure

- Existing buildings can be adaptively reused and progressively renovated
  Bring up to current sustainability standard

- Need to watch renovation and remodel costs
  Exceeding threshold costs triggers requirement for full compliance to current codes
Facilities and Infrastructure

- **Existing parks are a good start**
  Build on success and enhance

- **Excess surface parking lots and odd shaped remnant space provide opportunities**
  Build on idea of flexible parks, programming space, community gardens and exercise areas

- **There is a natural connection between open space, art, and community retail**
  Build on this connection for the future
Facilities and Infrastructure

- **Existing infrastructure (wet and dry utilities) appear to be adequate**
  Development densities would trigger need for upgrade but this is not contemplated

- **Upgrade infrastructure as needs and phasing opportunities arise**
  Coordination with other improvements such as roadway modifications
Facilities and Infrastructure

**Before 2015**

- Develop design standards for buildings
- Determine which buildings to reuse, renovate or demolish
- Provide infrastructure to soften excess hardscape
- Continue implementing sustainability options where possible

**After 2015**

- Increase and enhance parks and open space with emphasis on flexible space
- Implement infrastructure upgrades based on future development needs
• **Most of the land in the Airport Campus is underutilized**
  Opportunity to devote excess areas to more uses

• **Only 12% of the land area is occupied by buildings**
  Current traffic impacts are lower than if the area was low-density residential

• **Total leasable area of the buildings is 180,000 sq. ft.**
  This is a comparatively low impact district

• **There are sixteen major buildings devoted to office, art/culture, and education**
  The mix is compatible within the Airport Campus and with surrounding areas
Uses, Alignments & Opportunities

- **City owns the land and all leases expire by July 2015**
  City has the control over the future of the Airport Campus

- **Seminal presence of art/cultural activities**
  SMO is **not** starting from square one

- **Successful new community green spaces (Airport Park)**
  Can build upon this success
Summary of Scenarios

- **Baseline:** Keep current land uses and buildings. Everything remains without any major retrofits or changes; only viable as reference point.

- **Scenario 1:** Substitution of land uses within retrofitted buildings. Major shift in tenant composition within existing and substantially retrofitted buildings.

- **Scenario 2:** Conversion of underutilized land for sizeable open space enhancements. Sole concentration on exterior public spaces, leaving buildings and its containing uses as is.

- **Scenario 3:** Complementary community-supporting land uses and key open space enhancements. Key interior and exterior enhancements that connect the different pieces of the area.
• **Scenario 3: Complementary Community-Supporting Land Uses and Key Open Space**

  *This is preferred alternative – it addresses strategically key issues within and around buildings with limited investment*

• What future land uses should be targeted? Not general land use categories but contribution to areas intended character/theme = Creative Innovation District (Incubator)

• Uses for Creative Innovation District? Artisan/craftsmanship, innovation/creative, business incubation, quality-of-life enhancing uses
Uses, Alignments & Opportunities
<table>
<thead>
<tr>
<th>Uses, Alignments &amp; Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before 2015</strong></td>
</tr>
<tr>
<td>• Develop a plan defining</td>
</tr>
<tr>
<td>community supporting land</td>
</tr>
<tr>
<td>uses and open space</td>
</tr>
<tr>
<td>enhancements</td>
</tr>
<tr>
<td>• Further study of the Creative</td>
</tr>
<tr>
<td>Innovation District</td>
</tr>
<tr>
<td>• Develop new leasing criteria</td>
</tr>
<tr>
<td>and guidelines</td>
</tr>
<tr>
<td>• Renew leases to current tenants</td>
</tr>
<tr>
<td>who satisfy requirements</td>
</tr>
<tr>
<td>• Plan a calendar of events for</td>
</tr>
<tr>
<td>the community</td>
</tr>
<tr>
<td><strong>After 2015</strong></td>
</tr>
<tr>
<td>• Plan and implement inexpensive</td>
</tr>
<tr>
<td>visual enhancements</td>
</tr>
<tr>
<td>• If demand requests, build a</td>
</tr>
<tr>
<td>series of infill buildings to</td>
</tr>
<tr>
<td>house additional core land uses</td>
</tr>
<tr>
<td>• Implement activity spots for the</td>
</tr>
<tr>
<td>community in underutilized</td>
</tr>
<tr>
<td>parking, circulation, or aviation surfaces</td>
</tr>
<tr>
<td>• Once certainty on Airport</td>
</tr>
<tr>
<td>operations known, develop</td>
</tr>
<tr>
<td>master plan for the area</td>
</tr>
</tbody>
</table>
Sustainable Business Incubator

• **Who participates in an incubator?**
  A business incubator lays at the intersection between community, government, academia, and private business

• **What is the focus of incubators?**
  New incubators are more and more specialized, targeting a specific slice of the startup market

• **What market do the incubators serve?**
  It depends on the incubator sponsors’ goals and priorities
Sustainable Business Incubator

- Incubators usually are not financially sustainable initially
  Upfront investment and support are needed for an incubator at the start

- Implementation of an incubator is a process, not a project
  Process needs to be championed (and funded) by incubator sponsors

- Implementation of an incubator takes at least three years
  Financing of non-revenue generating phase needs to be taken into account
Sustainable Business Incubator

- The startup community is disproportionately located in Santa Monica, a key part of Silicon Beach.
  This is a strength that the **Creative Innovation District** should leverage.

- Three quarters of business incubation in Santa Monica are web-based or computer-technology based.
  Should Santa Monica play to its strengths?

---

**Industry Sector**

- Internet: 44
- Services/Professional: 36
- Media: 35
- Mobile Applications: 28
- Computer Software: 20
- Information Technology: 18
- Telecommunications: 10
- Nonprofit Organizations: 8
- Arts: 8
- Electronics/Microelectronics: 7
- Fashion: 6
- Healthcare Services: 3
- Other: 1

---
Sustainable Business Incubator

- There is already an artistic community in the Airport Campus
  It could bridge the gap between art, business, and innovation while attracting creative class

- Physical incubation facilities are expensive
  The incubation activities should be decentralized through selective choosing of tenants (lease term / strategy)

- Why a decentralized approach?
  Flexibility, no sunk cost, better returns on investment, context-sensitive, alignment with visioning process
# Sustainable Business Incubator: Creative Innovation District

<table>
<thead>
<tr>
<th>Before 2015</th>
<th>After 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Decide on the objectives for incubation strategy</td>
<td>• Develop a communications and marketing plan</td>
</tr>
<tr>
<td>• Conduct workshops with local Santa Monica stakeholders</td>
<td>• Organize and carry out opening event and other awareness-raising actions</td>
</tr>
<tr>
<td>• Conduct a business plan for the incubation initiative</td>
<td>• Begin leasing out existing buildings to alpha consumers</td>
</tr>
<tr>
<td>• Secure funding for the operation of a decentralized incubation approach</td>
<td>• Consider leasing out major existing structures to a for-profit incubator</td>
</tr>
<tr>
<td>• Develop model lease guidelines for the different groups of tenants</td>
<td>• Selectively lease limited retail space</td>
</tr>
</tbody>
</table>
Summary Recommendations

• Incremental enhancements are possible and recommended before 2015

• Post-2015 having certainty with the airport triggers bigger moves

• Access and parking enhancements can be done now with immediate benefits

• Unified approach begins with the designation of a “Creative Innovation District”
Santa Monica Airport Non-Aviation Land Enhancement Planning Project

Airport Commission 4/1/2013