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. It is recommended to improve 23rd Street/Walgrove Avenue intersection by installing a left turn pocket along Walgrove while restricting left turns from Airport Avenue.

Public transit service to Airport Avenue is limited; improvements include increasing weekend frequency on the Santa Monica Big Blue Bus Sunset Ride and enhancing access to the bus stop on Airport property in order to provide improve transit connection to the museum, Barker Hangar and other uses.

**Access Goals from Land Use Circulation Element**
- Reduce peak hour automobile trips
- Maximize efficiency of automobile infrastructure
- Manage traffic speed and volume on neighborhood streets

**Existing Transit Map**

**Existing Street Volumes and Intersection LOS**

**Left Turn Concept Design**

**SMC Bus Stop Enhancement**

**Existing Parking Supply Along Airport Avenue**

**Barker Hangar / Santa Monica Air Center Parking Lot Redesign**

**Santa Monica Art Studio and Ruskin Groups Theater Co. Parking Lot Redesign**

Off-street parking supply along Airport Avenue is dispersed throughout the campus into several lots that are accessible via driveways. A combined total of 1,042 parking spaces exist in the area with the current layout. A more efficient layout can be done to free up an additional 107 spaces or more appropriately, provide additional space for other uses, landscaping, and amenities without a decrease in the amount of parking. The examples of Barker Hangar and Santa Monica Art Studio highlight how additional landscaping and repaving can allow better utilization and enhance pedestrian friendliness.
A key goal in transforming the Santa Monica Airport into a model “green” airport is to enhance recreational and arts facilities while improving infrastructure for circulation, including vehicular, bicycle, pedestrian, and public transit. Three guiding principles have been identified for planning and design priorities for access and circulation improvements:

- Ensure environmental stewardship
- Be a good neighbor
- Contribute to the quality of life of the community

Amenities added over time to improve the bicycle and pedestrian environment along Airport Avenue will encourage multimodal access. These include benches, bike racks, lighting, signage, and increased allocation of street space to improve sidewalks and add bicycle lanes.
Facilities and Infrastructure

**existing**

**airport park**
- First new park built in Santa Monica in 28 years
- Addresses Santa Monica’s long-term need for open and green space
- The observation area contains 17 picnic tables, 6 barbecue grills, seating and plantings for shade
- There is a stabilized decomposed gravel running track that weaves through the Park
- The parking is paved with permeable Asphalt for access while still reducing storm water runoff
- The park is adjacent to the mini-golf facility and 24-hour City-owned parking garage
- OLA (off-leash area) enclosed by a French drainage system made up of steel poles with coverings and plantings for shade, as well as galvanized steel pipe with covers

**park restrooms**
- Open air, concrete block structure
- Utilizes double lavatories for longevity of the project
- Includes storage and a successors area
- The facility is fully complete with shaded access entrances
- Counter located and easily accessed by wheelchair, dog wheel, and playground strollers
- Bike parking with the Airport and Park facilities

**soccer field**
- Fully covered with synthetic turf, with infill needs understood that retain storm water from portions of the Airport backs and the Airport Park
- Accommodates three small games, or can be used as a single field for large soccer and football games
- The pre game congregating and warm-up areas are closed to the electronic and water fountains

**dog park**
- Lists of three lanes, which utilize the natural topography to drain back into the slope and capture all of the area’s water runoff
- Utilizes French drainage system made up of a network of drains to prevent overflow or runoff from entering the City’s storm drains
- Contains a small wildlife habitat and shelter for cats, as well as galvanized steel pipe with covers

**airport artist program**
- 2900 Airport Ave.
- Converted aircraft hangar, industrial warehouse, bulk storage and artist units
- Rear of the hangar houses a 60-seat theatre
- Reflected in surrounding offices
- Interior is subdivided for multi-tenant use, with clean, contemporary aesthetic

**arts/culture**
- Santa Monica Art College: Ceramics Buildings
- Concrete block walls
- Facilities: Creative offices
- Office Admin/Strategic
- Existing offices
- New construction

**public use**
- Santa Monica Art College: Campus Building
- Includes storage in classrooms, with concrete walls
- 1950s construction
- Fair condition

**ancillary buildings**
- Santa Monica Art College: Arts Campus Building
- Converted aircraft hangar, industrial warehouse, bulk storage and artist units
- Rear of the hangar houses a 60-seat theatre
- Reflected in surrounding offices
- Interior is subdivided for multi-tenant use, with clean, contemporary aesthetic

**education**
- Santa Monica Art College: Campus Building
- Includes storage in classrooms, with concrete walls
- 1950s construction
- Fair condition

**storm drains**
- Santa Monica Art College: Campus Building
- Includes storage in classrooms, with concrete walls
- 1950s construction
- Fair condition

**residential perimeter fence**
- Santa Monica Art College: Campus Building
- Includes storage in classrooms, with concrete walls
- 1950s construction
- Fair condition

**santa monica airport - 2013**
- Office/Administrative
- Arts/Culture
- Education
- Public Use
- Ancillary Buildings
- Residential Perimeter Fence
- Airport Park
- Dog Park
- Soccer Field (Synthetic Turf)
- Storm Drains
- Storm Catch Basins
- Sewer Main
- Active Wi-Fi
- Water Main

**office/administrative**
- Creative offices
- Office Admin/Strategic
- 22,000 square feet
- 1950s construction
- Fair condition

**arts/culture**
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- 22,000 square feet
- 1950s construction
- Fair condition

**education**
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**residential perimeter fence**
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- Office Admin/Strategic
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- 1950s construction
- Fair condition

**storm catch basins**
- Creative offices
- Office Admin/Strategic
- 22,000 square feet
- 1950s construction
- Fair condition

**sewer main**
- Creative offices
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- 22,000 square feet
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- Fair condition

**active wi-fi**
- Creative offices
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- 22,000 square feet
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- Fair condition

**water main**
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**dog park**
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**soccer field (synthetic turf)**
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Facilities and Infrastructure

**Opportunities**

Airport Avenue is envisioned as a pedestrian and bicycle friendly corridor, with streetscape additions that create additional opportunities for outdoor programming and events. These opportunities include the large pedestrian area for parking on the south side of Airport Avenue which could be re-purposed for the future use of the airport or non-aviation lands, and the pedestrian space along Airport Avenue which can serve as a buffer between the streetscape and parking areas. Green streets, green walls, and landscape buffer capture and capture and filter pollutants and can serve as a stormwater management feature. Additional opportunities for community-oriented uses and functions are also along Airport Avenue.

There are opportunities along Airport Avenue to re-purpose underutilized non-aviation land for community activity and create flexible environments for outdoor programming and events. There are opportunities to improve existing facilities with the potential for new uses. There are opportunities to improve existing properties and surrounding the non-aviation lands, buildings, there are pieces of land that are underutilized or are used inefficiently for non-aviation uses. There are opportunities to create additional opportunities for outdoor programming and events. These opportunities include the large pedestrian area for parking on the south side of Airport Avenue which could be re-purposed for the future use of the airport or non-aviation lands, and the pedestrian space along Airport Avenue which can serve as a buffer between the streetscape and parking areas. Additionally, the corridor, with shifting allocation of the street space over time, will serve to accommodate multi-modal traffic. Streetscaping, sidewalks, bike lanes, bike path ways, and improved signage can improve pedestrian mobility. Stormwater management can be increased through the addition of green streets and green walls. Urban agriculture is an appealing tool for stormwater retention and community beautification. These are part of a city’s green open space network. They can be used for food production associated with urban development and can increase outdoor recreational opportunities. Urban agriculture is an appealing tool for stormwater retention and community beautification. These are part of a city’s green open space network. They can be used for food production associated with urban development and can increase outdoor recreational opportunities.

With regard to non-aviation land available, the project site may address through different and complementary measures the mitigation of storm water runoff, creating community and civic space at the site. The storm water plan along with the pedestrian plan will provide a variety of opportunities to improve the pedestrian and bicycle friendly corridor. Urban agriculture is an appealing tool for stormwater retention and community beautification. These are part of a city’s green open space network. They can be used for food production associated with urban development and can increase outdoor recreational opportunities. Urban agriculture is an appealing tool for stormwater retention and community beautification. These are part of a city’s green open space network. They can be used for food production associated with urban development and can increase outdoor recreational opportunities.

![Santa Monica Airport - 2013](image)

**2006 Airport Ave., 2008 Airport Ave., 2010 Airport Ave., 2012-27 Airport Ave.**

- Renovation of these five structures would likely exceed 70% of their replacement costs, making ADA, seismic, and the protection of their integrity a necessity.
- New Construction of these buildings would require a new site plan and new site improvements. New Construction of these buildings would likely exceed 70% of their replacement costs, making ADA, seismic, and the protection of their integrity a necessity.

**2036 Airport Ave.**

- The Project Team has determined that this facility will require demolition and new construction. The proposed new construction of this building would likely exceed 70% of the replacement costs, making ADA, seismic, and the protection of their integrity a necessity.

**Consortium of the site’s historic structures.**

- Original metal sliding hangar doors:
- Historical character of the site’s historic airport hangars:
- Incorporate modern sustainable principles with pre-fabricated construction of metal panels:
- Natural ventilation:
- Renovation:
- Historical, architectural characteristics of the building:
- Example of historic structure that requires a significant renovation:
- Example of new construction that incorporates the quality of the site:
- Green walls, green screens, green roofs, and landscape buffers capture pollutants and can serve as stormwater management features.
- Green Roofs can serve as a demonstration project in high traffic areas, and can be used for energy savings, urban agriculture, and community beautification.

**(value of improvements are needed)**

**HVC, HVAC, Solar, and ADA upgrades to the building**

**CONSIDER**

**COSTS**

**RENOVATION**

**NEW**

**APPLICATIONS**

- Solar system for energy production and energy efficiency:
- Green walls, green roofs, and landscape buffers capture pollutants and can serve as stormwater management features:
- Urban agriculture is an appealing tool for stormwater retention and community beautification. These are part of a city’s green open space network. They can be used for food production associated with urban development and can increase outdoor recreational opportunities.

No Renovations

- Minor Renovations

- Rebuild

- Significant Renovations/Rebuild

- Architectural Standard

- Airport Park

- Dog Park

- Soccer Field

- Residential Perimeter Fence

- Green Wall

- Runoff River

- Pedestrian and Bicycle Friendly Corridor

- Urban Farming/Community Space

- Onsite Energy Generation
**Sustainable Business Incubator**

**The Incubator Model**

**What is an Incubator?**

An incubator 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.”

*(National Business Incubation Association, 2012)*

**Incubator Business Key Facts**

**Potential Partners for Establishing an Incubator**

- Community Organizations
- Cooperatives
- Unions
- Non-Profits
- Government Entities
- Universities/Research Institutions
- Venture Capital
- Group of Established Industries
- Corporate Sponsors
- Franchises

**Incubator Implementation**

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**US Incubator Average Expenses and Revenues**

- Expenses: $516,610 (average)
- Revenues: $540,041 (average)

**Average Incubator Size**

- square feet: average

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*Source: IBI Group, 2013*
Sustainable Business Incubator

Opportunities/Themes

Approach: To center on those activities that are already existing and growing in the locality, i.e., "to play to your strengths instead of fighting an uphill battle."

- 27% of the 797 incubation firms in LA are located in Santa Monica
- ¾ of startups in Santa Monica are either web- or new media-based
- Industry sectors strong in other locations (bioscience, energy, healthcare, clean technology, electronics, etc.) are insignificant in Santa Monica
- The existing artistic community at the Airport could bridge the gap between art, business and innovation

Recommendation

A Decentralized Incubation Approach

Incubation activities and services not centralized in a public incubator facility, but decentralized in existing buildings, evolving through the spatial clustering of different private tenants – the City becomes the "curator" of the effort

- Leases for Key Anchor Tenants
- Leases for Incubation Support Services
- Leases for Startups

Why a decentralized incubation approach?

- Flexibility → It allows for more market-driven adaptability.
- Future of airport activities → A formal incubator facility may be incompatible with the long-term future of the Airport Campus.
- Investment of resources → Same benefits of formal incubator a at a fraction of the cost for the City.
- Context and scale → Compatibility with low-density residential neighborhoods.
- Alignment with Visioning Process → Responds to community's concerns of protecting the resident's quality of life.
- Local economic development → Growth and expansion of small-scale locally-based businesses, both existing and new.
Uses, Alignments and Opportunities

### Existing Conditions

- **Land area** → The non-aviation lands comprise approximately 40 acres of land
- **Use of land** → The majority is devoted to vehicular circulation or parking
- **Building density** → Only 12% of the total non-aviation lands area is occupied by buildings
- **Leasable area** → Total leasable area of 180,000 square feet is less than Wal-Mart superstore
- **Traffic generation** → Existing land uses produce less daily traffic per acre than surrounding residential neighborhoods
- **Uses** → Almost all 16 major buildings are devoted office, art/culture, and/or education land uses

### Opportunities

- **Land ownership and expiring leases** → The City has complete control of leases and future development
- **Substantial un-built areas** → Under-utilized land can be devoted to other, more productive/community-oriented uses
- **Possibility of integration with neighborhoods** → Allows meaningful connections between the Airport Campus and the neighboring communities
- **Seminal presence of art/cultural activities** → Land use that can enhance the quality of life for surrounding residents
- **Successful new community green spaces** → Future actions can build upon the success of Airport Park for future open space enhancements
The “Creative Innovation District” would...

- stand at the intersection of art, innovation, technology, and local commerce.
- tap into the incipient art/culture scene already present at SMO Airport.
- promote, nurture, support, and cultivation of the talented artists and artisans of Santa Monica.
- provide a venue for showcasing the work of makers, craftspeople and artists to the public.
- provide cultural content, education and inspiration for the community.
- be enlivened with an active programming calendar of local, high-quality cultural events.
- be complemented by small-scale retail catering to the artisans, neighbors, and visitors.