



*link***BURBANK**

Strategies for continued prosperity in the Bob Hope Airport Area
August 2014



Metro

A joint study by Bob Hope Airport and the City of Burbank. This study was partially funded by Los Angeles County Metropolitan Transportation Authority (Metro).



Bob Hope Airport and its surrounding areas have served as an economic engine for the City of Burbank and the San Fernando Valley since the 1930s. Originally anchored by the aerospace industry, the areas adjacent to the airport have historically served industrial uses. Situated today at the nexus of bus, rail, and air transit networks, the Bob Hope Airport area is poised to attract a new generation of well-paying jobs, clean industries, and community-serving amenities.

Metrolink Rail to Antelope Valley

5 Freeway

San Fernando Blvd

Hollywood Way

Winona Ave

Bob Hope Airport Terminal

Ontario St

Thornton Ave

Metrolink Rail to Ventura

Vanowen St

Empire Ave

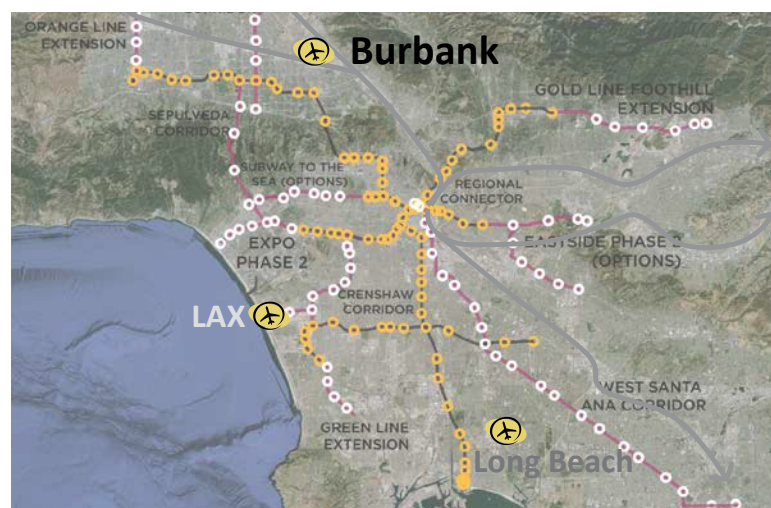
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1 EXECUTIVE SUMMARY

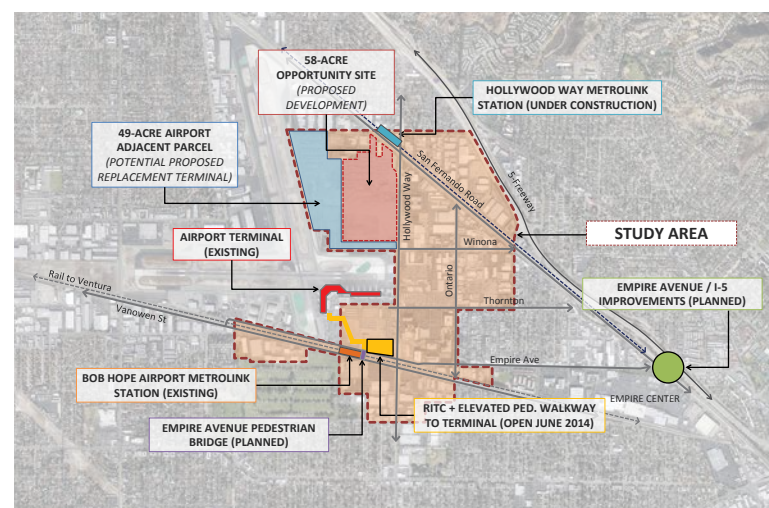
Bob Hope Airport and its surrounding areas present a unique opportunity for Burbank to recast the relationship between transit networks and the communities they serve. The 540-acre study area of this effort lies at the nexus of a striking overlap of transit networks – bus, rail, and air – and is positioned to benefit from an unprecedented, new model of transit-oriented development.

Bob Hope Airport is one of three commercial airports in Los Angeles County and is arguably the best connected.



Bob Hope Airport in Burbank is one of three commercial airports in Los Angeles County.

It is the only airport in Southern California with direct rail access. This is currently provided by the existing station on Metrolink's Ventura line. However, in the coming months it will have not just one, but two rail stations, with a new station being constructed on the north side of the Airport on Metrolink's Antelope Valley line. Bob Hope Airport, along with Newark, New Jersey, is one of two airports in the country with Amtrak access. And when California's High Speed Rail is implemented, it is likely to be the first and only airport in the nation with high speed rail access.



Overview of 540-Acre Study Area

The study area has served as an economic engine for the City of Burbank and San Fernando Valley since the 1930s. Originally anchored by the aerospace industry, the areas adjacent to the airport have historically served industrial uses. Lockheed (along with its celebrated Skunkworks research facility) left for Palmdale in California's High Desert in the 1990s. Since then, the Study Area has seen a dramatic shift in its job base. While industrial jobs have remained stable, the airport area has seen an influx of tech and media jobs. Of the 10,000 jobs estimated to be in the Study Area in



United Airport, c. 1930s. Source: Los Angeles Public Library.



2010, over a quarter were in media and technology sectors. They grew by over 60% since 2000 and are now the dominant users of the historically industrial district. The analysis presented in this study demonstrates that this shift is largely explained by the easy access that the Study Area has to west coast destinations served by Bob Hope Airport.

Building on these existing trends and supported by the nexus of bus, rail, and air transit networks, the Bob Hope Airport area is poised to attract a new generation of well-paying jobs, clean industries, and community-serving amenities.

What does this study do? This study was funded by Los Angeles County Metropolitan Transportation Authority (Metro) under its Transit-Oriented Development (TOD) grant program



(Round 2). It presents two broad areas of exploration. First, it recognizes the importance of the Study Area in providing well-paying jobs and explores land use strategies to complement them with new uses and jobs that are similarly well-paying (or even better). Second, the Study Area's unique airport-adjacency extends the traditional understanding of transit-oriented development by including air travel as a key component of transit networks that stimulate the local economy.

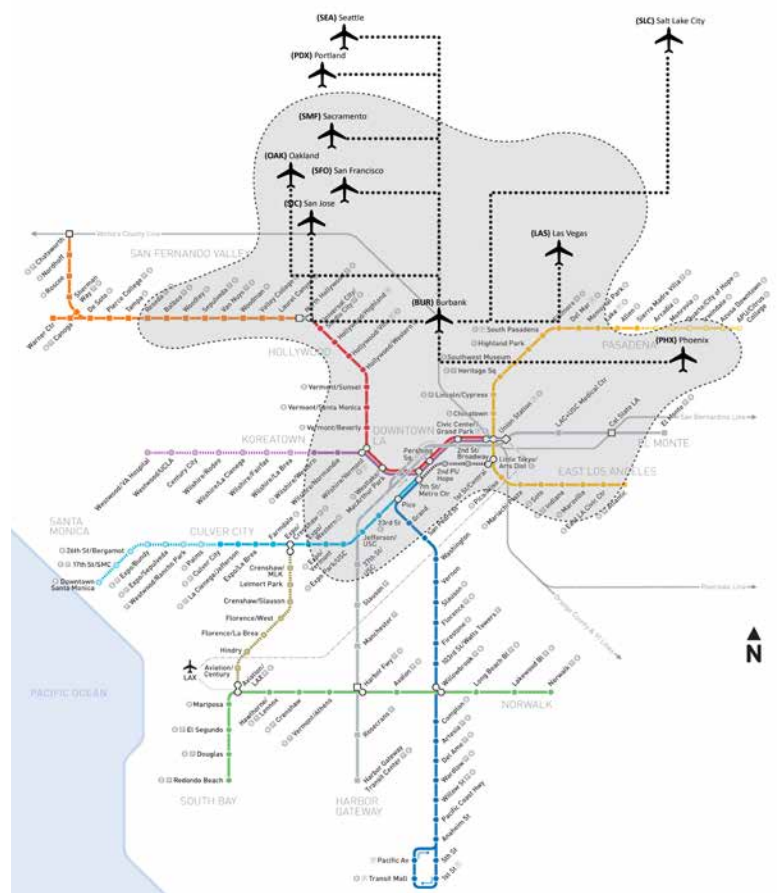
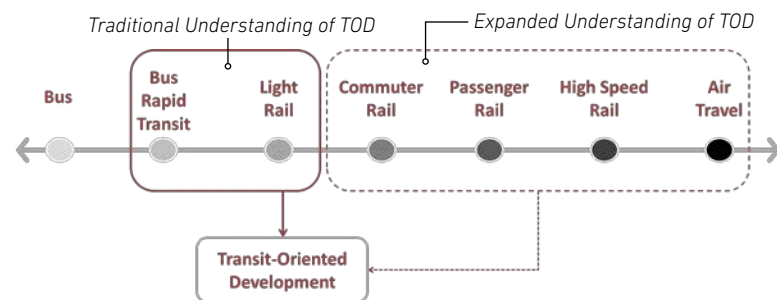
The technical studies incorporated in this plan (urban design, market analysis, and land use planning) look at the following in finer detail:

- Illustrate the opportunities that potentially flow from the unique juxtaposition of air, rail, and bus transit.
- Analyze and understand how these opportunities are organically shaping the built environment and economic potential of the study area.
- Illustrate alternatives for future land use and urban design.
- Elevate and add nuance to the understanding of transit-oriented development (TOD) and includes air travel as a key component of TOD (in addition to the traditional components of rail and bus).
- Provide decision makers a framework for addressing future development in the airport area.
- Illustrate a vision for the Study Area that recognizes and protects its importance as a critical jobs base for the city of Burbank; and position it to attract and retain the next generation of jobs and industries.

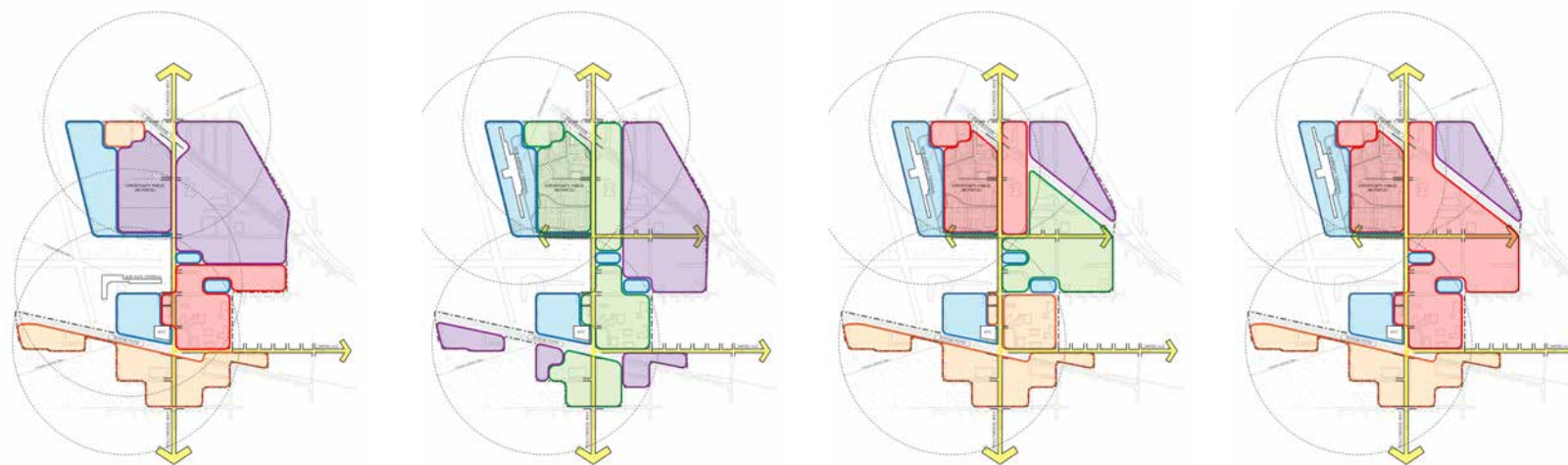


Non-stop destinations from Bob Hope Airport. Those in the gray zone can be reached within 1-hour or less. Source: burbankairport.com.

A New Approach to Transit-Oriented Development (TOD). Transit-Oriented Development is a new name for old phenomenon. While transit networks for over a hundred years have shaped cities across the world, the emergence of "TOD" in recent years has shone a positive light anew on the smart growth attributes of transit. TOD – contemporary or from a hundred years ago – essentially works like this: transit access adds value to adjacent parcels; private developments capture this value by clustering jobs and homes within a 10-minute walk of transit station; workers and residents in these developments, in turn, support the



Non-stop flight destinations from Bob Hope Airport overlaid over METRO's system map for Los Angeles County. Stops in the gray zone can be reached within 1-hour or less. Source: burbankairport.com, metro.net.



Alt1: Golden State Industrial

Alt2: Golden State Flex Corridor

Alt3: Golden State Flex District

Alt4: Golden State Tech



transit network by providing sustaining levels of ridership. When it happens, TOD is expected to increase ridership on existing and planned transit lines, which helps reduce GHG (greenhouse gas) emissions and also makes the transit system more successful.

Traditionally, rail transit and BRT (Bus Rapid Transit) have been viewed as the impetus for TOD. However, the Bob Hope Airport area is setting a new trend in TOD. It has demonstrated that suitably scaled (walk-in/walk-out) airport terminals can serve as engines of the local micro-economy (i.e., within a 10-minute walk). The recent influx of technology jobs in the study area (Yahoo! and Insomniac Games being the better known examples of several) is explained by the easy access the airport provides to Silicon Valley and the Bay Area. Often, airports are seen as heavy-handed infrastructure insertions that usually depress adjacent land

values. But at Bob Hope Airport, this perception is turned on its head. The airport adds value to adjacent land and is behaving more like an urban transit station than an airport isolated from the city.

The TOD approach of this study is therefore to view Bob Hope Airport as a station stop on the multi-modal transit systems that serve the region (via Metrolink and bus) and the west coast (via airlines). It is telling that a (regional and local) transit-dependent worker in Media Studios North -- a tech-industry serving office complex within a 5-minute walk of the airport terminal -- can get to San Jose quicker (via airplane) than to Santa Monica or Long Beach (via auto, bus, or rail). To capture the land use benefits of air access, this study proposes a novel Air Synergy land use district. These are areas within a 10-minute walk of the airport terminal that are programmed to accommodate Class A office space, hotels,

conference facilities, and employee-serving amenities. These are modeled along the lines of Media Studios North and other recent office developments, which have already conducted the “air synergy” experiment and shown it to be successful. The study also identifies Rail Synergy districts (traditional rail-based TOD) within 10-minute walks of the existing and proposed Metrolink stations, as well as Industrial and Flex districts outside of the 10-minute walk of rail and air access. The latter allow flexibility to accommodate new uses and amenities in traditional industrial areas.

Analysis of Alternatives. The study presents four land use and urban design alternatives for consideration. These lie on a spectrum of possible scenarios where Alternative 1 is closest to status quo and emphasizes the need to retain existing industrial land, to Alternative 4, which represents the greatest departure from status quo and assumes that



Conceptual sketch of adaptive reuse of an existing industrial building as a microbrewery with outdoor plaza in the Flex District.

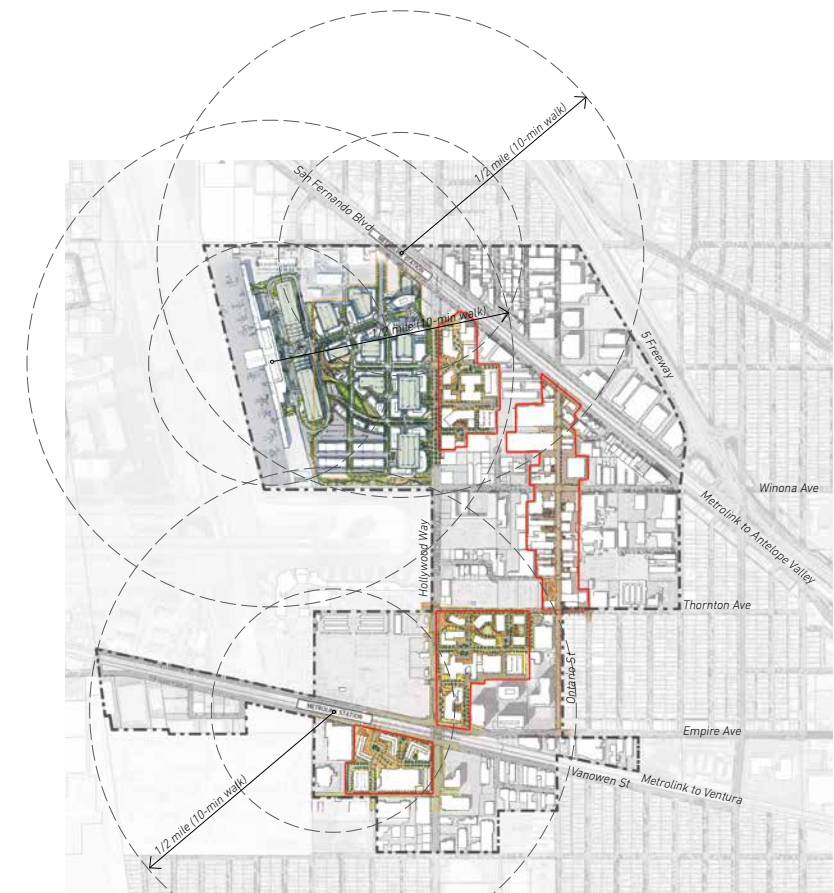
the airport terminal (and potentially a new high speed rail station) will play an increasingly bigger role in shaping the local economy. Alternative 3 provides the greatest flexibility and diversity of future land uses. Chapter 4 of this document describes the alternatives in greater detail and also evaluates them for consistency with city aspirations, market feasibility, project goals, and other identified criteria.

This study identifies five opportunity sites that are well-positioned (by geography and/or land control) to take best advantage of air and rail transit synergies. Four sites are tested to illustrate their development and urban design potential. The fifth – the B6 Opportunity Site – is currently being planned and reviewed via an independent and parallel design effort. The design explorations are not actual proposals but a necessary first step in starting to visualize what the study area may want to be in the future. They



Conceptual sketch of potential improvements to Thornton Avenue to enhance the street's residential and pedestrian-first character.

depict a long term vision for the built environment in the vicinity of Bob Hope Airport, which – to come to fruition – will require several intermediate actions. Foremost among those is the need to put in place a regulatory framework that reflects new approaches to land use, infrastructure, urban design, the public realm, and mobility. The consultant



Conceptual illustrative site plan showing 4 opportunity sites, the Opportunity Site/Parcel B6 (design by others), and the 1/2 mile radius walking distance from both Metrolink stations.



Conceptual rendering of Rail TOD Synergy Opportunity Site looking north along Hollywood Way.



Conceptual sketch of adaptive reuse of existing industrial building as a cafe in the Flex District.



Conceptual sketch looking south on Hollywood Way at Tulare Ave. The Opportunity Parcel (B6 Parcel) is to the right.

recommends that a Specific Plan and Environmental Impact Report (EIR) be pursued as it will provide the city the most exhaustive and flexible set of tools.

Updating the regulatory framework is only one (important) part of the implementation plan for the study area. Establishing strategic partnerships represents the other, because without developing visibility or championing the goals of the effort, success will be difficult to find. The consultant recommends the establishment of coalitions that will essentially serve as boosters for local economic development and advocates for "air synergy" land use strategies in the vicinity of West Coast regional airports.

The success of this study goes beyond its importance for Burbank and the airport area. It expands and elevates the conversation around transit-driven economic development and placemaking in Southern California. Fortunately, the transit pendulum has swung far enough that an entire generation of unprecedented transportation infrastructure investments is well under way. These investments by Metro are putting the region on a long-term path of reducing traffic congestion, VMT (vehicle miles traveled), and GHG (greenhouse gas) emissions. With sound and forward-looking strategies, Bob Hope Airport and its transit-served areas stand to benefit from these investments, while adding to transit ridership and simultaneously serving as an innovative model for other communities to emulate.

The ideas and recommendations embedded in this plan have emerged from public input received at community workshops, technical analysis from the consultant, and feedback from broad stakeholder engagement.

2 PROCESS

2.1 Project Goals and Process

2.2 Stakeholder/Public Outreach

2.1 PROJECT GOALS AND PROCESS

This study has been a joint effort by the City of Burbank and Burbank-Glendale-Pasadena Airport Authority (owner-operator of Bob Hope Airport). While the Airport Authority held the contract with the consultant (AECOM), the City of Burbank was responsible for managing and directing all aspects of the land use study. The Airport Land Use Working Group (“ALUWG”), a committee made up of staff representatives of the Airport Authority and the City of Burbank provided feedback and guidance at key milestones in the planning timeline.

The land use study area included airport property adjacent to and west of Hollywood Way, and non-Airport commercial and industrial properties generally situated east of the Airport. The goal of the study was to explore policies and programs to facilitate transit-oriented developments (TOD) in the airport area given its unique location at the intersection of rail, bus, and air transportation networks.

Funding for the land use study was made available via a Transit-Oriented Development (TOD) grant from the Los Angeles County Metropolitan Transportation Authority (Metro). The study was completed in parallel with the Multi-modal Ground Access Planning Study (MGAPS), funded via federal funds provided by STURRA (Surface Transportation and Uniform Relocation and Assistance). The MGAPS Study focused on developing ground transportation improvements

that will allow the airport to serve as a multi-modal regional transportation hub. Given the overlapping objectives of the two studies, both coordinated and cooperated extensively in ensuring consistency with mutual goals of improving access and promoting economic development to the airport area. The two studies are jointly referred to as the linkBurbank project.

The study process followed an approach within three main phases: 1) Research & Analysis, 2) Explorations, and 3) Evaluation. Community outreach was woven into each of these phases and became a critical component in driving the overall vision.

Phase 1 Research and Analysis – Plans can be both pragmatic and visionary only if their analytical underpinnings are sound. As such, an extensive portion of this effort went towards rigorous research and analysis to thoroughly understand what exists both in the physical urban context and in the expectations of the community and its stakeholders. At the end of this phase, a clear set of design and planning principles were developed that the City and stakeholders could agree and act upon in developing and evaluating the planning scenarios created in the later phases. This first initial phase allowed all participants the time required to thoroughly understand the Study Area, its constraints and opportunities, and to develop a firm

understanding and agreement of the guiding principles. Phase 1 concluded with a public “Vision Workshop” held on June 25, 2013 at the Marriott Hotel and Convention Center within the study area.

Phase 2 Explorations – Based on the analysis conducted in Phase 1, future build-out scenarios and land use framework scenarios were developed, representative of the marketable land use opportunities evaluated in our market studies. These were measured and evaluated on how they addressed and performed against the guiding principles and sustainability goals established in the previous phase. Phase 2 concluded with a public “Ideas Workshop” held on March 6, 2014 at the City of Burbank. At this workshop, stakeholders and community members had the opportunity to review, critique, and express preferences on these ideas.

Phase 3 Evaluation – In the final phase of work, the land use framework scenarios developed in Phase 2 were refined into urban design alternatives, incorporating feedback received from stakeholders and direction from the City. Opportunity sites were also identified to test the feasibility and impact of land use approaches. These alternatives were presented to the public at the “Alternatives Workshop” on July 16, 2014 at the City of Burbank. The goal of the workshop was to evaluate alternatives that the community and stakeholders would like to move forward with.

Activity	Winter 2013	Spring 2013	Summer 2013	Fall 2013	Winter 2014	Spring 2014	Summer 2014
Project Kick-Off/ Research and Analysis	[Orange bar]						
Development of Alternatives			[Orange bar]				
Evaluation of Alternatives/Final Report					[Orange bar]		
Stakeholder/Public Outreach Event		★			★		★

Project Schedule

★ Public Workshop



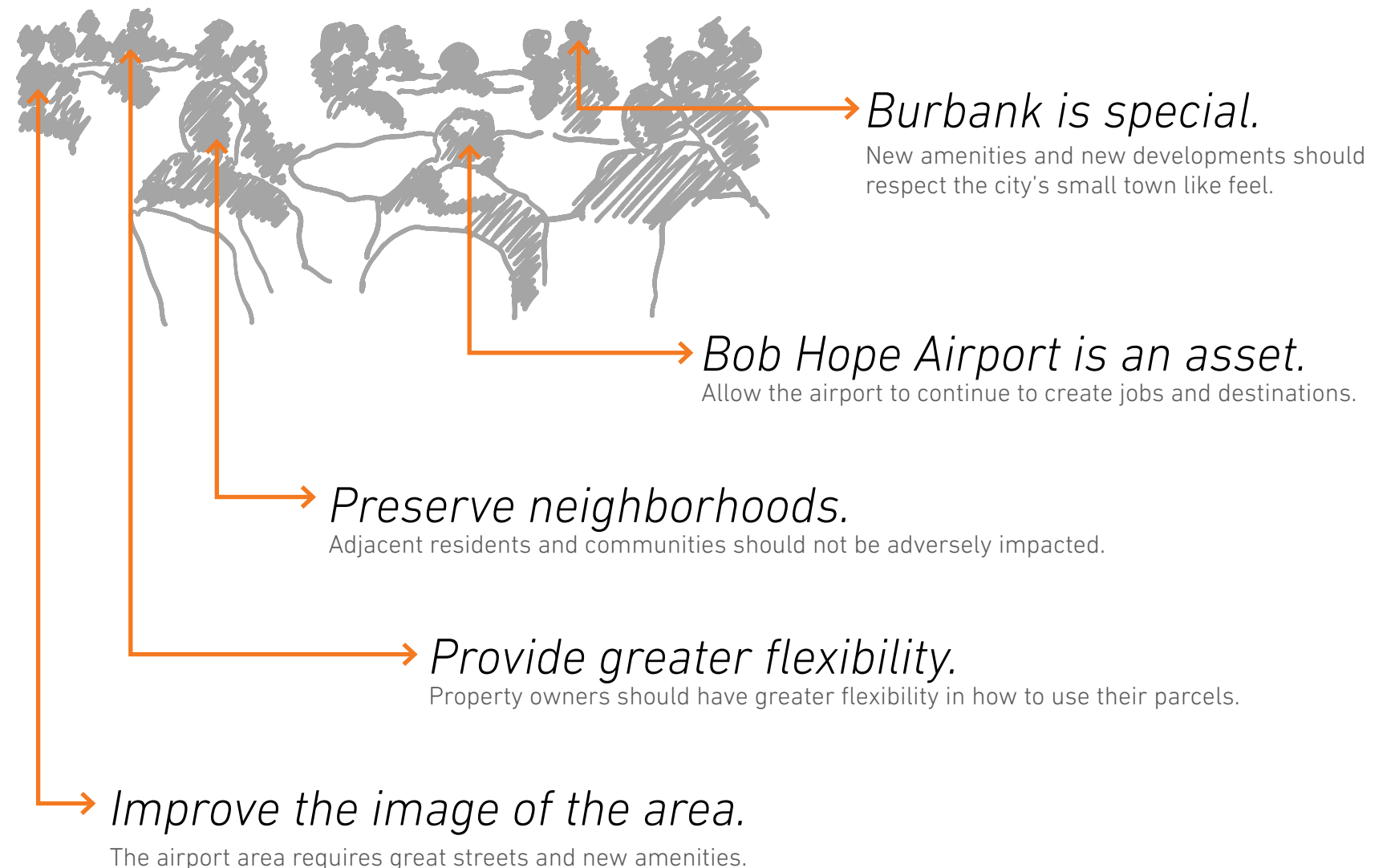
2.2 STAKEHOLDER/PUBLIC OUTREACH

The outreach and engagement program of this project was built on organized and proactive contact with key stakeholders, elected and appointed officials, industry groups, residents, community and business leaders, and any individual or organization with a vested interest in the future of land adjacent to Bob Hope Airport. The outreach effort had several clear objectives. It would:

- Maximize input from a broad range of stakeholders
- Empower the community to participate
- Reinforce that the community and stakeholders are included in the decision-making in a meaningful way
- Create a forum for community generation of ideas, alternatives and mitigation measures
- Build trust and consensus around the study by ensuring confidence, credibility and transparency in decision-making

The ideas and recommendations embedded in this study have emerged from input received at community workshops and online feedback. Three workshops were held -- in June 2013, March 2014, and July 2014. At each workshop, an informational project fact sheet was distributed to participants, outlining opportunities for public involvement and providing an update on project progress. A website, www.linkburbank.com, was also developed. Not only did it serve as an online archive of public presentation material, but it helped maximize the potential of drawing community members into the planning process even if they were not available to physically attend public workshops. Five primary themes of public input emerged and are summarized in the graphic to the right. Summary outreach reports are available on www.linkburbank.com.

What We Heard



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Welcome to linkburbank.com, the community portal for ongoing planning in the Bob Hope Airport area.

About the Project | Participate | Process | Resources

July 16th Workshop Materials Now Available Online!

July 17, 2014 | Uncategorized

Welcome to linkburbank.com! This community portal allows you to stay involved with the Bob Hope Airport Area Ground Transportation and Land Use Studies sponsored by the City of Burbank and Bob Hope Airport. At linkburbank.com, you will find all the tools needed to get involved: latest updates, downloadable background materials, and details about upcoming community workshops.

The July 16, 2014 workshop materials are now available on the Resources page of this website.

Leave a comment

Final linkBurbank Community Workshop!

July 4, 2014 | Uncategorized

Upcoming Events

- Sept 26 - Opportunity Parcel Workshop, Burbank Airport Marriott, 5:30PM
- October 1 - Town Hall, Luther Burbank Middle School, 7:00PM
- October 15 - Airport Town Hall, Bob Hope Airport, 6:00 PM
- October 29 - City Council, Burbank City Hall, 6:00 PM
- November 11 - Joint Airport and City Session, Community Services Building, 150 N. Third Street, 6:00 PM



Join us for our final
COMMUNITY WORKSHOP
Wednesday, July 16th, 2014
5:30 PM to 7:30 PM

WORKSHOP LOCATION:
CITY OF BURBANK COMMUNITY SERVICES BUILDING, ROOM 104
150 NORTH THIRD STREET, BURBANK, CA 91502

PARKING IS FREE

BY PUBLIC TRANSPORTATION:
Buses via Olive Ave and San Fernando Blvd:
Metro 92, 94, 96, 155, 183, 794
Buses via Olive Ave and First St:
Metro 292, 164, 165

**THE BURBANK BOB HOPE AIRPORT AREA
GROUND TRANSPORTATION AND LAND USE STUDY**
A JOINT STUDY BY THE CITY OF BURBANK AND BOB HOPE AIRPORT

This is our final workshop of the 18-month planning effort that has looked at transportation and land use improvements in the Bob Hope Airport area. You will have an opportunity to review final alternatives, provide your feedback, and help shape the plan's recommendations. Your input will help shape the future of the airport area, so your participation is much appreciated!

540-ACRE AIRPORT STUDY AREA

For more information, visit www.linkburbank.com, or contact Patrick Prescott, Deputy City Planner at (818) 238-5250 or pprescott@burbankca.gov.

linkBURBANK



The ideas and recommendations embedded in this study have emerged from input received at community workshops and online feedback.

Bob Hope Airport and its adjoining areas lie at the nexus of multiple transit networks – rail, bus, and air. Opportunities that flow from their intersection are allowing Burbank to recast the traditional understanding of Transit-Oriented Development.

3 ANALYSIS

3.1 Overview of Study Area

3.2 History and Evolution

3.3 Comparative Analysis of Regional Airports

3.3 Utilization and Regulation of Land

3.4 Patterns of Development

3.5 Linkages

3.6 Trends in the Local Economy

3.7 Opportunity Parcel (B6 Parcel)

3.8 Themes for Land Use Exploration

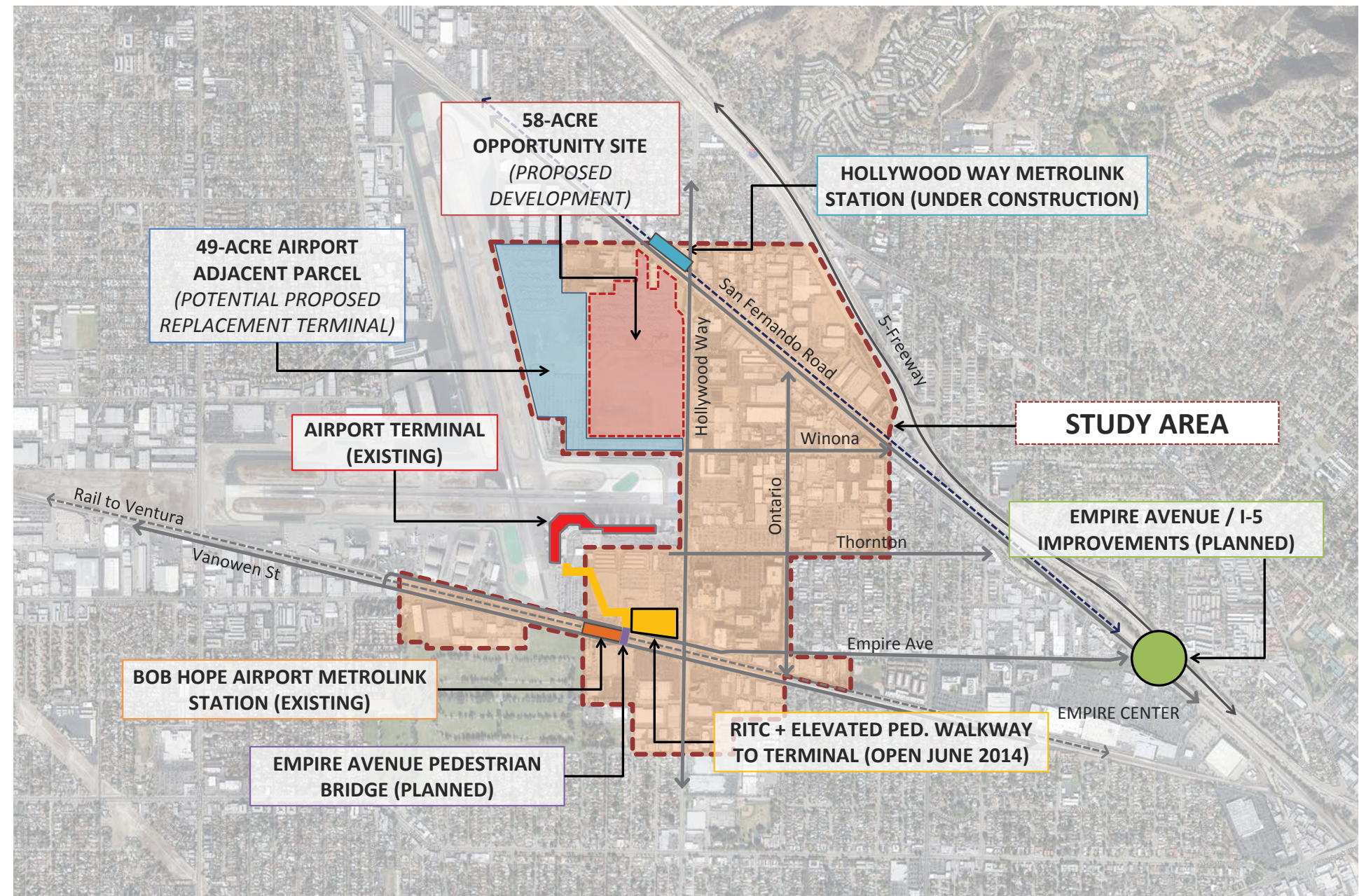
3.1 OVERVIEW OF STUDY AREA

Bob Hope Airport is becoming the most conveniently located and connected airport in Southern California. The airport -- already the only one in the region with direct rail transit access -- will in the coming years, along with adjacent lands, increasingly benefit from opportunities ushered in by growing local, regional, and high-speed transit networks.

The Study Area occupies 540 acres of airport-adjacent land and almost all of it is zoned industrial. The primary goal of the land use study is to leverage the assets of transit and airport-adjacency and position the study area for uses that can maximize benefits of these assets.

The airport area is in transition. It has witnessed a burgeoning presence of media industry uses in its vicinity, which are supplementing historical patterns of aerospace-related industrial uses. Lockheed's Skunkworks, which employed thousands of workers and occupied hundreds of acres in the Study Area for decades, departed in the 1990s. While a large and stable cluster of aerospace uses remain, several have departed leaving behind large parcels of underutilized land.

This study presents two broad areas of exploration. First, it recognizes the importance of the study area in providing well-paying jobs and explores land use strategies to complement them with new uses and jobs that are similarly well-paying (or even better). Second, the Study Area's unique airport-adjacency extends the traditional understanding of transit-oriented development by including air travel as a key component of transit networks that stimulate the local economy.



Existing context diagram. Source: Google Earth and AECOM.

3.2 HISTORY AND EVOLUTION

Bob Hope Airport and its adjoining areas have their history interwoven with the growth and decline of Southern California's defense and aerospace industry. The Study Area played host for over half-a-century to a formidable industrial complex, anchored by Lockheed, only to see it depart in 1990 like so many other defense complexes across the region. Hundreds of acres of industrial land were suddenly made vacant. While significant portions have seen very successful redevelopment, others parcels have struggled in attracting anchors and users.

In the mid-1920s Lockheed purchased the farmlands that were originally located in the Study Area. The airport was privately developed in 1930 as United Airport, and was, at that time, the largest commercial airport in the region. It has since undergone several name and ownership changes. Lockheed purchased the airport in 1940 and renamed it Lockheed Air Terminal (1940) and then Hollywood-Burbank Airport (1967). In 1978 Lockheed sold the airport to an airport authority created by Burbank, Glendale and Pasadena, who soon renamed it Burbank-Glendale-Pasadena Airport. In 2003, the airport authority renamed it to Bob Hope Airport, as it continues to be known, in honor of the comedian, Bob Hope, who lived in nearby Toluca Lake.

The Study Area has witnessed gradual change in the last 20 years. B1 Parcel has been redeveloped as the Empire Center Mall. A1 Parcel has been redeveloped as the Regional Intermodal Transportation Center (RITC) -- which was recently completed in June 2014 -- and airport parking. B76 Parcel now houses Fry's Electronics. And the B6 Parcel remains underdeveloped with interim vehicle storage uses. The aerial images on the following pages illustrates this transformation.



Lockheed Aircraft Corp, 1938. Source: Herman J. Schultheis Collection.



Birdseye view of the United Airport. Source: California Historical Society and USC Libraries.






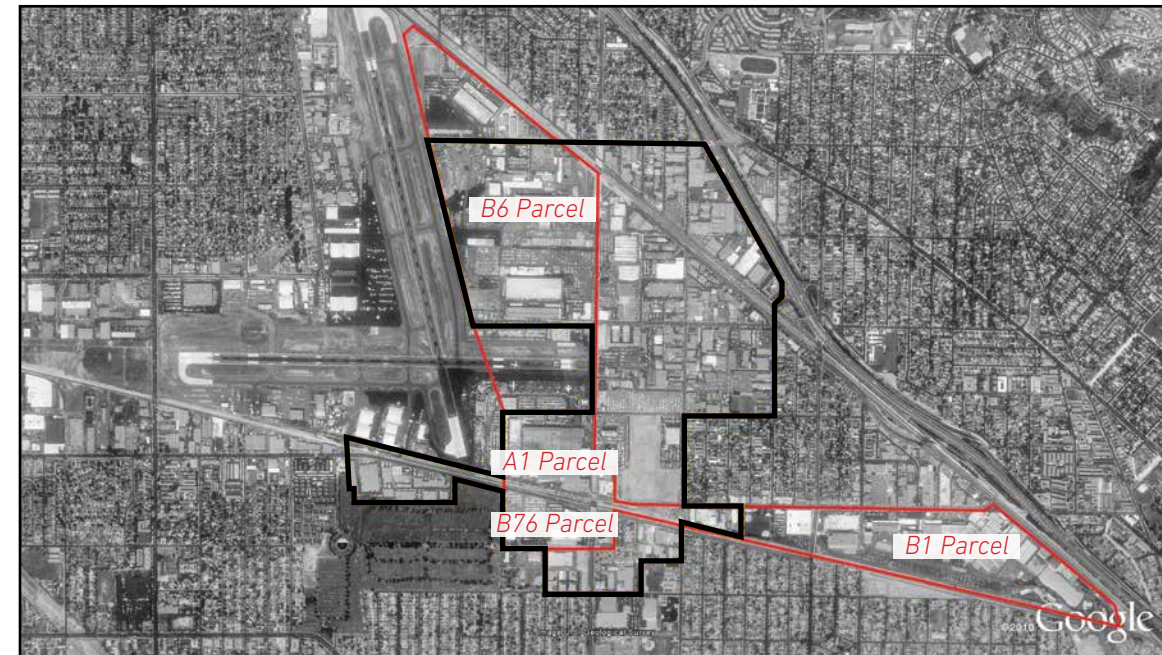
United Airport, c. 1930s. Source: Los Angeles Public Library.



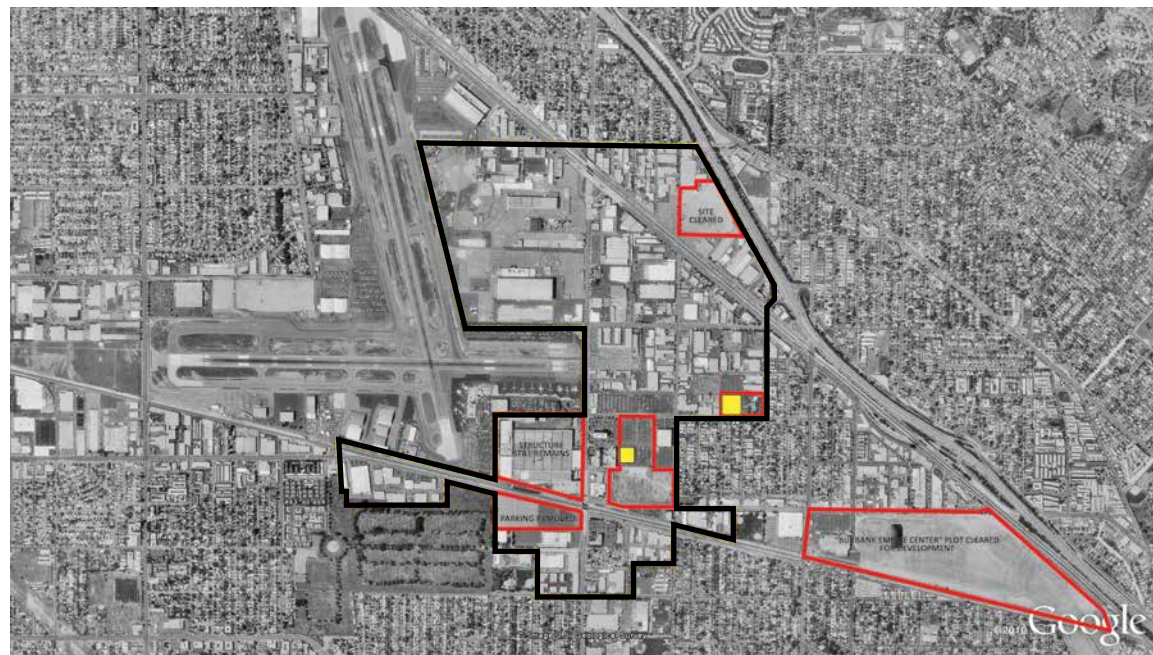
Terminal Building with Lockheed's A1 Plan in the Background. Source: Los Angeles Public Library.

Aerial plan photography going back to the 1980s (available via Google Earth on an almost annual basis) allows us to map and piece together the incremental developments that have taken place over the last quarter-century. The aerial diagrams that follow indicate the year that the photograph was taken and what changes occurred in the period between two successive photographs. Parcels or building footprints highlighted in red generally denote demolitions or alterations. Parcels or building footprints in yellow denote new developments.

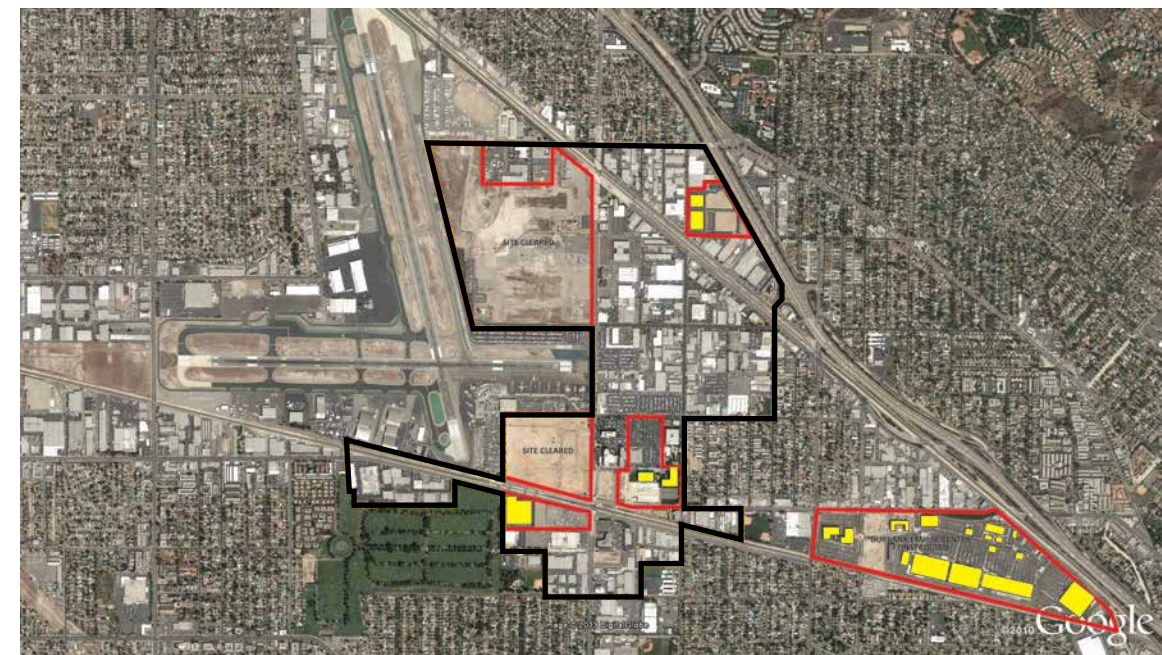
-  540-acre Study Area
-  demolitions or alterations
-  new developments



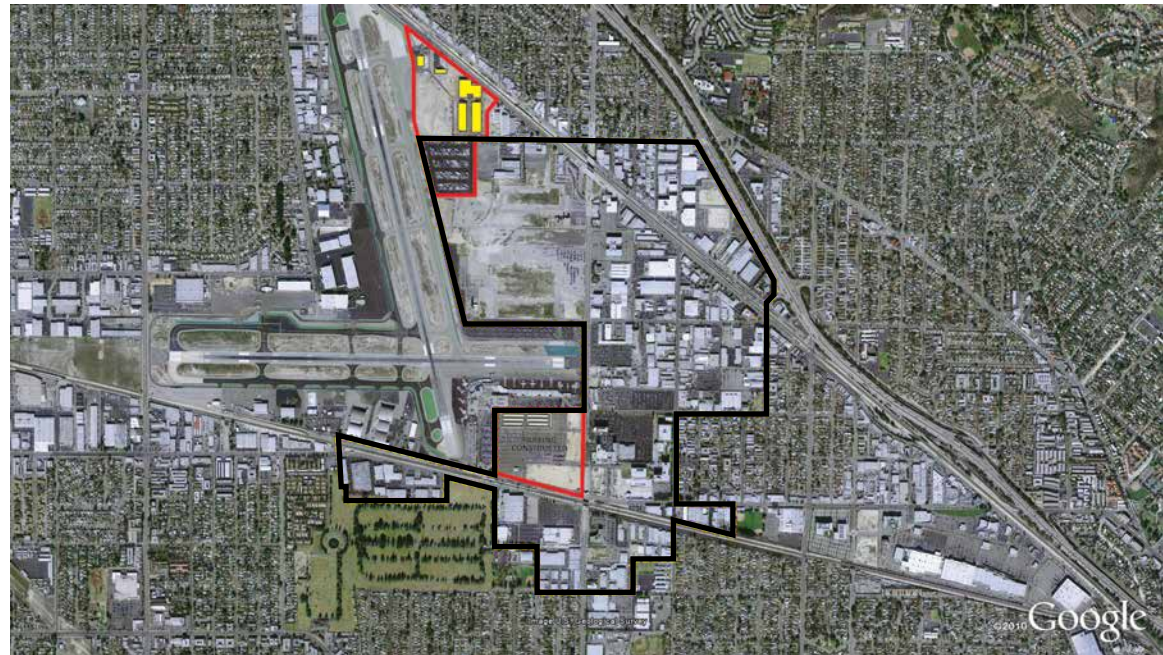
1989 - A year after this aerial image was taken, Lockheed announced that it would be closing its Burbank operations. This opened up several hundreds of acres for potential reuse and redevelopment. Shown in this aerial is Lockheed's extensive plant layout at full build-out before demolition. Parcel B1 was the original Lockheed facility from 1928 and the B6 Parcel was originally used by Lockheed Flight Test.



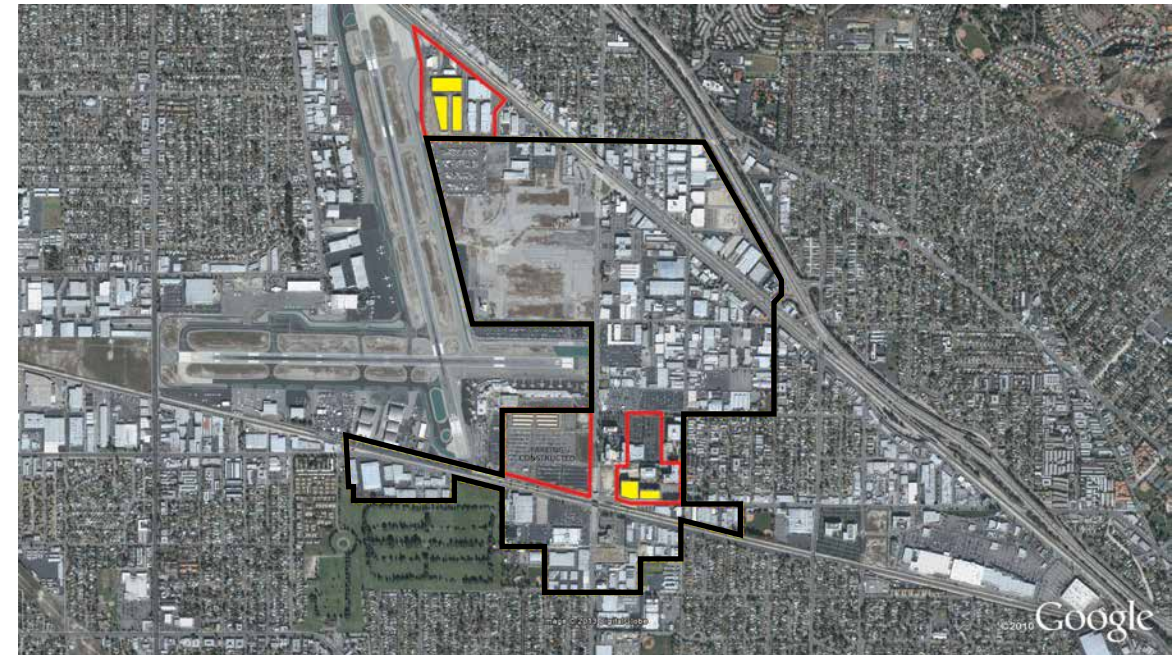
1994 - By 1994, Parcel B1 has been demolished and cleared for development. It originally housed a "Skunk Works" plant that was subject to a major toxic clean-up project as part of a federal Superfund site.



2002 - B6 Parcel has been cleared. The Empire Center Mall is developed on Parcel B1. Parcel A1, the southeast quadrant, has been cleared. Media Studios North develops its first phase.



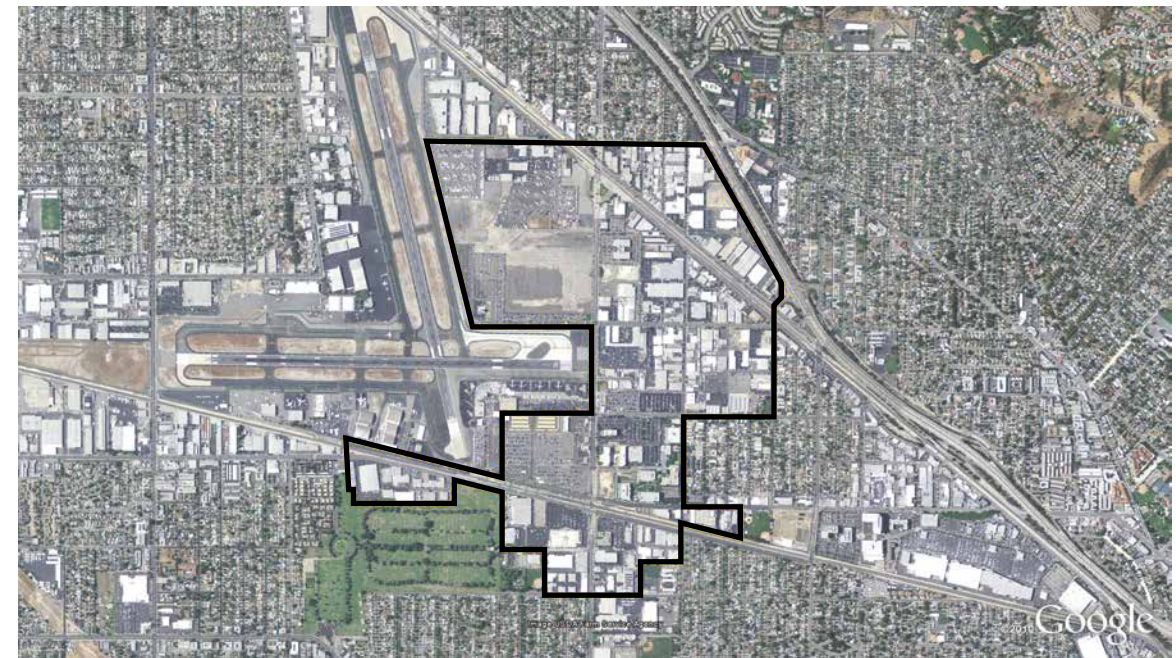
2003 - New development occurs in a northern parcel along San Fernando Blvd (within City of LA). Airport surface parking is developed in Parcel A1. The Burbank-Glendale-Pasadena Airport is renamed to the Bob Hope Airport.



2005 - Additional new development occurs in a northern parcel along San Fernando Blvd (within City of LA). Media Studios North develops additional phases.



2007 Aerial - Surface parking is constructed on the B6 Parcel.



2009 Aerial - No major development changes.

3.3 COMPARATIVE ANALYSIS OF REGIONAL AIRPORTS

Bob Hope Airport is one of three commercial airports in Los Angeles County and is arguably the best connected. It is the only airport in Southern California with direct rail access. The table below lists regional airports of comparative size. Note that LAX (Los Angeles International Airport), although nearby in vicinity, is not comparable in size. The following aerial photographs are of comparable regional airports and the types of urban development within a 1/2 mile distance of their terminals.

Rank	State	ID	City	Airport Name	Airport Category	Hub	CY12 Enplanements	CY11 Enplanements	% Change	# of Gates	Distance to CBD (miles)
3	CA	LAX	Los Angeles	Los Angeles International	Primary	Large	31,326,268	30,528,737	2.61%	121	18.8
33	CA	OAK	Oakland	Metropolitan Oakland International	Primary	Medium	4,923,435	4,550,526	8.19%	31	9.6
38	CA	SNA	Santa Ana	John Wayne Airport-Orange County	Primary	Medium	4,381,956	4,247,802	3.16%	18	39.9
39	CA	SMF	Sacramento	Sacramento International	Primary	Medium	4,357,899	4,370,895	-0.30%	32	11.4
43	CA	SJC	San Jose	Norman Y. Mineta San Jose International	Primary	Medium	4,077,644	4,108,006	-0.74%	28	4.4
60	CA	ONT	Ontario	Ontario International	Primary	Medium	2,142,387	2,271,458	-5.68%	28	40.4
61	CA	BUR	Burbank	Bob Hope	Primary	Medium	2,027,197	2,144,915	-5.49%	14	15.1
70	CA	LGB	Long Beach	Long Beach /Daugherty Field/	Primary	Small	1,554,844	1,512,212	2.82%	13	10.4
92	CA	PSP	Palm Springs	Palm Springs International	Primary	Small	867,718	759,510	14.25%	16	2.4
108	CA	FAT	Fresno	Fresno Yosemite International	Primary	Small	640,350	615,320	4.07%	14	4.6

Regional airports ranked by calendar year 2012 enplanements (passenger boardings). Source: transtats.bts.gov, flightstats.com, and Google Maps.



BUR | Bob Hope Airport, Burbank, CA



SAN | San Diego International Airport, San Diego, CA



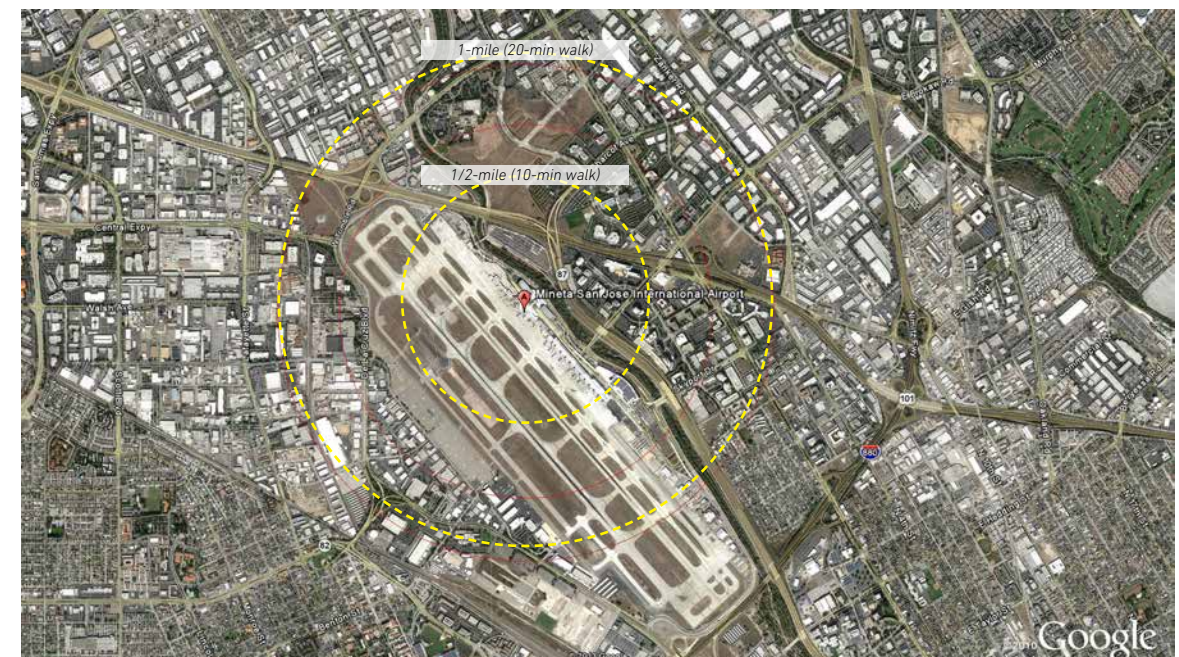
OAK | Metropolitan Oakland International Airport, Oakland, CA



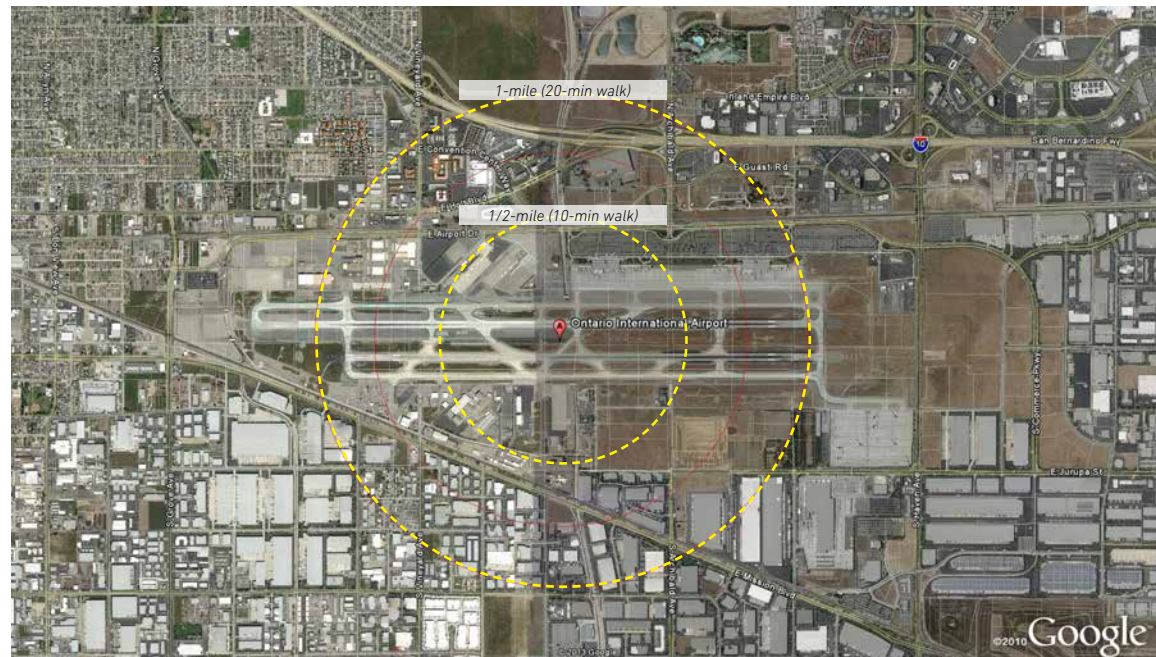
SNA | John Wayne Airport-Orange County, CA



SMF | Sacramento International Airport, Sacramento, CA



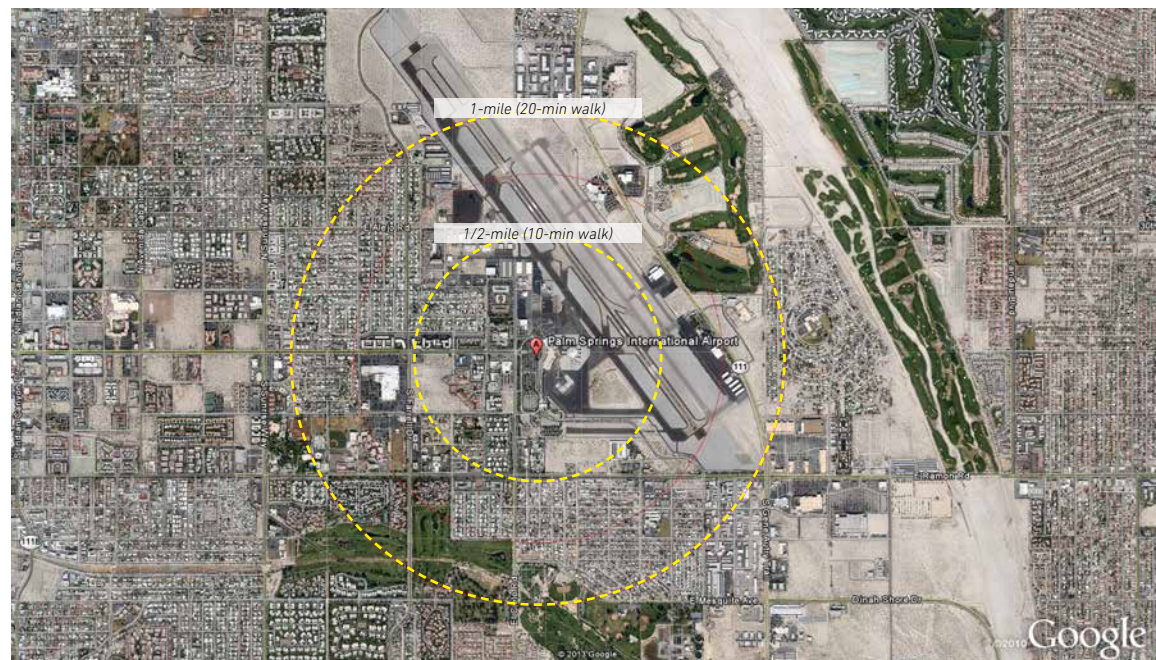
SJC | Norman Y. Mineta San Jose International Airport, San Jose, CA



ONT | Ontario International Airport, Ontario, CA



LGB | Long Beach/Daugherty Field Airport, Long Beach, CA



PSP | Palm Springs International Airport, Palm Springs, CA



FAT | Fresno Yosemite International Airport, Fresno, CA

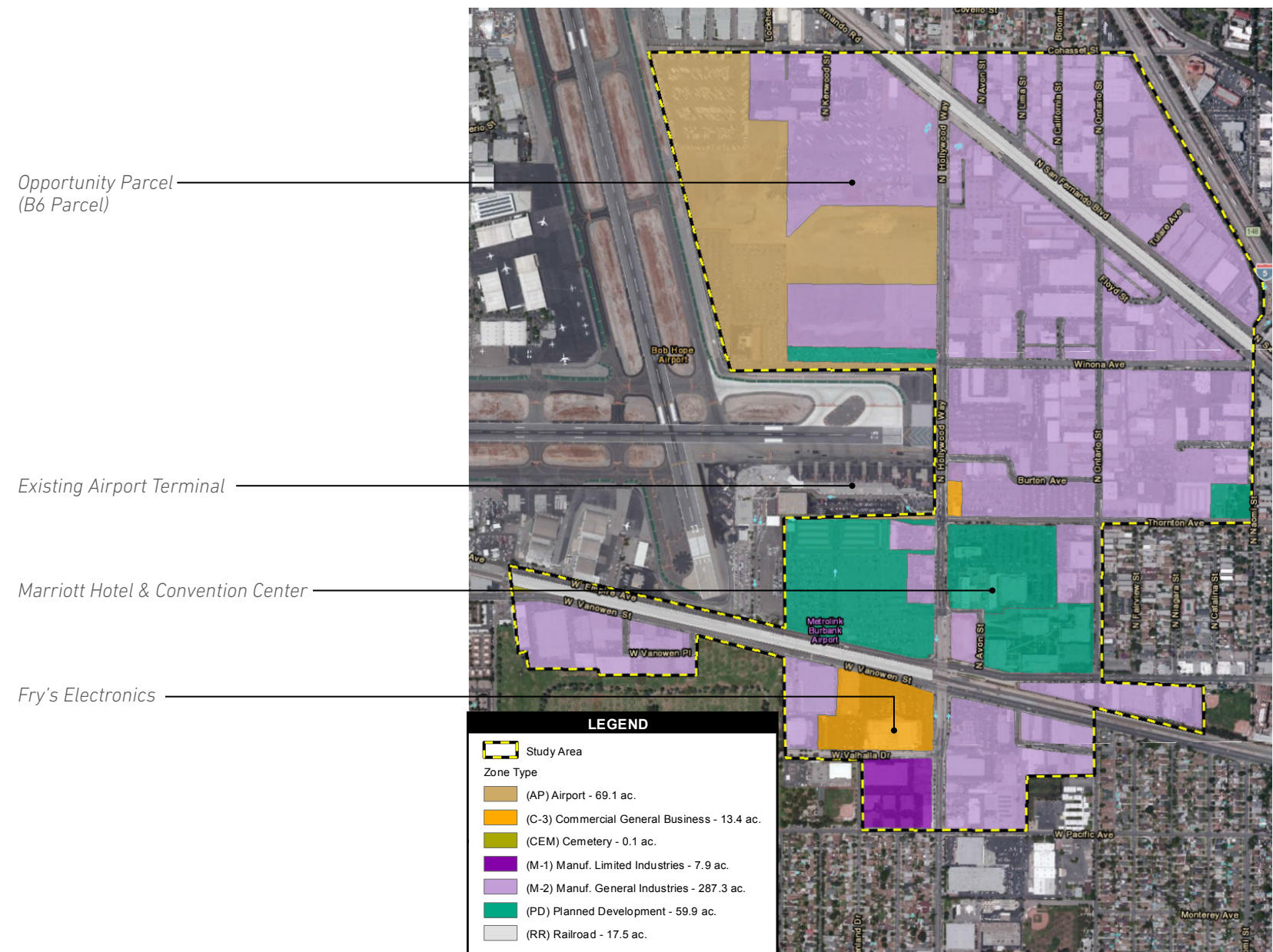


3.4 UTILIZATION AND REGULATION OF LAND

The Study Area occupies 540 acres of airport-adjacent land and almost all of it is zoned general industrial. While it has historically served as the largest cluster of industrial uses in the city of Burbank, Lockheed -- the Study Area's primary anchor for decades -- is no longer located here. However, large aerospace employers like Crane Aerospace continue to operate in the district. The Study Area has witnessed recent growth in media industry with sound-stages, editing studios, costume shops, tech offices and related uses opening with remarkable speed in the last decade. Tech companies like Yahoo! and Insomniac Games are even more recent entrants, recently clustering across the street from the airport.

Over 100 acres of the Study Area is dedicated to public rights of way and rail infrastructure. Of the balance 430 acres that constitute developable parcels, about 70% of the land area is zoned industrial. The Burbank-Glendale-Pasadena Airport Authority (owners and operator of Bob Hope Airport) controls over 150 acres of land in the Study Area (including the Opportunity Parcel/B6 Parcel).

There are about 6 million square feet of leasable space in the Study Area. Two-thirds of this are industrial, with the balance mainly office. Most of this is Class A space occupied by media and info tech users. Retail space constitutes two percent of the total and is clustered at Fry's Electronics, south of Empire Avenue and at the retail/restaurant plaza south of the Airport's entrance on Hollywood Way.



Existing Zoning Map of Study Area. Source: County of Los Angeles, AECOM, 2013.

3.5 PATTERNS OF DEVELOPMENT

Recent redevelopment efforts in the Study Area display a clear pattern. They are typically larger footprint/multistory buildings that have clustered along main access arteries – Hollywood Way and San Fernando Blvd (see Figure 1). In the vicinity of the Marriott Hotel and Convention Center, across from the airport’s main entrance, the most significant cluster has developed (home to technology firms like Yahoo! and Insomniac Games).

At the northern end, similarly scaled new developments are home to media industry like Starz and Bexel. Fry’s Electronics, a big-box retailer, anchors a cluster of large buildings south of the airport (also housing graphic and costume services for the entertainment industry). All of these recent redevelopments stand to gain from transit access as they all lie within the 5-minute pedestrian walk of current and future stations areas (see Figure 3).

A corridor of old (often aging) fine-grained/small-footprint industrial buildings is located along Ontario Street in the block between Thornton and Winona (see Figure 2). This is perceived as a zone of relatively lower intensity compared to the large-footprint clusters that anchor the north and south of Ontario Street. The geographical heart of the district, it displays high levels of vacancy and buildings in need of upgrades. Several of the buildings appear well-positioned for adaptive reuse for creative office space (as indeed many of the leasing signs advertise). Located here in the mish-mash of fringe and old industrial uses is the long-standing aerospace anchor, Crane Aerospace – occupying an entire block and assuredly going about its business.

The existing rail corridors – to Ventura and Antelope Valley – provide transit access and connectivity, but are simultaneously also the biggest barriers in creating a well-knit cohesive district (see Figure 4). The Antelope Valley line on the north creates an impenetrable barrier between the industrial uses north and south of San Fernando Blvd. The Ventura line similarly disconnects the uses south from the Airport, with Hollywood Way as the only connection across (albeit connecting N-S with E-W travel in a confusing and non-intuitive way). Moreover, there is no ADA (Americans with Disabilities Act) compliant route for pedestrians on Hollywood Way trying to get across the Ventura Metrolink rail corridor.

The dissecting presence of the two rail corridors has created development patterns characterized by isolated “islands” of industrial use (see Figure 5) that have a remarkable mix of new technology (e.g., Yahoo!) and old industrial uses (e.g. machine shops). The industrial cluster (A) north of San Fernando Blvd is entirely disconnected from the rest of the Study Area with no vehicular or pedestrian connections across the rail corridor. It is also disconnected from areas north (outside the Study Area) by the 5 Freeway. Consequently, this industrial cluster exists as an island of mixed industrial uses (sound stages, aerospace, machine shops, and media) that relates little to its context – including a Ramada Inn that is sandwiched between the rail and freeway. Likewise, an even smaller island of industrial uses (B) is located west of Hollywood way and south of Cohasset Street. It is anchored by Hydra, an aerospace focused electronic firm. The Vanowen Place cluster (C) south of the Ventura line is separated from the Study Area by Valhalla



Figure 1: Large footprint multi-story buildings have recently clustered along main access corridors.



Figure 2: Fine-grained/small-footprint scaled industrial and creative office uses are dispersed throughout the Study Area.

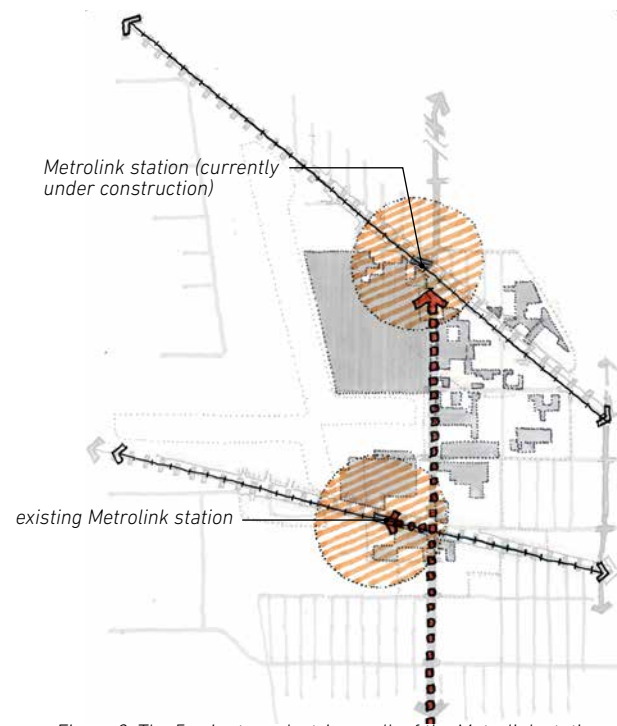


Figure 3: The 5-minute pedestrian walk of the Metrolink station areas display significant overlay with underutilized parcels.



Figure 5: The rail corridors create isolated islands of industrial clusters.



Figure 7: Over 50% of the Study Area is vacant or underutilized (parcels shown in gray).

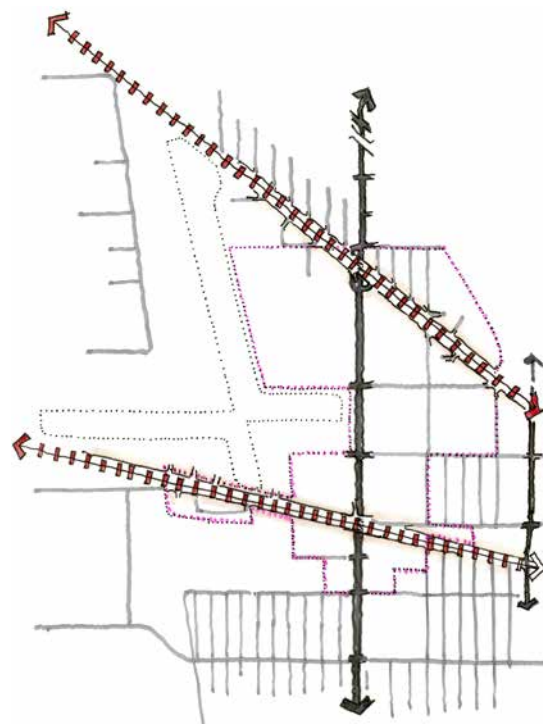


Figure 4: The Antelope Valley and Ventura Metrolink rail corridors are impenetrable barriers that dissect the Study Area.



Figure 6: The Study Area's east and west edges have markedly different characteristics.

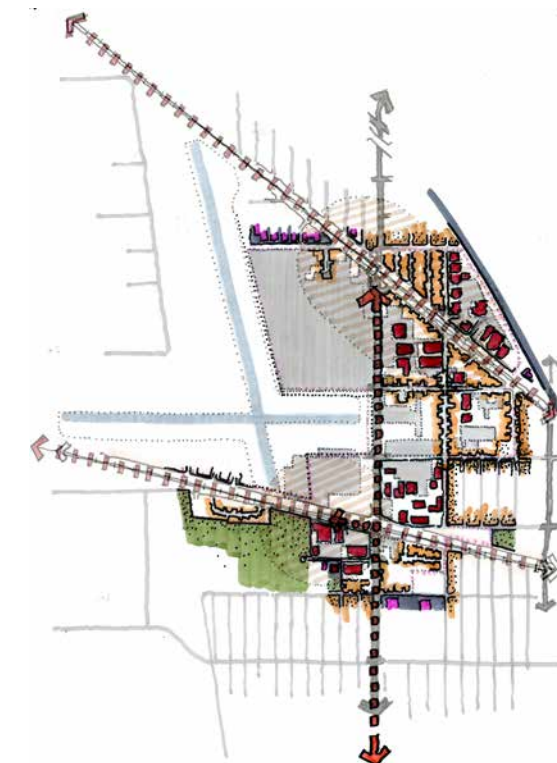


Figure 8: Composite diagram of all Study Area forces. Bob Hope Airport and its adjacent lands lie at the fulcrum of mobility and opportunity -- a well connected airport, the promise of multiple transit lines, and large tracts of underutilized land.

Memorial Park. These three isolated clusters potentially have the most to gain from future transit stations as they all lie within the station area's prime 5-minute walk.

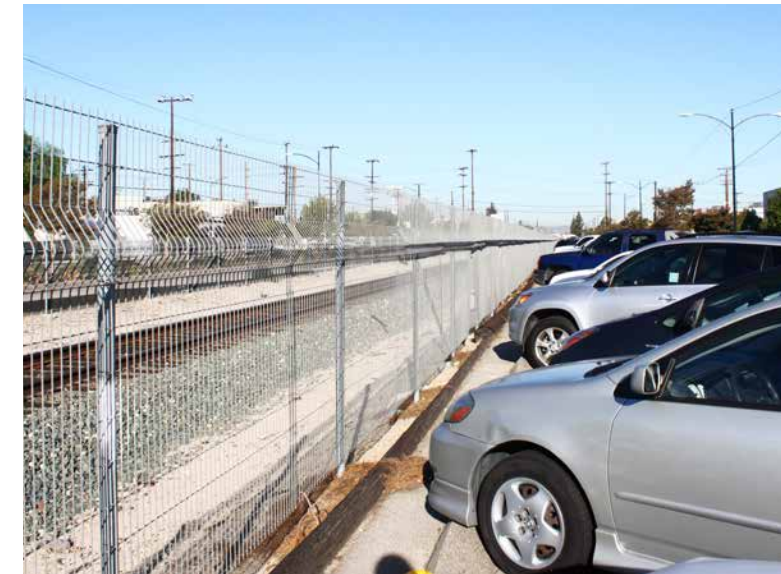
The western edges of the Study Area are flanked by the operational areas of the airport and by the Pierce Brothers Valhalla Memorial Park. The nature of these uses places a constraint on the ability of the Study Area to directly relate to them – although the hidden and mostly uncelebrated Portal of the Folded Wings Shrine is located at the interface of the Memorial Park and the Study Area. The other edges on the other hand are clearly contained and have the opportunity to interface with the adjoining uses - multi-family residential on the east, and a mix of commercial and residential on the north and south. The 5-Freeway creates a hard impenetrable edge on the northwest (see Figure 6).

Close to fifty percent of the Study Area is occupied by surface lots and vacant land – including the Airport-owned Opportunity/B6 Parcel (see Figure 7). This large inventory of soft development opportunities (all within the value-added realm of the 5-minute pedestrian walk of existing and proposed station areas) at once raises the promise of a quickly implementable TOD plan – one which can make use of available land for TOD development and not get bogged down by negotiating a complicated and disparate infill exercise.

The Study Area has evolved into an eclectic mix of old and new uses. Industrial users have provided a stable economic base for decades, supplemented in recent years with new info and media technology users. The photographs to the right and on the opposite page are evidence of this mix.



Portal of the Folded Wings Shrine to Aviation at Pierce Brothers Valhalla Memorial Park at Valhalla Dr.



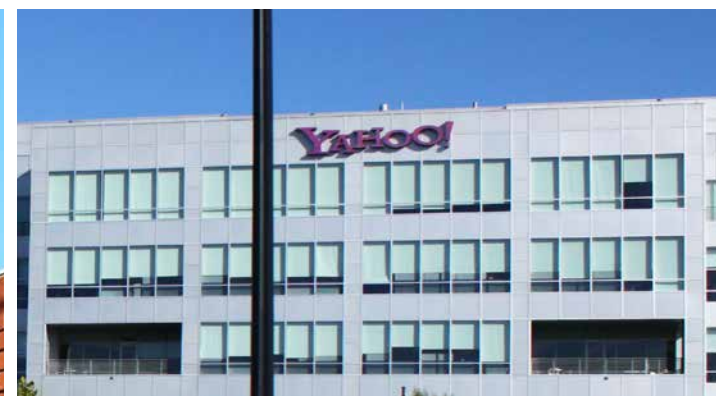
Antelope Valley Metrolink rail line running along San Fernando Blvd.



Industrial uses cluster along Vanowen Pl off Vanowen St.



Hollywood Way underpass at Empire Avenue.



The Study Area has evolved into an eclectic mix of old and new uses. Industrial users have provided a stable economic base for decades, supplemented in recent years with new info and media technology users.

3.6 LINKAGES

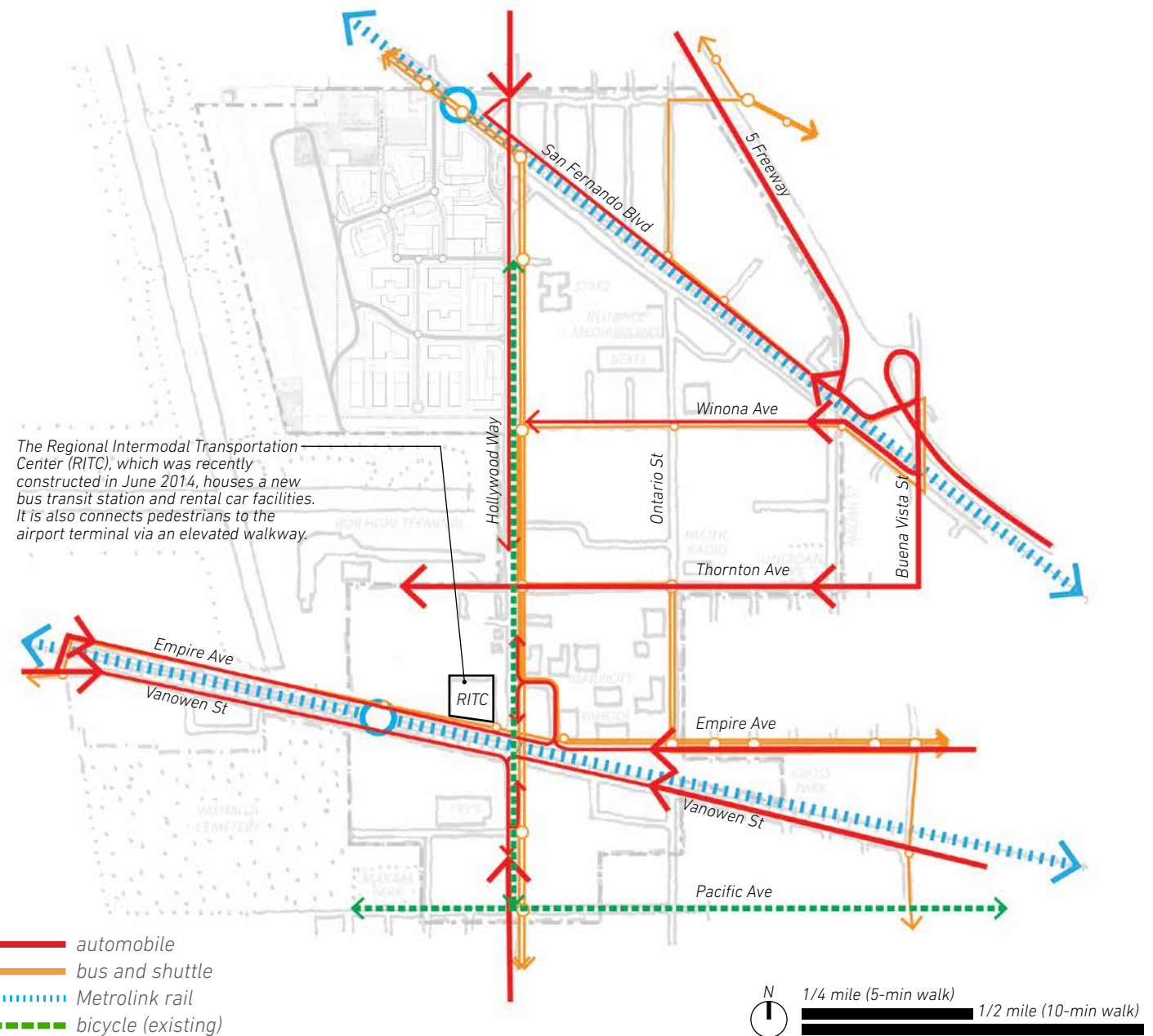
Significant improvements are being made to what has often been seen as a dichotomic challenge of the Study Area: excellent regional connectivity but difficult and confusing local access.

For motorists, direct access routes to the airport are limited. Currently, Hollywood Way and Thornton Ave (via the Buena Vista St off-ramp) are the most direct routes to the airport terminal from the 5-Freeway. The new Empire Ave interchange will help solve this problem. For those already on surface streets, Empire Ave is the most direct route to the airport terminal. Yet, because of the Metrolink rail corridor running along Vanowen St, it is difficult for a motorist to access Hollywood Way directly from Empire Ave.

For transit riders, multiple bus lines (local and regional) currently exist. The majority of buses run along Hollywood Way and Empire Ave.

For bicyclists, access is limited. The Study Area offers many impediments to safe bicycle travel (e.g., impenetrable rail corridors; wide, high-speed, thoroughfares like Hollywood Way; and not nearly enough bike lanes). Currently, a Class II bike lane (striped) exists along Hollywood Way, and a Class III bike route (sharrow) exists along Pacific Ave.

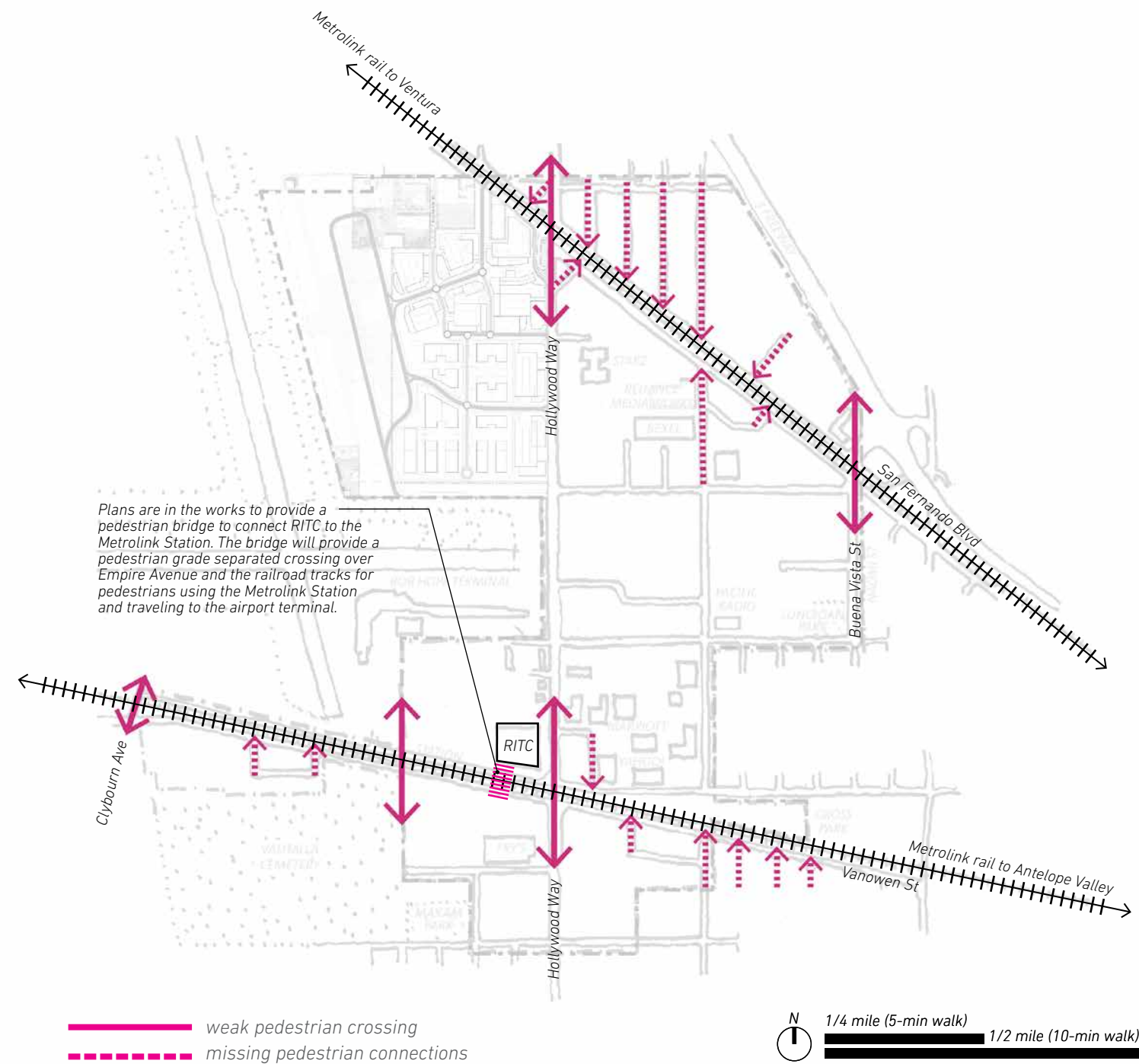
The 2009 City of Burbank Bicycle Master Plan calls for the following improvements: a Class I bike path (separated right of way) along San Fernando Blvd, a Class II bike lane (striped) along Ontario St, and a Class III bike route (sharrow) along Empire Ave.



Pedestrians, especially those on wheelchairs, have the hardest time getting around the Study Area - e.g., it is impossible for someone in a wheelchair on Hollywood Way north of Empire Ave to shop at Fry's. The only way for a pedestrian to navigate that route involves a double set of stairs.

Along the 1.25 mile (approximately 25 minute walk) length of Vanowen St at the southern end of the Study Area, there are only three opportunities to cross the Metrolink rail corridor -- at grade at Clybourn Ave, at grade at the Metrolink Station and under the tracks at Hollywood Way.

Similarly, along the 1.0 mile (approximately 20 minute walk) length of San Fernando Blvd at the northern end of the Study Area, there are only two opportunities to cross the Metrolink rail corridor -- under the tracks at Hollywood Way and at grade at Buena Vista St.



3.7 OPPORTUNITY PARCEL (B6 PARCEL)

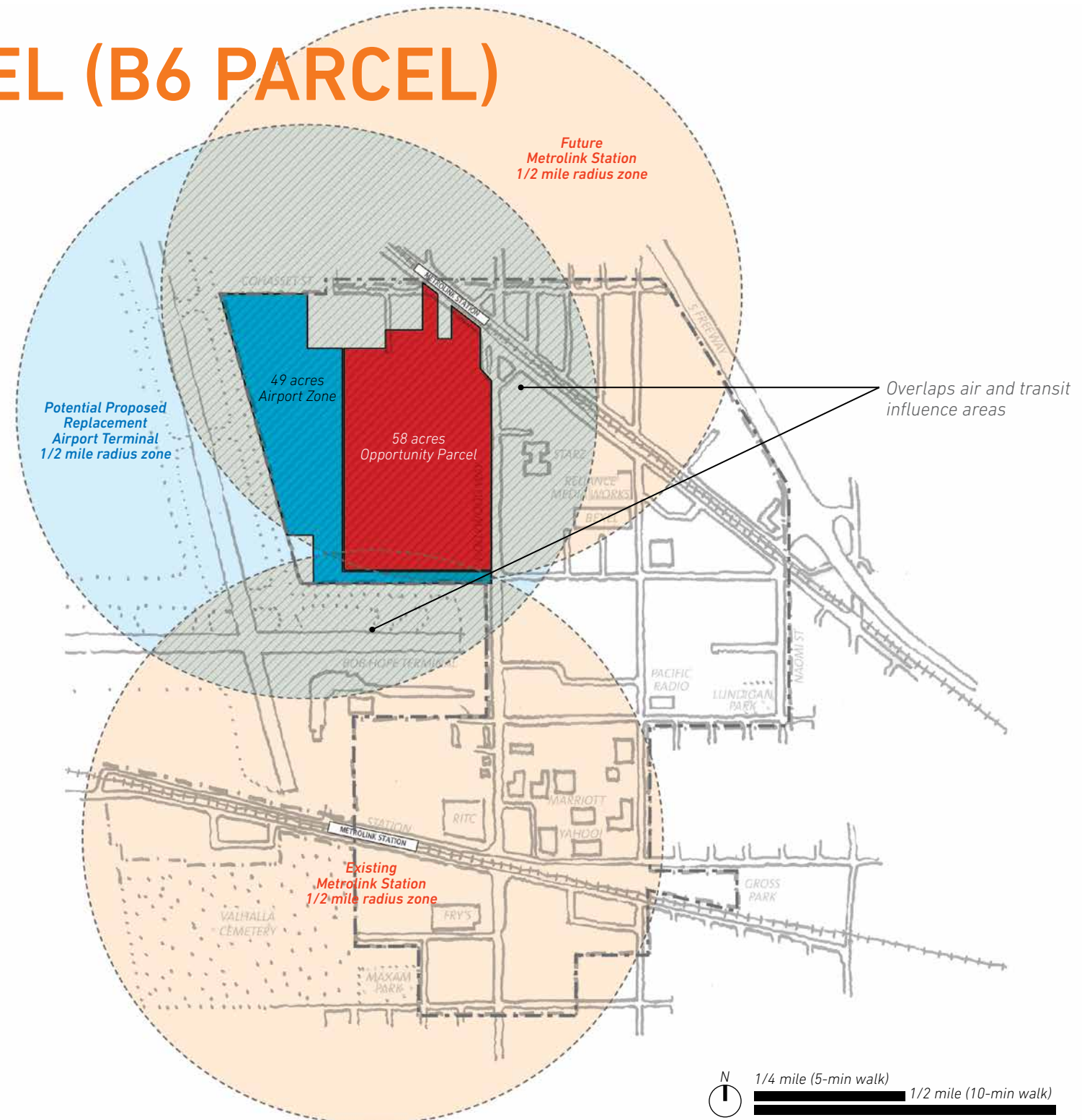
Bob Hope Airport controls over 150 acres of underutilized and vacant airport-adjacent land. It is one of the largest consolidated pieces of undeveloped urban land in the San Fernando Valley, and is comprised of:

- a 49-acre parcel set aside for airport related uses (potentially may be the site of the new replacement airport terminal)
- a 58-acre parcel for potential future development (referred to as the Opportunity Parcel or B6 Parcel)

The Opportunity Parcel presents a unique opportunity to conduct focused land use studies. The parcel, with almost a half-mile frontage along Hollywood Way, faces constraints related to past usages (brown-field issues) and its proximity to the airport (noise and aviation safety issues). Nevertheless, it is uniquely positioned to become the catalyst for economic development in the Study Area, Burbank, and the San Fernando Valley.

It is an asset for the City and Airport alike. How and what gets built on the parcel will be a catalyst for the future of the larger Study Area. Its continued vacancy is holding the Study Area back.

It is the best located parcel in the Study Area. The Opportunity Parcel lies within a 10-minute (1/2 mile) walking distance of the Metrolink Station on the Antelope Valley Metrolink line (currently under construction), the potential replacement airport terminal, and the potential new high-speed rail station. Low intensity uses, like surface parking lots and single-story office and industrial buildings will not capture the value created by its locational advantages.



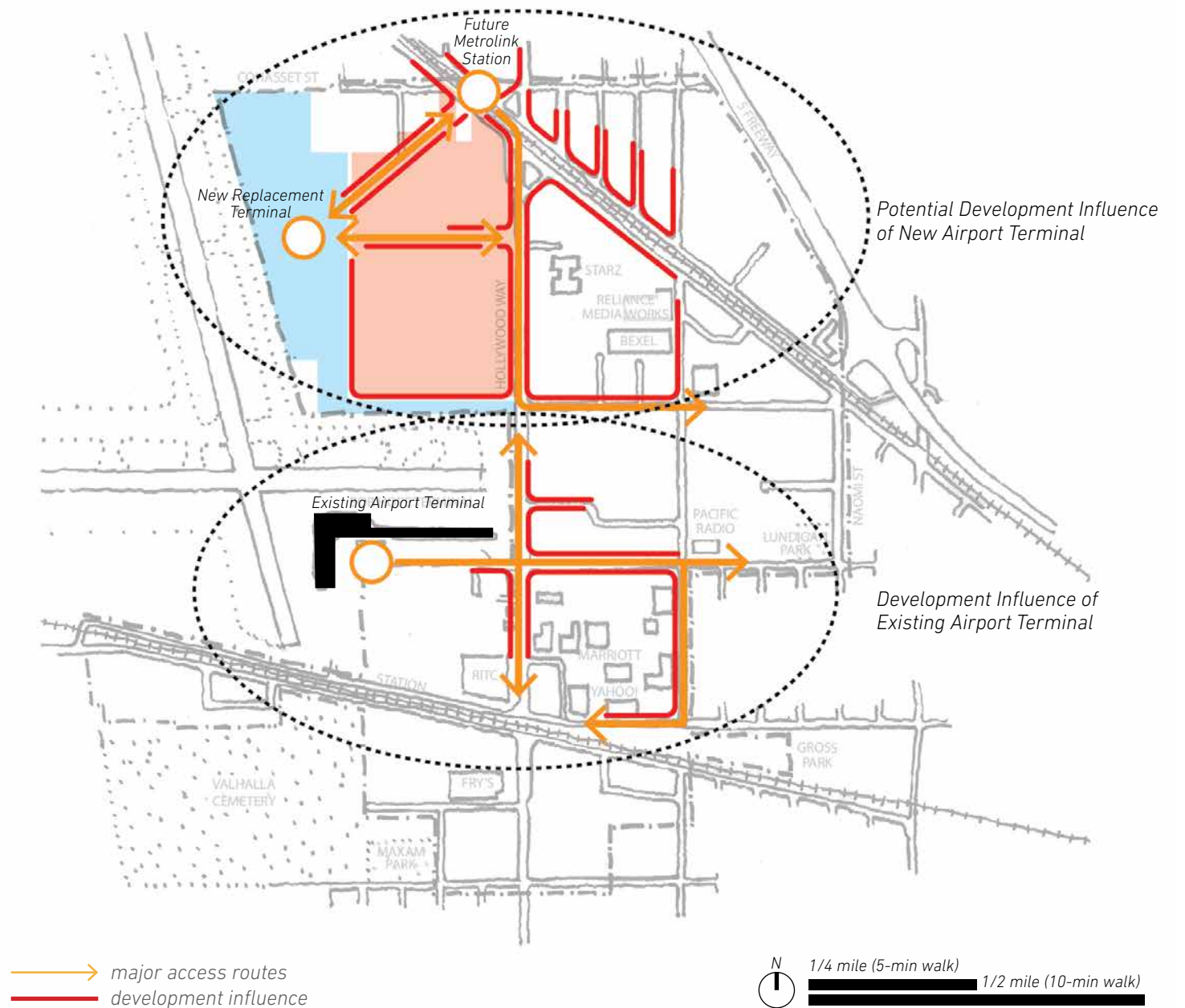
It has a one-of-a-kind location in the region. The Opportunity Parcel is one of the largest vacant urban parcels in the San Fernando Valley. Its airport adjacency provides opportunities for a mix of uses not available to other parcels.

The Opportunity Parcel can be the first of a string of tech nodes. Bob Hope Airport demonstrates how small-scale commercial airports on the West Coast can collaboratively and strategically position land uses in their vicinity. The Opportunity Parcel should be seen as the first of a string of tech nodes along the West Coast that are all symbiotically co-located with their airports.

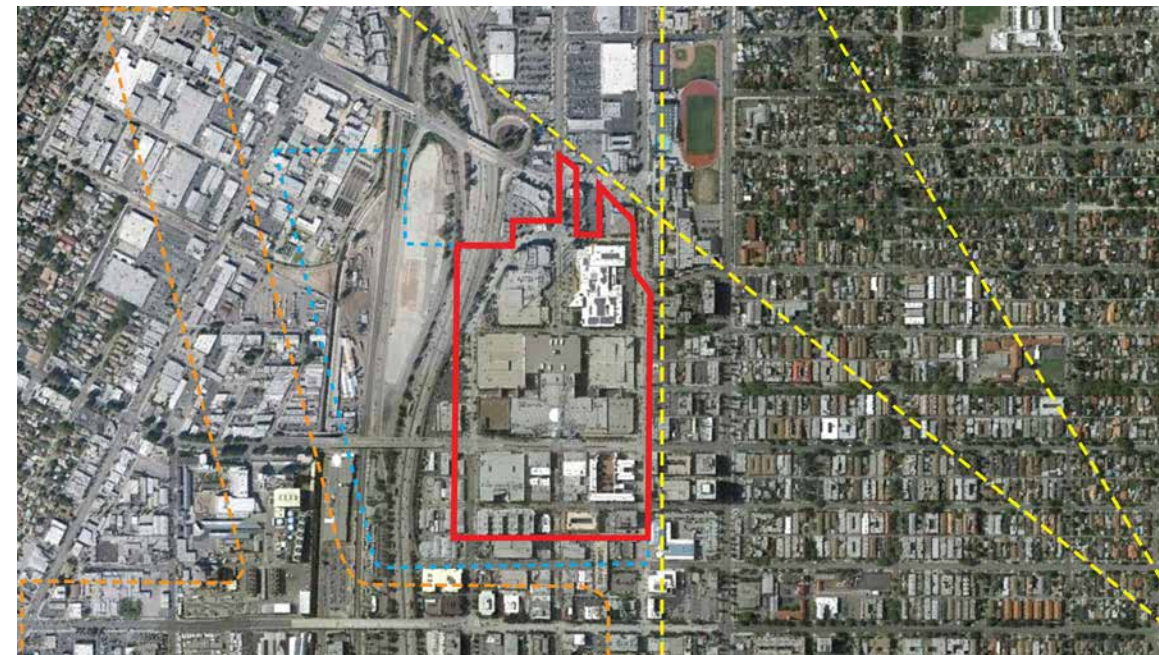
It is Burbank's "front door." Given its adjacency to the airport, the Opportunity Parcel requires a suitable sense of place and arrival. The thoughtful design of this experience will potentially shape an airport visitor's first impression of Burbank (and Southern California).

Urban design excellence is a must. The Opportunity Parcel must exhibit the highest standards of urban design -- iconic architecture set in a first-class public realm integrated with the city's streets and open space networks. Visibility and accessibility will be the foundation for its image and success.

While the Opportunity Parcel is an integral and required component of the Study Area, it is undergoing a separate and parallel design study.



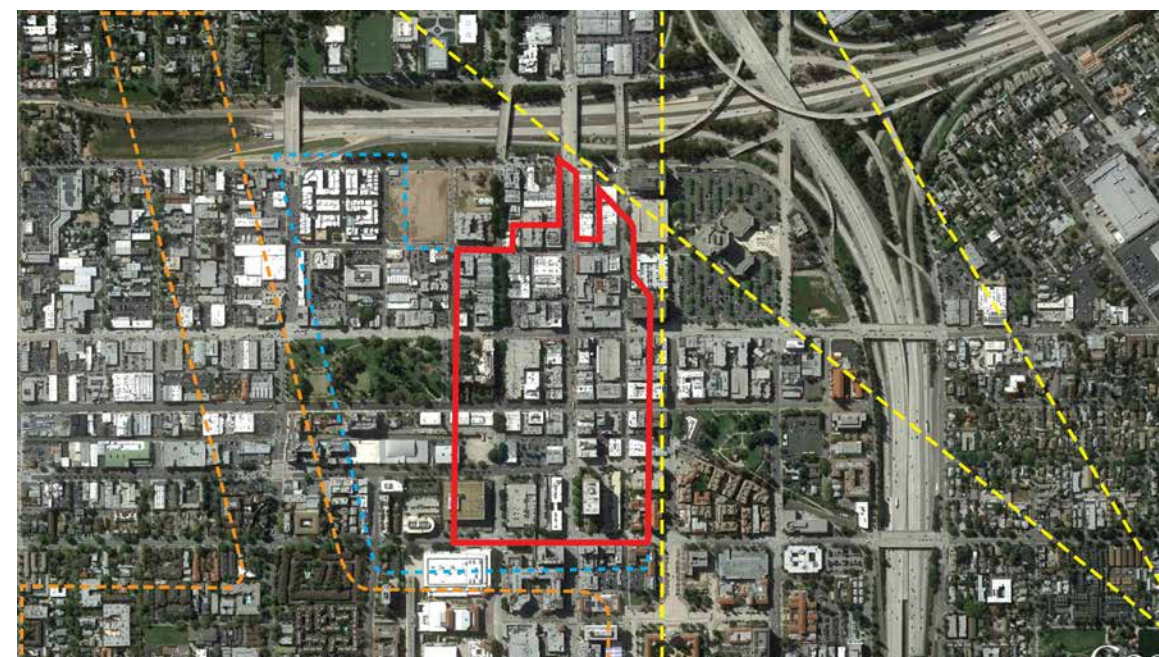
Make it a destination. The Opportunity Parcel must be creatively programmed to offer amenities to the area (for workers and residents). It must position itself as a regional destination highlighting its airport proximity as an amenity (and by extension, to its network of air travel destinations). The sorts of questions asked throughout the study included: Can it be a new tech job cluster for the City of Burbank? Can it hold a conference center? Can it be a new entertainment destination for the region? Can be a new higher-education campus? Or can it be a new urban center? The following aerial images overlay the footprint of the Opportunity Parcel (outlined in red) over familiar destinations in the region to see what a 58-acre urban development looks and feels like. These comparisons are meant to illustrate scale and not suggest a development program.



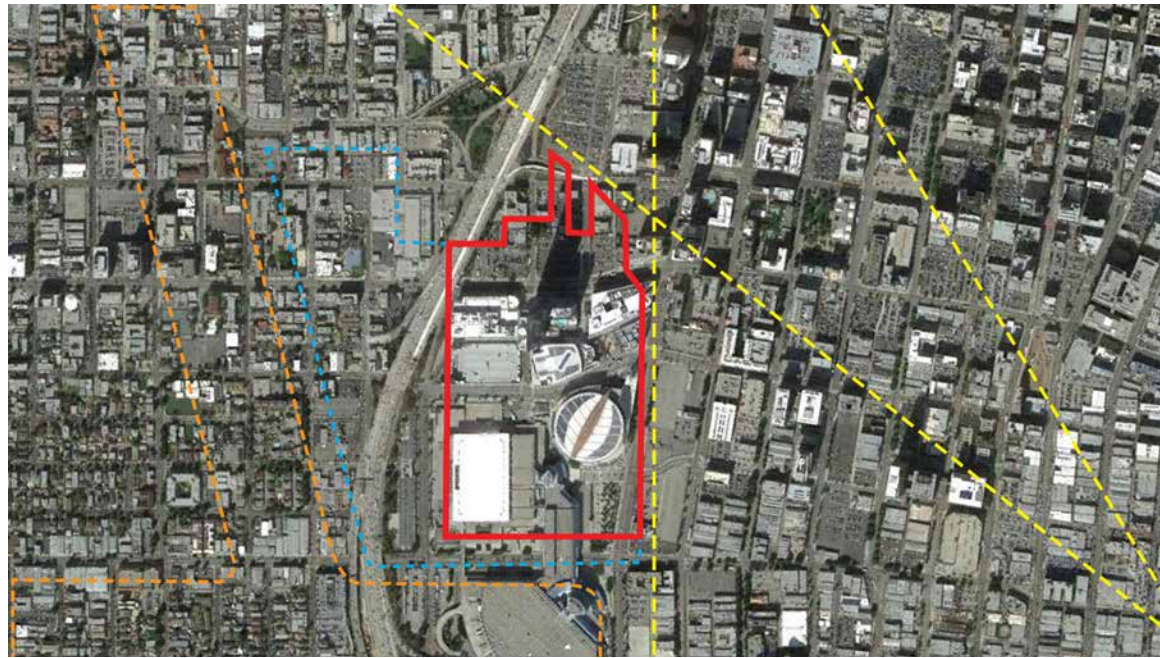
Downtown Burbank and Opportunity Parcel Overlay Scale Comparison



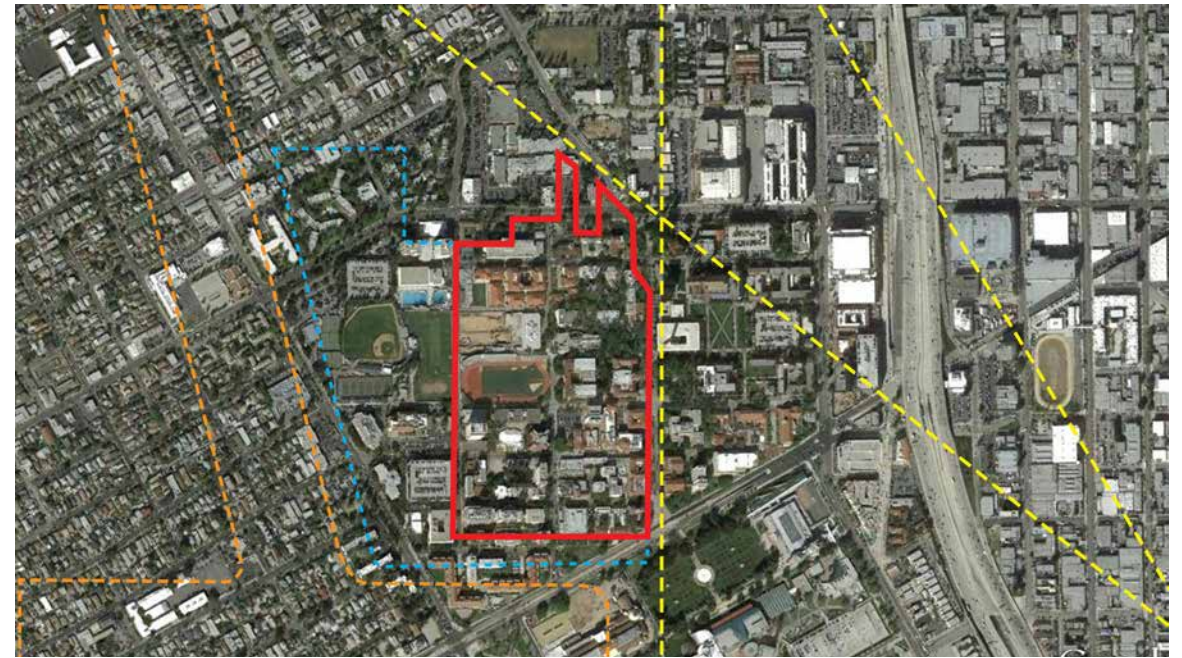
Opportunity Parcel and Vicinity



Old Pasadena and Opportunity Parcel Overlay Scale Comparison



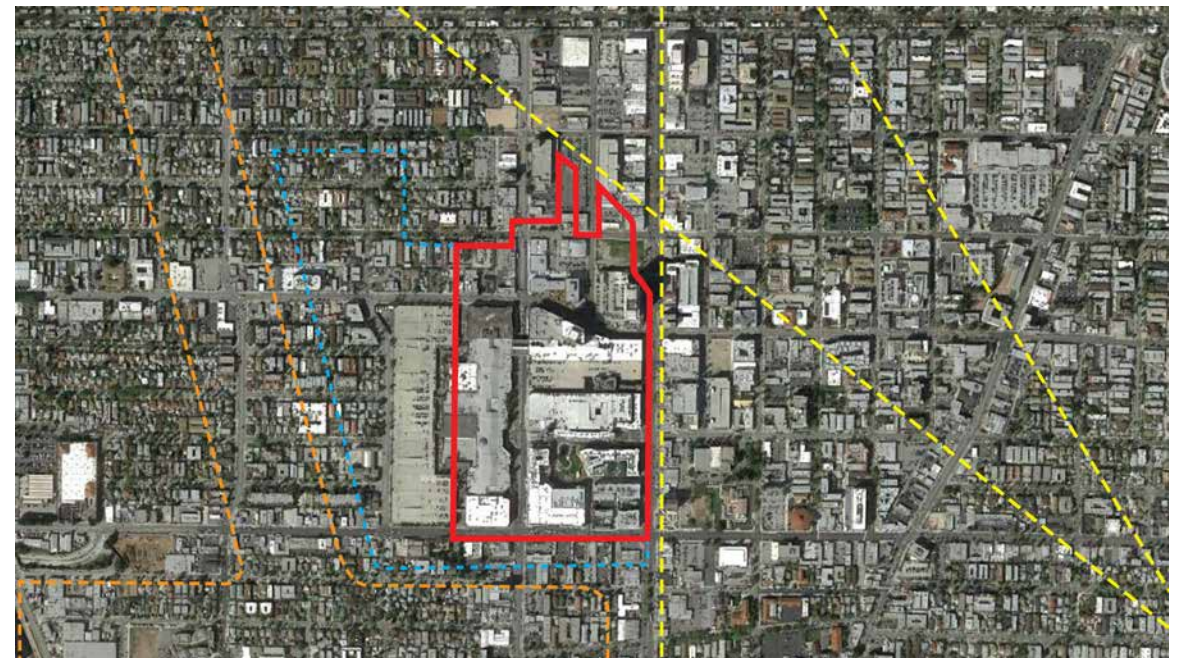
LA Live (Downtown Los Angeles) and Opportunity Parcel Overlay Scale Comparison



University of Southern California (USC) Campus and Opportunity Parcel Overlay Scale Comparison



Dodger Stadium and Opportunity Parcel Overlay Scale Comparison



Americana at Brand and Opportunity Parcel Overlay Scale Comparison

3.8 TRENDS IN THE LOCAL ECONOMY

The Study Area has transitioned from a historically dominant defense and aerospace manufacturing industry to growing industry in information-related jobs. Given this phenomena, the following illustrates key market findings that support estimates for the type and amount of new development that is potentially supportable in the Study Area in the near term. A separate report (for employment and real estate market demand analysis) is available on www.linkburbank.com.

In 2008, the Study Area provided nearly 11,000 total jobs. Between 2002 and 2010, the Study Area added approximately 3,600 jobs, representing a growth of 56%.



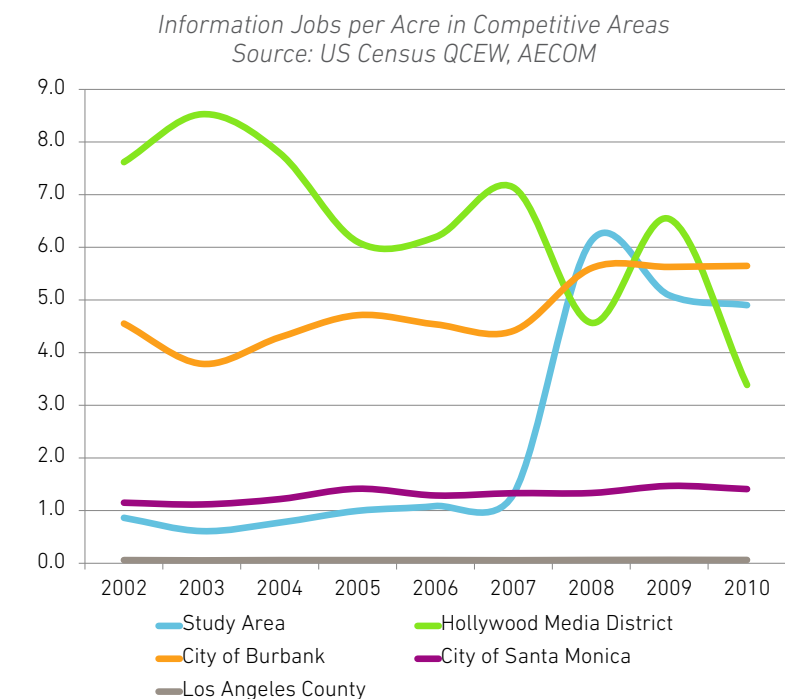
In comparison to both the City of Burbank and Los Angeles County, the employment growth in the Study Area has been significantly higher over the same time period. In 2008, however, employment peaked at 11,000 jobs and has since declined in keeping with broader recession trends.

Manufacturing jobs have historically dominated the Study Area. In 2002, manufacturing represented 36% of employment in the Study Area. In 2010, manufacturing represented 23% of all jobs. This decrease is not attributed to a loss of manufacturing jobs; rather to the incredible increase in information jobs that changed the overall mix of employment. The information sector experienced explosive growth, increasing by more than 2,150 jobs and moving, from 8% to 26% of the in-place employment between 2002 and 2010. Other sectors of employment growth in the Study Area were Administration and Support, Waste Management, and Remediation, which added nearly 800 jobs.

The information sector (media and technology) has recently experienced explosive growth. The Study Area's rapid increase in information employment has led it to become the second highest concentration in information employment areas among competitive areas. The City has generally had steady increases in information-related jobs since 2003. The Hollywood Media District, which initially had the highest concentration of information sector jobs, has experienced job losses between 2003 and 2005 and since the beginning of the last recession with a rebound between 2008 and 2009 and then a decrease between 2009 and 2010. Finally, the City of Santa Monica has had relatively steady,

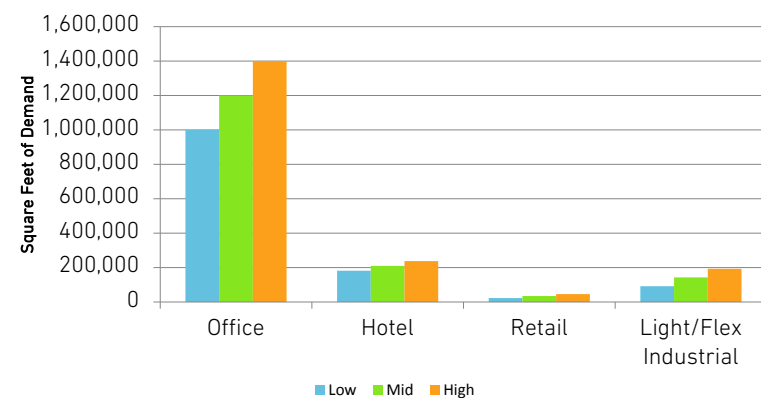
but slow, information sector growth. This suggests that the Study Area is highly competitive with attracting information jobs with other key areas in the County. Recent examples of significant job increases include Yahoo! adding 400 jobs, Insomniac Games adding 150, and Rovi adding 170 jobs in the Study Area.

Burbank has over 8 times the number of information related jobs (62,800 jobs) compared to Santa Monica (7,600 jobs), with similarly-sized residential populations and roughly 2 times as many total jobs.



The office market is strengthening because of information and technology demands. The City of Burbank, unlike many areas throughout Los Angeles County, has a unique information industry cluster that has helped drive growth over the last 10 year period. As such, the City of Burbank has generally higher rents for Class A Office space than in Los Angeles. The Study Area alone represents about 16% of Class A product and 13% of all office space in the City of Burbank. Since 2005, the majority of new office construction has been delivered in the Media Studios North development -- approximately 400,000 square feet of Class A office space with a high level of amenities. The development promotes its proximity to both Bob Hope Airport and the Burbank Marriott as an amenity and specifically caters to an information and technology tenant base that has become more present in the Study Area.

Commercial Demand Estimate for the Study Area
Source: AECOM

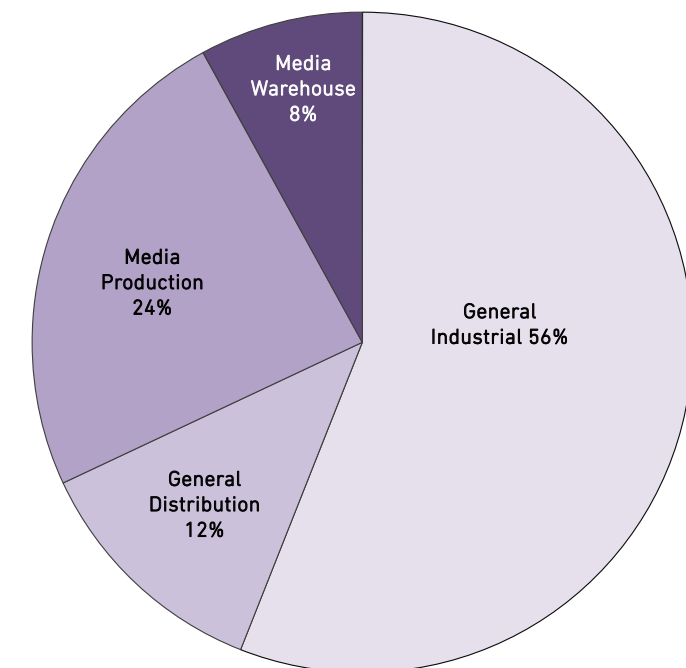


Demand for hotel space in the Study Area is projected to outgrow supply. Research shows that a combination of factors has led to an increase in consumer confidence and business spending, which are positive indicators for future tourism growth in the region and potential demand in the City. In general, the Burbank, Pasadena, and Glendale area have higher occupancy and lower average daily rates and revenue per available room than the larger Los Angeles region.

The Study Area itself has little retail supply. If future development in the Study Area was developed to be regional serving in nature (e.g., destination retail), it would have significant competition with existing competitive regional retail locations already present nearby (e.g., Empire Center). While Bob Hope Airport helps establish the Study Area as a regional destination, the area has some access connectivity and issues (e.g. rail tracks) that could diminish its regional retail potential.

Traditional industrial development may not be marketable in the near term. The Study Area represents 31% of the total industrial space in the City of Burbank. Currently, approximately 32% of the occupied industrial space in the Study Area has media-related tenants. Yet, industrial/distribution users still represent the majority of industrial tenants in the Study Area. The general character of the newer industrial deliveries in the Study Area is single-story development with light industrial uses, often including some limited office space for on-site business operations. Market data suggests that industrial structures are being replaced by higher value land uses. Future light industrial or flex spaces may complement growing media and technology users in the Study Area.

Industrial Distribution by Gross Square Feet in Study Area
Source: CoStar and AECOM



3.9 THEMES FOR LAND USE EXPLORATION

The Study Area lies at the fulcrum of mobility and opportunity: a well-connected airport, the promise of multiple transit lines, and large tracts of underutilized land. The following are key themes of exploration that permeate this study:

Identify and program uses that take advantage of airport co-location and transit access.

Provide regulatory flexibility in land use policy in order that non-industrial uses can infill vacant industrial parcels in the Study Area.

View Bob Hope Airport as a transit hub, whose intersecting air routes, like transit lines at other major transit hubs, will shape and add value to its local micro-economy (i.e., within a 10 minute walk). Its unique set of connections is setting a trend in transit-oriented development (TOD) and is consistent with Metro’s policy for train-to-plane connectivity.

Leverage proximity to Bob Hope Airport as a key attractor of users. Southern California, so famously lacking in any kind of high-tech cluster, is witnessing a nascent one within the Study Area (Yahoo! and Insomniac Games, among others). The convenience of “commuting” and day-tripping to/from Silicon Valley by air is already manifesting itself via users like Yahoo!. The Study Area has the potential to serve as the Southern California satellite of established clusters of innovation on the west coast and aggressively market itself as one.

Expand the traditional understanding of TOD. Bob Hope Airport is located at the intersection of multiple

transportation networks. Its unique set of connections is setting a new trend in transit-oriented development, by expanding the traditional sense of TOD to include air travel in addition to rail and bus. Transit access adds value to adjacent parcels. Developments capture this value, and, in turn, support transit networks by sustaining ridership.



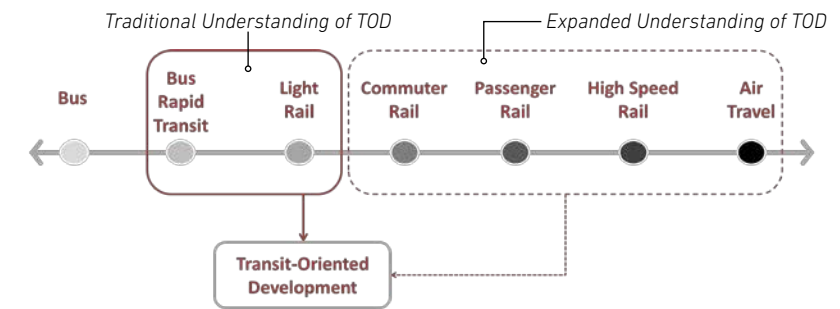
Conceptual sketch diagram showing non-stop destinations from Bob Hope Airport. Those in the gray zone are within a 1-hour or less distance. Source: burbankairport.com.

Introducing the Yahoo! Burbank Office

Posted: 2nd of January, 2013

Nestled in the heart of the media capital of the world, the Yahoo! Burbank office is situated just outside of the Burbank Airport, an easy 10-minute walk from the passenger terminals. From beaches to mountains to the movie industry to outstanding institutions of higher learning, the many pleasures and opportunities of the greater Los Angeles area are all within easy reach of our Burbank office.

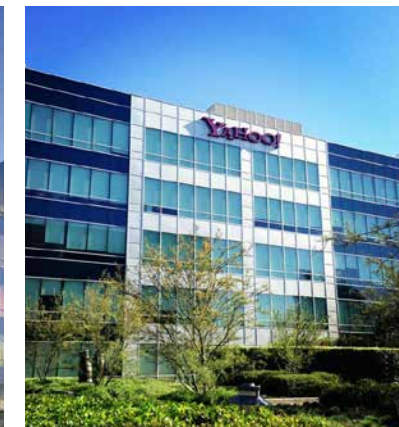
Screenshot of the Yahoo! Careers website. Source: careers.yahoo.com.



Expanded understanding of TOD.



Media Studios North.



Yahoo! Burbank offices.

The study area provides well-paying jobs and proposed land use strategies seek to complement them with new uses and jobs that are similarly well-paying (or even better). Further, the study area's unique airport-adjacency extends the traditional understanding of transit-oriented development by including air travel as a key component of transit networks that stimulate the local economy.

4 EXPLORATIONS

- 4.1 Land Utilization
- 4.2 Corridors of Activity & Access
- 4.3 Hollywood Way and Metrolink
- 4.4 First-Last Mile Analysis
- 4.5 Network of Special Places
- 4.6 Land Use Alternatives
- 4.7 Opportunity Sites
- 4.8 Evaluation of Alternatives

4.1 LAND UTILIZATION

a. Airport Synergy District

Why an Airport Synergy District?

- Regional airports, like Bob Hope Airport, are changing the understanding of the traditional notion of transit-oriented development (TOD) to include air-travel as a mode of transit.
- Using this notion, some smaller airports, like Bob Hope Airport, can add value to parcels that are within a 10-minute walk.
- Parcels within a 10-minute walk (typically 1/2 mile distance) are at a premium for office space (users that need quick access to air travel for day-trip meetings).

What is in an Airport Synergy District?

- Office (class A, creative, and tech), hotel, and retail.
- Workforce development and education opportunities.
- Residential uses are not allowed (incompatible with airport uses).
- Residents will not necessarily perceive any added benefits of living adjacent to an airport terminal (unless they commute by air on a daily basis).
- Public realm standards (for streets, sidewalks, and landscape) should be enhanced to shape the arrival experience of air travelers.
- It is possible that the Airport Synergy District could be the future location of Burbank's proposed high-speed rail station. However, at this point the California High Speed Rail Authority has not made any determination and this assumption may change.



hotel and convention

Marriott Convention Center | Burbank, CA

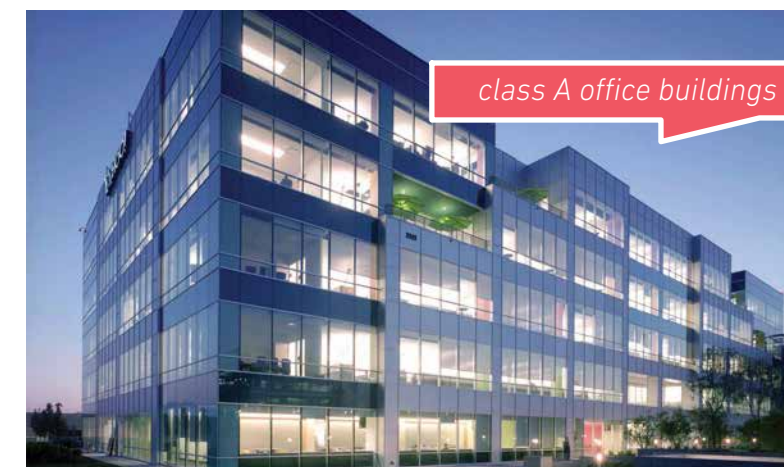


creative/tech office space

Media Studios North | Burbank, CA



Campus at Playa Vista | Playa Vista, CA

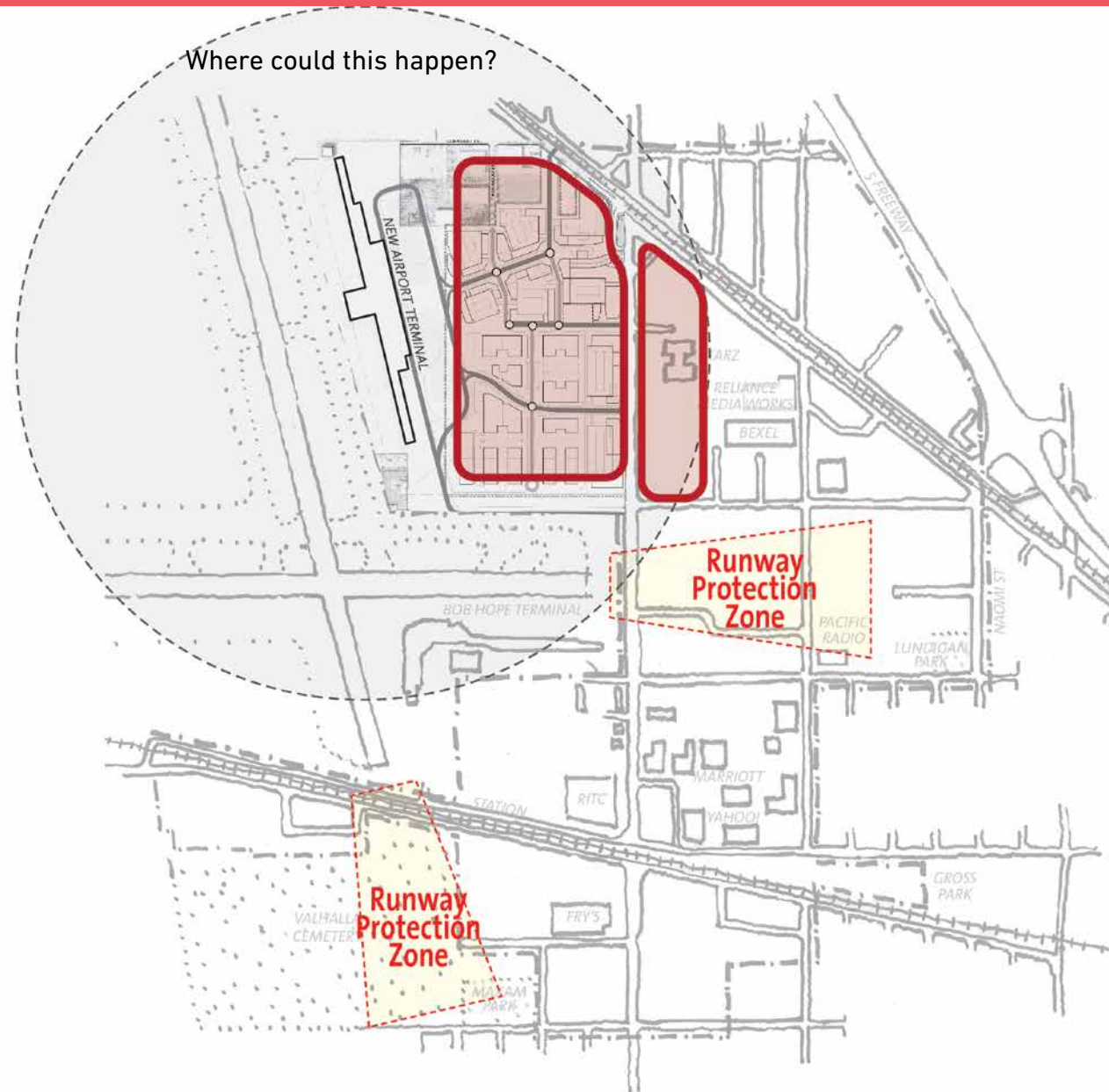


class A office buildings

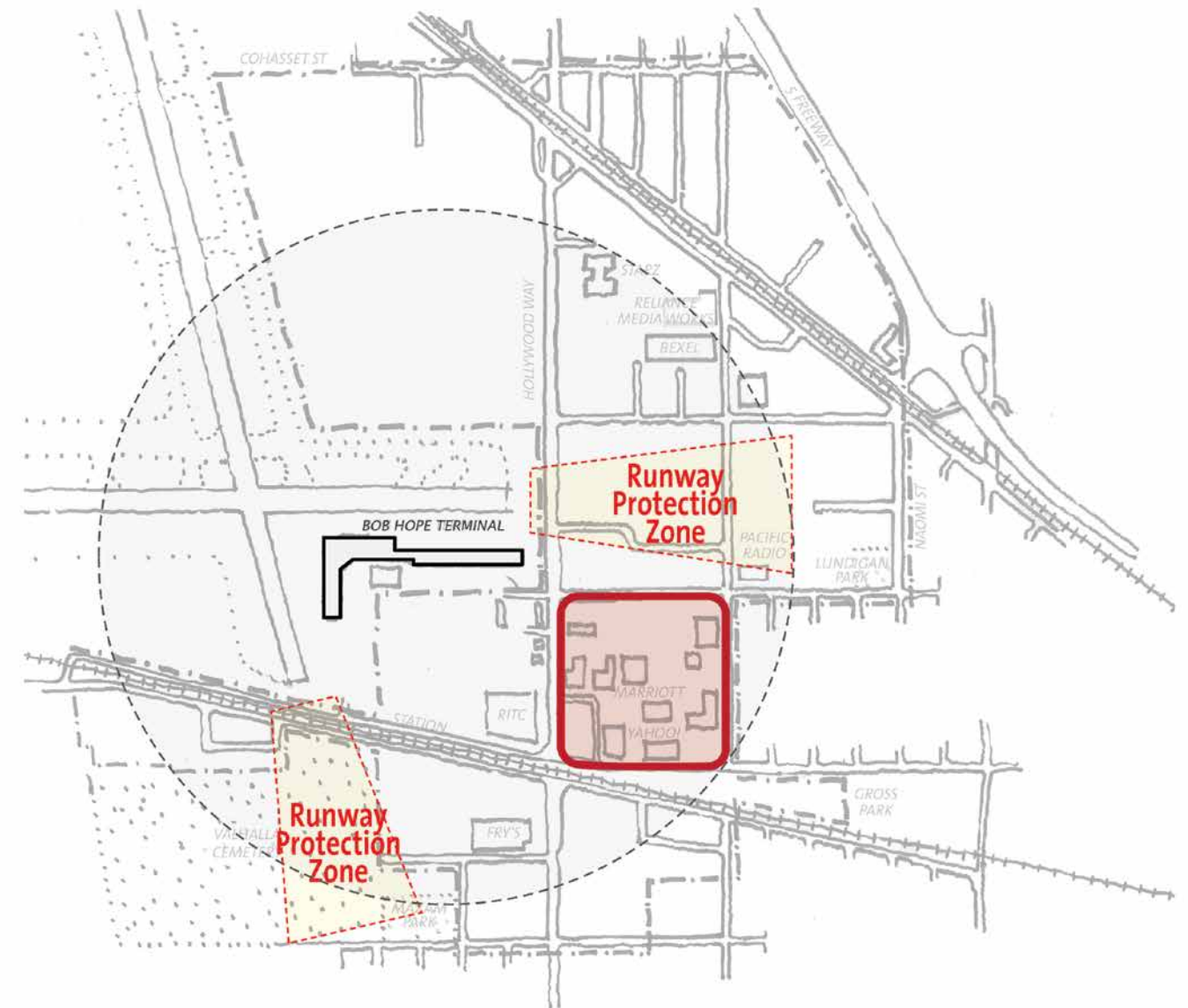
Media Studios North | Burbank, CA

a. Airport Synergy District

Where could this happen?



Option 1 – Co-locate Airport Synergy District with proposed location of replacement terminal



Option 2 – Maintain existing airport terminal and build off existing Yahoo! office cluster

b. Rail TOD Synergy District

Why a Rail TOD Synergy District?

- This is a traditional approach. Rail adds value to parcels that are within a 10-minute walk.
- Private development captures this value by clustering jobs and homes in the synergy district. These uses, in turn, provide the ridership necessary to sustain the transit system.
- Allowing greater density of jobs and homes in a rail synergy district makes rail transit successful.

What is in a Rail TOD Synergy District?

- Office (class A, creative, and tech), residential, hotel, and retail.
- Allow for traditional mixed-use zoning (i.e. ground floor retail with residential above).
- New public realm standards are needed (for streets, sidewalks, and landscape) to shape the arrival experience of rail travelers.



Hollywood Vine TOD | Los Angeles, CA



Del Mar TOD | Pasadena, CA

transit plaza and supporting uses (housing and restaurants)



Del Mar TOD | Pasadena, CA

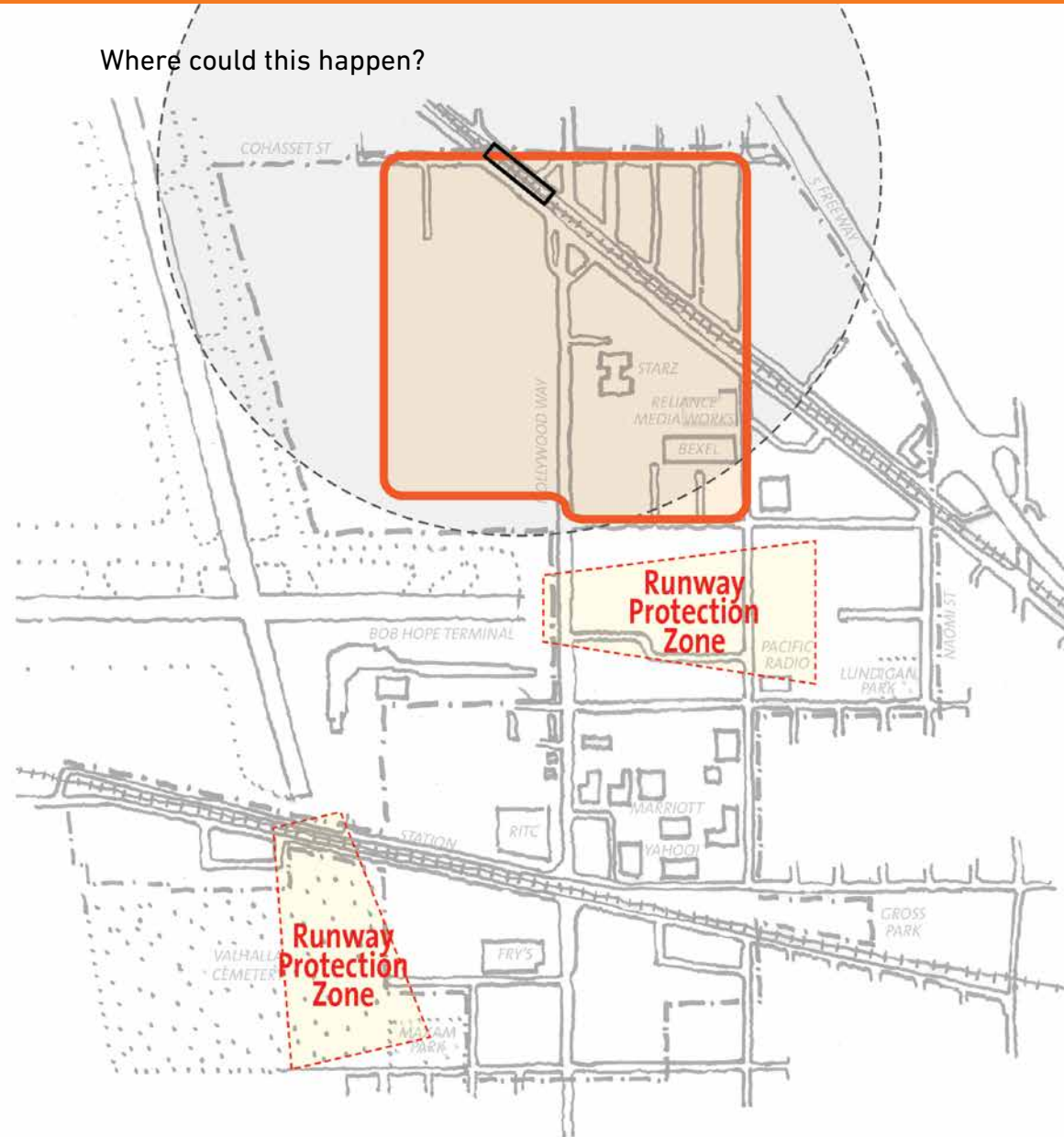


Wilshire Vermont TOD | Los Angeles, CA

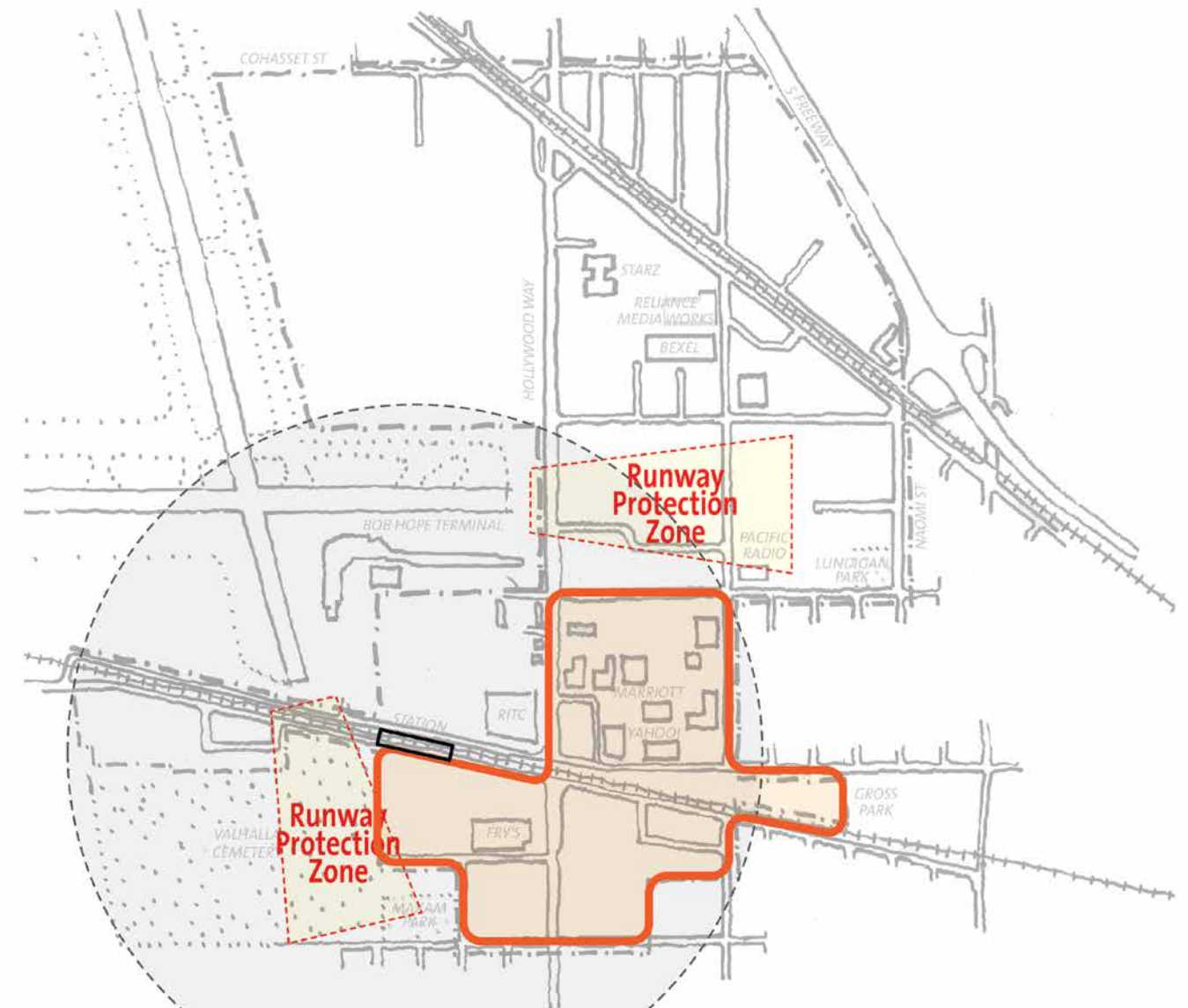
rail-adjacent mix of uses

b. Rail TOD Synergy District

Where could this happen?



Rail TOD Synergy Option 1 – District is centered around new Metrolink Station along San Fernando Blvd (towards Antelope Valley)



Rail TOD Synergy Option 2 - District is centered around existing Metrolink Station along Empire Ave (towards Ventura)

c. Flex District

Why a Flex District?

- Flexibility should be embedded in some industrial parcels.
- If and when demand for industrial uses shifts, these parcels will not need to remain vacant or underutilized.

What is in a Flex District?

- Light industrial, warehousing, wholesale, office, retail, hotel, and residential. These uses can coexist on the same parcel akin to traditional mixed use zoning (i.e. ground floor retail plus residential above).
- Ground-floor uses should be restricted to retail, industrial, and office to allow for ground floor pedestrian-level activity.
- Rigorous development standards should facilitate future flexibility. All new construction should have 15 foot height clearances (so as not to preclude the development of other uses in the future).
- Construction type should allow easy reconfiguration and remodeling of internal layouts (i.e. from office to residential, and vice versa).



Metrolink-adjacent, rehabilitated warehouse turned craft brewery

Golden Road Brewery | Los Angeles, CA

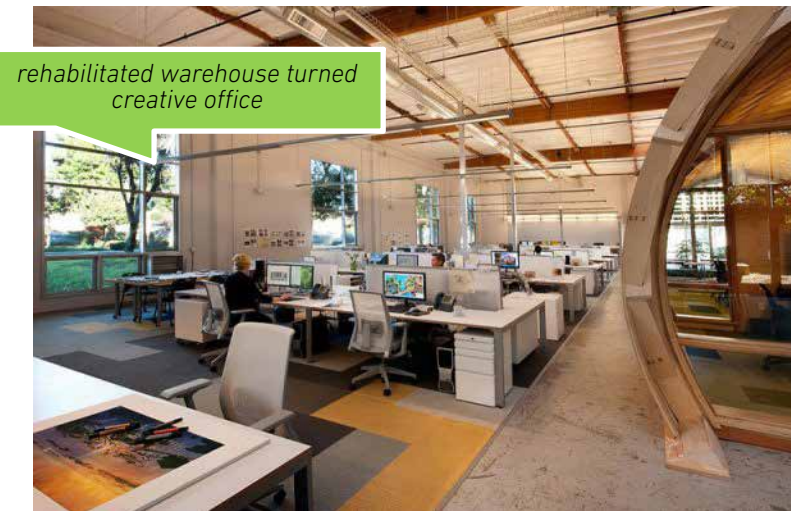


rehabilitated warehouse turned live/work lofts

Barker Block | Arts District, Downtown Los Angeles, CA



Urth Cafe | Arts District, Downtown Los Angeles, CA

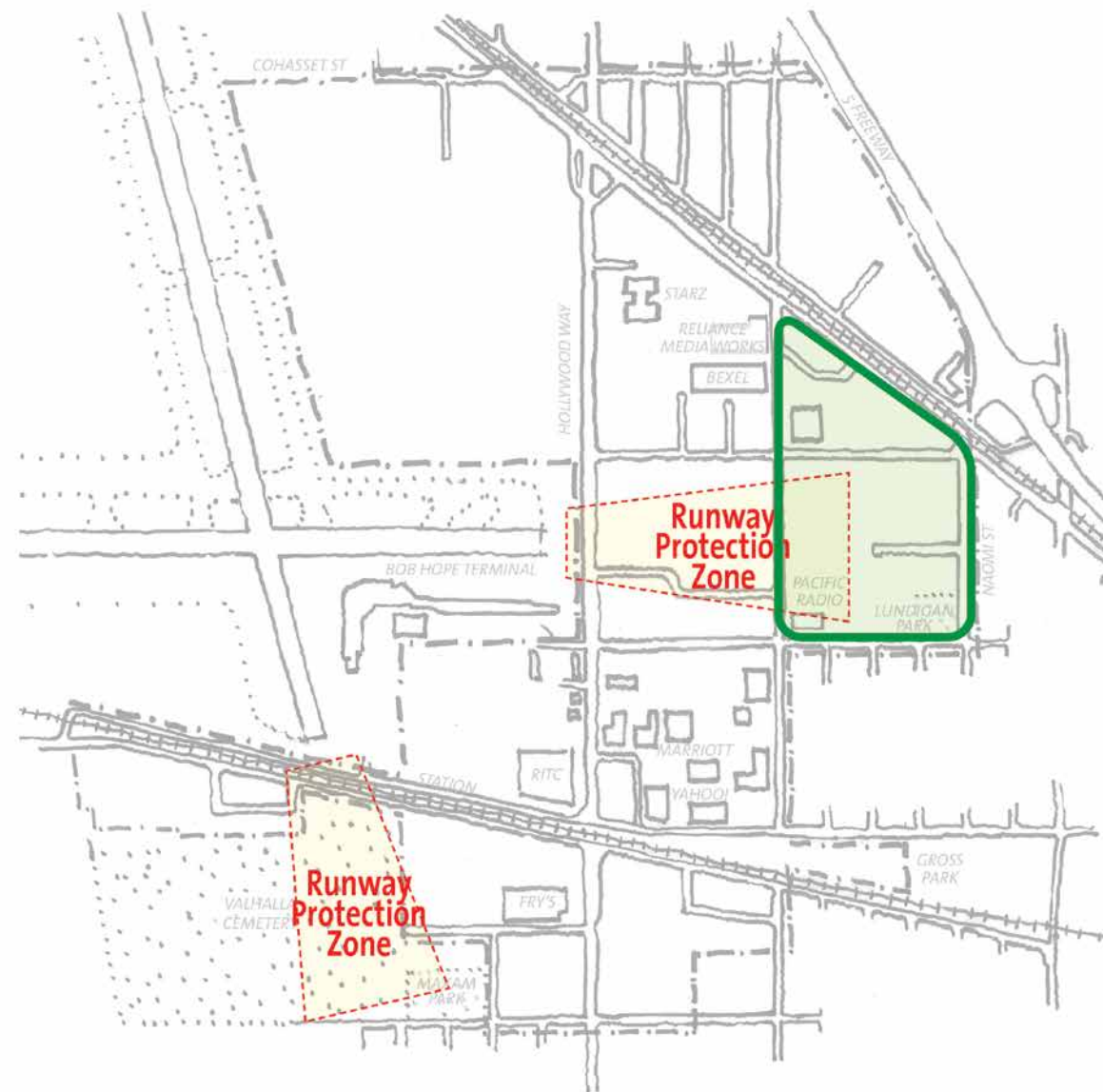


rehabilitated warehouse turned creative office

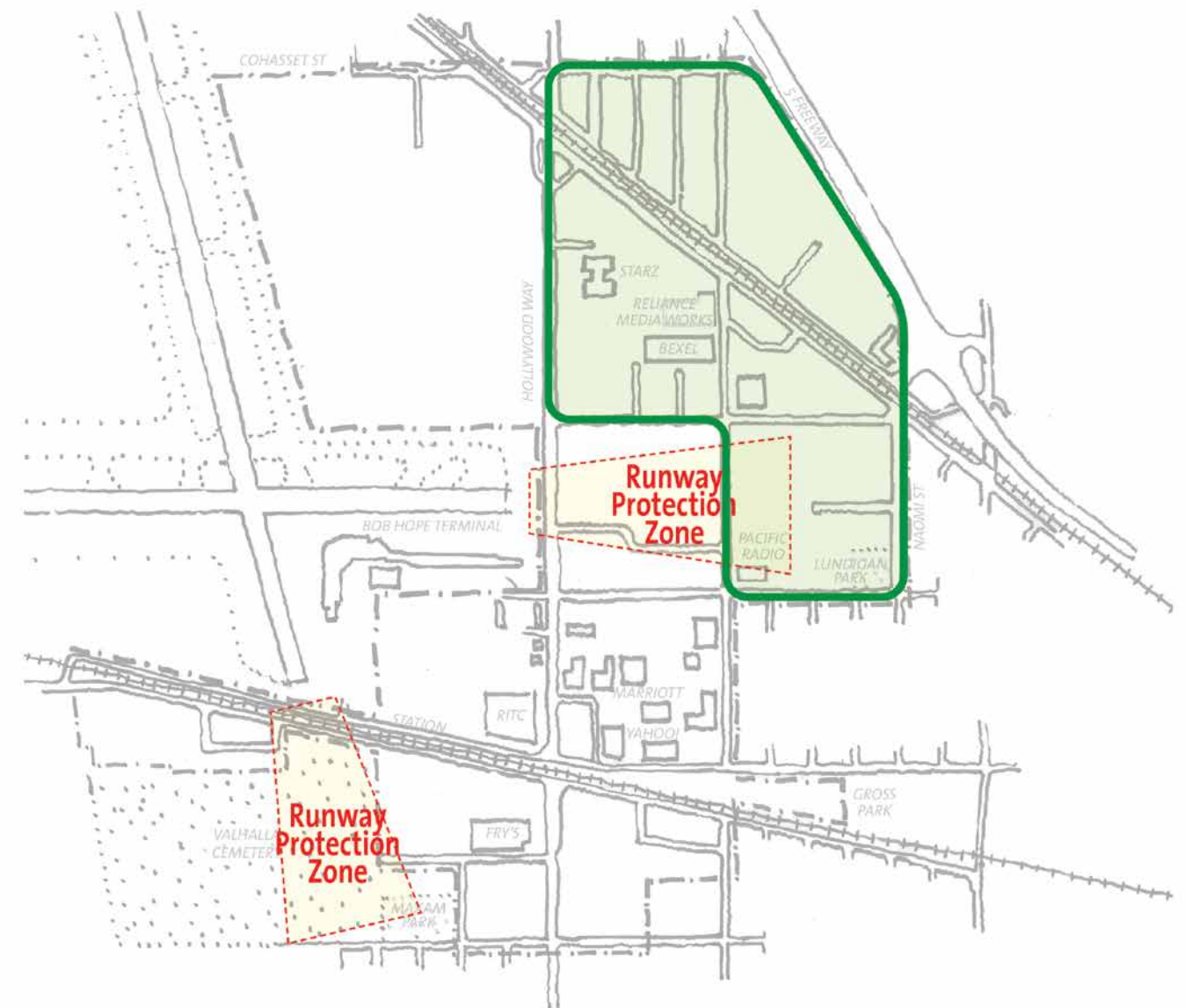
Hayden Place | Culver City, CA

c. Flex District

Where could this happen?



Flex District Option 1 – Minimal land allocation



Flex District Option 2 - Maximum land allocation

d. Industrial District

Why an Industrial District?

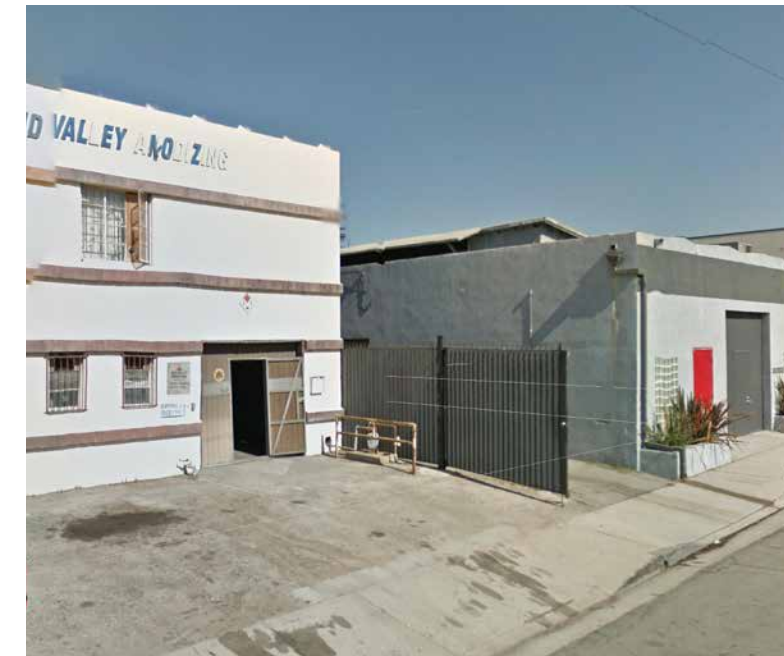
- Industrial jobs, although declining in share, constitute about 25% of the employment in the Study Area.
- By adding flexibility or new uses to an area, industrial uses are often unable to continue to economically compete (even if stable and self-sustaining).
- This district provides a dedicated, single-use district where industrial uses will not face those pressures.

What is in an Industrial District?

- Restricted to industrial (as the status quo) which is currently mostly low-density.
- Tech/creative office and supporting retail in some areas of the district.
- No residential (single- or multi-family) allowed.



Lima Street | Burbank, CA



California Street | Burbank, CA



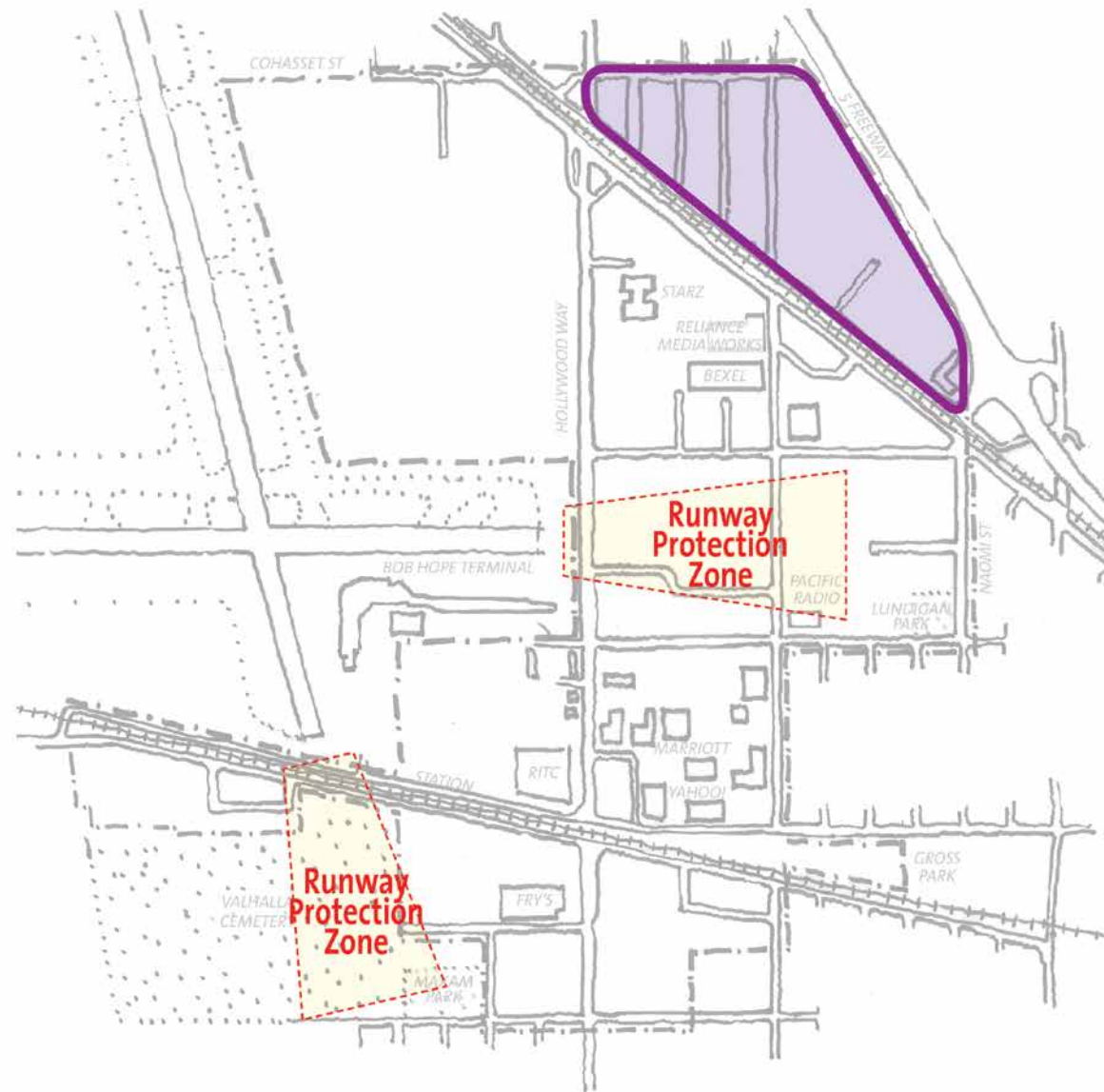
San Fernando Blvd | Burbank, CA



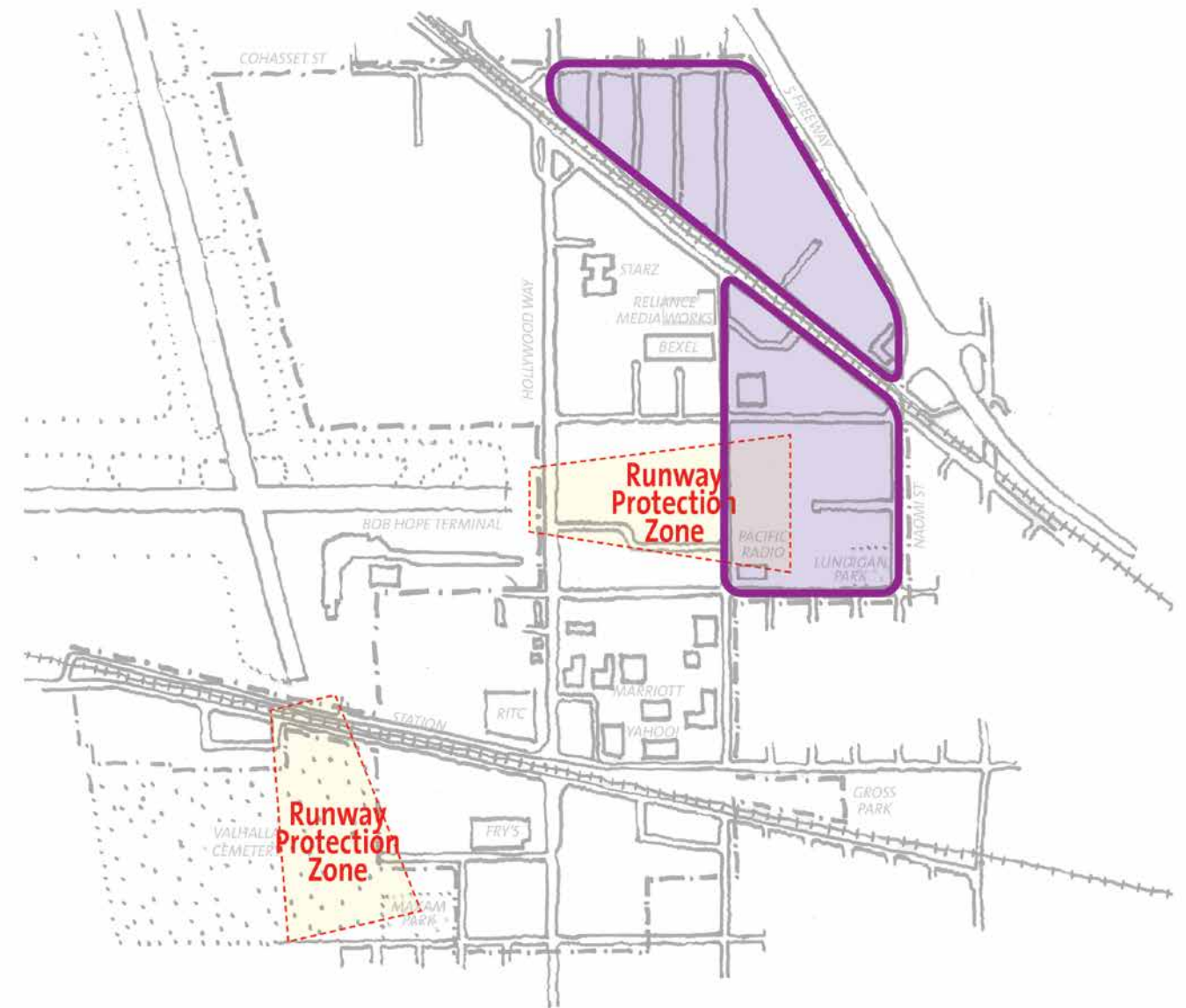
Ontario Street | Burbank, CA

d. Industrial District

Where could this happen?



Industrial District Option 1 – Maintain industrial uses wedged between 5 Freeway and Metrolink rail line



Industrial District Option 2 – Expand district south of Metrolink rail line

4.2 CORRIDORS OF ACTIVITY & ACCESS

Hollywood Way

- This is the Study Area's primary spine/artery.
- For some, it is their first impression of Burbank or Southern California as they arrive at BUR (the airport).

Winona Ave

- If the airport terminal moves, Winona can provide direct access to motorists from the 5 Freeway.
- If this occurs, the street could require modifications to the freeway on/off-ramps at Buena Vista Street.

Ontario St

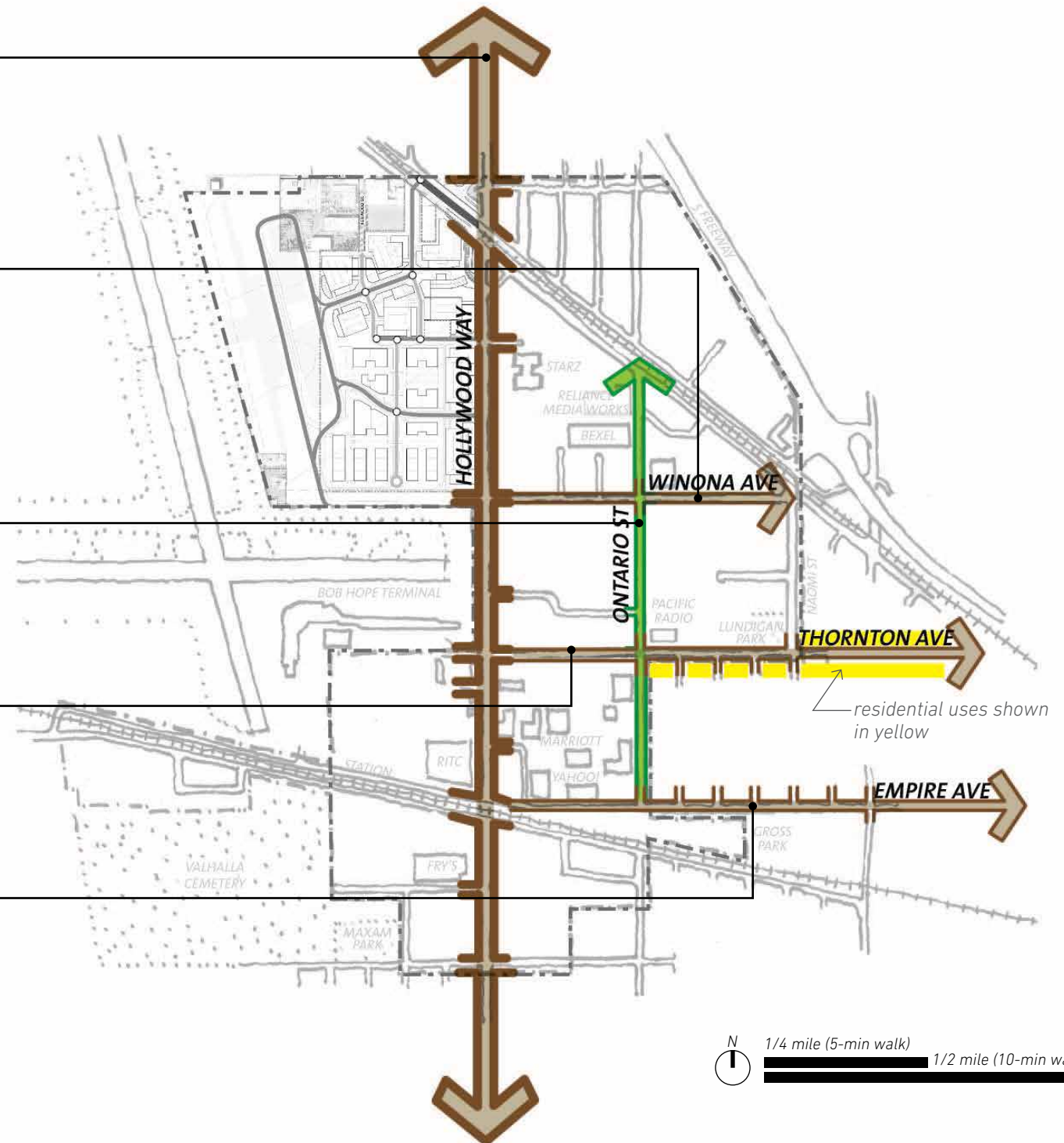
- This is a local access street.
- It has the potential to become a pedestrian-oriented local destination.

Thornton Ave

- Thornton currently provides access to the airport, but it is not ideal given the narrow width of the street and adjoining residential uses.

Empire Ave

- Currently, this is one of the main access routes to the airport terminal. It capitalizes on freeway interchange improvements currently being made.



a. Hollywood Way

This is the Study Area's primary artery. For some, it can be their first impression of Burbank or Southern California as they arrive at the airport. Therefore, it needs active, strong street-frontages and uses that provide pedestrian activity.



Existing view of Hollywood Way looking north

b. Winona Ave

If the airport terminal moves, Winona can provide direct access to motorists from the 5 Freeway. If this occurs, the street could require modifications to the freeway on/off-ramps at Buena Vista Street.

Existing conditions:



Existing view of Winona Ave

c. Ontario St

As a local access street, Ontario is lined with aging, low-scaled industrial buildings that can be rehabilitated into new uses. The corridor is well suited to become a pedestrian-oriented local destination.



Existing view of Ontario St

d. Empire Ave

If the airport terminal remains in its current location, this corridor will provide direct airport access from the 5 Freeway (capitalizing on ongoing freeway interchange improvements). Active, strong street-frontage uses, along with the rehabilitation of aging industrial buildings will improve the image of this street.



Existing view of Empire Ave

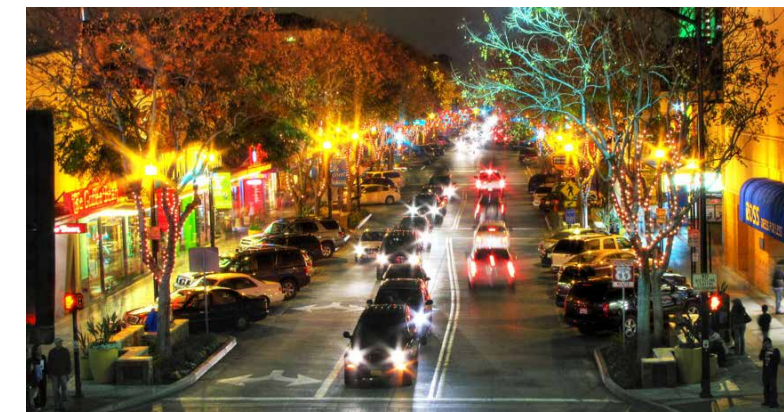
Examples of aspirational characteristics:



Colorado Blvd | Pasadena, CA



Arts District | Downtown Los Angeles, CA

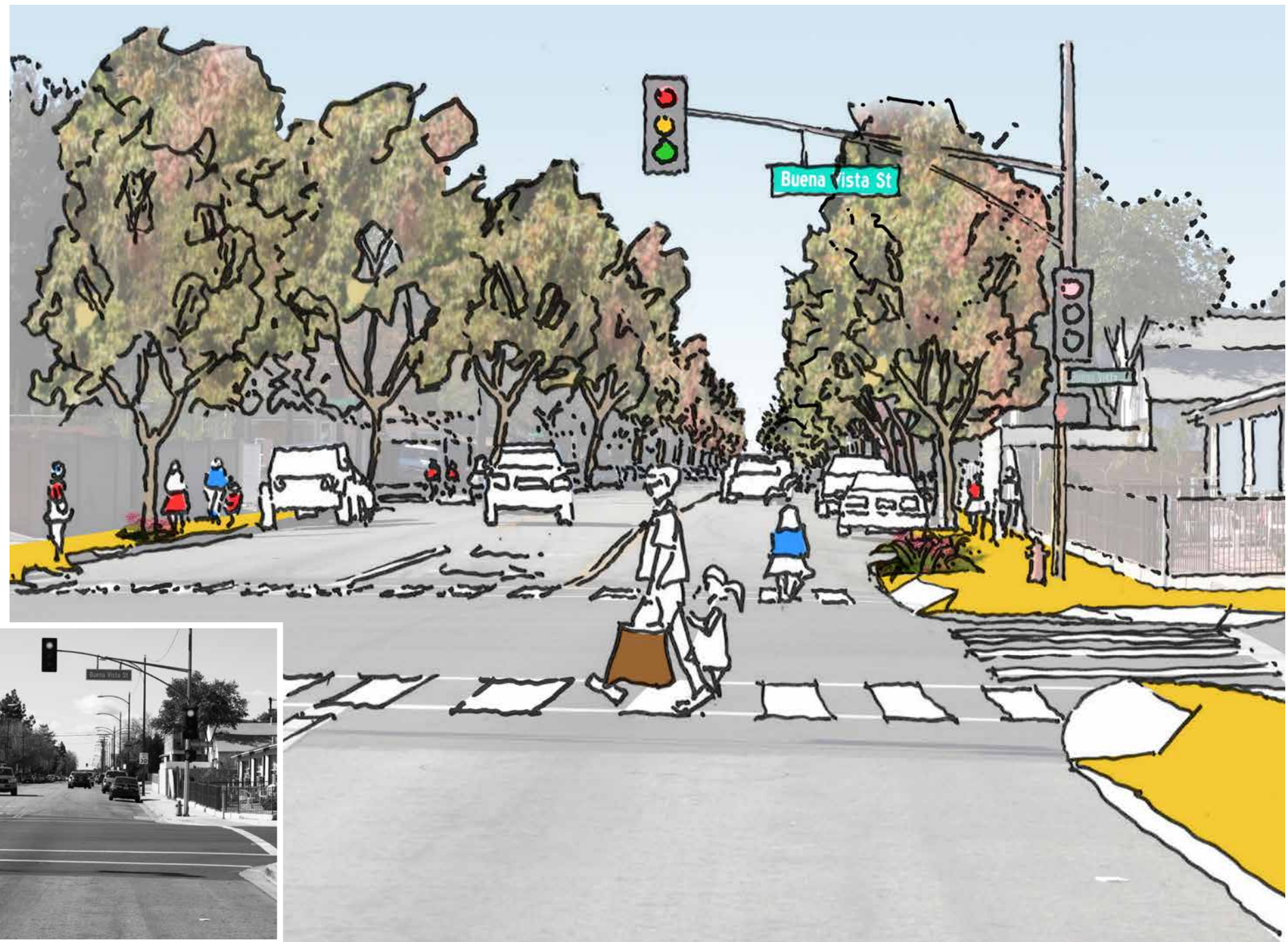


San Fernando Blvd | Burbank, CA

e. Thornton Ave

If the airport terminal remains in its current location, this corridor may provide direct access to the airport from the 5 Freeway. However, making Thornton Ave the main access route to the airport is not ideal given the narrow width of the street and adjoining residential uses.

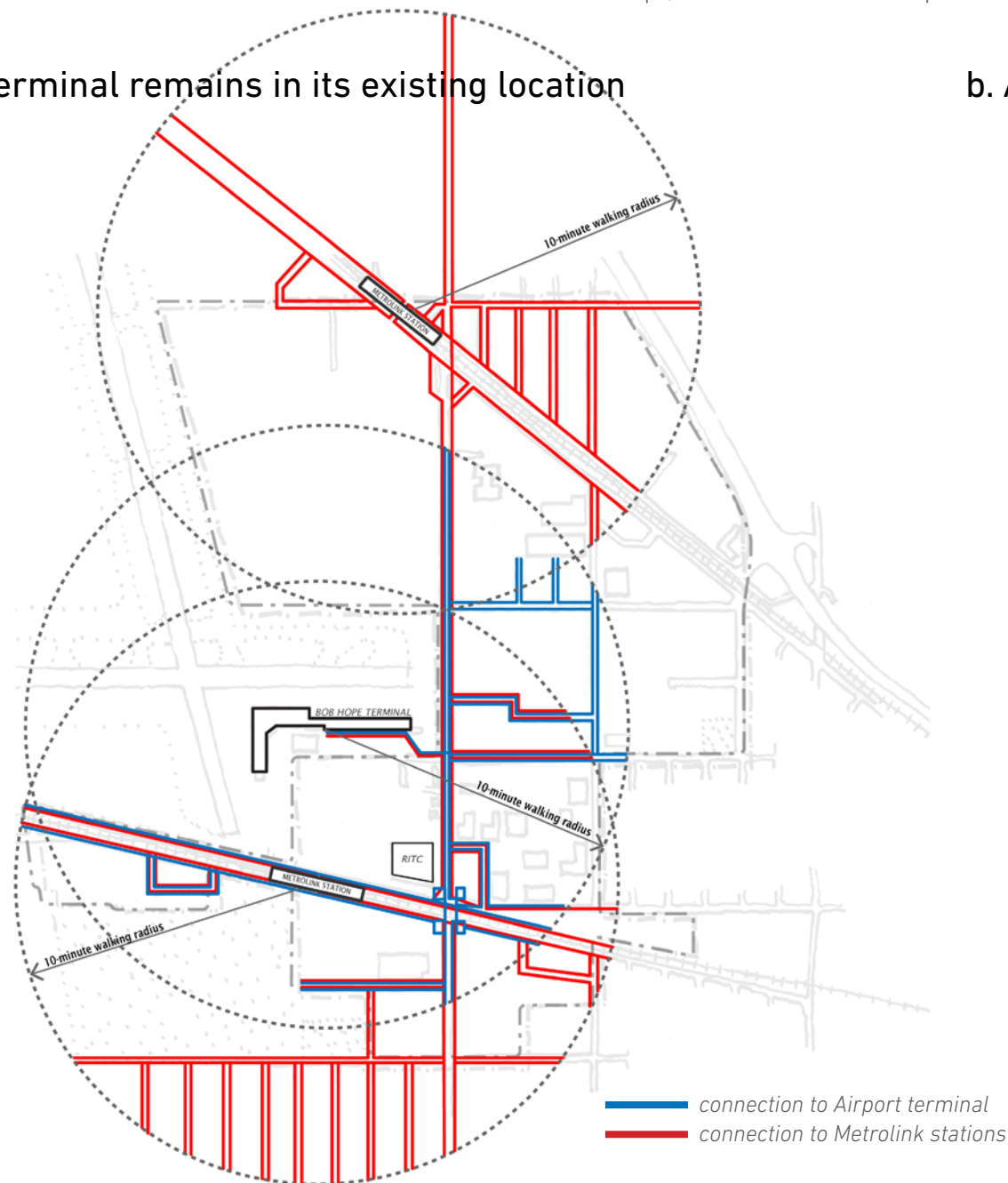
Thornton is primarily a residential street that is currently impacted by airport traffic. Thornton Avenue should be improved to provide it the true character of a residential street for people. As alternate access routes to the airport are implemented, improvements to Thornton Ave should discourage use of the street as a vehicular access route to the airport, and instead, focus on people (e.g., clearly marked crosswalks for safe pedestrian crossings, curb bulb-outs to shorten the distances pedestrians must cross a street, and beautified, drought-resistant, sustainable landscape, etc).



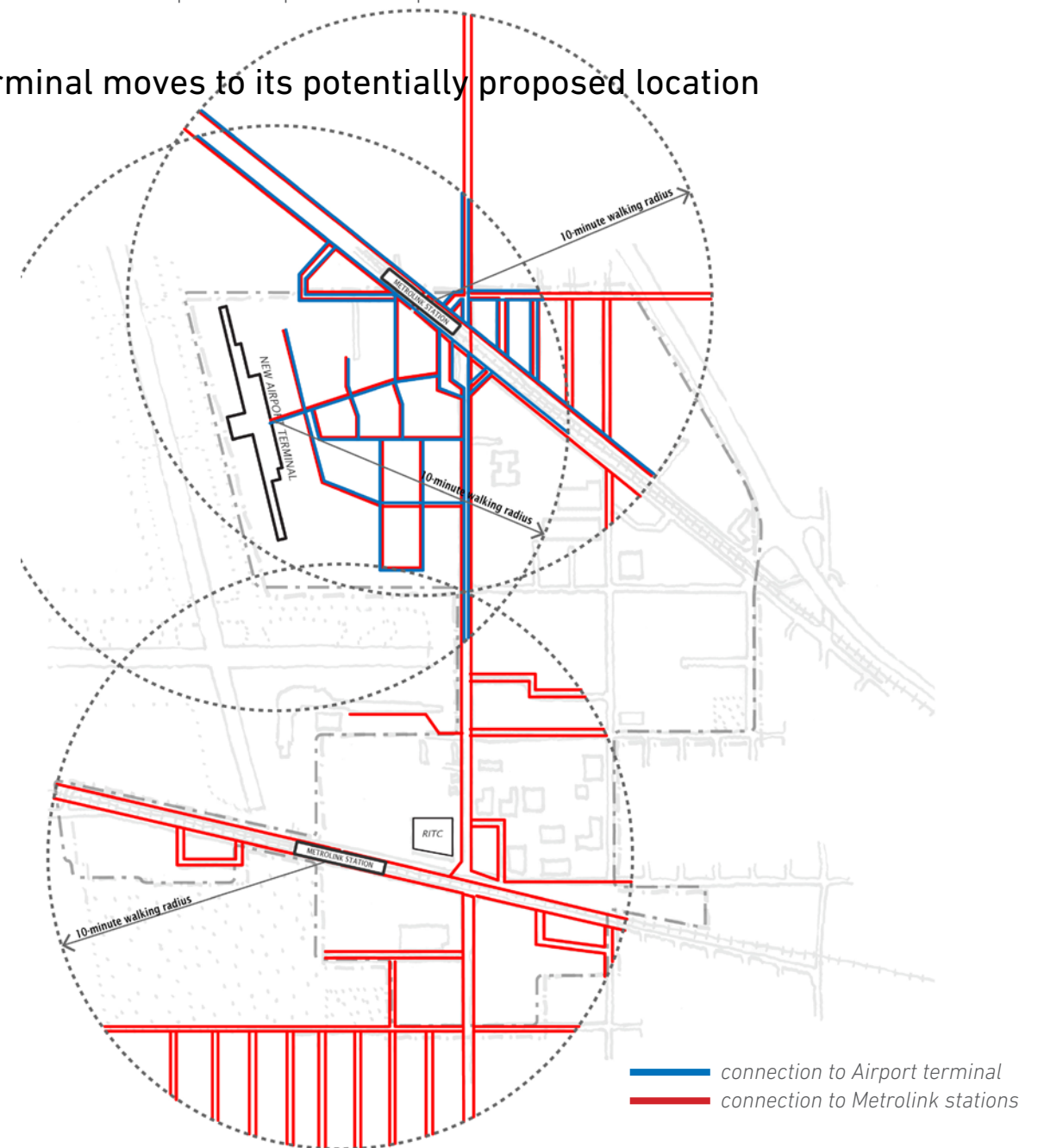
4.3 FIRST-LAST MILE ANALYSIS

TOD station areas are typically defined as the 10-minute walk shed around the station pedestrian entrances, usually equivalent to a half-mile radius. Success of a transit system ultimately depends on how easy it is to get to and from a station. Access needs to be clear, intuitive, safe, and interesting. For pedestrians this implies a high quality of public realm, controlled intersections, marked crosswalks, clear signage, active streets, and rigorous ADA compliance. For bicyclists (in addition to the above), this requires protected bike lanes and other bike infrastructure (storage and repair facilities, etc). The diagrams below show those half-mile connections to and from a transit stop (Metrolink station or airport terminal) that would need to be improved to provide adequate access.

a. Airport Terminal remains in its existing location



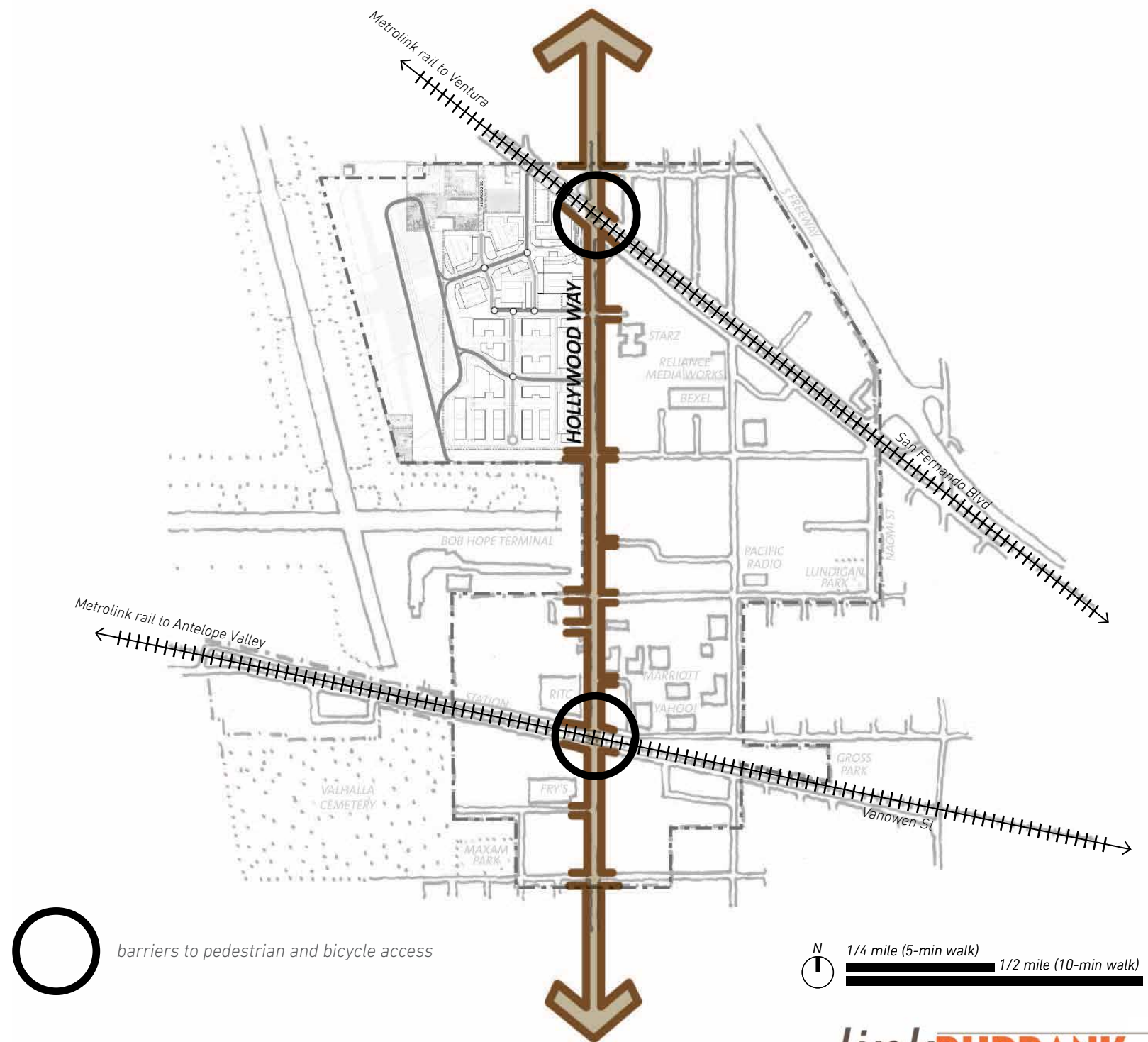
b. Airport Terminal moves to its potentially proposed location



c. Hollywood Way and rail corridors: a barrier to adequate access.

The existing Metrolink rail corridors – to Ventura and Antelope Valley – provide transit access and connectivity, but are simultaneously also the biggest barriers in creating a well-knit cohesive district. The Antelope Valley line on the north creates an impenetrable barrier between the industrial uses north and south of San Fernando Blvd. The Ventura line similarly disconnects the uses south from the airport, with Hollywood Way as the only connection across (albeit connecting N-S with E-W travel in a confusing and non-intuitive way). Moreover, there is no ADA compliant route for pedestrians on Hollywood Way trying to get across the rail corridor. For pedestrians and motorists alike, the Hollywood Way and Metrolink rail corridor intersections proves a confusing and difficult.

Aside from improvements to traffic signage, the following are design analyses of ways to potentially overcome the Metrolink rail corridor as a barrier, including 1) trenching the corridor, 2) regrading the intersection, or 3) reconfiguring an adjacent parcel to accommodate better traffic circulation.



4.4 NETWORK OF SPECIAL PLACES

Metrolink Station (to Antelope Valley)

- This station requires a regional arrival experience with a well-designed transit plaza that welcomes visitors.

Potentially Proposed New Airport Terminal

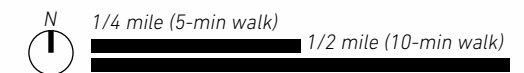
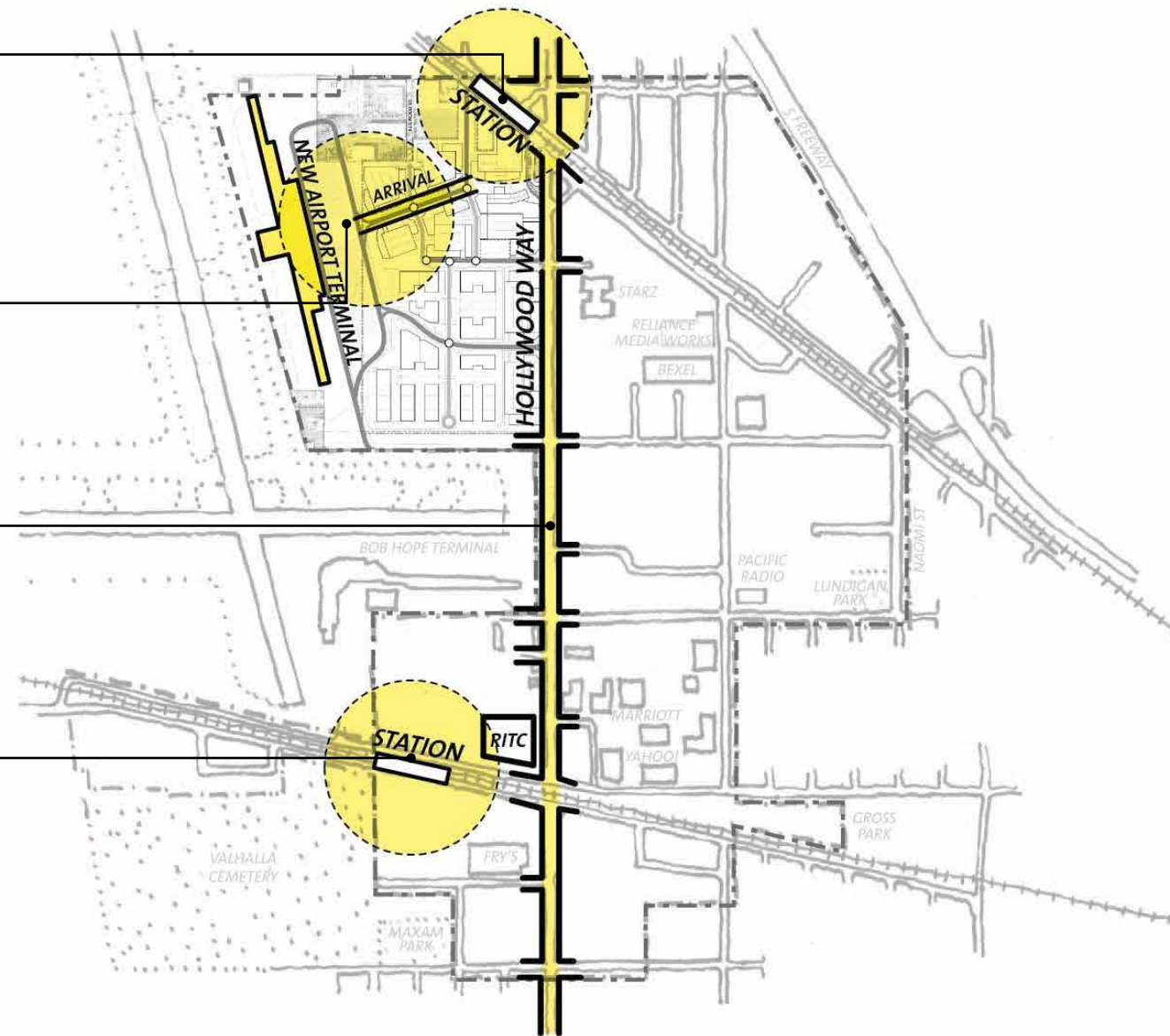
- For some, this is their first impression of Burbank and southern California.

Hollywood Way

- Improvements to the public realm along Hollywood Way should enhance the level of amenities and experiences and create a prominent sense of arrival and departure.

Metrolink Station (to Ventura)

- This station requires a regional arrival experience with a well-designed transit plaza that welcomes visitors.
- Plans are currently in the works to provide a pedestrian bridge to connect RITC to the Metrolink Station. The bridge will provide a pedestrian grade separated crossing over Empire Avenue and the railroad tracks for pedestrians using the Metrolink Station and traveling to the airport terminal.



a. New Airport Terminal Plaza

If the airport terminal moves, this can become a visitor's first impression of Burbank and Southern California. Focusing on the public realm, the airport terminal's plaza must be thoughtfully designed to create a memorable, convenient, and comfortable arrival and departure experience.

Examples of aspirational design characteristics:



Recently upgraded LAX Tom Bradley Terminal | Los Angeles, CA



Patasaouras Plaza, Union Station | Downtown Los Angeles, CA

b. Metrolink Stations

For transit riders, both Metrolink stations (rail towards Antelope Valley and rail towards Ventura) should provide a high quality regional arrival and departure experience. A well-designed transit plaza must welcome visitors and orient them to their next destination in the city.



Del Mar Station, Gold Line | Pasadena, CA



Old Town Transportation Center | San Diego, CA

c. Hollywood Way

Improvements to Hollywood Way should enhance the level of amenities and experiences to create a prominent sense of arrival and departure (whether by foot, car, train, or plane). Improvements should be focused on the public realm and the buildings that front the corridor.



Colorado Blvd | Pasadena, CA



Brand Blvd | Glendale, CA

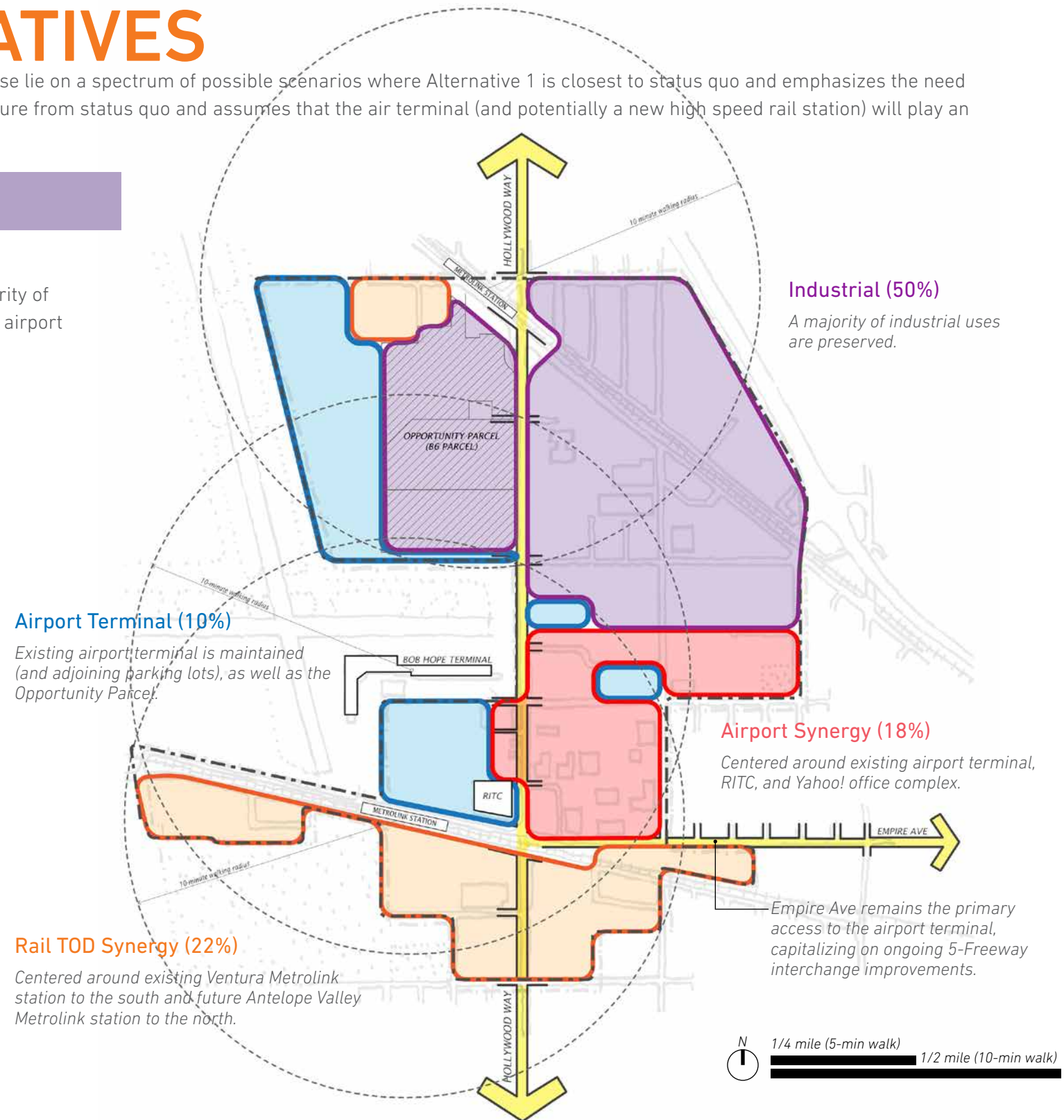
4.5 LAND USE ALTERNATIVES

The study presents four land use and urban design alternatives for consideration. These lie on a spectrum of possible scenarios where Alternative 1 is closest to status quo and emphasizes the need to retain existing industrial land, to Alternative 4, which represents the greatest departure from status quo and assumes that the air terminal (and potentially a new high speed rail station) will play an increasingly bigger role on shaping the local economy.

a. Alternative 1: Golden State Industrial

Preserves the majority of industrial uses.

This alternative assumes that the airport terminal stays in its existing location. A majority of industrial uses are preserved, except for land that is within a 10-minute walk from the airport terminal and the Metrolink station along Empire Ave (towards Ventura).

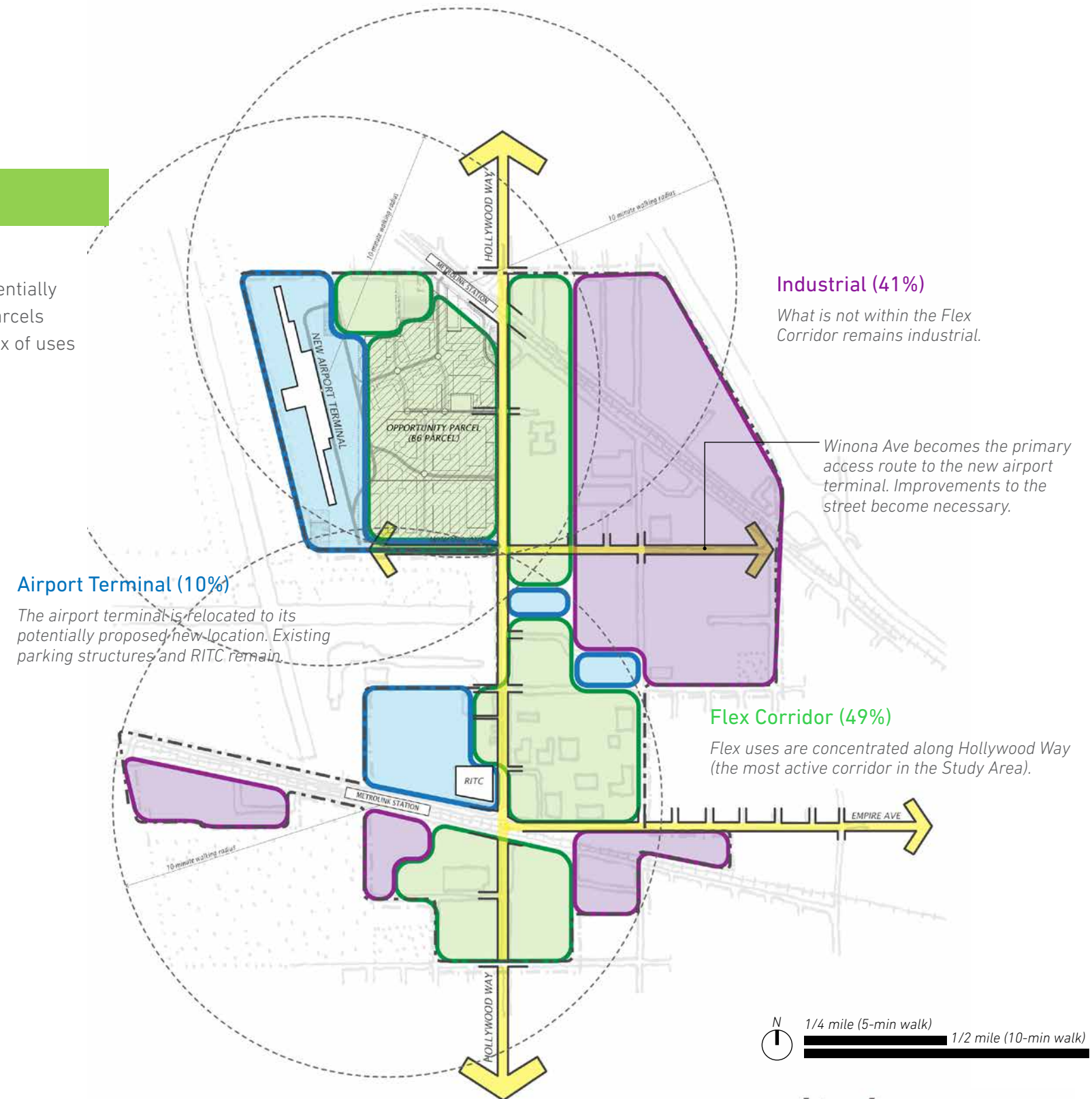


- Airport Synergy District
- Rail TOD Synergy District
- Flex District
- Industrial District
- Airport Terminal

b. Alternative 2: Golden State Flex Corridor

Maximizes flexibility in uses.

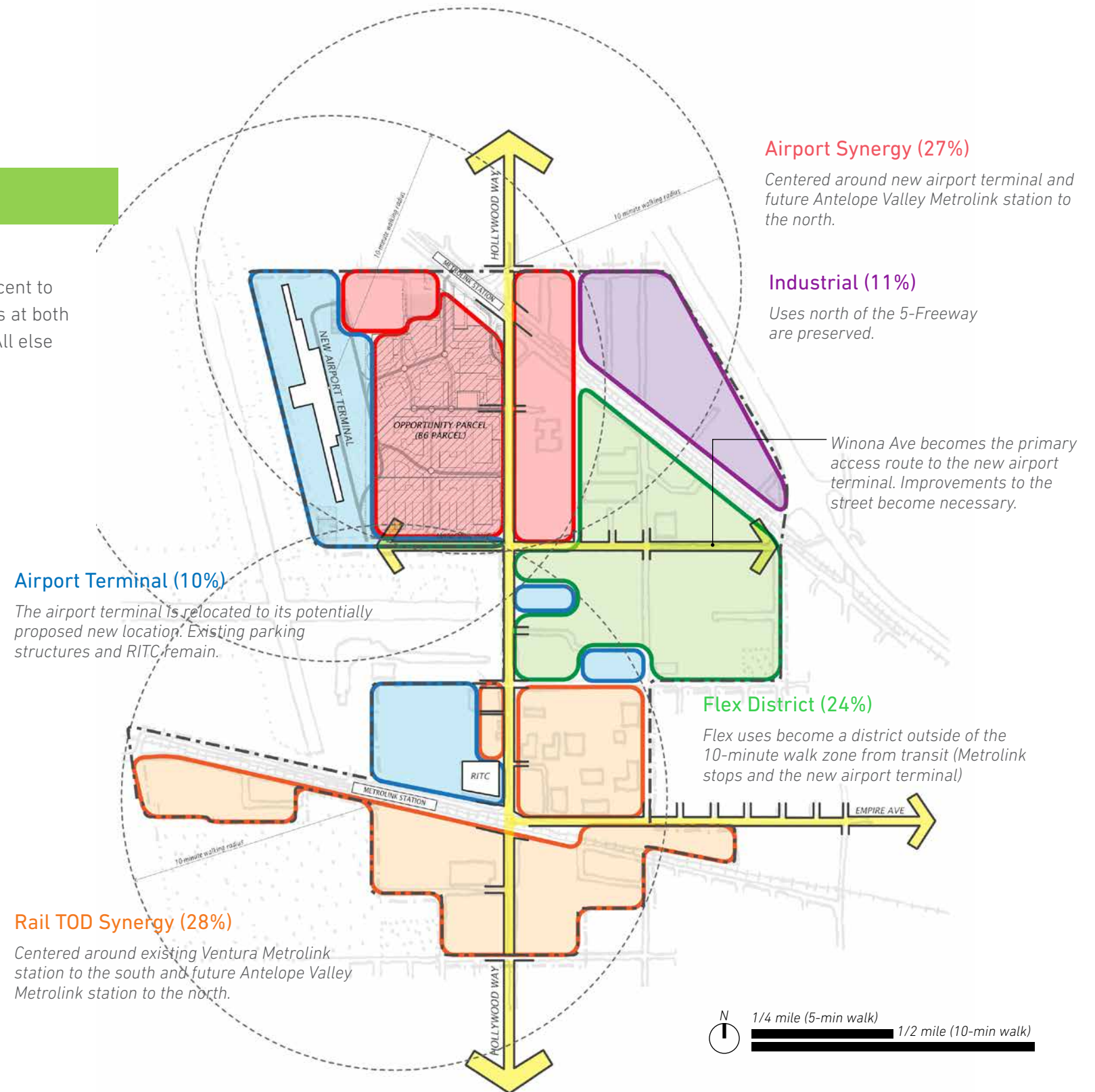
This alternative assumes that the airport terminal is relocated to its potentially proposed new location adjacent to the Opportunity Parcel (B6 Parcel). Parcels along Hollywood Way become a Flex Corridor and can host a broader mix of uses depending on market demand.



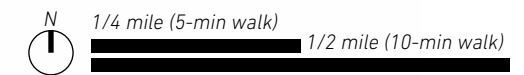
c. Alternative 3: Golden State Flex District

Greatest Diversity in Uses

This alternative assumes that the airport terminal is relocated to its new location adjacent to the Opportunity Parcel (B6 Parcel). It maximizes synergy (rail and airport) opportunities at both Metrolink stations and the new airport terminal. Some industrial uses are preserved. All else becomes part of the Flex District.



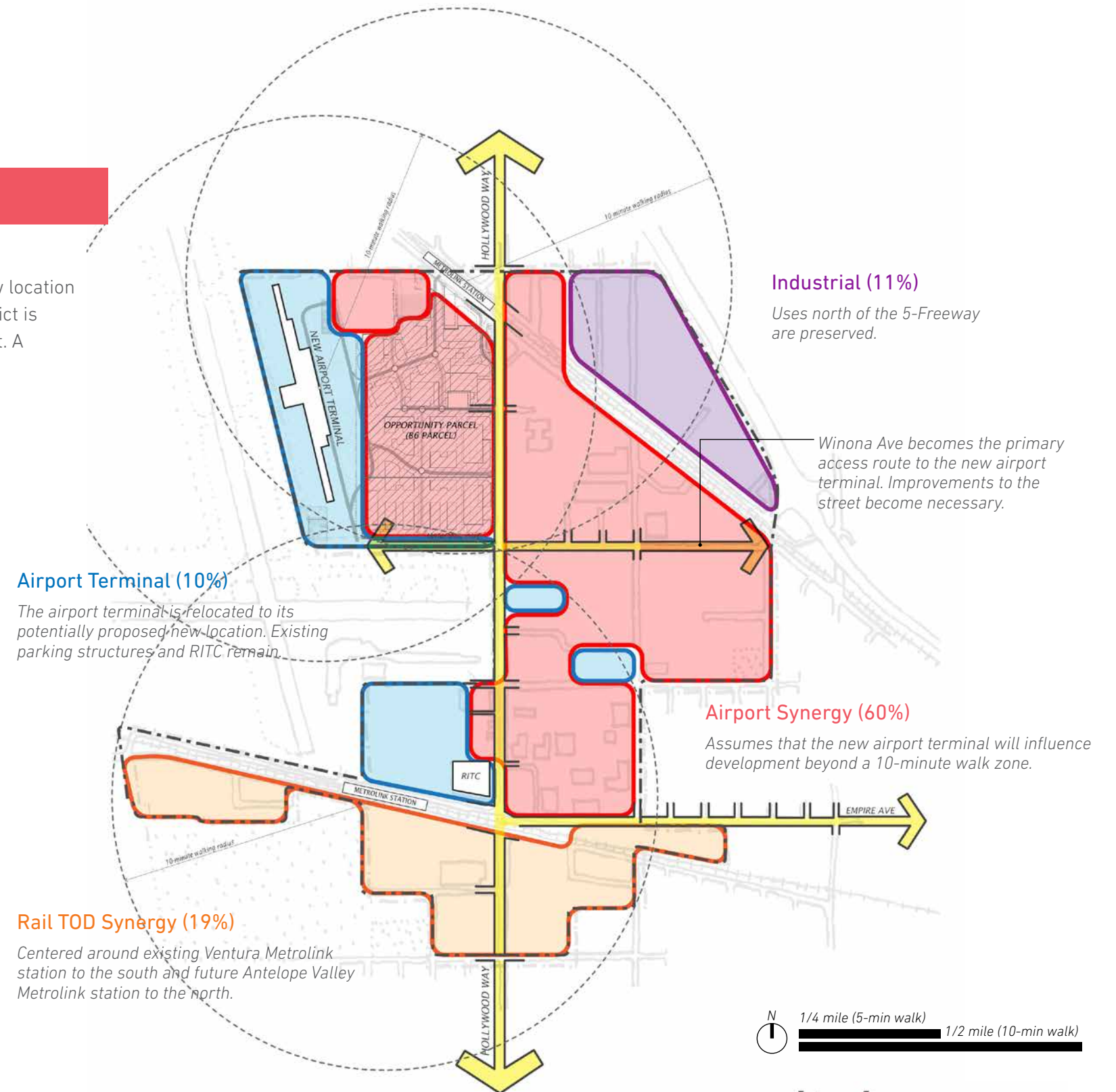
- Airport Synergy District
- Rail TOD Synergy District
- Flex District
- Industrial District
- Airport Terminal



d. Alternative 4: Golden State Tech

Maximizes airport synergy

This alternative assumes that the airport terminal is relocated to its new location adjacent to the Opportunity Parcel (B6 Parcel). The Airport Synergy district is maximized throughout and is most accommodating of new development. A minimum amount of industrial uses is preserved.



4.6 OPPORTUNITY SITES

This study identifies five opportunity sites that are well-positioned (by geography and/or land control) to take best advantage of air and rail synergies. Four sites are tested to illustrate their development and urban design potential. The fifth – B6 opportunity parcel – is currently being planned and reviewed via an independent and parallel effort. The explorations that follow are not actual proposals but a necessary first step in starting to visualize what the study area may want to be in the future.

Airport Synergy (Opportunity #1)

- Located across the street from the Opportunity Parcel (B6 Parcel) and within a 10-minute walk of the potentially proposed relocation of the airport terminal.

Opportunity Parcel (B6 Parcel)

- *Design by others. Environmental Impact Report (EIR) underway as of date of this document.*

Flex District Opportunity

- Public realm improvements and eclectic uses and amenities along Ontario St.

Airport Synergy (Opportunity #2)

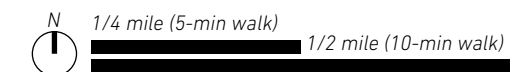
- Best located parcel given proximity to existing airport terminal and creative cluster at Media Studios North.

Rail TOD Synergy Opportunity

- Located across the street from the Metrolink station (and new pedestrian bridge to RITC).



Illustrative sketch plan.



a. Airport Synergy Opportunity #1

These parcels are located across the street from the Opportunity Parcel (B6 Parcel) and within a 10-minute walk from the future Metrolink station (towards Antelope Valley) and the potentially proposed relocated airport terminal. Over 50% of the parcels are currently used as surface parking lots. As such, they are underutilized parcels, especially given the potentially proposed airport terminal relocation. Proposed new uses for these parcels are meant to complement, not compete, with the uses proposed for the Opportunity Parcel (B6 Parcel).



Key Map



Conceptual sketch plan

1/16 mile (330 feet)

1/8 mile (660 feet)

a. Airport Synergy Opportunity #1

Existing conditions



Currently, surface parking lots front Hollywood Way. But, through new infill development, new office and retail uses can create a strong building frontage along the major corridor.

Conceptual rendering looking east from Hollywood Way.

a. Airport Synergy Opportunity #1

New signature, class A office buildings create a strong street frontage along Hollywood Way.

Continuously landscaped medians, street trees, and street furniture create a distinctive look for Hollywood Way.

New development in the Airport Synergy District is within a 10-minute walk from the Antelope Valley Metrolink Station and the new, relocated airport terminal.



Conceptual sketch looking south on Hollywood Way at Tulare Ave. The Opportunity Parcel (B6 Parcel) is to the right.

b. Flex District Opportunity

The existing (often aging) industrial building stock along Ontario Street is well-positioned for adaptive reuse. The narrow scale of the street and lack of through traffic make it suitable for a greater pedestrian focus. The street's central location in the industrial district situates it well to serve as an amenity hub for local residents and workers (e.g., restaurants, cafes, etc.) Given these improvements, Ontario Street can serve as a model for Burbank's industrial districts to reinvent themselves.



Conceptual sketch plan



b. Flex District Opportunity

Existing, under-utilized industrial uses are opportunities for creative adaptive reuse developments -- in this case, a locally-themed craft brewery.

The public realm of Ontario St should expand and occupy front yards of parcels (with appropriate programming).

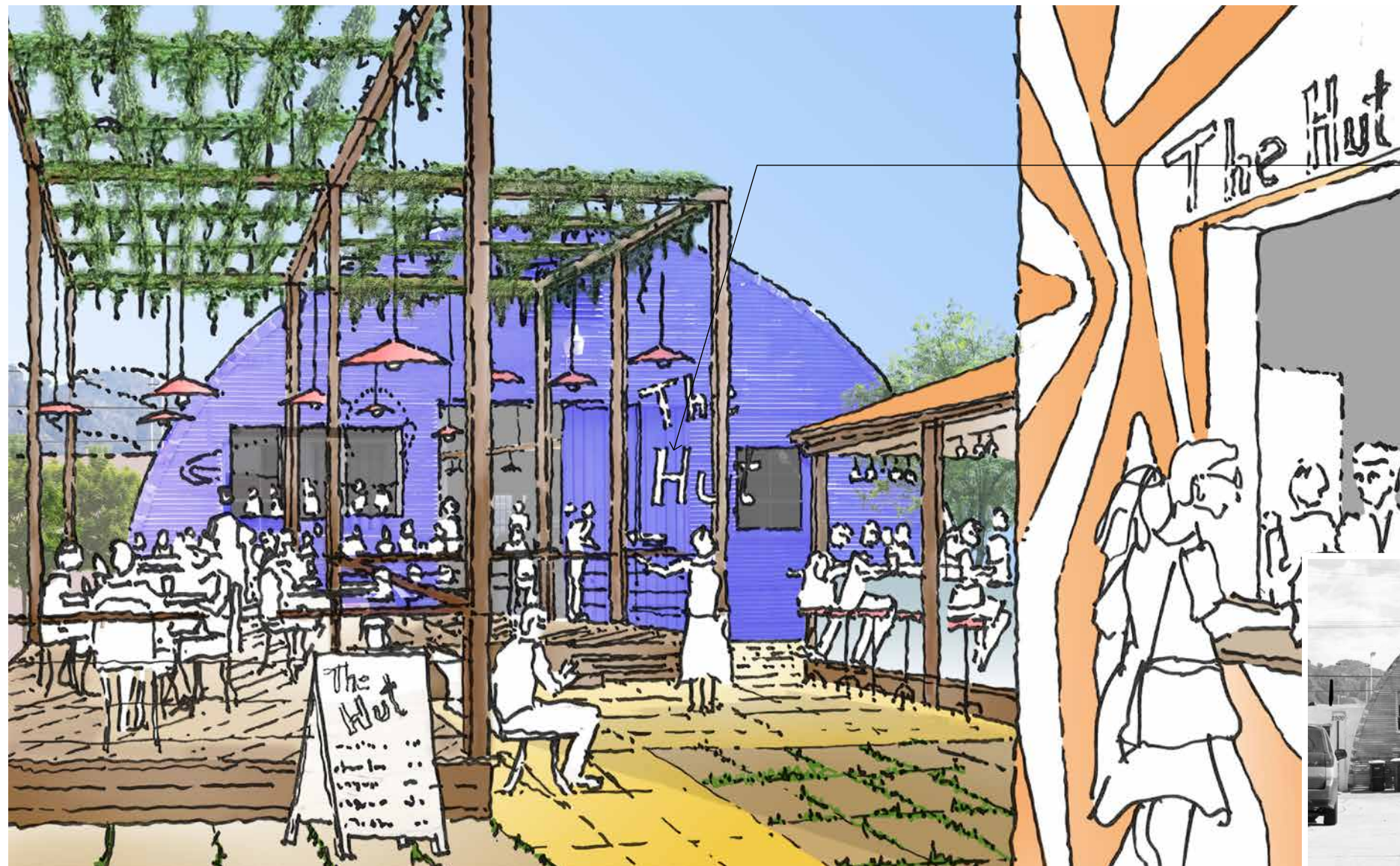


Existing conditions



Conceptual sketch of adaptive reuse of an existing industrial building as a microbrewery with outdoor plaza.

b. Flex District Opportunity



Conceptual sketch of adaptive reuse of existing industrial building as a restaurant.

Program restaurants, cafes, food trucks, plazas, etc on the two blocks of Ontario from Thornton to San Fernando.

Ontario St is not meant to be "pretty." The industrial origins of the street are to be celebrated. The intention is to retain the edgy industrial character of Ontario St and not soften it with traditional streetscape improvements.



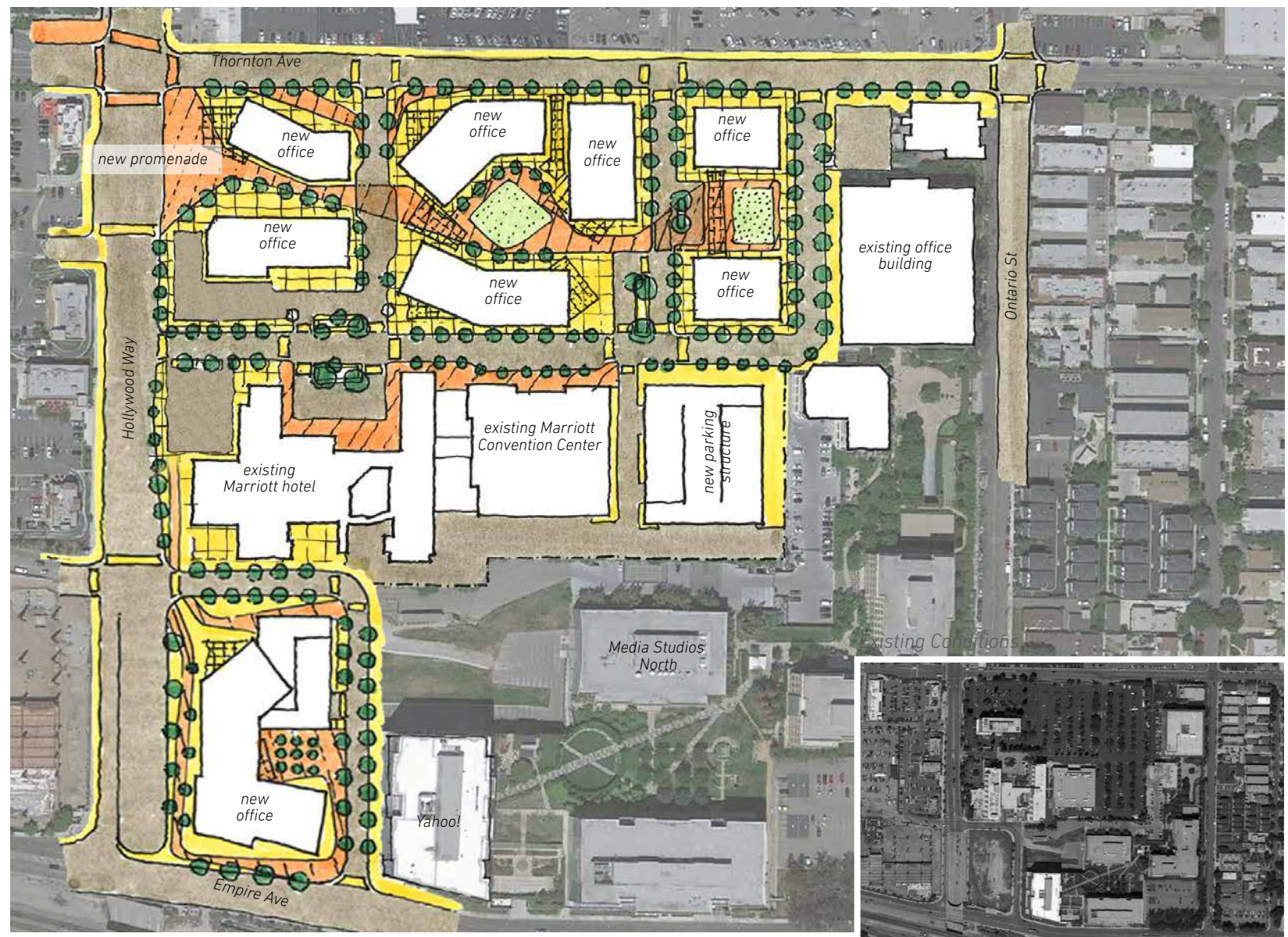
Existing conditions

c. Airport Synergy Opportunity #2

These parcels are in the best location given their proximity to the existing airport terminal (within a 10-minute walk). They are ideal for Class A/tech offices to supplement/expand the creative cluster at Media Studios North and Yahoo! These parcels are currently underutilized. Over 50% of their land is used for surface parking lots. Even if the airport terminal is relocated, these parcels will retain their value.



Key Map



Conceptual sketch plan



1/16 mile (330 feet)

1/8 mile (660 feet)

c. Airport Synergy Opportunity #2

Existing conditions



Existing Marriott Hotel and Convention Center is retained. Their surface parking lots are freed up for new development. Surface parking is consolidated into a new adjacent structure.

Currently vacant parcel can be developed into new office. It would benefit from its adjacency to the existing creative office complex at Media Studios North, and have access to RITC across Hollywood Way.

New promenade weaves pedestrians from Hollywood Way into the new development and provides a direct, high quality pedestrian linkage to the airport terminal.

Conceptual rendering looking south from Thornton Avenue.

d. Rail TOD Synergy Opportunity

This parcel is adjacent to the existing Ventura Metrolink station. It presents a key opportunity to concentrate jobs and homes within a 10-minute walking distance of transit. It is located across the street from the newly constructed RITC (Regional Intermodal Transportation Center) and can benefit from an extension of the proposed pedestrian bridge to connect RITC and the Metrolink Station. (As planned, the proposed bridge will provide a pedestrian grade separated crossing over Empire Avenue and the railroad tracks for pedestrians using the Metrolink Station and traveling to the airport terminal.) Over 66% of the parcel is set aside for surface parking lots. This presents a prime opportunity for transit-oriented development (TOD). Fry's Electronics is a landmark retail destination and could be retained and integrated into the new development. Further analysis into noise levels (due to Airport adjacency) will have to be conducted to determine ultimate program.



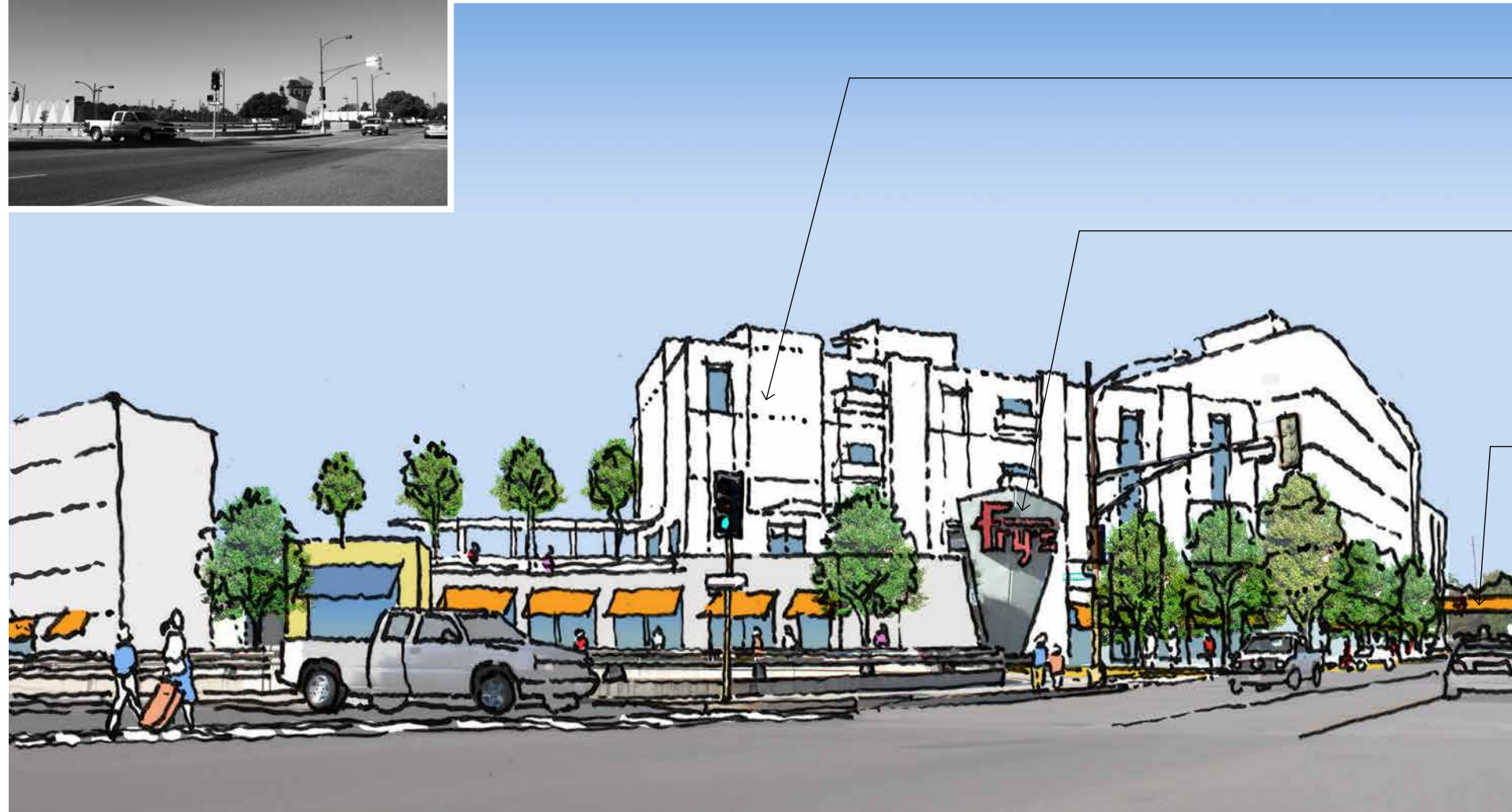
Key Map



Conceptual sketch plan

d. Rail TOD Synergy Opportunity

Existing conditions



New multi-family residential above ground floor retail creates strong street frontage at Hollywood Way and Vanowen Street.

The existing Fry's Electronics can be retained and integrated into the new development. Fry's can share a new consolidated parking structure with adjacent office and residential uses.

Extension of proposed pedestrian bridge connects people from new development to RITC, the Ventura Metrolink Station and the existing airport terminal.

Conceptual sketch looking southwest at Hollywood Way and Vanowen St.

d. Rail TOD Synergy Opportunity

Existing surface parking lot used for development. Parking for Fry's and new development is consolidated into an adjacent new parking structure.

Existing Fry's remains and is integrated into new development.

Office with ground floor retail

Extend the proposed pedestrian bridge from RITC into new development, giving pedestrians direct access to the Metrolink Station and the existing airport terminal from a new "transit plaza."

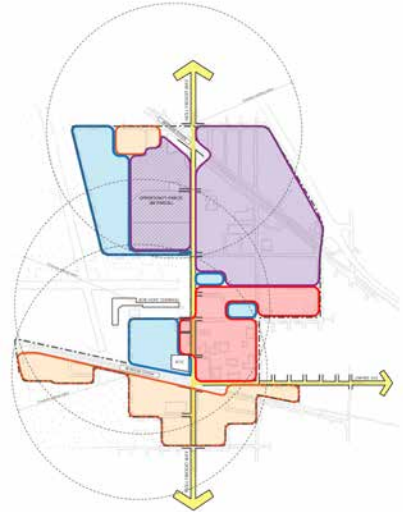
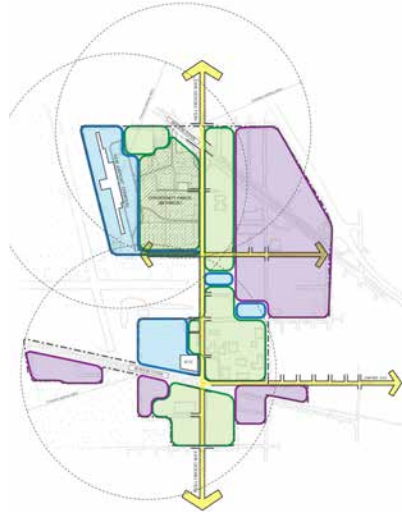
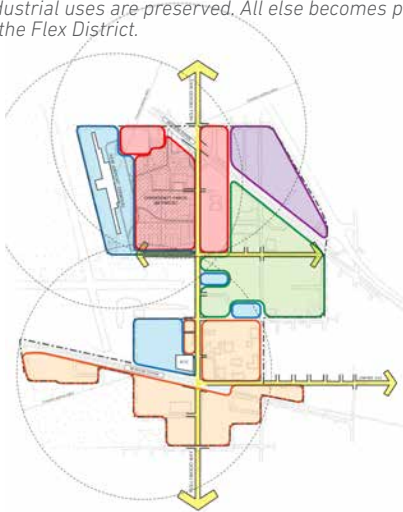
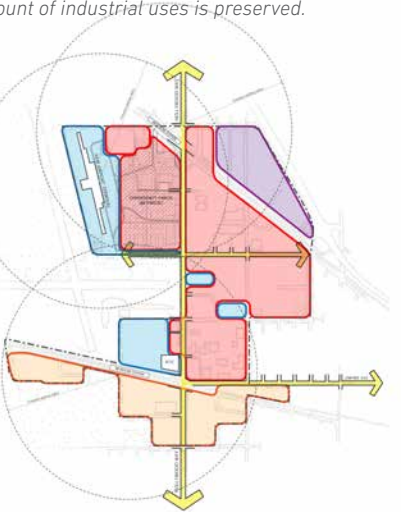
Multi-family residential buildings with ground floor retail



Conceptual rendering looking north.

4.7 EVALUATION OF ALTERNATIVES

The study presents four land use and urban design alternatives for consideration. These lie on a spectrum of possible scenarios where Alternative 1 is closest to status quo and emphasizes the need to retain existing industrial land, to Alternative 4, which represents the greatest departure from status quo and assumes that the air terminal (and potentially a new high speed rail station) will play an increasingly bigger role on shaping the local economy. As analyzed, Alternative 3 satisfies more of the project objectives than the other alternatives.

Evaluation Criteria	Alternative 1: Golden State Industrial	Alternative 2: Golden State Flex Corridor	Alternative 3: Golden State Flex District	Alternative 4: Golden State Tech
Summary	Preserves the majority of industrial uses.	Maximizes flexibility in uses.	Greatest diversity in uses	Maximizes airport synergy.
Description	This alternative assumes that the airport terminal stays in its existing location. A majority of industrial uses are preserved, except for land that is within a 10-minute walk from the airport terminal and the Metrolink station along Empire Ave (towards Ventura). 	This alternative assumes that the airport terminal is relocated to its new proposed location adjacent to the Opportunity Parcel (B6 Parcel). Parcels along Hollywood Way become a Flex Corridor and can host a mix of uses depending on market demand. 	This alternative assumes that the airport terminal is relocated to its proposed new location adjacent to the Opportunity Parcel (B6 Parcel). It maximizes synergy (rail and airport) opportunities at both Metrolink stations and the new airport terminal. Some industrial uses are preserved. All else becomes part of the Flex District. 	This alternative assumes that the airport terminal is relocated to its proposed new location adjacent to the Opportunity Parcel (B6 Parcel). The Airport Synergy district is maximized throughout and is most accommodating of new development. A minimum amount of industrial uses is preserved. 
Was this the community's preference as determined by stakeholder input and at community workshops?	TBD in next phase	TBD in next phase	TBD in next phase	TBD in next phase
Does this meet the City's long-term growth goals as expressed in Burbank 2035 General Plan (i.e. allowable total future development build out)?	YES	YES	YES	NO, this alternative exceeds Burbank 2035 allowable build-out.
Does this meet the study's objective to promote TOD within the Study Area?	No, this alternative is possible even in a non-transit served scenario.	No, this alternative is possible even in a non-transit served scenario.	YES	YES
Is this alternative's full build-out consistent with the 10-year demand projections as identified in the real estate market study?	YES	YES	YES	No, this alternative exceeds 10-year demand projections.
Does this alternative allow the City flexibility to program diverse land uses?	NO, this alternative is the closest scenario to status quo.	YES	YES	YES



While this study identifies strategies to sustain the economic success of the Bob Hope Airport area, they will be unable to do so without further regulatory action, fundraising, and establishment of strategic alliances.

5 IMPLEMENTATION

5.1 Regulatory Framework

5.2 Strategic Partnerships

5.1 REGULATORY FRAMEWORK

The land use and mobility ideas illustrated in this study are, for now, just that – ideas. They depict a long term vision for the built environment in the vicinity of Bob Hope Airport, which – to come to fruition – will require several intermediate actions. Broadly, these actions are categorized along the following themes.

It is ultimately the decision of the Burbank City Council to pursue a path forward. It is the Council's prerogative to adopt, reject, or revise the alternatives included in this study. In case, the Council adopts to move forward it will require that the City revise the regulatory framework for some or all of the following improvements: land use, infrastructure, urban design, public realm, and mobility.

1. Specific Plan & Environmental Review (EIR):

Preparing and adopting a Specific Plan for the study area provides the City with the most comprehensive (and flexible) tool to shape the built environment. The Specific Plan is mandated to address (by State Law) land use, urban design guidelines, infrastructure, cost, and a whole host of additional issues. Additionally, the City will be required to prepare an Environmental Impact Report (EIR), which will provide the community an understanding of impacts (if any) and the mitigation measures required to address them. To catalyze desired projects on opportunity sites, the programmatic EIR may strategically analyze those sites in sufficient detail so as to reduce the burden of entitlement on developers (i.e., make development easier on catalytic sites).

Given that this current effort has been funded by Los Angeles County METRO, the City is well-placed to pursue follow-on grant funding from METRO to complete the Specific Plan

and EIR. Assuming funds become available, this approach is preferred over the following piecemeal approaches.

2. Development Standards:

An alternative approach in revising the regulatory framework is to craft development standards for new construction in the study area. While these standards will assuredly shape the built environment in a desired fashion, they are limited in their inability to address new land uses. To allow uses currently not permitted, the City will have to consider them on a case-by-case basis via discretionary approvals. This approach does not provide certainty to developers and is likely to serve as a strong disincentive in attracting desired new uses.

3. Design Guidelines:

Design guidelines are useful in helping shape the built environment and public realm. They usually provide greater flexibility (in interpretation) than development standards. However, like design standards, they are unable to address land use issues by themselves and are typically most successful when combined with a comprehensive master plan that looks at land use and urban design.

4. Public Realm Plan:

A public realm plan primarily looks at public right-of-ways (streetscapes), plazas, and parks. It shapes the public environment but does not address development on private parcels. This approach, if pursued in isolation, is unlikely to facilitate any of the alternative plans generated by this study.



5.2 STRATEGIC PARTNERSHIPS

Updating the regulatory framework is only one (important) part of the implementation plan for the study area. Establishing strategic partnerships represents the other, because without developing visibility or championing the goals of the effort, success will be difficult to find. The following alliances and partnerships outline local and regional efforts and are not meant to duplicate existing groups or bodies.

At a local level, stakeholders should coalesce to advocate for economic development, workforce education, and community amenities in the airport area. This group will provide an ongoing forum for stakeholder discussions and should ideally include City staff (planning and economic development), property owners, residents, developers, and the Chamber of Commerce. Investment decisions worth millions of dollars in public infrastructure and private development will be made in the 540-acre study area. The coalition will allow stakeholders to strategize and target those funds consistent with broader long term goals that protect neighborhoods, develop workforce skills, and promote economic development.

At a regional level, cities that are home to regional airports along the west coast, which – like Bob Hope Airport – have a pedestrian relationship with off-airport areas and are well-situated to serve as a TOD hub (Burbank, San Jose, Long Beach, Las Vegas, and San Diego to name a few) should establish strategic partnerships. The mission of this group will be to advocate for synergistic land use strategies within a 1-mile radius of the airport terminals. From Burbank’s perspective this is important as replicating its TOD approach

at destination airports is likely to add even more value around its own airport as well as bring success to the others. A hypothetical example of this approach would be to have Yahoo!’s Bay Area office within walking distance of the San Jose Airport terminal to mirror its arrangement in Burbank and provide a “there” there at both ends of the air travel network. By collaboratively and strategically positioning land uses in the vicinity of their airports (and potentially high-speed rail stations in the future), these cities should aim at establishing a string of employment nodes that are symbiotically co-located with their airports. Participation in this group should include staff from the respective cities (planning and economic development).

Non-stop air destinations should be seen as stops on the multi-modal transit systems that serve Bob Hope Airport. Evident in the diagram to the right, if you work at Yahoo! Burbank, it is quicker to get to San Jose by air than it is to get to Santa Monica or Long Beach by auto, bus or train.

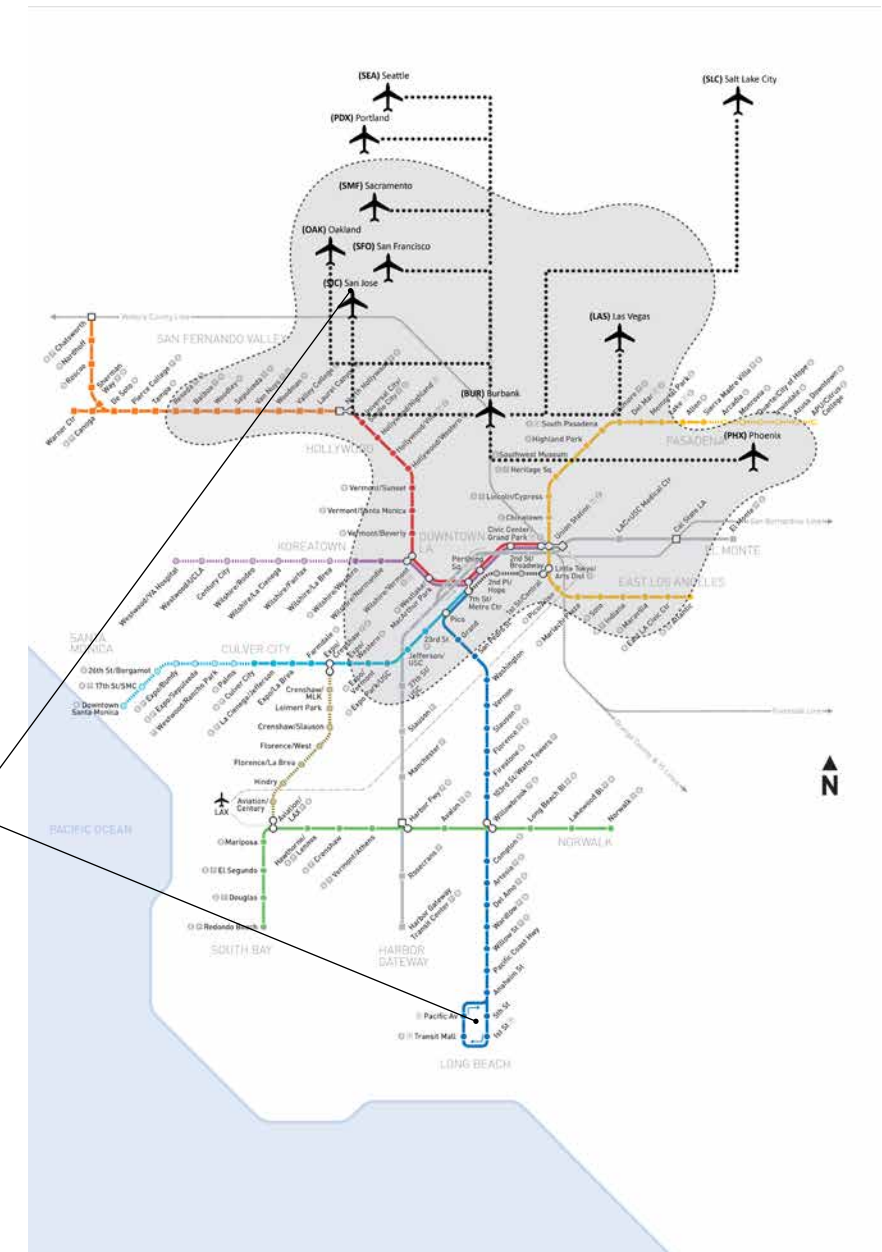


Diagram overlaying non-stop flight destinations from Bob Hope Airport with the METRO's system map for Los Angeles County. Stops in the gray zone can be reached within 1-hour or less. Source: burbankairport.com and metro.net.



Analysis, findings, and recommendations included in this study are subject to the following:

- 1. Market conditions will be stable.*
- 2. There are no unexpected or sudden economic changes (i.e., acts of terrorism, unforeseen economic downturns, etc.).*
- 3. Community opinion and political climate evolve over time and cannot be assumed to be static.*
- 4. Plans and programs described are conceptual and meant for illustrative purposes only. They are not intended to be final and prescriptive.*



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