

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

# HISTORIC WINTERSBURG

HUNTINGTON BEACH, CA  
SEPTEMBER 2015



## ULI LOS ANGELES MISSION STATEMENT

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

## ABOUT THE ULI LOS ANGELES TECHNICAL ASSISTANCE PANELS

In keeping with the Urban Land Institute mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

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*Cover Image: © Courtesy of Historic Wintersburg and  
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# EXECUTIVE SUMMARY

## ASSIGNMENT AND PROCESS

In an area of Huntington Beach once known as Wintersburg Village, a historic site dating back to the turn of the 20th century has remained virtually untouched for more than a century. Though designated as a city historic landmark, the structures on the site are currently derelict and threatened with severe deterioration.

Located at the intersection of Warner Avenue and Nichols Lane, Historic Wintersburg once served as the hub of a bustling agricultural industry and a gathering place for the region's first community of Japanese immigrants beginning in 1900. By 1930, the Wintersburg Mission was already a thriving social center and one of the oldest Japanese Missions in Southern California. Now flanked by an elementary school, a pre-school, a residential neighborhood, and a refuse transfer station, the site presents a unique opportunity to preserve a critical chapter of history while benefitting an underserved neighborhood.

Six historic structures (all are referred to as buildings throughout this report) currently occupy the site of Historic Wintersburg—three residences, two churches, and a pioneer barn. Around the buildings remain signs of the site's agricultural past and what was once Orange County's first goldfish farm.

Taken together, the buildings, their culture landscape setting, and the site as a whole contribute to a heritage that is much larger than Huntington Beach or even the history of agriculture in Southern California. Historic Wintersburg also speaks, powerfully, to the immigration and civil rights experience of Japanese Americans that was largely erased during and after World War II. This history provides a bridge to the immigration and civil rights experience of many people currently living in the surrounding neighborhood and the larger region.

This final remaining tangible connection to that history is at risk. Sold to Rainbow Environmental Services/Republic

in 2004, the site is currently unused and closed to the public while the buildings deteriorate. The site is fenced off, creating a dead zone between the transfer station and the schools and residences that comprise the neighborhood of Oak View. Relations between the community and Rainbow Environmental Services/Republic are damaged, with Historic Wintersburg located squarely in the center. In June 2015, for instance, the Ocean View School District won a lawsuit against Rainbow Environmental Services/Republic that reversed a zoning change and nullified an environmental impact report (EIR) prepared for the site in 2013. Meanwhile, the site and the history it represents are left in limbo.

With this rich history and complex present in mind, the National Trust for Historic Preservation worked with the Historic Wintersburg Preservation Task Force to commission the Los Angeles and Orange County/Inland Empire chapters of the Urban Land Institute to study ways in which Historic Wintersburg could be redeveloped while preserving its historic buildings and cultural landscape, and also benefit the surrounding community. Led by the Historic Wintersburg Preservation Task Force, which has conducted a multi-year effort to identify preservation solutions, community members raised \$30,000 to fund a two-day TAP and asked the National Trust to facilitate the TAP process. The National Trust, with considerable experience identifying creative approaches to preserving our nation's historic places, has worked with the Urban Land Institute to re-imagine a number of nationally-significant historic sites across the country.

The unique complexities of the site necessitated assembling a diverse panel of experts with a unique set of skills drawn from throughout Southern California. Versed in a variety of backgrounds—from historic preservation to adaptive reuse to community development—the TAP panel devoted two intense days of research, design, and brainstorming to produce this thorough study of the challenges and possible solutions presented by the study area.



## KEY QUESTIONS

The panel was asked to consider the following questions during its study:

1. What is a feasible repurposing of the site that preserves the historic structures, provides a benefit/amenities for the surrounding community, establishes “a buffer to limit conflicts between the commercial and industrial uses to the west and the existing residential neighborhood to the east” (as stated in the Warner/Nichols EIR), and creates a financial return for the property owner? Identify potential uses that are financially and programmatically feasible and are compatible with Rainbow Environmental Services/ Republic ‘s current and anticipated industrial operations.
2. What design standards and physical enhancements can be implemented to enhance the neighborhood’s walkable community-based environment while also considering the surrounding neighborhood’s needs and the site’s historic context?
3. What programs, incentives, or public funds are available to help facilitate preservation, rehabilitation, and redevelopment? Identify potential users and partners.
4. Identify appropriate incentives needed to attract investment and create a development opportunity. How do the economics work?
5. How can the National Trust for Historic Preservation advocate, encourage, and support future development opportunities that provide enhanced community benefits and financial stability? What steps are necessary from key stakeholders to move development concept(s) to reality?
6. If feasible development alternatives cannot be identified for reuse and/or rehabilitation of the structures in their current configuration, identify means and methods for preserving and moving the historic structures to an alternative configuration on the same parcel or to an alternative location offsite.

*The 1910 mission and 1934 church are key contributors to the site’s historic character.*



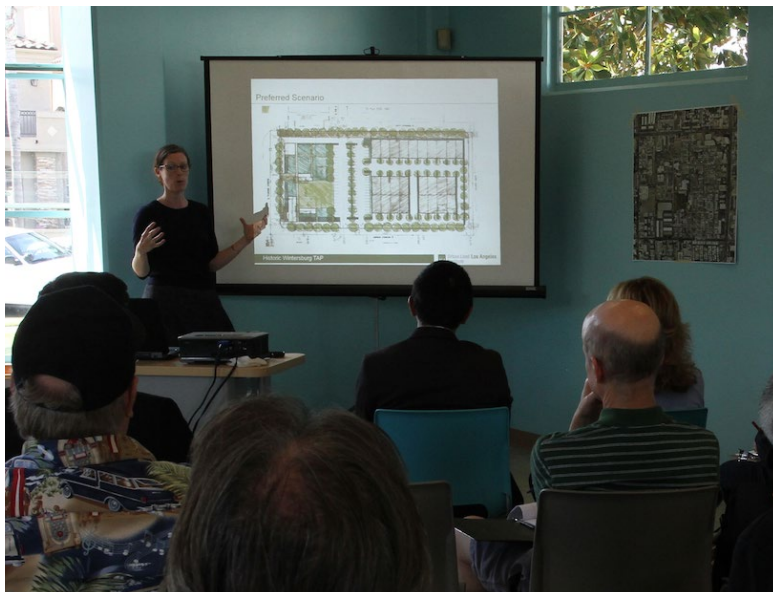
## MAJOR CONCLUSIONS

The case study provided by the Historic Wintersburg site initially proved intractable in yielding clear solutions, as some of the following sections of this report will show. The challenge of identifying a solution illustrates the need for compromise from all of the many stakeholders involved.

The TAP panel arrived at a preferred scenario by focusing on the benefits derived from the future transformation of the site while limiting the impact of losses—what follows describes a potential “win-win-win” for all of the stakeholders with interest in the future of Historic Wintersburg.

First, the TAP panel supports the preservation of three of the historic structures on the site (the 1912 Furuta house, 1910 Mission and 1934 Church), all moved slightly to the south and east to make room for improvements to the public right-of-way along Warner Avenue and Nichols Lane. The TAP panel suggests a public gathering area and open space to surround the buildings, allowing for historic interpretation of the site and other community-based uses including open park space and event space.

*The panel's recommendation for the study area is a combination of historic preservation and “flex-tech” space.*



The historic portion of the site, reactivated and programmed with community serving activities, would total about a third of the entire property, consolidated at the north end of the site.

The TAP recommends that the southern end of the site be developed as “flex-tech” space, a type of commercial use that serves a growing sector of manufacturing and research and development businesses. In the center of the parcel, between the historic and commercial portions, a well-landscaped parking lot would serve as shared space, extending the public gathering space to the north by converting to more active uses during festivals and other events. Throughout the site, carefully chosen landscape elements—like trees, bioswales to collect and filter stormwater, and pedestrian pathways through the site—would offer new and healthy connections between the neighborhood of Oak View and the historic site, while providing an attractive, functional, and green buffer between the residential neighborhood and the Rainbow Environmental Services/Republic facilities.

The TAP recommends any potential redevelopment of the site as inherently a partnership between public and private interests. Such a public-private partnership would be aided greatly by a facilitated discussion between all of the interested stakeholders before bringing on a developer to move the project toward groundbreaking, implementation, and long-term stability.

# ULI'S TECHNICAL ADVISORY PANELS

## TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from the National Trust for Historic Preservation, the Historic Wintersburg Preservation Task Force, Rainbow Environmental Services/Republic, and elected officials from the City of Huntington Beach to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives for the TAP, as provided by the National Trust for Historic Preservation and the Historic Wintersburg Preservation Task Force. Panel members reviewed background materials, including market and demographic analyses, architectural reports, the Huntington Beach general plan, recent news articles, and more, prepared by National Trust for Historic Preservation and the Historic Wintersburg Preservation Task Force prior to the TAP.

The TAP process is usually a day-long event, but given the desire of National Trust for Historic Preservation and the Historic Wintersburg Preservation Task Force for a thorough study of the challenges and possible solutions presented by the study area, this TAP lasted for two days. On the first day, panel members toured the study area with the National Trust for Historic Preservation, the Historic Wintersburg Preservation Task Force, and Rainbow Environmental Services/Republic. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings to the National Trust for Historic Preservation, the Historic Wintersburg Preservation Task Force, and representatives of Rainbow Environmental Services/Republic.

The Historic Wintersburg TAP was also unique in bringing together members from two chapters of the Urban Land Institute—Los Angeles and Orange County—to plan and undertake the TAP exercise. The composition of the panel was able to draw upon an incredible breadth and depth of expertise offered by the combined membership of both District Councils.

## TAP PANEL OF EXPERTS

ULI convened a panel of nine professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and urban design, real estate development, economic analysis, and development financing. The ULI panel members brought a robust array of professional expertise relevant to the sponsor's objectives for the study and a working knowledge in the sectors of business, the real estate market, and the design typologies common in the study area. In addition, ULI sought panelists with particular proficiency in adaptive reuse of historic properties, including the application of the Secretary of the Interior's Standards for the Treatment of Historic Properties and the California Historical Building Code. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

*Panelist review their findings within the context of the key questions posed by the TAP client, the National Trust for Historic Preservation*





# HISTORIC WINTERSBURG

## BACKGROUND AND CONTEXT

Located in the city of Huntington Beach, Historic Wintersburg documents three generations of the Japanese American experience in the United States, from immigration in the late 19th century to the forced removal and subsequent return from incarceration during World War II. Charles Mitsuji Furuta bought the land in 1908 in partnership with Reverend Hisakichi Terasawa, founder of the Wintersburg Mission. The Furuta family retained ownership until 2004. The parcel is among the only known pre-California Alien Land Law properties remaining in Orange County and much of California. The Alien Land Law of 1913 (also known as the Webb-Haney Act) prohibited “aliens ineligible for citizenship” from owning agricultural land, making it virtually impossible for first-generation (issei) Japanese immigrants to own land in California.

*Historic Wintersburg documents three generations of the Japanese American experience in the United States.*



© Historic Wintersburg and the Furuta family

The original Japanese mission located on the parcel was founded in 1904 and constructed in 1910. Charles Furuta donated the land necessary to build the second church in 1934. The construction of both the 1910 mission and the 1934 church reflected the growth and prosperity of the Japanese population in the Wintersburg Village area, which grew to an estimated 150 families during the 1930s. The Furuta family began farming goldfish in the 1920s, which led to the establishment of three goldfish farms in the area at a time when there were only a handful around the country.

During World War II, the entire Wintersburg community and congregation was forcibly removed and confined at the Colorado River Relocation Center at Poston, Arizona. In addition to being an incredibly rare surviving historic site, Historic Wintersburg is also an important reminder of our nation’s complicated civil rights and social justice history. While many Japanese American properties in the western states were lost during the war, the resilient Wintersburg community returned to the area in 1945, reestablishing the Furuta farm and mission for a new generation. After World War II, the Furutas focused on flower farming and became the largest distributor of cut water lilies in the United States.

Given the remarkable heritage of the site and its status as one of the few tangible links remaining to an important chapter of our nation’s history, representatives of the National Park Service visited the property, evaluated it, and found in a preliminary assessment that Historic Wintersburg appears eligible for the National Register of Historic Places under Criterion A: Japanese American Settlement of the American West. The National Trust for Historic Preservation also named Historic Wintersburg one of America’s 11 Most Endangered Historic Places in 2014.



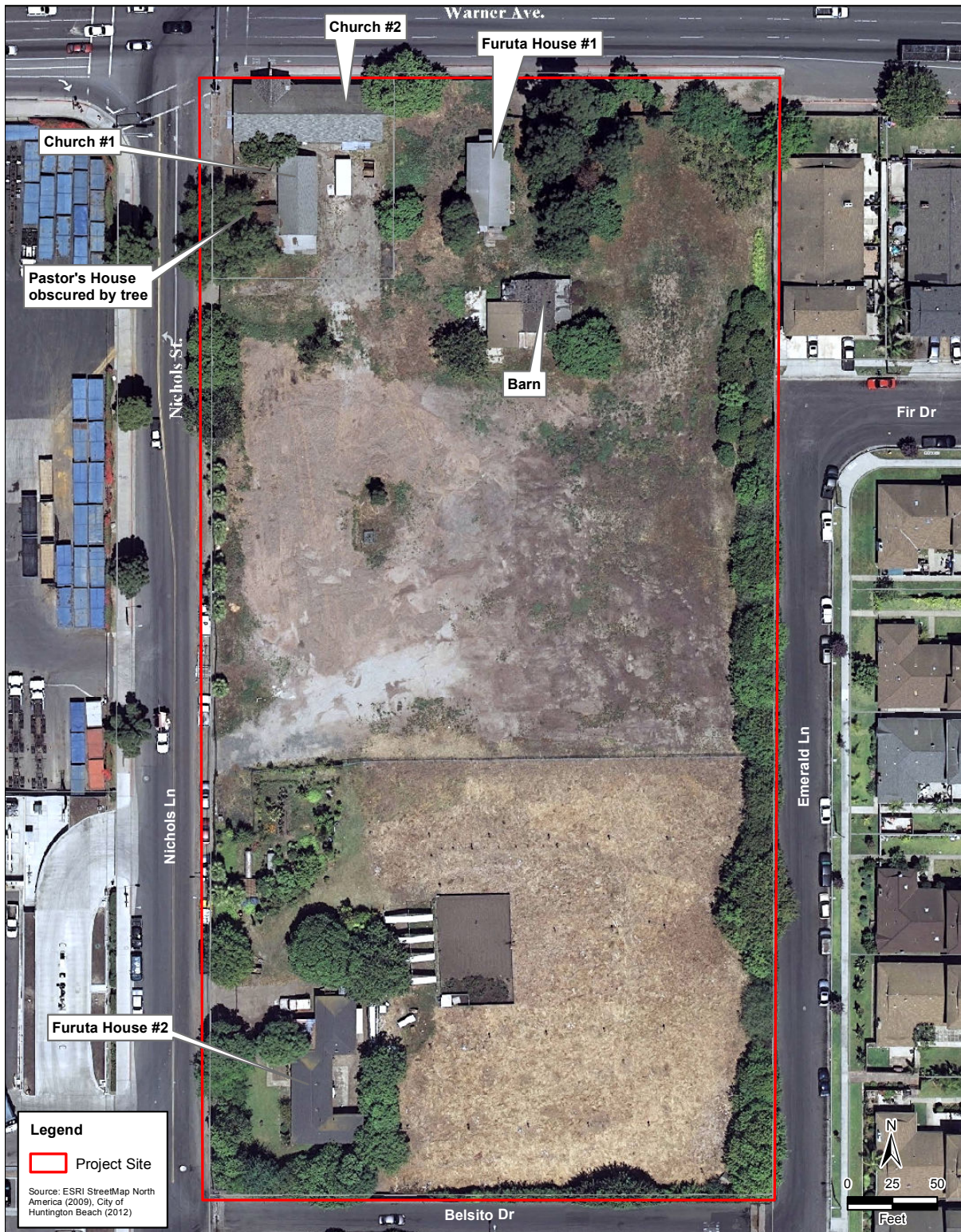


image credit: Warner Nichols Environmental Impact Report



In total, six historic buildings remain on the property, while 90 percent of the site is open space. The buildings include three former houses: the 1912 and 1947 homes of the Furuta family and the manse, or parsonage for the mission. The 1910 mission and 1934 church buildings and a pioneer barn circa 1908-1912 also remain on the site. While the National Park Service indicated all buildings retain “remarkable integrity” and can be restored, each of the buildings are in varying states of neglect, and would require significant rehabilitation prior to any future uses. Currently, the Huntington Beach General Plan zones the site for a mix of residential uses with a maximum density of 15 dwelling units per acre.

Historic Wintersburg is located in the neighborhood of Oak View—one-square mile of dense residential homes within the city of Huntington Beach. Oak View has an estimated population of 10,000, mostly Latino, residents. Some current residents report having ancestors that worked on the Furuta property.

According to the most recent data from the American Community Survey, per capita income in the neighborhood totaled \$17,159, much lower than the \$41,552 per capita income of Huntington Beach. Thirty-two percent of Oak View’s residents live below the federal poverty rate, compared to 6 percent of Huntington Beach. About 90 percent of the adult population has limited English-speaking abilities.

Oak View Elementary School and Oak View Pre-School are located immediately to the south, directly across the street from the Historic Wintersburg site. According to information gathered by research conducted prior to and during the TAP proceedings, the schools function as the heart of the community, both as the site of community events and as the first step toward a broader role within American society for the next generation of the neighborhood’s residents. The schools are located across Belsito Drive from the Historic Wintersburg site and across Nichols Lane from Rainbow Environmental Services/Republic.

*Remnants of the site’s unique agricultural history, such as the 1914 barn, remain.*



# DEVELOPMENT OPPORTUNITIES ASSESSMENT

The TAP panel employed a modified version of SWOT analysis to organize and inform its development recommendations. The Strengths, Weaknesses, Opportunities, and Threats analysis is common practice, but in this case, the TAP panel substituted the concept of challenges for threats.

## STRENGTHS

**Historic value of the site:** As already stated by this report, the site's role at the center of a once-thriving Japanese-American community is of rare and significant value. Moreover, the buildings and their setting, especially to the north end of the property, are valuable in the same physical location they have occupied throughout the 20th century.

**Marketable narrative:** The historic context of the site lends multiple narratives to potential community uses.

**Contiguous parcel:** The opportunity to control 4.5 acres of contiguous land is incredibly rare in Southern California in 2015. The size of the parcel adds value and flexibility for the redevelopment of the site.

**Good access:** Streets on all sides of the parcel and proximity to two schools, Oak View Center Park, and the neighborhood of Oak View allow good access, via multiple modes, to the site.

**Location and visibility:** The setting of the site within the larger context of Huntington Beach and the street frontage on Warner Avenue offers good visibility to large populations of potential users, visitors, and businesses.

## WEAKNESSES

Though the weaknesses outnumber the strengths recognized by the TAP panel, the strengths outweigh the weaknesses of the site when considered in the aggregate.

**Smell:** The odor originating from the Republic Service transfer station is currently impossible to ignore and difficult to mitigate. However, Republic is required by the South Coast Air Quality Management District to enclose waste transfer operations and have publically stated a plan to do so by 2017.

**Truck traffic:** The number of trucks traveling through the area, with resulting noise and emissions impacts, reduces pedestrian safety and other quality of life considerations.

**Incompatible uses:** In the opinion of the TAP panel, the location of the Rainbow Environmental Services/Republic transfer station renders many potential uses for the Historic Wintersburg site undesirable and infeasible.

*The number of trucks traveling through the area, with resulting noise and emissions impacts, reduces pedestrian safety and other quality of life considerations.*



**Stigma:** The Oak View neighborhood lacks representation on the Huntington Beach City Council as well as other forms of visibility to the rest of the city. Those realities, coupled with the environmental impacts of the industrial uses in the area, contribute to a negative stigma for the location and the neighborhood.

**Dilapidated conditions:** The historic buildings on the site have not been maintained and are in varying states of deterioration, requiring an expensive investment to return them to usable conditions.

**Divergent stakeholder interests:** This might be the most crucial of the weaknesses recognized by the TAP panel. Any solution for the future use of the site must achieve some level of compromise and balance to resolve the current differences between stakeholders.

**Current zoning:** The site's current zoning as mid-density residential could require rezoning and an environmental review process in compliance with the California Environmental Quality Act (CEQA). Those processes bring about the possibility of litigation, which can pose an insurmountable obstacle even for the best projects. In fact, the most recent zoning change and environmental impact report was challenged in court and overturned in June 2015.

**Pedestrian access:** Narrow or non-existent sidewalks and high volumes of truck traffic will require substantial investments to create safe routes connecting the site to the surrounding neighborhood.

## OPPORTUNITIES

**Community-serving uses:** The possibility to program the future uses of the site to meet the needs of the Oak View neighborhood would offer a tremendous benefit to the community.

**Buffer zone:** Potential uses should create a buffer of productive uses between the transfer station and the residential neighborhood.

**Historic interpretation:** The historic buildings and open space on the site present opportunities for interpretation and access to an important and neglected era of American history.

**Public and private sources of revenue:** Any revenue would be an improvement over the current condition. Redevelopment could create new forms of revenue for the property owner while also benefitting the city with increased property tax revenue and other public benefits.

**Community beautification:** The site's flexibility and existing open space allow high quality design to improve the current state of the parcel.

**Economic development:** Job training, health services, and other economic development tools could multiply the benefit of a balanced project to the entire community and city.

**Pedestrian improvements:** Many of the sources of funding identified by the TAP and listed later in this report also offer the opportunity to improve pedestrian facilities around the site. Walkability has been shown to have significant benefits to public health, quality of life, and economic outcomes.

**Neighborhood catalyst:** A well-designed and productive use of the site would act as a gateway to an improved relationship between the underserved Oak View community and the rest of the city.

**Good will:** All of the site's stakeholders could benefit from the good will and neighborhood benefit produced by implementing productive uses for the site.



## CHALLENGES

**Lack of leadership:** The divergence of stakeholder interests for the site allows the persistence of undesirable conditions. Given the absence of City Council representation in the neighborhood, leadership will likely have to come from the local stakeholders.

**Lack of trust:** The TAP panel heard more than one testimony about a lack of goodwill between the business, community, education, and preservation interests in the area stemming from, for example, previous litigation and actions against the various parties involved.

**Compromise:** All stakeholders will need to compromise to move any potential redevelopment of the site forward.

**Funding for rehabilitation:** Any restoration of the historic structures on the site will require investments from sources that are not yet identified.

**Funding for management and operations:** The ongoing need to generate the revenue and funding for maintenance will also require a great deal of coordinated and consistent effort.

**Public safety:** In its current condition, the site presents risks to public safety, including accidents and injuries common on vacant properties with unstable buildings and uneven terrain. The site and its buildings could also hide illegal activities and other undesirable behavior.



*In its current condition, the site presents risks to public safety, including accidents and injuries common on vacant properties.*

# DEVELOPMENT SCENARIOS

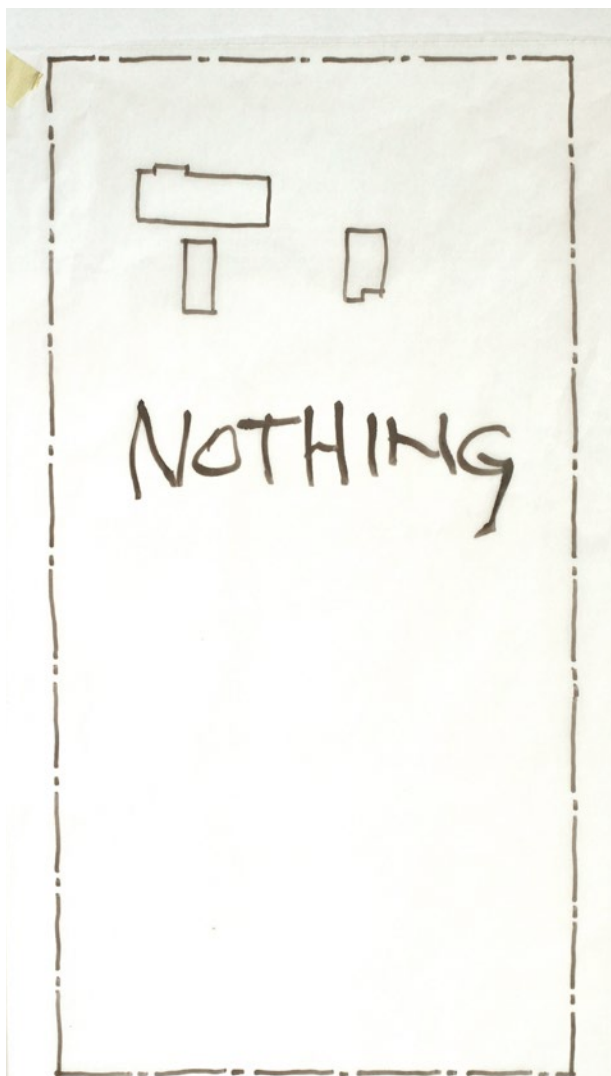
As the TAP processed all of the background and contextual information and began to form recommendations for the site, the need for compromise became more and more apparent. Currently, a large number of stakeholders with divergent visions for the future of the site are crippling progress. Compromise will be necessary to reach consensus on a future for the site that is much more positive than the site's

current state. To illustrate the compromises and hard work necessary for achieving a feasible outcome, the TAP decided to share insight into its process by presenting the details of the many possible redevelopment scenarios.

A few key assumptions informed the debate about each of these scenarios. First, the TAP decided that it would not consider a scenario that moved the historic buildings off-site. Leaving the buildings on site ensures the preservation of the cultural landscape setting and encourages the potential for historic interpretation on the site. Second, the TAP recognized that the California Environmental Quality Act would discourage a developer from demolishing the site because the TAP knew of no other available equivalent historically agrarian site that could allow for relocation of the buildings in a manner consistent with the *Secretary's Standards* and guidance contained in *Moving Historic Buildings*, and which would provide for both preservation of the buildings and setting. For this particular site, the existing buildings may not be individually eligible but instead rely on association with their agrarian setting to convey significance. Any redevelopment of the site that did not retain the essential buildings and enough of their setting to convey significance would likely cause a significant and unavoidable environmental impact.

## Scenario 1 - Do Nothing

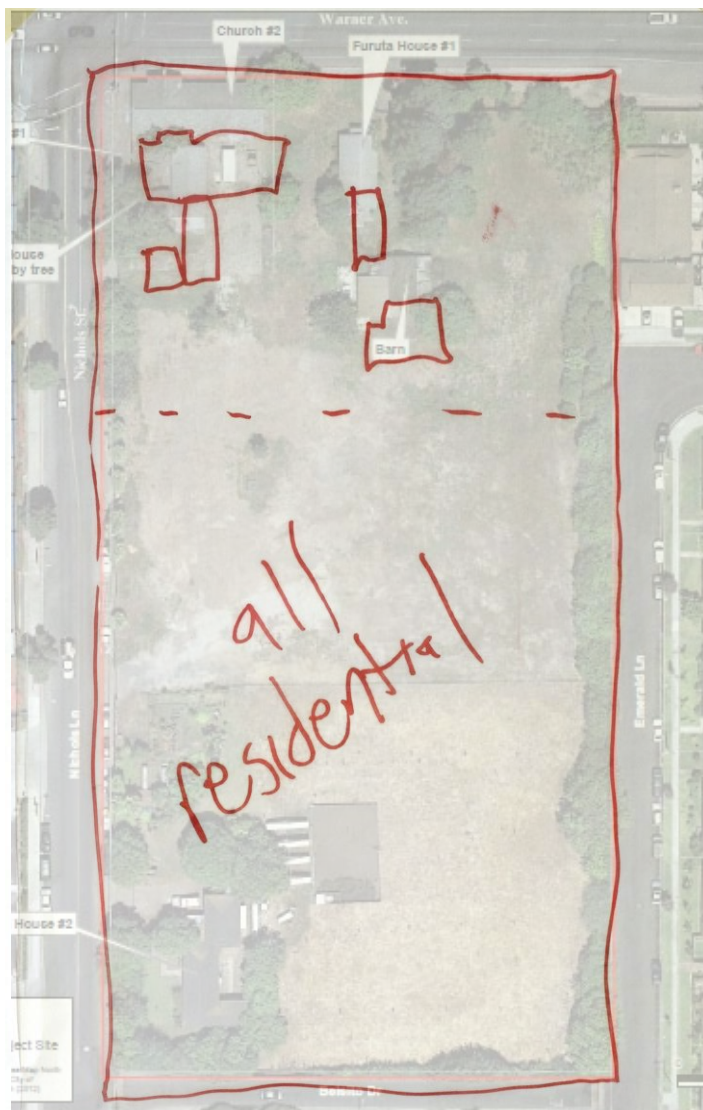
A scenario in which the land and the buildings on the site remain as they are—dilapidated and deteriorating—would severely threaten any opportunity to share the site's important history and fail to generate any new revenue for the property owner or for the public. In short: Doing nothing earns nothing. Additionally, the status quo allows the current public safety risks found on site to present ongoing liability risks and risks further damage to or loss of the buildings.



## Scenario 2- All Residential Development

In this arrangement, the property owner would follow the prescription of the current zoning for the parcel and develop most of the site as residential. The TAP left the historic structures in place at the north end of the site, though moved back slightly from the street to allow space for street and pedestrian improvements. It's important to note that although the TAP sees the need to move the buildings back slightly from Warner Avenue, a much more thorough study would be required to determine exactly how such a move would be accomplished.

The benefits of this scenario include conformity with current zoning (and the limited need for environmental review that follows), a high potential return for the property owner, and the addition of housing supply to the area. The drawbacks of the scenario include potential legal action from various interests in the community and the incompatibility of residential uses with the environmental impacts of the surrounding industrial uses. Those drawbacks make this scenario undesirable for the property owner.



### Scenario 3- Farm to Fork

This scenario also retains the historic buildings at the north end of the site in the same configuration as in Scenario 2. This scenario, however, would develop urban agriculture and open space uses for the remainder of the site, mirroring the historic use of the site and establishing a buffer between the environmental impacts of the transfer station and the surrounding neighborhood.

This scenario would deliver the highest level of benefit to the community and maintain the highest level of historic integrity for the site.

This scenario would also earn the most good will with the community while achieving the best possible environmental outcomes. Drawbacks of this plan include the highest cost to fund with the smallest return on investment. Both the redevelopment of the site into urban agricultural uses and the ongoing maintenance of those uses could potentially incur more costs to the public (such as, for example, water and other infrastructure improvements, environmental remediation, and loss of potential property tax revenue), than any of the other scenarios as well.



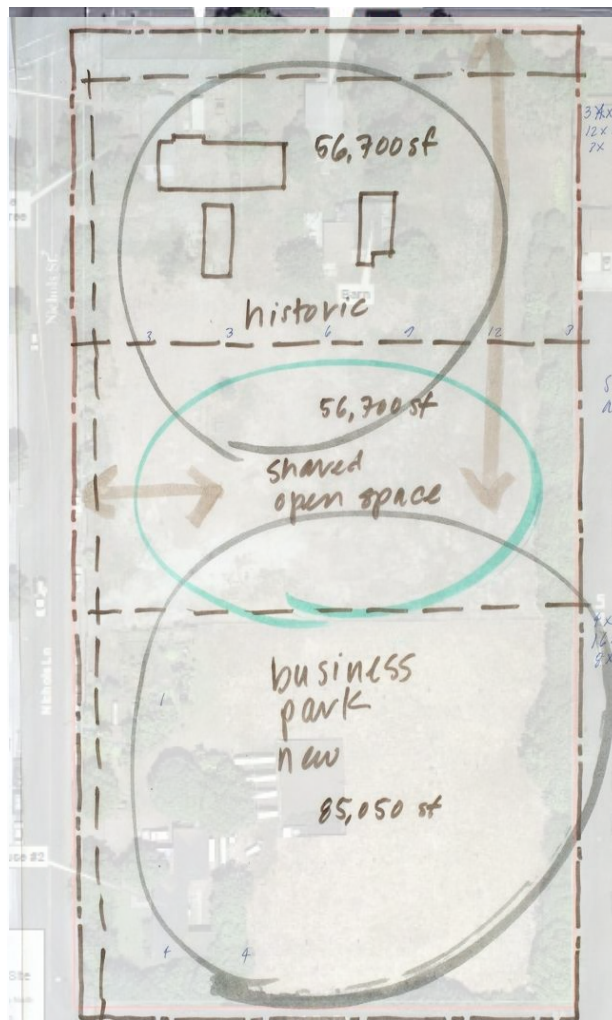


#### Scenario 4- Shared Use

This scenario keeps the essential historic buildings to the north, while moving them away from the street to make room for street and pedestrian improvements along Warner Avenue and Nichols Lane. The middle of the site would become a shared open space, with careful landscaping and infrastructure decisions allowing the flexibility to convert between a parking lot and an event space. To the south of this shared space, a “flex-tech” business park would be created to appeal to the growing Orange County entrepreneurial community creating demand for flexible commercial space. The intent of the shared space is to preserve some feeling and association of the cultural landscape setting of the buildings.

This scenario balances community and historic benefits with revenue generation for the property owner. This scenario also improves public visibility, pedestrian permeability, open space, and local cooperation. The variety and number of potential community-serving uses and economic development opportunities are also greatest in this arrangement. The drawbacks of this scenario include the need for rezoning and environmental review (with all the potential for opposition and litigation that follows) and lower revenue potential due to the allotment of open and parking space at the center of the site.

This scenario is the preferred scenario of the TAP panel, so more details about its many components will follow in the next section of this report.

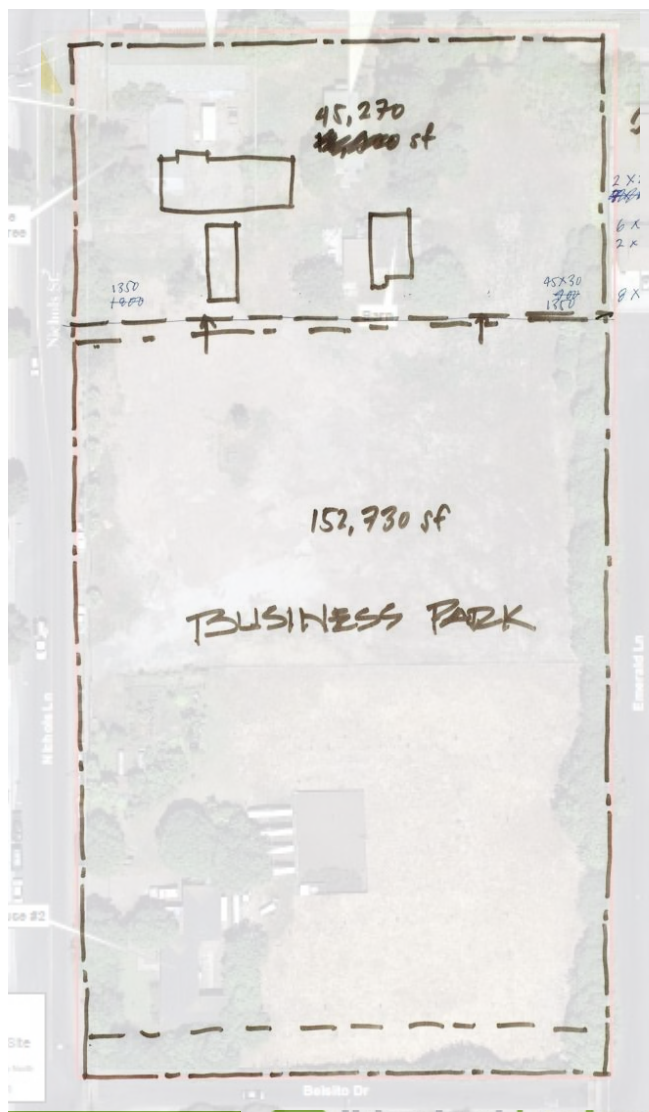


### Scenario 5- Flex-Tech Park

This scenario retains the same configuration for the historic buildings as the previous scenarios and extends the “flex-tech” business park described in Scenario 4 farther north to generate more revenue for the property owner, and eliminates shared space at the center of the site.

The benefits of this configuration are the preservation of the historic buildings (in a high visibility position along Warner Avenue) and one of the highest possible returns for the property owner among the scenarios examined by the TAP panel.

Drawbacks include less value for the businesses in the office park due to lacking the visibility available along Warner Avenue. The historic buildings are also isolated from the neighborhood and the schools, making the potential programming of the historic buildings less accessible to the community and minimizing the cultural landscape. This scenario would also require the lengthy process of rezoning, environmental review, and possible litigation.



## Scenario 6 - Relocation/Flex-Tech Park

This scenario employs a similar allotment of uses as Scenario 5, but the historic buildings would be moved to the south end of the site so the business park can have the added benefits and visibility of facing Warner Avenue.

The benefits of this plan would come from improved proximity to the schools and the neighborhood for the historic buildings.

The maximized value of the “flex-tech” uses, due to their position along Warner Avenue, would provide greater revenue to the property owner and enable higher revenue and

economic development opportunity for the public as well.

This scenario produces a unique drawback, however, in the largest disruption to the integrity of the cultural landscape setting of all the scenarios described here. Additionally, this scenario would incur the increased costs and legal risks of rezoning and environmental review.

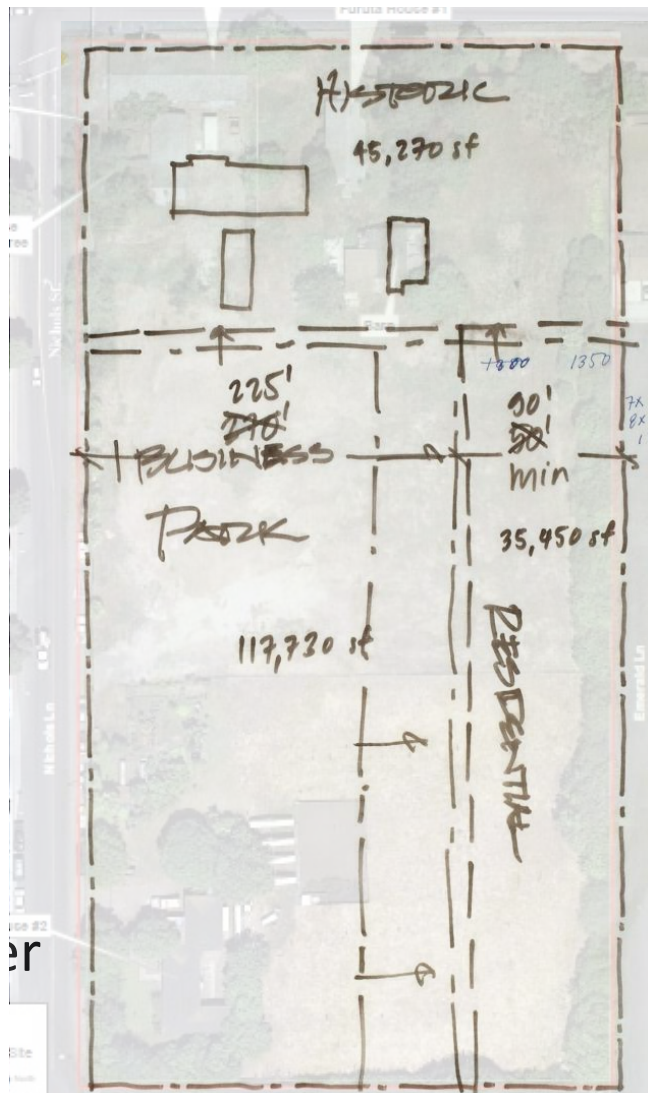


### Scenario 7- Mixed Use

The final scenario melds the greatest variety of land uses onto the site by maintaining three of the historic buildings (and moving them back from Warner Avenue and Nichols Lane slightly, to make room for improvements in the public right-of-way) and devoting the remainder of the site to a mix of residential and “flex-tech” uses.

A similar level of benefits for the historic buildings and community benefit as earlier scenarios would be achieved in this arrangement.

While the revenue potential to the property owner would be maximized, there would be a greater loss of the cultural landscape setting. In this scenario, the “flex-tech” space provides a buffer between the Rainbow Environmental Services/Republic transfer station and the new residential buildings. New housing supply would be a benefit to a neighborhood and city. In much the same way that this scenario melds all of the potential uses described by earlier scenarios, this scenario also generates a collection of drawbacks.





## FINANCING

Due to the importance of financing and revenue expectations to any future course of action, the TAP generated a revenue model for each of the scenarios. All of the scenarios propose some arrangement of three uses that have the potential to generate revenue through sale or lease: residential, industrial, and agricultural. It's important to also note that "flex-tech" or any other commercial use would have different values depending on how far north or south they are located in the parcel. Higher visibility yields more value along Warner Avenue.

As illustrated by the two tables below, these scenarios generate a broad spectrum of potential revenue. Any land devoted to non-residential and non-commercial uses substantially lowers the return to the property owner and reduces the potential for some of that revenue to go toward rehabilitating the historic buildings and their setting on site.

## RECOMMENDATION: SHARED USE (SCENARIO 4)

With the range of options—and the benefits and drawbacks of each—in mind, the TAP recommends Scenario 4. To further develop the ideas proposed in Scenario 4, the TAP created the drawings on this page with to illustrate the details described above: three historic buildings at the north end of the site, pulled back slightly from Warner Avenue and Nichols Lane, surrounded by open space. In the middle of the parcel is a parking lot that could double as event space, and to the south end of the parcel is the "flex tech" business park.

The TAP panel's designs highlight a few additional possibilities for the scenario. A large paseo, or pedestrian spine, along the east edge of the site provides connection through the interior of the site—connecting to the community and providing a pleasant experience while moving through the space. The paseo would directly address community requests for better pedestrian circulation through the site and the neighborhood as a whole.

TABLE 1: Comparisons of land values based on type of land use.

Revenue Generating Land Uses				LAND VALUE PER		
LAND USE	PRODUCT	DESCRIPTION	DENSITY	HOME	LAND SF	PER ACRE
Residential	2s THs	3 bedroom, townhomes - family focused	15 du/AC	\$100,000	--	\$1,500,000
R&D / Flex	1&2s Buildings	Part office build-out - high R&D use	0.4 FAR	--	\$34	\$1,480,000
R&D / Flex - Warner	1&2s Buildings	Part office build-out - high R&D use	0.4 FAR	--	\$38	\$1,660,000
Urban Ag					\$10	\$440,000

Assumption - Land Uses are Approved and Shovel Ready

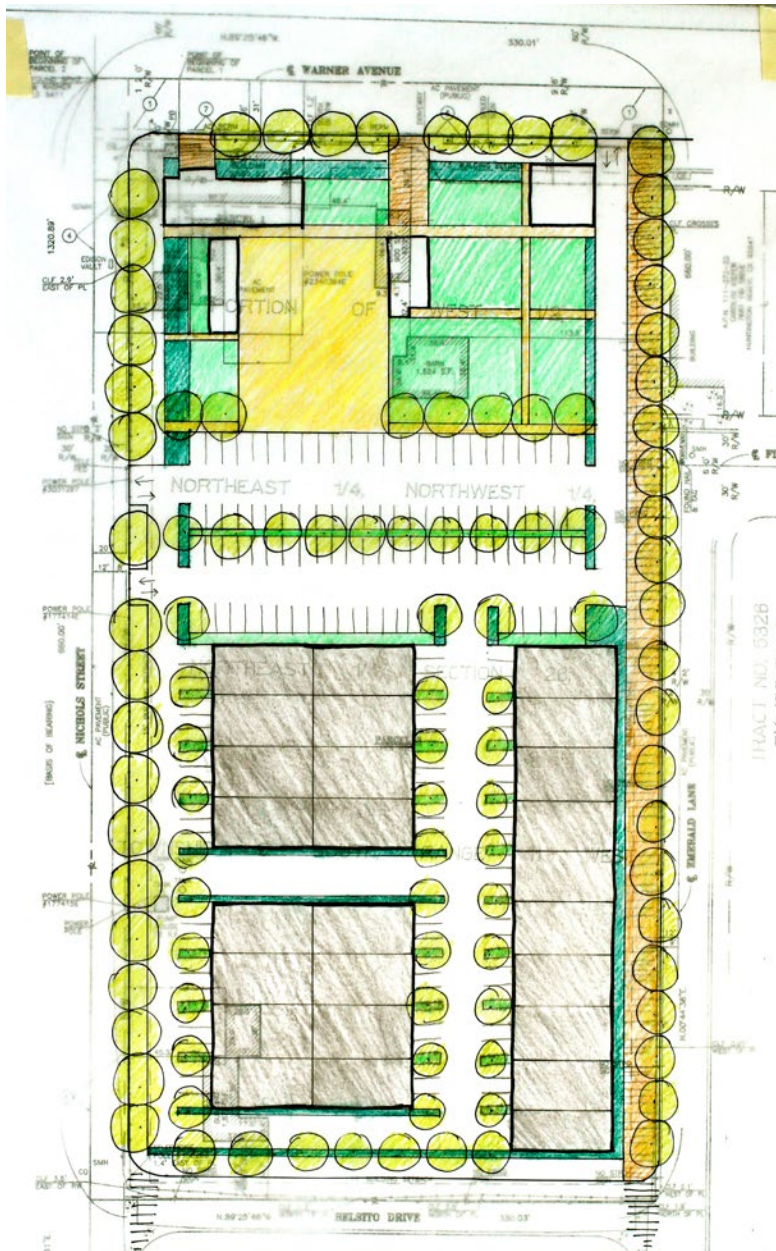
TABLE 2: Comparisons of land revenues based on the panel's proposed schemes.

Land Use Opportunities		SCALE (ACRES)		LAND REVENUE
DEVELOPMENT SCENARIO	PRODUCT	HISTORIC	DEV	
1 - Do Nothing				\$0
2 - All Residential	Townhomes	1.3	3.3	\$4,880,000
3 - Park / Urban Ag	Urban Ag	1.0	3.5	\$1,540,000
4 - Open Space / R&D Flex	R&D Flex	1.3	2.0	\$2,890,000
5 - R&D Flex	R&D Flex	1.0	3.5	\$5,190,000
6 - Flip #5 - School Facing	R&D Flex	1.5	3.0	\$5,040,000
7 - Mixed-Use	R&D Flex	--	2.7	\$4,000,000
	Townhomes	--	.08	\$1,220,000
	Subtotal	1.0	3.5	\$5,220,000

Assumption - Land Uses are Approved and Shovel Ready

The essential buildings preserved by the TAP would be the 1910 mission, 1934 church, and 1912 bungalow. Those buildings would retain their position in relationship to each other and remain on the north end of the site to maintain the cultural landscape setting and ensure that a faithful historic interpretation could be offered in the future programming of the buildings. The open space surrounding those buildings

*Illustrative diagram of development scenario 4.*



could be used in a variety of creative and active ways, such as a public gathering space or as a key component of any potential cultural landscape interpretation that might be developed on the site.

For the barn, which is in a state severe deterioration and would require an extraordinary rehabilitation effort, the TAP recommends salvaging parts from the original and recreating the essence of the structure, similar to examples of interpretation from around the country. Although the barn retains integrity, in its deteriorated state it is structurally unstable and in danger of collapse. For example, the fascia on the north elevation is detached from the roof purlins. Those conditions, coupled with the weight of what shingles remain, demonstrate the unsound nature of the structure. It therefore does not appear feasible to retain and rehabilitate the barn in place given its current condition, archaic materials and methods of construction.

In looking forward, options for interpretation include reuse of as much salvaged material as possible. The National Park Service offers guidance that will be helpful in this case: "Preservation Brief 20: The Preservation of Historic Barns and Introduction to Federal Tax Credits for Rehabilitating Historic Buildings, Barns." As an example of a similar project, the "ghost house" at the Benjamin Franklin site in Philadelphia is an interpretative outline of a historic building. In the case the Wintersburg barn, the TAP recommends a creative approach to the reconstruction, installing as much salvaged material as possible, but allowing for flexibility in the ultimate use. Such uses could include a catering kitchen or other supportive activities for site programming.

The position of the historic buildings along Warner Avenue would create a strong street presence within a larger landscape. Around the preserved buildings, programmed open space allows for the potential of agriculture uses and a public square for events and programming.

Farther south on the parcel, a parking lot would double as a shared public space. The flexibility of shared uses could be achieved with natural systems, such as bioswales and pervious pavements, to create a softer, living environment, rather than a dead expanse of pavement. The space devoted to parked cars during the week would present opportunities for mobile vendors and other interim uses during special events and on the weekends. The parking lot would exceed expectations by including trees and bioswales among other design and landscaping components. The parking lot would transform on weekends to public space for events, festivals,

and programs. It's important to note that a more thorough study and design exercise would be necessary to determine exactly how the proposed site-planning concept would conform to the city's parking requirements for the uses on site.

As the historic parcel transitions to the business park, space for plantings and water collection would extend the aesthetics and connections of the entire site. A feeling of community and shared space should be created throughout the site.

The TAP was deliberate in designating the "flex tech" uses as the best potential use for the site. Bearing little resemblance to the monolithic warehouses of typical industrial uses, "flex tech" spaces offer small and growing businesses the flexibility to house office staff, warehouse space, and light manufacturing activities. The Huntington Beach skateboarding and surfing culture naturally fits with the type of entrepreneurialism that demands these kinds of spaces to conduct and grow their businesses.

*The edge at Campus El Segundo is an example of the "Flex Tech" product type recommended by the panel.  
Image credit: CBRE*





*Intensively landscaped parking lots can provide space for events and programs on weekends and holidays. Photo credit: Ekistics Design Studio*

The business park could also be marketed to potential food-related uses, which have become more popular and have produced more successful business models in recent years. Such food-related businesses could and even serve as an incubator for local business with opportunities for promoting healthy eating and wellness. Local examples of innovative food industry businesses include the Anaheim Packing House, L.A. Prep, and L.A. Kitchen.

On a final, important note, it should be apparent that the TAP panel believes that any development and adaptive reuse of the site, including the preservation of the essential historic buildings and enough of their cultural landscape setting to convey significance, should be considered a public-private partnership, with a consistent commitment to substantial and productive engagement with the community throughout the process.





# IMPLEMENTATION

## FUNDING SOURCES

Though any redevelopment project that would preserve essential historic buildings within an appropriate setting and clear the way for new buildings will be expensive, there are many potential sources of revenue to contribute to such an effort. The proceeds from the sale or lease of the site should be considered a potential source of revenue that could be allotted, in part, for the rehabilitation of the historic portions of the site. Supplemental sources of funding include the following:

- Historic tax credits
- A capital campaign
- Grants from the philanthropic community
- Partnerships with non-profits (targeting like-minded groups like the Japanese American National Museum in Los Angeles)
- Congressional appropriations
- Special assessment/Commercial Financing District/ Business Improvement District
- Tax increment
- Community Development Block Grants (which provide a flexible source of funding for pedestrian improvements on Warner, for example)
- New Markets Tax Credit
- Enhanced Infrastructure Financing District
- Capital funds (for road improvements, for instance)
- Immigrant Investor Program (EB-5)
- Low-Income Housing Tax Credits
- Crowdfunding
- Conservation easement (for buildings and open space based on the Williamson Act)
- Safe Routes to School

There could be more sources of money available for specific uses, and a specific plan for the site could direct research into more sources of money.

## MAINTENANCE, OPERATIONS, AND PROGRAMMING

As briefly mentioned in the report above, the upfront cost of rehabilitating the historic buildings and preparing the land for redevelopment is only the beginning of the story. The persistent need for revenue and funding to support annual operations and maintenance costs will require consistent and diligent effort by all stakeholders. Yet the need for funding often connects with opportunities for programming (and vice versa). Some of the funding sources mentioned above, for instance, pair well with the programming and partnership recommendations listed here:

- Historic interpretation and programming
- Workforce training
- Wellness programs with community health organizations
- Farmers' markets
- Community gathering and events
- Open space and recreation
- Commercial kitchens
- A teen center
- Community supported agriculture

It's important to note that different kinds of money come with different kinds of strings. When researching and selecting potential sources of income, it's important to balance potential costs with potential benefits. Also, the amount and variety of funding, and its attached strings, will largely determine the future of this site—just as much as any planning or political process.

Once Historic Wintersburg has been developed and returned to active use, there will be a critical need for an entity to oversee maintenance and operations of the site. Although the types of uses on the site and the funding acquired during the development process will strongly influence this decision, there are many possibilities, including:

- Create a 501c3,
- Identify a parent non-profit to adopt the site
- Empower an entity within the city for the purposes of operation and maintenance.

## PRIVATE PROCESS

A crucial recommendation of the TAP panel is for Rainbow Environmental Services/Republic to seek a development partner to refine and deliver any potential concepts for redevelopment and preservation of the site, with input and collaboration with local stakeholders. As a first step, Rainbow Environmental Services/Republic should issue a request for proposals (RFP) or a request for qualifications (RFQ). Under an exclusive negotiation agreement (ENA), the developer takes on the risk of figuring out a solution to the problem, at no cost to the property owner.

Certain developers (the TAP panel identified Majestic, Prologis, Trammell Crow, and Shea Properties as examples, but there are potentially many more) are very well qualified to address the complex set of challenges and opportunities presented by the Historic Wintersburg site. Seeking out and partnering with such a developer is an opportunity for Rainbow Environmental Services/Republic to take leadership in the ongoing effort to improve Historic Wintersburg.

## PUBLIC PROCESS

To begin to move the debate and conversation about Historic Wintersburg in a more productive direction, the TAP recommends that stakeholders hire a facilitator. Philanthropic organizations commonly fund the work of facilitators, which can help organize and focus the conversation.

Once the project is back on a productive track, the public-private partnership must persist, with members of the community engaging with the development process at every possible step along the way. To do so, the TAP recommends the creation of a “Community Council” to engage with the developer on a regular basis. The TAP identified a few local organizations to serve on the council, though many more could potentially participate:

- Rainbow Environmental Services/Republic
- Historic Wintersburg Preservation Task Force
- Oak View Residents
- Oak View Renewal Partnership
- Ocean View School District
- City staff and/or city councilmember
- Boys & Girls Club
- Youth organizations
- Rock Harbor Church
- CrossPoint Baptist Church
- Oak View PTA

Everyone will need a seat at the table to move this process forward—and everyone will have to keep an eye on implementation, to shepherd the project from concept to groundbreaking and then to sustainability.

# CONCLUSION

There is a win-win-win possible for the future of Historic Wintersburg, but the current situation, with the site lying dormant and zoned for residential uses, is not a winner for any of the local stakeholders.

To overcome the status quo, and build a consensus for the future of the site, compromise will be necessary by all parties. In the preferred scenario described by this report, Rainbow Environmental Services/Republic would allow for a significant portion of the site (i.e., the historic buildings and their surrounding landscape as well as the shared space of the parking lot) to yield returns far below the full revenue potential. The National Trust for Historic Preservation and Historic Wintersburg Preservation Task Force would not, in the TAP's preferred scenario, preserve each of the remaining buildings on the site or the full, contiguous expanse of the street. And finally, the surrounding community would not see the entire site converted into land devoted to urban agriculture or some other form of public open space. However, each

stakeholder will accrue important benefits as a result of that compromise, and these tradeoffs will be critical to ensuring the project is a true "win-win-win" for all stakeholders.

In the hands of the right development partner, and with the full participation of the community in the process, the focus of the discussion can shift to the remarkable opportunities inherent to the site. By building a consensus for the future of the site, Rainbow Environmental Services/Republic could create new sources of revenue and value from its land, the preservation community would protect a singular addition to the historic assets of the region, and the community would benefit by new buildings and open space available for community-focused programming as well as a direct link to a relevant immigration experience.

So much of the value of Historic Wintersburg is incredibly special and rare. With a creative and collaborative effort, stakeholders can achieve an unprecedented result in historic preservation, redevelopment, neighborhood improvement, and economic development.

*The site presents a unique opportunity to preserve a critical chapter of history while benefitting an underserved neighborhood.*



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# ACKNOWLEDGEMENTS

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## NATIONAL TRUST FOR HISTORIC PRESERVATION

Chris Morris, Los Angeles Office Field Director  
Amy Webb, Denver Office Field Director  
Kevin Sanada, Los Angeles Office Field Officer

## OCEAN VIEW SCHOOL DISTRICT

Gina Clayton-Tarvin, Chair of OVSD Board of Trustees  
Kim Davis, Oak View Elementary School Teacher  
Patti Schraff, Oak View Elementary School Teacher  
Margaret Friedmann, Oak View Pre School Teacher

## HISTORIC WINTERSBURG PRESERVATION TASK FORCE

Mayor Jill Hardy, City of Huntington Beach and Council Liaison to HWPTF  
Mary Adams Urashima, Chair of HWPTF  
Connie Boardman, HWPTF and former Mayor of City of Huntington Beach  
Mark Bixby, HWPTF and former Planning Commissioner for City of Huntington Beach  
Dan Gibb, HWPTF and Fountain Valley Historical Society  
Norman Furuta, Furuta Family Descendent and Former Resident  
Kanji Sahara, HWPTF and Japanese American Citizens League  
Rebecca Nehez, HWPTF

## OAK VIEW COMMUNITY MEMBERS

Iosefa Alofaituli, Executive Director of Oak View Renewal Partnership  
Laura Dale Pash, Former Principal of Oak View Elementary School  
Sherri Medrano, Oak View Elementary School  
Virginia Clara, Oak View Renewal Partnership  
Oscar Rodriguez, Oak View Youth Soccer League

## CITY OF HUNTINGTON BEACH

Councilman Erik Peterson, City of Huntington Beach  
Councilwoman Barbara Delgleize, City of Huntington Beach  
Councilman Mike Posey, City of Huntington Beach  
Dan Kalmick, Planning Commissioner for City of Huntington Beach

## RAINBOW ENVIRONMENTAL SERVICES/REPUBLIC

Jerry Moffatt, General Manager  
Sue Gordon, Vice President of Public Affairs

## ULI ORANGE COUNTY/INLAND EMPIRE

John Shumway, TAP Committee Chair

## HISTORIC WINTERSBURG TAP SUPPORT

The Urban Land Institute TAP was funded through the efforts of the Historic Wintersburg Preservation Task Force, Huntington Beach, California.

Chair, Mary Adams Urashima  
Gloria Alvarez  
Mark Bixby  
Connie Boardman  
Dann Gibb  
Barbara Haynes  
Dennis Masuda  
Rebecca Nehez  
Gregory Robertson  
Kanji Sahara  
Dave Wentworth

Sue Gordon, Representative for Rainbow Environmental Services/Republic

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Phil Chinn	Bo and Ikuyo Sakaguchi
Heritage Orange County, Inc.	Kanji Sahara
Huntington Beach Historical Society	The Furuta Family
Mark Kowta	Little Tokyo Historical Society
Tadashi Kowta	

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Barbara Haynes	Rebecca Nehez	George White
HBTom10	Alan T. Nishio	Susy Worthy
Heritage Orange County, Inc.	Nancy Oda	Tony and Janet Yamaoka

Thank you to all who made anonymous donations. If we have missed anyone, please know your contribution definitely made the difference in our effort!

# PANEL MEMBER BIOGRAPHIES

## KATHERINE PEREZ-ESTOLANO

Managing Member, ELP Advisors

Katherine Aguilar Perez-Estolano is an expert in urban planning, transportation, and stakeholder engagement. As co-founder of ELP Advisors, she has managed numerous transportation planning and community engagement projects. She has also co-led complex multi-stakeholder processes.

Prior to co-founding ELP Advisors, she was the Executive Director of the Urban Land Institute, Los Angeles District Council (ULI LA), and was formerly the Vice President of Development for Forest City Development where she focused on transit-oriented development and

mixed-use projects in emerging markets. Before joining Forest City, Ms. Perez-Estolano was the co-founder and Executive Director of the Transportation and Land Use Collaborative (TLUC) of Southern California, a nationally recognized non-profit that promotes greater civic involvement in planning and development. Previously, she worked as Deputy to Pasadena Mayor William Bogaard on transportation, planning and Latino constituent issues.

In 2013, she was appointed by Governor Jerry Brown to the Board of Directors of the California High Speed Rail Authority. She serves on the Advisory Board of the U.S. High Speed Rail Association and has previously served on the California Public Infrastructure Advisory Commission. Ms. Perez-Estolano is also a member of the Board of Directors of New Economics for Women, an organization that promotes economic and educational opportunities for single parents, families and disinvested communities. She is an Adjunct Professor at the USC School of Planning and Development. Ms. Perez-Estolano received her Masters Degree in Urban Planning and Transportation from UCLA and her Bachelors Degree in Political Science from California State University Northridge.

## DAVID ABASTA

Senior Acquisitions & Finance Associate,  
Primestor Development, Inc.

David Abasta manages Acquisitions and Development Financing for Primestor Development, Inc. (PDI). He is responsible for underwriting, due diligence, capital markets and lender relationships for most of the firm's recent projects and ventures. He reports directly to PDI's Director of Investments.

PDI has an extensive track record of acquiring and developing brownfield, redevelopment and value-add retail properties throughout the United States. Throughout, the firm has been at the forefront of bringing investment to underserved urban communities through partnerships with public entities, institutional investors and private equity. Since joining PDI in 2011, Mr. Abasta has helped acquire, develop, reposition, structure or recapitalize over \$350 million of transactions.

Prior to joining PDI, Mr. Abasta worked for the downtown redevelopment agencies of New York and San Diego and the Community Development Department of Imperial Beach. Mr. Abasta has also consulted for many commercial and residential development clients and is a veteran of United States Army. He was a student at New York University and holds a Bachelor of Science in Real Estate and Finance from CSU Northridge.

## ROBERT CHATTEL

President, Chattel, Inc.

Both a licensed general contractor and architect in California with more than 30 years' experience in planning, design and construction, Robert Chattel's unique qualifications include meeting the Secretary of the Interior's Professional Qualifications Standards in architectural history and historic architecture. Robert has experience working for non-profit, government, and for-profit entities, including the Los Angeles Conservancy, the Community Redevelopment Agency of the City of Los Angeles and a private real estate developer.

He holds a B.A. in Architecture from U.C. Berkeley and a M.S. in Historic Preservation from Columbia University. In 1994, he established Chattel, Inc. With offices in Los Angeles and San Francisco, the firm works on design collaboration, environmental review and preservation policy projects in the western United States. As President, Robert specializes in applying the Secretary of the Interior's Standards for the Treatment of Historic Properties and interpreting federal, state and local historic preservation law and regulations.

Robert and his firm have received awards from the California Preservation Foundation, Los Angeles Conservancy, American Institute of Architects, American Planning Association and the City of Los Angeles for projects ranging from preservation of the Beverly Hills Waterworks (the subject of his master's thesis) to stabilization of the Breed Street Shul in east Los Angeles and rehabilitation of the downtown Los Angeles Central Library.

## CAROLYN HULL

Executive Director, Los Angeles County Public Landowners Assistance Network

Carolyn Hull is the Executive Director of The Los Angeles County Public Landowners Assistance Network (L.A. PLAN). L.A. PLAN is a subsidiary of the Los Angeles County Economic Development Corporation (LAEDC). L.A. PLAN partners with the public sector in Los Angeles County to plan and implement real estate and financing transactions that attract investment and retain and grow Los Angeles County's employment base.

Previously, Ms. Hull was the Chief Financial Officer at Genesis LA. Genesis LA is a real estate based investor that directs its capital and strategic advisory services to projects located inner city communities throughout Los Angeles County.

Prior to joining Genesis LA Ms. Hull was the South Los Angeles Regional Administrator for the Community Redevelopment Agency of the City of Los Angeles (CRA/LA). In this role, Ms. Hull managed all redevelopment programs, activities and staff for the South Los Angeles region. Prior to that, Ms. Hull served as the CRA/LA's Manager of Capital Finance. Prior to joining CRA/LA Ms. Hull served as a Director at CB Richard Ellis Consulting (CBRE Consulting), based in Los Angeles.

Ms. Hull holds a Bachelor of Science degree in Industrial Management from Carnegie-Mellon University and a Master of Science degree in Economics and Urban Planning from the London School of Economics, in addition to a Certificate in Real Estate Finance from the Massachusetts Institute of Technology.



## BRIAN JONES

President, BMJ Advisors

Brian retired as Chairman and CEO of Forest City west coast commercial division five years ago. He was with Forest City since 1978.

Brian started the FC operation on the West Coast in the mid 1980's and developed during his tenure over 19 million Square feet of commercial regional retail and mixed use development with a value of over 3 billion dollars.

Prior to joining Forest City in 1978 he worked in London, England for the Real Estate development division of Bovis, a major developer and construction company.

He has also worked in Toronto, Canada. Brian is a native of Great Britain and a graduate of Willesden College of Technology in England. He is active on the executive board of the Lusk Center at USC, on the CRC Gold Council at ULI, and serves on the ULI, LA District Council's Board of Advisers. Brian also serves on Watt Industries Board of Advisors. Since retiring, he has undertaken a number of consulting assignments both in the USA and Internationally. Currently he is consulting on an assignment in Brazil.

## WADE KILLEFER

Founding Partner, Killefer Flammang Architects

Wade Killefer is the founding partner of Santa Monica-based Killefer Flammang Architects, which was started in 1975 and currently has a staff of over 40 architects and support personnel. The firm designs new urban apartments and condominiums, affordable housing and adaptive reuse housing. The public and civic portfolio includes school and university buildings, libraries and recreational and community buildings.

In Los Angeles they have been particularly active in building housing in downtown and have rehabilitated over 45 previously abandoned historic buildings in the City's historic core into over 4500 loft units.

A graduate of Stanford University, Wade holds a Masters of Architecture degree from UCLA

## KELLY MAJEWSKI

Associate, Meléndrez

Kelly Majewski has 13 years of experience transforming the urban environment. Throughout this tenure her work has included local, national and international projects in a variety of scales and markets. She is known for her ability to create overarching visionary urban and landscape master plans and for successfully managing projects from beginning to end. She has worked on large mixed-use, civic, corporate, and park projects ranging from a 132 acre Centennial Park Master Plan in Nashville, to a university hospital campus master plan in Iowa City with a realized 2.5 acre park over structure, down to the small scale of designing an urban furniture line. She has collaborated with a variety of high level clients, architects, engineers and designers, as well as led community outreach efforts and design charrettes. She thoughtfully develops designs to incorporate sustainability, accessibility, pedestrian and multi-modal connections, as well as rich planting palettes and custom furnishings to reflect each unique space.

In her current work she values her ability to design and conceptualize between the boundaries of landscape architecture and urban design. Prior to joining Meléndrez she was an associate at the internationally renowned firm Gustafson Guthrie Nichol for eight years. In addition she has also worked at the local landscape architecture firm Mia Lehrer and Associates. Kelly will be teaching a Masters of Landscape Architecture design course at the University of Southern California this coming fall.

## MIKE REYNOLDS

Principal, The Concord Group

Michael Reynolds is a principal of The Concord Group, a real estate advisory firm with offices in Northern and Southern California and New York. The Concord Group provides strategic advice for acquisition and development of residential, commercial/retail and industrial real estate projects. Clients include land developers, homebuilders, institutional investors, public agencies and universities throughout the nation.

Michael has expertise in market, economic and financial analyses associated with existing properties as well as development opportunities. He has provided consultation to owners and operators of real estate for the past fifteen years, completing over 1,500 projects on both a local and national basis. His extensive experience in the industry provides invaluable insight for clients seeking to establish programming criteria that maximize the market and financial opportunity represented by real estate.

Outside of his client engagements, Mr. Reynolds is actively involved with the Urban Land Institute, participating in the group's Orange County Commercial Real Estate Council while also recently serving on Advisory Panels for properties in Washington, DC, Buffalo, NY and Boston, MA. He has been a guest lecturer addressing residential and commercial market trends to the Pacific Coast Builders Conference, UCI School of Planning, Policy and Design, Urban Land Institute's Real Estate Development Process forum and the Southern California Chapter of the Appraisal Institute.

Originally from Connecticut, Michael moved to Southern California to attend Claremont McKenna College, where he graduated Cum Laude with a degree in economics and government.

## BRENT D. SCHULTZ

Housing Director, City of Ontario

Mr. Schultz has been Housing Director for the City of Ontario for the past 14 years. He has nearly 30 years' experience working primarily on public/private partnerships to redevelop or revitalize downtowns, citywide infill sites, housing, major capital improvements and neighborhoods. He has worked on some of Southern California's most challenging infill revitalization projects while with the City of Anaheim, and most recently on the City of Ontario's Ontario Town Square project. This was Ontario's first new development in the downtown area in 50 years.

Brent has a Bachelor of Arts degree in Political Science from California State University of Fullerton, and a Masters in Business Administration from Chapman University. He is a member of both National Association of Housing and Redevelopment Officials (NAHRO) and the Urban Land Institute (ULI). Through Brent's leadership and expertise, the City of Ontario was awarded the League of California Cities Helen Putnam Award of Excellence for Housing Program Innovations, as well as being a California Redevelopment Association Award Winner.





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Killefer, Carolyn Hull, Mike  
Reynolds, Brian Jones,  
Kelly Majewski, Jonathan  
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Brent Schultz, Katherine  
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The membership of ULI Los Angeles represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students. Members of the Urban Land Institute in the counties of Los Angeles, Ventura, Kern, San Luis Obispo, and Santa Barbara are automatically members of ULI Los Angeles.



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