



**ULI MISSION:** Shape the future of the built environment for transformative impact in communities worldwide

**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement

### **ULI Housing Innovation Forum Agenda**

#### **2023 Fall Forum Title:**

Adaptive Reuse: From Tragedy to Triumph - Office-to-Residential Conversion Project Series and Discussion (From Los Angeles and Beyond)

#### **Description:**

Los Angeles has a long history of office to residential conversions going back several decades. However, the oversupply of office coupled with growing undersupply of affordable housing, has made the question of how to expedite the conversion of legacy and obsolete offices into new residential use all the more pressing for both city leaders and developers. Beyond Los Angeles, these trends are present in cities across the country, with many real estate professionals grappling with how to embark on how to salvage value and explore new opportunities. This forum will present lessons learned through LA's long history with adaptive reuse conversions that can be adopted to other jurisdictions and aims to address opportunities and issues that have recently arisen through new policies, funding sources, and incentives that encourage the conversion of vacant office buildings for residential use.

#### **Forum Leadership:**

Charly Ligety

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### **Forum Day Agenda – October 30, 2023**

**8:00-11:00 a.m. PDT**  
**Los Angeles Convention Center – Room# 410**

**8:00 a.m. Forum Welcoming Remarks and Overview Housing Innovation Projects**

Introductions and an overview of the office-to-residential conversion landscape and recent market fundamentals.

- Review the Housing Innovation Forum
- Thank you to our presenting sponsor, Amazon
- Introduction of Members and Guests

**8:15 a.m. Opening Presentations**

We set the stage with three presentations covering capital markets updates and relevant findings from recently-published research about conversion policy, market studies, and case studies.

- 1. The Office Market Status and Conversion Outlook: How Bad Is Office? Where Are Conversions Happening?**  
Dana Barbera – Director of Project Management at Colliers  
Los Angeles, CA
- 2. Can Adaptive Reuse of Commercial Real Estate Address the Housing Crisis in Los Angeles, and Beyond?**  
Jason Ward, Ph.D., – Associate Director, RAND Center for Housing and Homelessness in Los Angeles. Associate Economist and Professor, Pardee RAND Graduate School.  
Los Angeles, CA
- 3. Behind The Facade: The Feasibility of Converting Commercial Real Estate to Multifamily, from Case Studies Across the United States**  
Anita Kramer – Senior Director, ULI Center for Capital Markets & Real Estate ULI  
Washington D.C.

**9:00 a.m. Panel: Past, Present, Future of Conversions**

Focusing on the ULI mission priority, Increasing Housing Attainability, this will be an opportunity for a robust panel conversation from a series of leading developers, architects, and policymakers covering a diverse range of case studies in Los Angeles and across the United States. Following the panel, there will be an interactive Q&A with Forum attendees.

**Moderator:** Daniel Gehman, AIA, LEED AP  
Principal – Danielian Associates  
Los Angeles, CA

**Panelists:** Kevin Ratner  
President – ForestCity West  
Los Angeles, CA

Karin Liljegren  
Founder + Principal – Omgivning  
Los Angeles, CA

Hamid Behdad  
President – Central City Development Group  
Los Angeles, CA

Hal Bastian  
Fmr. Los Angeles Downtown Center Business Improvement District

Los Angeles, CA

April Trafton  
President – Donald F. Dickerson Associates  
Los Angeles, CA

**10:15 a.m. Connect with your Peers During an Informative Breakout Discussions**

Use this time to connect with your peers in breakout tables to *discuss the challenges, trends, and recommendations for successful office conversions*, capped off with facilitated key takeaways.

**Conversation starters to consider:**

- What are the major policy, finance, design roadblocks for successful office conversions?
- What are the economics behind this type of project? How to make conversions pencil?
- What do you look for when you are sizing up a new conversion opportunity?
- How do you persuade existing owners to pivot from an office build to residential?
- Which cities have recently most actively promoting office-to-residential conversions?
- What design features help to reduce costs of conversion and increase the number of people who can be housed?
- What financing options have been used for conversions? What policies are working to incentivize more capital?

**10:45 a.m. Thank You and Closing Remarks**

**11:30 a.m. – 1:00 p.m. Full-member Forum Networking Luncheon**  
Keynote Speaker: TBD

**5:00-6:30 p.m. 2023 ULI Fall Meeting Welcome Reception**  
Belasco Theater