Webinar

Behind the Facade: The Feasibility of Converting Commercial Real Estate to Multifamily
Date: February 22, 2023

00:00:02 --> 00:00:06:	Good afternoon. Thank you to everybody for joining us for
00:00:06 --> 00:00:10:	the webinar that accompanies the release of the ULI and
00:00:10 --> 00:00:15:	NHC Research Foundation report behind the facade, this report really
00:00:15 --> 00:00:18:	digs into the nuts and bolts of how to do
00:00:18 --> 00:00:23:	adaptive reuse, umm converting commercial to multifamily looks at it
00:00:23 --> 00:00:26:	from a variety of angles, a variety of of of
00:00:26 --> 00:00:29:	types, hotels, office space and so we are pleased to
00:00:30 --> 00:00:32:	have with us several folks who represent.
00:00:32 --> 00:00:36:	You have the case studies that are profiled in this
00:00:36 --> 00:00:39:	report both from the developer side as well as the
00:00:39 --> 00:00:42:	local officials side. So we're going to really dig into
00:00:42 --> 00:00:46:	the financing, the interactions at the locality level to talk
00:00:46 --> 00:00:50:	through some of the benefits and potential cautions that are
00:00:50 --> 00:00:54:	that should be heated when you're when you're looking at
00:00:54 --> 00:00:57:	some of these options. So I'm pleased to be joined
00:00:57 --> 00:01:01:	myself, Caitlin Sugar Walter, Vice President of research at NMHC.
00:01:01 --> 00:01:03:	I've got with me, Nick.
00:01:03 --> 00:01:07:	From back, president and managing broker at Brumback real estate
00:01:07 --> 00:01:11:	and construction, Mark Rivers, Executive vice president at Lowe and
00:01:11 --> 00:01:15:	Rob Kearns, Development Division chief, city of Alexandria, VA. So
00:01:15 --> 00:01:19:	to get started, I'm going to ask everybody to kind
00:01:19 --> 00:01:22:	of take a couple minutes and walk through your on
00:01:22 --> 00:01:26:	your project and your interactions. We can get started with
00:01:26 --> 00:01:26:	Mark.

00:01:28 --> 00:01:29: Thanks, Caitlin.
00:01:30 --> 00:01:34: So low is a national development firm. I'm based in
00:01:34 --> 00:01:38: DC and oversee the East and we've done two conversions,
00:01:38 --> 00:01:43: completed two conversions and we're starting our third now. And
00:01:43 --> 00:01:47: so one of those was featured in this report. Maybe
00:01:47 --> 00:01:50: you can turn this slide. I'll just go through these
00:01:50 --> 00:01:54: very quick. This is a a project we did that
00:01:54 --> 00:01:56: about 10 years ago, 11 years ago.
00:01:57 --> 00:02:01: In Montgomery County, Maryland, we took a five story office
00:02:01 --> 00:02:04: building, added seven floors and converted it to residential. If
00:02:04 --> 00:02:07: you look carefully, you can kind of see some of
00:02:07 --> 00:02:09: the old building there.
00:02:10 --> 00:02:14: We did a pretty good job of disguising the addition
00:02:14 --> 00:02:17: and and that one performed very well for us. And
00:02:18 --> 00:02:21: then if you go to the next, this is what
00:02:21 --> 00:02:24: we call Park and Ford. It's what was called Park
00:02:24 --> 00:02:29: Center in Alexandria, VA, an 80s era building. We converted
00:02:29 --> 00:02:33: these two fourteen story towers to multifamily as you can
00:02:34 --> 00:02:38: see involving reskinning the facade and then we've got a
00:02:38 --> 00:02:39: couple more slides.
00:02:40 --> 00:02:45: And here we converted surface parking to outdoor amenity space
00:02:45 --> 00:02:48: and then the next one just softened up Baron Plaza
00:02:49 --> 00:02:53: with outdoor grilling, dining, lounging spaces. So that's just a
00:02:54 --> 00:02:57: park and Ford is the one that will be using
00:02:57 --> 00:03:00: sort of as the basis of today's discussion.
00:03:01 --> 00:03:02: Thank you.
00:03:04 --> 00:03:07: I have come back. Oh, I'm sorry. Go ahead.
00:03:09 --> 00:03:10: You go ahead and get started. Thanks.
00:03:11 --> 00:03:15: Perfect. Thank you. Nick Brumback, I'm the president of Brumback
00:03:15 --> 00:03:19: real estate and construction, where we're a regional developer based
00:03:19 --> 00:03:22: in Spokane, WA. If you're not familiar, we're on the
00:03:22 --> 00:03:26: east side of Washington State, Spokane Coeur, d'alene Metro area.
00:03:27 --> 00:03:28: Umm.
00:03:29 --> 00:03:34: We're a we're a highly vertically, vertically integrated company. We
00:03:34 --> 00:03:38: believe in you know, ownership and as the developer we
00:03:38 --> 00:03:43: do the general contracting, construction management and then to the

00:03:43 --> 00:03:45: project management of the project.
00:03:46 --> 00:03:49: So on on the project why I'm here. This is
00:03:49 --> 00:03:53: our first adaptive reuse project. It's called the 508 W.
00:03:54 --> 00:03:58: You can go ahead and go to the next slide.
00:03:58 --> 00:04:02: So this was a division was a conversion to a
00:04:02 --> 00:04:04: multifamily property.
00:04:05 --> 00:04:09: We purchased building 2019. It was a nine story medical
00:04:10 --> 00:04:15: office, very underutilized and it the building was essentially falling
00:04:15 --> 00:04:15: apart.
00:04:16 --> 00:04:19: And it also a very unique part about the structure.
00:04:19 --> 00:04:23: It hadn't attached structure that was a 14 story elevated
00:04:23 --> 00:04:27: parking garage and and it's a, it's a broader story,
00:04:27 --> 00:04:30: but it never really worked. It was shuttered and it
00:04:30 --> 00:04:33: was just empty space in the building and a great
00:04:33 --> 00:04:37: part about this property, why we lock, why we really
00:04:37 --> 00:04:40: liked it. It was right next to the CBD of
00:04:40 --> 00:04:43: Spokane and it sat right next to two Regional Hospital
00:04:43 --> 00:04:46: centers. So you can go and go to the next
00:04:46 --> 00:04:46: slide.
00:04:47 --> 00:04:50: So these you can go through fairly quickly, Nolan. I
00:04:50 --> 00:04:54: just wanted to give the audience kind of an idea
00:04:54 --> 00:04:57: of the scope where where you see the windows on
00:04:57 --> 00:05:01: that previous slide that was the old Medical office building
00:05:01 --> 00:05:05: and then where you see those horizontal openings that was
00:05:05 --> 00:05:08: the previous parking garage. So as we move forward, you
00:05:08 --> 00:05:12: can just see the progression of the structural rebuild in
00:05:12 --> 00:05:16: the in the post tension concrete portion which was the
00:05:16 --> 00:05:17: garage and the office.
00:05:17 --> 00:05:22: Side was more of a traditional demo. Bring it down
00:05:22 --> 00:05:26: to the bones. We left the precast cladding, but everything
00:05:27 --> 00:05:28: else is brand new.
00:05:29 --> 00:05:32: And as we move forward, you can see the progression
00:05:33 --> 00:05:36: to where we're at today in the project, which is,
00:05:36 --> 00:05:40: you know, the skin is beginning to be finished on
00:05:40 --> 00:05:44: the building on both sides, Windows going in. And to
00:05:44 --> 00:05:47: make it more difficult on ourselves, we decided to add
00:05:48 --> 00:05:51: a tenth story to the project. But it's going to
00:05:51 --> 00:05:55: be highly amenitized beautiful view of the city, Common area
00:05:55 --> 00:05:59: lounge. So you know this. I appreciate being on here.
00:05:59 --> 00:06:03: Um, you know, this has been a great project for
00:06:03 --> 00:06:06: us, but I think it, it can really show how

00:06:06 --> 00:06:10:	you can take a very creative approach to a building
00:06:10 --> 00:06:15:	that's straightforward or even unique and deliver really quality housing
00:06:15 --> 00:06:18:	and areas you know that want and need that housing
00:06:18 --> 00:06:21:	and bring it in for a lower cost.
00:06:24 --> 00:06:27:	Thanks, nick. And so, rob, Mark already mentioned one of
00:06:27 --> 00:06:31:	your projects of adaptive means you've done in Alexandria, but
00:06:31 --> 00:06:34:	can you talk a little bit about the city of
00:06:34 --> 00:06:37:	Alexandria's history? You all seem to have one of the
00:06:37 --> 00:06:40:	more sophisticated experience levels with this.
00:06:41 --> 00:06:44:	Sure. Thanks Caitlin. Yeah, me and my team, we are
00:06:44 --> 00:06:49:	responsible for working with developers on new and and adaptive
00:06:49 --> 00:06:52:	reuse construction in the city and yet we were pleased
00:06:52 --> 00:06:55:	to work with marks firm low on Park and Ford
00:06:56 --> 00:06:59:	that was they just wanted an award this fall and
00:06:59 --> 00:07:02:	they have award for the excellence on that project. It
00:07:03 --> 00:07:05:	was it's a really fine project to feature.
00:07:07 --> 00:07:10:	We seem to be on sort of the early wave
00:07:10 --> 00:07:14:	of these types of projects. You know, our experience goes
00:07:14 --> 00:07:16:	back to 2011, 2012.
00:07:17 --> 00:07:17:	Where?
00:07:18 --> 00:07:22:	The Orinoco, which was on on the water in Old
00:07:22 --> 00:07:26:	Town Alexandria. It was a private office, was converted to
00:07:26 --> 00:07:28:	very high end condos.
00:07:28 --> 00:07:32:	And it's so that was sort of an early project
00:07:32 --> 00:07:35:	that there was a lot of flexibility and a lot
00:07:35 --> 00:07:39:	of tinkering with EYA's looking at that project and it's
00:07:40 --> 00:07:44:	been, it's been wildly successful and and people look at
00:07:44 --> 00:07:47:	it as as you know comps for other projects on
00:07:47 --> 00:07:52:	the waterfront and Alexandra. But you've also just sort of
00:07:52 --> 00:07:56:	had projects of all shapes and sizes, you know everything
00:07:56 --> 00:07:59:	from low to smaller, you know just 25.
00:07:59 --> 00:08:03:	3545 thousand square foot you know, adaptive reuse projects and
00:08:03 --> 00:08:04:	in Old Town.
00:08:05 --> 00:08:09:	But what has been happening more recently is more established
00:08:10 --> 00:08:14:	class B&C office spaces in what I would call established
00:08:14 --> 00:08:16:	neighborhoods in the city.
00:08:16 --> 00:08:20:	That seems to be important that there are mixes of
00:08:20 --> 00:08:24:	uses around these buildings so they provide amenities,

parks, food
00:08:24 --> 00:08:28: access and other things that allow these projects to connect
00:08:28 --> 00:08:29: to convert fairly easily.
00:08:30 --> 00:08:32: I'd also say these projects.
00:08:33 --> 00:08:37: One of the earlier projects Elaws actually right next to
00:08:37 --> 00:08:40: a park and Ford. They just had a plethora of
00:08:40 --> 00:08:43: parking and they were also able to the zoning allows
00:08:43 --> 00:08:47: for housing and all these districts already. So they're by
00:08:47 --> 00:08:51: right in most cases, which is important to to the
00:08:51 --> 00:08:53: developers usually look at the at these.
00:08:55 --> 00:08:58: And they also have room often it's on their parking
00:08:58 --> 00:09:01: decks or their roofs as Mark showed to do open
00:09:01 --> 00:09:05: space amenities. That's another important factor when you're switching to
00:09:05 --> 00:09:08: residential to be able to offer you know these amenities
00:09:08 --> 00:09:11: and and and and have the room to for parking
00:09:11 --> 00:09:14: and and amenities for these new these new residents.
00:09:15 --> 00:09:15: Umm.
00:09:16 --> 00:09:21: In terms of just issues we've worked with, clearly we're
00:09:21 --> 00:09:23: seeing these conversions as possibly.
00:09:25 --> 00:09:28: A solution for the housing shortages we're facing in the
00:09:28 --> 00:09:31: DC region right now, as well as affordable housing.
00:09:31 --> 00:09:35: With some of these conversions and you know, clearly they're,
00:09:35 --> 00:09:39: they're a green choice with the embodied carbon in these
00:09:39 --> 00:09:43: buildings. So, you know, Alexander's very excited to to see
00:09:43 --> 00:09:46: this trend. There was some pushback at first about too
00:09:46 --> 00:09:48: many offices converting.
00:09:48 --> 00:09:52: Um, but in terms of tax base, they're actually a
00:09:52 --> 00:09:52: winner for us?
00:09:54 --> 00:09:57: There's no, there's been no concern in terms of how
00:09:57 --> 00:10:01: that's affecting our taxes based negatively as another another consideration
00:10:01 --> 00:10:04: that we've been dealing with over the past couple of
00:10:04 --> 00:10:04: years.
00:10:06 --> 00:10:08: And so Nick and Mark, could you talk about your
00:10:08 --> 00:10:13: experiences? Obviously, Mark, you dealt with Alexandria specifically, but you
00:10:13 --> 00:10:15: know the appetite for this type of?
00:10:15 --> 00:10:19: Of projects and how the experience with working with the
00:10:19 --> 00:10:20: local officials went.
00:10:21 --> 00:10:24: Yeah. So let me let me follow up on Rob's
00:10:24 --> 00:10:28: comment there. So we were fortunate in that when we

00:10:28 --> 00:10:33: were pursuing this as an opportunity, the Alexandria Economic Development
00:10:33 --> 00:10:38: Partnership had already been working with the City Council to
00:10:38 --> 00:10:42: talk about those issues that Rob just highlighted, which is
00:10:42 --> 00:10:47: shoring up the office inventory that is a prioritizing that
00:10:47 --> 00:10:51: inventory that is good and figuring out how to repurpose.
00:10:51 --> 00:10:55: That inventory which was not and the net benefit of
00:10:55 --> 00:10:58: that has been a a huge boost for the tax
00:10:58 --> 00:11:01: base tax basis in the in the city. And so
00:11:01 --> 00:11:04: when we went to meet with the City Council to
00:11:04 --> 00:11:07: make sure we would have support they were all sort
00:11:07 --> 00:11:11: of prepped already. They they knew a bunch of the
00:11:11 --> 00:11:14: language they knew the issues and so it was it
00:11:14 --> 00:11:18: was a very predictable process for us. So that was
00:11:18 --> 00:11:21: and and as developers we love predictability.
00:11:21 --> 00:11:25: And So what we're finding is that in the core
00:11:25 --> 00:11:29: markets and the more in the densifying markets, in most
00:11:29 --> 00:11:34: cases zoning is, you know, flexible enough that it'll accommodate
00:11:34 --> 00:11:38: the, the conversion. What we're finding as we get a
00:11:38 --> 00:11:42: little farther out into the suburbs and into some pocketed
00:11:42 --> 00:11:46: neighborhoods of the of the urban areas that it's not
00:11:46 --> 00:11:50: the case and you know that just adds risk and
00:11:50 --> 00:11:51: uncertainty.
00:11:52 --> 00:11:55: And whether or not to make that investment. So I
00:11:55 --> 00:11:59: think that you know, congratulations to Alexander for having you
00:11:59 --> 00:12:02: know the foresight to to prepare for that and I
00:12:02 --> 00:12:06: know that a lot of other jurisdictions are doing the
00:12:06 --> 00:12:09: same thing. So it's it's a really important issue.
00:12:11 --> 00:12:13: Nick, how about out in Washington?
00:12:14 --> 00:12:18: Yeah my my experience city Spokane you know we're we're
00:12:18 --> 00:12:22: a second third you know tier city and size and
00:12:23 --> 00:12:27: I've just found that you know that general size the
00:12:27 --> 00:12:31: the city planning and and government in general is is
00:12:32 --> 00:12:37: really trying to incentivize development. It's it's a it's a
00:12:37 --> 00:12:41: very large goal of you know making that city core
00:12:41 --> 00:12:44: more vibrant and and and dense housing.
00:12:44 --> 00:12:49: Uh, you know, good quality housing is very, very important.
00:12:49 --> 00:12:53: So specifically city of Spokane, they were great. I I
00:12:53 --> 00:12:56: built a lot in the city, not as much in
00:12:56 --> 00:13:00: the CBD. But when we brought this project, one way

00:13:00 --> 00:13:04: you can look at it is it was exactly what
00:13:04 --> 00:13:08: they wanted, you know. So sometimes you know a city
00:13:08 --> 00:13:12: and and the developer does align and and program wise
00:13:12 --> 00:13:15: they have you know, historical designations.
00:13:16 --> 00:13:19: They have a multifamily tax exemption for property taxes. You
00:13:19 --> 00:13:21: have to qualify and it's limited.
00:13:22 --> 00:13:26: And then they have some other utility incentives for ground
00:13:26 --> 00:13:30: up, new construction. And so my experience, you know, from
00:13:30 --> 00:13:33: working in the city quite a long time knowing, knowing
00:13:33 --> 00:13:36: the people down at City Hall, it was the first
00:13:36 --> 00:13:40: time they said we love your project, let's meet here
00:13:40 --> 00:13:42: our options. And so for me that was a real
00:13:42 --> 00:13:46: positive because, you know, on the developer side, you don't
00:13:46 --> 00:13:50: always get that. You know, warm fuzzy feeling when you
00:13:50 --> 00:13:53: go to City Hall and say, you know, here's my
00:13:53 --> 00:13:53: next.
00:13:53 --> 00:13:56: Project, you know, so that was a big lesson for
00:13:56 --> 00:13:59: me is 1, it has to align with, you know,
00:13:59 --> 00:14:03: what the developer wants. But you know, you can look
00:14:03 --> 00:14:06: at any market and say, well, what does the city
00:14:06 --> 00:14:09: want and is that valid? In this case, it is.
00:14:09 --> 00:14:13: What the city is doing is incentivizing this type of
00:14:13 --> 00:14:17: dense housing. You know, there's, and this is, you know,
00:14:17 --> 00:14:20: off memory. But in the last three years or three
00:14:20 --> 00:14:23: years, there's probably been, you know.
00:14:23 --> 00:14:26: North of 500 Class A and Class B units coming
00:14:27 --> 00:14:31: into the city, we're seeing the same situation with office
00:14:31 --> 00:14:36: vacancies down older building the whether it's economic or just
00:14:36 --> 00:14:40: incentive for owners, they're not able to reinvest you know
00:14:40 --> 00:14:45: the money into office structures right now. So we're seeing
00:14:45 --> 00:14:49: it like every other place across the country and so
00:14:49 --> 00:14:52: as far as the city goes where we're building this,
00:14:52 --> 00:14:53: they didn't.
00:14:53 --> 00:14:57: Excellent job. They've worked with us through the entire project
00:14:57 --> 00:14:59: and and honestly part of the IT will be part
00:15:00 --> 00:15:02: of the success because they helped us and they did
00:15:02 --> 00:15:05: not try to hurt us at all and that was
00:15:05 --> 00:15:05: a real positive.
00:15:06 --> 00:15:10: And so one thing we'll get into the actual financing,
00:15:10 --> 00:15:13: how you how you did the financing but Nick on

00:15:13 --> 00:15:16: your on this project specifically on 508, can you talk
00:15:17 --> 00:15:20: a little bit about some of the incentives that you
00:15:20 --> 00:15:24: have gotten from the city and how that looks affordability
00:15:24 --> 00:15:26: for the solving the affordability issue?
00:15:27 --> 00:15:31: Although they're great to work with, they didn't give me
00:15:31 --> 00:15:34: any discounts on permits and fees. So but one of
00:15:34 --> 00:15:36: the things that really helped us.
00:15:37 --> 00:15:40: In in the risk you know called the risk on
00:15:40 --> 00:15:43: of a project like this is you know you're you're
00:15:43 --> 00:15:47: looking at well what can mitigate that and they have
00:15:47 --> 00:15:51: a program you know I mentioned at the multifamily tax
00:15:51 --> 00:15:55: exemption we did take advantage of that. We got approved
00:15:55 --> 00:15:58: for it and it comes neither A8 year or a
00:15:58 --> 00:16:02: 12 year exemption and it's not all property taxes but
00:16:02 --> 00:16:06: it's a good majority. You do have to hit a
00:16:06 --> 00:16:07: a metric that.
00:16:07 --> 00:16:10: You know has to do with medium rents and and
00:16:10 --> 00:16:13: they they look at the broad spectrum you know of
00:16:13 --> 00:16:17: what the rents are in the marketplace. So you do
00:16:17 --> 00:16:20: have to hit you know a a rent factor to
00:16:20 --> 00:16:24: obtain the the the tax deferment or not deferment that
00:16:24 --> 00:16:27: the tax abatement you know on an annual basis.
00:16:28 --> 00:16:32: You know, so that's just preventing you know the the
00:16:32 --> 00:16:35: developer coming in trying to take advantage of the city
00:16:35 --> 00:16:39: and building extremely high end stuff that's pricing out you
00:16:39 --> 00:16:44: know your workforce housing you know type demographic, they don't
00:16:44 --> 00:16:47: want that. I think it's a smart thing to have
00:16:47 --> 00:16:50: in there. So for us that was the incentive we
00:16:50 --> 00:16:53: took advantage of and from once that building's put into
00:16:53 --> 00:16:56: service what that does for us as far as free
00:16:56 --> 00:16:58: cash flow, you know it's huge.
00:16:58 --> 00:17:00: For the project and.
00:17:01 --> 00:17:04: You know starting out for our long term financing once
00:17:04 --> 00:17:07: we take out the construction piece, but just for to
00:17:07 --> 00:17:10: compensate for the risk of the project. So you know
00:17:10 --> 00:17:13: I can speak, I can't speak to the other incentives
00:17:13 --> 00:17:15: because I haven't taken advantage of them yet.
00:17:17 --> 00:17:20: And and Mark I think you said Park and Ford
00:17:20 --> 00:17:23: also delivered you know kind of workforce.
00:17:24 --> 00:17:24: Umm.
00:17:25 --> 00:17:32: Yes. So on the incentives, we didn't receive any incentives.

00:17:32 --> 00:17:36: We offered 10 affordable units at 70% AMI.
00:17:38 --> 00:17:42: We weren't required to do it, but we thought it
00:17:42 --> 00:17:47: was appropriate and when we underwrote the project we found
00:17:47 --> 00:17:52: that, you know, the renting at workforce levels would work
00:17:52 --> 00:17:55: for us. And so you know that was you know
00:17:55 --> 00:18:00: just the economics of the deal worked pretty well for
00:18:00 --> 00:18:03: us. Of course the the market has.
00:18:04 --> 00:18:09: Been good, the product that we delivered has been well
00:18:09 --> 00:18:15: received and so we're we're definitely outperforming our underwriting but
00:18:15 --> 00:18:20: the economics of the deal were were quite attractive going
00:18:20 --> 00:18:24: in and and it's outperformed our underwriting.
00:18:25 --> 00:18:28: So can you talk a little bit about the financing
00:18:28 --> 00:18:30: for for this project?
00:18:31 --> 00:18:36: So we had about a two year gap between acquisition
00:18:36 --> 00:18:39: and being able to as we call it get to
00:18:39 --> 00:18:44: our business plan which was begin the renovation and we
00:18:44 --> 00:18:47: had about 25 tenants in the building.
00:18:48 --> 00:18:52: Including an anchor tenant of about 270,000 feet in the
00:18:52 --> 00:18:56: GSA and its people say it's really hard to get
00:18:56 --> 00:18:59: the GSA to come into your building and it's even
00:18:59 --> 00:19:03: harder to get them out. So they were in holdover
00:19:03 --> 00:19:06: or about to go into holdover when we closed. So
00:19:06 --> 00:19:10: we were able to negotiate A2 year hold over with
00:19:10 --> 00:19:13: them so that once we understood the end of their
00:19:13 --> 00:19:18: term, we were able to negotiate lease terminations with the
00:19:18 --> 00:19:19: other tenants.
00:19:19 --> 00:19:23: So that, umm, you know, the building would essentially, you
00:19:23 --> 00:19:26: know sort of come to a soft landing with all
00:19:26 --> 00:19:30: the tenants vacating around the same time. And that worked
00:19:30 --> 00:19:33: out very well for us in that we had a
00:19:33 --> 00:19:37: lot of income during the preconstruction. We were able to
00:19:37 --> 00:19:41: be very deliberate with our investigation work that is, you
00:19:41 --> 00:19:44: know we had a couple empty floors were able to
00:19:44 --> 00:19:49: strip those out, understand exactly what we were building to.
00:19:49 --> 00:19:53: Uh, do some uh, you know computer laser reading of
00:19:53 --> 00:19:57: all the conditions and then go through our permit you
00:19:58 --> 00:20:03: know design, permitting, bidding process so that you know there
00:20:03 --> 00:20:08: was very little downtime between the building becoming vacant and
00:20:08 --> 00:20:13: and then beginning the renovation. So for that two year.

00:20:13 --> 00:20:17: We had a bridge loan, we identified our our equity
00:20:17 --> 00:20:19: partner very early on.
00:20:19 --> 00:20:22: It was USAA real estate and so we had to
00:20:23 --> 00:20:26: you know so we got a bridge loan for the
00:20:26 --> 00:20:31: acquisition. They didn't fund any of the pre development costs,
00:20:31 --> 00:20:36: you know permits, design etcetera. And and then when we
00:20:36 --> 00:20:41: were ready to begin the renovation we refinanced with a
00:20:41 --> 00:20:46: construction loan that allowed us to then go forward with
00:20:46 --> 00:20:49: the renovation and what's interesting is.
00:20:49 --> 00:20:53: That that bridge loan and we still see it today
00:20:53 --> 00:20:59: whether they be owners, investors, special servicers etcetera, they want
00:20:59 --> 00:21:03: to preserve that income that's in place. So that first
00:21:03 --> 00:21:07: lender wouldn't let us terminate any leases. So we negotiated
00:21:07 --> 00:21:12: options because they wanted to preserve the income if for
00:21:12 --> 00:21:17: whatever reason then we didn't go forward with the renovation.
00:21:17 --> 00:21:20: And so it's an interesting dynamic that.
00:21:21 --> 00:21:24: You know, you actually want to eliminate the income from
00:21:24 --> 00:21:28: your asset. It's not often in real estate. So investors,
00:21:28 --> 00:21:32: lenders, they're just not accustomed to that way of thinking.
00:21:32 --> 00:21:35: And so it's counterintuitive that we, Oh no, is that
00:21:35 --> 00:21:39: we're actually adding value by emptying the building and frankly
00:21:39 --> 00:21:42: that's one of the more difficult aspects of of these
00:21:42 --> 00:21:46: conversions as being able to get to that business plan.
00:21:46 --> 00:21:49: So umm, so bridge loan to a construction loan, we're
00:21:49 --> 00:21:50: still in lease.
00:21:50 --> 00:21:54: Up to that construction loan still in place, it's performing
00:21:54 --> 00:21:57: well and we're about 75% lease. So we'll look to
00:21:57 --> 00:22:01: go to permanent financing hopefully sometime later this year.
00:22:03 --> 00:22:07: Depending upon how the markets perform over the next 10
00:22:07 --> 00:22:08: months.
00:22:09 --> 00:22:11: And Rob, when did your team get brought in? Mark
00:22:11 --> 00:22:14: just talked about it seems like it was a quite
00:22:14 --> 00:22:16: a years long process where it was kind of still
00:22:16 --> 00:22:19: an office space but kind of in permitting. Where do
00:22:19 --> 00:22:21: you all, where did your team come in?
00:22:22 --> 00:22:27: I think, Mark, you had probably started the discussions with
00:22:27 --> 00:22:28: your tenants.
00:22:29 --> 00:22:31: But we we came in, you know.
00:22:33 --> 00:22:36: Probably in in that in that two year window somewhere.

00:22:37 --> 00:22:39: Because you had to get the in Alexander, you have
00:22:39 --> 00:22:42: to get a preliminary approval and then the final approvals
00:22:42 --> 00:22:45: and building permits are all administrative. So there's only one
00:22:45 --> 00:22:45: approval.
00:22:46 --> 00:22:49: So we had to come in very early because I
00:22:49 --> 00:22:52: believe yours was not a buy right approval mark.
00:22:52 --> 00:22:53: That's correct.
00:22:53 --> 00:22:55: There had to be a hearing and and mark you
00:22:56 --> 00:22:59: had to have certainty before you could sort of finalize
00:22:59 --> 00:23:01: some of those tenant deals.
00:23:02 --> 00:23:05: Yeah, that's exactly right. We, we, we ours was not
00:23:05 --> 00:23:08: by right, but it was those early discussions with City
00:23:08 --> 00:23:11: Council that gave us confidence to take the risk, go
00:23:11 --> 00:23:15: ahead, acquire the building with the confidence that we would
00:23:15 --> 00:23:16: get the approvals we needed.
00:23:16 --> 00:23:20: And ours was a little more complicated in that we
00:23:20 --> 00:23:23: had three buildings sitting on one lot. We wanted to
00:23:23 --> 00:23:26: be able to subdivide those so we could exit and
00:23:26 --> 00:23:30: and reallocate one building remained office and we had to
00:23:30 --> 00:23:34: reallocate parking. So that required a whole new you know
00:23:34 --> 00:23:38: green space calculation etcetera. So that was a quite involved
00:23:38 --> 00:23:41: process and then you know it had been 40 years
00:23:41 --> 00:23:44: since these buildings had been developed and so it was
00:23:45 --> 00:23:46: an opportunity for the city.
00:23:46 --> 00:23:50: To relook at all the site conditions and so for
00:23:50 --> 00:23:53: example we had a A4 lane Rd. passing over an
00:23:53 --> 00:23:57: easement on our property that you know everybody wanted to
00:23:57 --> 00:24:00: slow down that traffic and so we narrowed it to
00:24:00 --> 00:24:04: two lanes at its curbside parking added up but you
00:24:04 --> 00:24:07: know relocated a bus stop and added one and so
00:24:07 --> 00:24:11: those were opportunities added a turn lane. So those were
00:24:11 --> 00:24:15: all opportunities for the city to take a fresh look
00:24:15 --> 00:24:16: at at this node and.
00:24:16 --> 00:24:19: Work with us to as as part of that approval
00:24:19 --> 00:24:22: process. And so yeah that was, yeah that was during
00:24:23 --> 00:24:26: that D tenanting process which you know if we were
00:24:26 --> 00:24:29: ready to go we would have been really frustrated about
00:24:29 --> 00:24:32: but you know we had that two year. And and
00:24:32 --> 00:24:34: so it was a very smooth process.

00:24:36 --> 00:24:39: And Nick, you have a complete, you guys did a
00:24:39 --> 00:24:43: completely different financing method, if you could talk about that?
00:24:44 --> 00:24:48: We did, you know, we we took the approach.
00:24:49 --> 00:24:53: You know and and also the way you know structurally
00:24:53 --> 00:24:57: you know probably one of the differences between the way
00:24:57 --> 00:25:01: we'll do Mark's company and my company and we're we're
00:25:02 --> 00:25:05: a lot smaller and we work in the capital markets
00:25:05 --> 00:25:08: and and some and in mezzanine but we don't we
00:25:08 --> 00:25:12: don't rely on it as a funding source and so
00:25:12 --> 00:25:17: coming from the smaller you know developer perspective we decided
00:25:17 --> 00:25:20: to make strength to make strength in the deal.
00:25:20 --> 00:25:25: Ultimately to get construction financing, we took the approach. We
00:25:25 --> 00:25:27: paid cash for the acquisition.
00:25:28 --> 00:25:32: And very similar you know to mark situation, you know
00:25:33 --> 00:25:37: a benefit of that interim to starting construction is you
00:25:37 --> 00:25:41: do have income when you can pay cash for the
00:25:41 --> 00:25:41: asset.
00:25:43 --> 00:25:47: Although you you you need to have the ability to
00:25:47 --> 00:25:51: perform you know to to purchase with cash. But what
00:25:51 --> 00:25:54: it does do it gives you a lot of breathing
00:25:54 --> 00:25:58: room. You do have some income coming from the property
00:25:59 --> 00:26:03: and for us we started the design process immediately and
00:26:03 --> 00:26:07: we also have some you know more tenant improvement type
00:26:07 --> 00:26:11: demolition permit. So, so as as we're as we're doing
00:26:11 --> 00:26:14: the full design of the project.
00:26:14 --> 00:26:18: In tandem with working on our our financial package to
00:26:18 --> 00:26:23: lead to our construction financing because of cash flow and
00:26:23 --> 00:26:26: and some other equity we put into the project we
00:26:26 --> 00:26:30: were we were able to kind of you know really
00:26:30 --> 00:26:33: do multiple things at once you know design to get
00:26:33 --> 00:26:37: to permit in. We weren't able to start some small
00:26:37 --> 00:26:41: you know demolition or in in one big improvement we
00:26:41 --> 00:26:44: did make is there's two existing elevators.
00:26:45 --> 00:26:49: They needed to be modded regardless. And so we made
00:26:49 --> 00:26:52: the decision very early on to do the modernization of
00:26:53 --> 00:26:57: the two elevators before financing and before permitting. So that
00:26:57 --> 00:27:00: was a good benefit if if the deal is structured
00:27:01 --> 00:27:04: right and you have the right you know environment and
00:27:04 --> 00:27:08: the building, you can kind of have the best of

00:27:08 --> 00:27:10: both worlds for that interim.
00:27:11 --> 00:27:15: We had some similar mark. We had some difficulties with
00:27:15 --> 00:27:19: a few major tenants, but we work through those from
00:27:19 --> 00:27:24: acquisition to start a construction full construction empty building was
00:27:24 --> 00:27:26: about a year and a half.
00:27:27 --> 00:27:31: And and that's when we put in our what would
00:27:31 --> 00:27:35: be just traditional construction financing the the one difference is
00:27:36 --> 00:27:38: you know at the time, so this was 20.
00:27:39 --> 00:27:42: 202021 as as as we were finishing this financing package
00:27:43 --> 00:27:46: and things were still very strong in general in the
00:27:46 --> 00:27:49: market. So you were seeing you know for for good
00:27:49 --> 00:27:54: quality multifamily construction packages. You know at this level in
00:27:54 --> 00:27:58: the business you're seeing banks, credit unions going to 75%
00:27:58 --> 00:27:59: loan to value.
00:28:00 --> 00:28:03: But the bank we ended up going with, they did
00:28:03 --> 00:28:08: take more conservative approach because of the risk level of
00:28:08 --> 00:28:12: the project and you know which which I don't blame
00:28:12 --> 00:28:15: them, I think it's smart. So we did end up
00:28:15 --> 00:28:20: with about a 60% LTV traditional construction financing from Washington
00:28:20 --> 00:28:25: Trust Bank, Regional Bank headquartered in downtown Spokane. So and
00:28:25 --> 00:28:29: that's where we sit today is with the construction piece
00:28:30 --> 00:28:31: that we have moved out.
00:28:31 --> 00:28:36: To 2025 as we stabilize towards fourth quarter we moved
00:28:36 --> 00:28:40: it out to 2025 on the interest only construction piece
00:28:40 --> 00:28:44: because of all the uncertainty going on right now. As
00:28:44 --> 00:28:48: we all know the the the mortgage market is is
00:28:48 --> 00:28:52: an interest rates is really volatile right now. So that
00:28:52 --> 00:28:56: was our what we did we just did that to
00:28:56 --> 00:29:00: kind of protect ourselves you know based off our long
00:29:00 --> 00:29:01: term financing.
00:29:01 --> 00:29:05: But you know regardless of time length, what we will
00:29:05 --> 00:29:08: do exactly as as you know Mark will do when
00:29:08 --> 00:29:13: they're stabilized and is we'll go into the secondary market
00:29:13 --> 00:29:17: and refinance out the construction piece to long-term money.
00:29:18 --> 00:29:22: And we're looking at HUD, Fannie Mae, Freddie Mac, we'll
00:29:22 --> 00:29:27: look at other secondary markets like insurance or pension out
00:29:27 --> 00:29:31: there. You know what, one note that we did decide

00:29:31 --> 00:29:35: early on, we did consult with a company and they're
00:29:35 --> 00:29:39: actually based in Virginia and what they did for us
00:29:39 --> 00:29:42: is they're able to certify the building to a green
00:29:42 --> 00:29:43: standard.
00:29:44 --> 00:29:49: And that was important for multiple reasons. But on the
00:29:49 --> 00:29:52: financing piece specifically, it's HUD.
00:29:53 --> 00:29:56: HUD gives you a rate break if you have this
00:29:56 --> 00:30:00: green building standard certification. So even if we don't go
00:30:00 --> 00:30:04: with HUD, we wanted that as a potential backup for
00:30:04 --> 00:30:04: financing.
00:30:06 --> 00:30:09: And that's a good jumping off point to get to
00:30:09 --> 00:30:12: sustainability. So Rob, do you all prioritize any, any sort
00:30:12 --> 00:30:16: of certifications? Do you look at sustainable projects in a
00:30:16 --> 00:30:18: different way in Alexandria?
00:30:19 --> 00:30:22: Yeah, the the city has a green building policy.
00:30:23 --> 00:30:26: And it it has been interesting with the office conversions
00:30:26 --> 00:30:27: we've had to be.
00:30:29 --> 00:30:32: Some are creative and work with the the the developers
00:30:32 --> 00:30:33: because you know.
00:30:35 --> 00:30:38: No one of these office conversions is that is identical.
00:30:39 --> 00:30:42: You have to look at what the the building construction
00:30:42 --> 00:30:46: is you know what are the parking open space assets,
00:30:46 --> 00:30:50: what are the, what are the, what's the building envelope
00:30:50 --> 00:30:52: system like and so it.
00:30:53 --> 00:30:56: It's it's a really interesting area just to sort of
00:30:56 --> 00:30:59: work with each of these different projects to to achieve
00:30:59 --> 00:30:59: energy.
00:31:00 --> 00:31:04: Water and and indoor air quality performance standards and our
00:31:04 --> 00:31:07: green building policy try, you know tries to do either
00:31:07 --> 00:31:09: a lead or a lead equivalent to to.
00:31:10 --> 00:31:12: To our lead, silver.
00:31:13 --> 00:31:16: And I I believe most of all these projects have
00:31:16 --> 00:31:19: been able to achieve in in some fashion or equivalency
00:31:19 --> 00:31:22: to that standard. Like I said, we've had to be
00:31:22 --> 00:31:25: somewhat creative and interpreting things at times, but.
00:31:26 --> 00:31:29: It's it's worked out quite well, and these projects have
00:31:29 --> 00:31:32: been able. Not only are they agreeing to begin with
00:31:32 --> 00:31:36: because the recycling buildings, but they're also then achieving these
00:31:36 --> 00:31:39: certifications at the city's green building policy expects.
00:31:40 --> 00:31:43: And Mark, can you talk a little bit about you

00:31:43 --> 00:31:46: know what is the savings from just not you know
00:31:46 --> 00:31:49: building from ground up and then also are there may
00:31:49 --> 00:31:52: be some benefits that the financing folks see to you
00:31:52 --> 00:31:55: know sustainability might be related to their SG goals?
00:31:56 --> 00:32:00: Yeah, savings can be measured in a lot of ways.
00:32:00 --> 00:32:04: Cost savings, right. I mean just the we paid less
00:32:04 --> 00:32:07: for this property than it would cost to build all
00:32:08 --> 00:32:12: the structured parking. Now we wouldn't build all that parking
00:32:12 --> 00:32:16: today, but just to give you a sense, we saved
00:32:16 --> 00:32:21: a year of construction. But then regarding the sustainability, we
00:32:21 --> 00:32:26: did meet Silver National Green Building standard. We in fact
00:32:26 --> 00:32:27: we just delivered.
00:32:27 --> 00:32:32: 1906 school converted that to a museum. We achieved gold
00:32:32 --> 00:32:35: DB on that. And so it can definitely be done
00:32:35 --> 00:32:41: because we're repurposing obsolete assets. So the energy systems are
00:32:41 --> 00:32:45: really getting redone anyhow for the most part. And so
00:32:45 --> 00:32:50: we're actually finding that we're able to achieve a pretty
00:32:50 --> 00:32:54: good levels of of energy efficiency, but for park and
00:32:55 --> 00:32:57: Ford specifically, we measured that.
00:32:58 --> 00:33:03: They saved 18,000 tons of CO2 emissions alone, 800,000 gallons
00:33:03 --> 00:33:08: of potable water by saving the existing structure and 62,000
00:33:08 --> 00:33:13: tons of materials that did not go into the landfill.
00:33:13 --> 00:33:17: And then about 63,000 tons of of resources that we
00:33:17 --> 00:33:22: didn't have to use to rebuild that structure and all
00:33:22 --> 00:33:26: the precast and so on. So there's a tremendous amount
00:33:26 --> 00:33:28: of savings and.
00:33:28 --> 00:33:30: We think we save a lot of risk. I think
00:33:30 --> 00:33:35: given that we've been repurposing buildings now for over 30
00:33:35 --> 00:33:38: years, we've got a very good eye for, you know
00:33:38 --> 00:33:41: what we need to be looking for, what buildings are
00:33:42 --> 00:33:45: good candidates and where the risks lie. And so we've
00:33:45 --> 00:33:49: been able to, you know, develop a very good track
00:33:49 --> 00:33:53: record for overall savings of the project. And that is
00:33:53 --> 00:33:57: we think that there's less risk in delivering a finished
00:33:57 --> 00:33:58: product less.
00:33:58 --> 00:34:01: Of cost overrun than there is in building new. So
00:34:01 --> 00:34:04: savings comes in a lot of ways for us. And
00:34:04 --> 00:34:09: so ultimately right we're investors and so that that investment
00:34:09 --> 00:34:13: timeline becomes condensed because we're saving a lot of time

00:34:13 --> 00:34:17:	in the approval process and the construction process and and
00:34:18 --> 00:34:21:	and because the structures there were able to focus on
00:34:21 --> 00:34:25:	building out the amenity spaces so we can deliver the
00:34:25 --> 00:34:30:	building in phases. So typically when you're building bottom up.
00:34:30 --> 00:34:33:	You've got a lot of amenities on the top and
00:34:33 --> 00:34:37:	it's you know really, really difficult to deliver the amenity
00:34:37 --> 00:34:40:	set with the first phase of units. So it's hard
00:34:40 --> 00:34:43:	to begin, it's hard to affect the phase delivery, but
00:34:44 --> 00:34:48:	because the structures there you're able to to accelerate that
00:34:48 --> 00:34:52:	amenity construction so you can deliver the building in phases.
00:34:52 --> 00:34:56:	So not only is the overall construction. Shorter, but the
00:34:56 --> 00:34:59:	the the ability to deliver the building and begin lease
00:34:59 --> 00:35:00:	up earlier.
00:35:00 --> 00:35:04:	And ultimately just compress that total investment period is very,
00:35:04 --> 00:35:05:	very valuable.
00:35:06 --> 00:35:09:	And so I think that's actually kind of counterintuitive to
00:35:10 --> 00:35:12:	what a lot of people might think when they think
00:35:12 --> 00:35:16:	about adaptive reuse. And so I am monitoring the questions
00:35:16 --> 00:35:18:	for the audience. And so there seem to be two
00:35:18 --> 00:35:22:	different questions. One was related to financing. The other is
00:35:22 --> 00:35:24:	how the heck do you do this with all these
00:35:24 --> 00:35:27:	uncertainties? So could you all talk about, you know, how
00:35:28 --> 00:35:31:	do you approach a project knowing that there's going to
00:35:31 --> 00:35:34:	be uncertainties? How do you manage potential cost overruns and
00:35:34 --> 00:35:37:	what have your big hurdles been and then?
00:35:37 --> 00:35:39:	Rob, how do you work with developers to to make
00:35:40 --> 00:35:41:	sure that everybody is?
00:35:42 --> 00:35:45:	Not dealing with cost overruns, but still delivering a product
00:35:45 --> 00:35:46:	that everybody is happy with.
00:35:47 --> 00:35:49:	So I guess, Nick, do you want to start?
00:35:52 --> 00:35:55:	I mean that that's a that's a big question. Let
00:35:55 --> 00:35:58:	me try to just start and then we'll we'll see
00:35:58 --> 00:36:00:	where it goes from there.
00:36:00 --> 00:36:01:	Umm.
00:36:01 --> 00:36:06:	You know, specifically for us because because we.
00:36:07 --> 00:36:11:	We take every level you know as the owner, developer,
00:36:11 --> 00:36:12:	GCCM.

00:36:13 --> 00:36:17: We we are maybe looking at a building differently from
00:36:17 --> 00:36:21: the start and we're asking different questions than a traditional
00:36:21 --> 00:36:24: approach from the very start. And what I mean by
00:36:24 --> 00:36:26: that is first walk through.
00:36:27 --> 00:36:27: Umm.
00:36:28 --> 00:36:30: So, you know, that's my approach and I can speak
00:36:31 --> 00:36:33: to that. You know, maybe I'll leave more of a
00:36:33 --> 00:36:34: traditional.
00:36:35 --> 00:36:39: Traditional approach you know to mark to speak to is
00:36:39 --> 00:36:42: what what it allows us to do because we have
00:36:42 --> 00:36:46: because we have all the experience at each level is
00:36:46 --> 00:36:49: we can go into a building from First walk and
00:36:49 --> 00:36:53: really identify you know the big red flags you know
00:36:53 --> 00:36:56: what what is going to be the cost overruns the
00:36:56 --> 00:37:00: unknowns and try to identify that right away I wish
00:37:00 --> 00:37:03: I could say I have 100% track record we don't
00:37:03 --> 00:37:05: the the moral is no matter.
00:37:05 --> 00:37:09: You know how integrated you are or how experienced you
00:37:09 --> 00:37:12: are. These type of projects are going to have you
00:37:12 --> 00:37:15: know some type of issue, some type of unknown and
00:37:15 --> 00:37:16: cost overruns.
00:37:17 --> 00:37:20: Where you know, I could see in in Mark's experience
00:37:20 --> 00:37:23: they have 30 years at this, you know, so they
00:37:23 --> 00:37:26: brought, they've been there, done that for us. We have
00:37:26 --> 00:37:28: a lot of construction knowledge.
00:37:29 --> 00:37:32: And so we were able to just adapt that to
00:37:32 --> 00:37:37: this project. So on the construction side, beyond my team,
00:37:37 --> 00:37:41: it's it's your design team like you need.
00:37:42 --> 00:37:47: You need non traditional design professionals and and.
00:37:48 --> 00:37:51: And I work with, you know, all all types of
00:37:51 --> 00:37:55: design professionals and what I mean by that when you
00:37:55 --> 00:37:59: when you have a a reuse project or very difficult
00:37:59 --> 00:38:02: one like in the case of our project, what I
00:38:02 --> 00:38:06: needed especially on the engineering side, the SES side was
00:38:06 --> 00:38:11: a very out-of-the-box thinker. When you're dealing in our case
00:38:11 --> 00:38:16: with you know, two independent structures connected to a, you
00:38:16 --> 00:38:18: know, a centered concrete.
00:38:18 --> 00:38:20: Amazing wall you had.
00:38:21 --> 00:38:26: You had a steel skeleton, precast walls, pandect and concrete

00:38:26 --> 00:38:30: floors on the garage side. You had you know, a
00:38:30 --> 00:38:35: post tension, you know, concrete system. And so without diving
00:38:35 --> 00:38:40: into the technicals of that, the beyond your own capability.
00:38:40 --> 00:38:44: If you do not have it, you need to find
00:38:44 --> 00:38:50: the absolute right, whether it's construction person, technical person, but
00:38:50 --> 00:38:51: mostly.
00:38:51 --> 00:38:54: Like that, design team has to be top notch. And
00:38:54 --> 00:38:58: in my opinion, think out-of-the-box to be able to identify
00:38:58 --> 00:39:01: ahead. Because the worst thing you're going to do is
00:39:01 --> 00:39:04: be into a project and have not only one miss,
00:39:04 --> 00:39:08: but when you have multiple, multiple misses, you know that's
00:39:08 --> 00:39:12: what's going to make a project like that. You know,
00:39:12 --> 00:39:13: unsuccessful.
00:39:13 --> 00:39:17: And and tied to to the financing piece, this is
00:39:17 --> 00:39:21: where you you cannot go into a project over leveraged
00:39:22 --> 00:39:26: or undercapitalized. If if you take that approach it's going
00:39:26 --> 00:39:31: to bite you eventually. And so I'd highly suggest if
00:39:31 --> 00:39:35: you're going to do this you know on the financing
00:39:35 --> 00:39:39: and capitalization piece is whether it's you know you small
00:39:40 --> 00:39:44: partner group or financing partners that you have.
00:39:44 --> 00:39:48: That experience and you're capitalized to be able to take
00:39:48 --> 00:39:51: on those unknowns in our case.
00:39:51 --> 00:39:55: You know, we, we absolutely had some unknowns, but we
00:39:55 --> 00:39:58: were able to rely on you know, a good financing
00:39:58 --> 00:40:02: partner when there's a couple, you know, problems that arose
00:40:02 --> 00:40:07: and also a strong capital reserve because we anticipated potentially
00:40:07 --> 00:40:10: having you know, some issues with the project like this.
00:40:14 --> 00:40:18: Nick, yeah, Nick mentioned structure and I would say the
00:40:18 --> 00:40:21: structure is probably the most important.
00:40:23 --> 00:40:27: Piece of the evaluation and it sounds simple, but for
00:40:27 --> 00:40:32: example, our two towers were built for years apart. One
00:40:32 --> 00:40:38: was conventional, conventionally reinforced, the other had post tension and
00:40:38 --> 00:40:42: so that and those tendons cannot be cut. And so
00:40:42 --> 00:40:45: we had to lay out our units. So we mapped
00:40:45 --> 00:40:49: the floor, we gutted the floor, mapped it and had
00:40:49 --> 00:40:53: a good idea where the tendons would be on.
00:40:53 --> 00:40:57: You know assuming they would be relatively consistent, we laid

00:40:57 --> 00:41:00:	out our units such that we knew that as we
00:41:00 --> 00:41:03:	went floor to floor, we would need to be able
00:41:03 --> 00:41:08:	to shift our riser penetrations and drain penetrations you know
00:41:08 --> 00:41:11:	within a foot. And so when we ran into those
00:41:11 --> 00:41:15:	situations, we already had that flexibility built in the contractor
00:41:15 --> 00:41:19:	knew where to make those offsets and working with the
00:41:19 --> 00:41:23:	the architect in the field, but it's also things like.
00:41:23 --> 00:41:27:	Drop heads, you know these buildings sag, right? I mean,
00:41:27 --> 00:41:31:	after 40 years, you you get sag. So there's a
00:41:31 --> 00:41:35:	lot of floor leveling that's involved. On the positive side,
00:41:35 --> 00:41:41:	the office buildings are generally engineered to withstand about 100
00:41:41 --> 00:41:45:	pounds of of load and residential only requires about 40.
00:41:45 --> 00:41:49:	And so there's a lot of flexibility there. Often if
00:41:49 --> 00:41:53:	it's conventionally reinforced, we can take some slabs.
00:41:53 --> 00:41:57:	Outdoor and create double height space or in some cases
00:41:57 --> 00:42:02:	we're adding multiple floors on top of the existing structure.
00:42:02 --> 00:42:06:	So that's. Yeah. And and then you know the blessing
00:42:06 --> 00:42:10:	about this is we know what we're building to right.
00:42:10 --> 00:42:14:	We everything is there, the box is there. So we
00:42:14 --> 00:42:18:	know what we're building to. It's when you get into
00:42:18 --> 00:42:22:	trying to salvage a lot that it becomes much more
00:42:22 --> 00:42:23:	complicated, you know?
00:42:23 --> 00:42:27:	Even if it's sprinkler system, sometimes you get pin holes
00:42:27 --> 00:42:30:	in a 4050 sixty year old sprinkler system. So just
00:42:31 --> 00:42:35:	being very very diligent about the building condition survey and
00:42:35 --> 00:42:39:	being honest with yourself quite frankly about OK, it's it's
00:42:39 --> 00:42:42:	OK Now maybe five years. But you know what what's
00:42:42 --> 00:42:46:	my investment horizon? What's my eggs that look like? Am
00:42:46 --> 00:42:48:	I looking to exit at A at a discounted cap
00:42:48 --> 00:42:51:	rate or not. And so I think just being honest
00:42:51 --> 00:42:53:	with what what's the real.
00:42:54 --> 00:42:54:	Um.
00:42:56 --> 00:43:00:	You know, useful life of all the systems that are
00:43:00 --> 00:43:03:	left. And then the other part of it is like
00:43:03 --> 00:43:07:	always who is my audience, who, who is my renter,
00:43:07 --> 00:43:12:	who's my tenant and understanding what that renter, what that
00:43:12 --> 00:43:16:	resident values and finding a way to say, OK, I've
00:43:16 --> 00:43:19:	got this building, what can I turn it into that
00:43:19 --> 00:43:23:	would be really valuable to that demographic and so.

00:43:24 --> 00:43:29: As Rob mentioned earlier, we had abundant outdoor space, so
00:43:29 --> 00:43:32: we created a dog park where it next door to
00:43:32 --> 00:43:37: Shirlington, Virginia, which I think is the most dog populated
00:43:37 --> 00:43:40: you know village in the country and so we knew
00:43:40 --> 00:43:41: that we would.
00:43:41 --> 00:43:42: Have.
00:43:42 --> 00:43:45: Yeah, dogs and kids. So we knew that we would
00:43:45 --> 00:43:48: have a lot of dogs in the building. So we
00:43:48 --> 00:43:51: have a 5000 square foot dog park, which we would
00:43:51 --> 00:43:54: never build new. It was, you know, there was an
00:43:54 --> 00:43:55: old surface lot.
00:43:55 --> 00:43:58: And umm, so we took advantage of me. It's big
00:43:58 --> 00:44:01: enough. We've got a section for big dogs and small
00:44:01 --> 00:44:04: dogs, so and then a a tot lot for kids.
00:44:04 --> 00:44:07: So it it's you know, we thought that would be
00:44:07 --> 00:44:10: value. We had an abundance of parking, so we were
00:44:10 --> 00:44:14: able to create about 10,000 square feet of retail space
00:44:14 --> 00:44:18: to accommodate a daycare user they have off street parking.
00:44:18 --> 00:44:22: They've got direct secured access to outdoor play areas because
00:44:23 --> 00:44:25: our target demographic we're aging.
00:44:25 --> 00:44:28: Millennials moving out of the city, wanting a little more
00:44:28 --> 00:44:32: space, thinking about having kids. And you know how it
00:44:32 --> 00:44:35: is with daycare. I mean, it's really hard to get
00:44:35 --> 00:44:38: on that weight list. So our residents have the ability
00:44:38 --> 00:44:41: to jump the line. And so we thought that would
00:44:41 --> 00:44:44: be a valuable amenity. And so it's really just thinking
00:44:44 --> 00:44:48: about what, what do the bones of this building provide
00:44:48 --> 00:44:51: in terms of opportunity to allow us to outperform the
00:44:51 --> 00:44:53: market is kind of the way we look at it.
00:44:56 --> 00:44:59: If you don't mind just a couple other you know
00:44:59 --> 00:45:02: adds as Mark was talking thinking of you know he
00:45:03 --> 00:45:06: said floor load things that I would look for. Yeah,
00:45:06 --> 00:45:09: your typical office building past 1960 IVC is is going
00:45:09 --> 00:45:13: to have an adequate floor load for residential like in
00:45:13 --> 00:45:16: our case we had adequate floor load on the existing
00:45:16 --> 00:45:19: on the old office space but the garage was built
00:45:20 --> 00:45:22: at you know ??30 you know so, so that's one
00:45:22 --> 00:45:25: thing right there is, is your entire structure.
00:45:26 --> 00:45:28: You know, just in the case of the example, the
00:45:28 --> 00:45:32: four load load adequate for the code that you have
00:45:32 --> 00:45:35: to build under. There could be things like stairwells and

00:45:35 --> 00:45:38: again I'm going to go to 1960 IBC because that
00:45:38 --> 00:45:41: was a big break point in the building code. If
00:45:41 --> 00:45:45: I was looking for another adaptive reuse personally it would
00:45:45 --> 00:45:48: be 1960 and above because I know for instance my
00:45:48 --> 00:45:51: stairwells are going to hit 44 inch width and meet
00:45:51 --> 00:45:55: egress. So I'm not going to have to rebuild stairwells.
00:45:55 --> 00:45:56: I know that my.
00:45:56 --> 00:46:00: Vertical mechanical chases are likely going to be big enough
00:46:00 --> 00:46:04: to accommodate you know new ducting for say your central
00:46:04 --> 00:46:07: portion air exchange you need to do in lobbies or
00:46:07 --> 00:46:11: things like that. So that's the little things that I
00:46:11 --> 00:46:14: would be looking at when I was looking at a
00:46:14 --> 00:46:18: building you know to purchase is, is those little things
00:46:18 --> 00:46:21: will add up and and will really get to you
00:46:21 --> 00:46:23: at the end of the project if you and your
00:46:24 --> 00:46:26: team is not thinking kind of inside out.
00:46:27 --> 00:46:30: Rather than, you know, building a building new, you have
00:46:30 --> 00:46:32: to kind of think inside out.
00:46:33 --> 00:46:35: And Rob, how are you all looking at this? I
00:46:35 --> 00:46:38: obviously you have to have a lot of technical expertise
00:46:38 --> 00:46:40: on your team as well. Are there when you look
00:46:40 --> 00:46:43: at a project, are there certain ones where you're just
00:46:43 --> 00:46:45: like, oh, that's not going to work, that's never going
00:46:45 --> 00:46:47: to work, you know, how do you look at it?
00:46:48 --> 00:46:50: Um, we uh.
00:46:50 --> 00:46:52: You know, we really try and focus on the outside
00:46:53 --> 00:46:55: of the building and the environment that these buildings are
00:46:55 --> 00:46:56: creating.
00:46:58 --> 00:47:02: So that the the the potential investors coming to us.
00:47:02 --> 00:47:05: So in terms of how we try and make this
00:47:05 --> 00:47:06: process more doable.
00:47:08 --> 00:47:11: For investors as we try and upfront be very direct
00:47:11 --> 00:47:14: with, we think that this conversion is going to be
00:47:14 --> 00:47:15: as supportive or not.
00:47:17 --> 00:47:19: As you know because there are there are some buildings
00:47:19 --> 00:47:22: that we still want to retain as office in the
00:47:22 --> 00:47:25: city particularly metro centric ones. But you know there's a
00:47:25 --> 00:47:28: lot of opportunities out there. But so we're trying to
00:47:28 --> 00:47:31: be very early on we try and work with investor
00:47:31 --> 00:47:33: to say do we think this is going to be
00:47:33 --> 00:47:36: possible with zoning and and city policies so that no
00:47:36 --> 00:47:37: one's wasting any time.

00:47:38 --> 00:47:41: And then secondly, we try and approach, you know, once
00:47:41 --> 00:47:44: we get through that discussion we try and approach it,
00:47:44 --> 00:47:47: you know, you know like Mark said, the developers want
00:47:48 --> 00:47:51: consistency and transparency which we, you know, we really try
00:47:51 --> 00:47:54: and work over about a year's time to get approvals
00:47:54 --> 00:47:57: for these projects and keep them moving along. You know,
00:47:57 --> 00:48:01: have that attitude and we're going to keep you moving
00:48:01 --> 00:48:04: even though we have sometimes tough conversations and and problems
00:48:04 --> 00:48:08: arise as both developers here have said, you know, we
00:48:08 --> 00:48:09: work through them.
00:48:09 --> 00:48:10: But we have to have.
00:48:11 --> 00:48:13: Even on the City side, we have to have a
00:48:13 --> 00:48:16: bit of a creative mindset and I'll use, you know,
00:48:16 --> 00:48:19: Park and Ford as an example. You know, when we're
00:48:19 --> 00:48:22: doing some of these outdoor spaces, they were on terrace
00:48:22 --> 00:48:25: levels, so they were above structure beneath.
00:48:26 --> 00:48:29: And so there were questions about storm water and how
00:48:29 --> 00:48:32: do we calculate stormwater in green space and there had
00:48:32 --> 00:48:35: to be some I think some creative interpretation about how
00:48:35 --> 00:48:38: some of that, some of that got got through the
00:48:38 --> 00:48:41: approval process. But we all wanted to see it happen
00:48:41 --> 00:48:44: as long as we were staying within the intent of
00:48:44 --> 00:48:47: the regulations we we we kept moving and that's that's
00:48:47 --> 00:48:50: how I think some of these projects have been so
00:48:50 --> 00:48:51: successful because.
00:48:52 --> 00:48:54: You know, we we were we had a mindset as
00:48:54 --> 00:48:57: a municipality that to remove the barriers as long as
00:48:57 --> 00:48:59: they met the the larger city priorities.
00:49:00 --> 00:49:03: And so that does get to one of the issues
00:49:03 --> 00:49:06: that we haven't discussed yet. So you mentioned that park
00:49:07 --> 00:49:09: and Ford did need to go for, they were not
00:49:09 --> 00:49:12: zoned, I believe you said for residential.
00:49:13 --> 00:49:17: The residential use I believe was allowed, but there were
00:49:17 --> 00:49:21: other other elements of the project and stormwater was one
00:49:22 --> 00:49:24: of them that I think kicked them into a non
00:49:25 --> 00:49:26: by right approval tract.
00:49:27 --> 00:49:31: So to get public support, what does that look like?
00:49:31 --> 00:49:35: Because I was kind of surprised on the prep quality
00:49:35 --> 00:49:39: here that maybe not everyone is always supportive of conversion
00:49:39 --> 00:49:41: to to residential.

00:49:42 --> 00:49:43: Nick, do you want to start?
00:49:44 --> 00:49:48: Yeah, in our case with five way West specifically we
00:49:48 --> 00:49:53: didn't have that problem. The neighborhood, the city, the hospital
00:49:53 --> 00:49:58: area every everyone really liked our project more behind us.
00:49:58 --> 00:50:01: So we we did not have that problem there. Where
00:50:01 --> 00:50:06: where we've had the problem is when we're actually building
00:50:06 --> 00:50:10: multifamily product in the suburb area and I could see
00:50:10 --> 00:50:13: you know related to converting suburban office.
00:50:15 --> 00:50:18: That's where I could see more of, you know, called
00:50:18 --> 00:50:21: NIMBY or more just general opposition to a project is
00:50:21 --> 00:50:23: in is in the suburban area.
00:50:25 --> 00:50:26: Mark, what's your experience then?
00:50:27 --> 00:50:32: Yeah, it's it's the suburban opportunities that have where we've
00:50:32 --> 00:50:36: seen that not so much in the core in part
00:50:36 --> 00:50:37: because.
00:50:38 --> 00:50:42: Yeah, I think the zoning ordinances are are broad enough
00:50:42 --> 00:50:43: to allow it.
00:50:45 --> 00:50:48: And but in the suburbs, I mean we were in
00:50:48 --> 00:50:53: the process of of converting some malls to mixed-use, you
00:50:54 --> 00:50:58: know with added density and you know there you know
00:50:58 --> 00:51:03: we get pushback from a number of of stakeholders if
00:51:03 --> 00:51:08: you will. And the things that are always of concern
00:51:08 --> 00:51:13: is traffic. Fact of the matter is that residential generates
00:51:13 --> 00:51:15: much less traffic.
00:51:15 --> 00:51:19: An office does and therefore there's an ability and and
00:51:19 --> 00:51:24: therefore cars less need for cars. Therefore we're able to
00:51:24 --> 00:51:29: convert some of that asphalt to green space and and
00:51:29 --> 00:51:34: always a concern about overloading schools and and and and
00:51:34 --> 00:51:38: and serve public services and you know I think data
00:51:38 --> 00:51:43: supports that you know for rent housing has smaller household
00:51:43 --> 00:51:45: sizes than owned housing.
00:51:45 --> 00:51:49: Etcetera. And so I mean we looked at a 20%
00:51:49 --> 00:51:54: occupied building in a suburb of Washington recently, you know,
00:51:54 --> 00:51:59: not in Rob's jurisdiction that had all 100% surface parking.
00:51:59 --> 00:52:04: That building is never going to get restabilized as office.
00:52:04 --> 00:52:08: And you know we called the, the County Council member
00:52:09 --> 00:52:13: responsible for the district and we're told that I'm not
00:52:13 --> 00:52:14: even going to.

00:52:15 --> 00:52:18: Indicate what sex it was, but said no, I'm not
00:52:18 --> 00:52:22: taking up that fight with that neighborhood not doing it.
00:52:22 --> 00:52:25: And so we didn't pursue the opportunity and I don't
00:52:25 --> 00:52:29: know what will ever become of that site, I guess.
00:52:30 --> 00:52:33: You know, I have no idea but that's you know,
00:52:33 --> 00:52:36: we we're just not able to you know, it it,
00:52:36 --> 00:52:40: it could be terrific. It's a terrific location but it's
00:52:40 --> 00:52:43: not something that we're able to spend time on with
00:52:44 --> 00:52:47: without you know, having the, you know the, the, the
00:52:47 --> 00:52:52: Council member just didn't have the political fortitude to see
00:52:52 --> 00:52:55: it through and we've seen that quite a bit.
00:52:56 --> 00:52:59: And Rob, you've mentioned that the multifamily seems to work
00:52:59 --> 00:53:02: better from a fiscal perspective in your experience than some
00:53:02 --> 00:53:05: of the existing office. You mentioned that in the beginning,
00:53:05 --> 00:53:06: I believe.
00:53:07 --> 00:53:12: We're seeing higher assessed values with the conversions given sometimes
00:53:12 --> 00:53:13: the age of the office.
00:53:14 --> 00:53:17: And we haven't even touched on this topic yet, but
00:53:17 --> 00:53:19: the the office foreplay is changing.
00:53:20 --> 00:53:23: So you know, we're we're getting seeing some new offices
00:53:23 --> 00:53:26: being built in the city while we're converting these older
00:53:26 --> 00:53:29: buildings to residential. So like I said, it winds up
00:53:29 --> 00:53:30: being a real estate.
00:53:31 --> 00:53:32: Winter for us.
00:53:33 --> 00:53:35: Yes I I we could go on for for hours
00:53:35 --> 00:53:39: about about all of these topics even just suburban you
00:53:39 --> 00:53:43: know conversions because it's clear that they are very different.
00:53:43 --> 00:53:46: I want to be respectful of our of our time
00:53:46 --> 00:53:49: and just let the folks know they're putting in we
00:53:49 --> 00:53:52: are up to 57 questions. So no way was I
00:53:52 --> 00:53:55: going to be able to touch all of those but
00:53:55 --> 00:53:58: a lot of them are actually captured in the report
00:53:58 --> 00:54:01: which looks looks like this. You can get it on
00:54:01 --> 00:54:03: the NMHC Research Foundation.
00:54:03 --> 00:54:06: Site or you can go to the UI or UI
00:54:06 --> 00:54:10: members. You can go to the knowledge center Finder at
00:54:10 --> 00:54:14: knowledge.ui.org and put in either a keyword of Prasad or
00:54:14 --> 00:54:16: conversions and find it it has.
00:54:17 --> 00:54:22: A variety of projects. There are several from Alexandria actually.

00:54:22 --> 00:54:26: It has construction cost per unit development costs. It has
00:54:26 --> 00:54:30: a variety. There's, you know, a small mill in Columbia
00:54:30 --> 00:54:34: that actually I believe that's the reuse that features a
00:54:34 --> 00:54:38: slide. It's an old mill cotton warehouse maybe, but that's,
00:54:38 --> 00:54:41: you know, a lot of what folks typically think of
00:54:42 --> 00:54:45: for adaptive reuse was the old historic reuses. I was
00:54:45 --> 00:54:47: intrigued by this panel.
00:54:47 --> 00:54:50: Because you all really did make an effort to make
00:54:50 --> 00:54:52: it not look like it what it was you I
00:54:52 --> 00:54:55: think we mentioned this on the prep call, you wanted
00:54:55 --> 00:54:57: to make it look like a brand new ground up
00:54:58 --> 00:55:00: almost project is that is that true?
00:55:01 --> 00:55:05: Yes, certainly for us it's been the case, yes. But
00:55:05 --> 00:55:10: there are some situations where the right answer might be
00:55:10 --> 00:55:13: to do you know sort of a down and dirty
00:55:13 --> 00:55:18: conversion if there's a missing opportunity in the marketplace or
00:55:18 --> 00:55:22: missing need in the marketplace for lower cost housing. But
00:55:22 --> 00:55:26: the, the big question there is do the Windows need
00:55:26 --> 00:55:30: to open or not and that's an expensive answer, so.
00:55:31 --> 00:55:32: That's the big one.
00:55:33 --> 00:55:36: Yeah, Nikki, you all were trying to make it look
00:55:36 --> 00:55:38: brand new as well. It certainly looks out from the
00:55:38 --> 00:55:39: from the pictures.
00:55:39 --> 00:55:43: Yeah, we did the building, you know, that 60s era,
00:55:43 --> 00:55:47: you know, precast with that diamond pattern.
00:55:47 --> 00:55:51: And then you have this BLOB of a garage next
00:55:51 --> 00:55:54: to it and it was never around here like and
00:55:54 --> 00:55:58: people at at a certain point forgot the building even
00:55:58 --> 00:56:02: existed although you know, it's 120 feet in the air.
00:56:02 --> 00:56:05: And our goal was to how can we make that
00:56:05 --> 00:56:09: 60s era precast architecture look fantastic, look great and marry
00:56:10 --> 00:56:13: it up with some, you know, modern glass. We weren't
00:56:13 --> 00:56:17: able to do a curtain wall system but how can
00:56:17 --> 00:56:18: we get that?
00:56:18 --> 00:56:21: Certain walled glass look on the garage and put them
00:56:21 --> 00:56:24: together and so the end result, you know we're very
00:56:24 --> 00:56:27: happy. We wanted a modern looking building kind of change
00:56:27 --> 00:56:28: to help change the skyline.
00:56:30 --> 00:56:33: And so yes, I think that for everybody take a
00:56:33 --> 00:56:36: look at the report, Anita Kramer and her team did
00:56:36 --> 00:56:39: a great job of creating. They've got a project in

00:56:39 --> 00:56:42: here for everybody. And so while it's clear that you
00:56:42 --> 00:56:45: really need to have take everything on a case by
00:56:45 --> 00:56:48: case basis, there are some best practices that folks can
00:56:48 --> 00:56:51: can lean on to try to figure out when they
00:56:51 --> 00:56:54: do their due diligence. With that I want to thank
00:56:54 --> 00:56:57: everybody for tuning in and thank our panelists. This has
00:56:57 --> 00:57:01: been a great discussion on the the session is recorded.
00:57:01 --> 00:57:05: So that it will be available later on and feel
00:57:05 --> 00:57:09: free to reach out to myself. See Walter at nmhc.org
00:57:09 --> 00:57:13: or Anita and her team at USLI with any questions.
00:57:14 --> 00:57:17: And thank you all for for joining us today.
00:57:18 --> 00:57:19: Thank you, Caitlin.
