

# Webinar

## ULI British Columbia: Champions in the Spotlight: In Conversation with Tegan Smith of Channel Consulting

Date: November 04, 2021

00:00:21 --> 00:00:25: Good afternoon everyone. Thanks for doing this so I will  
 00:00:25 --> 00:00:27: begin in a few minutes just to make sure.  
 00:00:27 --> 00:00:28: Most of this Sunday's are here.  
 00:01:22 --> 00:01:24: OK, so just a few more minutes and get started.  
 00:01:40 --> 00:01:42: Feel free to grab coffee.  
 00:01:42 --> 00:01:46: A quick bite. In the meantime.  
 00:02:26 --> 00:02:29: OK, I like marks the comment there.  
 00:02:29 --> 00:02:32: Yeah, let's get started. So hello everyone,  
 00:02:32 --> 00:02:33: thank you for joining us today.  
 00:02:33 --> 00:02:34: My name is Nicole Yang.  
 00:02:34 --> 00:02:37: I'm a development manager at Creek Properties.  
 00:02:37 --> 00:02:40: I'm one of the subcommittee members of the Champions and  
 00:02:40 --> 00:02:41: spotlight at.  
 00:02:43 --> 00:02:47: WIV C&WI stands for Women's Leadership initiative.  
 00:02:47 --> 00:02:52: We are a subgroup within the urban lines two BC  
 00:02:52 --> 00:02:53: chapter,  
 00:02:53 --> 00:02:57: so I'm really excited to kick us off here this  
 00:02:57 --> 00:02:58: afternoon.  
 00:02:58 --> 00:03:01: And first I will introduce to you,  
 00:03:01 --> 00:03:05: our subcommittee members, who are joining us today.  
 00:03:05 --> 00:03:08: We have Whinnying who was concert?  
 00:03:08 --> 00:03:13: Karen Nan with Clark Wilson and I introduced myself earlier.  
 00:03:16 --> 00:03:19: I'd like to start us with a territorial acknowledgement,  
 00:03:19 --> 00:03:22: and while we may not all be in Vancouver today,  
 00:03:22 --> 00:03:25: that's the territory I would like to acknowledge.  
 00:03:25 --> 00:03:29: That is where WI primarily meets and hosts these events,  
 00:03:29 --> 00:03:33: so double acknowledges that Vancouver is located within the  
 shared

00:03:33 --> 00:03:36: ancestral and seated home ends of the Musqueam.  
00:03:36 --> 00:03:39: Farmers and slaves were two speaking people.  
00:03:39 --> 00:03:42: We recognize the long standing history of indigenous peoples and  
00:03:42 --> 00:03:45: cultures that have and we reside here and are grateful  
00:03:45 --> 00:03:48: for the opportunity to live and work on this plan.  
00:03:51 --> 00:03:55: Now onto the event. Our moderator today is Lillian Ken  
00:03:55 --> 00:03:57: from West West Stone Group.  
00:03:57 --> 00:03:59: She has over 12 years of experience in development and  
00:03:59 --> 00:04:00: construction,  
00:04:00 --> 00:04:06: has been actively volunteering within the landscape with different organizations.  
00:04:06 --> 00:04:10: Currently she's a development manager at Western Group A member  
00:04:10 --> 00:04:15: of the Canadian Institute of Planners Board member of the  
00:04:15 --> 00:04:17: ENF Housing Society in Vancouver and.  
00:04:17 --> 00:04:21: The Crossroad Hospice Society, important.  
00:04:21 --> 00:04:23: She's a where resume is very strict.  
00:04:23 --> 00:04:26: She's a member of many panels,  
00:04:26 --> 00:04:29: including the Fit Meadows Advisory Design Panel,  
00:04:29 --> 00:04:32: the Maple Ridge Board of Variance,  
00:04:32 --> 00:04:37: Colon River Watershed Roundtable, and the Colon Economic Development Committee.  
00:04:37 --> 00:04:40: So I will pass it off now to Lillian how  
00:04:40 --> 00:04:42: we will be hosting this session.  
00:04:43 --> 00:04:45: Thank you so much for the introduction.  
00:04:45 --> 00:04:47: Like all, I'm super excited today.  
00:04:47 --> 00:04:51: Welcome all. I'm really pressure to be interfering Tegan Smith  
00:04:51 --> 00:04:53: from Channel Consulting,  
00:04:53 --> 00:04:55: and I'm looking forward to the moderators.  
00:04:55 --> 00:04:58: I'll be excited about this for weeks now and when  
00:04:58 --> 00:05:00: Tegan asked me to do it,  
00:05:00 --> 00:05:02: so let me start by into that.  
00:05:02 --> 00:05:05: Introducing our incredible speaker today.  
00:05:05 --> 00:05:09: Keegan is the founders of Channel Consulting.  
00:05:09 --> 00:05:13: She has over 23 years planning and development experience.  
00:05:13 --> 00:05:17: Tegan is a member of Canadian Institute of Planners and  
00:05:17 --> 00:05:21: holds a master degree in City Planning.  
00:05:21 --> 00:05:24: Her gifts are listening and connecting people,  
00:05:24 --> 00:05:28: and she prides herself on providing the most talented team  
00:05:28 --> 00:05:30: in the industry to meet project needs.

00:05:30 --> 00:05:35: Her reputation is for leading teams for subject matter expert  
00:05:35 --> 00:05:36: to deliver complex.  
00:05:36 --> 00:05:41: And difficult projects she brings in a frantic and engaging  
00:05:41 --> 00:05:45: style to help project teams to have direct discussion be  
00:05:45 --> 00:05:48: adaptive and effectively manage risks,  
00:05:48 --> 00:05:52: costs and timelines. Keegan is a respected members of the  
00:05:52 --> 00:05:58: Vancouver versus the community advisor in the housing  
professional mentorship  
00:05:58 --> 00:06:03: programs and bought member of lender Alford International  
Vancouver chapters  
00:06:03 --> 00:06:07: she salamini of the Vancouver chapters.  
00:06:07 --> 00:06:13: Urban Land Institute Women's Leadership Initiative 2021  
Outstanding Leaders award.  
00:06:13 --> 00:06:16: Thank you so much for Tegan joining me today for  
00:06:16 --> 00:06:17: the conversation,  
00:06:17 --> 00:06:21: let's get started. Keegan, can you tell us a little  
00:06:21 --> 00:06:24: bit more about your career path?  
00:06:24 --> 00:06:27: I understand that you have worked for government long profit  
00:06:27 --> 00:06:29: and private developers.  
00:06:30 --> 00:06:36: Thanks Lillian. Yes it has been a rich and diverse  
00:06:36 --> 00:06:36: career.  
00:06:36 --> 00:06:39: I'm a Gen X are and through most of my  
00:06:39 --> 00:06:43: career the senior roles were filled by boomers.  
00:06:43 --> 00:06:47: I'm ambitious, I've always liked to challenge and so over  
00:06:47 --> 00:06:47: the years,  
00:06:47 --> 00:06:51: moving jobs was really key for my advancement.  
00:06:51 --> 00:06:55: So my career started in 1998 when I finished my  
00:06:55 --> 00:06:58: masters of City Planning degree.  
00:06:58 --> 00:07:00: My first job was City of Richmond,  
00:07:00 --> 00:07:03: working on the city center plan.  
00:07:03 --> 00:07:06: And then in 2000, my husband and I moved to  
00:07:06 --> 00:07:10: Bermuda where I worked as the Executive director for the  
00:07:10 --> 00:07:11: nonprofit.  
00:07:11 --> 00:07:14: Big Brothers Big Sisters of Bermuda.  
00:07:14 --> 00:07:17: In 2002 we had identical twin girls,  
00:07:17 --> 00:07:22: Ashley and Maria, and in 2004 we moved to Charlotte,  
00:07:22 --> 00:07:25: NC where I worked in consulting on campus.  
00:07:25 --> 00:07:32: Master plans, downtown Revitalizations etc and my daughter  
Charlotte was  
00:07:32 --> 00:07:34: born in Charlotte in 2005.  
00:07:34 --> 00:07:38: So then, in 2009 we moved back to Vancouver.  
00:07:38 --> 00:07:42: We wanted to raise our family in Canada and and  
00:07:42 --> 00:07:45: I came back working as a planner with Translink on

00:07:45 --> 00:07:47: transit oriented development.

00:07:47 --> 00:07:50: Next, I jumped on an opportunity as a senior planner

00:07:50 --> 00:07:53: at the district of North Vancouver where I worked on

00:07:53 --> 00:07:54: neighborhood plans,

00:07:54 --> 00:07:59: complex rezonings and leading the Lower Lynn Interchange Design partnership

00:07:59 --> 00:08:01: with the three levels of government.

00:08:01 --> 00:08:05: From that experience, I was recruited as manager of planning

00:08:05 --> 00:08:08: and development at the Port of Vancouver and there I

00:08:08 --> 00:08:13: was overseeing some of the business process improvements around permitting

00:08:13 --> 00:08:17: and also they're learning about indigenous engagement.

00:08:17 --> 00:08:19: So over those years in government,

00:08:19 --> 00:08:22: I learned every aspect of complex land,

00:08:22 --> 00:08:28: use, regulation, stakeholder engagement and project approvals process.

00:08:28 --> 00:08:30: Ultimately, I was drawn for work to work for a

00:08:30 --> 00:08:31: private developer,

00:08:31 --> 00:08:36: Hungerford. And when I was working in house at Hungerford,

00:08:36 --> 00:08:39: I got really clear about my unique skills and passions,

00:08:39 --> 00:08:43: and saw that I could be offering more value and

00:08:43 --> 00:08:47: insights for more organizations by going out on my own.

00:08:47 --> 00:08:50: So I retain them as a client and I went

00:08:50 --> 00:08:54: out on my own and I started channel almost two

00:08:54 --> 00:08:57: years ago now and going out on my own was

00:08:57 --> 00:09:01: the best decision. So, Fast forward to today.

00:09:01 --> 00:09:04: What sets me apart in my career is that I

00:09:04 --> 00:09:09: worked for government for nonprofits and for private industry.

00:09:09 --> 00:09:12: And because of that I understand how all those types

00:09:12 --> 00:09:16: of organizations operate and how people who are working in

00:09:16 --> 00:09:17: those organizations.

00:09:17 --> 00:09:22: Are making decisions. This has really made me uniquely knowledgeable

00:09:22 --> 00:09:27: of how to meet those diverse stakeholder needs when we're

00:09:27 --> 00:09:29: working to get projects approved.

00:09:29 --> 00:09:33: So for private developers they need to return value to

00:09:33 --> 00:09:36: investors and for many private investors,

00:09:36 --> 00:09:40: that means our our internal rate of return for government.

00:09:40 --> 00:09:45: They're thinking about political interests and community values.

00:09:45 --> 00:09:47: And for nonprofits their mission driven.

00:09:47 --> 00:09:50: They're thinking about capacity constraints.

00:09:50 --> 00:09:54: And so here I am today with a client base  
00:09:54 --> 00:09:59: that includes private developers and government and nonprofits.

00:09:59 --> 00:10:02: So Lily and to go back to your initial question,  
00:10:02 --> 00:10:05: which was my career path and I love that you  
00:10:05 --> 00:10:08: asked me to walk you through my career path because  
00:10:08 --> 00:10:10: when clients bring me on board,  
00:10:10 --> 00:10:14: they actually never ask me about my career path.  
00:10:14 --> 00:10:16: When people decide to work with me.  
00:10:16 --> 00:10:20: It's typically based on my reputation and my network,  
00:10:20 --> 00:10:23: and so through. All of these experiences,  
00:10:23 --> 00:10:27: what I gained is that knowledge that I described,  
00:10:27 --> 00:10:30: but also that reputation. And that network.  
00:10:31 --> 00:10:34: Thank you for sharing your career path with us.  
00:10:34 --> 00:10:37: You have a very diversified experience in land development.  
00:10:37 --> 00:10:40: Through working with these three different sector government,  
00:10:40 --> 00:10:43: Lompoc and private developers. Can you tell us a bit  
00:10:43 --> 00:10:45: more about what you're up to now?  
00:10:45 --> 00:10:48: I mean, you start at channel consulting two years ago,  
00:10:48 --> 00:10:50: maybe start by telling me a little bit more about  
00:10:50 --> 00:10:51: your company.  
00:10:53 --> 00:10:57: Sure, yeah. So my company channel helps project leaders to  
00:10:57 --> 00:11:02: be confident in the risks involved in the approvals process.  
00:11:02 --> 00:11:04: That's really it in a nutshell.  
00:11:04 --> 00:11:07: So channel is is set up as a sole proprietorship,  
00:11:07 --> 00:11:12: and the business model is to subcontract expertise on different  
00:11:12 --> 00:11:13: projects.  
00:11:13 --> 00:11:16: This includes planners, senior engineer,  
00:11:16 --> 00:11:19: land economist, strategic communications, graphic design,  
00:11:19 --> 00:11:24: development management, construction management, indigenous engagement.  
00:11:24 --> 00:11:28: Most of these talented people are featured on the new  
00:11:28 --> 00:11:31: Channel Consulting website that just launched earlier this week,  
00:11:31 --> 00:11:34: and Shannon, thank you. I can see you just added  
00:11:34 --> 00:11:35: that to the chat.  
00:11:35 --> 00:11:39: And I've known each of the subcontractors that are working  
00:11:39 --> 00:11:42: on channel projects for a long time and I've worked  
00:11:42 --> 00:11:44: with all of them in the past.  
00:11:44 --> 00:11:47: There's a strong trust. There's a huge synergy and we  
00:11:48 --> 00:11:51: all really lift one another higher and the work that

00:11:51 --> 00:11:54: we're doing I love their work and I trust them  
00:11:54 --> 00:11:58: to do beautiful work and they trust me to represent  
00:11:58 --> 00:12:00: their interests.  
00:12:00 --> 00:12:03: So in the last five years of my career,  
00:12:03 --> 00:12:07: I really saw that trajectory where I was delivering immense  
00:12:07 --> 00:12:10: value for organizations that I was working in.  
00:12:10 --> 00:12:14: But I was constrained in the ability to benefit the  
00:12:14 --> 00:12:17: industry more broadly and with my vision.  
00:12:17 --> 00:12:22: I saw so many organizations needing help working with  
government.  
00:12:22 --> 00:12:27: I saw a government needing help working with government  
nonprofits  
00:12:27 --> 00:12:27: needing help,  
00:12:28 --> 00:12:33: working with government and developers needing help  
working with government.  
00:12:33 --> 00:12:37: The approval process, as you know it's a major problem  
00:12:37 --> 00:12:40: for the Vancouver real estate industry.  
00:12:40 --> 00:12:44: And channel offers a solution for all types of projects.  
00:12:44 --> 00:12:47: Most project leaders do not have the knowledge or  
experience  
00:12:47 --> 00:12:50: to work efficiently through the process,  
00:12:50 --> 00:12:53: and So what channel is doing is really providing that  
00:12:53 --> 00:12:56: service to many different types of organizations.  
00:12:56 --> 00:12:59: Yeah, how to speed up like approval process is definitely  
00:13:00 --> 00:13:02: one of the hot topics in Vancouver.  
00:13:02 --> 00:13:05: Was the industry right now and I love that you're  
00:13:05 --> 00:13:08: utilizing your PV experience to help to smooth the process.  
00:13:08 --> 00:13:10: Can you tell me more about that?  
00:13:10 --> 00:13:13: Type of projects that you're working on and what is  
00:13:13 --> 00:13:14: your role on this projects?  
00:13:16 --> 00:13:21: Yeah, we're definitely working on a wide range of projects.  
00:13:21 --> 00:13:23: We've got downtown office redevelopment,  
00:13:23 --> 00:13:27: industrial and residential, Greenfield ALC approvals.  
00:13:27 --> 00:13:30: We've got port terminal. We've got fish raised in Oceans,  
00:13:30 --> 00:13:35: Canada infrastructure, etc etc were often representing  
sophisticated clients that  
00:13:36 --> 00:13:38: are from outside the lower mainland,  
00:13:38 --> 00:13:40: and as you would expect,  
00:13:40 --> 00:13:44: the natural progression is that we're now also doing  
development  
00:13:44 --> 00:13:45: management,  
00:13:45 --> 00:13:47: and I think development management.  
00:13:47 --> 00:13:50: Is an area of the practice that will continue to

00:13:50 --> 00:13:50: grow in 2022.

00:13:53 --> 00:13:56: You asked me about a.

00:13:56 --> 00:13:59: The smoothing the approvals process,

00:13:59 --> 00:14:03: and really there's there's three key financial risks in in

00:14:04 --> 00:14:05: land development as,

00:14:05 --> 00:14:06: as you definitely know, Lily,

00:14:06 --> 00:14:09: and there's the government approvals as well as construction.

00:14:09 --> 00:14:11: There's tons of risk in construction,

00:14:11 --> 00:14:13: tons of risk around market conditions,

00:14:13 --> 00:14:18: but government approvals risk is a major factor in the

00:14:18 --> 00:14:19: lower mainland,

00:14:19 --> 00:14:23: and so the channel brand has really been built around

00:14:23 --> 00:14:26: our work managing the approvals risk.

00:14:26 --> 00:14:31: There's there's really really 3 pillars in how channel is

00:14:31 --> 00:14:37: working effectively with government to get projects approved.

00:14:37 --> 00:14:41: And I see these important for any project leader in

00:14:41 --> 00:14:44: pursuing government relations.

00:14:44 --> 00:14:48: Number one is due diligence reports.

00:14:48 --> 00:14:51: Number two is government engagement.

00:14:51 --> 00:14:54: And #3 is high quality submissions and I'd like to

00:14:54 --> 00:14:57: spend quite a bit of time actually talking about each

00:14:57 --> 00:14:59: of those three during our conversation.

00:15:02 --> 00:15:04: Sure, yeah, if you can expand a little bit more

00:15:04 --> 00:15:04: on that,

00:15:04 --> 00:15:05: that will be great.

00:15:05 --> 00:15:11: OK, OK, so let me talk about due diligence reports.

00:15:11 --> 00:15:14: So this is a really foundational piece.

00:15:14 --> 00:15:19: Every land development project needs diligent research on land use

00:15:20 --> 00:15:21: regulations,

00:15:21 --> 00:15:25: as you know, and some organizations have the capacity to

00:15:26 --> 00:15:27: do this on their own.

00:15:27 --> 00:15:31: And others choose to invite help.

00:15:31 --> 00:15:34: We've been doing several of these types of reports every

00:15:35 --> 00:15:35: month.

00:15:35 --> 00:15:39: The typical outline for our due diligence report is available

00:15:39 --> 00:15:43: on our website and in this sort of report is

00:15:43 --> 00:15:45: known by many different names.

00:15:45 --> 00:15:48: When people phone me to request this sort of report,

00:15:48 --> 00:15:52: some people ask me for a municipal plan review or

00:15:52 --> 00:15:56: a zoning opinion or a regulatory review memo.

00:15:56 --> 00:15:58: It's all the same thing.

00:15:58 --> 00:16:01: The report is a review of the applicable land use

00:16:02 --> 00:16:06: regulations that could impact the development of a project.

00:16:06 --> 00:16:09: So when when we do a due diligence report or

00:16:09 --> 00:16:13: if any project leader is starting to endeavor to really

00:16:13 --> 00:16:17: do a good solid review on their due diligence,

00:16:17 --> 00:16:20: I recommend first doing a site description of the existing

00:16:20 --> 00:16:21: conditions,

00:16:21 --> 00:16:23: looking at the title, permitted uses,

00:16:23 --> 00:16:27: development footprint, any unique site features or site features that

00:16:27 --> 00:16:30: could trigger a senior government approval.

00:16:30 --> 00:16:33: Like being close to an interchange or a stream or

00:16:33 --> 00:16:35: something like that.

00:16:35 --> 00:16:38: The second thing that I recommend is having a summary

00:16:38 --> 00:16:41: of the development proposal based on the business plan.

00:16:41 --> 00:16:46: That's really important is to understand exactly what the vision

00:16:46 --> 00:16:49: is for the site uses site area FSR.

00:16:49 --> 00:16:53: Any other improvements? Based on that,

00:16:53 --> 00:16:55: then the third kind of.

00:16:55 --> 00:17:00: Component of the due diligence is the overview of the

00:17:00 --> 00:17:04: land use regulations and so that includes,

00:17:04 --> 00:17:07: like looking at the municipal OCP,

00:17:07 --> 00:17:10: zoning bylaw development permit building permit,

00:17:10 --> 00:17:15: other permits, fees, charges, estimated timelines for all of those.

00:17:15 --> 00:17:19: And often folks forget that they actually may also be

00:17:19 --> 00:17:23: triggering provincial or federal authorizations,

00:17:23 --> 00:17:25: and there's a list of all the potential regulations on

00:17:25 --> 00:17:26: my website.

00:17:26 --> 00:17:27: Feel free to check it out.

00:17:27 --> 00:17:35: But again, stream WSA. Just an interchange all of that.

00:17:35 --> 00:17:38: It can really impact the development approvals process,

00:17:38 --> 00:17:42: so we we do. We do include a review on

00:17:42 --> 00:17:43: that as well.

00:17:43 --> 00:17:47: Uhm, we also look at comparative compatible projects.

00:17:47 --> 00:17:50: So if a similar project has been approved,

00:17:50 --> 00:17:52: for example, if it's an office building in the downtown.

00:17:52 --> 00:17:56: If there's a few examples of other office buildings that

00:17:56 --> 00:17:59: have been recently approved so that we have a a

00:17:59 --> 00:18:03: good compatible and then summarizing those risks and opportunities,



00:18:03 --> 00:18:09: this could include design considerations or special instructions regarding applications.

00:18:09 --> 00:18:13: But really, providing like a good risk assessment.

00:18:13 --> 00:18:14: And then recommending next steps.

00:18:14 --> 00:18:17: So the next steps could be a government conversation that needs to happen.

00:18:17 --> 00:18:17: Or hiring a consultant. And so those are kind of

00:18:24 --> 00:18:26: the key bones of UM,

00:18:26 --> 00:18:30: of those of a good quality due diligence.

00:18:30 --> 00:18:35: Often clients who are doing a transaction need these reports within about 30 days.

00:18:35 --> 00:18:36: In the Lower mainland, like the regulatory input contacts,

00:18:36 --> 00:18:41: I can continue to say it,

00:18:41 --> 00:18:43: but it's complex and and the big development groups have good knowledge and excellent relationships with the regulators.

00:18:46 --> 00:18:49:

00:18:49 --> 00:18:55: However, it's the non local groups and the small and medium sized developers that are.

00:18:55 --> 00:18:58: Preferring to have a specialist to help them to assess those risks and opportunities.

00:18:58 --> 00:19:01: And I find that the due diligence reports.

00:19:02 --> 00:19:04:

00:19:04 --> 00:19:10: Often the kinds of organizations that are looking to have a third party do a report are those private firms that report to an investment committee, family offices, nonprofit boards, also government capital approval committees.

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00:19:16 --> 00:19:19:

00:19:19 --> 00:19:28:

00:19:28 --> 00:19:31: And so those are kind of the audiences that we end up producing our report for.

00:19:31 --> 00:19:34:

00:19:34 --> 00:19:38: So then what happens after the due diligence report?

00:19:38 --> 00:19:43: So so the client knows exactly what what all the land use regulations are now wet.

00:19:43 --> 00:19:46:

00:19:46 --> 00:19:51: And so you know, having that information is gold.

00:19:51 --> 00:19:55: So I just walked you through sort of that that first pillar,

00:19:55 --> 00:19:56:

00:19:56 --> 00:19:59: which is due diligence reports.

00:19:59 --> 00:20:02: Uhm, I'm now going to walk you through the next step.

00:20:02 --> 00:20:02:

00:20:02 --> 00:20:03: Once you have your report,

00:20:03 --> 00:20:07: which is government engagement. And then I'm going to talk about high quality submissions.

00:20:07 --> 00:20:09:

00:20:09 --> 00:20:12: Does that sound OK? Should I keep keep going here?

00:20:12 --> 00:20:16: Keep going OK. OK, so government engagement.

00:20:16 --> 00:20:19: I'm obviously very passionate about this topic.

00:20:19 --> 00:20:23: OK, my primary value is truth.

00:20:23 --> 00:20:27: And so government engagement is the best way to ensure

00:20:27 --> 00:20:31: that your project team is working with accurate information.

00:20:31 --> 00:20:36: Sometimes I see this, where people develop a business plan

00:20:36 --> 00:20:38: without vetting it.

00:20:38 --> 00:20:41: And later they don't get the answers they were hoping

00:20:42 --> 00:20:42: for.

00:20:42 --> 00:20:45: And this is very costly.

00:20:45 --> 00:20:47: I'm going to provide an example.

00:20:47 --> 00:20:52: We recently completed government engagement for a

00:20:52 --> 00:20:54: diligent private equity

00:20:54 --> 00:20:58: group from outside of Vancouver.

00:20:58 --> 00:21:01: They were seeking to understand if their business plan for

00:21:01 --> 00:21:05: a rental housing project would be viable.

00:21:05 --> 00:21:08: They were concerned that it was possibly not viable,

00:21:08 --> 00:21:11: and every member of their team that I spoke to

00:21:11 --> 00:21:13: is incredibly stressed about the lack of certainty.

00:21:13 --> 00:21:15: So our role was to find the truth.

00:21:15 --> 00:21:22: So first we helped them to stand,

00:21:22 --> 00:21:26: study and understand the existing municipal and provincial

00:21:26 --> 00:21:29: policy context.

00:21:29 --> 00:21:34: And then we worked with an urban land economist to

00:21:34 --> 00:21:39: understand the construction and market risks,

00:21:39 --> 00:21:42: to confirm that the business plan was going was what

00:21:42 --> 00:21:47: was the business plan would need in terms of variances.

00:21:47 --> 00:21:49: So we didn't we we wanted to be crystal clear

00:21:49 --> 00:21:51: that we absolutely required these variances for the project to

00:21:51 --> 00:21:55: be economically viable.

00:21:55 --> 00:22:00: And we found that out.

00:22:00 --> 00:22:01: So from there we let a series of discussions with

00:22:01 --> 00:22:03: the city BC housing the provincial housing policy team CMHC

00:22:03 --> 00:22:08: and UDI,

00:22:08 --> 00:22:10: to confirm what our options were.

00:22:10 --> 00:22:14: So we had a really solid sense of exactly how

00:22:14 --> 00:22:14: we could proceed.

00:22:14 --> 00:22:18: We then developed presentations and briefing notes for the

00:22:18 --> 00:22:19: provincial

00:22:19 --> 00:22:23: policy team,

00:22:23 --> 00:22:28: the city staff, the Planning Development Committee that were

00:22:28 --> 00:22:28: very

00:22:28 --> 00:22:28: clear and concise.

00:22:28 --> 00:22:28: About what was required and why?

00:22:28 --> 00:22:28: And this ensured that the stakeholders were informed of how

00:22:28 --> 00:22:33: the policy was impacting the ability to deliver rental housing.  
00:22:33 --> 00:22:37: Ultimately, the truth was evident.  
00:22:37 --> 00:22:39: Even though we didn't get the answer that we hoped  
00:22:39 --> 00:22:40: for,  
00:22:40 --> 00:22:42: we got a certain answer.  
00:22:42 --> 00:22:46: The Council was unwilling to consider any variance.  
00:22:46 --> 00:22:51: To their policy. And knowing this helped the private firm  
00:22:51 --> 00:22:53: decide not to proceed.  
00:22:53 --> 00:22:56: So over a six month period we were very proactive  
00:22:56 --> 00:23:01: and gained a fulsome understanding of the approvals risk  
which  
00:23:01 --> 00:23:05: saved the company from entering a costly rezoning process  
where  
00:23:05 --> 00:23:10: their application would get denied and it empowered the firm  
00:23:10 --> 00:23:14: to decide to invest their resources elsewhere.  
00:23:14 --> 00:23:17: So this is a great example of why I encourage  
00:23:17 --> 00:23:23: that proactive government engagement to ensure that you're  
working with  
00:23:23 --> 00:23:24: the facts,  
00:23:24 --> 00:23:29: and I recommend being super diligent to maintain an up-to-  
date  
00:23:29 --> 00:23:33: government engagement strategy and key messages.  
00:23:33 --> 00:23:37: Based on that business plan for your project.  
00:23:37 --> 00:23:39: It can be a Word document.  
00:23:39 --> 00:23:41: It can be a spreadsheet,  
00:23:41 --> 00:23:44: but the key is that you have that up-to-date government  
00:23:44 --> 00:23:49: engagement plan that identifies the organization you're going  
to engage  
00:23:49 --> 00:23:49: with.  
00:23:49 --> 00:23:52: The key contact their title,  
00:23:52 --> 00:23:55: the purpose of the engagement key messages.  
00:23:55 --> 00:23:57: When was the last time you talked to them?  
00:23:57 --> 00:24:00: What did you say? How does the person like to  
00:24:00 --> 00:24:01: communicate?  
00:24:01 --> 00:24:02: Do they like a phone call?  
00:24:02 --> 00:24:05: A teams call coffee meeting email?  
00:24:05 --> 00:24:08: You kind of have to know your audience.  
00:24:08 --> 00:24:13: And so there's some great government engagement plans  
available online.  
00:24:13 --> 00:24:17: Just Google, I'm planning to add a resource to my  
00:24:17 --> 00:24:18: website shortly.  
00:24:18 --> 00:24:21: If you need help you can reach out to me.  
00:24:21 --> 00:24:26: But they're really important, and I generally advised that

when

00:24:26 --> 00:24:29: we're working with these complex projects,  
00:24:29 --> 00:24:31: we have a weekly touchpoint with,  
00:24:31 --> 00:24:34: in my case, with the client,  
00:24:34 --> 00:24:36: but in in the project leaders case,  
00:24:36 --> 00:24:39: a weekly touchpoint with the government review lead.  
00:24:39 --> 00:24:43: If there is a complex issue like environmental or  
transportation,  
00:24:43 --> 00:24:48: having that weekly touchpoint with the subject matter  
consultant as  
00:24:48 --> 00:24:51: well to make sure that you're really clear on those  
00:24:52 --> 00:24:52: risks.  
00:24:52 --> 00:24:58: You will not regret maintaining an intentional living  
government engagement  
00:24:58 --> 00:24:59: plan.  
00:24:59 --> 00:25:02: And so of those three pillars.  
00:25:02 --> 00:25:05: And how we tackle government approvals risks we've now  
talked  
00:25:05 --> 00:25:08: about due diligence reports and government engagement.  
00:25:08 --> 00:25:12: But now I'm going to talk about high quality submissions.  
00:25:12 --> 00:25:16: So Lillian does it sound obvious to you,  
00:25:16 --> 00:25:19: but I say that the person reading the report must  
00:25:19 --> 00:25:21: be able to understand the report.  
00:25:24 --> 00:25:26: So hard to review submissions.  
00:25:26 --> 00:25:32: Delay project approvals. When a submission is hard to  
understand,  
00:25:32 --> 00:25:36: review leads may get confused and set the file aside.  
00:25:36 --> 00:25:40: Or they may provide another round of comments.  
00:25:40 --> 00:25:42: I saw this first hand when I was at the  
00:25:42 --> 00:25:45: port and at the district of North Vancouver when files  
00:25:45 --> 00:25:47: could not be understood.  
00:25:47 --> 00:25:50: I would set the file aside and move on to  
00:25:50 --> 00:25:53: the ones that were easy to follow.  
00:25:53 --> 00:25:58: It's common sense. If someone included a summary note  
indicating  
00:25:58 --> 00:26:01: what had changed since the last submission,  
00:26:01 --> 00:26:05: it was so helpful and it made me want to  
00:26:05 --> 00:26:06: get right on it.  
00:26:06 --> 00:26:10: Literally, some applicants would resubmit a 200 page report  
and  
00:26:10 --> 00:26:14: not indicate what had changed since the last version.  
00:26:14 --> 00:26:17: It was a headache. I would drag the report around  
00:26:17 --> 00:26:21: to my kids soccer games and never feel like reading  
00:26:21 --> 00:26:21: it.

00:26:21 --> 00:26:23: When the developer called yelling and screaming,  
00:26:23 --> 00:26:26: I was even less motivated to open it.  
00:26:26 --> 00:26:31: So sometimes these reports sit in a pile for weeks  
00:26:31 --> 00:26:33: because they are a slog.  
00:26:33 --> 00:26:36: So make the review Leeds life easy.  
00:26:36 --> 00:26:41: You'll save time. You'll save money and you'll get more  
00:26:41 --> 00:26:42: bees with honey.  
00:26:42 --> 00:26:46: So going back to the rental housing project example,  
00:26:46 --> 00:26:50: we provided briefing notes for both the provincial housing  
00:26:50 --> 00:26:53: team as well as a municipal staff and council.  
00:26:53 --> 00:26:56: We worked with the land economist to draft easy to  
00:26:56 --> 00:27:00: understand key messages regarding the reason for the  
00:27:00 --> 00:27:04: variance.  
00:27:04 --> 00:27:07: We ran the draft documents past the staff to ensure  
00:27:07 --> 00:27:11: that they would answer the questions of the Council.  
00:27:11 --> 00:27:16: Because our submissions were up a high quality,  
00:27:16 --> 00:27:20: we were confident that the Council discussion was well  
00:27:20 --> 00:27:24: informed.  
00:27:24 --> 00:27:28: So if there's one secret that I hope that people  
00:27:28 --> 00:27:33: will take away today is that managing approvals risks on  
00:27:33 --> 00:27:37: permitting requires all of three of those pillars due diligence.  
00:27:37 --> 00:27:39: Government engagement and also high quality submissions.  
00:27:39 --> 00:27:40: It was long, but it was great insight.  
00:27:40 --> 00:27:42: I'm quite sure people and he's gonna agree with me  
00:27:42 --> 00:27:45: on that.  
00:27:45 --> 00:27:49: And I completely agree with you on this,  
00:27:49 --> 00:27:52: Tegan. I'll be involved with different types of development like  
00:27:52 --> 00:27:56: throw my career life from single family to high rises.  
00:27:56 --> 00:27:59: Other than financial risk approval risk is definitely one of  
00:27:59 --> 00:28:03: the biggest concern when we do land acquisition and  
00:28:03 --> 00:28:04: development.  
00:28:04 --> 00:28:07: You don't plan and managing it carefully,  
00:28:07 --> 00:28:10: it will easily bring in major delay and higher costs  
00:28:10 --> 00:28:13: for your projects.  
00:28:13 --> 00:28:15: Can you can you give me some example on on  
00:28:15 --> 00:28:17: what are some of it in the effective communication process  
00:28:17 --> 00:28:20: that you have experienced that needs you to realize that  
00:28:20 --> 00:28:24: you want or start channel consulting?  
00:28:24 --> 00:28:26: Yeah, so I mean a lot of the work that  
00:28:26 --> 00:28:32: I do is actually facilitation throughout my career.  
00:28:26 --> 00:28:32: I saw that about 80%  
00:28:26 --> 00:28:32: of developers were ineffective at working alongside

government on their  
project approvals.

00:28:32 --> 00:28:34: As I mentioned, phoning and yelling losing strategy.

00:28:34 --> 00:28:38: Most developers do not know the land use regulations that  
00:28:38 --> 00:28:42: may be triggered in the review.

00:28:42 --> 00:28:44: Most are unaware of the key political risks.

00:28:44 --> 00:28:47: Most submit reports that are incomplete with the idea that  
00:28:47 --> 00:28:51: will speed approvals when actually it just leads to more  
00:28:51 --> 00:28:55: iterations of comments and inefficient use of time.

00:28:55 --> 00:28:58: So with all of that,  
00:28:58 --> 00:29:00: I saw a huge opportunity to help developers and nonprofits  
00:29:00 --> 00:29:04: and other government,  
00:29:04 --> 00:29:06: but do high quality work that would enable them to  
00:29:06 --> 00:29:09: get the projects approved more efficiently.

00:29:09 --> 00:29:12: I it was, it was obvious that that most.  
00:29:15 --> 00:29:19: Most applicants could use help.

00:29:19 --> 00:29:22: I echo what you're seeing in here.  
00:29:23 --> 00:29:25: I mean like. Personally, I never believe in yelling and  
00:29:25 --> 00:29:28: screaming to the other side to get what you wanted.

00:29:28 --> 00:29:31: I believe in open and transparent conversation and  
00:29:31 --> 00:29:35: relationship and  
00:29:35 --> 00:29:38: understanding that everyone that you work with doesn't  
matter.

00:29:38 --> 00:29:40: Is it like is he or she is the File  
00:29:40 --> 00:29:42: Manager or consultant?  
00:29:42 --> 00:29:44: Everyone is BC everyone want to get their things.  
00:29:44 --> 00:29:47: Get done first and I think it's just your relationship  
00:29:47 --> 00:29:49: that's going to bring you a long way.  
00:29:49 --> 00:29:53: Not yelling and threatening. I'm going to switch the gears  
00:29:53 --> 00:29:56: a little bit in here and ask you about work  
00:29:56 --> 00:30:00: life balance with all those things that you're working on,  
00:30:00 --> 00:30:03: including like work warranty, are coaching,  
00:30:03 --> 00:30:05: mentoring? Can you share with us like how do you  
00:30:05 --> 00:30:06: manage your time?  
00:30:06 --> 00:30:08: Like how do you do it all?  
00:30:09 --> 00:30:14: Oh gosh, that's a really tough question.  
00:30:14 --> 00:30:21: I think time management time management is really  
important foundation  
00:30:21 --> 00:30:23: of of great work.

00:30:23 --> 00:30:25: When I was working in government,  
00:30:25 --> 00:30:28: I was drowning in the volume of work.  
00:30:28 --> 00:30:32: I found it difficult to do the quality that I  
00:30:32 --> 00:30:33: was capable of.

00:30:33 --> 00:30:36: Most days when I got home I needed like a  
00:30:36 --> 00:30:39: 10 minute rest before I jumped into parenting.  
00:30:39 --> 00:30:43: Uhm, so I've I've invested heavily in learning time  
management  
00:30:43 --> 00:30:46: skills and this is included reading books,  
00:30:46 --> 00:30:51: taking classes, being coached, seeking mentorship.  
00:30:51 --> 00:30:55: All of those things. And what I've learned is that  
00:30:55 --> 00:30:58: there's nothing more important.  
00:30:58 --> 00:31:02: Then knowing my own abilities.  
00:31:02 --> 00:31:07: Truly knowing myself being a boundary boss about what I'm  
00:31:07 --> 00:31:11: doing and what I'm not doing has given me the  
00:31:11 --> 00:31:15: space that I need to do outstanding work.  
00:31:15 --> 00:31:17: So yes to your point about all of the different  
00:31:18 --> 00:31:19: areas that I'm working on,  
00:31:19 --> 00:31:24: I can be easily overwhelmed by requests of my time.  
00:31:24 --> 00:31:28: And so I need to be disciplined and ask myself.  
00:31:28 --> 00:31:32: Is this something that only I can do?  
00:31:32 --> 00:31:35: If the answer is that someone else could do it  
00:31:35 --> 00:31:36: better than me.  
00:31:36 --> 00:31:39: Then I add that person to the team.  
00:31:39 --> 00:31:45: My subconsultant business model works because I'm doing  
the work  
00:31:45 --> 00:31:48: that only I can do and involving others.  
00:31:48 --> 00:31:53: The most talented people in Vancouver to do other aspects  
00:31:53 --> 00:31:54: of projects.  
00:31:54 --> 00:31:59: And because of this, channels work is excellent and within  
00:31:59 --> 00:32:03: two years become the gold standard in Vancouver.  
00:32:03 --> 00:32:06: The key to a successful delegation.  
00:32:06 --> 00:32:10: Is delegating to someone who's capable and for me that  
00:32:10 --> 00:32:14: means only working with people with a strong Vancouver real  
00:32:15 --> 00:32:16: estate network.  
00:32:16 --> 00:32:20: Excellent communication skills, entrepreneurial mindset,  
00:32:20 --> 00:32:28: relevant education. It's who we delegate to that matters and  
00:32:28 --> 00:32:31: not how the work gets done.  
00:32:31 --> 00:32:36: The magic of delegation. Is really that when we let  
00:32:37 --> 00:32:39: go we empower others?  
00:32:39 --> 00:32:42: And I loved Terry Cole's book.  
00:32:42 --> 00:32:44: I read it in one Sunday.  
00:32:44 --> 00:32:48: It's called boundary boss. I love it and she talks  
00:32:48 --> 00:32:49: about this too.  
00:32:49 --> 00:32:53: So every time I let go.  
00:32:53 --> 00:32:55: I see that others step up and do beautiful work

00:32:55 --> 00:32:55: in.

00:32:55 --> 00:32:58: In my experience, embracing that delegation,

00:32:58 --> 00:33:04: letting go, doing the work that I'm uniquely gifted at.

00:33:04 --> 00:33:09: I find that the work my team delivers absolutely blows

00:33:09 --> 00:33:09: my mind.

00:33:09 --> 00:33:11: This happens all the time,

00:33:11 --> 00:33:14: it happened just this week when my team ran with

00:33:14 --> 00:33:17: an engagement process and well over the last couple months

00:33:17 --> 00:33:21: they've been running with his engagement process and they

00:33:22 --> 00:33:26: produced

00:33:26 --> 00:33:28: this final report for Ingenium Canada and I never could

00:33:28 --> 00:33:32: have conceived of the results.

00:33:28 --> 00:33:32: Everyone added unbelievable value and the sum of the parts

00:33:32 --> 00:33:34: was beyond awesome.

00:33:34 --> 00:33:37: I think I posted the cover on my my LinkedIn

00:33:37 --> 00:33:40: like kudos to everyone 'cause it was just I couldn't

00:33:40 --> 00:33:41: believe it.

00:33:41 --> 00:33:44: It made my heart just I couldn't believe it so

00:33:44 --> 00:33:48: so Lillian to answer your question about time management.

00:33:48 --> 00:33:53: My view is that setting boundaries and delegating to talented

00:33:53 --> 00:33:57: people will give you more time to use your gifts

00:33:57 --> 00:33:59: and produce that excellent work,

00:33:59 --> 00:34:03: and that will bank results on most people here are

00:34:03 --> 00:34:05: working on projects,

00:34:05 --> 00:34:07: so that will really bank results on projects.

00:34:07 --> 00:34:11: Nice, I agree with you that time management and allocations

00:34:11 --> 00:34:13: are the keys to success.

00:34:13 --> 00:34:16: I mean, no one can perfect on everything and we

00:34:16 --> 00:34:18: do not need it right.

00:34:18 --> 00:34:20: I used to be a control freak when I first

00:34:20 --> 00:34:20: started it.

00:34:20 --> 00:34:24: As I was so nervous that our messed things up,

00:34:24 --> 00:34:27: however, the more that I learned and experienced with

00:34:28 --> 00:34:28: different

00:34:28 --> 00:34:31: projects,

00:34:28 --> 00:34:31: I started to admit that that I'm not expert on

00:34:31 --> 00:34:34: a lot of things and once I admitted it,

00:34:34 --> 00:34:38: I cannot really good questions and engage the people that

00:34:38 --> 00:34:41: who I work with around me to bring in some

00:34:41 --> 00:34:42: high quality result.

00:34:42 --> 00:34:45: The allocation is something that I learned a few years

00:34:45 --> 00:34:46: ago to.

00:34:46 --> 00:34:48: Yes, like not just in my work life,



00:34:48 --> 00:34:50: but also in the in my personal life.

00:34:50 --> 00:34:53: People who work with me know that I do not

00:34:53 --> 00:34:56: enjoy cooking that always just do take out and they're

00:34:56 --> 00:34:56: like,

00:34:56 --> 00:34:58: oh Lillian, what do you eat for dinner?

00:34:58 --> 00:35:01: What are you cooking? Although take out this like sushis

00:35:01 --> 00:35:02: and Chinese food like everything,

00:35:02 --> 00:35:06: every day is different. And while cooking is one thing

00:35:06 --> 00:35:09: that I think a delicate Arora also says it to,

00:35:09 --> 00:35:12: you know restaurant outside to save my own time so

00:35:12 --> 00:35:14: I can do things that I can enjoy in my

00:35:14 --> 00:35:15: life.

00:35:16 --> 00:35:23: Yeah. Totally dumb. Absolutely. Delegation is so key for all

00:35:23 --> 00:35:25: parts of our life.

00:35:25 --> 00:35:30: You mentioned perfectionism. A lot of people struggle with

00:35:30 --> 00:35:33: that,

00:35:30 --> 00:35:33: and I've certainly struggled with it.

00:35:33 --> 00:35:38: I I recently heard a speaker Claire from designing from

00:35:38 --> 00:35:42: better say that perfectionism is out of date.

00:35:42 --> 00:35:45: And that really resonated for me.

00:35:45 --> 00:35:48: In today's world, you can learn almost anything online,

00:35:48 --> 00:35:50: and if you need an expert,

00:35:50 --> 00:35:53: there are a lot of ways to get one involved.

00:35:53 --> 00:35:55: If your project has a budget,

00:35:55 --> 00:35:57: you can hire A consultant.

00:35:57 --> 00:35:59: If you don't have a budget.

00:35:59 --> 00:36:03: You can look at compatible project files that are available

00:36:03 --> 00:36:03: online.

00:36:03 --> 00:36:04: You can read a book.

00:36:04 --> 00:36:07: You can take an expert for coffee or lunch and

00:36:07 --> 00:36:08: ask their advice,

00:36:08 --> 00:36:11: but we live in an age of information and we

00:36:11 --> 00:36:15: all know that we will never know everything and so

00:36:15 --> 00:36:19: we can rely on others and other resources.

00:36:19 --> 00:36:21: There's this woman called Marie Forleo.

00:36:21 --> 00:36:24: She actually has a online TV channel,

00:36:24 --> 00:36:28: UM, but she's also written a book called Everything is

00:36:28 --> 00:36:29: figure out able?

00:36:29 --> 00:36:33: And I do believe that I I certainly believe that

00:36:33 --> 00:36:35: everything is figure out able.

00:36:37 --> 00:36:40: Well, I'm a big fan of mentorship in sharing information.

00:36:40 --> 00:36:43: I always believe that in this digital information age,

00:36:43 --> 00:36:44: it's like what you said.  
00:36:44 --> 00:36:46: Knowledge is all open and free.  
00:36:46 --> 00:36:47: If you want to run something,  
00:36:47 --> 00:36:50: go and watch it on YouTube or listening to it  
00:36:50 --> 00:36:51: on broadcast.  
00:36:51 --> 00:36:54: Pop to your mentor, or if like if you're like  
00:36:54 --> 00:36:56: I'm not sure who's my mentor who and what.  
00:36:56 --> 00:36:59: Talk to your supervisor or the people that you work  
00:36:59 --> 00:37:01: with asked the right question.  
00:37:01 --> 00:37:03: It will save you a lot of time and fast  
00:37:03 --> 00:37:05: track your learning process.  
00:37:05 --> 00:37:08: And I met during the pandemic and is almost like  
00:37:09 --> 00:37:13: two years now and you're talking about starting channel  
consultant  
00:37:13 --> 00:37:16: by that time and I witness it going bigger and  
00:37:16 --> 00:37:18: bigger every time when we talk.  
00:37:18 --> 00:37:21: What are some of the leadership lessons that you learn  
00:37:21 --> 00:37:24: that you feel you could have only gained through building  
00:37:24 --> 00:37:25: a company first hand?  
00:37:28 --> 00:37:30: Yeah, that's that's a really great question,  
00:37:30 --> 00:37:37: uhm? I've learned that compassionate leadership is a unique  
strength  
00:37:38 --> 00:37:42: that I bring to the real estate industry.  
00:37:42 --> 00:37:46: My company has been extremely successful in a short period  
00:37:46 --> 00:37:47: of time.  
00:37:47 --> 00:37:50: When I started out as my own boss.  
00:37:50 --> 00:37:54: I looked in the mirror and I asked myself.  
00:37:54 --> 00:37:57: It's my first chance to be my own boss to  
00:37:57 --> 00:37:58: have any boss I want.  
00:37:58 --> 00:38:02: What sort of boss are you to yourself?  
00:38:02 --> 00:38:08: And the answer was I'm a compassionate and supportive  
boss.  
00:38:08 --> 00:38:13: So I experience that extending that support and kindness to  
00:38:13 --> 00:38:14: myself.  
00:38:14 --> 00:38:18: Actually made it easier for me to extend the same  
00:38:19 --> 00:38:20: kindness to others.  
00:38:20 --> 00:38:22: So when I started my business,  
00:38:22 --> 00:38:24: I was afraid of failing,  
00:38:24 --> 00:38:26: and as a compassionate and supportive boss,  
00:38:26 --> 00:38:30: I told myself we're gonna learn and we're gonna figure  
00:38:30 --> 00:38:30: it out.  
00:38:30 --> 00:38:36: And then I noticed that my clients are afraid of  
00:38:36 --> 00:38:38: their projects failing.

00:38:38 --> 00:38:44: And the government review leads are afraid of missing something

00:38:44 --> 00:38:45: in their review.

00:38:45 --> 00:38:49: And the counselors are afraid of making a decision that

00:38:49 --> 00:38:51: they might regret.

00:38:51 --> 00:38:57: And as a compassionate and supportive consultant and facilitator.

00:38:57 --> 00:39:01: I found myself constantly conveying that we will learn we're

00:39:02 --> 00:39:03: going to figure it out.

00:39:03 --> 00:39:09: And so people trust channel to help them navigate uncertainty

00:39:09 --> 00:39:14: and people trust channel to help them learn and and

00:39:14 --> 00:39:16: figure their projects out.

00:39:16 --> 00:39:21: So the key key leadership lesson that I gained through

00:39:21 --> 00:39:26: building a company first-hand is that bringing compassion to myself

00:39:26 --> 00:39:29: and others creates that safe,

00:39:29 --> 00:39:34: supportive environment for solving problems and moving projects forward.

00:39:34 --> 00:39:37: And if you subscribe to my blog,

00:39:37 --> 00:39:39: you'll hear me actually talk a lot about that.

00:39:41 --> 00:39:44: There's also testimonials on the channel website,

00:39:44 --> 00:39:48: where you'll you'll. You'll see how clients have responded to that.

00:39:48 --> 00:39:48: that.

00:39:48 --> 00:39:53: So by embracing compassionate leadership.

00:39:53 --> 00:39:57: I'm paying attention listening. And I believe that that leadership

00:39:57 --> 00:40:02: approach is getting results that clients are really proud of.

00:40:03 --> 00:40:06: Marty and I can tell that you're are very supportive

00:40:06 --> 00:40:07: person.

00:40:07 --> 00:40:09: Being compassionate is really important to a lot of things,

00:40:09 --> 00:40:13: and all this you're sharing today seems very general and

00:40:13 --> 00:40:14: board.

00:40:14 --> 00:40:18: However old is a very valuable advice that will only

00:40:18 --> 00:40:21: come to you when you actually experience it.

00:40:21 --> 00:40:24: Everyone is a fear of failing,

00:40:24 --> 00:40:28: and only when we acknowledge that we can move forward

00:40:28 --> 00:40:29: together further.

00:40:29 --> 00:40:31: But last question for me,

00:40:31 --> 00:40:36: we're in November now. And 2021 is almost ended it.

00:40:36 --> 00:40:40: Why is the most interesting trend that you're seeing this

00:40:40 --> 00:40:42: year in the worst day industry?

00:40:43 --> 00:40:47: Yeah, that's that's a great great great question.

00:40:47 --> 00:40:52: Thanks Lillian. Did you see Frances Bula's article in the  
00:40:52 --> 00:40:54: Globe and Mail last week?  
00:40:54 --> 00:41:01: I did OK, yeah, so the most interesting trend that  
00:41:01 --> 00:41:02: I'm seeing.  
00:41:02 --> 00:41:05: Is that Translink metro city of Vancouver?  
00:41:05 --> 00:41:11: Other municipalities are actually doing more consultation and  
00:41:11 --> 00:41:12: long range  
00:41:11 --> 00:41:12: planning.  
00:41:12 --> 00:41:15: At a time when there has never been more policy  
00:41:16 --> 00:41:16: in plates.  
00:41:16 --> 00:41:21: And there has never been less clarity on how to  
00:41:21 --> 00:41:22: implement it.  
00:41:22 --> 00:41:27: I wish that there was a more determined effort to  
00:41:27 --> 00:41:33: not introduce more policy until the existing policy framework  
00:41:33 --> 00:41:35: has  
00:41:33 --> 00:41:35: been decluttered.  
00:41:35 --> 00:41:38: And the reason that I say this is that it's  
00:41:38 --> 00:41:43: very difficult to navigate government approvals for anyone  
00:41:43 --> 00:41:46: other than  
00:41:43 --> 00:41:46: sophisticated institutional developers,  
00:41:46 --> 00:41:49: as I've mentioned. And because of this,  
00:41:49 --> 00:41:53: the most lucrative form of real estate development in the  
00:41:53 --> 00:41:56: region is single family redevelopment.  
00:41:56 --> 00:42:00: We're not getting the multifamily housing supply that we need  
00:42:01 --> 00:42:03: to address housing affordability.  
00:42:03 --> 00:42:07: So I'd like to see a major policy decluttering in  
00:42:07 --> 00:42:10: municipalities across Lower mainland,  
00:42:10 --> 00:42:17: with a monocular goal of incentivizing multifamily home  
00:42:17 --> 00:42:21: development.  
00:42:17 --> 00:42:21: I shared this perspective in Francesville's article in the Globe  
00:42:21 --> 00:42:24: and Mail last week and said that the regulatory process  
00:42:24 --> 00:42:28: needs a major decluttering before we start introducing more  
00:42:28 --> 00:42:33: policy.  
00:42:28 --> 00:42:33: The purpose of a planning process is to generate policy  
00:42:33 --> 00:42:34: and in my view,  
00:42:34 --> 00:42:40: those strategic planning resources are best invested in  
00:42:40 --> 00:42:42: figuring out  
00:42:40 --> 00:42:42: what we're not doing.  
00:42:42 --> 00:42:45: Rather than figuring out what we're doing next.  
00:42:47 --> 00:42:52: Another thing that's topical is the provincial government's  
00:42:52 --> 00:42:55: recent announcement  
00:42:52 --> 00:42:55: of changes to the Local government act.  
00:42:55 --> 00:42:59: Even with that recent announcement that the changes to the

00:42:59 --> 00:43:04: Local government act will allow municipality to waive public hearings

00:43:04 --> 00:43:08: for rezonings that are consistent with the OCP.

00:43:08 --> 00:43:12: And those changes that allow delegation of permitting authority to

00:43:13 --> 00:43:17: staff municipal councils still need to decide whether to implement

00:43:17 --> 00:43:18: this.

00:43:18 --> 00:43:21: So it's not going to get easier anytime soon.

00:43:21 --> 00:43:27: Whether rental or condo, higher density housing continues to be

00:43:27 --> 00:43:28: met with Nimbyism.

00:43:28 --> 00:43:32: And even if the provincial government waives the requirement for

00:43:32 --> 00:43:33: public hearings,

00:43:33 --> 00:43:35: if consistent with the OCP.

00:43:35 --> 00:43:40: Will there eventually be huge scrutiny in approval of the OC?

00:43:40 --> 00:43:41: OC?

00:43:41 --> 00:43:45: Will municipal councillors fear waving a public hearing?

00:43:45 --> 00:43:47: So run a hearing anyway?

00:43:47 --> 00:43:52: How do we get out of this housing nightmare?

00:43:52 --> 00:43:56: I would invite the province to outright remove public carrying

00:43:56 --> 00:43:59: in CS for rental housing by providing rental housing for

00:43:59 --> 00:44:01: middle income earners.

00:44:01 --> 00:44:03: We open housing for the lower end of the market.

00:44:06 --> 00:44:11: The Merriam Webster Dictionary always love a dictionary definition,

00:44:11 --> 00:44:18: defines dysfunction as impaired or abnormal functioning.

00:44:18 --> 00:44:22: Even though current government policies are well intended,

00:44:22 --> 00:44:26: they are misaligned with addressing the housing crisis.

00:44:26 --> 00:44:31: The current approvals process in the Lower mainland is impairing

00:44:31 --> 00:44:33: the market conditions.

00:44:33 --> 00:44:39: So. In a nutshell, I really feel Lillian that unless

00:44:39 --> 00:44:41: we take bold steps.

00:44:41 --> 00:44:45: To declutter the policy framework and make the approval process

00:44:45 --> 00:44:46: easy to navigate,

00:44:46 --> 00:44:50: we're going to continue to find ourselves in a position

00:44:50 --> 00:44:55: where most development is single family redevelopment.

00:44:55 --> 00:44:59: And only a small group of sophisticated developers endeavor to

00:44:59 --> 00:45:00: attempt the multifamily.

00:45:03 --> 00:45:06: Well, thank you so much for sharing all this with

00:45:06 --> 00:45:06: us today.

00:45:06 --> 00:45:09: As always, I've learned so much from just talking to

00:45:09 --> 00:45:09: you.

00:45:09 --> 00:45:12: I mean, great point on the three process to manage

00:45:12 --> 00:45:13: the approval risks,

00:45:13 --> 00:45:18: including the diligent government engagement and high quality submissions.

00:45:18 --> 00:45:21: There was a lot of detail when you went through

00:45:21 --> 00:45:21: it.

00:45:21 --> 00:45:24: I'm quite sure Orient didn't capture all of the important

00:45:24 --> 00:45:24: point.

00:45:24 --> 00:45:26: I mean, like when we first met,

00:45:26 --> 00:45:28: it was a 3 hour similar and we're trying to

00:45:28 --> 00:45:30: stuck it in in like for 15.

00:45:30 --> 00:45:32: So if you there anyone out there if you want

00:45:32 --> 00:45:34: to find out more about this.

00:45:34 --> 00:45:39: Please with Tegan's website at [channelconsulting.ca](http://channelconsulting.ca).

00:45:39 --> 00:45:41: I know it was also in the checkbox and I'm

00:45:41 --> 00:45:45: quite sure our audience will have some questions for you

00:45:45 --> 00:45:45: right now.

00:45:45 --> 00:45:49: Let me go and quickly look at chat.

00:45:49 --> 00:45:53: I got a question from Judy asking Tegan and see

00:45:53 --> 00:45:58: if you have any CRM management software recommendations.

00:46:01 --> 00:46:04: That's a great question. So when I first got started,

00:46:04 --> 00:46:09: I invested in this website platform called Wix and Wix

00:46:09 --> 00:46:12: actually has a CRM in its back end.

00:46:12 --> 00:46:16: I just actually updated my website this week and I've

00:46:16 --> 00:46:20: moved over my platform and so one of the next

00:46:20 --> 00:46:23: things that I'm going to need to do is actually

00:46:23 --> 00:46:25: do some research on other CRM platforms.

00:46:25 --> 00:46:28: But there's a wide variety and actually,

00:46:28 --> 00:46:31: even if you're doing a blog there's a number of

00:46:31 --> 00:46:34: blog softwares that include the CRM functionality.

00:46:36 --> 00:46:38: See, I'm just like a web play software.

00:46:38 --> 00:46:40: It's a customer relationship management,

00:46:40 --> 00:46:43: so it really depends what you're using it for.

00:46:43 --> 00:46:46: Like for me, I've been using it for business development,

00:46:46 --> 00:46:50: but I could certainly also be using a CRM for

00:46:50 --> 00:46:56: tracking government relationships with the government engagement plan.

00:46:56 --> 00:46:58: What did you have in mind?

00:46:58 --> 00:46:58: I

00:46:58 --> 00:47:01: don't know Julie, Texas. If you have another one that  
00:47:01 --> 00:47:02: you're thinking.  
00:47:02 --> 00:47:03: I mean like I don't know if I can.  
00:47:03 --> 00:47:05: Can I speak? Yes, of course.  
00:47:07 --> 00:47:10: Hey, thanks to you and that was really really awesome.  
00:47:10 --> 00:47:13: I actually was thinking of that with regards to the  
00:47:13 --> 00:47:17: government agency management like the government plan  
something where we  
00:47:17 --> 00:47:20: can start to better you know a software that you  
00:47:20 --> 00:47:24: might have just come across for something like that.  
00:47:24 --> 00:47:27: Often the CRM softwares are very sales oriented so you  
00:47:27 --> 00:47:31: get like a sales funnel and whatnot which adds complications  
00:47:31 --> 00:47:33: and makes it just annoying to work with.  
00:47:33 --> 00:47:36: Yeah, I actually I have some experience with that with  
00:47:36 --> 00:47:37: Salesforce.  
00:47:37 --> 00:47:39: Trying to use Salesforce to track yeah relationships,  
00:47:39 --> 00:47:42: it doesn't really it I know find it to be  
00:47:42 --> 00:47:43: terribly effective.  
00:47:43 --> 00:47:46: Ultimately I was I. I just simply used a government  
00:47:47 --> 00:47:50: engagement plan for each project using Excel.  
00:47:50 --> 00:47:53: That's what I use actually.  
00:47:53 --> 00:47:55: Cool, thank you. Thanks,  
00:47:55 --> 00:47:57: I guess Excel is always the easiest way.  
00:48:00 --> 00:48:04: Well, I got a second question from men menu menu.  
00:48:04 --> 00:48:09: The question is can compassion be sewn to Lindy's?  
00:48:09 --> 00:48:10: If so, how?  
00:48:11 --> 00:48:14: That is an excellent question,  
00:48:14 --> 00:48:19: right? Uhm, so so this is always that that tension  
00:48:19 --> 00:48:20: in leadership.  
00:48:20 --> 00:48:24: I love this book for Nate Brown braving the wilderness.  
00:48:26 --> 00:48:30: Right now we're doing so much consultation,  
00:48:30 --> 00:48:33: but we I don't feel like there's a really strong  
00:48:33 --> 00:48:36: leadership voice or vision in the region around really talking,  
00:48:36 --> 00:48:41: tackling housing affordability. I mean,  
00:48:41 --> 00:48:44: I do think that we we have ways built into  
00:48:44 --> 00:48:47: our approval process that enable.  
00:48:47 --> 00:48:53: Feedback come. I mean, our entire country was built on  
00:48:53 --> 00:48:59: immigration and development and so we need change.  
00:48:59 --> 00:49:03: We need to continue to have to have it change  
00:49:03 --> 00:49:05: and change is uncomfortable.  
00:49:05 --> 00:49:10: They're in terms of compassion to NIMBY's It's a great  
00:49:10 --> 00:49:11: question.

00:49:11 --> 00:49:14: I'm going to need to think about exactly what.  
00:49:14 --> 00:49:16: What specifically if you have a follow up question that  
00:49:16 --> 00:49:17: would be super helpful.  
00:49:19 --> 00:49:21: Oh yes, we do have another one,  
00:49:21 --> 00:49:23: but like I guess just kind of tip into it  
00:49:23 --> 00:49:26: is I mean like it it it really depends on  
00:49:26 --> 00:49:28: what kind of projects we're talking about.  
00:49:28 --> 00:49:31: Two for the link we talk about like senior housing  
00:49:32 --> 00:49:35: and we talked about like affordable housing.  
00:49:35 --> 00:49:38: Are we talking about more like you know,  
00:49:38 --> 00:49:41: low income in affordable housing is the same thing and  
00:49:41 --> 00:49:44: and I think different project different situation is different as  
00:49:44 --> 00:49:45: well.  
00:49:45 --> 00:49:48: So it really depends on what your target audience and  
00:49:48 --> 00:49:49: what.  
00:49:49 --> 00:49:52: They were talking about so well taken.  
00:49:52 --> 00:49:53: I'll let you get back to this one.  
00:49:53 --> 00:49:57: We do have a third one for Maria asking for  
00:49:57 --> 00:49:59: the tips for success for what?  
00:50:00 --> 00:50:02: What kind of tips for success do you have for  
00:50:02 --> 00:50:06: aspiring entrepreneurs who are considering starting their own  
business?  
00:50:08 --> 00:50:11: Yeah, so I would say uhm.  
00:50:11 --> 00:50:16: Knowing exactly who your ideal client is.  
00:50:16 --> 00:50:21: So who is your target audience being really crisp on  
00:50:21 --> 00:50:24: defining exactly who that ideal client is?  
00:50:24 --> 00:50:30: My target client is. Project leaders.  
00:50:30 --> 00:50:35: With projects that have a complex regulatory.  
00:50:35 --> 00:50:41: Process. That's a very broad customer,  
00:50:41 --> 00:50:44: but that is ultimately my customer and I'm not picky  
00:50:44 --> 00:50:46: if it's government or nonprofit or developer.  
00:50:46 --> 00:50:50: It's anyone who has a project that needs help getting  
00:50:50 --> 00:50:52: through the approval process,  
00:50:52 --> 00:50:55: and I think that that having a really clear idea  
00:50:55 --> 00:50:59: of who I'm speaking with has been has been really  
00:50:59 --> 00:51:00: helpful.  
00:51:00 --> 00:51:01: Nice,  
00:51:01 --> 00:51:04: it's always like target your audience like target your clients  
00:51:04 --> 00:51:05: right.  
00:51:05 --> 00:51:06: Try not to do it All in all,  
00:51:06 --> 00:51:09: that's exactly what we just talked about today too.  
00:51:09 --> 00:51:12: Well, I personally have a question for you.



00:51:12 --> 00:51:14: While the other question is coming up right now.

00:51:14 --> 00:51:17: I mean, Tegan. What are some of the difficulties that

00:51:17 --> 00:51:20: you face now that we're talking about like businesses and

00:51:20 --> 00:51:22: all that being a first time finders?

00:51:22 --> 00:51:24: And what would you do differently now?

00:51:24 --> 00:51:26: I love to ask questions to people like this.

00:51:26 --> 00:51:29: What would you do differently now if you will have

00:51:29 --> 00:51:31: start all over again?

00:51:32 --> 00:51:35: That's a really great question.

00:51:35 --> 00:51:40: Uhm, I think that the one of the biggest challenges

00:51:40 --> 00:51:43: for me is that COVID hit a.

00:51:43 --> 00:51:45: I started the company in January.

00:51:45 --> 00:51:47: I had a vision that I was going to be

00:51:47 --> 00:51:50: doing these boot camps to help project leaders to work

00:51:51 --> 00:51:54: through their challenging project issues and I had a number

00:51:54 --> 00:51:56: of people that had signed up for a boot camp

00:51:56 --> 00:51:58: at the end of March at the Vancouver club.

00:51:58 --> 00:52:01: A very quickly had to pivot that to be a

00:52:01 --> 00:52:03: video learning series.

00:52:03 --> 00:52:05: And and so that was,

00:52:05 --> 00:52:09: I think, the the biggest difficulty that I faced up

00:52:09 --> 00:52:10: front was sort of that.

00:52:10 --> 00:52:13: That major transition with the pandemic.

00:52:13 --> 00:52:17: And so, uhm, I needed to be creative,

00:52:17 --> 00:52:19: uhm, and I needed to,

00:52:19 --> 00:52:23: you know, find a different way of interacting with with

00:52:23 --> 00:52:24: my customer.

00:52:24 --> 00:52:27: And so I launched the blog.

00:52:27 --> 00:52:31: So there's there's now 1400 subscribers to the blog.

00:52:31 --> 00:52:33: The blog has been a huge,

00:52:33 --> 00:52:38: huge kind of win in terms of sharing information about

00:52:38 --> 00:52:40: sort of who I am and my company,

00:52:40 --> 00:52:43: but also providing tips and tricks.

00:52:43 --> 00:52:47: About everything from affective meetings to you know,

00:52:47 --> 00:52:52: navigating specific regulations or or economic changes.

00:52:52 --> 00:52:55: So in terms of your question,

00:52:55 --> 00:52:58: UM, what would I do differently,

00:52:58 --> 00:53:04: UM? Now if I was if I was starting again,

00:53:04 --> 00:53:08: uhm, I think the biggest thing that that I would

00:53:08 --> 00:53:09: do differently.

00:53:09 --> 00:53:13: UM, is really embraced technology and look at ways to

00:53:14 --> 00:53:18: to kind of develop more online kind of opportunities to

00:53:18 --> 00:53:20: engage with my customer.

00:53:20 --> 00:53:20: Yeah,

00:53:20 --> 00:53:22: how remember, we're talking about like marketing,

00:53:22 --> 00:53:26: brand things and all that you are expert on that

00:53:26 --> 00:53:27: like,

00:53:27 --> 00:53:31: well I got another question from Judy asking what tips

00:53:31 --> 00:53:32: do you have?

00:53:32 --> 00:53:36: For building government relations for small developers,

00:53:36 --> 00:53:39: do you recommend a particular approach?

00:53:39 --> 00:53:40: That's a good questions.

00:53:41 --> 00:53:46: Yeah, so it's interesting because it depends on it depends.

00:53:46 --> 00:53:50: It depends. If you're a small developer who's mostly working

00:53:50 --> 00:53:53: within one asset type and within one municipality,

00:53:53 --> 00:53:56: or if you're working more broadly,

00:53:56 --> 00:53:57: there's different ways to do it.

00:53:57 --> 00:54:01: There's certainly getting involved with an industry groups if

00:54:01 --> 00:54:05: you're mostly residential developer getting involved with UDI or

00:54:05 --> 00:54:08: more commercial developer getting involved with NAIOP,

00:54:08 --> 00:54:11: there's ways that you can kind of leverage those resources.

00:54:11 --> 00:54:15: To to to build those relationships could even be once

00:54:15 --> 00:54:18: things are a bit more open going to events,

00:54:18 --> 00:54:21: I will. I know that both Naot and UDI host

00:54:21 --> 00:54:26: events where they provide those opportunities to network

00:54:26 --> 00:54:30: with. Elected officials as well as staff at different municipalities so

00:54:30 --> 00:54:34: that those can be really effective ways to come to

00:54:34 --> 00:54:35: to enter into that.

00:54:36 --> 00:54:39: Yeah guess colf it also make it hardest to what

00:54:39 --> 00:54:40: we have to do.

00:54:40 --> 00:54:42: All this udyr even online.

00:54:42 --> 00:54:47: But it's only we need some human interactions.

00:54:47 --> 00:54:52: Another question from Ashley asking what stage in the

00:54:52 --> 00:54:57: development process to client usually comes to you project site

00:54:57 --> 00:55:01: identification. Once they have pop once they have a property under

00:55:01 --> 00:55:06: contract or about a specific project on property that they

00:55:06 --> 00:55:08: already owned.

00:55:08 --> 00:55:09: So I guess they hired some.

00:55:09 --> 00:55:12: There's no diligent or after they bought it.

00:55:12 --> 00:55:15: Yeah, we're stuck, and then they come to you,

00:55:15 --> 00:55:15: my  
00:55:15 --> 00:55:19: my favorite client is the one that that bones before  
00:55:19 --> 00:55:22: they do the acquisition and and so you know,  
00:55:22 --> 00:55:25: even though we have to do usually due diligence within  
00:55:25 --> 00:55:26: 30 days.  
00:55:26 --> 00:55:29: I love those clients because then we're working with true,  
00:55:29 --> 00:55:32: accurate information right from the very start.  
00:55:32 --> 00:55:36: There's other clients that perhaps own a portfolio of  
properties  
00:55:36 --> 00:55:38: and they want to understand,  
00:55:38 --> 00:55:41: kind of. What the potential upside is for redevelopment of  
00:55:41 --> 00:55:42: their portfolios.  
00:55:42 --> 00:55:45: So we certainly have those clients.  
00:55:45 --> 00:55:49: And then there's always the person who phones 6 \*  
00:55:49 --> 00:55:53: 1 morning and and and they they tell me that  
00:55:53 --> 00:55:57: they're really angry at the city and and ultimately we  
00:55:57 --> 00:56:00: talked for a while and maybe they had told the  
00:56:00 --> 00:56:03: city. Person said something that wasn't very nice.  
00:56:03 --> 00:56:07: Maybe they took the yelling and screaming approach and  
they  
00:56:07 --> 00:56:08: want me to help fix it.  
00:56:08 --> 00:56:09: And I'm like it's OK.  
00:56:09 --> 00:56:10: We're gonna figure it out.  
00:56:10 --> 00:56:13: We could fix it. Uh,  
00:56:13 --> 00:56:17: so there's there's all of the above,  
00:56:17 --> 00:56:18: UM, and I have to,  
00:56:18 --> 00:56:22: really, uh. Discern whether or not I want to work  
00:56:22 --> 00:56:25: with with the angry person who calls,  
00:56:25 --> 00:56:26: don't  
00:56:26 --> 00:56:29: know. Will they yell at you?  
00:56:29 --> 00:56:30: I mean, like, I don't know.  
00:56:31 --> 00:56:33: Huh, yeah, but really at all different.  
00:56:33 --> 00:56:35: All different parts of the process.  
00:56:35 --> 00:56:37: And then we were now actually getting,  
00:56:37 --> 00:56:40: you know, contacted by some folks that we've worked on  
00:56:40 --> 00:56:43: due diligence reports for to do the development  
management.  
00:56:44 --> 00:56:47: Well, I think we have enough time to take one  
00:56:47 --> 00:56:49: last question from Julie.  
00:56:49 --> 00:56:53: Her question is do you see public bodies respond differently  
00:56:53 --> 00:56:57: with your group as the development consultant.  
00:56:57 --> 00:57:00: Great body versus as a developer.  
00:57:00 --> 00:57:03: Owners who has equity and stuck in the land.

00:57:04 --> 00:57:09: That's such a great question and and actually.  
00:57:09 --> 00:57:11: Too I'm I'm a bit shy about about sort of  
00:57:12 --> 00:57:14: Tooting my own horn but really when we get the  
00:57:14 --> 00:57:19: consistent feedback from the government staff that they're so glad  
00:57:19 --> 00:57:22: we're involved. We're so grateful you're involved with so glad  
00:57:22 --> 00:57:24: you're involved because we're actually helping.  
00:57:24 --> 00:57:29: Both parties were helping to make as a facilitator,  
00:57:29 --> 00:57:33: mostly to make sure that we're hearing both sides and  
00:57:33 --> 00:57:35: that we're translating.  
00:57:35 --> 00:57:37: We're coming up with these win win solutions.  
00:57:37 --> 00:57:40: We know the regulations really well,  
00:57:40 --> 00:57:43: and so we're able to sometimes propose well.  
00:57:43 --> 00:57:45: What if we you know what if we do this?  
00:57:45 --> 00:57:47: Will that meet your requirement?  
00:57:47 --> 00:57:50: What if we have? You know this in place.  
00:57:50 --> 00:57:54: All of our calls. There's not one project that I'm  
00:57:54 --> 00:57:57: working on where I'm not getting a call back within  
00:57:57 --> 00:58:00: the same day within an hour and definitely within 24  
00:58:01 --> 00:58:05: hours. So it's been. It's really that listening and paying  
00:58:05 --> 00:58:07: attention that I mentioned.  
00:58:07 --> 00:58:09: I'm noticing it's really valuable.  
00:58:09 --> 00:58:14: Nice thanks. Well, I think we're at 12:59 right now.  
00:58:14 --> 00:58:18: We're like in the last night in here.  
00:58:18 --> 00:58:21: Oh, did I hear someone talking or is it just  
00:58:21 --> 00:58:21: me?  
00:58:21 --> 00:58:24: OK, well thank you so much again for sharing your  
00:58:24 --> 00:58:24: experience.  
00:58:24 --> 00:58:27: Tegan, one of the things that I believe strongly for  
00:58:28 --> 00:58:32: career advancement and leadership development will be to  
network.  
00:58:32 --> 00:58:35: And this is actually How I Met Teigen back in  
00:58:35 --> 00:58:37: 2020 in one of the UI events we kept in  
00:58:37 --> 00:58:38: touch since then.  
00:58:38 --> 00:58:41: So for anyone today who want to keep in touch  
00:58:41 --> 00:58:42: with Tegan and myself,  
00:58:42 --> 00:58:47: please send an email to [email protected] .  
00:58:47 --> 00:58:48: They call if you don't mind.  
00:58:48 --> 00:58:48: Can you type it out?  
00:58:48 --> 00:58:51: For me in the check box and we're trying to  
00:58:51 --> 00:58:53: hold something for networking in the future.  
00:58:53 --> 00:58:55: Hopefully you know cope, it will be gone soon.  
00:58:55 --> 00:58:58: I would like to thank you one more time to

00:58:58 --> 00:59:00: Tegan for sharing her experience with us.  
00:59:00 --> 00:59:04: I wish her all the best with her company channel  
00:59:04 --> 00:59:09: consulting and I wish everyone a very productive afternoon.  
00:59:09 --> 00:59:10: Take cares.  
00:59:11 --> 00:59:14: Thank you so much. Lillian and the whole wli group  
00:59:14 --> 00:59:16: for putting this together.  
00:59:16 --> 00:59:19: It's been so much fun.  
00:59:19 --> 00:59:20: Yeah, it might  
00:59:20 --> 00:59:22: be one. Sorry like oh go ahead.  
00:59:23 --> 00:59:26: Yeah, closing Mark remarks from the subcommittee.  
00:59:26 --> 00:59:30: So thank you, Lillian for moderating today's discussion and  
thank  
00:59:30 --> 00:59:34: you again to even if you didn't catch Tegan's leadership  
00:59:34 --> 00:59:35: seminar last year,  
00:59:35 --> 00:59:38: I'm sure she'll be with us again very soon.  
00:59:38 --> 00:59:40: So yeah. I'll echo what Elaine said.  
00:59:40 --> 00:59:43: Enjoy the rest of your afternoon and hope to see  
00:59:43 --> 00:59:43: you all soon.  
00:59:45 --> 00:59:46: Bye everyone.

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