

## **Podcast Episode**

## Season 1, Episode 4: Innovation in Development

From the WLI British Columbia Innovation Podcast Series

Date: November 05, 2021

| 00:00:05> 00:00:08: | Hi everyone, I'm Natasha host of this episode of The                              |
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| 00:00:08> 00:00:12: | Innovation Podcast for the ULIBC Women's Leadership<br>Initiative where we        |
| 00:00:12> 00:00:15: | talk about everything and everyone taking part in innovation and                  |
| 00:00:16> 00:00:16: | what  |
| 00:00:16> 00:00:18: | that means in the real estate industry.   |
| 00:00:18> 00:00:21: | In this episode, I'm happy to welcome Jordan McDonald and                         |
| 00:00:21> 00:00:23: | Teresa Dillon from Fabric Living.   |
| 00:00:23> 00:00:25: | If you haven't heard of them yet.   |
| 00:00:25> 00:00:27: | Fabric Living was founded in 2015.  |
| 00:00:27> 00:00:30: | It is a local Vancouver based real estate development company.                    |
| 00:00:30> 00:00:35: | That celebrates community by creating unique spaces and vibrant authentic         |
| 00:00:35> 00:00:35: | neighborhoods.  |
| 00:00:35> 00:00:38: | Fabric specializes in the development of condominium,                             |
| 00:00:38> 00:00:41: | purpose built rental homes and mixed use developments in urban                    |
| 00:00:41> 00:00:42: | rich,   |
| 00:00:42> 00:00:46: | urban, amenity rich communities. With a particular focus on East                  |
| 00:00:46> 00:00:47: | Vancouver,  |
| 00:00:47> 00:00:50: | the fabric team believes that success is rooted in passion                        |
| 00:00:50> 00:00:54: | and are passionate about creating thriving communities where functional buildings |
| 00:00:54> 00:00:57: | are woven into the fabric of the existing neighborhood and                        |
| 00:00:57> 00:01:00: | the form and the architecture of the project not only                             |
| 00:01:00> 00:01:02: | meets the organic needs of the neighborhood.                                      |
| 00:01:02> 00:01:04: | That inspires the community as a whole.   |

| 00:01:04> 00:01:08: | Fabrics drives to deliver developments that both elevate and excite.         |
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| 00:01:13> 00:01:16: | Jordan is the founder and CEO of Fabric living.                              |
| 00:01:16> 00:01:19: | He's passionate about leaving a lasting impact on our communities.           |
| 00:01:19> 00:01:22: | With the design forward, thought provoking real estate development projects. |
| 00:01:22> 00:01:25: | Fabric is Jordan third real estate venture,                                  |
| 00:01:25> 00:01:29: | having built two successful startups previously Coffield Rock value added    |
| 00:01:29> 00:01:32: | real estate development firm and frontline real estate services,             |
| 00:01:32> 00:01:36: | a leading multidisciplinary commercial real estate brokerage firm.           |
| 00:01:36> 00:01:38: | After having begun his career in real estate as a                            |
| 00:01:39> 00:01:40: | commercial broker with.  |
| 00:01:40> 00:01:42: | Cushman and Wakefield in 2005,   |
| 00:01:42> 00:01:45: | also joining us today is Teresa Dillon,                                      |
| 00:01:45> 00:01:47: | Fabrics director of sales and marketing,                                     |
| 00:01:47> 00:01:49: | who spent many years as a project marketer at a                              |
| 00:01:49> 00:01:52: | boutique real estate marketing firm in Vancouver.                            |
| 00:01:52> 00:01:54: | Teresa joined Fabric in its early days,                                      |
| 00:01:54> 00:01:57: | inspired by Jordan's vision to add value to our local                        |
| 00:01:57> 00:02:01: | communities by integrating purposeful spaces into the social fabric of       |
| 00:02:01> 00:02:02: | our cities.  |
| 00:02:02> 00:02:04: | Welcome to the channel Jordan and Theresa.                                   |
| 00:02:04> 00:02:06: | Glad to be your host today.  |
| 00:02:07> 00:02:08: | Thanks for having us.  |
| 00:02:08> 00:02:09: | Thank you.   |
| 00:02:10> 00:02:12: | So to dive right in,   |
| 00:02:12> 00:02:17: | obviously, Jordan you've had a esteemed reputation in the real               |
| 00:02:17> 00:02:20: | estate industry before founding fabric,                                      |
| 00:02:20> 00:02:22: | and maybe you can just kind of tell us a                                     |
| 00:02:22> 00:02:25: | little bit about what caused you to start fabric or                          |
| 00:02:25> 00:02:28: | or lead you to starting fabric and and what your                             |
| 00:02:28> 00:02:31: | background kind of brought in terms of advantages and disadvantage           |
| 00:02:32> 00:02:34: | to the to the founding of this new company.                                  |
| 00:02:36> 00:02:39: | Yeah sure yeah, thanks for the introduction.                                 |
| 00:02:39> 00:02:41: | So I as you, as you mentioned,   |
| 00:02:41> 00:02:45: | I started my my career at Cushman and Wakefield back                         |
| 00:02:45> 00:02:46: | in 2004,   |

| 00:02:46> 00:02:50: | 2005 as a as a commercial real estate broker,              |
|---------------------|--|
| 00:02:50> 00:02:52: | and even actually when I started out I was I               |
| 00:02:52> 00:02:53: | was in a researcher,                                       |
| 00:02:53> 00:02:56: | so I did research on behalf of the other brokers           |
| 00:02:56> 00:02:57: | in the office.   |
| 00:02:57> 00:02:59: | I had to do all sorts of fun jobs like                     |
| 00:02:59> 00:03:03: | figuring out how many Florida florists were in Burnaby,    |
| 00:03:03> 00:03:06: | or how many dentists were in Coquitlam.                    |
| 00:03:06> 00:03:08: | And you know, basically just did everything.               |
| 00:03:08> 00:03:10: | I was a bit of a Gopher in the office.                     |
| 00:03:10> 00:03:16: | But in 2005, a role opened up on the brokerage             |
| 00:03:16> 00:03:16: | side.  |
| 00:03:16> 00:03:19: | Both basically for a focus on industrial real estate sales |
| 00:03:19> 00:03:22: | and leasing out in the Syrian Langley market.              |
| 00:03:22> 00:03:25: | So I jumped at it and growing up in West                   |
| 00:03:25> 00:03:25: | Vancouver,   |
| 00:03:25> 00:03:27: | I actually had no idea how to get to Syrian                |
| 00:03:28> 00:03:28: | Langley,   |
| 00:03:28> 00:03:29: | so I had to pull out to.                                   |
| 00:03:29> 00:03:31: | I'm going to date myself here,                             |
| 00:03:31> 00:03:33: | but I had to pull out a map book and                       |
| 00:03:33> 00:03:36: | basically figure out how to get to to the Fraser           |
| 00:03:36> 00:03:37: | Valley.  |
| 00:03:37> 00:03:40: | But that was in 2005 there was there was a                 |
| 00:03:40> 00:03:44: | massive migration of of population and industry out to out |
| 00:03:44> 00:03:46: | to the Fraser Valley just because.                         |
| 00:03:46> 00:03:48: | It was there was better value out there and it             |
| 00:03:48> 00:03:49: | was more cost effective.                                   |
| 00:03:49> 00:03:52: | So kind of rode that wave and that was kind                |
| 00:03:52> 00:03:54: | of leading up to 2009 where there was a there              |
| 00:03:54> 00:03:56: | was a really big run up.                                   |
| 00:03:56> 00:03:59: | A lot of inflation in the market.                          |
| 00:03:59> 00:04:03: | Keep, I started doing all sorts of different deals,        |
| 00:04:03> 00:04:04: | even though I was an industrial broker,                    |
| 00:04:04> 00:04:06: | I started putting together a lot of land assemblies,       |
| 00:04:06> 00:04:09: | a lot of investment transactions,                          |
| 00:04:09> 00:04:12: | and then ended up buying my first building in 2007,        |
| 00:04:12> 00:04:14: | which was an industrial building.                          |
| 00:04:14> 00:04:18: | My syndicated the equity I think we bought the building    |
| 00:04:18> 00:04:19: | for about 2.3 million.                                     |
| 00:04:19> 00:04:23: | The strategy was that we basically subdivided the existing |
|                     | building,  |
|                     |  |

| 00:04:23> 00:04:29: | sold off the individual units to to smaller end users,                                  |
|---------------------|---|
| 00:04:29> 00:04:31: | and then, and I think that we executed the building                                     |
| 00:04:31> 00:04:34: | for about \$4 million and that was my first taste                                       |
| 00:04:34> 00:04:38: | into getting into the developer investor side of the business                           |
| 00:04:38> 00:04:39: | and I just loved it and it was.   |
| 00:04:39> 00:04:43: | The building was probably the ugliest duckling of industrial buildings                  |
| 00:04:43> 00:04:46: | that we have in all of Metro Vancouver.   |
| 00:04:46> 00:04:48: | But I knew every tenant in that building and I  |
| 00:04:48> 00:04:50: | just absolutely loved being on the principal side.                                      |
| 00:04:50> 00:04:52: | So starting in 2009 I,  |
| 00:04:52> 00:04:55: | I figured that. To to get on to kind of   |
| 00:04:55> 00:04:59: | the investment development side of the business full time and                           |
| 00:04:59> 00:05:02: | needed to build up equity and they needed to have                                       |
| 00:05:02> 00:05:04: | a team to kind of by my time back to  |
| 00:05:04> 00:05:05: | focus on that.  |
| 00:05:05> 00:05:08: | So I started at a commercial real estate brokerage company                              |
| 00:05:08> 00:05:12: | called Frontline Real estate that was focused on the Fraser                             |
| 00:05:12> 00:05:14: | Valley in and that was back in 2009 and I   |
| 00:05:14> 00:05:18: | had a business partner that we started that company with                                |
| 00:05:18> 00:05:22: | and so we basically built that company out.   |
| 00:05:22> 00:05:24: | We became, you know, pretty dominant.   |
| 00:05:24> 00:05:27: | Marketforce out out in the Fraser Valley and we had                                     |
| 00:05:27> 00:05:28: | an office retail,   |
| 00:05:28> 00:05:32: | industrial divisions, residential development, land assemblies and then residential new |
| 00:05:32> 00:05:32: | project,  |
| 00:05:32> 00:05:36: | marketing division and so we started really going down that                             |
| 00:05:36> 00:05:39: | path but I felt like every time I was driving   |
| 00:05:39> 00:05:42: | out to Surrey or Langley that I was kind of   |
| 00:05:42> 00:05:45: | selling my soul for money and it just wasn't really                                     |
| 00:05:45> 00:05:48: | what I was passionate about doing I.  |
| 00:05:48> 00:05:50: | I basically started the company so that I could get                                     |
| 00:05:50> 00:05:53: | into the investment development side of the business but that                           |
| 00:05:53> 00:05:55: | wasn't really what I was doing.   |
| 00:05:55> 00:05:57: | I was just basically servicing that side of the business.                               |
| 00:05:57> 00:06:01: | So in 2015 I exited that company and started focusing                                   |
| 00:06:01> 00:06:05: | full time on doing my own deals where I was   |
| 00:06:05> 00:06:09: | more passionate and when I started doing my own deals                                   |
| 00:06:09> 00:06:10: | I I said, you know,   |
| 00:06:10> 00:06:11: | I'm really passionate about this,   |
| 00:06:11> 00:06:13: | but I wanna make sure that I'm also passionate about                                    |

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| 00:06:13> 00:06:15:the projects that I'm doing and I can get up00:06:15> 00:06:18:every morning and be super excited about what I'm doing00:06:18> 00:06:22:and I've decided to focus on East Vancouver because East00:06:22> 00:06:25:Vancouver is just such a creative market. | t  |
|--|----|
| 00:06:18> 00:06:22: and I've decided to focus on East Vancouver because East   | t  |
|  | -  |
|  |    |
| <b>00:06:25&gt; 00:06:28:</b> There's so many cool, different projects and.  |    |
| <b>00:06:28</b> > <b>00:06:31:</b> Little restaurants going on and and all sorts of  |    |
| <b>00:06:31&gt; 00:06:33:</b> great people in that community.  |    |
| <b>00:06:33&gt; 00:06:36:</b> So I made the decision to focus on on East   |    |
| <b>00:06:36&gt; 00:06:39:</b> Vancouver for my projects moving forward.  |    |
| <b>00:06:40</b> > <b>00:06:44:</b> And Teresa, how did you join up with Fabric and   |    |
| 00:06:44> 00:06:45: Jordan?  |    |
| <b>00:06:45</b> > <b>00:06:47:</b> And what did that partnership or or collaboration?  |    |
| <b>00:06:47&gt; 00:06:48:</b> How did that start?  |    |
| <b>00:06:49</b> > <b>00:06:52:</b> Yeah, so thanks again for the intro.  |    |
| <b>00:06:52</b> > <b>00:06:56:</b> As you mentioned, I come up from marketing background   | so |
| <b>00:06:56</b> > <b>00:06:59:</b> over the years I've worked on a range of projects   |    |
| <b>00:06:59&gt; 00:07:00:</b> from multifamily,  |    |
| <b>00:07:00</b> > <b>00:07:05</b> : woodframe, high-rise townhomes, even a number of master  | ər |
| plan communities   |    |
| <b>00:07:05&gt; 00:07:07:</b> across the Lower Mainland,   |    |
| 00:07:07> 00:07:11: and Vancouver Island. So I was fortunate to join.  |    |
| <b>00:07:11&gt; 00:07:14:</b> Garden at Fabric in April 2020,  |    |
| 00:07:14> 00:07:15: which was an interesting time.   |    |
| 00:07:15> 00:07:19: 'cause that was right, basically right when the pandemic hi  | t, |
| 00:07:19> 00:07:21: but I've known Jordan for a number of years prior  |    |
| 00:07:21> 00:07:25: and I've always been really impressed by the passion and   |    |
| <b>00:07:25&gt; 00:07:27:</b> the vision that he has to leave a lasting impact   |    |
| 00:07:27> 00:07:31: on our communities that we develop in.   |    |
| 00:07:31> 00:07:33: So I just consider myself fortunate that I'm a part  |    |
| <b>00:07:33&gt; 00:07:36:</b> of the fabric team and along for the ride.   |    |
| 00:07:37> 00:07:41: And so, Jordan, you had touched upon how E van   |    |
| 00:07:41> 00:07:44: is an important kind of area that you,   |    |
| 00:07:44> 00:07:48: I think all of your projects are are located in  |    |
| 00:07:48> 00:07:50: East van for the most part.  |    |
| 00:07:50> 00:07:52: But what I mean, the vision that you came into   |    |
| <b>00:07:52&gt; 00:07:56:</b> when you started fabric is obviously different than kind of  |    |
| 00:07:56> 00:07:59: the Shark Tank kind of world that you were in  |    |
| <b>00:07:59&gt; 00:08:03:</b> in brokerage. What, like how did you define the mission  |    |
| <b>00:08:03&gt; 00:08:07:</b> and the vision of fabric and like what does it   |    |
| <b>00:08:07&gt; 00:08:11:</b> mean to you to to be focused on communities or   |    |
| <b>00:08:11&gt; 00:08:13:</b> creativity? Like, how? How did that vision come together?  |    |
| <b>00:08:15&gt; 00:08:18:</b> Yeah, for sure. So in in brokerage for example and   |    |

| 00:08:18> 00:08:19: | and brokerages,   |
|---------------------|---|
| 00:08:19> 00:08:21: | is a is a great business,                                       |
| 00:08:21> 00:08:23: | but I I felt like when I was in brokerage                       |
| 00:08:23> 00:08:25: | he sort of scratched the surface on a lot of                    |
| 00:08:25> 00:08:28: | different projects and you and then you kind of move            |
| 00:08:28> 00:08:31: | on to the next thing and I always liked the                     |
| 00:08:31> 00:08:34: | idea of being able to take a project from,                      |
| 00:08:34> 00:08:37: | you know, getting your first sniff at the opportunity to        |
| 00:08:37> 00:08:41: | actually executing on it till the point where you've actually   |
| 00:08:41> 00:08:43: | handed over the keys to to your renters or your                 |
| 00:08:44> 00:08:46: | your end buyers of of the projects.                             |
| 00:08:46> 00:08:50: | And and to that point and and and deeper than                   |
| 00:08:50> 00:08:51: | that,   |
| 00:08:51> 00:08:54: | when when you're getting involved in a project,                 |
| 00:08:54> 00:08:57: | you're becoming such a huge component of the urban fabric       |
| 00:08:57> 00:09:01: | of our city and the communities and that kind of                |
| 00:09:01> 00:09:05: | micro neighborhood that you're that you're developing in.       |
| 00:09:05> 00:09:08: | So it's not just about.   |
| 00:09:08> 00:09:10: | Planning the development. Getting the shovels in the ground,    |
| 00:09:10> 00:09:12: | building it, and handing over the keys.                         |
| 00:09:12> 00:09:16: | It's more about how is this project going to integrate          |
| 00:09:16> 00:09:18: | into the community?   |
| 00:09:18> 00:09:22: | How is this project going to serve the community?               |
| 00:09:22> 00:09:26: | How is this project going to enhance the community and          |
| 00:09:26> 00:09:30: | how can we take the existing social fabric of that              |
| 00:09:31> 00:09:35: | Community and just do our best job of enhancing it              |
| 00:09:35> 00:09:38: | so that when we come into a neighborhood that we're.            |
| 00:09:38> 00:09:41: | That were we're living it better off than it was                |
| 00:09:41> 00:09:42: | before we came in.  |
| 00:09:42> 00:09:45: | And it's just it's super exciting when you can,                 |
| 00:09:45> 00:09:48: | when you can. Meet with the businesses that are going           |
| 00:09:48> 00:09:51: | to occupy the ground floor retail and you can understand        |
| 00:09:51> 00:09:54: | what their concept is going to be and how does                  |
| 00:09:54> 00:09:58: | that tie into the project and the narrative of what             |
| 00:09:58> 00:10:00: | you're trying to deliver.                                       |
| 00:10:00> 00:10:02: | And you just get to be so involved in all                       |
| 00:10:02> 00:10:05: | of these different components and you get to see this.          |
| 00:10:05> 00:10:10: | Your baby basically develop overtime and and you can kind       |
| 00:10:10> 00:10:16: | of crystallize this this really beautiful project that you know |
| 00:10:16> 00:10:18: | you've kind of had the.   |
| 00:10:18> 00:10:21: | Had an opportunity to to have a hand in every                   |
| 00:10:21> 00:10:25: | square inch of and then and then once it's delivered.           |

| 00:10:25> 00:10:28: | You just kind of have that that pride of being                    |
|---------------------|---|
| 00:10:28> 00:10:30: | able to try by the project or go take a                           |
| 00:10:30> 00:10:32: | look at it and just go like wow this is                           |
| 00:10:32> 00:10:35: | this is something meaningful that we've created that hopefully is |
| 00:10:35> 00:10:37: | going to be here for hundreds of years.                           |
| 00:10:37> 00:10:41: | Yeah, and I noticed that some of your early projects              |
| 00:10:41> 00:10:44: | weren't necessarily ground up developments.                       |
| 00:10:44> 00:10:47: | They were actually existing buildings that you repurposed or or   |
| 00:10:47> 00:10:48: | tried to create.  |
| 00:10:48> 00:10:51: | Cut fabric or or reinvent.  |
| 00:10:51> 00:10:55: | I guess what that original building was into something new        |
| 00:10:55> 00:10:59: | that fits into the fabric mold that you guys are                  |
| 00:10:59> 00:11:00: | building was that?  |
| 00:11:00> 00:11:02: | Was that were those projects,                                     |
| 00:11:02> 00:11:04: | your first foray into development,                                |
| 00:11:04> 00:11:07: | or did they? Or will you always do a renovation                   |
| 00:11:07> 00:11:09: | or rehabilitation of existing buildings?                          |
| 00:11:09> 00:11:11: | Or was it kind of like a stepping stone to                        |
| 00:11:11> 00:11:14: | do more of the ground up developments that you're you're          |
| 00:11:14> 00:11:14: | championing now?  |
| 00:11:16> 00:11:19: | I think to answer that question it's both,                        |
| 00:11:19> 00:11:22: | so it was certainly a stepping stone.                             |
| 00:11:22> 00:11:25: | The the projects are smaller in scale.                            |
| 00:11:25> 00:11:29: | It's kind of baby steps towards learning the process.             |
| 00:11:29> 00:11:32: | Just from you know, actually acquiring the properties and getting |
| 00:11:32> 00:11:36: | financing in place and working with the construction budgets and  |
| 00:11:36> 00:11:39: | consultants and and timelines and that sort of thing.             |
| 00:11:39> 00:11:43: | So there's certainly like a kind of a stepping stone              |
| 00:11:43> 00:11:45: | component to it.  |
| 00:11:45> 00:11:46: | But there's also just some.                                       |
| 00:11:46> 00:11:49: | Really cool buildings out there that you would never want         |
| 00:11:49> 00:11:51: | to knock down that you that are that the city                     |
| 00:11:51> 00:11:52: | should should cherish and we should.                              |
| 00:11:52> 00:11:54: | We should keep forever and are just super unique and              |
| 00:11:54> 00:11:57: | you could never rebuild them today you would they wouldn't.       |
| 00:11:57> 00:12:00: | They wouldn't be to current building codes so we have             |
| 00:12:00> 00:12:03: | to keep those buildings and so the Hamilton Bank building         |
| 00:12:03> 00:12:04: | is a prime example of that.                                       |
| 00:12:04> 00:12:07: | I mean, I just absolutely love that building.                     |
|                     |   |

| 00:12:07> 00:12:08: | I love all the businesses in the building.                      |
|---------------------|---|
| 00:12:08> 00:12:09: | I love just how unique it is.                                   |
| 00:12:09> 00:12:11: | The character of it. So it's a bit of a                         |
| 00:12:11> 00:12:12: | stepping stone,   |
| 00:12:12> 00:12:14: | but it's also something that we plan on doing longer            |
| 00:12:14> 00:12:16: | term because it's it's just something that could be.            |
| 00:12:16> 00:12:18: | Really exciting like there's two.                               |
| 00:12:18> 00:12:21: | There's the building was built for the Hamilton bank back       |
| 00:12:21> 00:12:21: | in 1906,  |
| 00:12:21> 00:12:25: | and there's these two like crazy old bank vaults in             |
| 00:12:25> 00:12:25: | there.  |
| 00:12:25> 00:12:28: | And you have the original doors and it's you know               |
| 00:12:28> 00:12:30: | you go into these buildings and you're like,                    |
| 00:12:30> 00:12:33: | wow, this is really. It's just really cool and it's             |
| 00:12:33> 00:12:34: | part of Vancouver's heritage.                                   |
| 00:12:34> 00:12:38: | So it was both a stepping stone but also something              |
| 00:12:38> 00:12:41: | that we see in in in fabric future longer term.                 |
| 00:12:41> 00:12:44: | Yeah I mean I think that's something that you've touched        |
| 00:12:44> 00:12:47: | upon into in terms of your approach is that?                    |
| 00:12:47> 00:12:50: | You look at each site uniquely to see where its                 |
| 00:12:50> 00:12:51: | intrinsic value is,   |
| 00:12:51> 00:12:54: | and then you kind of bring out the best of                      |
| 00:12:54> 00:12:57: | that building or what that neighborhood needs in order to       |
| 00:12:57> 00:12:59: | to develop an appropriate building.                             |
| 00:12:59> 00:13:03: | So maybe you guys can tell me a little bit                      |
| 00:13:03> 00:13:07: | about you know what kind of community.                          |
| 00:13:07> 00:13:10: | Collaborations or investments you guys have been doing that are |
| 00:13:10> 00:13:12: | tide into some of your projects.                                |
| 00:13:12> 00:13:15: | As I know you have some.  |
| 00:13:15> 00:13:18: | Investments in there in the overall neighborhood that you do    |
| 00:13:18> 00:13:21: | as part of your normal process of business and maybe            |
| 00:13:21> 00:13:23: | you guys can touch up on that a little bit.                     |
| 00:13:24> 00:13:27: | I think to start off we always are looking for                  |
| 00:13:27> 00:13:30: | projects that we're passionate about.                           |
| 00:13:30> 00:13:34: | So neighborhood has a big a big part of that.                   |
| 00:13:34> 00:13:37: | You know, it could be a good deal or it                         |
| 00:13:37> 00:13:39: | could be an easy process with the city,                         |
| 00:13:39> 00:13:42: | but if it's not a sight and a neighborhood that                 |
| 00:13:42> 00:13:43: | we feel passionate about,                                       |
| 00:13:43> 00:13:46: | we just won't pursue it.  |
| 00:13:46> 00:13:48: | So one of the first questions that we can ask                   |

| ourselves when we're looking at a new development site is             |
|---|
| whether we would want to live there ourselves.                        |
| Whether we can see our.   |
| Friends and family is kind of thriving in this location.              |
| And to us the site really needs to be walkable                        |
| in an amenity rich neighborhood and have some kind of                 |
| cool edge or culture authenticity to it.                              |
| And basically if it checks all that boxes then then                   |
| we'll look at it,   |
| add it as a fabric project,   |
| so having access to transit shops,                                    |
| cafes, restaurants, all of those things.                              |
| It really helped our end buyers and renters have a                    |
| fulfilling lifestyle that's kind of most important to us and          |
| then.   |
| From there we we just look at how we can                              |
| enhance the Community.  |
| So what kind of what is avoid in in the                               |
| Community,  |
| whether it's family homes or cool laneway culture or dynamic          |
| commercial space is kind of what's needed in the community            |
| and then we build a project around around that.                       |
| And you guys have have had some partnerships with local               |
| charities and stuff that have been tide into some of                  |
| your projects.  |
| As well, is that maybe you can talk a little                          |
| bit about that?   |
| Yeah, exactly, so we're we're as we mentioned earlier,                |
| we're always trying to leave the neighborhood better off from         |
| when we when we started.  |
| So a good example of that is Admiral Seymour Elementary               |
| School,   |
| which is across the street from our assembly project and              |
| fabric spearheaded a fund raising initiative around Christmas time to |
| help them fundraise some some funds in order to upgrade               |
| all the. Equipment in the school.                                     |
| The school was lacking in terms of technological upgrades,            |
| so smart projectors and whiteboards and kind of learning              |
| aids  |
| for the students.   |
| So Jordan really hit hit the phone hard and called                    |
|   |

| 00:15:51> 00:15:56: | up all our neighborhood partners and kind of development supporters    |
|---------------------|--|
| 00:15:56> 00:16:00: | for the project and and asked them to help support                     |
| 00:16:00> 00:16:03: | the school. So we did this before we had shovels                       |
| 00:16:03> 00:16:06: | in the ground for the project and we were able                         |
| 00:16:06> 00:16:09: | to raise over 55,000 just to help the school and                       |
| 00:16:09> 00:16:12: | help the students kind of get the most out of                          |
| 00:16:12> 00:16:13: | their education.   |
| 00:16:13> 00:16:16: | So things like that is is what we're always trying                     |
| 00:16:16> 00:16:18: | to do with each of our projects.                                       |
| 00:16:18> 00:16:19: | And  |
| 00:16:19> 00:16:21: | to and to add to that so.  |
| 00:16:21> 00:16:24: | So that was that that that project was really interesting,             |
| 00:16:24> 00:16:26: | 'cause it almost kind of fell into our lap.                            |
| 00:16:26> 00:16:30: | We we have this, we have an objective to start                         |
| 00:16:30> 00:16:34: | basically allocating a percentage of profits from each of our          |
| 00:16:34> 00:16:40: | project towards towards a charitable initiative and so moving forward  |
| 00:16:40> 00:16:43: | that's basically being written into our partnership agreements to make |
| 00:16:44> 00:16:46: | sure that we have money flowing out of our projects                    |
| 00:16:46> 00:16:48: | to support the local community.  |
| 00:16:48> 00:16:53: | But the Admiral Seymour. A story basically came from.                  |
| 00:16:53> 00:16:55: | We were like, OK, well we're gonna make a donation                     |
| 00:16:55> 00:16:57: | into the into the neighborhood this year and we wanted                 |
| 00:16:57> 00:16:59: | to see if we could help out with Christmas hampers                     |
| 00:16:59> 00:17:01: | or or something like that.   |
| 00:17:01> 00:17:02: | And they said, you know,   |
| 00:17:02> 00:17:04: | they'd actually had some support for that already,                     |
| 00:17:04> 00:17:06: | but they just the principal.   |
| 00:17:06> 00:17:07: | Bryce basically said, you know,  |
| 00:17:07> 00:17:10: | this might not be part of your.  |
| 00:17:10> 00:17:12: | Of of of your mandate.   |
| 00:17:12> 00:17:15: | But we do need school supplies and and it just                         |
| 00:17:15> 00:17:18: | kind of developed from that and we I think Teresa                      |
| 00:17:18> 00:17:21: | and I realized was was that there's such a great                       |
| 00:17:21> 00:17:24: | opportunity just to find the needs of the Community without            |
| 00:17:24> 00:17:25: | de saying,   |
| 00:17:25> 00:17:27: | OK, we're going to allocate X amount to a charity                      |
| 00:17:27> 00:17:28: | and set it and forget it,  |
| 00:17:28> 00:17:31: | and hopefully it goes to a good good place.                            |
| 00:17:31> 00:17:34: | Like we we feel that especially in East Vancouver there's              |
| 00:17:34> 00:17:37: | just so much opportunity to really help at just a                      |
|                     |  |

| 00:17:38> 00:17:40: | very grassroots level where like each.                            |
|---------------------|---|
| 00:17:40> 00:17:44: | Dollar that you that you give is going to be                      |
| 00:17:44> 00:17:48: | is is really going to have like a an exponential                  |
| 00:17:48> 00:17:53: | pound for pound impact on that community like I think             |
| 00:17:53> 00:17:56: | that the principle when when when you know all of                 |
| 00:17:56> 00:17:58: | the partners have strep mean BT Group West Group.                 |
| 00:17:58> 00:18:01: | There's a ton of people and developers that came to               |
| 00:18:01> 00:18:03: | the table to help out with that.                                  |
| 00:18:03> 00:18:05: | But when they when so it wasn't just us it                        |
| 00:18:06> 00:18:06: | was.  |
| 00:18:06> 00:18:08: | It was a lot of people that have a vested                         |
| 00:18:09> 00:18:10: | interest in in Strathcona.  |
| 00:18:10> 00:18:14: | Donated towards this cause and they were able they didn't         |
| 00:18:14> 00:18:16: | even have white boards in this school like it was                 |
| 00:18:16> 00:18:19: | it was it was it was rough I mean and                             |
| 00:18:19> 00:18:22: | and the principal basically shed a tear started crying.           |
| 00:18:22> 00:18:25: | He said he's like this is going to leave a                        |
| 00:18:25> 00:18:29: | lasting impact on an entire generation of kids that go            |
| 00:18:29> 00:18:30: | to this school.   |
| 00:18:30> 00:18:32: | And so it was just such an eye opener for                         |
| 00:18:32> 00:18:33: | us to go like wow like you can.                                   |
| 00:18:33> 00:18:38: | You could make a really big impact in these communities           |
| 00:18:38> 00:18:39: | and.  |
| 00:18:39> 00:18:43: | And what our mandate is towards is is promoting financial         |
| 00:18:43> 00:18:46: | literacy among among kids so.                                     |
| 00:18:49> 00:18:53: | The three admirable that you guys have made a commitment          |
| 00:18:53> 00:18:55: | to to do that on your projects.                                   |
| 00:18:55> 00:18:59: | Teresa, you had talked about a little bit about the               |
| 00:18:59> 00:19:03: | laneway activation and I know that in your projects in            |
| 00:19:03> 00:19:06: | fabrics projects a lot of the public spaces,                      |
| 00:19:06> 00:19:10: | the activation of public spaces or public private spaces is       |
| 00:19:10> 00:19:11: | important to you.   |
| 00:19:11> 00:19:15: | l wonder if you guys can talk a little bit                        |
| 00:19:15> 00:19:17: | about how design.   |
| 00:19:17> 00:19:21: | Aspects are fundamental to your approach or how,                  |
| 00:19:21> 00:19:25: | how, or in what sense they're important throughout your projects. |
| 00:19:28> 00:19:31: | Yeah, I think we're we're always trying to do something           |
| 00:19:31> 00:19:31: | unique,   |
| 00:19:31> 00:19:34: | which with each project, and,                                     |
| 00:19:34> 00:19:38: | UM, something that's that's different and kind of has a           |
| 00:19:38> 00:19:41: | cool factor to really draw people in.                             |
|                     |   |

| 00:19:41> 00:19:44: | As I mentioned, the activating of the laneway that was                 |
|---------------------|--|
| 00:19:45> 00:19:48: | a project in Mount Pleasant called Habitat.                            |
| 00:19:48> 00:19:51: | And basically we had a few Cru units facing onto                       |
| 00:19:51> 00:19:55: | the laneway that are typically considered less desirable units because |
| 00:19:56> 00:19:58: | they don't have as much exposure and.                                  |
| 00:19:58> 00:20:01: | You know you just don't get the same kind of                           |
| 00:20:01> 00:20:04: | eyes on the on the space that you typically do                         |
| 00:20:04> 00:20:05: | when you're facing the lane.   |
| 00:20:05> 00:20:08: | But to us we consider that a really good opportunity                   |
| 00:20:09> 00:20:12: | to do something different and kind of embrace that that                |
| 00:20:12> 00:20:15: | culture that you see in other parts of the world,                      |
| 00:20:15> 00:20:20: | like Melbourne or Barcelona. And by integrating some cool art          |
| 00:20:20> 00:20:23: | and a bit of personality,  |
| 00:20:23> 00:20:26: | it kind of creates. Like a hidden Oasis in the                         |
| 00:20:26> 00:20:30: | in the laneway and draws the community to the space                    |
| 00:20:30> 00:20:33: | and a bit of like a if you know you                                    |
| 00:20:33> 00:20:37: | know type vibe back there and allows for some cool                     |
| 00:20:37> 00:20:41: | businesses to to just have a different space and and                   |
| 00:20:42> 00:20:45: | really draw in the community and creates a bit of                      |
| 00:20:45> 00:20:48: | an amenity for both the neighborhood as a whole but                    |
| 00:20:48> 00:20:51: | also the the people residing in the building.                          |
| 00:20:53> 00:20:56: | And obviously that risk is has paid off because your                   |
| 00:20:56> 00:20:58: | projects are all sold out.   |
| 00:20:58> 00:21:01: | So do you think that?  |
| 00:21:01> 00:21:04: | How, how would you speak to people who asked the                       |
| 00:21:04> 00:21:05: | question?  |
| 00:21:05> 00:21:07: | l mean, you guys are focused a lot on design                           |
| 00:21:07> 00:21:09: | and and focused a lot on on integrating the fabric                     |
| 00:21:09> 00:21:11: | of the community with your projects.                                   |
| 00:21:11> 00:21:13: | But at the end of the day.   |
| 00:21:13> 00:21:16: | It's a development company and how do you do you                       |
| 00:21:16> 00:21:18: | think the risk is paid off of of that investment                       |
| 00:21:18> 00:21:20: | that you guys have taken?  |
| 00:21:24> 00:21:27: | I'll take this one, yeah so so I I think.                              |
| 00:21:27> 00:21:30: | First off, I know it's not cool to say cool                            |
| 00:21:30> 00:21:33: | but I say cool a lot so we we we                                       |
| 00:21:33> 00:21:36: | try to I think we number one we're always trying                       |
| 00:21:36> 00:21:40: | to find the coolest block in the coolest neighborhood and              |
| 00:21:40> 00:21:43: | not necessarily like a mainstream neighborhood but kind of a           |
| 00:21:43> 00:21:46: | neighborhood that's a bit on the edge but it has                       |
| 00:21:46> 00:21:48: | a little bit of grittiness to it,                                      |

| 00:21:48> 00:21:51: | but it's cool. So that's number one we're always trying      |
|---------------------|--|
| 00:21:51> 00:21:52: | to find those.   |
| 00:21:52> 00:21:55: | Those properties, and we're willing to step up and pay       |
| 00:21:55> 00:21:57: | what we need to pay to to secure them #2                     |
| 00:21:57> 00:22:00: | the projects that we're building need to be cool,            |
| 00:22:00> 00:22:02: | they need to be designed forward.                            |
| 00:22:02> 00:22:05: | They they need to be on current design trends and            |
| 00:22:05> 00:22:07: | and not and not in a gimmicky way,                           |
| 00:22:07> 00:22:09: | but in a very purposeful,                                    |
| 00:22:09> 00:22:12: | beautiful way. And when we,                                  |
| 00:22:12> 00:22:15: | when we find that the coolest property on the coolest        |
| 00:22:15> 00:22:18: | Brock Block and we we killed build out the coolest           |
| 00:22:18> 00:22:22: | project and we're really marketing that towards really cool. |
| 00:22:22> 00:22:26: | People that are creative that that are willing to pay        |
| 00:22:26> 00:22:30: | a little extra to be in a project that has                   |
| 00:22:30> 00:22:33: | that built into it as opposed to just being in               |
| 00:22:33> 00:22:36: | in a vanilla project in a cool neighborhood or a             |
| 00:22:36> 00:22:39: | cool project in a vanilla neighborhood where we know that    |
| 00:22:39> 00:22:42: | there's kind of this compounding effect of when we really    |
| 00:22:42> 00:22:46: | lean into those two things and buying the right property     |
| 00:22:46> 00:22:50: | and really spending the time to ensure that the design       |
| 00:22:50> 00:22:52: | and aesthetic and the.                                       |
| 00:22:52> 00:22:55: | The story of the property is done really well and            |
| 00:22:55> 00:22:56: | then and then,   |
| 00:22:56> 00:22:58: | obviously. On top of that,                                   |
| 00:22:58> 00:23:02: | the livability. I mean, we're we're focused on every cubic   |
| 00:23:02> 00:23:05: | square inch of the of the spaces that were that              |
| 00:23:05> 00:23:06: | were building.   |
| 00:23:06> 00:23:09: | I mean, the floor plans are you probably have 5060           |
| 00:23:09> 00:23:10: | revisions of these things,                                   |
| 00:23:10> 00:23:11: | maybe even more than that,                                   |
| 00:23:11> 00:23:15: | and you're really trying to account for every cubic square   |
| 00:23:15> 00:23:17: | meter of that of that.                                       |
| 00:23:17> 00:23:20: | Or sorry, every cubic square inch of the space to            |
| 00:23:20> 00:23:22: | make sure that they are just as livable.                     |
| 00:23:22> 00:23:25: | As possible, and when you when you kind of compound          |
| 00:23:25> 00:23:28: | all these things together then then not only do you          |
| 00:23:28> 00:23:32: | have a successful project in the sense that it's going       |
| 00:23:32> 00:23:36: | to sell out your you're able to push pricing just            |
| 00:23:36> 00:23:39: | a little bit to be able to ensure that that                  |
| 00:23:39> 00:23:44: | that the extra investment that you're putting into into the  |
| 00:23:44> 00:23:46: | design and materials of the building,                        |
|                     | -<br>-   |

| 00:23:46> 00:23:48: | the extra time that you're spending to make sure,                        |
|---------------------|--|
| 00:23:48> 00:23:50: | make sure that you get it right and and maybe                            |
| 00:23:50> 00:23:52: | the extra money that you're spending on the land.                        |
| 00:23:52> 00:23:54: | To get the right property is going to pay off                            |
| 00:23:54> 00:23:55: | in the end.  |
| 00:23:56> 00:24:00: | What have you found? The profile of this cool buyer                      |
| 00:24:00> 00:24:01: | is?  |
| 00:24:01> 00:24:02: | Is it a? I mean is it?   |
| 00:24:02> 00:24:06: | Is it completely mixed across your projects or is it?                    |
| 00:24:06> 00:24:07: | Do you typically find that yeah,   |
| 00:24:07> 00:24:10: | there's this segment of you know whether it's like a                     |
| 00:24:10> 00:24:12: | single person or a couple or a couple with one                           |
| 00:24:12> 00:24:13: | kid or whatever,   |
| 00:24:13> 00:24:16: | like have you found any trends in terms of the                           |
| 00:24:16> 00:24:19: | projects that you've developed so far in terms of that                   |
| 00:24:19> 00:24:19: | mark,  |
| 00:24:19> 00:24:23: | or that that buyer profile that has been coming forward?                 |
| 00:24:24> 00:24:27: | Yeah, I would say our typical buyer is on the                            |
| 00:24:27> 00:24:28: | younger end.   |
| 00:24:28> 00:24:33: | Professional kind of. 25 to to 45 and a little                           |
| 00:24:33> 00:24:35: | bit more creative,   |
| 00:24:35> 00:24:42: | creative minded. We're really elevating the architecture and the design, |
| 00:24:42> 00:24:45: | but in an achievable way so our buyers are.                              |
| 00:24:45> 00:24:47: | They're not looking for luxury product,                                  |
| 00:24:47> 00:24:50: | but they're also not looking for the cheapest product out                |
| 00:24:50> 00:24:51: | there either.  |
| 00:24:51> 00:24:54: | They seem to be the type that really appreciate true                     |
| 00:24:54> 00:24:56: | quality and design and are willing,                                      |
| 00:24:56> 00:24:58: | like Jordan said, to pay a little bit more for                           |
| 00:24:58> 00:25:02: | those unique touch points in the development that are important          |
| 00:25:02> 00:25:03: | to them and that stand out.  |
| 00:25:04> 00:25:09: | Jordan, I wanted to ask you a bit about land                             |
| 00:25:09> 00:25:10: | prices.  |
| 00:25:10> 00:25:13: | Your new development company and obviously coming from the brokerage     |
| 00:25:13> 00:25:14: | side.  |
| 00:25:14> 00:25:16: | You have that insight in terms of finding the right                      |
| 00:25:16> 00:25:17: | deal,  |
| 00:25:17> 00:25:20: | but I imagine that I wanna.  |
| 00:25:20> 00:25:22: | I wanted to just ask a little bit more about                             |
| 00:25:22> 00:25:25: | your challenge or how you deal with finding the right                    |
|                     |  |

| 00:25:25> 00:25:28: | site in the market that we're in right now where                      |
|---------------------|---|
| 00:25:28> 00:25:32: | everything seems unattainable. Unless you have a land bank            |
|                     | that  |
| 00:25:32> 00:25:33: | was a mess,   |
| 00:25:33> 00:25:37: | you know years ago. How difficult in it and what's                    |
| 00:25:37> 00:25:41: | your approach in terms of of finding the right place                  |
| 00:25:41> 00:25:44: | to start your next project?   |
| 00:25:46> 00:25:49: | So I'm fortunate to have the background of being a                    |
| 00:25:49> 00:25:54: | commercial real estate broker 'cause I understand how commercial real |
| 00:25:54> 00:25:55: | estate brokers operate.   |
| 00:25:55> 00:25:56: | I understand how they tick.   |
| 00:25:56> 00:26:01: | I understand the amount of work that they have on                     |
| 00:26:01> 00:26:05: | their plate and the and the different profiles of of                  |
| 00:26:05> 00:26:08: | buyers that are in the market.  |
| 00:26:08> 00:26:13: | So I understand where I fit into that community.                      |
| 00:26:13> 00:26:16: | I would say I also have the benefit of of.                            |
| 00:26:16> 00:26:20: | Starting a commercial real estate brokerage and building and building |
| 00:26:20> 00:26:23: | up commercial real estate brokers,                                    |
| 00:26:23> 00:26:24: | I think at one point the average age of our                           |
| 00:26:24> 00:26:27: | company at at Frontline was like 26 years old or                      |
| 00:26:27> 00:26:27: | something.  |
| 00:26:27> 00:26:30: | So it wasn't like we were hiring Gray hairs that                      |
| 00:26:30> 00:26:33: | had a bunch of experience that just were kind of                      |
| 00:26:33> 00:26:34: | plug and play.  |
| 00:26:34> 00:26:36: | We had to. We had to build.   |
| 00:26:36> 00:26:42: | Brokers so I I I really understand commercial real estate             |
| 00:26:43> 00:26:44: | brokerage,  |
| 00:26:44> 00:26:46: | so that's number one. So that does give me advantage                  |
| 00:26:46> 00:26:48: | and then on the other hand,   |
| 00:26:48> 00:26:51: | as a commercial real estate broker I I I understand                   |
| 00:26:51> 00:26:53: | how to kind of sniff out deals so so that's                           |
| 00:26:53> 00:26:54: | that's a benefit to me,   |
| 00:26:54> 00:26:56: | but that will only go so far.   |
| 00:26:56> 00:27:00: | That's just all kind of a philosophy if you will.                     |
| 00:27:00> 00:27:04: | The thing is, you have to have excellent relationships with           |
| 00:27:04> 00:27:06: | those commercial real estate brokers.                                 |
| 00:27:06> 00:27:09: | There's about 5:00 or 600 of them that are in                         |
| 00:27:09> 00:27:11: | the city doing.   |
| 00:27:11> 00:27:14: | Various types of deals, whether that's retail office,                 |
| 00:27:14> 00:27:17: | industrial, investment or hotel, some do.                             |
| 00:27:17> 00:27:19: | Leasing. Some do sales. Some do both,                                 |

| 00:27:19> 00:27:22: | so really being able to refine down that list and                   |
|---------------------|---|
| 00:27:22> 00:27:25: | knowing who is who are the brokers that are doing                   |
| 00:27:25> 00:27:28: | the types of deals that you want to participate in                  |
| 00:27:28> 00:27:29: | and then sort of filtering that down.                               |
| 00:27:29> 00:27:31: | On the other hand, I need to have my own                            |
| 00:27:32> 00:27:34: | filters so that when I'm kind of drinking from a                    |
| 00:27:34> 00:27:37: | firehose of seeing all these different deals coming at me,          |
| 00:27:37> 00:27:38: | there's a townhouse like Whitlam.                                   |
| 00:27:38> 00:27:40: | There's a high rise site and Wally there's.                         |
| 00:27:40> 00:27:43: | You know 100 acres of mission that I could instantly                |
| 00:27:43> 00:27:44: | just filter out like.   |
| 00:27:44> 00:27:45: | Nope, Nope, Nope, that's not his fan,                               |
| 00:27:45> 00:27:48: | not East fan. OK that sees fan but it's high                        |
| 00:27:48> 00:27:48: | rise.   |
| 00:27:48> 00:27:50: | We're more medium density OK.                                       |
| 00:27:50> 00:27:53: | And so when you're seeing like hundreds of deals coming             |
| 00:27:53> 00:27:54: | at you all the time,  |
| 00:27:54> 00:27:56: | you can basically just filter that out.                             |
| 00:27:56> 00:28:00: | And then when you're for me went or for us,                         |
| 00:28:00> 00:28:02: | I should say that fabric when we're when we're building             |
| 00:28:02> 00:28:05: | these projects that are very focused in East Vancouver and          |
| 00:28:05> 00:28:08: | people see that when we type properties up that we                  |
| 00:28:08> 00:28:11: | typically execute on the deal and we get it done.                   |
| 00:28:11> 00:28:12: | If a broker comes across a property,                                |
| 00:28:12> 00:28:13: | they're going to go OK.   |
| 00:28:13> 00:28:15: | It's east Vancouver. It's you know,                                 |
| 00:28:15> 00:28:18: | medium density. It's about 65,000 square feet of buildable.         |
| 00:28:18> 00:28:19: | Who should I take this too?   |
| 00:28:19> 00:28:20: | Well, well, fabric is doing,  |
| 00:28:20> 00:28:22: | you know, like three or four of those projects in                   |
| 00:28:22> 00:28:23: | these Vancouver,  |
| 00:28:23> 00:28:25: | we know that they're in the process of buying a                     |
| 00:28:25> 00:28:26: | few more sites,   |
| 00:28:26> 00:28:29: | or just bought something. So you kind of start to                   |
| 00:28:29> 00:28:32: | rise to the top for those brokers when they when                    |
| 00:28:32> 00:28:34: | they come across an opportunity,                                    |
| 00:28:34> 00:28:35: | they're going to say who made a call.                               |
| 00:28:35> 00:28:37: | Well, I just had lunch with Jordan last week,                       |
| 00:28:37> 00:28:41: | or he just called me so he's top of mind.                           |
| 00:28:41> 00:28:43: | He's top of mind as well because I know that                        |
| 00:28:43> 00:28:45: |   |
|                     | he's got active projects in the city that are sort                  |
| 00:28:45> 00:28:45: | he's got active projects in the city that are sort of this profile, |

| 00:28:45> 00:28:49: | so you're kind of creating this inertia in the market           |
|---------------------|---|
| 00:28:49> 00:28:52: | where people know who you are and they know what                |
| 00:28:52> 00:28:53: | you're doing.   |
| 00:28:53> 00:28:54: | But at the same time,   |
| 00:28:54> 00:28:57: | you're also having those personalized touch points of having    |
|                     | а   |
| 00:28:57> 00:28:59: | lunch or a call or a coffee with those brokers.                 |
| 00:28:59> 00:29:01: | So so basically what I'm saying is,                             |
| 00:29:01> 00:29:05: | is land is overpriced. There's absolutely no question about it. |
| 00:29:05> 00:29:07: | You need to kiss a lot of frogs,                                |
| 00:29:07> 00:29:09: | but you need to make sure that you are in                       |
| 00:29:09> 00:29:10: | that top 1%.  |
| 00:29:10> 00:29:13: | Of developer or buyer in the market when it comes               |
| 00:29:13> 00:29:17: | when something comes to a broker's attention because I want     |
| 00:29:17> 00:29:20: | to see absolutely everything that is going to fit my            |
| 00:29:20> 00:29:23: | criteria of what I'm going to purchase and then from            |
| 00:29:23> 00:29:26: | there I need to understand what that land is worth              |
| 00:29:26> 00:29:27: | better than the next guy.                                       |
| 00:29:27> 00:29:30: | And we typically have that ability because we have so           |
| 00:29:30> 00:29:33: | many data points in the East Vancouver market,                  |
| 00:29:33> 00:29:35: | so we can jump right to it.                                     |
| 00:29:35> 00:29:36: | So it broker brings me a deal.                                  |
| 00:29:36> 00:29:38: | I'll say, you know, I know what that is.                        |
| 00:29:38> 00:29:40: | I know what I could build there.                                |
| 00:29:40> 00:29:41: | I know what my costs are.                                       |
| 00:29:41> 00:29:42: | I think I know what the revenues are.                           |
| 00:29:42> 00:29:44: | I know what my timeline is and then bang.                       |
| 00:29:44> 00:29:47: | I've got an offer for the broker literally within 5-6           |
| 00:29:47> 00:29:50: | hours and so we're super easy to deal with from                 |
| 00:29:50> 00:29:51: | that perspective as well.                                       |
| 00:29:51> 00:29:54: | So it just makes the brokers jobs easier,                       |
| 00:29:54> 00:29:57: | so it's I don't think there's one magic bullet,                 |
| 00:29:57> 00:30:00: | but all I'm saying is that there are deals out                  |
| 00:30:00> 00:30:01: | there.  |
| 00:30:01> 00:30:03: | There are always as deals out there,                            |
| 00:30:03> 00:30:08: | but you have to. You have to.                                   |
| 00:30:08> 00:30:12: | You have to absolutely grind everyday to to protect the         |
| 00:30:12> 00:30:12: | deal.   |
| 00:30:12> 00:30:13: | It's going to make sense.                                       |
| 00:30:15> 00:30:19: | And so you like obviously fabrics brand is growing.             |
| 00:30:19> 00:30:24: | It's becoming more recognizable. Your reputation precedes you,  |

| 00:30:24> 00:30:26: | so people are going to come to you when they               |
|---------------------|--|
| 00:30:24> 00:30:28: | see a sight out in East van.                               |
|                     | <b>.</b>   |
| 00:30:28> 00:30:30: | But that brings to mind.                                   |
| 00:30:30> 00:30:33: | Where you see fabric growing into or what you see          |
| 00:30:33> 00:30:36: | fabric growing into kind of in the next 5 to               |
| 00:30:36> 00:30:36: | 10 years.  |
| 00:30:37> 00:30:40: | Do you think that you see yourself scaling and continuing  |
| 00:30:41> 00:30:44: | to grow to to build or develop bigger and bigger           |
| 00:30:44> 00:30:44: | projects?  |
| 00:30:44> 00:30:49: | Do you see yourself remaining as somewhat of a boutique    |
| 00:30:49> 00:30:52: | developer that can really curate?                          |
| 00:30:52> 00:30:55: | I guess the type of projects that you want to              |
| 00:30:55> 00:30:56: | work on or what?   |
| 00:30:56> 00:30:58: | What is the vision going forward?                          |
| 00:30:58> 00:31:00: | As As for the next?  |
| 00:31:00> 00:31:03: | Foreseeable future in terms of where you guys wanna went   |
| 00:31:03> 00:31:04: | ahead with the company.                                    |
| 00:31:07> 00:31:10: | I I never like to look kind of 10 years                    |
| 00:31:10> 00:31:14: | out because there's just so many things that can that      |
| 00:31:15> 00:31:18: | can change over over such a long a long period             |
| 00:31:18> 00:31:23: | of time. But I think at the core of fabrics,               |
| 00:31:23> 00:31:27: | people and our brand and our ethos is that.                |
| 00:31:27> 00:31:31: | We only want to do projects that we're passionate about.   |
| 00:31:31> 00:31:36: | We don't want to. Basically do a project if it's           |
| 00:31:36> 00:31:40: | just about making money because that.                      |
| 00:31:42> 00:31:44: | That can, you know, become boring,                         |
| 00:31:44> 00:31:47: | but it can. It can also.                                   |
| 00:31:47> 00:31:50: | It also gives you this potential to lose your your         |
| 00:31:50> 00:31:53: | edge because you're not excited about it.                  |
| 00:31:53> 00:31:54: | You're not passionate about it,                            |
| 00:31:54> 00:31:57: | you're not willing to kind of get in the trenches          |
| 00:31:57> 00:31:59: | and really grind it out if you're not.                     |
| 00:31:59> 00:32:01: | If you're not super invested in it,                        |
| 00:32:01> 00:32:05: | so I think that doing projects that we're passionate about |
| 00:32:05> 00:32:07: | is always going to be paramount to our brand.              |
| 00:32:07> 00:32:10: | Whether that's today or that's that's 100 years from now,  |
| 00:32:10> 00:32:15: | hopefully. That being said, we always want to be focused   |
| 00:32:15> 00:32:21: | on doing projects that are in cool neighborhoods because I |
| 00:32:21> 00:32:26: | think that the the design and the aesthetic and the        |
| 00:32:26> 00:32:29: | the. And the people that were either selling to or         |
| 00:32:29> 00:32:30: | renting to,  |
| 00:32:30> 00:32:33: | or if it's commercial leasing to,                          |
|                     |  |

| 00:32:33> 00:32:36: | we want them to kind of be that creative community.                 |
|---------------------|---|
| 00:32:36> 00:32:41: | So East Vancouver is is certainly where we plan to                  |
| 00:32:41> 00:32:45: | focus over the next five years and just really,                     |
| 00:32:45> 00:32:48: | really have a lot of product projects going in East                 |
| 00:32:48> 00:32:48: | Vancouver.  |
| 00:32:48> 00:32:51: | Ideally we'd have about 10 in the pipeline at any                   |
| 00:32:51> 00:32:52: | given time,   |
| 00:32:52> 00:32:55: | but over time, you know there there's a very good                   |
| 00:32:55> 00:32:56: | chance that we do grow into.  |
| 00:32:56> 00:33:00: | Went to other markets across Canada that have<br>neighborhoods that |
| 00:33:00> 00:33:03: | are similar to to East Vancouver like there's parts of              |
| 00:33:03> 00:33:04: | Toronto that have some really,                                      |
| 00:33:04> 00:33:07: | really great neighborhoods that I think have a lot of               |
| 00:33:07> 00:33:09: | analogs with East Vancouver that we could.                          |
| 00:33:09> 00:33:11: | We could definitely be very passionate about,                       |
| 00:33:11> 00:33:14: | so that's not near immediate plans,                                 |
| 00:33:14> 00:33:17: | but certainly could be something in the more distant future.        |
| 00:33:18> 00:33:21: | So wrapping up I just wanna give you guys both                      |
| 00:33:21> 00:33:21: | an opportunity.   |
| 00:33:21> 00:33:24: | If there's any last words or comments or pieces of                  |
| 00:33:25> 00:33:28: | advice that you would give to listeners or or anything              |
| 00:33:28> 00:33:31: | else that you wanted to add about fabric or your                    |
| 00:33:31> 00:33:31: | projects.   |
| 00:33:35> 00:33:39: | For sure, I think. We are,  |
| 00:33:39> 00:33:47: | we really focus on providing homes and commercial real estate       |
| 00:33:47> 00:33:51: | that focuses on the end user.                                       |
| 00:33:51> 00:33:55: | So if any of the listeners here today are are                       |
| 00:33:55> 00:33:57: | considering buying,   |
| 00:33:57> 00:34:02: | buying a condo or or renting an apartment or potentially            |
| 00:34:02> 00:34:06: | purchasing a commercial space for for their own business,           |
| 00:34:06> 00:34:07: | it's you know, it's pretty.   |
| 00:34:07> 00:34:08: | It's pretty frothy out there,                                       |
| 00:34:08> 00:34:10: | it's it's. It's can be hard to buy into the                         |
| 00:34:10> 00:34:13: | projects that you want to buy into or even rent                     |
| 00:34:13> 00:34:15: | into the projects that you want to rent into.                       |
| 00:34:15> 00:34:17: | There's just a lot of.  |
| 00:34:17> 00:34:20: | There's a lot of demand in the market and and                       |
| 00:34:20> 00:34:22: | this is just a very kind of.  |
| 00:34:22> 00:34:26: | Small thing, but it was something that we've we've had              |
| 00:34:26> 00:34:29: | the benefit of of kind of being on the other                        |

| 00:34:29> 00:34:31:                        | side of now is we we had.                                      |
|--|--|
| 00:34:31> 00:34:35:                        | We've had a couple of our buyers that buy have                 |
|  |  |
| 00:34:35> 00:34:35:<br>00:34:35> 00:34:38: | bought in.   |
|  | Two of our projects, so they bought in habitat and             |
| 00:34:38> 00:34:42:                        | then they bought into assembly and assembly was was a          |
| 00:34:42> 00:34:44:                        | project that sold out very quickly and there was a             |
| 00:34:45> 00:34:47:                        | lot of demand. There's more demand than we had units           |
| 00:34:47> 00:34:48:                        | at the end of the day,   |
| 00:34:48> 00:34:53:                        | but it was such it was so.                                     |
| 00:34:53> 00:34:55:                        | Really cool to see a few people actually put together          |
| 00:34:55> 00:34:58:                        | these cards and they they had like pictures of their           |
| 00:34:58> 00:35:00:                        | families and their dogs and they were sort of telling          |
| 00:35:00> 00:35:02:                        | the story behind. You know why they why they wanted            |
| 00:35:03> 00:35:05:                        | to be in the project and which unit they wanted                |
| 00:35:05> 00:35:07:                        | and how that was going to work for their family                |
| 00:35:07> 00:35:10:                        | and and for us. It just really touched us and                  |
| 00:35:11> 00:35:14:                        | we were like this is this is really beautiful that             |
| 00:35:14> 00:35:17:                        | these that this family has kind of fallen in love              |
| 00:35:18> 00:35:21:                        | with this project like we have and it was just                 |
| 00:35:21> 00:35:23:                        | it was just a really effective.                                |
| 00:35:23> 00:35:27:                        | Thing that they did to ensure that they got that               |
| 00:35:27> 00:35:28:                        | that unit.   |
| 00:35:28> 00:35:31:                        | So I think having that kind of personalized touch is           |
| 00:35:32> 00:35:35:                        | is is important for us to make sure that we're                 |
| 00:35:35> 00:35:38:                        | we're really doing the right thing for the community,          |
| 00:35:38> 00:35:40:                        | but I think for any of the listeners that that                 |
| 00:35:40> 00:35:42:                        | was just kind of one small tip that I can                      |
| 00:35:42> 00:35:45:                        | give them if they're trying to buy into a project              |
| 00:35:45> 00:35:47:                        | in the city. Whether it's a fabric project or or               |
| 00:35:48> 00:35:49:                        | someone elses project,   |
| 00:35:49> 00:35:53:                        | just kind of bringing that that personalized touch and and     |
| 00:35:53> 00:35:53:                        | and and.   |
| 00:35:54> 00:35:57:                        | Letting letting the developer know that they're they're an end |
| 00:35:57> 00:35:59:                        | user and how this is going to be a big                         |
| 00:35:59> 00:36:01:                        | part of their their life and their family moving forward       |
| 00:36:02> 00:36:04:                        | as is kind of a nice thing to do.                              |
| 00:36:05> 00:36:08:                        | ls rewarding because then it kind of pays off.                 |
| 00:36:08> 00:36:11:                        | It shows that the the amount of focus you've put               |
| 00:36:12> 00:36:14:                        | into the project is paid off.                                  |
| 00:36:14> 00:36:16:                        | If people are actually vying to buy units in the               |
| 00:36:16> 00:36:20:                        | building in it almost reverses the typical dynamic that you    |
| 00:36:20> 00:36:22:                        | see in a sales approach when a when a when                     |
|  |  |

| 00:36:22> 00:36:27: | a building basically comes up for sale and.                               |
|---------------------|---|
| 00:36:27> 00:36:31: | It's more always trying to canvas as many buyers as                       |
| 00:36:31> 00:36:31: | possible,   |
| 00:36:31> 00:36:34: | whereas you guys have reversed it where there's actually people           |
| 00:36:34> 00:36:35: | that are,   |
| 00:36:35> 00:36:38: | you know. Tracking and wanting to be part of the                          |
| 00:36:38> 00:36:42: | community or the building that you guys are are developing                |
| 00:36:42> 00:36:45: | without you even having to go to use that typical                         |
| 00:36:45> 00:36:48: | approach developer approach of of sales and marketing.                    |
| 00:36:48> 00:36:53: | So that's interesting, interesting and and must be really rewarding.      |
| 00:36:53> 00:36:56: | I think to to get that kind of feedback from                              |
| 00:36:56> 00:36:59: | your from your from your buyers.  |
| 00:36:59> 00:37:01: | So I'm going to thank you again for joining us,                           |
| 00:37:01> 00:37:04: | Jordan and Teresa. I appreciate your time today.                          |
| 00:37:04> 00:37:06: | Joining you to join us on this podcast.                                   |
| 00:37:06> 00:37:09: | And yeah, I look forward to seeing.                                       |
| 00:37:09> 00:37:13: | More fabric developments in the city hopefully will convince you          |
| 00:37:13> 00:37:15: | at some point to leave E van and search the                               |
| 00:37:16> 00:37:16: | building.   |
| 00:37:16> 00:37:20: | Other communities as well, 'cause I think the thoughtful approach         |
| 00:37:20> 00:37:24: | to development that you guys have championed or are championing,          |
| 00:37:24> 00:37:28: | is is something that we need in order for Vancouver                       |
| 00:37:28> 00:37:31: | to kind of grow into its rightful place as a                              |
| 00:37:31> 00:37:33: | as a global city.   |
| 00:37:33> 00:37:35: | I I'm appreciative of all the work that you've done                       |
| 00:37:35> 00:37:37: | and thank you again for joining today.                                    |
| 00:37:39> 00:37:39: | Having us.  |
| 00:37:40> 00:37:41: | Thank you for the invitation.   |
| 00:37:41> 00:37:42: | Appreciate it.  |
| 00:37:43> 00:37:46: | Thanks for joining us today on the real Estate Innovation                 |
| 00:37:46> 00:37:46: | Podcast.  |
| 00:37:46> 00:37:49: | I hope you enjoyed the discussion with Fabric living.                     |
| 00:37:49> 00:37:53: | If you'd like to stay informed about our upcoming episodes,               |
| 00:37:53> 00:37:56: | you'll find the subscribe button on all our podcast channels.             |
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| 00:37:58> 00:38:02: | by checking out the Women's Leadership Initiative webpage and subscribing |
| 00:38:02> 00:38:04: | to the UL IBC Email newsletter.   |

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