

# Webinar

## ULI British Columbia: Coffee and Conversations with Craig Stanghetta

Date: October 18, 2021

00:00:00 --> 00:01:29: Still fit. In the suit. OK,  
 00:01:29 --> 00:01:31: let's get started. Thank you all for joining us in  
 00:01:31 --> 00:01:35: another edition of coffee and conversations hosted by the  
 Urban  
 00:01:35 --> 00:01:37: L'institut and generously sponsored by Onnit.  
 00:01:38 --> 00:01:41: My name is Randolph Lee with you libz young leaders  
 00:01:41 --> 00:01:44: group and I'm joined by my team members Oliver Tenant  
 00:01:44 --> 00:01:45: and Chris Cuno.  
 00:01:45 --> 00:01:48: As always, I would like to give a special thanks  
 00:01:48 --> 00:01:51: to Shannon Patterson and U Liv sees young leaders group  
 00:01:51 --> 00:01:55: for their continued support and guidance now for newcomers  
 joining  
 00:01:55 --> 00:01:59: us coffee and conversations. As you libz early morning  
 networking  
 00:01:59 --> 00:02:02: event where students are professionals could drop in to meet  
 00:02:02 --> 00:02:05: other like minded colleagues and hear new thoughts,  
 00:02:05 --> 00:02:08: ideas and industry issues surrounding real estate  
 development.  
 00:02:08 --> 00:02:11: We will continue to be having a new the next  
 00:02:11 --> 00:02:15: coffee and conversation monthly events online or beginning  
 to plan.  
 00:02:15 --> 00:02:18: In person events, so stay tuned.  
 00:02:18 --> 00:02:21: We have two other exciting ULI events for you this  
 00:02:21 --> 00:02:21: week.  
 00:02:21 --> 00:02:25: The first is a walking tour with SFU Community Trust.  
 00:02:25 --> 00:02:28: This is an in person event that's taking place tomorrow  
 00:02:28 --> 00:02:29: afternoon.  
 00:02:29 --> 00:02:32: You all I will also have a zoom discussion on  
 00:02:32 --> 00:02:35: how to be a nonprofit board or committee member is  
 00:02:35 --> 00:02:38: happening this Thursday starting at 5:00 PM.

00:02:38 --> 00:02:41: You can find out about these events and many others  
00:02:41 --> 00:02:42: on EU LIBC website,  
00:02:42 --> 00:02:45: so things will be pasted in the chat.  
00:02:45 --> 00:02:48: Housekeeping items, please keep your microphones muted.  
00:02:48 --> 00:02:51: Your web camera is optional,  
00:02:51 --> 00:02:53: but we encourage you to turn it on.  
00:02:53 --> 00:02:55: There will be a Q&A session towards the end of  
00:02:55 --> 00:02:56: the talk,  
00:02:56 --> 00:02:59: so please feel free to send a message to Chris  
00:02:59 --> 00:03:02: Cuno or me with any questions that you may have  
00:03:02 --> 00:03:03: for our speaker today.  
00:03:03 --> 00:03:06: We will select them in the order that they are  
00:03:06 --> 00:03:10: received and unmute you so you can ask him directly  
00:03:10 --> 00:03:10: on 840.  
00:03:10 --> 00:03:13: Now, for our speaker. Today we are very fortunate to  
00:03:14 --> 00:03:15: have Craig then get a join us.  
00:03:15 --> 00:03:19: Craig is the principal and founder as scenery and established  
00:03:20 --> 00:03:22: interior design firm in Vancouver.  
00:03:22 --> 00:03:25: Craig and his company are known for creating some of  
00:03:25 --> 00:03:27: Vancouver's most iconic restaurants,  
00:03:27 --> 00:03:31: including the botanist cousin Tanto and Baobei.  
00:03:31 --> 00:03:32: Just to name a few,  
00:03:32 --> 00:03:36: Craig is also a restaurant co-owner and operator himself.  
00:03:36 --> 00:03:41: At Osteria Salvio Volpe and Filipinos spaghetti house.  
00:03:41 --> 00:03:45: St. Mary has also recently begun to work on multifamily  
00:03:45 --> 00:03:47: projects such as format by Cressy.  
00:03:47 --> 00:03:52: A condo project was a unique customization program for  
buyers.  
00:03:52 --> 00:03:56: In agreeing, interviewing, correct today will be my colleague  
Oliver  
00:03:56 --> 00:03:56: tenant.  
00:03:56 --> 00:03:59: He is currently an assistant development manager at St Side  
00:03:59 --> 00:04:00: Developments.  
00:04:00 --> 00:04:02: With that Craig and Oliver,  
00:04:02 --> 00:04:05: the floor is yours. Cool  
00:04:06 --> 00:04:09: thanks man off, I appreciate that introduction and first and  
00:04:09 --> 00:04:12: foremost good morning Craig and welcome to ULI.  
00:04:13 --> 00:04:16: Thank you good morning hi everybody.  
00:04:16 --> 00:04:17: So  
00:04:17 --> 00:04:21: for those who maybe don't know a lot about Saint  
00:04:21 --> 00:04:22: Marie and yourself,  
00:04:22 --> 00:04:25: and your background, can you kind of get the Kohl's  
00:04:25 --> 00:04:28: notes of how you started Saint Marie and what your

00:04:28 --> 00:04:29: day today looks like?

00:04:30 --> 00:04:36: Sure, uhm. I mean I started this company very informally,

00:04:36 --> 00:04:40: I was. It was probably about 13 years ago that

00:04:40 --> 00:04:44: we would have begun our first 1213 years ago.

00:04:44 --> 00:04:46: We would begin our first project and and by we

00:04:46 --> 00:04:47: it was just.

00:04:47 --> 00:04:50: It was just me at the time.

00:04:50 --> 00:04:54: And I was a kind of serious hobbyist when it

00:04:54 --> 00:04:57: comes to design and I had sort of.

00:04:57 --> 00:04:59: Uhm, you know dip my toe in it.

00:04:59 --> 00:05:01: Where I grew up in Northern Ontario,

00:05:01 --> 00:05:04: you didn't really have much of a pathway to to

00:05:04 --> 00:05:05: design.

00:05:05 --> 00:05:08: I mean the closest thing would have been to sort

00:05:08 --> 00:05:12: of formally follow the direction of architecture and it it

00:05:12 --> 00:05:12: didn't.

00:05:12 --> 00:05:14: It wasn't. It wasn't quite a fit for me,

00:05:14 --> 00:05:18: although I was interested in it when I was younger

00:05:18 --> 00:05:21: and it it didn't seem like a a total fit

00:05:21 --> 00:05:25: and I didn't realize that design was a real possibility

00:05:25 --> 00:05:28: and I was into the arts and.

00:05:28 --> 00:05:31: Uhm, and particularly the the theater,

00:05:31 --> 00:05:35: and that was something that sort of caught my attention

00:05:35 --> 00:05:37: when I was in high school and and I and

00:05:37 --> 00:05:38: I followed that.

00:05:38 --> 00:05:41: Through university and did a Bachelor of Fine Arts,

00:05:41 --> 00:05:46: as in an acting Conservatory at York University and after

00:05:46 --> 00:05:49: that was working in the theater.

00:05:49 --> 00:05:53: As as an actor, and while I was studying for

00:05:53 --> 00:05:54: my BFA,

00:05:54 --> 00:05:56: I. I they did all this.

00:05:56 --> 00:06:00: The set design stuff and and construction and and was

00:06:00 --> 00:06:03: sort of a like a set of kind of keen

00:06:03 --> 00:06:07: hobbyists where I was always the guy designing our our,

00:06:07 --> 00:06:10: you know, group apartments and and I had some some

00:06:11 --> 00:06:14: sort of side jobs or I would help friends that

00:06:14 --> 00:06:14: were doing,

00:06:14 --> 00:06:18: you know, art installations, built some furniture then and help

00:06:19 --> 00:06:23: friends design little retail stores and things like that

00:06:23 --> 00:06:25: throughout

00:06:23 --> 00:06:25: university and afterwards and.

00:06:25 --> 00:06:28: But I didn't realize there was a clear outlet for

00:06:28 --> 00:06:28: it,  
00:06:28 --> 00:06:32: but I was very serious about the the theater when  
00:06:32 --> 00:06:34: I was in school and,  
00:06:34 --> 00:06:38: uhm. And I always had this kind of half baked  
00:06:38 --> 00:06:40: idea that I would,  
00:06:40 --> 00:06:43: you know, work as a as a in the theater  
00:06:44 --> 00:06:45: as an as an actor.  
00:06:45 --> 00:06:49: And and perhaps maybe have this little you know design  
00:06:49 --> 00:06:52: you know showroom as a as a side job.  
00:06:52 --> 00:06:53: And I tried to for years,  
00:06:53 --> 00:06:56: tried to figure out how you could marry those those  
00:06:56 --> 00:06:58: two things and you know when you're when,  
00:06:58 --> 00:07:01: you're young, it very few clear kind of pathways and  
00:07:01 --> 00:07:03: opportunities present themselves.  
00:07:03 --> 00:07:06: But it was always something that was in the back  
00:07:06 --> 00:07:06: of my mind.  
00:07:06 --> 00:07:09: It wasn't until I moved to Vancouver and started to  
00:07:09 --> 00:07:12: do some work and film and television that I realized  
00:07:12 --> 00:07:13: it really wasn't.  
00:07:13 --> 00:07:15: It wasn't. I didn't enjoy it.  
00:07:15 --> 00:07:19: I and so was kind of a turning point for  
00:07:19 --> 00:07:19: me.  
00:07:19 --> 00:07:23: Where I I decided to take the design route seriously,  
00:07:23 --> 00:07:25: even though he didn't have a formal education,  
00:07:25 --> 00:07:27: I figured there might be a way to bootstrap it  
00:07:28 --> 00:07:30: and I sort of set to work doing some self  
00:07:30 --> 00:07:33: directed projects and trying to convince friends that I was  
00:07:33 --> 00:07:35: the guy to help them.  
00:07:35 --> 00:07:38: You know, design their shop or restaurant.  
00:07:38 --> 00:07:41: And you know, maybe we'll hit on this later,  
00:07:41 --> 00:07:45: but but sales are are very important part of any.  
00:07:47 --> 00:07:51: Any entrepreneurial path, and I guess I was decent at  
00:07:51 --> 00:07:55: winning people over to my idea to bring me on  
00:07:55 --> 00:07:59: board as a designer and and and soon afterwards  
00:07:59 --> 00:08:01: I convinced a couple of people and and was able  
00:08:01 --> 00:08:03: to design a few of my restaurants.  
00:08:03 --> 00:08:06: I mean, I made some some strong concessions.  
00:08:06 --> 00:08:09: Then I basically worked as a.  
00:08:09 --> 00:08:12: On the design team and worked as a contractor out  
00:08:12 --> 00:08:12: the gates.  
00:08:12 --> 00:08:14: I was in those sites swinging hammers,  
00:08:14 --> 00:08:19: you know. Distressing mirrors building lights,

00:08:19 --> 00:08:22: making art installations painting we did.  
00:08:22 --> 00:08:25: We did all that stuff and I did that probably  
00:08:25 --> 00:08:26: for the first 18 months of.  
00:08:26 --> 00:08:30: Of of of doing this work and and and the  
00:08:30 --> 00:08:33: first full restaurant that we did was baobei.  
00:08:36 --> 00:08:38: And it was a kind of departure from,  
00:08:38 --> 00:08:41: I guess what it would have been a kind of  
00:08:41 --> 00:08:47: more contemporary West Coast modernist aesthetic that was  
typical for  
00:08:47 --> 00:08:52: the hospital food and beverage hospitality scene out here  
and.  
00:08:52 --> 00:08:55: And where this sort of comes full circle as I've  
00:08:55 --> 00:08:58: always looked at design through the lens of a kind  
00:08:58 --> 00:09:00: of narrative storytelling aspect.  
00:09:00 --> 00:09:04: And that's obviously because of my background in in the  
00:09:04 --> 00:09:07: arts and in the theater particular and.  
00:09:07 --> 00:09:10: And the thing with Baobei was that she had a  
00:09:10 --> 00:09:11: very cool,  
00:09:11 --> 00:09:14: interesting pedigree and story to tell.  
00:09:16 --> 00:09:21: As you know, third generation Chinese business owner,  
00:09:21 --> 00:09:24: she had a whole other perspective on what what a  
00:09:24 --> 00:09:28: Chinese restaurant could be in and had this ambition to  
00:09:28 --> 00:09:31: sort of do something in the heart of Chinatown,  
00:09:31 --> 00:09:36: which at the time was was really.  
00:09:36 --> 00:09:39: Uhm? It was kind of a wild notion that not  
00:09:39 --> 00:09:40: a lot of people.  
00:09:40 --> 00:09:44: I mean, I remember having conversations over drinks with  
friends  
00:09:44 --> 00:09:47: in the industry and people you know thinking that tennis  
00:09:47 --> 00:09:48: was absolutely crazy.  
00:09:48 --> 00:09:50: To make that that bet.  
00:09:50 --> 00:09:54: But at any rate, we're really strongly guided by the  
00:09:54 --> 00:09:55: history of the of the site.  
00:09:55 --> 00:09:58: Obviously in tennis is family history and travels,  
00:09:58 --> 00:10:01: and and being able to synthesize this kind of cool  
00:10:01 --> 00:10:01: idea and.  
00:10:01 --> 00:10:06: And yeah, we collectively worked really hard to make  
something  
00:10:06 --> 00:10:07: truly unique,  
00:10:07 --> 00:10:10: sort of. Throwing caution to the wind that.  
00:10:10 --> 00:10:12: We didn't have to hedge our bets on trying to  
00:10:12 --> 00:10:14: please or placate people,  
00:10:14 --> 00:10:16: and as a result the place was was really well

00:10:16 --> 00:10:19: received and really busy right out the gates and I  
00:10:19 --> 00:10:21: think it gave me a little foot in the door  
00:10:21 --> 00:10:25: to to keep to keep going and and right after  
00:10:25 --> 00:10:30: that I started to formalize how I could turn this  
00:10:30 --> 00:10:34: thing into a proper studio and and begin to unpack  
00:10:34 --> 00:10:36: how this could you know?  
00:10:36 --> 00:10:39: Be a viable business and started to bring on you  
00:10:39 --> 00:10:43: know people smarter than me and more capable to help  
00:10:43 --> 00:10:45: me help me build it and and and so for  
00:10:45 --> 00:10:50: the first few years we've strongly pursued the food and  
00:10:50 --> 00:10:52: beverage scene and and you know,  
00:10:52 --> 00:10:54: I guess I was like a little bit older.  
00:10:54 --> 00:10:57: By that point I was maybe 30 and and so  
00:10:57 --> 00:11:00: I feel I had sort of paid my dues a  
00:11:00 --> 00:11:04: little bit and I had some a sense of sort  
00:11:04 --> 00:11:08: of potential and strategy. Behind this and we focused on  
00:11:08 --> 00:11:11: food and beverage because we felt we can.  
00:11:11 --> 00:11:16: Get, you know, sort of piggyback into media mentions that  
00:11:16 --> 00:11:16: way.  
00:11:16 --> 00:11:20: And those spaces are obviously very unique,  
00:11:20 --> 00:11:24: so in terms of being able to showcase perspective and  
00:11:24 --> 00:11:28: methodology and to do something that caused a bit of  
00:11:28 --> 00:11:31: stir and and also had an impact on on on  
00:11:31 --> 00:11:34: neighborhoods, it was it was kind of a win win  
00:11:34 --> 00:11:38: because it was something I was super passionate about and  
00:11:38 --> 00:11:38: dumb.  
00:11:39 --> 00:11:42: But it also got some quick momentum and obviously you  
00:11:42 --> 00:11:46: can sort of move a little bit faster that way,  
00:11:46 --> 00:11:50: so we're able to start building the business and scaling  
00:11:50 --> 00:11:54: it up pretty quickly 'cause we're very hungry and driven.  
00:11:54 --> 00:11:59: And yeah, excited about what the potential was.  
00:11:59 --> 00:12:04: And dumb. You know, so Fast forward another 8-8 years  
00:12:05 --> 00:12:08: and we're probably at 25 person studio.  
00:12:09 --> 00:12:14: You know we work all over North America.  
00:12:14 --> 00:12:21: You are, we do. Everything from hotels to huge mixed  
00:12:21 --> 00:12:23: use projects a lot.  
00:12:23 --> 00:12:27: Still do you know a lot of food and beverage  
00:12:27 --> 00:12:31: work and all different all different categories,  
00:12:31 --> 00:12:33: all different scales? And yeah,  
00:12:33 --> 00:12:36: it's not not to say it's been easy by any  
00:12:36 --> 00:12:37: stretch,  
00:12:37 --> 00:12:40: but it's been a real adventure and.

00:12:40 --> 00:12:44: There's been a lot of lessons learned over over the  
00:12:45 --> 00:12:48: years and and now I I count some of the  
00:12:48 --> 00:12:50: most intelligent,  
00:12:50 --> 00:12:54: capable, positive creative people amongst my team.  
00:12:54 --> 00:12:59: And you know, the discourse at our offices that we're  
00:12:59 --> 00:13:01: just getting started now.  
00:13:01 --> 00:13:05: So it's it's a very fun time and and I'm  
00:13:05 --> 00:13:06: keen to.  
00:13:06 --> 00:13:10: Ted talk with people about how this stuff comes together,  
00:13:10 --> 00:13:13: because I certainly would have loved a little bit of  
00:13:13 --> 00:13:16: that insight and guidance when I was when I was  
00:13:16 --> 00:13:16: getting started.  
00:13:16 --> 00:13:17: Very  
00:13:17 --> 00:13:19: cool, very cool. Appreciate that,  
00:13:19 --> 00:13:22: UM, for those of you who haven't been to Balbay  
00:13:22 --> 00:13:23: definitely go that place.  
00:13:23 --> 00:13:27: Rules and obviously all the other restaurants that you've  
been  
00:13:27 --> 00:13:29: involved with over the years to crag.  
00:13:29 --> 00:13:32: So there's been a lot of growth with Saint Marie  
00:13:32 --> 00:13:34: over the last 10 to 12 years and maybe we  
00:13:34 --> 00:13:37: could unpack that a bit in regards to your more  
00:13:37 --> 00:13:40: entrepreneurship side of how you've created a team aligned  
a  
00:13:41 --> 00:13:43: team building complementary skill sets,  
00:13:43 --> 00:13:46: that kind of thing, and some lessons learned in growing  
00:13:46 --> 00:13:47: the team.  
00:13:47 --> 00:13:48: Throughout the last decade.  
00:13:49 --> 00:13:52: For sure, I mean, I think the number one thing  
00:13:52 --> 00:13:53: that I would have.  
00:13:53 --> 00:13:56: Had the benefit of was that?  
00:13:56 --> 00:14:02: Since I didn't study UM design or architecture or formally,  
00:14:02 --> 00:14:04: I really wasn't like sort of,  
00:14:04 --> 00:14:06: you know, quote unquote on the tools out the gates.  
00:14:06 --> 00:14:09: I had to be in a leadership role and had  
00:14:09 --> 00:14:13: to build teams that could help realize projects.  
00:14:13 --> 00:14:17: I had to leverage relationships with clients and and trades  
00:14:17 --> 00:14:21: and crafts people and contractors to to really sort of  
00:14:21 --> 00:14:22: look at things as this.  
00:14:22 --> 00:14:25: That everyone had a sort of common shared interest,  
00:14:25 --> 00:14:26: and that we're trying to,  
00:14:26 --> 00:14:28: you know, make something remarkable.  
00:14:28 --> 00:14:33: And again, like that idea of of carving a narrative,

00:14:33 --> 00:14:36: it ended up being like a really strong tool,  
00:14:36 --> 00:14:40: not only to help your own team understand,  
00:14:40 --> 00:14:42: you, know where we're going and and why,  
00:14:42 --> 00:14:43: and have something to look forward to.  
00:14:43 --> 00:14:46: But but everybody who works on independent,  
00:14:46 --> 00:14:48: interesting projects and, and I would argue,  
00:14:48 --> 00:14:52: any projects of any scale they want to know the  
00:14:52 --> 00:14:52: purpose.  
00:14:52 --> 00:14:54: Behind it, and I think,  
00:14:54 --> 00:14:58: uh. I've been, I've always tried to be very transparent  
00:14:58 --> 00:15:00: with what our goals are,  
00:15:00 --> 00:15:03: both as a business and what we're trying to do  
00:15:03 --> 00:15:05: with each project and and.  
00:15:05 --> 00:15:11: And truthfully, look at each project as its own individual.  
00:15:11 --> 00:15:15: Sort of. You know it's it's there.  
00:15:15 --> 00:15:17: It's a business in and of itself that has,  
00:15:17 --> 00:15:19: you know, a model and metrics that it needs to  
00:15:19 --> 00:15:21: answer to in order for it to be successful.  
00:15:21 --> 00:15:26: And so I've always tried to be very much like  
00:15:26 --> 00:15:27: a kind of,  
00:15:27 --> 00:15:30: you know, linchpin in the overall.  
00:15:30 --> 00:15:34: A structure of a project to to rally people to  
00:15:34 --> 00:15:37: seeing where we're going and why,  
00:15:37 --> 00:15:39: and what success looks like.  
00:15:39 --> 00:15:42: And again, I think I've benefited,  
00:15:42 --> 00:15:44: you know, I wouldn't have known it at the time,  
00:15:44 --> 00:15:48: but I truly did benefit from the work that I  
00:15:48 --> 00:15:49: did in in.  
00:15:49 --> 00:15:51: In the theater, a lot of it was around,  
00:15:51 --> 00:15:54: you know, communicating, talking about ideas,  
00:15:54 --> 00:15:57: trying to tease out like you know,  
00:15:57 --> 00:15:58: when you're rehearsing, say for a play,  
00:15:58 --> 00:16:00: you're always trying new things.  
00:16:00 --> 00:16:04: You're taking risks, nobody knows what the end result is  
00:16:04 --> 00:16:05: going to be,  
00:16:05 --> 00:16:07: but everyone is kind of striving for a for a  
00:16:07 --> 00:16:08: common goal.  
00:16:08 --> 00:16:11: So you start to build some tools around how to  
00:16:11 --> 00:16:14: arrive at something that is surprising and and and interesting.  
00:16:14 --> 00:16:17: And and how people can galvanise around doing their best  
00:16:17 --> 00:16:17: work,  
00:16:17 --> 00:16:19: and that and that, really.



00:16:19 --> 00:16:22: You know, if you think about any big kind of  
00:16:22 --> 00:16:23: collaborative effort,  
00:16:23 --> 00:16:26: there's people that are from multiple departments.  
00:16:26 --> 00:16:29: They are trying to find commonality even though they exist  
00:16:29 --> 00:16:31: in their own silos,  
00:16:31 --> 00:16:32: so they have their own set of kind of rules  
00:16:32 --> 00:16:34: and languages and things like that.  
00:16:34 --> 00:16:37: So whenever you can create some connective tissue around  
that  
00:16:38 --> 00:16:41: and get those people to understand one another's  
perspective,  
00:16:41 --> 00:16:44: then some remarkable things can happen.  
00:16:44 --> 00:16:48: And so I've I, I think fundamentally at the at  
00:16:48 --> 00:16:49: the root of it is.  
00:16:49 --> 00:16:53: That ability to rally people around ideas get different groups  
00:16:54 --> 00:16:56: to communicate with one another,  
00:16:56 --> 00:16:59: work through challenges and and things like that and and  
00:16:59 --> 00:17:02: that's sort of a kind of you know,  
00:17:02 --> 00:17:06: macro answer. That's a sort of bit philosophical,  
00:17:06 --> 00:17:08: but I do think it's it's very,  
00:17:08 --> 00:17:10: very critical, and I think it's one of the main  
00:17:10 --> 00:17:14: things that design companies could benefit from is thinking  
about  
00:17:14 --> 00:17:15: how is this.  
00:17:15 --> 00:17:17: How is this? How does this business win,  
00:17:17 --> 00:17:19: and what's our role to play here?  
00:17:19 --> 00:17:23: How do we leverage? The built environment to help this  
00:17:23 --> 00:17:26: business when and and clearly all the all the best  
00:17:27 --> 00:17:29: design companies get there,  
00:17:29 --> 00:17:31: but a lot. A lot of them take quite a  
00:17:31 --> 00:17:34: bit of time and it's A and it's very challenging  
00:17:34 --> 00:17:37: to teach younger people that that's you know.  
00:17:37 --> 00:17:39: Ultimately what the purpose is,  
00:17:39 --> 00:17:43: because there's there's usually a sort of more,  
00:17:43 --> 00:17:45: I guess, kind of pie in the sky notion of  
00:17:45 --> 00:17:47: what the what the job is all about.  
00:17:47 --> 00:17:48: And it's not to say you need to park your  
00:17:49 --> 00:17:49: creativity at the door.  
00:17:49 --> 00:17:51: In fact, it's one of your number one.  
00:17:51 --> 00:17:54: Tools to make something really go,  
00:17:54 --> 00:17:58: but understanding that purpose that you know,  
00:17:58 --> 00:18:01: for better or worse where we're in a we're running  
00:18:02 --> 00:18:02: a business,

00:18:02 --> 00:18:06: right? And all of our clients are.  
00:18:06 --> 00:18:08: Particularly when you're working in the commercial sector,  
00:18:08 --> 00:18:11: which which we do, we very rarely do single family,  
00:18:11 --> 00:18:16: residential, and fundamentally, it's because.  
00:18:16 --> 00:18:20: There's no dumb. Uh, there's no sort of equalizer in  
00:18:20 --> 00:18:23: terms of like what does success look like?  
00:18:23 --> 00:18:26: It's it's based on personal preference over in that world,  
00:18:26 --> 00:18:29: and that doesn't. That's not our.  
00:18:29 --> 00:18:33: RMO, uhm so in terms of learning how to scale,  
00:18:33 --> 00:18:38: I think it's about. You know it.  
00:18:38 --> 00:18:41: You taking risks knowing when to reinvest you,  
00:18:41 --> 00:18:42: know back in the business,  
00:18:42 --> 00:18:44: knowing when you're going to pay your,  
00:18:44 --> 00:18:48: you know, pay your dues so to speak that there's  
00:18:49 --> 00:18:52: a there's a lot I try and hire people that  
00:18:52 --> 00:18:53: are,  
00:18:53 --> 00:18:57: you know. Really ambitious that they want to get.  
00:18:57 --> 00:19:00: They want to get somewhere and they know that that  
00:19:00 --> 00:19:02: there's a lot to learn along the way.  
00:19:02 --> 00:19:05: And and I try to be pretty open about how  
00:19:05 --> 00:19:08: you know I would sweep sweeping floors on those job  
00:19:08 --> 00:19:09: sites.  
00:19:09 --> 00:19:12: I was, you know, getting my hands dirty and I  
00:19:13 --> 00:19:16: try to make sure that we we still kind of  
00:19:16 --> 00:19:20: have that kind of grit in our in our business.  
00:19:20 --> 00:19:21: And that's the kind of people I look for.  
00:19:21 --> 00:19:25: And I think that people that are willing to you  
00:19:25 --> 00:19:25: know.  
00:19:25 --> 00:19:29: Come be realtime players, I think that's critical.  
00:19:29 --> 00:19:33: It's all about a team dynamic.  
00:19:33 --> 00:19:34: You know, ever and that doesn't?  
00:19:34 --> 00:19:38: It doesn't negate individuality, because what happens in a  
really  
00:19:38 --> 00:19:40: strong team team dynamic as you know,  
00:19:40 --> 00:19:44: is that people do what they do best within the  
00:19:44 --> 00:19:46: within the sort of.  
00:19:46 --> 00:19:50: Rhythm and mechanics of that dynamic and.  
00:19:50 --> 00:19:52: And so I think those are some of the things  
00:19:52 --> 00:19:54: that I think are are critical,  
00:19:54 --> 00:19:56: you know, just strictly pragmatically.  
00:19:56 --> 00:19:59: I mean. Again, it's it's knowing how to.  
00:19:59 --> 00:20:02: UM, I've never been a big believer in a service

00:20:02 --> 00:20:05: based business that you go and get capital and throw  
00:20:05 --> 00:20:06: it at something.  
00:20:06 --> 00:20:08: I think that's a really fast way to sort of,  
00:20:08 --> 00:20:11: you know, just run out of run out of money  
00:20:11 --> 00:20:13: and that money doesn't.  
00:20:13 --> 00:20:17: It doesn't have enough. It doesn't matter enough at that  
00:20:17 --> 00:20:17: point,  
00:20:17 --> 00:20:20: so I I've always looked at at in,  
00:20:20 --> 00:20:25: you know, in investing the work building,  
00:20:25 --> 00:20:30: building, Capitol, building resources, and then applying it  
back to  
00:20:30 --> 00:20:33: the business for your next kind of growth.  
00:20:33 --> 00:20:37: Kind of Sprint and and also just having that kind  
00:20:37 --> 00:20:42: of growth mindset like trying to really embody that in  
00:20:42 --> 00:20:45: the culture of a business,  
00:20:45 --> 00:20:47: is that there's. There's always a next step,  
00:20:47 --> 00:20:49: and it's and it's exciting.  
00:20:49 --> 00:20:50: Not everybody needs to do that.  
00:20:50 --> 00:20:54: There's people have great careers where they where they  
don't  
00:20:54 --> 00:20:56: have to have to be like that.  
00:20:56 --> 00:20:58: But when you're trying to build.  
00:21:00 --> 00:21:01: Something larger in your end,  
00:21:01 --> 00:21:03: specifically in. In my case,  
00:21:03 --> 00:21:05: I feel like you really do have to stretch here  
00:21:05 --> 00:21:07: when you're in Vancouver,  
00:21:07 --> 00:21:10: else could be really sort of relegated to being a  
00:21:10 --> 00:21:13: kind of regional studio and and again,  
00:21:13 --> 00:21:15: nothing. There's nothing wrong with that.  
00:21:15 --> 00:21:18: People can make a great living and have a wonderful  
00:21:18 --> 00:21:18: life that way,  
00:21:18 --> 00:21:21: but it's not what I've ever been interested in.  
00:21:21 --> 00:21:23: I want to be, you know,  
00:21:23 --> 00:21:25: in our studio, to be on the on the sort  
00:21:25 --> 00:21:28: of world stage I want to strive to be in  
00:21:28 --> 00:21:29: that kind of.  
00:21:29 --> 00:21:32: You know the group of peers that we respect that  
00:21:32 --> 00:21:36: are doing this work globally and and we've always looked  
00:21:36 --> 00:21:39: at this as like a kind of cultural instigator where  
00:21:40 --> 00:21:42: we're able to change neighborhoods,  
00:21:42 --> 00:21:46: evolve, you know, evolve cities and,  
00:21:46 --> 00:21:52: and have a positive impact on where we do business.

00:21:52 --> 00:21:53: Very  
00:21:53 --> 00:21:56: cool, I appreciate that and kind of branching off from  
00:21:56 --> 00:21:57: that.  
00:21:57 --> 00:21:59: I know you and I talked a little bit about  
00:21:59 --> 00:22:00: this offline crag,  
00:22:00 --> 00:22:03: but in terms of that growth and growth trajectory both  
00:22:03 --> 00:22:07: for yourself and also your team members at Saint Marie,  
00:22:07 --> 00:22:11: how best do you manage that growth with the classic  
00:22:11 --> 00:22:13: work life balance?  
00:22:13 --> 00:22:16: So like the importance of being regenerative and and not  
00:22:16 --> 00:22:18: burning yourself out,  
00:22:18 --> 00:22:22: but also taking advantage of the limited time you have  
00:22:22 --> 00:22:22: to.  
00:22:22 --> 00:22:26: To put 110% in, how do you balance all that?  
00:22:27 --> 00:22:29: Well, first of all I have to say it's it's  
00:22:29 --> 00:22:30: really,  
00:22:30 --> 00:22:34: really difficult. And if I'm being completely honest,  
00:22:34 --> 00:22:38: I I actually think it's almost impossible to do when  
00:22:39 --> 00:22:41: you're just getting started to.  
00:22:41 --> 00:22:44: If I'm being completely honest and if I use myself  
00:22:44 --> 00:22:45: as an example,  
00:22:45 --> 00:22:50: I certainly didn't have a fully healthy work life balance  
00:22:50 --> 00:22:54: for the first ten years of of doing the work  
00:22:55 --> 00:22:55: myself.  
00:22:55 --> 00:22:59: But but you know, for the for the last.  
00:22:59 --> 00:23:04: As long as we've had the studio we've struck really  
00:23:04 --> 00:23:07: strive to create that clear boundary.  
00:23:07 --> 00:23:10: I believe in it, I think it's really is a  
00:23:10 --> 00:23:14: marathon in that it doesn't serve anybody well to burnout  
00:23:14 --> 00:23:17: or for their health to be compromised along the way.  
00:23:19 --> 00:23:23: But it's it's. It's hard to do and you have  
00:23:23 --> 00:23:24: to keep going back to you.  
00:23:24 --> 00:23:28: Know my management team. It's probably forms.  
00:23:28 --> 00:23:32: You know at least a third of every management weekly  
00:23:32 --> 00:23:36: management meeting when we're talking about how to  
00:23:36 --> 00:23:36: manage people's  
00:23:36 --> 00:23:36: deadlines.  
00:23:36 --> 00:23:39: Make sure people aren't going to put in any sneak  
00:23:39 --> 00:23:42: like sneaky overtime because we're again,  
00:23:42 --> 00:23:43: we're a service based business.  
00:23:43 --> 00:23:44: We have to hit these targets.  
00:23:44 --> 00:23:47: Our clients are expecting work to show up on a

00:23:47 --> 00:23:49: certain on a certain day,  
00:23:49 --> 00:23:51: and it's not a it's not a perfect science,  
00:23:51 --> 00:23:54: you know. Somebody might be like have an idea and  
00:23:54 --> 00:23:55: they take,  
00:23:55 --> 00:23:58: you know, they follow it to a down a path  
00:23:58 --> 00:23:59: and it.  
00:23:59 --> 00:24:01: And it turns out that it doesn't quite do the  
00:24:01 --> 00:24:01: trick,  
00:24:01 --> 00:24:04: but they're driven by exploring that idea,  
00:24:04 --> 00:24:06: or they're trying to do something new,  
00:24:06 --> 00:24:11: or they're pushing themselves and challenging themselves  
and and part  
00:24:11 --> 00:24:14: of the time my my role is to try and  
00:24:14 --> 00:24:15: you know,  
00:24:15 --> 00:24:17: had people off on the pass and try to coach  
00:24:17 --> 00:24:17: them through,  
00:24:17 --> 00:24:22: like getting back to a an outcome that works within.  
00:24:22 --> 00:24:28: Like you know, a kind of reasonable timeline for them.  
00:24:28 --> 00:24:30: And and again we try to.  
00:24:30 --> 00:24:32: You know, just try to talk about it a lot.  
00:24:32 --> 00:24:33: You know. Try to say you know,  
00:24:33 --> 00:24:35: you know, drop your, get,  
00:24:35 --> 00:24:36: put your put your phone down,  
00:24:36 --> 00:24:39: close your computer at the end of the work.  
00:24:39 --> 00:24:41: They don't. Don't look at it,  
00:24:41 --> 00:24:42: it's don't touch it on the weekend.  
00:24:42 --> 00:24:44: It's actually not that important,  
00:24:44 --> 00:24:49: and we set really clear boundaries with our clients on  
00:24:49 --> 00:24:49: that.  
00:24:49 --> 00:24:52: It doesn't. I don't think that you know that there's  
00:24:52 --> 00:24:53: there's.  
00:24:53 --> 00:24:56: There's that amount of urgency that it requires people to  
00:24:57 --> 00:24:57: be.  
00:24:57 --> 00:25:01: You know answering emails and stuff after office hours.  
00:25:01 --> 00:25:02: I don't, I don't do it no.  
00:25:02 --> 00:25:05: Nobody in my company does it.  
00:25:05 --> 00:25:10: In fact, it's it's frowned upon in our organization.  
00:25:10 --> 00:25:13: And, uh. At the same time,  
00:25:13 --> 00:25:17: when you have ambitious people and you have like really  
00:25:17 --> 00:25:22: challenging projects and everyone's like doing doing the work  
partially  
00:25:23 --> 00:25:25: because it's their passion and then.

00:25:25 --> 00:25:28: It inevitably tips over into into,  
00:25:28 --> 00:25:33: you know, going beyond the perfect cookie cutter version of  
00:25:33 --> 00:25:33: of.  
00:25:33 --> 00:25:36: That and and so I think you always have to  
00:25:36 --> 00:25:40: be talking about it and addressing it and creating like,  
00:25:40 --> 00:25:44: UM, systems and processes to help support people in and  
00:25:44 --> 00:25:48: enhance their health and well being and and you know.  
00:25:48 --> 00:25:53: So we try to make sure that there is a.  
00:25:53 --> 00:25:57: You know, health and Wellness is is paramount to to  
00:25:58 --> 00:25:59: people's life.  
00:25:59 --> 00:26:06: We try to be very encouraging about pursuing those  
interests.  
00:26:06 --> 00:26:08: And we're going through a process right now where we're  
00:26:08 --> 00:26:08: talking about.  
00:26:08 --> 00:26:13: How can we start to build some?  
00:26:13 --> 00:26:17: Aspects of our benefit package that are more kind of  
00:26:18 --> 00:26:23: more about overall health rather and and sort of preventative  
00:26:23 --> 00:26:25: health as opposed to,  
00:26:25 --> 00:26:28: you know treatment based stuff which you know.  
00:26:28 --> 00:26:31: Again, we're sort of. It's an uphill battle because none  
00:26:31 --> 00:26:34: of the programs are are sort of tailored that that  
00:26:34 --> 00:26:34: way,  
00:26:34 --> 00:26:36: and it's certainly as you're a small business.  
00:26:36 --> 00:26:39: It's not like you have access to all this stuff  
00:26:39 --> 00:26:43: where you can build like a health and benefits platform  
00:26:43 --> 00:26:43: that is.  
00:26:43 --> 00:26:44: Kind of tailor made for you.  
00:26:44 --> 00:26:46: You're really sort of painted into a corner,  
00:26:46 --> 00:26:49: so yeah, I mean it takes a lot of ongoing,  
00:26:49 --> 00:26:50: a lot of ongoing work,  
00:26:50 --> 00:26:54: and at a personal level I think what I encourage.  
00:26:54 --> 00:26:57: You know, young people to do is to just to  
00:26:57 --> 00:26:59: get to get to know themselves,  
00:26:59 --> 00:27:02: build like really healthy habits and.  
00:27:04 --> 00:27:07: Put in the work to you know to your ability  
00:27:07 --> 00:27:09: and and and push yourself.  
00:27:09 --> 00:27:12: You have to. You have to push yourself to be  
00:27:12 --> 00:27:12: exceptional.  
00:27:13 --> 00:27:15: I don't think anyone gets anywhere without,  
00:27:15 --> 00:27:20: you know without putting in the extra effort.  
00:27:20 --> 00:27:25: It's it's not easy to be elite in anything,  
00:27:25 --> 00:27:28: and I think that's just a a fact.

00:27:28 --> 00:27:31: At the same time, if you think about,  
00:27:31 --> 00:27:32: I feel like where I'm at,  
00:27:32 --> 00:27:35: I'm in my. Early 40s and I feel like I'm  
00:27:35 --> 00:27:39: just getting going on my kind of business adventure.  
00:27:39 --> 00:27:42: I can't imagine not. Uh,  
00:27:42 --> 00:27:44: not doing this. I can't imagine not.  
00:27:44 --> 00:27:47: I find it so exciting to try new things to  
00:27:47 --> 00:27:50: build new relationships to.  
00:27:50 --> 00:27:53: You know, leverage your capability in a in a different  
00:27:53 --> 00:27:53: way.  
00:27:53 --> 00:27:56: And so if you think about the long game,  
00:27:56 --> 00:27:59: if you're not capable of.  
00:27:59 --> 00:28:03: Of leveraging all your experience and knowledge and those  
relationships  
00:28:03 --> 00:28:06: you worked so hard to build because you're you know  
00:28:06 --> 00:28:09: you're not well or you're burnt out in your it's  
00:28:09 --> 00:28:11: it's kind of a self defeating thing.  
00:28:11 --> 00:28:14: So I think he got a really know yourself and  
00:28:14 --> 00:28:18: you gotta find your own equilibrium and and and then  
00:28:18 --> 00:28:21: and then I think work in an organization where it's  
00:28:21 --> 00:28:24: it's people do try to be transparent and open about  
00:28:24 --> 00:28:27: about these things and that it's not.  
00:28:27 --> 00:28:30: You know you can't have a fully toxic culture.  
00:28:30 --> 00:28:32: Really is just about getting a leg up on the  
00:28:32 --> 00:28:33: person sitting next to you.  
00:28:33 --> 00:28:36: I I don't think that's I don't think that's a  
00:28:36 --> 00:28:38: long-term route to success,  
00:28:38 --> 00:28:39: but. Yeah.  
00:28:41 --> 00:28:41: And  
00:28:41 --> 00:28:44: when it comes to these projects that you guys are  
00:28:44 --> 00:28:47: obviously the best of the best at you guys are  
00:28:47 --> 00:28:50: working on all sorts of stuff all around North America.  
00:28:50 --> 00:28:54: From you know, neighborhood joints in Vancouver on  
Commercial Street  
00:28:54 --> 00:28:57: to some mid rise residential to high rise and also  
00:28:57 --> 00:29:01: a lot of hotel and multiple other food and beverage.  
00:29:01 --> 00:29:04: And then you want to specifically highlight and maybe  
unpack  
00:29:04 --> 00:29:06: a little bit for us the design process and then  
00:29:06 --> 00:29:07: what you go through.  
00:29:09 --> 00:29:11: Yeah, sure, I think first of all,  
00:29:11 --> 00:29:14: for anyone who's building a business,  
00:29:14 --> 00:29:19: I think it's important to remember that that there's two

00:29:19 --> 00:29:21: ways to quantify.

00:29:21 --> 00:29:22: The kind of work you bring on board,

00:29:22 --> 00:29:25: and that's that something aligns with your your positioning,

00:29:25 --> 00:29:28: so it's it's emblematic of who you.

00:29:28 --> 00:29:29: Where you want to be,

00:29:29 --> 00:29:31: who you are and how you want people to think

00:29:31 --> 00:29:34: about you and what really excites you.

00:29:34 --> 00:29:36: And then the other side of it is just how

00:29:37 --> 00:29:40: it feeds the model and so kind of like what

00:29:40 --> 00:29:43: you mentioned will do townhomes you know mid rise,

00:29:43 --> 00:29:49: wood, wood frame rental say UM independent retail,

00:29:49 --> 00:29:55: big restaurants, small restaurants and so that that there's like

00:29:55 --> 00:29:56: I said earlier,

00:29:56 --> 00:29:59: there's some, there's some some positioning.

00:29:59 --> 00:30:02: Uhm, reasoning for a lot of that stuff,

00:30:02 --> 00:30:03: but on the other side of it it.

00:30:03 --> 00:30:06: It also helps you build a mosaic of projects that

00:30:07 --> 00:30:09: can start to fill time and and a rhythm of

00:30:10 --> 00:30:12: how you move through through work.

00:30:12 --> 00:30:15: And that's a really big part of a service based

00:30:15 --> 00:30:15: businesses.

00:30:15 --> 00:30:20: How do you function at a kind of optimal level

00:30:20 --> 00:30:23: of capacity and that you know?

00:30:23 --> 00:30:27: If you can imagine you're only working on a you

00:30:27 --> 00:30:31: know high-rise multi res stuff where the life cycle is.

00:30:31 --> 00:30:35: You know whatever four years and all you have is

00:30:35 --> 00:30:36: those.

00:30:36 --> 00:30:39: It's really hard to find ways to slot other projects

00:30:39 --> 00:30:40: in the middle.

00:30:40 --> 00:30:41: I look at it like these big marbles,

00:30:41 --> 00:30:45: small small marbles, sand kind of analogy and I think

00:30:45 --> 00:30:48: just as a kind of business insight for anyone who's

00:30:48 --> 00:30:51: in the service based world is to is to really

00:30:51 --> 00:30:54: consider how to build a system that.

00:30:54 --> 00:30:58: That you could work in in that capacity where those

00:30:58 --> 00:31:02: projects are still a very good and clear reflection of

00:31:02 --> 00:31:05: of what you want your company to be.

00:31:05 --> 00:31:08: That's a great balance to strike because then,

00:31:08 --> 00:31:12: as new projects launch, their emblematic of what you want

00:31:12 --> 00:31:13: to be.

00:31:13 --> 00:31:15: But they're also really servicing your business model,

00:31:15 --> 00:31:18: which is equally important if you don't have good cash



00:31:18 --> 00:31:19: flow.  
00:31:19 --> 00:31:22: If you don't have, you know the mechanics of how  
00:31:22 --> 00:31:25: the projects sort of flow into one another.  
00:31:25 --> 00:31:30: Then it's a really tricky like chunky hard thing to  
00:31:30 --> 00:31:33: negotiate and and it's a it's a lot of a  
00:31:34 --> 00:31:35: lot of work,  
00:31:35 --> 00:31:37: so if you can build a system where they where  
00:31:37 --> 00:31:38: they,  
00:31:38 --> 00:31:41: they sort of kind of click into one another and  
00:31:41 --> 00:31:43: compliment one another,  
00:31:43 --> 00:31:46: that's that's really important in terms of how the process  
00:31:46 --> 00:31:47: works.  
00:31:47 --> 00:31:50: It's it's. We have a we have a perspective that  
00:31:50 --> 00:31:52: we bring to every project.  
00:31:52 --> 00:31:55: So if I was to use like.  
00:31:55 --> 00:31:59: One of my own restaurants say you know Pepino's,  
00:31:59 --> 00:32:02: which is very different from what we would typically do,  
00:32:02 --> 00:32:04: but we still follow the same recipe as that.  
00:32:04 --> 00:32:09: There's a clear there's a clear historical kind of context  
00:32:09 --> 00:32:11: for that restaurant.  
00:32:11 --> 00:32:13: The site has, you know,  
00:32:13 --> 00:32:16: benefits and and and drawbacks,  
00:32:16 --> 00:32:18: so you know, like I,  
00:32:18 --> 00:32:20: I think it's kind of a cliché to in in  
00:32:20 --> 00:32:21: the world of business,  
00:32:21 --> 00:32:22: is to is to run a SWAT.  
00:32:22 --> 00:32:25: But it's but, but understanding the.  
00:32:25 --> 00:32:29: The strengths, weaknesses, opportunities, threats and in a  
real granular  
00:32:29 --> 00:32:30: way,  
00:32:30 --> 00:32:34: like in a very tangible way is it's critical to  
00:32:34 --> 00:32:39: good design thinking and to making a viable business.  
00:32:39 --> 00:32:42: So we think very hard about those things and then  
00:32:42 --> 00:32:44: we try to find this little kind of hook or  
00:32:44 --> 00:32:47: something that brings us into the world of the project.  
00:32:47 --> 00:32:50: That's like this is like this little access point that  
00:32:50 --> 00:32:53: then starts to you start to see how all these  
00:32:53 --> 00:32:56: other components start to build this world.  
00:32:56 --> 00:32:58: And again, I think of everything like if you were  
00:32:58 --> 00:33:00: putting on a play or if you're writing a novel,  
00:33:00 --> 00:33:02: or if you're making a film.  
00:33:02 --> 00:33:05: You really do need to manufacture the the world of

00:33:05 --> 00:33:06: it,  
00:33:06 --> 00:33:09: and that should be in our in our world,  
00:33:09 --> 00:33:13: it's you know, tangible things that are that are constructed,  
00:33:13 --> 00:33:15: but also things that that are evocative.  
00:33:15 --> 00:33:19: That sort of helped create an emotional response,  
00:33:19 --> 00:33:21: and so you can imagine how lighting does that.  
00:33:21 --> 00:33:25: You can imagine how natural light also entering a space,  
00:33:25 --> 00:33:29: or conversely like adding volume or taking away volume.  
00:33:29 --> 00:33:31: If you think of the Pinos it's got this low  
00:33:31 --> 00:33:31: ceiling,  
00:33:31 --> 00:33:33: there's no windows. In there,  
00:33:33 --> 00:33:36: I mean, there's no you know on paper you would  
00:33:36 --> 00:33:39: look at that and be like that's not a.  
00:33:39 --> 00:33:42: That's not a fun environment,  
00:33:42 --> 00:33:46: but it's it's. It's a very individual specific environment,  
00:33:46 --> 00:33:50: and so we're again we're leveraging its strengths to be  
00:33:50 --> 00:33:51: its strengths.  
00:33:51 --> 00:33:54: And we're acknowledging that it's got some weaknesses.  
00:33:54 --> 00:33:57: But you have to turn those weaknesses into into what  
00:33:57 --> 00:33:58: is a is a strength as well,  
00:33:58 --> 00:34:00: and it creates appeal there.  
00:34:00 --> 00:34:03: And in fact, you deliberately want to alienate some people.  
00:34:03 --> 00:34:05: From that project so they don't belong there,  
00:34:05 --> 00:34:07: but the ones that do that really like it and  
00:34:07 --> 00:34:08: respond to it.  
00:34:08 --> 00:34:11: They're the ones that help add a bit of alchemy  
00:34:11 --> 00:34:12: to the space they come in.  
00:34:12 --> 00:34:15: They love being there. It's kind of like this nostalgic  
00:34:15 --> 00:34:18: kind of throwback to a different era,  
00:34:18 --> 00:34:21: and so we manufacture that whole environment around that  
and  
00:34:21 --> 00:34:22: and so,  
00:34:22 --> 00:34:24: for instance, when you're doing it at a A,  
00:34:24 --> 00:34:27: you know, say you have like a big mixed use  
00:34:27 --> 00:34:29: kind of master plan project.  
00:34:29 --> 00:34:32: We follow the exact same thing,  
00:34:32 --> 00:34:35: it's just takes longer and it's more multifaceted,  
00:34:35 --> 00:34:37: and there's more component parts that we need to  
00:34:37 --> 00:34:38: deliver on.  
00:34:38 --> 00:34:42: But at the same time we have much longer to  
00:34:42 --> 00:34:43: do it.  
00:34:43 --> 00:34:46: We're working, you know, in for the most part with

00:34:46 --> 00:34:49: a lot of other like super capable consultant teams that  
00:34:49 --> 00:34:50: can do that.  
00:34:50 --> 00:34:52: And So what we've done over time is.  
00:34:52 --> 00:34:56: We've built what we call a concept and programming arm  
00:34:56 --> 00:34:57: of the business,  
00:34:57 --> 00:35:01: and so it's a department that kind as the Arrowhead.  
00:35:01 --> 00:35:05: That happens predesign, where say will come in and say  
00:35:05 --> 00:35:05: OK,  
00:35:05 --> 00:35:11: you have a. You know you have a boutique luxury  
00:35:11 --> 00:35:14: concrete building in the West End.  
00:35:14 --> 00:35:18: OK, you know it's hard to get those.  
00:35:18 --> 00:35:20: You know, price per square foot's where you need them  
00:35:21 --> 00:35:21: to be right now.  
00:35:21 --> 00:35:24: You know you might have bought the land for a  
00:35:24 --> 00:35:24: lot,  
00:35:24 --> 00:35:27: so there's not a lot of you know spread and  
00:35:27 --> 00:35:30: in in making the proforma work.  
00:35:30 --> 00:35:32: There's some great stuff about you,  
00:35:32 --> 00:35:35: know being down there, but also there's some baggage that  
00:35:35 --> 00:35:38: comes with the neighborhood and so we go through this  
00:35:38 --> 00:35:39: same same process.  
00:35:39 --> 00:35:42: Where we try to get really granular about what makes  
00:35:42 --> 00:35:43: this place tick,  
00:35:43 --> 00:35:47: whereas there like that little or is that little kind  
00:35:47 --> 00:35:50: of hook that we can sort of lock into that  
00:35:50 --> 00:35:53: helps us create a whole world and.  
00:35:53 --> 00:35:55: And we like to do that.  
00:35:55 --> 00:35:56: And then we like to sort of say,  
00:35:56 --> 00:35:58: OK, like conceptually, this is where this can go.  
00:35:58 --> 00:36:00: That will make it quite specific.  
00:36:00 --> 00:36:01: Give it a chance to compete.  
00:36:01 --> 00:36:05: And now here's all of the things that could support  
00:36:05 --> 00:36:07: building that environment,  
00:36:07 --> 00:36:11: and we look at it through the programmatic lens,  
00:36:11 --> 00:36:13: right? OK, so like what amenities are going to be  
00:36:13 --> 00:36:13: there?  
00:36:13 --> 00:36:15: If you've got some ground floor retail,  
00:36:15 --> 00:36:18: let's talk about how we could leverage the ground floor  
00:36:18 --> 00:36:19: retail story.  
00:36:19 --> 00:36:22: Is there an ability to help curate that?  
00:36:22 --> 00:36:24: Can we help to create a?  
00:36:24 --> 00:36:26: Kind of ecosystem there. That's going to appeal to the

00:36:26 --> 00:36:29: right retailers that are going to sort of lift the  
00:36:29 --> 00:36:31: property up in the direction that you want it to  
00:36:31 --> 00:36:36: go. Then we start to have this sort of whole  
00:36:36 --> 00:36:37: you know,  
00:36:37 --> 00:36:41: predesigned, envisioning kind of deck that then could inform  
you  
00:36:41 --> 00:36:42: know I look at it selfishly,  
00:36:42 --> 00:36:44: where I get to hand that over to our own  
00:36:45 --> 00:36:46: internal design team and they're like,  
00:36:46 --> 00:36:50: OK, now we understand exactly how to really do our  
00:36:50 --> 00:36:50: best work.  
00:36:50 --> 00:36:53: It's just a super distilled really clear brief for our  
00:36:53 --> 00:36:54: design team,  
00:36:54 --> 00:36:57: so you could also imagine that landscape is going to  
00:36:57 --> 00:36:59: feel the same way.  
00:36:59 --> 00:37:02: You know, as the if there's any additional evolution of  
00:37:02 --> 00:37:03: the architecture.  
00:37:03 --> 00:37:06: From that point, it can continue along and the line  
00:37:06 --> 00:37:07: path.  
00:37:07 --> 00:37:11: Obviously the brand agency can then unlock the whole a  
00:37:12 --> 00:37:15: whole other layer of storytelling.  
00:37:15 --> 00:37:19: Obviously signage wayfinding. Then there's an amplification  
component that happens  
00:37:19 --> 00:37:20: on the web,  
00:37:20 --> 00:37:22: so again, you just start to see that something can  
00:37:22 --> 00:37:24: be very clearly streamlined.  
00:37:24 --> 00:37:25: You build an entire world,  
00:37:25 --> 00:37:27: and at the very least,  
00:37:27 --> 00:37:32: and in our experience. You have something that has a  
00:37:32 --> 00:37:32: a,  
00:37:32 --> 00:37:38: a unique perspective and is individual in what it offers  
00:37:38 --> 00:37:43: and if the if the business metrics are sound and  
00:37:43 --> 00:37:48: you've aligned it correctly to who the you know end  
00:37:48 --> 00:37:50: user is or the target demographic.  
00:37:50 --> 00:37:55: Sometimes it's a, it's an investment play.  
00:37:55 --> 00:37:57: If you have aligned your project to that,  
00:37:57 --> 00:38:00: then it gives you the best chance to to compete,  
00:38:00 --> 00:38:04: and so we look at everything through that lens and  
00:38:04 --> 00:38:08: and whenever possible we we come in in that capacity,  
00:38:08 --> 00:38:11: when it's when it's warranted.  
00:38:11 --> 00:38:14: And sometimes you know some of our clients have have  
00:38:14 --> 00:38:17: that capability in house or they've got a relationship where

00:38:17 --> 00:38:20: they've worked with somebody in a strategic capacity,  
00:38:20 --> 00:38:23: in that in that way for many years,  
00:38:23 --> 00:38:25: and we just come in and support in that.  
00:38:25 --> 00:38:27: In that way we just want to be part of  
00:38:27 --> 00:38:28: the discourse we come in and help,  
00:38:28 --> 00:38:31: because we know again, that if we're all trying to  
00:38:31 --> 00:38:35: get to the same goal and that there's already somebody  
00:38:35 --> 00:38:37: who's super capable in place to help support,  
00:38:37 --> 00:38:41: like a strong, strong, clear vision that gets everybody moving  
00:38:41 --> 00:38:42: in the same direction.  
00:38:42 --> 00:38:44: Then the last thing you need is another,  
00:38:44 --> 00:38:46: you know, cook in the kitchen or another,  
00:38:46 --> 00:38:50: uh, another voice. Adding like maybe some.  
00:38:52 --> 00:38:54: You know opposition that doesn't?  
00:38:54 --> 00:38:56: That doesn't help the the thing so.  
00:38:56 --> 00:38:58: So even though we've built that capability,  
00:38:58 --> 00:39:01: we're not dogmatic about us being the ones driving it.  
00:39:01 --> 00:39:04: We just know that we want to do really good,  
00:39:04 --> 00:39:07: compelling work where everyone is clear about where we're  
going,  
00:39:07 --> 00:39:11: and we sort of plug into that or we lead  
00:39:11 --> 00:39:13: that conversely and.  
00:39:13 --> 00:39:18: It took a while for us to understand that we  
00:39:18 --> 00:39:18: should.  
00:39:18 --> 00:39:23: Add that focus because it is a bit of a.  
00:39:23 --> 00:39:26: It is a bit of a move away from us  
00:39:26 --> 00:39:29: from a strict design stream.  
00:39:29 --> 00:39:32: And I'm a firm believer that you sort of want  
00:39:32 --> 00:39:32: to create.  
00:39:32 --> 00:39:35: Keep a distilled offer because then you could be exceptional  
00:39:35 --> 00:39:36: at something.  
00:39:36 --> 00:39:37: But at the same time,  
00:39:37 --> 00:39:40: if there's some stuff that you need to do to  
00:39:40 --> 00:39:41: improve your process,  
00:39:41 --> 00:39:44: then. Then commit and we we we committed to that  
00:39:44 --> 00:39:48: you know a number of years ago and we're just  
00:39:48 --> 00:39:51: starting to get the benefit of it now after say,  
00:39:51 --> 00:39:53: you know, five five years.  
00:39:55 --> 00:39:56: That's awesome,  
00:39:57 --> 00:40:00: really appreciate that, and I think with all of your  
00:40:00 --> 00:40:04: projects that site specific authenticity is exemplified.  
00:40:04 --> 00:40:06: You know you go into this space,

00:40:06 --> 00:40:08: whether it be a restaurant or whether Peter Presentation center

00:40:08 --> 00:40:09: of a condo building,

00:40:09 --> 00:40:13: and it has that authentic identity and it it knows

00:40:13 --> 00:40:13: what it is.

00:40:13 --> 00:40:16: It's not just copy and pasted from another area of

00:40:16 --> 00:40:19: Vancouver or another area from around the world,

00:40:19 --> 00:40:21: so I appreciate that. Yeah,

00:40:21 --> 00:40:24: we have had quite a few questions trickle in so

00:40:24 --> 00:40:26: I'm gonna hand the floor.

00:40:26 --> 00:40:28: Office of Chris and Chris.

00:40:28 --> 00:40:30: You can kind of step through those questions and unmute

00:40:30 --> 00:40:33: the individuals would like to ask them to crag.

00:40:35 --> 00:40:36: Sounds good,

00:40:36 --> 00:40:39: great thank you so much for free speech this morning

00:40:39 --> 00:40:39: Julian,

00:40:39 --> 00:40:40: I'm gonna unmute you first.

00:40:40 --> 00:40:41: You can ask your question.

00:40:44 --> 00:40:46: Apologies, you cannot meet yourself.

00:40:46 --> 00:40:49: Sure, hey guys, come correct.

00:40:50 --> 00:40:53: Where do you see Saint Marie in the next five

00:40:53 --> 00:40:54: or ten years?

00:40:54 --> 00:40:58: Do you envision St Maries would be 1000 year company

00:40:58 --> 00:40:59: and if so,

00:40:59 --> 00:41:01: where do you get your drive from and your inspiration?

00:41:03 --> 00:41:06: Yeah, that's a super interesting question and and to be

00:41:06 --> 00:41:07: and to be honest,

00:41:07 --> 00:41:11: I don't know if I've done enough soul searching to

00:41:11 --> 00:41:14: know if that was how long this company sticks around,

00:41:14 --> 00:41:19: but I've certainly. Think that you know.

00:41:19 --> 00:41:22: I'm at a point now where I think that I'd

00:41:22 --> 00:41:24: like it to sort of outlast me.

00:41:24 --> 00:41:29: At the very least. And have started to really consider

00:41:29 --> 00:41:33: what that looks like and it really has changed my

00:41:33 --> 00:41:34: perspective.

00:41:34 --> 00:41:37: UM, on what work I need to do and who

00:41:37 --> 00:41:41: I need to work with to help you know,

00:41:41 --> 00:41:47: really, really build the company into something that embodies

00:41:47 --> 00:41:48: certain

00:41:47 --> 00:41:48: values is pretty.

00:41:50 --> 00:41:56: Pretty dug in on on perspective methodology process and

00:41:56 --> 00:41:58: things

00:41:56 --> 00:41:58: like that and you know.

00:41:58 --> 00:42:02: I think other probably had this inkling.

00:42:02 --> 00:42:06: Even when I was starting the business and we made

00:42:06 --> 00:42:11: a very deliberate decision to name the business as a

00:42:11 --> 00:42:16: studio name rather than have have my name easier said

00:42:16 --> 00:42:20: than done to not end up being like a kind

00:42:20 --> 00:42:20: of.

00:42:20 --> 00:42:24: Singular figure headed in that way it it really is

00:42:24 --> 00:42:26: like there is a kind of.

00:42:28 --> 00:42:33: Easiness for for for people to glom onto the idea

00:42:33 --> 00:42:38: of an individual being something and and.

00:42:38 --> 00:42:40: And so it's been. It's been difficult for us to

00:42:40 --> 00:42:42: continue to move it in this direction,

00:42:42 --> 00:42:44: but I think we've gotten quite good at it in

00:42:45 --> 00:42:46: the last like say 3-4 years to say,

00:42:46 --> 00:42:49: you know how Saint Marie is the.

00:42:49 --> 00:42:54: Is the. Is the sort of secret recipe and it

00:42:54 --> 00:42:56: exists with the.

00:42:59 --> 00:43:03: It exists with the methodology and the processes and the

00:43:03 --> 00:43:07: people that have that we've been able to empower and

00:43:07 --> 00:43:10: and and and build a formula around.

00:43:10 --> 00:43:13: But we keep. That's what we're really committed to now

00:43:13 --> 00:43:13: is.

00:43:13 --> 00:43:19: Uhm, you know probably another five years of of steady

00:43:19 --> 00:43:20: growth.

00:43:20 --> 00:43:25: You know, maybe maybe doubling within that period of time,

00:43:25 --> 00:43:28: but more importantly, and that's the discourse in our studio.

00:43:28 --> 00:43:32: More importantly, how do we really get to know who

00:43:32 --> 00:43:32: we are?

00:43:32 --> 00:43:35: What we do, what makes us distinct and individual?

00:43:35 --> 00:43:40: And how do we ensure that we're documenting those things?

00:43:40 --> 00:43:44: Creating a strong, ongoing training?

00:43:44 --> 00:43:49: For those things and and building process around that so

00:43:49 --> 00:43:50: you know,

00:43:50 --> 00:43:53: in the in the in the kind of up you

00:43:53 --> 00:43:58: know near long term in that sort of five year

00:43:58 --> 00:43:58: window.

00:43:58 --> 00:44:00: I think of it in two ways.

00:44:00 --> 00:44:05: I I want to be working a lot in Vancouver.

00:44:05 --> 00:44:06: Still, I think it's really,

00:44:06 --> 00:44:10: really, really, really important in terms of being able to

00:44:10 --> 00:44:12: have real impact on a place.

00:44:12 --> 00:44:16: There's no substitute for getting to know in a super

00:44:16 --> 00:44:17: nuanced way.

00:44:17 --> 00:44:20: One city you know. Like you guys know what it's

00:44:20 --> 00:44:20: like.

00:44:20 --> 00:44:23: You can be like I'm on this block,

00:44:23 --> 00:44:27: right? And this this? Is this this something here?

00:44:27 --> 00:44:30: Oliver you mentioned Commercial St.

00:44:30 --> 00:44:31: A little while ago, right Commercial Street.

00:44:31 --> 00:44:33: I love that that street.

00:44:33 --> 00:44:39: It's got just something magical about it and come.

00:44:39 --> 00:44:41: But you know, if you didn't,

00:44:41 --> 00:44:44: if you didn't really have like this sort of subconscious

00:44:44 --> 00:44:47: kind of knowledge about certain areas or certain things,

00:44:47 --> 00:44:50: it's hard to find that untapped potential.

00:44:50 --> 00:44:53: And I find that it's something that we strive to

00:44:53 --> 00:44:56: to learn when we go and work in other markets.

00:44:56 --> 00:44:58: But it's it's never going to be as good,

00:44:58 --> 00:45:01: so I'm I'm really committed to continue to work in

00:45:02 --> 00:45:03: Vancouver a lot.

00:45:03 --> 00:45:05: I think there's I love it here.

00:45:05 --> 00:45:09: I think there's so much potential in this city.

00:45:09 --> 00:45:14: It's very. It's a very special place in my opinion.

00:45:14 --> 00:45:18: You know? In both in the sense that it's got

00:45:18 --> 00:45:21: a lot of great things already happening in it,

00:45:21 --> 00:45:25: but you could just imagine how many remarkable things can

00:45:25 --> 00:45:26: still happen here.

00:45:26 --> 00:45:30: It just feels completely untapped in so many respects,

00:45:30 --> 00:45:32: so that I find exhilarating.

00:45:32 --> 00:45:33: And then at the same time,

00:45:33 --> 00:45:38: like I said, like there's a reality of being on

00:45:38 --> 00:45:41: the global design scene and and,

00:45:41 --> 00:45:43: and we're kind of sequestered over here.

00:45:43 --> 00:45:46: And it's not where it's not.

00:45:46 --> 00:45:50: Where the. Kind of magnifying glasses pointed so,

00:45:50 --> 00:45:53: so we need to continue to work in other markets.

00:45:53 --> 00:45:57: I'm I'm kind of fixated on I.

00:45:57 --> 00:45:59: I mean I grew up in Ontario.

00:45:59 --> 00:46:01: I studied in Toronto. I lived in Toronto for a

00:46:01 --> 00:46:02: number of years,

00:46:02 --> 00:46:04: so I like it there a lot and I feel

00:46:04 --> 00:46:07: I know the city really well as well.

00:46:07 --> 00:46:09: And I also think you know,

00:46:09 --> 00:46:14: just in a strategic capacity that you know Seattle,



00:46:14 --> 00:46:17: Bellevue and Los Angeles and and and.  
00:46:17 --> 00:46:19: You know, California, for that matter,  
00:46:19 --> 00:46:22: are really a really good fit for us.  
00:46:22 --> 00:46:24: So so in the you know,  
00:46:24 --> 00:46:28: those are those were our sights are set right now?  
00:46:28 --> 00:46:31: And I think you know I have to,  
00:46:31 --> 00:46:36: you know, wake up in five years and and be  
00:46:36 --> 00:46:40: honest with myself about if I'm if I'm.  
00:46:40 --> 00:46:43: Going into the studio everyday at that point,  
00:46:43 --> 00:46:47: or. Or if I start thinking about,  
00:46:47 --> 00:46:50: you know, trying something else or doing other other things,  
00:46:50 --> 00:46:52: and I think you gotta,  
00:46:52 --> 00:46:55: you have to do it with that kind of.  
00:46:55 --> 00:46:59: Yeah, that kind of radical personal honesty or else.  
00:46:59 --> 00:47:02: I don't think it's good for the business or good  
00:47:02 --> 00:47:05: for a person in any way so so that's I  
00:47:05 --> 00:47:08: guess my answer is that I'm sort of right now.  
00:47:08 --> 00:47:11: I'm really committed to this and I want to see  
00:47:11 --> 00:47:13: this like next phase through.  
00:47:15 --> 00:47:17: But I think I got a ticket like a,  
00:47:17 --> 00:47:22: you know, have to really like authentically investigate what.  
00:47:22 --> 00:47:24: Is right for me, my family.  
00:47:24 --> 00:47:26: You only live once. I mean I,  
00:47:26 --> 00:47:30: I'm like I'm a testament to somebody that's changed their  
00:47:30 --> 00:47:32: career wholeheartedly.  
00:47:32 --> 00:47:34: I don't know it's I think it can be fun  
00:47:34 --> 00:47:37: to do those kind of things too is to throw  
00:47:37 --> 00:47:40: a complete curveball at yourself and and have no choice  
00:47:40 --> 00:47:42: but to. But to you know,  
00:47:42 --> 00:47:43: kind of figure it out.  
00:47:43 --> 00:47:46: And if there's something. You know,  
00:47:46 --> 00:47:49: exciting about that, then I think you should.  
00:47:49 --> 00:47:54: You should do it because there's something interesting about  
getting  
00:47:54 --> 00:47:55: that degree of.  
00:47:55 --> 00:47:59: Momentum and energy and and renewed kind of  
engagement in  
00:47:59 --> 00:48:00: things.  
00:48:00 --> 00:48:02: If if you can. If you can do that and  
00:48:02 --> 00:48:03: it can,  
00:48:03 --> 00:48:05: it can drive you. I think a lot of people  
00:48:06 --> 00:48:09: would benefit by making those those decisions rather than  
you

00:48:09 --> 00:48:13: know being on a trajectory that you feel like you're  
00:48:13 --> 00:48:14: you're locked into.  
00:48:18 --> 00:48:19: Fantastic  
00:48:19 --> 00:48:21: Answer and I know we all like to see or  
00:48:21 --> 00:48:23: Saint Mary's in the next five or ten years,  
00:48:23 --> 00:48:25: but thanks for that. Greg and I know it is  
00:48:25 --> 00:48:26: past 8:45 AM.  
00:48:26 --> 00:48:28: We still do have a few more questions.  
00:48:28 --> 00:48:30: Do you have a couple more minutes by chance?  
00:48:30 --> 00:48:30: Greg for  
00:48:30 --> 00:48:32: sure cool. I got about 11 minutes.  
00:48:32 --> 00:48:33: We want to keep talking.  
00:48:35 --> 00:48:36: Alright Chris,  
00:48:36 --> 00:48:39: next stop every question from me only if you wanna  
00:48:39 --> 00:48:39: unmute yourself.  
00:48:40 --> 00:48:42: Yeah hi Craig, thanks for joining us this morning.  
00:48:42 --> 00:48:45: It's been great. UM question is about two elements that  
00:48:45 --> 00:48:47: I heard you talk about quite a bit.  
00:48:47 --> 00:48:51: One is the UM design design for business,  
00:48:51 --> 00:48:53: he said yeah, how does this business win and how  
00:48:53 --> 00:48:55: does your design make the business win and the other  
00:48:55 --> 00:48:57: one is the design for design steak.  
00:48:57 --> 00:48:59: So that's kind of the hooks that you mentioned in  
00:48:59 --> 00:49:03: the crystallization of your design process around those folks  
when  
00:49:03 --> 00:49:04: you're working on larger projects,  
00:49:04 --> 00:49:06: which of those two wins out?  
00:49:06 --> 00:49:07: At the end of the day,  
00:49:07 --> 00:49:10: well, I mean, we'd all be kidding ourselves if it  
00:49:10 --> 00:49:12: wasn't all about the business,  
00:49:12 --> 00:49:15: right? I mean, if you can't find the marriage between  
00:49:15 --> 00:49:17: those two things where it's win win,  
00:49:17 --> 00:49:20: and eventually the client is going to take the the  
00:49:20 --> 00:49:22: sort of you know authority away from you,  
00:49:22 --> 00:49:25: and they're going to move it back to something that's  
00:49:25 --> 00:49:27: going to make you know,  
00:49:27 --> 00:49:32: make the business work, make the Performa work so you  
00:49:32 --> 00:49:32: can't,  
00:49:32 --> 00:49:35: you know, on a large scale thing and and.  
00:49:35 --> 00:49:39: And truthfully, it's. Irresponsible, even on a super  
independent thing.  
00:49:39 --> 00:49:43: To not understand that unless the client is doing it

00:49:43 --> 00:49:46: on a lark or they're willing to say that we're  
00:49:46 --> 00:49:47: going to,  
00:49:47 --> 00:49:50: we're going to explore. This until we find a way  
00:49:50 --> 00:49:54: that that business works or it's a lifestyle thing.  
00:49:54 --> 00:49:57: For us, we're just essentially we want to do say  
00:49:58 --> 00:50:00: we want to like oh we want to open a.  
00:50:00 --> 00:50:05: I don't know, like a little pastry shop in the  
00:50:05 --> 00:50:08: middle of the woods and be all we need to  
00:50:08 --> 00:50:09: do is,  
00:50:09 --> 00:50:13: like, you know. Have you know top line revenue of  
00:50:13 --> 00:50:16: I don't know like 150,000 bucks and we need to  
00:50:16 --> 00:50:17: make.  
00:50:17 --> 00:50:19: You know sixty and we're going to work there every  
00:50:19 --> 00:50:19: day.  
00:50:19 --> 00:50:21: Then, sure, if we're we're like,  
00:50:21 --> 00:50:24: yeah, it's your call. We're along for the ride will  
00:50:24 --> 00:50:27: make this amazing you know and and maybe they maybe  
00:50:27 --> 00:50:31: they they do something remarkable and they have the  
operational  
00:50:31 --> 00:50:34: chops and the vision and all that that something like  
00:50:34 --> 00:50:37: hits in that place becomes a kind of sensation and  
00:50:37 --> 00:50:40: it unlocks a whole bunch of other opportunity.  
00:50:40 --> 00:50:43: And I think it would be irresponsible for us to  
00:50:43 --> 00:50:46: try and push people in that kind of direction because  
00:50:46 --> 00:50:47: of the implications it.  
00:50:47 --> 00:50:50: As for them on on their on their lifestyle.  
00:50:50 --> 00:50:52: So I think we got it again.  
00:50:52 --> 00:50:54: Got to be very clear about why we're doing things  
00:50:55 --> 00:50:58: and and and have a really honest conversation about those  
00:50:58 --> 00:51:01: things and then and then sort of take the lead  
00:51:01 --> 00:51:05: from from our client. But if we're doing anything at  
00:51:05 --> 00:51:08: a large scale it's all about is it going to  
00:51:08 --> 00:51:12: work from a business standpoint and that doesn't mean like  
00:51:12 --> 00:51:15: you look at like a place like you know,  
00:51:15 --> 00:51:18: like a Nobu or an Ace hotel or whatever.  
00:51:18 --> 00:51:22: They're they're driven by a strong creative perspective,  
00:51:22 --> 00:51:28: you know. And they're they're letting that level of kind  
00:51:28 --> 00:51:31: of exceptionalism in their category.  
00:51:31 --> 00:51:36: Lead them. And there's a great business outcome there,  
00:51:36 --> 00:51:40: right? And they end up they end up separating themselves  
00:51:40 --> 00:51:45: from from the competition by that that level of distinction.  
00:51:45 --> 00:51:49: So there's that version exists as well.

00:51:49 --> 00:51:52: And and so in in some respects,  
00:51:52 --> 00:51:55: like we try to be the studio that that comes  
00:51:55 --> 00:51:59: to the table with that ability to do that right  
00:51:59 --> 00:52:00: to say,  
00:52:00 --> 00:52:02: like you can be super distinct.  
00:52:02 --> 00:52:05: You can be super unique at the same time,  
00:52:05 --> 00:52:09: paying close attention to. How you need to compete and  
00:52:09 --> 00:52:12: what kind of inputs need to go into this business  
00:52:12 --> 00:52:13: to to make it work.  
00:52:13 --> 00:52:16: So we try to be that that option because that  
00:52:16 --> 00:52:19: brings the kind of work that we want to do  
00:52:19 --> 00:52:22: and and we try and pre qualify clients to be  
00:52:22 --> 00:52:27: already thinking that way. And we don't we.  
00:52:27 --> 00:52:30: We don't always get there and sometimes you know we  
00:52:30 --> 00:52:33: have to be like in a more saturated market and  
00:52:33 --> 00:52:36: and and there's a more known quantity kind of outcome.  
00:52:36 --> 00:52:37: And at the same time we're.  
00:52:37 --> 00:52:39: We're kind of OK with that.  
00:52:39 --> 00:52:40: Every once in a while to be like,  
00:52:40 --> 00:52:42: well, let's just make it the best version of that.  
00:52:42 --> 00:52:46: Make it, you know, beautiful,  
00:52:46 --> 00:52:49: functional and still have a clear perspective.  
00:52:49 --> 00:52:52: But it's maybe not going to be.  
00:52:52 --> 00:52:56: You know the kind of uniform project,  
00:52:56 --> 00:52:58: so I mean, I just get comfortable with not being  
00:52:58 --> 00:52:58: like.  
00:52:58 --> 00:53:00: Not everything is, you know,  
00:53:00 --> 00:53:02: a key sutanto, for instance,  
00:53:02 --> 00:53:07: which is so. It only could be done because they  
00:53:07 --> 00:53:09: were like.  
00:53:09 --> 00:53:12: They saw all the risks and they also saw the  
00:53:12 --> 00:53:12: upside.  
00:53:12 --> 00:53:16: If you could sort of thread that needle through those  
00:53:16 --> 00:53:19: risks and they're capable of doing it and they wanted  
00:53:19 --> 00:53:21: to go on that adventure.  
00:53:21 --> 00:53:24: And so you know. Were there along were there along  
00:53:24 --> 00:53:27: for the ride and to help and help make that  
00:53:27 --> 00:53:30: win on the other end of the spectrum.  
00:53:30 --> 00:53:33: You know, I've done some stuff for for girls right  
00:53:33 --> 00:53:36: where it's like trying to try and they still have  
00:53:36 --> 00:53:39: like this massive wide appeal that they need to meet  
00:53:39 --> 00:53:45: and. But there's there's a.

00:53:45 --> 00:53:48: A lot of dials on that stereo to fiddle with  
00:53:49 --> 00:53:52: to optimize it in a different way to make it  
00:53:52 --> 00:53:55: a little more current and and again like those little  
00:53:55 --> 00:54:00: optimizations really help their business and a big business.  
00:54:00 --> 00:54:03: So I think there's very different facets and I think  
00:54:03 --> 00:54:06: you just need to be comfortable with if you're in  
00:54:06 --> 00:54:07: that game of scale,  
00:54:07 --> 00:54:12: then you gotta be willing to understand that that's.  
00:54:12 --> 00:54:15: You know that's where the rubber hits the road and  
00:54:15 --> 00:54:18: you're always going to get pulled into the commerce side  
00:54:18 --> 00:54:18: of it.  
00:54:18 --> 00:54:20: And if you're not, if you don't want to do  
00:54:20 --> 00:54:21: that,  
00:54:21 --> 00:54:24: you should just be very distinct about what you want  
00:54:24 --> 00:54:25: to do,  
00:54:25 --> 00:54:27: what you offer and pre qualify those clients out so  
00:54:27 --> 00:54:30: that you're not even having the conversation with them about  
00:54:30 --> 00:54:30: it,  
00:54:30 --> 00:54:33: you're saying. We want to go do crazy.  
00:54:33 --> 00:54:37: Weird super interesting stuff and I'm the person to get  
00:54:37 --> 00:54:39: you there and so that's why you're.  
00:54:39 --> 00:54:42: That's why we're talking. I  
00:54:42 --> 00:54:46: think that's a fantastic one to ended on,  
00:54:46 --> 00:54:47: so thank you so much.  
00:54:47 --> 00:54:50: Crag really appreciate it. On behalf of ULI and the  
00:54:50 --> 00:54:53: coffee and conversations crew and everyone this morning.  
00:54:53 --> 00:54:58: Obviously a very quiet virtual round of applause.  
00:54:58 --> 00:55:01: And, uh, if anybody wants to hear more about Saint  
00:55:01 --> 00:55:03: Marie or yourself or your projects or anything,  
00:55:03 --> 00:55:04: how can they learn more?  
00:55:06 --> 00:55:08: Well, we're redoing the website now,  
00:55:08 --> 00:55:10: so that's not going to be the best spot to  
00:55:10 --> 00:55:11: look,  
00:55:11 --> 00:55:14: I mean. Uhm, just follow us on Instagram.  
00:55:14 --> 00:55:17: I'm on obviously on on LinkedIn.  
00:55:17 --> 00:55:21: Our our page should be live in the next couple  
00:55:21 --> 00:55:23: months again and.  
00:55:23 --> 00:55:25: And I don't think you're going to have much of  
00:55:26 --> 00:55:27: a choice but to hear about us.  
00:55:27 --> 00:55:30: I think there's a lot of stuff coming out that  
00:55:30 --> 00:55:30: will.  
00:55:30 --> 00:55:33: It'll get talked about, and so you know you'll probably

00:55:33 --> 00:55:35: be aware of what we're what we're doing.  
00:55:35 --> 00:55:36: Either way, whether you like it or not.  
00:55:38 --> 00:55:40: Right, well, we're excited to stay tuned for all the  
00:55:40 --> 00:55:42: updates that will be coming in that knowing that not  
00:55:42 --> 00:55:44: only in the next six months,  
00:55:44 --> 00:55:46: but also the next five years.  
00:55:46 --> 00:55:48: So big. Thanks again to you.  
00:55:48 --> 00:55:49: Crag can't thank you enough.  
00:55:49 --> 00:55:51: I learned a ton and I'm sure many,  
00:55:51 --> 00:55:53: many people here did as well.  
00:55:53 --> 00:55:55: That was super fun. Thanks for having me and good  
00:55:55 --> 00:55:56: morning everybody.  
00:55:56 --> 00:55:57: Happy Tuesday.  
00:55:59 --> 00:56:01: OK, alright well have a good night am for everybody  
00:56:01 --> 00:56:04: else on this call and likewise to Craig and thank  
00:56:04 --> 00:56:05: you again so much for your time.  
00:56:06 --> 00:56:07: Yeah, take care, Ciao.

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