

# Video

## ULI Colorado: Emerging Trends in Real Estate 2022

Date: February 15, 2022

00:04:58 --> 00:05:01: Good morning everyone. We're probably going to get it started

00:05:01 --> 00:05:02: in about 5 minutes.

00:05:02 --> 00:05:06: I know you guys aren't used to seeing human beings

00:05:06 --> 00:05:07: and so you're excited,

00:05:08 --> 00:05:10: but we're going to get started about 5 minutes.

00:06:36 --> 00:06:39: Alright, thank you everyone. Good morning,

00:06:39 --> 00:06:42: good morning. My name is Milton.

00:06:42 --> 00:06:44: I'm the new ULI director

00:06:44 --> 00:06:49: of Colorado. I want to welcome you to our

00:06:49 --> 00:06:52: emerging trends 2022 event. Thank you so

00:06:52 --> 00:06:55: much for joining us. Thank you for the folks who

00:06:55 --> 00:06:56: are joining us virtually.

00:06:56 --> 00:06:59: For the folks who joining us in person.

00:06:59 --> 00:06:59: Thank

00:06:59 --> 00:07:04: you for your flexibility. I appreciate you being willing as

00:07:04 --> 00:07:07: we navigated changing circumstances.

00:07:07 --> 00:07:10: Truthfully, that was like the second week of my job,

00:07:10 --> 00:07:10: so I

00:07:10 --> 00:07:13: don't think I'd have anything valuable to say to you

00:07:13 --> 00:07:13: anyway,

00:07:13 --> 00:07:15: so worked out for me,

00:07:15 --> 00:07:16: but

00:07:16 --> 00:07:17: want to thank our title,

00:07:17 --> 00:07:17: sponsor

00:07:17 --> 00:07:20: I Newmark. I want to say thank our annual sponsor

00:07:20 --> 00:07:21: or Denver South.

00:07:21 --> 00:07:24: You all support represent

00:07:24 --> 00:07:26: your understanding of just how

00:07:26 --> 00:07:28: important these types of events are,  
00:07:28 --> 00:07:31: both for connecting for understanding,  
00:07:31 --> 00:07:33: what's forward, looking. Right, so I want to thank you.  
00:07:34 --> 00:07:35: I want to thank our panelists.  
00:07:35 --> 00:07:37: We got a great group.  
00:07:37 --> 00:07:39: These are experts in the field who give us an  
00:07:39 --> 00:07:41: understanding of what they see.  
00:07:41 --> 00:07:44: But more importantly, they're going to give us understanding  
of  
00:07:44 --> 00:07:46: what leadership looks like in this space.  
00:07:46 --> 00:07:49: I also wanna thank my board.  
00:07:49 --> 00:07:52: I want to thank Ferd my chair.  
00:07:52 --> 00:07:54: I want to also thank Michael,  
00:07:54 --> 00:07:56: my predecessor. I joke all the time.  
00:07:56 --> 00:07:58: I had to order some new feet  
00:07:59 --> 00:08:01: from Amazon to try his shoes.  
00:08:01 --> 00:08:03: They're telling me with supply chain  
00:08:03 --> 00:08:05: issues it'll be like 8 or 12 weeks.  
00:08:05 --> 00:08:05: So  
00:08:06 --> 00:08:10: I'll let you guys know how that works.  
00:08:10 --> 00:08:12: So I want to thank my staff.  
00:08:12 --> 00:08:15: They've been incredible. I think you all know without them  
00:08:15 --> 00:08:17: this this doesn't happen.  
00:08:17 --> 00:08:17: So thank you,  
00:08:17 --> 00:08:19: Madeline. Thank you, Mary Ann,  
00:08:19 --> 00:08:22: who's joining us virtually. Thank you so much for the  
00:08:22 --> 00:08:23: opportunity.  
00:08:23 --> 00:08:26: Thanks for the the brilliant people who selected me.  
00:08:26 --> 00:08:30: Uhm? Sorry. I just wanna you know.  
00:08:30 --> 00:08:32: Note, you probably got a chance.  
00:08:32 --> 00:08:36: Maybe to look at my bio you stalked me on  
00:08:36 --> 00:08:37: LinkedIn.  
00:08:37 --> 00:08:39: My background, I've been  
00:08:39 --> 00:08:42: fortunate to be a public servant my entire career.  
00:08:42 --> 00:08:43: And  
00:08:43 --> 00:08:45: I take that job very seriously,  
00:08:45 --> 00:08:49: and that's a mission. And right now my services to  
00:08:49 --> 00:08:49: you,  
00:08:49 --> 00:08:52: my members, to the state of Colorado,  
00:08:52 --> 00:08:55: to my hometown, had an opportunity to go by my  
00:08:55 --> 00:08:55: house  
00:08:55 --> 00:08:56: that I grew up in.

00:08:56 --> 00:08:58: It looks exactly the same.  
00:08:58 --> 00:09:02: Which is odd because nothing else does in the state,  
00:09:02 --> 00:09:05: and so it's been a privilege to be a part  
00:09:05 --> 00:09:06: of ULI.  
00:09:06 --> 00:09:10: It's funny, I was coming from the city of Atlanta.  
00:09:11 --> 00:09:12: I had members annually  
00:09:12 --> 00:09:15: Atlanta. Told me OK, we're going to get you plugged  
00:09:15 --> 00:09:16: into you like Colorado.  
00:09:16 --> 00:09:18: We really want you to be really involved.  
00:09:18 --> 00:09:22: I took that seriously so it is a pleasure to  
00:09:22 --> 00:09:25: be in front of you all as a pleasure to  
00:09:25 --> 00:09:27: have you all with us today.  
00:09:27 --> 00:09:30: We've got an incredible event this morning.  
00:09:30 --> 00:09:34: Thank you Andy. I'm extraordinary looking forward to what  
you  
00:09:34 --> 00:09:35: see and what you tell us.  
00:09:35 --> 00:09:37: I had a chance to peek at the slides.  
00:09:37 --> 00:09:39: I know I'm in good company.  
00:09:39 --> 00:09:41: All of you guys get excited about charts and graphs.  
00:09:41 --> 00:09:43: This is your time. It's it's.  
00:09:43 --> 00:09:46: It's going down. So without further ado,  
00:09:46 --> 00:09:49: I'm going to turn this over to Kevin McCabe with  
00:09:49 --> 00:09:51: Newmark and he's going to lead us through our program.  
00:09:51 --> 00:09:57: Thank you, Kevin. Thank you Fred.  
00:09:57 --> 00:09:58: Please please.  
00:10:01 --> 00:10:04: That that no stop. Sit down,  
00:10:05 --> 00:10:08: that's really nice, but go ahead and sit.  
00:10:08 --> 00:10:12: Want to welcome everybody everybody that's here also  
welcome everybody  
00:10:12 --> 00:10:13: that  
00:10:13 --> 00:10:14: is joining us virtually.  
00:10:15 --> 00:10:16: For those of you online,  
00:10:16 --> 00:10:18: don't adjust your monitor. This is  
00:10:18 --> 00:10:19: as good as it gets.  
00:10:21 --> 00:10:23: I'm proud to be the moderator again this year.  
00:10:23 --> 00:10:27: I'm also proud to represent the 175 men and women  
00:10:27 --> 00:10:30: that work for Newmark in Colorado.  
00:10:30 --> 00:10:33: Very happy to be a sponsor of this event.  
00:10:33 --> 00:10:37: I'm also very proud to serve on the Executive committee  
of ULI Colorado.  
00:10:37 --> 00:10:38:  
00:10:38 --> 00:10:41: Any of you that are in the room and aren't  
00:10:41 --> 00:10:42: members become members.

00:10:42 --> 00:10:45: Rod Rodney will make you one by the end of  
00:10:45 --> 00:10:46: the day.  
00:10:46 --> 00:10:48: But but the you get out of it what you  
00:10:48 --> 00:10:49: put into  
00:10:49 --> 00:10:51: it. And it's a terrific staff.  
00:10:51 --> 00:10:54: It's a terrific group. I  
00:10:54 --> 00:10:57: also served with my friend Bruce O'Donnell on the Business  
00:10:57 --> 00:10:59: Development Committee,  
00:10:59 --> 00:11:00: which sounded really  
00:11:00 --> 00:11:02: cool when they got me to do it,  
00:11:02 --> 00:11:02: but  
00:11:02 --> 00:11:05: then I found out that what that meant was I  
00:11:05 --> 00:11:07: called people and asked them for money.  
00:11:07 --> 00:11:09: And so anybody in the room that I've called and  
00:11:09 --> 00:11:10: asked for money.  
00:11:10 --> 00:11:12: If you've given money, thank you.  
00:11:12 --> 00:11:14: If you have not, I'll catch you before  
00:11:14 --> 00:11:15: you get your lunch.  
00:11:16 --> 00:11:20: So at at Newmark, our role is to advise our  
00:11:20 --> 00:11:21: clients.  
00:11:21 --> 00:11:22: We are a service provider.  
00:11:22 --> 00:11:26: We don't put our capital at risk like so many  
00:11:26 --> 00:11:29: of you do and our job is to advise whether  
00:11:29 --> 00:11:30: it's in brokerage,  
00:11:30 --> 00:11:32: all aspects of brokerage, property management,  
00:11:32 --> 00:11:38: facilities management, project management. And it's really  
our active participation  
00:11:38 --> 00:11:42: in you like Colorado is one of the biggest reasons  
00:11:42 --> 00:11:45: we can be sure that the advice we're giving our  
00:11:45 --> 00:11:49: clients is spot on and nobody wants advice on the  
00:11:49 --> 00:11:54: past you can go to probably 100 different websites and  
00:11:54 --> 00:11:55: find historical data,  
00:11:55 --> 00:11:59: but really, the value that you add  
00:11:58 --> 00:11:59: you add  
00:11:59 --> 00:11:59: to  
00:11:59 --> 00:11:59: to  
00:11:59 --> 00:11:59: your  
00:11:59 --> 00:11:59: your  
00:11:59 --> 00:12:00: clients  
00:11:59 --> 00:12:00: firm. You  
00:12:00 --> 00:12:03: add to your investment committee  
00:12:03 --> 00:12:03: what is

00:12:03 --> 00:12:03: is  
00:12:03 --> 00:12:03: around  
00:12:03 --> 00:12:04: try  
00:12:03 --> 00:12:04: the corner,  
00:12:04 --> 00:12:04: to  
00:12:04 --> 00:12:04: what's  
00:12:04 --> 00:12:08: see coming next. And that is why we're here today.  
00:12:09 --> 00:12:11: So we have a great panel of local experts  
00:12:11 --> 00:12:14: that we'll get to in a little bit.  
00:12:14 --> 00:12:17: But first, I'd like to invite Andy Warren to  
00:12:17 --> 00:12:18: come up to the stage.  
00:12:18 --> 00:12:23: Andy is director of real estate research for PwC.  
00:12:23 --> 00:12:26: He's also the Co editor in chief of the actual  
00:12:26 --> 00:12:27: report.  
00:12:27 --> 00:12:29: And I have this bound and I carry it with  
00:12:29 --> 00:12:31: me because it takes me a long time to read  
00:12:31 --> 00:12:33: it and I have to look up a lot of  
00:12:33 --> 00:12:36: the big words. But we're very happy to have Andy  
00:12:36 --> 00:12:36: back,  
00:12:36 --> 00:12:39: so Andy will take us into the macro.  
00:12:39 --> 00:12:42: He's got some comments on Colorado and then we'll have  
00:12:42 --> 00:12:43: our local panel up.  
00:12:43 --> 00:12:48: So welcome Andy. Wait wait wait wait wait wait.  
00:12:50 --> 00:12:53: He gets applause. It's out of Rodney.  
00:12:53 --> 00:12:54: That's it,  
00:12:55 --> 00:12:59: yeah? No thank you. Thank you Kevin and Kevin got  
00:12:59 --> 00:13:04: the right idea with the emerging trends report I've this  
00:13:04 --> 00:13:07: is my ninth year of working on it and you  
00:13:07 --> 00:13:09: go through it and we spend months putting it together.  
00:13:09 --> 00:13:12: But I highly suggest reading it in small bits and  
00:13:12 --> 00:13:15: pieces and maybe not right before you go to bed  
00:13:15 --> 00:13:18: because it's it's can get pretty deep at times.  
00:13:18 --> 00:13:22: Well it's it's 2022 and if there was any advantage  
00:13:22 --> 00:13:27: to needing to move the event from January to now,  
00:13:27 --> 00:13:29: I think it's the fact that.  
00:13:29 --> 00:13:31: As we expected, when we put the report together last  
00:13:31 --> 00:13:32: fall,  
00:13:32 --> 00:13:36: we would have changes and I feel like maybe now  
00:13:36 --> 00:13:40: we really are on the precipice of starting 2022.  
00:13:40 --> 00:13:43: Kind of the way we expected it the way people  
00:13:43 --> 00:13:45: expected it when we talked to them in the summer,  
00:13:45 --> 00:13:46: getting ready for this year.

00:13:47 --> 00:13:48: And that's kind of reflected  
00:13:48 --> 00:13:49: in the sentiment. You know,  
00:13:49 --> 00:13:52: we ask everybody every year how do you feeling next  
00:13:52 --> 00:13:55: year is going to be compared to the year before?  
00:13:55 --> 00:13:56: Or is it going to be better going to be  
00:13:56 --> 00:13:57: worse?  
00:13:57 --> 00:13:58: Going to be the same?  
00:13:58 --> 00:14:00: The last few years have been a little tricky.  
00:14:00 --> 00:14:05: You know, going into 2020 didn't expect what we got,  
00:14:05 --> 00:14:08: but you know it, it was what it was going  
00:14:08 --> 00:14:08: into 2021.  
00:14:08 --> 00:14:11: People were a little more muted in how they thought  
00:14:11 --> 00:14:13: the year would turn out,  
00:14:13 --> 00:14:16: but how many in the room really feel like 2021  
00:14:16 --> 00:14:19: was a lot better than you thought it was going  
00:14:19 --> 00:14:19: to be.  
00:14:19 --> 00:14:22: And that's kind of, I think when we looked at  
00:14:22 --> 00:14:23: the numbers for 2022,  
00:14:23 --> 00:14:26: a little bit of a surprise is how strong.  
00:14:29 --> 00:14:34: For the next slide. Is how strong the overall outlook  
00:14:34 --> 00:14:34: was,  
00:14:34 --> 00:14:36: and you know? In the nine years I went back  
00:14:36 --> 00:14:37: and looked at the history.  
00:14:37 --> 00:14:40: I think it was the highest number of people that  
00:14:40 --> 00:14:42: expect the next year to be good to excellent that  
00:14:42 --> 00:14:43: we had ever had.  
00:14:43 --> 00:14:46: You know, 84% on a national level.  
00:14:46 --> 00:14:48: If Colorado, you're even more confident,  
00:14:48 --> 00:14:51: which is interesting given that you know not one of  
00:14:51 --> 00:14:55: the markets that was beaten down terribly by the pandemic.  
00:14:55 --> 00:14:57: But you know, things did slow down,  
00:14:57 --> 00:15:00: but it looks good, very optimistic,  
00:15:00 --> 00:15:03: you know, extremely positive. I haven't been to an event  
00:15:04 --> 00:15:06: yet where the local response is.  
00:15:06 --> 00:15:08: You know are below the national average,  
00:15:08 --> 00:15:10: so I think the groups that are having events tend  
00:15:10 --> 00:15:11: to be a little more positive.  
00:15:11 --> 00:15:12: They want to hear good news.  
00:15:12 --> 00:15:15: The ones that are below just want to move on  
00:15:15 --> 00:15:16: to 2023,  
00:15:16 --> 00:15:18: but it looks but it looks good and you know,  
00:15:18 --> 00:15:21: I, I think I've mentioned this before that the 1%

00:15:21 --> 00:15:23: that I always think it's going to be 4 to  
00:15:23 --> 00:15:24: abysmal the next year.  
00:15:24 --> 00:15:28: Is about 16 people. They say that every year 2020  
00:15:28 --> 00:15:31: they were riding high because there was like 32 people.  
00:15:31 --> 00:15:33: They thought it was going to be worse,  
00:15:33 --> 00:15:36: but now we're back down to that 1%.  
00:15:36 --> 00:15:39: The 16 people and none of them are from here,  
00:15:39 --> 00:15:41: so none of you in the room probably think things  
00:15:41 --> 00:15:42: are going to be worse next year.  
00:15:44 --> 00:15:46: Does that mean there's nothing to worry about?  
00:15:46 --> 00:15:49: And that's not exactly true,  
00:15:49 --> 00:15:51: so we ask what people are concerned about.  
00:15:51 --> 00:15:55: Surprisingly, epidemics and pandemics isn't number one,  
00:15:55 --> 00:15:56: it's kind of down level.  
00:15:56 --> 00:15:57: It's still on the top ten.  
00:15:57 --> 00:16:00: It'll be interesting to see how many years it takes  
00:16:00 --> 00:16:01: that to drop off,  
00:16:01 --> 00:16:04: because it does. We had an Ebola scare a few  
00:16:04 --> 00:16:06: years ago and it stayed kind of up there for  
00:16:06 --> 00:16:07: a while,  
00:16:07 --> 00:16:09: but it's still there. We're still worth thinking about it,  
00:16:09 --> 00:16:13: but it really comes down to kind of availability and  
00:16:13 --> 00:16:15: cost labor availability.  
00:16:15 --> 00:16:20: Labor cost materials. Same thing with both of those.  
00:16:20 --> 00:16:22: Those problems are here. Those problems were here.  
00:16:22 --> 00:16:25: I've talked about those by the last four years.  
00:16:25 --> 00:16:26: You know we were worried about labor.  
00:16:26 --> 00:16:28: Then we had the great resignation,  
00:16:28 --> 00:16:31: so we had four or five million people drop out  
00:16:31 --> 00:16:33: of the labor force summer slowly coming back.  
00:16:33 --> 00:16:35: But it's gonna take a while,  
00:16:35 --> 00:16:36: so those are the concerns.  
00:16:36 --> 00:16:39: Now that considerable list. It's a little different,  
00:16:39 --> 00:16:42: you know this was put together late summer,  
00:16:42 --> 00:16:45: early fall. Yeah, people thought you know what could happen  
00:16:45 --> 00:16:48: with inflation with the amount of stimulus that was going  
00:16:48 --> 00:16:50: into the system we we were having this,  
00:16:50 --> 00:16:53: you know, kind of the supply chain issues.  
00:16:53 --> 00:16:55: Driving up costs trying to find labor,  
00:16:55 --> 00:16:59: but it wasn't quite front of mind as it's turned  
00:16:59 --> 00:17:01: into over the last three months,  
00:17:01 --> 00:17:03: so I think that's more of an issue if we

00:17:03 --> 00:17:04: ask this question today,  
00:17:04 --> 00:17:06: we'd see that go up much higher.  
00:17:06 --> 00:17:09: Same thing with interest rates and cost of capital.  
00:17:09 --> 00:17:12: Now that's the conversation. How higher interest rates going to  
00:17:12 --> 00:17:12: go?  
00:17:12 --> 00:17:14: What's that going to do to real estate?  
00:17:14 --> 00:17:15: Where is it going to fall in there?  
00:17:15 --> 00:17:18: So those are kind of issues that we're talking about  
00:17:18 --> 00:17:18: now people.  
00:17:18 --> 00:17:21: They're things we're going to be dealing with in 2022.  
00:17:21 --> 00:17:24: No question. Don't know how far they'll go into 2023  
00:17:24 --> 00:17:25: that they'll be issues,  
00:17:25 --> 00:17:27: but even though we're very optimistic,  
00:17:28 --> 00:17:33: we're not blindly optimistic. Out of the supply chain concerns  
00:17:33 --> 00:17:36: this is kind of newer data and kind of see  
00:17:36 --> 00:17:40: that chart on your left is kind of the cost  
00:17:40 --> 00:17:44: of freight skyrocketing. Not going to come down fast anytime  
00:17:44 --> 00:17:47: soon until we see problems issued.  
00:17:47 --> 00:17:49: The other thing is kind of the impact on business,  
00:17:49 --> 00:17:53: it's delays and deliveries and supply chain concerns and what  
00:17:53 --> 00:17:54: that's doing.  
00:17:54 --> 00:17:57: We get a number this morning where producer prices are  
00:17:57 --> 00:17:58: up almost 10%  
00:17:58 --> 00:18:01: year over year, 1% for January.  
00:18:01 --> 00:18:02: So we're still going up.  
00:18:02 --> 00:18:05: We haven't peaked yet or it's gonna be so it's  
00:18:05 --> 00:18:06: gonna be a problem.  
00:18:06 --> 00:18:09: Can I have an impact on different businesses as it  
00:18:09 --> 00:18:11: different property types as we go forward?  
00:18:13 --> 00:18:14: That's kind of here,  
00:18:14 --> 00:18:16: you know, when we asked the people I said it  
00:18:16 --> 00:18:17: was a little early in this process,  
00:18:17 --> 00:18:22: but you know, and emerging trends for the last.  
00:18:22 --> 00:18:26: Yeah, probably 7 years has been saying that interest rates  
00:18:26 --> 00:18:28: would go up moderately.  
00:18:28 --> 00:18:30: No. One usually says substantially,  
00:18:30 --> 00:18:32: but we're starting to see that kind of move.  
00:18:32 --> 00:18:33: And as we look at,  
00:18:33 --> 00:18:35: you know, kind of inflation going up.  
00:18:35 --> 00:18:38: That's new. We weren't expecting inflation.  
00:18:38 --> 00:18:42: Then your Treasury commercial mortgage rates all expected



to go  
00:18:42 --> 00:18:43: up in 2022.  
00:18:43 --> 00:18:47: To some extent, you know nobody is expecting a huge  
00:18:47 --> 00:18:48: increase.  
00:18:48 --> 00:18:51: But we don't know. Other thing is what will that  
00:18:51 --> 00:18:54: do to cap rates when we're looking at equity capital  
00:18:54 --> 00:18:54: rates?  
00:18:54 --> 00:18:57: There's a lot of cushion right now over historical spreads  
00:18:57 --> 00:18:58: over the 10 year Treasury.  
00:18:58 --> 00:19:00: Is that going to be enough to kind of keep  
00:19:00 --> 00:19:03: value steady so there's some things you know that are  
00:19:03 --> 00:19:04: going to be with us,  
00:19:04 --> 00:19:06: but All in all, doesn't look like anything that will  
00:19:06 --> 00:19:08: derail the market this year.  
00:19:10 --> 00:19:12: The trends this year were kind of unique in the  
00:19:12 --> 00:19:14: fact that we had a trend that's kind of the  
00:19:14 --> 00:19:15: new age of uncertainty,  
00:19:15 --> 00:19:18: but other trends kind of contribute to that.  
00:19:18 --> 00:19:20: So we kind of put all the trends in the  
00:19:20 --> 00:19:24: kind of three themes in this age of uncertainty is.  
00:19:24 --> 00:19:27: Not referring to the uncertainty that we've all dealt with  
00:19:27 --> 00:19:30: for years or your entire career because real estate is  
00:19:30 --> 00:19:31: not a given business,  
00:19:31 --> 00:19:32: we don't know every impact.  
00:19:32 --> 00:19:35: We don't know all the variables that go in exactly  
00:19:36 --> 00:19:37: and we perform a lot of stuff.  
00:19:37 --> 00:19:39: But this is kind of new and kind of new  
00:19:39 --> 00:19:42: things that we haven't dealt with before,  
00:19:42 --> 00:19:43: but we'll have an impact.  
00:19:43 --> 00:19:47: But aren't you know something that can completely be  
00:19:47 --> 00:19:49: managed.  
00:19:47 --> 00:19:49: We're more confident than we were a year ago.  
00:19:49 --> 00:19:52: You know, this is the first time during the pandemic  
00:19:52 --> 00:19:53: we asked this question.  
00:19:53 --> 00:19:57: Do you feel confident making long-term strategic decisions?  
00:19:57 --> 00:19:58: This year you know 69%  
00:19:58 --> 00:20:01: do versus the 44% last year,  
00:20:01 --> 00:20:04: so I think we're getting we're getting more comfortable with  
00:20:04 --> 00:20:04: it.  
00:20:04 --> 00:20:07: We're learning the new way things work and we feel  
00:20:07 --> 00:20:10: like we can make adjustments going forward.  
00:20:10 --> 00:20:13: Colorado, even a little more confident.

00:20:13 --> 00:20:17: 79% of the respondents feel more confident than they did  
00:20:17 --> 00:20:17: a year ago,  
00:20:17 --> 00:20:19: and you know, kind of think it was in the  
00:20:19 --> 00:20:20: paper this morning.  
00:20:20 --> 00:20:24: You know construction values for last year or not quite  
00:20:24 --> 00:20:25: 2019 levels,  
00:20:25 --> 00:20:27: but very close. That shows confidence,  
00:20:27 --> 00:20:30: so you're moving forward. Somebody is making decisions for  
00:20:30 --> 00:20:31: a  
00:20:30 --> 00:20:31: longer term.  
00:20:33 --> 00:20:36: Canada, what brings us uncertainty is are we going to  
00:20:36 --> 00:20:38: be dealing with this kind of?  
00:20:38 --> 00:20:41: Pandemic influence is going on.  
00:20:41 --> 00:20:44: We put this together, started doing the presentations in early  
00:20:44 --> 00:20:45: November,  
00:20:45 --> 00:20:47: rolling right along. Very good.  
00:20:47 --> 00:20:48: Usually take a little break during Thanksgiving.  
00:20:48 --> 00:20:51: What happens the day after Thanksgiving?  
00:20:51 --> 00:20:53: There's a new variant discovered.  
00:20:53 --> 00:20:58: Two weeks later. Starting spread throughout the country.  
00:20:58 --> 00:21:01: Get to January. That's why we're here now in February,  
00:21:01 --> 00:21:04: because this happened now I I really need to go  
00:21:04 --> 00:21:07: through and get the slide that shows is kind of  
00:21:07 --> 00:21:09: peaked and we're headed back down again.  
00:21:09 --> 00:21:12: So maybe we're the peak each time.  
00:21:12 --> 00:21:15: Maybe it only throws us off course for shorter period  
00:21:15 --> 00:21:18: of time because we're getting better at dealing with it,  
00:21:18 --> 00:21:20: but we may be dealing with this for awhile,  
00:21:20 --> 00:21:22: so this is one of those new areas of uncertainty  
00:21:22 --> 00:21:25: and kind of the impacts that it has each time.  
00:21:25 --> 00:21:29: Fortunately, they've been similar and we've gotten better at  
00:21:29 --> 00:21:30: adjusting  
00:21:29 --> 00:21:30: to them.  
00:21:30 --> 00:21:33: Nothing to say that we might get something that throws  
00:21:33 --> 00:21:35: us for a little bit more of a curve,  
00:21:35 --> 00:21:37: like a Russian invasion of Ukraine.  
00:21:37 --> 00:21:41: Another piece of uncertainty that we weren't talking about  
00:21:41 --> 00:21:42: when  
00:21:41 --> 00:21:42: we put the report together.  
00:21:42 --> 00:21:44: What does that do to supply chains?  
00:21:44 --> 00:21:46: What does that do to energy costs?  
00:21:46 --> 00:21:48: Things like that are all going to be there,  
00:21:48 --> 00:21:51: so we're in a little bit more of an uncertain

00:21:51 --> 00:21:53: world going forward.

00:21:53 --> 00:21:55: Two other trends that kind of fit with this kind

00:21:55 --> 00:21:55: of uncertainty theme?

00:21:55 --> 00:21:58: Is this. The pandemic didn't hit every mark at the

00:21:58 --> 00:21:59: same and I'll.

00:21:59 --> 00:22:03: I'll show some examples of that related to Denver.

00:22:03 --> 00:22:07: Hit other markets much harder property types differently.

00:22:07 --> 00:22:10: So it'd be a little unrealistic to think that the

00:22:10 --> 00:22:12: recovery was going to be the same everywhere.

00:22:12 --> 00:22:15: It's going to be a little disjointed going forward.

00:22:15 --> 00:22:17: And the second one relates to capital.

00:22:17 --> 00:22:18: Looks like everybody wants in.

00:22:18 --> 00:22:21: We had a trend to year or so ago about

00:22:21 --> 00:22:23: there is no alternative.

00:22:23 --> 00:22:25: Well, it's not now. It's not now.

00:22:25 --> 00:22:28: There is no alternative now it's fear of missing out.

00:22:28 --> 00:22:31: Everybody is looking at putting money in real estate.

00:22:31 --> 00:22:33: Not necessarily the worst situation,

00:22:33 --> 00:22:37: but it does bring with it more uncertainty and challenges

00:22:37 --> 00:22:40: that we maybe haven't dealt with before.

00:22:40 --> 00:22:41: This is kind of the you know,

00:22:41 --> 00:22:43: kind of that pandemic outlook can you.

00:22:43 --> 00:22:46: Denver is the Orange Line you ask and this just

00:22:46 --> 00:22:48: looks their employment in 2019.

00:22:48 --> 00:22:51: Kind of going into the pandemic index to 100 and

00:22:51 --> 00:22:54: you kind of see kind of see the drop from

00:22:54 --> 00:22:57: where you know Denver held up a little better than

00:22:57 --> 00:23:00: the US. The recovery? Yeah,

00:23:00 --> 00:23:01: kind of about the same pace,

00:23:01 --> 00:23:03: but then it began to accelerate a little bit faster

00:23:04 --> 00:23:06: and then going forward it's going to outperform.

00:23:06 --> 00:23:07: So this is one of the markets,

00:23:07 --> 00:23:10: the lucky ones where the city is above.

00:23:10 --> 00:23:14: There are markets that are more dependent on.

00:23:14 --> 00:23:16: Tourism there may be a little lower than that.

00:23:16 --> 00:23:18: Haven't seen people come back yet,

00:23:18 --> 00:23:20: so it's going to be interesting to see how this

00:23:20 --> 00:23:21: all kind of works out,

00:23:21 --> 00:23:25: but right now it looks like the pastry recovery is

00:23:25 --> 00:23:26: there for the Denver Co.

00:23:26 --> 00:23:32: Market and that it probably maintained that forward momentum going

00:23:32 --> 00:23:33: forward.

00:23:33 --> 00:23:36: Property types right? The best example of markets getting hit differently.

00:23:36 --> 00:23:37:

00:23:37 --> 00:23:40: Industrial, was there a pandemic?

00:23:40 --> 00:23:43: Oh that's what caused us to build more fulfillment centers.

00:23:43 --> 00:23:44: Everybody wanted to buy things online.

00:23:44 --> 00:23:48: We changed the way we did things strong demand across all aspects of industrial.

00:23:48 --> 00:23:50:

00:23:50 --> 00:23:51: You go down to the bottom,

00:23:51 --> 00:23:54: which is retail. These are these are ranked by how people in the survey.

00:23:54 --> 00:23:55:

00:23:55 --> 00:24:00: Perceived the outlook for 2022 from favorable to less favorable.

00:24:00 --> 00:24:03: Retail, you know you have to close doors.

00:24:03 --> 00:24:06: You have to can't be open.

00:24:06 --> 00:24:09: Then you see. Kind of the restructuring and that really led to some interesting comments and I would say the in person interviews that we had.

00:24:09 --> 00:24:12:

00:24:12 --> 00:24:14:

00:24:14 --> 00:24:17: The retail sector is probably more positive than they've been in five years.

00:24:17 --> 00:24:18:

00:24:18 --> 00:24:20: They saw some of these problems worked out.

00:24:20 --> 00:24:24: They saw omnichannel solutions that really worked and that they're

00:24:24 --> 00:24:26: going to keep so that side looks good.

00:24:26 --> 00:24:29: We've seen stores start to open again.

00:24:29 --> 00:24:31: Maybe in different locations than they would have been before,

00:24:31 --> 00:24:33: but they're there and that kind of fits for all the property types.

00:24:33 --> 00:24:34:

00:24:34 --> 00:24:38: You gotta move down the list housing still very strong.

00:24:38 --> 00:24:39: When do we have a recession?

00:24:39 --> 00:24:42: And then we have single family housing supply drop to record low levels,

00:24:42 --> 00:24:44: prices and virtually every market or as high as they've ever been multifamily.

00:24:47 --> 00:24:48:

00:24:48 --> 00:24:51: I think there was about a 22nd period where people worried about what was going to happen during the pandemic.

00:24:51 --> 00:24:54:

00:24:54 --> 00:24:55: You know what's going to happen?

00:24:55 --> 00:24:56: Nobody's going to pay their rent.

00:24:56 --> 00:24:58: There's going to be, you know,

00:24:58 --> 00:25:00: a wash out of that.

00:25:00 --> 00:25:02: Didn't happen at 20 seconds.

00:25:02 --> 00:25:04: Went over student housing was my favorite one.  
00:25:04 --> 00:25:06: We talked to people, all student housing,  
00:25:06 --> 00:25:07: you know, no one is going to go to college.  
00:25:07 --> 00:25:10: Who would have thought the 20 year old kids would  
00:25:10 --> 00:25:12: rather go live in an apartment at college and take  
00:25:12 --> 00:25:13: classes online,  
00:25:13 --> 00:25:16: then stay in their parents basement.  
00:25:16 --> 00:25:19: It's unfathomable, so it kind of worked through that too  
00:25:19 --> 00:25:20: as well,  
00:25:20 --> 00:25:25: housing, yeah, or hospitality. Another sector hit very hard,  
00:25:25 --> 00:25:26: but once we were allowed to travel,  
00:25:26 --> 00:25:28: we showed that we wanted to,  
00:25:28 --> 00:25:30: so that's kind of working slot office.  
00:25:30 --> 00:25:32: We'll talk about that in a little bit.  
00:25:32 --> 00:25:34: Maybe still some questions there,  
00:25:34 --> 00:25:37: not the first property type we worried about,  
00:25:37 --> 00:25:40: but maybe the one that may have more lingering change  
00:25:40 --> 00:25:42: than we had anticipated going forward.  
00:25:44 --> 00:25:48: Transaction volume all this capital you know we looked at  
00:25:48 --> 00:25:49: 2019,  
00:25:49 --> 00:25:53: which everybody that's been involved remembers was a  
tremendous year.  
00:25:53 --> 00:25:54: It was a very good year.  
00:25:54 --> 00:25:58: Well, guess what? 2021 was even better so we had  
00:25:58 --> 00:25:58: the drop.  
00:25:58 --> 00:26:02: We're back up. People are buying property everywhere.  
00:26:02 --> 00:26:04: Kind of. Think of it now when I look at  
00:26:04 --> 00:26:06: these numbers together looking at all the some of the  
00:26:06 --> 00:26:08: reports from real Capital Analytics,  
00:26:08 --> 00:26:11: you know Denver now is a top 20 global city  
00:26:11 --> 00:26:14: for global destination of capital.  
00:26:14 --> 00:26:17: So capitals coming from everywhere people are buying,  
00:26:17 --> 00:26:19: it's not just industrial, it's bounced back.  
00:26:19 --> 00:26:23: The other industrial apartments certainly are leading in most  
markets,  
00:26:23 --> 00:26:26: but it's also. People are buying retail,  
00:26:26 --> 00:26:28: people are buying office. They're also buying hotels.  
00:26:31 --> 00:26:34: A lot of conversation about alternative asset types.  
00:26:34 --> 00:26:38: I don't think we had a single conversation where somebody  
00:26:38 --> 00:26:41: did not use the two words life science that is  
00:26:41 --> 00:26:42: at the forefront.  
00:26:42 --> 00:26:44: Everybody is very interested in life science.

00:26:44 --> 00:26:46: How can I invest in life science?  
00:26:46 --> 00:26:50: So that's their datacenters. We see what happens when everybody works remotely.  
00:26:50 --> 00:26:50: works remotely.  
00:26:50 --> 00:26:52: We need more data center capacity.  
00:26:52 --> 00:26:55: So a lot of conversation and getting into these property types.  
00:26:55 --> 00:26:55: types.  
00:26:55 --> 00:26:58: Problem is these are specialized property types.  
00:26:58 --> 00:27:00: It's not easy for everybody to get into even you know some core funds are limited to how much they can put in.  
00:27:00 --> 00:27:03: know some core funds are limited to how much they can put in.  
00:27:03 --> 00:27:04: can put in.  
00:27:04 --> 00:27:07: To them, special expertise is required.  
00:27:07 --> 00:27:09: Certain markets have to have,  
00:27:09 --> 00:27:12: you know the talent, the capital to be able to have a life Science Center.  
00:27:12 --> 00:27:14: have a life Science Center.  
00:27:14 --> 00:27:15: So we're going to see that kind of evolve,  
00:27:15 --> 00:27:18: but I think what we will see over the next few years is this conversation about we're no longer for asset types is our core.  
00:27:18 --> 00:27:22: few years is this conversation about we're no longer for asset types is our core.  
00:27:22 --> 00:27:23: asset types is our core.  
00:27:23 --> 00:27:26: We may see more of these as we get more history and learn how they behave and how to invest in them.  
00:27:26 --> 00:27:29: history and learn how they behave and how to invest in them.  
00:27:29 --> 00:27:29: in them.  
00:27:29 --> 00:27:32: And then the problem when these become considered poor asset types,  
00:27:32 --> 00:27:32: types,  
00:27:32 --> 00:27:34: do we begin to see even more capital?  
00:27:34 --> 00:27:36: Available to invest in them,  
00:27:36 --> 00:27:38: so now might be the window of opportunity for all some of these alternatives,  
00:27:38 --> 00:27:40: because once the more capital gets their hands on the idea of I can get into this asset class.  
00:27:40 --> 00:27:43: because once the more capital gets their hands on the idea of I can get into this asset class.  
00:27:44 --> 00:27:46: idea of I can get into this asset class.  
00:27:46 --> 00:27:48: We'll see it begin to flow there,  
00:27:48 --> 00:27:50: but it also offered offers opportunities,  
00:27:50 --> 00:27:54: especially in markets that are growing that have the ability to,  
00:27:54 --> 00:27:54: to,  
00:27:54 --> 00:27:56: you know, meet the needs of some of these property types.  
00:27:56 --> 00:27:57: types.  
00:27:57 --> 00:28:00: Medical offices on there. I don't think medical office to me is a little bit of a,  
00:28:00 --> 00:28:01: me is a little bit of a,  
00:28:01 --> 00:28:05: you know, maybe more mainstream before I know most. Institutions kind of consider a core,  
00:28:05 --> 00:28:06: Institutions kind of consider a core,  
00:28:06 --> 00:28:08: but more interest in it.  
00:28:08 --> 00:28:11: but more interest in it.  
00:28:11 --> 00:28:12: It's kind of the money that was raised.

00:28:12 --> 00:28:15: Remember all that money that was going to go into  
00:28:15 --> 00:28:15: distressed assets?  
00:28:15 --> 00:28:18: We went into the pandemic and it was all raised  
00:28:18 --> 00:28:20: and we thought OK and then ready to pull the  
00:28:20 --> 00:28:20: trigger.  
00:28:20 --> 00:28:23: And wow, where's the distress?  
00:28:23 --> 00:28:25: There wasn't as much of it as we anticipated.  
00:28:25 --> 00:28:27: Sure, there was some, but not enough,  
00:28:27 --> 00:28:31: but this way. So now we've got \$230 billion sitting  
00:28:31 --> 00:28:34: on the sidelines looking for a home waiting to be  
00:28:34 --> 00:28:35: deployed.  
00:28:35 --> 00:28:38: Bad news is we have \$231 billion waiting to be  
00:28:38 --> 00:28:38: deployed.  
00:28:38 --> 00:28:41: The good news is it's not being forced into the  
00:28:41 --> 00:28:41: market.  
00:28:41 --> 00:28:44: Yeah, you know we're still being very rational and looking  
00:28:44 --> 00:28:45: at opportunities,  
00:28:45 --> 00:28:47: and that's a good sign you know,  
00:28:47 --> 00:28:48: and they're still raising money.  
00:28:48 --> 00:28:52: You know, probably not going to raise back to the  
00:28:52 --> 00:28:55: 2019 level in 2021 when the final.  
00:28:55 --> 00:28:58: Data is available. It's going to be up there so  
00:28:58 --> 00:29:00: the interest in the asset class is growing.  
00:29:00 --> 00:29:03: The interest in where to invest is growing in terms  
00:29:03 --> 00:29:06: of property types and the interest in where to put  
00:29:06 --> 00:29:09: that money is growing in terms of geographic locations.  
00:29:12 --> 00:29:14: It's kind of from the survey as we kind of  
00:29:14 --> 00:29:16: ask people you know acquisition.  
00:29:16 --> 00:29:17: They think we may be a little oversupplied.  
00:29:17 --> 00:29:20: That's the good thing about that money sitting on the  
00:29:20 --> 00:29:21: sidelines right now.  
00:29:21 --> 00:29:23: In case we do need it.  
00:29:23 --> 00:29:26: Development in a little little lower not nearly don't feel  
00:29:26 --> 00:29:28: it's quite as over as by,  
00:29:28 --> 00:29:30: but this hasn't been, you know,  
00:29:30 --> 00:29:32: it's been a little bit of a challenge to develop  
00:29:32 --> 00:29:35: at this point to get approval through all the closed  
00:29:35 --> 00:29:37: offices to get plans approved.  
00:29:37 --> 00:29:40: Get financing all that kind of working out,  
00:29:40 --> 00:29:43: but right now the markets don't look too bad in  
00:29:43 --> 00:29:46: terms of where people feel like if there's capital available  
00:29:46 --> 00:29:47: for debt equity.

00:29:47 --> 00:29:48: Kind of each of those,  
00:29:48 --> 00:29:51: but not so much that they're worried about.  
00:29:51 --> 00:29:53: You know we're doing something.  
00:29:53 --> 00:29:57: Foolish again, we're not 2006 2007 at this point.  
00:29:59 --> 00:30:04: Where's it coming from? Some new players private equity?  
00:30:04 --> 00:30:09: Foreign capital private investors much very active in these markets  
00:30:09 --> 00:30:09: now,  
00:30:09 --> 00:30:12: so it's not just the institutions that are looking to  
00:30:12 --> 00:30:13: put money out.  
00:30:13 --> 00:30:15: You can get debt from different sources.  
00:30:15 --> 00:30:17: You know non financial institutions,  
00:30:17 --> 00:30:22: debt funds, mortgage rates all looking to put money out  
00:30:22 --> 00:30:22: so.  
00:30:22 --> 00:30:25: As the number of players rise and the number of  
00:30:25 --> 00:30:27: alternatives of where to get capital go up,  
00:30:27 --> 00:30:29: this is going to you know it'll be challenging.  
00:30:29 --> 00:30:32: It will also offer opportunities for people that are involved  
00:30:32 --> 00:30:33: in these looking to place money,  
00:30:33 --> 00:30:37: so it's going to be a very interesting 2022 as  
00:30:37 --> 00:30:41: we kind of see what the new normal looks like,  
00:30:41 --> 00:30:43: but how much this money sticks around as we go  
00:30:43 --> 00:30:45: into the rest of the decade?  
00:30:47 --> 00:30:50: Flexibility. That's kind of the next theme that we had  
00:30:50 --> 00:30:54: out of our trends and flexibility got to refers to  
00:30:54 --> 00:30:55: the idea of the idea.  
00:30:55 --> 00:30:58: You know that we could do things the way we  
00:30:58 --> 00:30:58: want to do.  
00:30:58 --> 00:31:01: When we were working remotely,  
00:31:01 --> 00:31:02: we shopped and we wanted to.  
00:31:02 --> 00:31:05: We shopped how we wanted to could either go out  
00:31:05 --> 00:31:07: or you could buy online.  
00:31:07 --> 00:31:08: We got used to doing things differently.  
00:31:08 --> 00:31:10: Movies were no longer first run,  
00:31:10 --> 00:31:13: movies were no longer available only in theaters.  
00:31:13 --> 00:31:15: You could watch them on your TV,  
00:31:15 --> 00:31:17: so we've gotten used to this.  
00:31:17 --> 00:31:19: And the big surprise has been.  
00:31:19 --> 00:31:22: How well some of it worked.  
00:31:22 --> 00:31:26: How long it took us to get tired of some  
00:31:26 --> 00:31:26: of it,  
00:31:26 --> 00:31:30: and then how that we're kind of blending.



00:31:30 --> 00:31:34: The two things together going forward.  
00:31:34 --> 00:31:36: Trends from that work anywhere.  
00:31:36 --> 00:31:41: Office reset happening. We are seeing things differently.  
00:31:41 --> 00:31:43: Work anywhere, live anywhere. If I can work anywhere,  
00:31:43 --> 00:31:46: will I still be able to live anywhere I want  
00:31:46 --> 00:31:47: to?  
00:31:47 --> 00:31:48: A lot of people took advantage of that,  
00:31:48 --> 00:31:51: and then they finally is proptech not going to talk  
00:31:51 --> 00:31:54: a lot about Prop tech because it probably changed from  
00:31:54 --> 00:31:56: the time I got here this morning at 9:30.  
00:31:56 --> 00:31:59: It's evolving very quickly. While we did see was that  
00:31:59 --> 00:32:00: it worked,  
00:32:00 --> 00:32:02: so it's hit a certain level of maturity.  
00:32:02 --> 00:32:06: You'd think of the amount of technology that was applied  
00:32:06 --> 00:32:09: to the multifamily industry in terms of leasing apartments.  
00:32:09 --> 00:32:11: You could lease an apartment without ever.  
00:32:11 --> 00:32:14: Hey ever seen it or ever talking to everybody face  
00:32:14 --> 00:32:16: to face they saw how well that worked so when  
00:32:16 --> 00:32:19: we talked to people in that industry now they're thinking  
00:32:19 --> 00:32:22: OK we can take some of those people that we're  
00:32:22 --> 00:32:24: doing that face to face work and they can now  
00:32:24 --> 00:32:26: go do back office work.  
00:32:26 --> 00:32:29: All of our face to face will be enhancing tenant  
00:32:29 --> 00:32:30: experience.  
00:32:30 --> 00:32:33: So we're changing. We're doing things differently and that's  
going  
00:32:33 --> 00:32:34: to continue.  
00:32:34 --> 00:32:35: There's still going to see money going into that.  
00:32:40 --> 00:32:41: It's not that different  
00:32:41 --> 00:32:43: from the people that really like remote work and the  
00:32:43 --> 00:32:46: people who think everybody needs to be in the office.  
00:32:46 --> 00:32:48: They kind of look at these options that people think  
00:32:48 --> 00:32:51: you know they feel more productive 'cause you don't have  
00:32:51 --> 00:32:51: to get up,  
00:32:51 --> 00:32:53: get ready and drive in.  
00:32:53 --> 00:32:56: Trade off, maybe it's a little harder to collaborate.  
00:32:56 --> 00:32:59: People aren't right there, you know the balance,  
00:32:59 --> 00:33:01: the work life balance is certainly good,  
00:33:01 --> 00:33:03: but that is a negative connotation too.  
00:33:03 --> 00:33:06: When you, you know are when you work from home,  
00:33:06 --> 00:33:08: that's great. When your home is your work,  
00:33:08 --> 00:33:10: it gets a little more complicated.

00:33:10 --> 00:33:14: People feel burnout. Don't know quite what to do,  
00:33:14 --> 00:33:16: so we'll see some kind of fading back from that.  
00:33:16 --> 00:33:17: And then they they like the options.  
00:33:17 --> 00:33:19: It's got another word for flexibility.  
00:33:19 --> 00:33:22: We like the option of being able to do what  
00:33:22 --> 00:33:23: we want to.  
00:33:23 --> 00:33:27: One you know interesting story from the whole work from  
00:33:27 --> 00:33:27: home was.  
00:33:27 --> 00:33:32: The traffic numbers and most of these downtown metros  
bounce  
00:33:32 --> 00:33:33: back.  
00:33:33 --> 00:33:37: Well before. Office occupancy return to the same levels so  
00:33:38 --> 00:33:41: people weren't going downtown to work,  
00:33:41 --> 00:33:43: but they were still going downtown and I talked to  
00:33:43 --> 00:33:46: somebody I was curious about that 'cause I couldn't quite  
00:33:46 --> 00:33:49: understand why that would be but then realize well people  
00:33:49 --> 00:33:51: are sitting there and they get up and run errands  
00:33:51 --> 00:33:53: and they're going and doing things so they're out on  
00:33:53 --> 00:33:53: the roads.  
00:33:53 --> 00:33:55: We do like to get out.  
00:33:55 --> 00:33:59: Lost connections, you know, kind of a negative from how  
00:33:59 --> 00:34:00: we do work.  
00:34:00 --> 00:34:03: And you know building your network and knowing people and  
00:34:03 --> 00:34:06: just having that feeling like you're part of an organization.  
00:34:06 --> 00:34:08: If you're working remotely all the time.  
00:34:09 --> 00:34:10: Gonna change a lot.  
00:34:10 --> 00:34:14: You know this is from a PwC survey on workers.  
00:34:14 --> 00:34:17: You know, pre pandemic 5%  
00:34:17 --> 00:34:18: of people were in the office.  
00:34:18 --> 00:34:21: You know, have five people spent 5%  
00:34:21 --> 00:34:26: of their time outside of the designated workspace post  
pandemic?  
00:34:26 --> 00:34:28: Think that'll be somewhere in that 20%.  
00:34:28 --> 00:34:30: So we're going to have that flexibility.  
00:34:30 --> 00:34:32: But what's that flexibility going to look like?  
00:34:32 --> 00:34:35: And that's this is where we get so interesting.  
00:34:35 --> 00:34:39: Three seems to be the magical number everybody we talked  
00:34:39 --> 00:34:43: to talk to somebody who's a strong proponent of remote  
00:34:43 --> 00:34:43: work.  
00:34:43 --> 00:34:45: How many days do you think you want to work  
00:34:45 --> 00:34:45: remotely?  
00:34:45 --> 00:34:49: Well, three or four? Talk to somebody who thinks everybody  
00:34:49 --> 00:34:51: should be in the office all the time.

00:34:51 --> 00:34:55: Bomb a day should people be in be in the  
00:34:55 --> 00:34:56: Office 3 or 4.  
00:34:56 --> 00:34:59: So we're kind of we're gonna kind of think just  
00:34:59 --> 00:35:02: naturally evolved to that three day model won't be the  
00:35:02 --> 00:35:04: same three day model.  
00:35:04 --> 00:35:06: You know, there are many many different variations,  
00:35:06 --> 00:35:09: and I'm sure you all have different variations of what  
00:35:09 --> 00:35:11: those three days look like.  
00:35:11 --> 00:35:13: In the survey, we asked people one of the main  
00:35:13 --> 00:35:16: reasons for going to remote workforce and one of the  
00:35:16 --> 00:35:18: top ones was to reduce my office footprint.  
00:35:18 --> 00:35:20: Well then you talked to some may go.  
00:35:20 --> 00:35:23: Well, we're going to have everybody in the office on  
00:35:23 --> 00:35:23: Tuesday,  
00:35:23 --> 00:35:26: Wednesday, Thursday. I'm not sure how you're going to  
00:35:26 --> 00:35:29: reduce  
00:35:29 --> 00:35:30: your footprint when the same number of people are coming  
00:35:30 --> 00:35:32: in every day at the same time,  
00:35:32 --> 00:35:32: but you know, it'll kind of it'll.  
00:35:32 --> 00:35:33: It'll work its way out as people.  
00:35:33 --> 00:35:36: No one has suggested they're going to have everybody in  
00:35:36 --> 00:35:36: the office Monday,  
00:35:36 --> 00:35:41: Friday. But that seems to be off the table,  
00:35:41 --> 00:35:42: so we haven't seen that yet.  
00:35:42 --> 00:35:46: You can kind of see most people feel like that  
00:35:46 --> 00:35:46: at least 75%  
00:35:47 --> 00:35:49: of workers will be in the office three days a  
00:35:49 --> 00:35:50: week.  
00:35:50 --> 00:35:51: This is an interesting one.  
00:35:51 --> 00:35:53: Whoops, I didn't go back one.  
00:35:53 --> 00:35:56: You know, Denver is a little higher on that.  
00:35:56 --> 00:35:58: This is kind of a an economy and and it  
00:35:58 --> 00:35:59: does vary.  
00:35:59 --> 00:36:03: When you think of you know the industry mix and  
00:36:03 --> 00:36:04: the people here,  
00:36:04 --> 00:36:06: you know, I think the see a little bit more  
00:36:06 --> 00:36:07: people being in the office.  
00:36:07 --> 00:36:09: Maybe not all the time,  
00:36:09 --> 00:36:11: but they do. You know so that 100%  
00:36:11 --> 00:36:12: remote work that you know?  
00:36:12 --> 00:36:16: Maybe somebody who moved here from New York for the  
00:36:16 --> 00:36:16: pandemic.

00:36:16 --> 00:36:18: You know, if they stay here,  
00:36:18 --> 00:36:20: they may, you know, be coming to an office,  
00:36:20 --> 00:36:21: so I think that's a little different.  
00:36:21 --> 00:36:24: That's this is one of the few markets where I've  
00:36:24 --> 00:36:28: seen that much of a differential between that back in  
00:36:28 --> 00:36:29: the office number.  
00:36:29 --> 00:36:31: So what about office space need then if I have  
00:36:31 --> 00:36:33: fewer people are going to be in the office.  
00:36:33 --> 00:36:36: People generally feel like will need less space.  
00:36:36 --> 00:36:38: Another area where Denver is a little bit different.  
00:36:38 --> 00:36:41: You know, Denver feels like you could see 20%.  
00:36:41 --> 00:36:44: Almost think we could see an increase in office space.  
00:36:44 --> 00:36:48: That's part of that. And when I talk about what  
00:36:48 --> 00:36:51: people want in office now is they want more space.  
00:36:51 --> 00:36:54: They want collaborative space. They want space where the  
00:36:54 --> 00:36:56: people  
00:36:56 --> 00:36:57: in the office can collaborate with the people who aren't  
00:36:57 --> 00:36:59: in the office.  
00:36:59 --> 00:37:00: So the amenity war that we talked about a few  
00:36:59 --> 00:37:00: years ago.  
00:37:00 --> 00:37:03: Didn't go away. It's kind of shifted focus.  
00:37:03 --> 00:37:06: The idea idea now is not to entice you to  
00:37:06 --> 00:37:09: stay in the office forever and never go home.  
00:37:09 --> 00:37:11: The idea is to get you to come to the  
00:37:11 --> 00:37:14: office in the 1st place so people are looking for  
00:37:14 --> 00:37:15: a different set of amenities,  
00:37:15 --> 00:37:18: but they're still still want new space and we see  
00:37:18 --> 00:37:21: that in the numbers the leasing rates of new space.  
00:37:21 --> 00:37:23: It's being delivered the plans for new space.  
00:37:23 --> 00:37:25: So if there's a loser in this,  
00:37:25 --> 00:37:27: it could well be kind of.  
00:37:27 --> 00:37:29: You know, some of that space that may have been  
00:37:29 --> 00:37:30: struggling by.  
00:37:30 --> 00:37:33: We haven't seen the big bargain.  
00:37:33 --> 00:37:36: Shopping, I'm going to move from A to B because  
00:37:36 --> 00:37:37: prices are down.  
00:37:37 --> 00:37:38: Somebody made the you know,  
00:37:38 --> 00:37:42: kind of made the comment about well when people are  
00:37:42 --> 00:37:46: there talking to prospective tenants they get a lot of  
00:37:46 --> 00:37:46: OK.  
00:37:46 --> 00:37:47: I want to use less space,  
00:37:47 --> 00:37:50: but I'm OK paying the same amount I was paying

00:37:50 --> 00:37:53: before and I'm willing to pay up for newer space,  
00:37:53 --> 00:37:55: different amenities to kind of go with it,  
00:37:55 --> 00:37:57: so it's going to be an interesting year and this  
00:37:57 --> 00:37:59: is one that I think it'll take at least a  
00:37:59 --> 00:37:59: year.  
00:37:59 --> 00:38:03: May take two years to kind of see where companies  
00:38:03 --> 00:38:05: fall with this back office.  
00:38:05 --> 00:38:07: We're now once again, you know everybody who's going to  
00:38:07 --> 00:38:09: be back in the office by September.  
00:38:09 --> 00:38:11: And then we're going to be back in the office  
00:38:11 --> 00:38:12: by January now.  
00:38:12 --> 00:38:15: I think I saw one they said March 14th,  
00:38:15 --> 00:38:16: so we'll see if those return to the office.  
00:38:16 --> 00:38:19: They start filtering in and then we get back to  
00:38:19 --> 00:38:21: that and then see how it works.  
00:38:21 --> 00:38:25: As people get through that period.  
00:38:25 --> 00:38:27: Another one is business travel.  
00:38:27 --> 00:38:29: That's a big one. I put that question along with  
00:38:29 --> 00:38:32: the hospitality is will we go back to business travel  
00:38:32 --> 00:38:33: the way we did and you know?  
00:38:33 --> 00:38:36: And this year survey you know 57%  
00:38:36 --> 00:38:39: think they will travel less than they did in 2019  
00:38:39 --> 00:38:42: and the main reason is we have learned the technology.  
00:38:42 --> 00:38:46: You know the people attending through zoom today like the  
00:38:46 --> 00:38:47: idea of that flexibility.  
00:38:47 --> 00:38:50: I think some of the travel that we used to  
00:38:50 --> 00:38:52: do that we felt obligated to do.  
00:38:52 --> 00:38:55: We now realize we can do more efficiently.  
00:38:55 --> 00:38:59: Then we could before, with the use of technology,  
00:38:59 --> 00:39:00: so we'll probably see some of that drop.  
00:39:00 --> 00:39:02: Now the people that think.  
00:39:02 --> 00:39:05: Business travel is going to go up that 8%  
00:39:05 --> 00:39:07: think they need to do it 'cause they need to  
00:39:07 --> 00:39:08: see people face to face.  
00:39:08 --> 00:39:11: You know they need to either rebuild relationships that have  
00:39:11 --> 00:39:13: slipped during the pandemic or get out there and get  
00:39:13 --> 00:39:14: new relationships.  
00:39:14 --> 00:39:17: Those are things that the people that think they're going  
00:39:17 --> 00:39:19: to reduce travel are still going to do so.  
00:39:19 --> 00:39:21: We're still going to see people do it.  
00:39:21 --> 00:39:24: You know business meeting travel may change a little bit  
00:39:24 --> 00:39:26: as we kind of get through this as to who's

00:39:27 --> 00:39:29: doing what and do I go to as many meetings?  
00:39:29 --> 00:39:31: Do I go to fewer meetings?  
00:39:31 --> 00:39:33: Do I pick out? I come more selective?  
00:39:33 --> 00:39:36: So business travel is going to be a little bit  
00:39:36 --> 00:39:38: more of an adjustment similar to office,  
00:39:38 --> 00:39:41: probably along the same trajectory as people get back to  
00:39:41 --> 00:39:42: going to the office.  
00:39:42 --> 00:39:44: Then they get back to seeing how they're going to  
00:39:44 --> 00:39:44: travel.  
00:39:47 --> 00:39:49: So if I can do all this flexibility,  
00:39:49 --> 00:39:51: can I live anywhere you know this area?  
00:39:51 --> 00:39:54: I'm sure you all know somebody who either came back  
00:39:54 --> 00:39:57: during the pandemic or was planning to come back.  
00:39:57 --> 00:39:58: Or here they're thinking OK.  
00:39:58 --> 00:40:01: I want to be in a nice area because I  
00:40:01 --> 00:40:01: can.  
00:40:01 --> 00:40:04: I can enjoy it and I can work from anywhere.  
00:40:04 --> 00:40:06: I'm not as tired to my work.  
00:40:06 --> 00:40:09: It's going to be important going forward and it's going  
00:40:09 --> 00:40:13: to be important for a reason that we've talked about  
00:40:13 --> 00:40:15: before and that's attracting labor.  
00:40:15 --> 00:40:19: The labor force we got to get people into where  
00:40:19 --> 00:40:20: they want to be,  
00:40:20 --> 00:40:24: and it's kind of shifted kind of that competition.  
00:40:26 --> 00:40:27: These are kind of the top ten  
00:40:27 --> 00:40:30: markets in this year's emerging trends and you kind of  
00:40:30 --> 00:40:33: see what's kind of happened here as we've seen that  
00:40:33 --> 00:40:35: shift to the southeast.  
00:40:35 --> 00:40:37: A lot of people moved down there for,  
00:40:37 --> 00:40:39: you know, various reasons they were moving there before  
00:40:39 --> 00:40:40: the  
00:40:39 --> 00:40:40: pandemic,  
00:40:40 --> 00:40:43: but they really went down there during the pandemic.  
00:40:43 --> 00:40:46: Yeah, we gotta see Florida and Tennessee without state  
00:40:47 --> 00:40:47: income  
00:40:47 --> 00:40:47: tax.  
00:40:47 --> 00:40:51: You know, incentives to lure companies taxes continues to  
00:40:51 --> 00:40:55: draw  
00:40:51 --> 00:40:55: people into two markets in the top ten there Denver's  
00:40:55 --> 00:40:56: number 12,  
00:40:56 --> 00:41:00: you know, typically a market that's been in the top  
00:41:00 --> 00:41:01: 10.  
00:41:01 --> 00:41:03: I would say maybe part of the reason that maybe

00:41:03 --> 00:41:04: a little bit out of it.  
00:41:04 --> 00:41:08: Maybe that global idea that you know now you're global  
00:41:08 --> 00:41:08: city,  
00:41:08 --> 00:41:10: so you're competing against the different set.  
00:41:10 --> 00:41:13: Some of our top ten markets are still fairly small  
00:41:13 --> 00:41:16: when you think about the size of the investable universe.  
00:41:16 --> 00:41:20: Right, but the next 10 on here and had the  
00:41:20 --> 00:41:20: 20.  
00:41:20 --> 00:41:22: Then you begin to really see the mountain region in  
00:41:22 --> 00:41:23: the West kind of fill out.  
00:41:23 --> 00:41:26: You know Salt Lake City kind of joins Phoenix and  
00:41:27 --> 00:41:28: Denver and that area.  
00:41:28 --> 00:41:29: Some of the California market,  
00:41:29 --> 00:41:33: San Diego, Orange County, or kind of in that top  
00:41:33 --> 00:41:33: 20.  
00:41:33 --> 00:41:35: So we're seeing a little bit of a shift.  
00:41:35 --> 00:41:37: We've got, I think in the top 24 markets in  
00:41:37 --> 00:41:39: the mountain region when you include Salt Lake City,  
00:41:39 --> 00:41:42: Boise, Denver and then Phoenix.  
00:41:42 --> 00:41:45: So we're spreading around. People are looking at different  
markets,  
00:41:45 --> 00:41:48: they're more comfortable. What these markets and we said  
this  
00:41:48 --> 00:41:51: for years when we were looking at the long,  
00:41:51 --> 00:41:54: you know, economic trend, economic expansion is that  
people get  
00:41:54 --> 00:41:57: comfortable when they have time to learn something we  
hadn't  
00:41:57 --> 00:41:58: seen a reversal.  
00:41:58 --> 00:42:01: Now it's here. Now you add in the flexibility of  
00:42:01 --> 00:42:04: you can attract workers without the jobs actually being there.  
00:42:04 --> 00:42:05: It's even better.  
00:42:07 --> 00:42:08: And that's part of the the  
00:42:08 --> 00:42:10: advantages of Denver. You know,  
00:42:10 --> 00:42:13: people are a little hesitant to go back to the  
00:42:13 --> 00:42:14: gateway markets,  
00:42:14 --> 00:42:18: more densely populated tech center people are focusing on  
tech.  
00:42:18 --> 00:42:20: That was the results today.  
00:42:20 --> 00:42:22: The amount of money that's being invested intact by the  
00:42:22 --> 00:42:24: hedge funds and private equity firms,  
00:42:24 --> 00:42:26: it's being released. That's growing.  
00:42:26 --> 00:42:29: It's driving development in these markets.

00:42:30 --> 00:42:31: And let's face it, suburban.  
00:42:32 --> 00:42:34: Office is no longer a dirty word.  
00:42:34 --> 00:42:35: People are kind of thinking,  
00:42:35 --> 00:42:37: you know, OK, you know this is going to be  
00:42:37 --> 00:42:37: a ballot.  
00:42:37 --> 00:42:41: I don't. CBD isn't going to go away.  
00:42:41 --> 00:42:42: There's still going to be a market for that,  
00:42:42 --> 00:42:44: but you know, now you're looking at kind of an  
00:42:44 --> 00:42:45: interaction between the two.  
00:42:45 --> 00:42:47: Do I have some of my office in the CBD?  
00:42:47 --> 00:42:50: Do I have more in the suburbs and do I  
00:42:50 --> 00:42:54: like these markets where that's achievable without a 2 hour  
00:42:54 --> 00:42:54: commute?  
00:42:54 --> 00:42:56: We've got to mix that together.  
00:42:56 --> 00:42:57: And it's at that biggest part.  
00:42:57 --> 00:43:01: Slower population growth concerns everyone in the country  
has.  
00:43:01 --> 00:43:05: I think I've I've done about 25 of these presentations  
00:43:05 --> 00:43:08: and only one market where I looked at those numbers.  
00:43:08 --> 00:43:11: Was the projection for growth in this next decade higher  
00:43:11 --> 00:43:12: than it was in the previous  
00:43:12 --> 00:43:15: decade? And that's kind of  
00:43:15 --> 00:43:17: the same here. You know,  
00:43:17 --> 00:43:20: very strong growth. 2010 to 2020.  
00:43:20 --> 00:43:23: Great growth compared to the nation during the pandemic,  
00:43:23 --> 00:43:26: people were coming here. They didn't flee a lot of  
00:43:26 --> 00:43:28: markets were negative during that period.  
00:43:28 --> 00:43:32: Next decade, everybody's lower population growth and  
Denver is a  
00:43:32 --> 00:43:33: little slower.  
00:43:33 --> 00:43:37: Still double the US. So still getting the same size  
00:43:37 --> 00:43:39: of the OR the size of the pie,  
00:43:39 --> 00:43:44: but not as much as possibly used to going forward.  
00:43:44 --> 00:43:47: So it's going to be important to get those people  
00:43:47 --> 00:43:50: here so that they can continue to grow the economy,  
00:43:50 --> 00:43:53: whether they were here or working for somebody in New  
00:43:53 --> 00:43:55: York or Chicago or San Francisco.  
00:43:55 --> 00:43:57: Or they're here working for a Colorado company.  
00:44:00 --> 00:44:02: What's all this in migration  
00:44:02 --> 00:44:03: kind of done and this is kind of this is  
00:44:03 --> 00:44:05: a trend that we're going to talk about a little  
00:44:05 --> 00:44:06: bit later.



00:44:06 --> 00:44:08: We'll leave a lot of this to the panel,  
00:44:08 --> 00:44:12: but is this this whole pressure that people moving inputs  
00:44:12 --> 00:44:12: on housing?  
00:44:12 --> 00:44:14: And he kind of look at some of these numbers,  
00:44:14 --> 00:44:17: and some of those markets in the Southeast are doing  
00:44:17 --> 00:44:17: quite well.  
00:44:17 --> 00:44:21: This is from the UL Easter Williger Institute that the  
00:44:21 --> 00:44:22: housing attainability,  
00:44:22 --> 00:44:25: so it's the percent of housing in the market that's  
00:44:25 --> 00:44:26: affordable to somebody.  
00:44:26 --> 00:44:29: A household of four, making 120%  
00:44:29 --> 00:44:31: of the average median income.  
00:44:31 --> 00:44:36: Gonna see you know. 69.8%  
00:44:36 --> 00:44:38: in Charlotte. So that's a very favorable number.  
00:44:38 --> 00:44:41: The Texas markets are pretty strong.  
00:44:41 --> 00:44:44: Denver is a little less affordable for somebody moving in.  
00:44:44 --> 00:44:45: Part of that, you know,  
00:44:45 --> 00:44:47: is you've had a lot of people moving in.  
00:44:47 --> 00:44:51: You know. Housing development costs aren't cheap,  
00:44:51 --> 00:44:54: so they stay high. That could be a deterrent to  
00:44:54 --> 00:44:58: new inmigracion when people have the ability to go other  
00:44:58 --> 00:44:58: places.  
00:44:58 --> 00:45:01: It's like I said, it's a national problem.  
00:45:01 --> 00:45:02: You know there's some here.  
00:45:02 --> 00:45:04: The one thing when I looked at these numbers,  
00:45:04 --> 00:45:06: they also have a number that looks at multifamily and  
00:45:06 --> 00:45:09: the multifamily numbers are much more favorable.  
00:45:09 --> 00:45:12: I think there is 93 affordable units to somebody in  
00:45:12 --> 00:45:15: that kind of that similar income range for every 100  
00:45:15 --> 00:45:16: households,  
00:45:16 --> 00:45:18: so not as tight as it could be.  
00:45:18 --> 00:45:19: It's not one for one,  
00:45:19 --> 00:45:21: but it's much better than some  
00:45:21 --> 00:45:24: other markets. And that gets  
00:45:24 --> 00:45:26: to our recognition trend which  
00:45:26 --> 00:45:27: is. These  
00:45:27 --> 00:45:29: are trends that I've  
00:45:29 --> 00:45:31: talked about before you've heard other.  
00:45:31 --> 00:45:34: You know trends, speakers talk about them going forward,  
00:45:34 --> 00:45:36: but. During the pandemic we took a little bit of  
00:45:36 --> 00:45:38: a different take on some of these as we were  
00:45:38 --> 00:45:39: looking at them.

00:45:39 --> 00:45:45: They either got a little rise in expectations,  
00:45:45 --> 00:45:46: looking at them a little different way,  
00:45:46 --> 00:45:49: maybe looking at different solutions going forward,  
00:45:49 --> 00:45:51: but they're you know they're going to be important.  
00:45:54 --> 00:45:55: And the first one was kind of the housing crisis.  
00:45:55 --> 00:45:56: You know, as I mentioned,  
00:45:56 --> 00:46:00: we were worried about the multifamily industry when you  
couldn't  
00:46:00 --> 00:46:02: throw out people who were paying their rent.  
00:46:02 --> 00:46:04: But we also had the other side of it,  
00:46:04 --> 00:46:07: where we saw a lot of eviction moratoriums,  
00:46:07 --> 00:46:09: but in place we saw a lot of money made  
00:46:09 --> 00:46:12: available to help people with their payments great.  
00:46:12 --> 00:46:15: Needed to be done. Worked very well in a lot  
00:46:15 --> 00:46:16: of places.  
00:46:16 --> 00:46:17: Also saw a lot of hiccups.  
00:46:17 --> 00:46:20: It's a very. It's a challenge to get that accomplished,  
00:46:20 --> 00:46:23: and I think we saw that and what maybe put  
00:46:23 --> 00:46:26: a different perspective on it was when we saw housing  
00:46:26 --> 00:46:28: inventory drop to record low levels.  
00:46:28 --> 00:46:32: So this idea, which we've talked about before that we  
00:46:32 --> 00:46:36: don't have enough supply is really kind of the issue.  
00:46:36 --> 00:46:37: But that you know, OK,  
00:46:37 --> 00:46:38: we don't have enough supply.  
00:46:38 --> 00:46:42: Simple problem solved. Well, how do you get that supply?  
00:46:42 --> 00:46:45: And that's become more and more of the conversation now  
00:46:45 --> 00:46:47: that I think we've seen,  
00:46:47 --> 00:46:48: even though we still see,  
00:46:48 --> 00:46:54: you know. Rent limits put in place around the country.  
00:46:54 --> 00:46:57: We're still trying different matters to fit this,  
00:46:57 --> 00:46:59: but it's a little bit more.  
00:46:59 --> 00:47:02: I think it's positive that we now think realize that  
00:47:02 --> 00:47:04: it's kind of truly a supply issue.  
00:47:04 --> 00:47:08: Retrofitting the cityscape, you know.  
00:47:08 --> 00:47:10: Suddenly people like the suburbs again,  
00:47:10 --> 00:47:13: like in this kind of the the urbanization of the  
00:47:13 --> 00:47:16: suburbs that we've talked about because if anybody went to  
00:47:16 --> 00:47:19: a suburb they wanted the same amenities that they had  
00:47:19 --> 00:47:21: in the urban core, so they wanted the restaurants,  
00:47:21 --> 00:47:24: the entertainment, access to transit.  
00:47:24 --> 00:47:26: Now we're kind of looking at a little differently.  
00:47:26 --> 00:47:29: You know, some of these gateway cities put in things

00:47:29 --> 00:47:33: like outdoor dining facilitated expanding that closed streets to make

00:47:33 --> 00:47:34: areas more walkable.

00:47:34 --> 00:47:37: Looking at putting in more green space so the urban

00:47:37 --> 00:47:39: core now is suburbanized.

00:47:39 --> 00:47:41: Offering some of the amenities you could get at the

00:47:41 --> 00:47:41: suburbs.

00:47:42 --> 00:47:45: A lot of conversation around the idea of providing outdoor

00:47:45 --> 00:47:47: meeting space in offices.

00:47:47 --> 00:47:48: We like the idea of,

00:47:48 --> 00:47:50: you know, we want to be able to get outside,

00:47:50 --> 00:47:52: even in the office, so that's kind of changing.

00:47:52 --> 00:47:56: Some of that may be bolstered by the infrastructure bill

00:47:56 --> 00:47:57: will help this along.

00:47:57 --> 00:48:00: I guess that it's not a question of either or

00:48:00 --> 00:48:02: people are still going to be in the urban core,

00:48:02 --> 00:48:04: but now people are going to be in the suburbs

00:48:04 --> 00:48:05: too,

00:48:05 --> 00:48:07: and we're going to begin to see those groups kind

00:48:07 --> 00:48:08: of intermingle,

00:48:08 --> 00:48:11: maybe a little more. Or the ones who are doing

00:48:11 --> 00:48:13: the occupying may change.

00:48:13 --> 00:48:15: And then finally climate change.

00:48:15 --> 00:48:16: Something that I, you know,

00:48:16 --> 00:48:19: you're very familiar with. Kind of the things we've seen

00:48:19 --> 00:48:20: happen over the last few years.

00:48:20 --> 00:48:22: Well, it used to be show up in the news

00:48:22 --> 00:48:24: cycle once every five years now.

00:48:24 --> 00:48:24: Seems like

00:48:24 --> 00:48:25: we talk about every year.

00:48:26 --> 00:48:27: So the conversations

00:48:28 --> 00:48:30: that we had during the interviews were a lot around

00:48:30 --> 00:48:32: the idea of what do I do about this?

00:48:32 --> 00:48:35: How do I position myself for this?

00:48:35 --> 00:48:39: Should I you know, underwrite properties differently in

00:48:39 --> 00:48:40: different parts

00:48:39 --> 00:48:40: of the country?

00:48:40 --> 00:48:42: Most people say they're doing something,

00:48:42 --> 00:48:45: but they don't know exactly what yet.

00:48:45 --> 00:48:48: And so there's going to be a lot of discovery

00:48:48 --> 00:48:49: as people discuss.

00:48:49 --> 00:48:52: How do we do this right for our own risk

00:48:52 --> 00:48:53: management?

00:48:53 --> 00:48:55: For our own returns? For our own investors?

00:48:57 --> 00:48:59: It's kind of the I put this up because

00:48:59 --> 00:49:00: we didn't have this at.

00:49:00 --> 00:49:01: You know, they talked about it for months.

00:49:01 --> 00:49:04: It wasn't released. We released the report.

00:49:04 --> 00:49:06: Finally got an infrastructure bill.

00:49:06 --> 00:49:08: The percentages in those chevrons.

00:49:08 --> 00:49:11: There are the percent that people in the survey said

00:49:11 --> 00:49:13: would be good for real estate,

00:49:13 --> 00:49:15: so it's good to see that money was allocated each

00:49:15 --> 00:49:16: of those categories.

00:49:16 --> 00:49:18: Kind of transportation. Clearly the big one,

00:49:18 --> 00:49:22: even down to climate change mitigation.

00:49:22 --> 00:49:26: Technology getting broadband expanded, so that's a good sign,

00:49:26 --> 00:49:29: so we have something that now is going to benefit

00:49:29 --> 00:49:30: and I think.

00:49:30 --> 00:49:32: Oh, it's been four or five years we've been talking

00:49:32 --> 00:49:35: about the need for infrastructure to improve real estate.

00:49:35 --> 00:49:38: And now we have actually have a plan.

00:49:38 --> 00:49:39: Won't be. It won't be immediate.

00:49:39 --> 00:49:41: It's going to be one of those things that takes

00:49:41 --> 00:49:43: time to get it implemented to get the money out.

00:49:43 --> 00:49:45: But a positive sign going forward.

00:49:45 --> 00:49:47: And finally, on this climate change deal,

00:49:48 --> 00:49:50: the ESG which we've talked.

00:49:50 --> 00:49:53: Is there anybody in the room who doesn't know what

00:49:53 --> 00:49:54: ESG stands for?

00:49:54 --> 00:49:57: And hasn't heard probably heard it 10 times this morning

00:49:57 --> 00:49:58: before you came in.

00:49:58 --> 00:50:00: It's being talked about everywhere.

00:50:00 --> 00:50:02: But now I think we're really we ask the question

00:50:02 --> 00:50:04: in the survey for the first time.

00:50:04 --> 00:50:08: Do you take ESG principles into account when you're making

00:50:08 --> 00:50:12: investment and develop or investment and operational decisions?

00:50:12 --> 00:50:13: 82% of people said they did,

00:50:13 --> 00:50:15: so they're thinking about it.

00:50:15 --> 00:50:18: Unfortunately, only 48% said they were doing it because of

00:50:18 --> 00:50:20: tenant and investor requirements,

00:50:20 --> 00:50:22: so that area is still kind of up in the

00:50:22 --> 00:50:24: air as to whether people are requiring it.

00:50:24 --> 00:50:27: And 52% are doing it for risk management.

00:50:27 --> 00:50:30: Kind of gets back to that conversation we had about

00:50:30 --> 00:50:30: how.

00:50:31 --> 00:50:33: What should I do? How should I measure it?

00:50:33 --> 00:50:34: How do I report it?

00:50:34 --> 00:50:37: And can we get to an industry standard so everybody

00:50:37 --> 00:50:38: can take advantage of it,

00:50:38 --> 00:50:40: but it's on it's front of mind for everyone.

00:50:40 --> 00:50:42: Everyone is kind of thinking about it.

00:50:42 --> 00:50:44: We'll see more pressure for it.

00:50:44 --> 00:50:47: We talked about it last year a little bit more

00:50:47 --> 00:50:50: on the social side that hasn't slipped any that's still

00:50:50 --> 00:50:50: in place.

00:50:50 --> 00:50:55: People are still doing implementing plans to improve.

00:50:55 --> 00:50:57: That and measure it and make sure they're doing

00:50:57 --> 00:51:01: a good job. The one thing we

00:51:01 --> 00:51:06: do know is these temporary adjustments we made in 2020.

00:51:06 --> 00:51:09: To prepare for the pandemic at that time when we

00:51:09 --> 00:51:10: interviewed people,

00:51:10 --> 00:51:11: thought, yeah, we'll get through this.

00:51:11 --> 00:51:12: We'll go back to the way it

00:51:12 --> 00:51:15: was. I think the realization

00:51:15 --> 00:51:17: now is we're not going back these changes that we

00:51:17 --> 00:51:18: put in place.

00:51:18 --> 00:51:21: The ones that work we're going to keep.

00:51:21 --> 00:51:23: Because they worked, they do things better.

00:51:23 --> 00:51:26: We're going to see things change so 60%

00:51:26 --> 00:51:29: of the people feel like we're not going back to

00:51:29 --> 00:51:30: the way it was.

00:51:30 --> 00:51:34: Up from 40% a year ago.

00:51:34 --> 00:51:35: So

00:51:34 --> 00:51:35: get there. Like I said,

00:51:35 --> 00:51:36: we

00:51:35 --> 00:51:36: it feels like

00:51:36 --> 00:51:38: now. Or maybe we can start 2022 so we we

00:51:38 --> 00:51:41: kind of went through this to find out what people

00:51:41 --> 00:51:43: thought they would or wouldn't do.

00:51:43 --> 00:51:45: After we got through the pandemic.

00:51:46 --> 00:51:47: The first one is I won't accept invitations

00:51:47 --> 00:51:49: to gatherings. I don't want to go to.

00:51:50 --> 00:51:52: So we now have the building excuse

00:51:52 --> 00:51:53: that I'm worried about my health.

00:51:53 --> 00:51:54: I don't have to go to.  
00:51:55 --> 00:51:59: Answer is 56th birthday. So so thank you for  
00:51:59 --> 00:52:00: coming because I know you wouldn't if you didn't want  
00:52:01 --> 00:52:01: to be here.  
00:52:03 --> 00:52:04: Will stay home from work  
00:52:04 --> 00:52:06: when I'm sick well or will I go to the  
00:52:06 --> 00:52:08: office when I'm sick if I work at home?  
00:52:08 --> 00:52:09: I don't know how that works,  
00:52:09 --> 00:52:12: but I think that's a good thing because that'll probably  
00:52:12 --> 00:52:14: cut down on cold and flu season going forward.  
00:52:15 --> 00:52:16: I won't blow up birthday candles.  
00:52:19 --> 00:52:20: You think that's funny that you stop and think  
00:52:20 --> 00:52:23: about how birthday candles get blown out in the whole  
00:52:23 --> 00:52:23: process?  
00:52:23 --> 00:52:23: Why  
00:52:23 --> 00:52:25: did we ever start that?  
00:52:25 --> 00:52:25: Whose  
00:52:25 --> 00:52:29: idea was that? I will be glad that the rats  
00:52:29 --> 00:52:32: have gone back to the alleys.  
00:52:33 --> 00:52:34: Now you should be happy  
00:52:34 --> 00:52:37: that this doesn't ring a bell for you because I've  
00:52:37 --> 00:52:39: been in a number of cities where the story on  
00:52:39 --> 00:52:42: the news before my presentation was the rat infestations in  
00:52:42 --> 00:52:46: the neighborhoods because they've left the alleys because  
the restaurants  
00:52:46 --> 00:52:47: are closed.  
00:52:47 --> 00:52:49: So we need to get the restaurant business back up  
00:52:49 --> 00:52:50: so the rats can go back.  
00:52:50 --> 00:52:53: The last one was in Washington DC and my question  
00:52:53 --> 00:52:53: was  
00:52:53 --> 00:52:55: how do they tell? But it's kind of kind of  
00:52:55 --> 00:52:56: getting to the  
00:52:56 --> 00:53:00: point where. That'll be good news.  
00:53:00 --> 00:53:02: I think I found one story about rats on Denver  
00:53:02 --> 00:53:04: and it was from like four or five years ago,  
00:53:04 --> 00:53:06: probably in this district that they had some,  
00:53:06 --> 00:53:09: but it wasn't related to the restaurants closing and the  
00:53:09 --> 00:53:09: final one was.  
00:53:09 --> 00:53:11: I won't wear pants.  
00:53:12 --> 00:53:12: And  
00:53:12 --> 00:53:14: it was kind of OK.  
00:53:14 --> 00:53:14: You

00:53:14 --> 00:53:16: read the rest that aren't athletic wear.  
00:53:17 --> 00:53:19: So I think our idea we're happy to go back  
00:53:19 --> 00:53:20: to the office three days  
00:53:20 --> 00:53:22: a week, but we're going to be comfortable when we're  
00:53:22 --> 00:53:23: there,  
00:53:23 --> 00:53:26: so we're not that the idea of completely dressing up  
00:53:26 --> 00:53:27: is gone.  
00:53:27 --> 00:53:29: So with that, that's 2022.  
00:53:29 --> 00:53:32: I'm going to say thank you for giving me the  
00:53:32 --> 00:53:34: opportunity to share this in February,  
00:53:34 --> 00:53:37: when it's a little warmer than it was in January,  
00:53:37 --> 00:53:39: and give it back to Kevin so you can kind  
00:53:39 --> 00:53:40: of get the local input,  
00:53:40 --> 00:53:42: which I think fits very well with kind of the  
00:53:42 --> 00:53:43: trends we've seen today.  
00:53:43 --> 00:53:44: So thank you very much.  
00:53:51 --> 00:53:54: Thanks Andy, great job and Andy isn't going anywhere.  
00:53:54 --> 00:53:56: We're going to have him back up here later for  
00:53:56 --> 00:53:57: the Q&A portion.  
00:53:57 --> 00:53:59: So at this time with the panelists,  
00:53:59 --> 00:54:02: join me up onstage and just pick a seat.  
00:54:02 --> 00:54:07: Any seat. Andy, you mentioned people that decline invites  
and  
00:54:07 --> 00:54:09: and use a pandemic as an excuse.  
00:54:09 --> 00:54:10: I I can tell you,  
00:54:10 --> 00:54:12: we've seen it in our firm,  
00:54:12 --> 00:54:13: not in Denver, of course,  
00:54:13 --> 00:54:15: but people that say I can't come back to the  
00:54:15 --> 00:54:17: office 'cause I don't want to be in that environment.  
00:54:17 --> 00:54:20: Problem is, they then go post on social media.  
00:54:20 --> 00:54:24: What what they do all weekend and it doesn't really  
00:54:24 --> 00:54:26: doesn't really tie in.  
00:54:26 --> 00:54:29: So here's our agenda. We're now going to move into  
00:54:29 --> 00:54:31: the micro a little bit,  
00:54:31 --> 00:54:33: but to introduce this crew.  
00:54:33 --> 00:54:36: Each of them is going to spend a few minutes  
00:54:36 --> 00:54:39: introducing themselves who they're with,  
00:54:39 --> 00:54:43: and then really what they see around the corner in  
00:54:43 --> 00:54:44: their field of expertise.  
00:54:44 --> 00:54:47: And after that we're going to have Q&A.  
00:54:47 --> 00:54:49: I've got plenty of questions,  
00:54:49 --> 00:54:51: but we also have microphones out there,

00:54:51 --> 00:54:54: so don't be shy. Those of you in the room,  
00:54:54 --> 00:54:58: virtually. I'm sorry we don't have a system to to  
00:54:58 --> 00:54:59: get your questions,  
00:54:59 --> 00:55:02: but people in the room hope we get to all  
00:55:02 --> 00:55:03: of them so.  
00:55:03 --> 00:55:07: One introduce our panel. So first we have we have  
00:55:07 --> 00:55:09: Brian Rosport.  
00:55:09 --> 00:55:12: Brian is the executive director of Housing Colorado.  
00:55:12 --> 00:55:17: We have Scott Rathbun. Scott is president of apartment  
00:55:17 --> 00:55:18: appraisers  
00:55:18 --> 00:55:22: and Consultants,  
00:55:22 --> 00:55:22: Inc. There's nothing going on in multifamily so that'll be  
00:55:22 --> 00:55:26: good.  
00:55:26 --> 00:55:30: Becky stone. Becky is a principle and also leads the  
00:55:30 --> 00:55:33: resort and hospitality practice for Oz architecture.  
00:55:33 --> 00:55:34: We have John Jugal he is there.  
00:55:34 --> 00:55:38: I knew he'd show up.  
00:55:38 --> 00:55:42: John Jugal is a vice chairman with Newmark and also  
00:55:42 --> 00:55:44: helps head up the Western Region capital markets for  
00:55:44 --> 00:55:50: Newmark.  
00:55:50 --> 00:55:51: After John we have Megan Turner,  
00:55:51 --> 00:55:54: chronic Feld. Megan is a VP of Industrial Development at  
00:55:54 --> 00:55:58: Primewest,  
00:55:58 --> 00:56:00: so look to get a good perspective from her on  
00:56:00 --> 00:56:04: the supply chain and industrial development.  
00:56:04 --> 00:56:06: And last but not least,  
00:56:06 --> 00:56:07: Leon Mcbroom. Leon is a senior managing director with the  
00:56:07 --> 00:56:11: Denver Capital Markets.  
00:56:11 --> 00:56:11: He's also Denver Capital Markets,  
00:56:11 --> 00:56:13: Co head for JLL. So we're going to kick it  
00:56:13 --> 00:56:15: off.  
00:56:15 --> 00:56:16: I'm going to step out of the way so we're  
00:56:16 --> 00:56:20: going to start with Brian Brian.  
00:56:20 --> 00:56:23: Take it away.  
00:56:23 --> 00:56:28: Thanks Kevin, my name is Brian Rosberg looking at that  
00:56:28 --> 00:56:32: picture I've I realized that I need a new headshot,  
00:56:32 --> 00:56:34: 'cause I've shaved and I've had eye surgery so.  
00:56:34 --> 00:56:37: Since then, so please excuse the the difference there just  
00:56:37 --> 00:56:40: a little bit about housing Colorado,  
00:56:40 --> 00:56:42: we believe that access to safe,  
00:56:42 --> 00:56:46: stable and affordable housing is key to the health and  
00:56:46 --> 00:56:46: vibrancy of our communities,  
00:56:46 --> 00:56:46: and so we work in a number of ways to



00:56:46 --> 00:56:48: make sure that we,  
00:56:48 --> 00:56:53: as a state are working towards affordability for some of  
00:56:53 --> 00:56:55: our most vulnerable residents.  
00:56:55 --> 00:56:59: So we do kind of two big things we.  
00:56:59 --> 00:57:02: Educate our membership so we remember based  
organization.

00:57:02 --> 00:57:05: I know I see a couple few of our Members  
00:57:05 --> 00:57:06: here,  
00:57:06 --> 00:57:11: so thank you for me not having to call you  
00:57:11 --> 00:57:13: to beg for money.  
00:57:13 --> 00:57:16: I know membership dues are being paid up now,  
00:57:16 --> 00:57:19: but thank you to those who are here and have  
00:57:19 --> 00:57:23: paid so we do education for our membership.  
00:57:23 --> 00:57:27: We that takes the form of a number of different  
00:57:28 --> 00:57:29: opportunities.  
00:57:29 --> 00:57:31: Throughout the year webinars forums,  
00:57:31 --> 00:57:36: things like that, but then we have a big conference  
00:57:36 --> 00:57:39: in the fall that brings together.  
00:57:39 --> 00:57:43: This year I was 650 people to talk about housing  
00:57:43 --> 00:57:45: and affordable housing.  
00:57:45 --> 00:57:48: The other part of our work in probably where I'll  
00:57:48 --> 00:57:51: be spending a lot of time today as our advocacy  
00:57:51 --> 00:57:51: work.  
00:57:51 --> 00:57:55: So we work at the state Capitol just across the  
00:57:55 --> 00:58:00: street working to advocate for policies that encourage the  
production  
00:58:00 --> 00:58:03: and preservation of affordable housing.  
00:58:03 --> 00:58:07: We talked a lot about production and not so much  
00:58:07 --> 00:58:08: about preservation.  
00:58:08 --> 00:58:09: A lot of the time,  
00:58:09 --> 00:58:15: but. That is a key element of the affordable housing  
00:58:15 --> 00:58:16: equation,  
00:58:16 --> 00:58:18: so we're we do that.  
00:58:18 --> 00:58:20: Work in in terms of,  
00:58:20 --> 00:58:22: you know, one of the prompts that we had was  
00:58:22 --> 00:58:25: what does leadership look like in the affordable housing  
space?  
00:58:25 --> 00:58:29: I think you know. Leadership is definitely.  
00:58:29 --> 00:58:37: Working on the front edge of identifying opportunities for  
development.  
00:58:37 --> 00:58:43: Identifying opportunities for preservation and identifying  
opportunities for advocacy.  
00:58:43 --> 00:58:47: This year we have an unprecedented amount of money that's

00:58:47 --> 00:58:50: going to be allocated for affordable housing at the state  
00:58:50 --> 00:58:51: legislature,  
00:58:51 --> 00:58:55: and we're really looking forward to the ways in which  
00:58:55 --> 00:58:57: that that money gets spent,  
00:58:57 --> 00:59:00: and so I'll leave it there for now.  
00:59:00 --> 00:59:03: But I appreciate the opportunity to be here and to  
00:59:03 --> 00:59:04: be with you all.  
00:59:04 --> 00:59:04: Great  
00:59:04 --> 00:59:06: thank you for being here with us.  
00:59:06 --> 00:59:08: We've got a panel of unabashed capitalists.  
00:59:08 --> 00:59:11: So it's great to have somebody that can help us  
00:59:11 --> 00:59:12: remember.  
00:59:12 --> 00:59:14: There's still a lot of work to do that doesn't  
00:59:14 --> 00:59:14: get taken care of,  
00:59:14 --> 00:59:15: so next  
00:59:15 --> 00:59:18: Scott. Hi everybody, my name is Scott Rathbun and I  
00:59:18 --> 00:59:22: am the president of apartment appraisers and consultants.  
00:59:22 --> 00:59:26: You are all probably used to hearing from Carrie Bruttig.  
00:59:26 --> 00:59:27: Carrie is my partner now  
00:59:28 --> 00:59:29: and we are slowly  
00:59:29 --> 00:59:33: moving him towards retirement. I think he's moving slowly,  
00:59:33 --> 00:59:35: much more slowly than he'd like to be moving toward  
00:59:35 --> 00:59:36: retirement.  
00:59:36 --> 00:59:39: But I like having him around so just know that  
00:59:39 --> 00:59:42: everything I'm saying here has the carry stamp of approval.  
00:59:42 --> 00:59:45: We talk all the time.  
00:59:45 --> 00:59:49: Long story short, the description that there is about a  
00:59:49 --> 00:59:54: 22nd period where we were worried about multifamily is  
probably  
00:59:54 --> 00:59:55: accurate there was,  
00:59:55 --> 00:59:59: you know, April of 2020 shutdowns were occurring.  
00:59:59 --> 01:00:02: There was a scramble to keep heads on beds.  
01:00:02 --> 01:00:04: Nobody knew what was going to happen.  
01:00:04 --> 01:00:07: Some chicken littles. This guy is falling discussion.  
01:00:07 --> 01:00:11: And then within two months basically the market was just  
01:00:11 --> 01:00:12: operating as usual.  
01:00:12 --> 01:00:15: We did see a little bit of softening in 2020  
01:00:15 --> 01:00:19: where basically people just weren't pushing rent growth.  
01:00:19 --> 01:00:22: They were just kind of maintaining rents during that period  
01:00:22 --> 01:00:25: just to make sure that they didn't kick anybody out  
01:00:25 --> 01:00:27: and they they didn't have any issues of having to  
01:00:27 --> 01:00:31: refill their units. And then in 2021 not only did

01:00:31 --> 01:00:34: we catch back up to where we would have been  
01:00:34 --> 01:00:35: in 2020,  
01:00:35 --> 01:00:37: but we have kind of overshoot.  
01:00:37 --> 01:00:42: Rents went up and current average effective rent in the  
01:00:42 --> 01:00:46: Denver Metro area right now is \$1743 a unit.  
01:00:46 --> 01:00:48: And that is a 19%  
01:00:48 --> 01:00:50: increase from 2020 to 2021,  
01:00:51 --> 01:00:55: so rents were. It was very very strong growth.  
01:00:55 --> 01:00:57: We didn't stop building the pipeline.  
01:00:57 --> 01:01:00: There's about I have the numbers in my pocket,  
01:01:00 --> 01:01:04: but I'm going to make them up around 35,000 units  
01:01:04 --> 01:01:09: under construction and 57,000 units in the pipeline.  
01:01:09 --> 01:01:13: We have a total of 9596 thousand units total units  
01:01:13 --> 01:01:14: in the pipeline,  
01:01:14 --> 01:01:17: and basically if. All those were to be built and  
01:01:17 --> 01:01:17: they won't.  
01:01:17 --> 01:01:19: But if all were those were to be built,  
01:01:19 --> 01:01:22: that represents about 1/3 of our current inventory.  
01:01:22 --> 01:01:26: So developers are very busy.  
01:01:26 --> 01:01:28: The other thing I will say really quickly before I  
01:01:28 --> 01:01:29: hand it off is just we.  
01:01:29 --> 01:01:32: We work mostly in the market rent space,  
01:01:32 --> 01:01:36: not in the affordable space but affordable has become a  
01:01:36 --> 01:01:39: very very hot topic right now there is a.  
01:01:39 --> 01:01:42: In an issue in front of the City Council in  
01:01:42 --> 01:01:45: front of Denver right now as to whether or not  
01:01:45 --> 01:01:48: we should be requiring market rent developers to include  
some  
01:01:48 --> 01:01:53: affordable units in there. In their mix is moving forward  
01:01:53 --> 01:01:57: and Brian and I probably disagree on this.  
01:01:57 --> 01:01:59: I will talk a little bit more about it later,  
01:01:59 --> 01:02:00: but we have kind of a housing crisis,  
01:02:00 --> 01:02:03: a crisis throughout the entire state of Colorado,  
01:02:03 --> 01:02:07: and it's very interesting to see how the different municipalities  
01:02:08 --> 01:02:10: are handling it and looking at it.  
01:02:10 --> 01:02:12: And I want to specifically try and talk about Pueblo  
01:02:12 --> 01:02:13: if I get a chance to,  
01:02:13 --> 01:02:15: but I don't want to take all the time right  
01:02:15 --> 01:02:17: now so I will go ahead and take a step  
01:02:17 --> 01:02:18: back,  
01:02:18 --> 01:02:18: OK?  
01:02:19 --> 01:02:22: Thank you, Becky. Give us a perspective of maybe Colorado

01:02:22 --> 01:02:25: a little bit broader as a state and certainly resort  
01:02:25 --> 01:02:26: and hospitality.  
01:02:27 --> 01:02:32: Yeah, so Becky Stone and I.  
01:02:32 --> 01:02:34: Run the resort and hospitality practice at as I'm.  
01:02:34 --> 01:02:36: I also sit on the board so I kind of  
01:02:36 --> 01:02:37: have two hats.  
01:02:37 --> 01:02:40: One is trying to entice talent so if anybody knows  
01:02:40 --> 01:02:44: if anybody who wants to architect or interior design or  
01:02:44 --> 01:02:47: we're looking like every other firm in town.  
01:02:47 --> 01:02:52: So that's a huge issue that we're all dealing with  
01:02:52 --> 01:02:53: is just the labor,  
01:02:53 --> 01:02:58: but in resort market, just like three really big trends  
01:02:58 --> 01:03:00: we see right now.  
01:03:00 --> 01:03:02: And we're working nationally in the resort market,  
01:03:02 --> 01:03:04: so most of the Western states you know Idaho,  
01:03:04 --> 01:03:11: Montana, Utah, New Mexico, California and everywhere right  
now.  
01:03:11 --> 01:03:13: We have Wellness, Wellness, Wellness,  
01:03:13 --> 01:03:16: right? So like everybody for a little while in the  
01:03:16 --> 01:03:16: market.  
01:03:16 --> 01:03:19: Maybe like the past 15 years the SPA was going  
01:03:19 --> 01:03:19: away.  
01:03:19 --> 01:03:21: Like oh, who wants to put in a spa?  
01:03:21 --> 01:03:22: We can't make any money on it.  
01:03:22 --> 01:03:25: Let's not do that. And today they're coming back with  
01:03:25 --> 01:03:25: a vengeance.  
01:03:25 --> 01:03:28: Like it's not just a spa anymore,  
01:03:28 --> 01:03:30: it's like a full on bathhouse experience.  
01:03:30 --> 01:03:33: Like take your own, choose your own adventure or get  
01:03:33 --> 01:03:34: a treatment.  
01:03:34 --> 01:03:36: Or we can consider it for you.  
01:03:36 --> 01:03:40: So I'm from Michigan to California that that's big and  
01:03:40 --> 01:03:42: I think people.  
01:03:42 --> 01:03:45: We're tired of being in their homes like people have  
01:03:45 --> 01:03:45: been.  
01:03:45 --> 01:03:49: Frequenting the resort communities, especially during  
COVID.  
01:03:49 --> 01:03:53: So they had a huge influx and now mostly in  
01:03:53 --> 01:03:54: the luxury market.  
01:03:54 --> 01:03:58: They're trying to get back some of the more.  
01:03:58 --> 01:04:02: I don't know, pampering, kind of real estate so.  
01:04:02 --> 01:04:06: That's pretty hot. You just mentioned a minute ago  
Community

01:04:06 --> 01:04:10: Housing and in the resort market to Community Housing is  
01:04:10 --> 01:04:11: huge,  
01:04:11 --> 01:04:14: so almost every project we're doing has a Community  
Housing  
01:04:14 --> 01:04:15: component to it,  
01:04:15 --> 01:04:19: either within the project or somehow payment in lieu so  
01:04:20 --> 01:04:24: that it can be developed so the resort communities are.  
01:04:24 --> 01:04:27: Desperate for housing and they can't find labor either.  
01:04:27 --> 01:04:30: Like the architecture firms can't so.  
01:04:30 --> 01:04:34: And and I guess the third one is climate change.  
01:04:34 --> 01:04:37: So like at as we have probably we have 135  
01:04:37 --> 01:04:41: staff or something in nine different practices.  
01:04:41 --> 01:04:42: So not just in our resort practice,  
01:04:42 --> 01:04:45: but in all of them.  
01:04:45 --> 01:04:49: The how we're addressing climate changes is a really big  
01:04:49 --> 01:04:51: like front of mind issue.  
01:04:51 --> 01:04:53: So in the resort communities,  
01:04:53 --> 01:04:57: most of the resort, the ski resorts especially have made  
01:04:57 --> 01:05:01: a huge commitment to sustainability and like trying to stop  
01:05:01 --> 01:05:02: climate change.  
01:05:02 --> 01:05:04: So we're doing a lot of like really fun,  
01:05:04 --> 01:05:08: innovative. Design now that we didn't,  
01:05:08 --> 01:05:10: we could try before and we couldn't always get it  
01:05:10 --> 01:05:11: through.  
01:05:11 --> 01:05:14: So I mean in Aspen we have geothermal and we  
01:05:14 --> 01:05:17: worked in Death Valley and you know all solar arrays  
01:05:17 --> 01:05:20: coming in so that we can do everything solar.  
01:05:20 --> 01:05:26: So it's they're really committing to a lot more climate  
01:05:26 --> 01:05:27: change.  
01:05:27 --> 01:05:29: Just overall commitment from resorts.  
01:05:29 --> 01:05:31: So OK, my big thanks.  
01:05:31 --> 01:05:34: Thank you, Becky. Shameless recruiting there.  
01:05:34 --> 01:05:38: There's a real life level of of availability of talent  
01:05:38 --> 01:05:39: being an issue,  
01:05:39 --> 01:05:41: so next John Chougle.  
01:05:42 --> 01:05:44: So I just want to talk a little bit about  
01:05:44 --> 01:05:46: life sciences and what's taking place.  
01:05:46 --> 01:05:48: We've had this emergence of an alternative asset class and  
01:05:48 --> 01:05:51: part of it has been really driven by the fact  
01:05:51 --> 01:05:53: that with a capital availability and the inability to invest  
01:05:53 --> 01:05:56: in certain traditional asset classes that absorbed a lot of  
01:05:56 --> 01:05:57: capital,

01:05:57 --> 01:06:00: mainly office. So when you start looking at what's taking  
01:06:00 --> 01:06:01: place in Colorado,  
01:06:01 --> 01:06:03: we go back to the 1960s in terms of RNA  
01:06:03 --> 01:06:05: technologies at the University of Colorado.  
01:06:05 --> 01:06:09: That was effectively the precursor for a COVID vaccine  
development.  
01:06:09 --> 01:06:13: And what's interesting is a traditional treatment too.  
01:06:13 --> 01:06:16: Commercialization is about a 10 year horizon and when you  
01:06:16 --> 01:06:19: look at what happened with the COVID vaccine development  
it  
01:06:19 --> 01:06:22: was really revolutionary in terms of the delivery of a  
01:06:22 --> 01:06:26: therapeutic in that timeframe. Clinical trials alone typically  
takes 6  
01:06:26 --> 01:06:27: to 7 years.  
01:06:27 --> 01:06:30: When you start looking at what's taking place,  
01:06:30 --> 01:06:32: Boulder is the epicenter of the R&D market,  
01:06:32 --> 01:06:35: but it works very synergistically with what we have in  
01:06:35 --> 01:06:35: Aurora,  
01:06:35 --> 01:06:39: which also has an R&D component but heavily heavy  
investment.  
01:06:39 --> 01:06:43: In clinical, there's over 600 clinical trials occurring at  
Anschutz  
01:06:43 --> 01:06:44: at any one point in time.  
01:06:44 --> 01:06:48: So think of clinical being downstream and R&D being  
upstream.  
01:06:48 --> 01:06:50: When you look at large Pharma,  
01:06:50 --> 01:06:54: 18 of the top 25 farmers globally have done business  
01:06:54 --> 01:06:56: in the city of Boulder.  
01:06:56 --> 01:06:59: That's pretty impressive, so it's not like we're just a  
01:06:59 --> 01:07:00: passing fancy.  
01:07:00 --> 01:07:03: The biggest issue with Boulder is that our 38 foot  
01:07:03 --> 01:07:06: height limit restricts our plenum heights,  
01:07:06 --> 01:07:08: so you look at a lot of buildings.  
01:07:08 --> 01:07:11: 1213 feet deck to deck.  
01:07:11 --> 01:07:13: There are a lot of architects that are miracle workers,  
01:07:13 --> 01:07:18: especially when they're dealing with different aspects of life  
sciences.  
01:07:18 --> 01:07:21: Chemistry, for example, is a lot more about containment,  
01:07:21 --> 01:07:24: a lot heavier on HV AC biology is the new  
01:07:24 --> 01:07:26: world we're moving into.  
01:07:26 --> 01:07:29: It's actually a lot easier on the buildings.  
01:07:29 --> 01:07:33: So Boulder is biology, environment is actually something that  
is  
01:07:33 --> 01:07:36: going to provide a real tailwind,

01:07:36 --> 01:07:39: whereas chemistry was much harder for for Boulder to accommodate

01:07:39 --> 01:07:41: when you look at capital raising,

01:07:41 --> 01:07:44: we had a record capital raising year 2.4 billion.

01:07:44 --> 01:07:48: Overall, we've had strong NIH funding.

01:07:48 --> 01:07:49: When you look at the NIH funding,

01:07:49 --> 01:07:53: it's really distributed. Majority goes to CU Denver,

01:07:53 --> 01:07:56: which is going to be the clinical side of the

01:07:56 --> 01:08:00: house with CU and actually Colorado State University carrying about

01:08:00 --> 01:08:03: roughly the same \$50 million NIH funding grants.

01:08:03 --> 01:08:06: What's interesting is most folks think about Boulder.

01:08:06 --> 01:08:08: Most folks think about Anschutz.

01:08:08 --> 01:08:10: We really don't think a lot about Fort Collins.

01:08:10 --> 01:08:12: And when you look at Fort Collins,

01:08:12 --> 01:08:15: it's extremely strong and food.

01:08:15 --> 01:08:17: And Dag, and when you look at the life science

01:08:17 --> 01:08:21: applications with protecting the supply chains and food supplies,

01:08:21 --> 01:08:23: it's very real. So I think we have.

01:08:23 --> 01:08:26: We have a broad diversification of life sciences.

01:08:26 --> 01:08:28: We have a lot of capital that's going into it.

01:08:28 --> 01:08:31: We're tracking about 1.5 million square feet of requirements.

01:08:31 --> 01:08:35: And right now there's limited to no supply.

01:08:35 --> 01:08:37: We are beginning to see green shoots in terms of

01:08:37 --> 01:08:40: new construction rather than conversions.

01:08:40 --> 01:08:42: Conversions come with their own host of issues in terms

01:08:42 --> 01:08:44: of making a building work,

01:08:44 --> 01:08:48: but geographically the conversions are really relegated to inner Boulder.

01:08:48 --> 01:08:53: For example, we're seeing diversification of companies going down the

01:08:53 --> 01:08:54: corridor.

01:08:54 --> 01:08:57: I think likely will start seeing at some point companies

01:08:57 --> 01:08:59: jumping the corridor down to Denver,

01:08:59 --> 01:09:02: but it will probably be assets specific,

01:09:02 --> 01:09:04: so I think one of you know one of the

01:09:04 --> 01:09:05: things just thinking about life sciences.

01:09:05 --> 01:09:07: It really is here to stay.

01:09:07 --> 01:09:12: And the RNA technology is the biology of curing illnesses,

01:09:12 --> 01:09:12: RNA.

01:09:13 --> 01:09:14: Define

01:09:15 --> 01:09:18: are RNA. RNA is think of RNA,

01:09:18 --> 01:09:21: technology is a. It's a bullet with a payload and  
01:09:21 --> 01:09:26: when you look at chemistry chemistry you ingest a  
therapeutic  
01:09:26 --> 01:09:30: to do something that affects your body and kills something.  
01:09:30 --> 01:09:35: In the RNA technologies, you're delivering a payload that's  
triggering  
01:09:35 --> 01:09:38: your body to defend itself at a very simple level.  
01:09:38 --> 01:09:41: So really what we're looking at is the emergence of  
01:09:41 --> 01:09:44: of an RNA technology going back to the 1960s.  
01:09:44 --> 01:09:48: Again, that has a whole host of applications.  
01:09:48 --> 01:09:50: The COVID vaccine development was the most evident,  
01:09:50 --> 01:09:53: but that's just the 1st and long series,  
01:09:53 --> 01:09:54: and that you know just to be aware.  
01:09:54 --> 01:09:58: Also, we had a company that was in QS incubator  
01:09:58 --> 01:10:00: that went public in March.  
01:10:00 --> 01:10:04: Of 2021 as at 2221?  
01:10:04 --> 01:10:07: Excuse me as an incubator company they raise a couple  
01:10:07 --> 01:10:12: \$100 million and now they're graduated from the incubator  
and  
01:10:12 --> 01:10:16: expanding into commercial space for the first time as a  
01:10:16 --> 01:10:18: public company. Just left the incubator.  
01:10:18 --> 01:10:22: The scaling that's going to take place in terms of  
01:10:22 --> 01:10:26: capital inflows pushing and bulging on real estate is very  
01:10:26 --> 01:10:30: real and the competition between tech and life sciences is  
01:10:30 --> 01:10:34: extremely strong. So there there there's there's definitely a  
tailwinds  
01:10:34 --> 01:10:38: on this industry and it's not something that just happened  
01:10:38 --> 01:10:39: overnight.  
01:10:40 --> 01:10:41: Great thank you John.  
01:10:41 --> 01:10:44: I certainly knew that answer that I asked John.  
01:10:44 --> 01:10:46: You know, for other people I asked it,  
01:10:46 --> 01:10:48: so thank you, John next Megan,  
01:10:48 --> 01:10:51: tell us what's around the corner and industrial and any  
01:10:51 --> 01:10:54: other kind of development you want to sure.  
01:10:54 --> 01:10:57: Hi everyone, I'm Megan Turner chronic fields.  
01:10:57 --> 01:11:00: I'm a vice president of industrial development with Prime  
West  
01:11:00 --> 01:11:01: Primewest,  
01:11:01 --> 01:11:05: where a local commercial real estate development company  
in my  
01:11:05 --> 01:11:08: second month here with the company so relatively new and  
01:11:08 --> 01:11:13: I've been tasked with starting our industrial development  
program.  
01:11:13 --> 01:11:18: New to them, yes. I've got some previous industrial



experience,  
01:11:18 --> 01:11:21: so hopefully I can share some of that here today,  
01:11:21 --> 01:11:24: but it's been a really interesting couple of years in  
01:11:24 --> 01:11:25: industrial.  
01:11:25 --> 01:11:28: I've I've been in this space for six and a  
01:11:28 --> 01:11:29: half years,  
01:11:29 --> 01:11:32: and it's changed pretty drastically.  
01:11:32 --> 01:11:34: I think in Colorado specifically,  
01:11:34 --> 01:11:37: but the pandemic. Clearly, you know everyone is talking  
about  
01:11:37 --> 01:11:38: supply chain.  
01:11:38 --> 01:11:40: We've heard it a couple times already today,  
01:11:40 --> 01:11:42: right? And and I think there's some interesting ties with  
01:11:42 --> 01:11:44: with industrial and and life science too.  
01:11:44 --> 01:11:47: And kind of GMP. Space more manufacturing type spaces for  
01:11:47 --> 01:11:48: these companies,  
01:11:48 --> 01:11:53: but Denver last year had a record absorption number of  
01:11:53 --> 01:11:57: over 10 million square feet of absorption,  
01:11:57 --> 01:12:00: 6,000,000 square feet of that was absorbed in the last  
01:12:00 --> 01:12:01: quarter of 2021.  
01:12:01 --> 01:12:04: And that's just really significant growth.  
01:12:04 --> 01:12:07: I think majority of that was speculative.  
01:12:07 --> 01:12:09: Develop development space as well,  
01:12:09 --> 01:12:13: so I think 90% of that was was spec space.  
01:12:13 --> 01:12:16: We're starting to see bigger companies need.  
01:12:16 --> 01:12:19: Bigger requirements in Colorado and and build the suits that  
01:12:20 --> 01:12:22: are of much larger scale than what we saw even  
01:12:22 --> 01:12:23: a few years ago.  
01:12:23 --> 01:12:25: So you know a million square feet now.  
01:12:25 --> 01:12:28: Maybe that's kind of the standard for some of these  
01:12:28 --> 01:12:31: companies coming in target Lowe's Home Depot.  
01:12:31 --> 01:12:34: You know that that really needs to be servicing their  
01:12:34 --> 01:12:36: employees or their customers at a,  
01:12:36 --> 01:12:42: you know from a closer closer warehouse and another  
another  
01:12:42 --> 01:12:45: supply chain kind of current?  
01:12:45 --> 01:12:49: That's that's rolled through here is that.  
01:12:49 --> 01:12:52: These these companies are looking at having just in case  
01:12:52 --> 01:12:56: kind of inventory in their warehouses in the United States  
01:12:56 --> 01:12:58: that that is going to be able to.  
01:12:58 --> 01:13:01: House maybe additional inventory that they didn't.  
01:13:01 --> 01:13:04: Weren't thinking about a few years ago and and a  
01:13:04 --> 01:13:05: lot of that has to do with,

01:13:05 --> 01:13:08: you know, the congestion at the ports and the inability  
01:13:08 --> 01:13:11: to to get product into the United States and again  
01:13:11 --> 01:13:14: service their their end users and customers.  
01:13:14 --> 01:13:16: So it's it's been rapidly changing.  
01:13:16 --> 01:13:19: I think there was a moment in time,  
01:13:19 --> 01:13:21: you know, at the beginning of the pandemic when it  
01:13:21 --> 01:13:22: was OK.  
01:13:22 --> 01:13:24: What's, you know, I? I think like everyone in every  
01:13:24 --> 01:13:26: product type did what's what's going on,  
01:13:26 --> 01:13:29: what's going to happen? You know what's this going to  
01:13:29 --> 01:13:29: do to?  
01:13:29 --> 01:13:32: To our demand and specifically in Denver's is the way  
01:13:32 --> 01:13:34: I was thinking too,  
01:13:34 --> 01:13:37: is OK. Let's kind of evaluate what's what's going on  
01:13:37 --> 01:13:38: here,  
01:13:38 --> 01:13:42: but it's been an explosion of demand and supply truthfully  
01:13:42 --> 01:13:42: too.  
01:13:42 --> 01:13:45: So on the other end of that,  
01:13:45 --> 01:13:48: there's you know, a lot of capital that wants to  
01:13:48 --> 01:13:51: be placed into industrial into real estate specifically,  
01:13:51 --> 01:13:54: but Industrielles has seen a big boom of that,  
01:13:54 --> 01:13:57: and so I think that has also triggered,  
01:13:57 --> 01:13:59: you know, more, more competition.  
01:13:59 --> 01:14:04: More companies wanting to get into industrial right and and.  
01:14:04 --> 01:14:08: Not local companies within, you know?  
01:14:08 --> 01:14:09: Maybe they're within the United States.  
01:14:09 --> 01:14:11: They've done industrial elsewhere, or maybe they haven't.  
01:14:11 --> 01:14:13: Maybe they're brand new to industrial as well,  
01:14:13 --> 01:14:16: so there's there's a lot of shifts taking place right  
01:14:16 --> 01:14:18: now in the industrial space.  
01:14:18 --> 01:14:21: There's new submarkets within the Denver area.  
01:14:21 --> 01:14:25: You know, the airport submarket has traditionally really been  
where  
01:14:25 --> 01:14:28: you see a lot of the demand,  
01:14:28 --> 01:14:30: and it still is. And last year majority of that  
01:14:30 --> 01:14:33: of that absorption was in the industrial or I'm sorry  
01:14:33 --> 01:14:36: in the airport submarket for industrial.  
01:14:36 --> 01:14:40: But you know, there's there's different corridors that that  
companies  
01:14:40 --> 01:14:43: are looking Northern Colorado is a place that's that's seeing  
01:14:44 --> 01:14:44: some.  
01:14:44 --> 01:14:46: Some eyes development eyes looking that way,

01:14:46 --> 01:14:48: and there's some demand. From a tenant perspective there.  
01:14:48 --> 01:14:51: Colorado Springs. I know it is a place that that  
01:14:51 --> 01:14:53: certain companies are looking.  
01:14:53 --> 01:14:56: And then you know, just within the the metro area  
01:14:56 --> 01:14:56: as well.  
01:14:56 --> 01:14:58: You know the northwest Market,  
01:14:58 --> 01:15:05: Boulder, Louisville, Broomfield, those those have been  
existing submarkets for  
01:15:05 --> 01:15:06: industrial space.  
01:15:06 --> 01:15:07: But I think you know,  
01:15:07 --> 01:15:11: maybe there's a new application to those flex industrial.  
01:15:11 --> 01:15:14: You know, front park or load buildings,  
01:15:14 --> 01:15:16: that is life, science and tech.  
01:15:16 --> 01:15:20: Maybe less, less distribution, some manufacturing still.  
01:15:20 --> 01:15:23: So there's really interesting dynamics going on in each of  
01:15:23 --> 01:15:25: these different submarkets in Colorado as well,  
01:15:25 --> 01:15:29: with really different demand drivers and different tenant  
requirements.  
01:15:29 --> 01:15:32: So it's it's been a fascinating time to be beyond  
01:15:32 --> 01:15:33: the industrial side.  
01:15:34 --> 01:15:35: OK, thank you  
01:15:36 --> 01:15:38: personally. What I took from that I I think it's  
01:15:38 --> 01:15:41: really cool that a million square foot industrial requirement is  
01:15:41 --> 01:15:43: not that unusual for us anymore.  
01:15:43 --> 01:15:45: Maybe that used to be like that would make the  
01:15:45 --> 01:15:47: front page of the Denver Post?  
01:15:47 --> 01:15:50: Yeah, it's it's within the last year and a half.  
01:15:50 --> 01:15:52: That's been very, very common,  
01:15:52 --> 01:15:53: so  
01:15:53 --> 01:15:56: that's great. So wrapping up this portion,  
01:15:56 --> 01:15:56: Leon Mcbroom.  
01:15:58 --> 01:16:02: Thanks Kevin. Hot, Mike So I think I'll be quick  
01:16:02 --> 01:16:07: last 45 days have been very interesting in our space.  
01:16:08 --> 01:16:10: You know, cost of capital is increasing with a ton  
01:16:10 --> 01:16:13: of dried powder out there right now.  
01:16:13 --> 01:16:15: I think the big take away from a capital market  
01:16:15 --> 01:16:18: standpoint is kovid hit capital market.  
01:16:18 --> 01:16:20: Shut down for probably all but.  
01:16:20 --> 01:16:22: You know 60 days, maybe 90,  
01:16:22 --> 01:16:24: and then they ramp back up.  
01:16:24 --> 01:16:27: It started with multifamily and industrial and then kind of  
01:16:27 --> 01:16:30: morphed into some of the other asset classes.

01:16:30 --> 01:16:34: So Fast forward 14 months from when COVID set in  
01:16:34 --> 01:16:35: March of 2020,  
01:16:35 --> 01:16:37: and that's when we got back to kind of what  
01:16:37 --> 01:16:39: I would refer to in a lot of other capital  
01:16:39 --> 01:16:41: markets folks were referring to as kind of a full  
01:16:41 --> 01:16:46: capital markets health cycle. And what I mean by that  
01:16:46 --> 01:16:46: is.  
01:16:46 --> 01:16:50: Any asset type was basically financeable.  
01:16:50 --> 01:16:54: There were at those asset types in the market transacting  
01:16:54 --> 01:16:54: as well.  
01:16:54 --> 01:16:57: It just was a function of kind of cost of  
01:16:57 --> 01:17:00: capital and a function of valuation.  
01:17:00 --> 01:17:03: You know, kind of fast forwarding  
01:17:03 --> 01:17:03: of where we  
01:17:03 --> 01:17:03: to  
01:17:03 --> 01:17:04: are today.  
01:17:03 --> 01:17:04: kind  
01:17:04 --> 01:17:04: As  
01:17:04 --> 01:17:07: I mentioned the last 45 days have been very interesting.  
01:17:07 --> 01:17:09: You know you look at the  
01:17:09 --> 01:17:09: compared  
01:17:09 --> 01:17:09: 10  
01:17:09 --> 01:17:09: to the  
01:17:09 --> 01:17:10: year  
01:17:09 --> 01:17:10: two  
01:17:10 --> 01:17:10: year Treasury.  
01:17:10 --> 01:17:11: Treasury  
01:17:10 --> 01:17:11: So the two in  
01:17:11 --> 01:17:14: 10 is a big correlation that we pay attention to.  
01:17:14 --> 01:17:17: When we were about a year ago that 10 year  
01:17:17 --> 01:17:21: Treasury was about a 1-2 and the two year Treasury  
01:17:21 --> 01:17:22: was about 11 basis points.  
01:17:22 --> 01:17:26: So you're looking at 110 basis points spread so very  
01:17:26 --> 01:17:27: steep yield curve.  
01:17:27 --> 01:17:29: Fast forward to today and  
01:17:29 --> 01:17:31: your 10 year Treasury is at 2%  
01:17:31 --> 01:17:31: and  
01:17:31 --> 01:17:33: your two year treasuries at  
01:17:33 --> 01:17:34: 1/6. So you're  
01:17:34 --> 01:17:38: about a 40 basis point delta between the two and  
01:17:38 --> 01:17:38: 10,  
01:17:38 --> 01:17:41: and that indicates to us that it's a very flat

01:17:41 --> 01:17:41: yield curve.

01:17:41 --> 01:17:44: So I mean the cost of capital is going up.

01:17:44 --> 01:17:48: There's a lot priced into the market right now.

01:17:48 --> 01:17:51: Obviously the Fed has announced that they are going to

01:17:51 --> 01:17:54: be hiking rates and we're just kind of bracing for

01:17:55 --> 01:17:58: what we kind of are identifying as two halves of

01:17:58 --> 01:18:01: the year. There's a lot of transactions that are already

01:18:01 --> 01:18:02: in the market right now,

01:18:02 --> 01:18:04: and I think what you know we're all kind of

01:18:04 --> 01:18:07: trying to figure out is in y'all's crystal balls as

01:18:07 --> 01:18:08: good as mine is.

01:18:08 --> 01:18:10: What the second half of the year looks like.

01:18:10 --> 01:18:13: I think from a prediction prediction standpoint,

01:18:13 --> 01:18:15: you know there's some analysts out there that predict 2

01:18:16 --> 01:18:16: hikes.

01:18:16 --> 01:18:19: Some analysts out there predict 7 hikes.

01:18:19 --> 01:18:21: I'm more at the thought that it's not about the

01:18:21 --> 01:18:21: number of hikes,

01:18:21 --> 01:18:25: it's about where kind of the Fed fund rate ultimately

01:18:25 --> 01:18:26: settles,

01:18:26 --> 01:18:28: and if you kind of look at the where the

01:18:28 --> 01:18:29: two year is currently priced at 1/6,

01:18:29 --> 01:18:32: I think it's a very telling indicator.

01:18:32 --> 01:18:36: I think that the Fed fund will settle somewhere between

01:18:36 --> 01:18:37: one and a half and 2%

01:18:37 --> 01:18:38: at the end of the year,

01:18:38 --> 01:18:41: and again, not a function of how many hikes.

01:18:41 --> 01:18:45: It's just a function of where that Fed fund ultimately

01:18:45 --> 01:18:45: settles,

01:18:45 --> 01:18:49: but the dry powder that's in the market right now.

01:18:49 --> 01:18:52: I think is going to be able to absorb a

01:18:52 --> 01:18:55: lot of the the index increases on the cost of

01:18:55 --> 01:18:56: capital side.

01:18:56 --> 01:19:00: The other function that hopefully will compress some of that

01:19:00 --> 01:19:02: and keep cost capital relatively low.

01:19:02 --> 01:19:07: From a historical standpoint, is the lender spread or capital

01:19:07 --> 01:19:07: spread.

01:19:07 --> 01:19:11: We hopefully will start seeing those capital spreads

01:19:11 --> 01:19:14: compress as

01:19:11 --> 01:19:14: the the year kind of moves moves forward,

01:19:14 --> 01:19:19: but you know pre pandemic we're kind of still lower.

01:19:19 --> 01:19:22: Rate environment than where we were,

01:19:22 --> 01:19:25: and you know even if we do increase back to  
01:19:25 --> 01:19:26: call it 2%  
01:19:26 --> 01:19:29: on the Fed fund, that still is lower than where  
01:19:29 --> 01:19:31: we were pre pandemic pre pandemic.  
01:19:31 --> 01:19:34: We were about 2 1/2 before the Fed started injecting  
01:19:34 --> 01:19:37: capital into the market and pulling their rates back.  
01:19:37 --> 01:19:41: So even though we're in this volatile market still a  
01:19:41 --> 01:19:43: very very low cost of capital environment.  
01:19:44 --> 01:19:46: Great, thank  
01:19:46 --> 01:19:48: you. So we are going to start Q&A.  
01:19:48 --> 01:19:52: I'll get it rolling. We do have microphones out.  
01:19:52 --> 01:19:54: Somewhere so we will throw it to the audience.  
01:19:54 --> 01:19:56: So if you do have questions.  
01:19:56 --> 01:20:01: Raise your hand. The good looking volunteer back there  
named  
01:20:01 --> 01:20:03: Michael will find you.  
01:20:03 --> 01:20:06: My first question, actually, Scott,  
01:20:06 --> 01:20:08: I want to follow up on something you said you  
01:20:08 --> 01:20:10: said affordable is hot right now.  
01:20:10 --> 01:20:11: Why right now? I mean,  
01:20:12 --> 01:20:15: has it been hot? My impression is it's been under  
01:20:15 --> 01:20:17: addressed and hot for a long time.  
01:20:17 --> 01:20:20: So So what has changed and then and then?  
01:20:20 --> 01:20:21: Brian maybe throw it back to you.  
01:20:21 --> 01:20:23: You can say if you agree with him,  
01:20:23 --> 01:20:24: it's fine. If you don't,  
01:20:24 --> 01:20:25: and what we should be doing.  
01:20:26 --> 01:20:29: I mean, that's fair. Affordable is always a discussion.  
01:20:29 --> 01:20:32: It's always a discussion. I think the reason that it's  
01:20:32 --> 01:20:34: even more of a discussion right now is because there  
01:20:34 --> 01:20:37: is a proposal in front of the Denver City Council.  
01:20:37 --> 01:20:41: To require either 10% of units to be of all  
01:20:41 --> 01:20:44: new construction over a certain size,  
01:20:44 --> 01:20:47: to basically the property, 10%  
01:20:47 --> 01:20:49: of it has to include 60%  
01:20:49 --> 01:20:53: of am I units or it has to include 15%  
01:20:53 --> 01:20:55: of 70% of am I units.  
01:20:55 --> 01:21:00: Am I meaning the area median income and that's kind  
01:21:00 --> 01:21:01: of how we?  
01:21:01 --> 01:21:04: Address different levels of affordability.  
01:21:04 --> 01:21:08: 20% of AMI area. Median income is very low.  
01:21:08 --> 01:21:12: Very low income housing at 30 percent 40%

01:21:12 --> 01:21:14: and they kind of go up in chunks.  
01:21:14 --> 01:21:16: 80% is kind of at the top level of what  
01:21:16 --> 01:21:17: they consider.  
01:21:17 --> 01:21:21: At least I consider affordable housing and then anything  
above  
01:21:21 --> 01:21:22: 80%  
01:21:22 --> 01:21:25: of am I really is market rate housing.  
01:21:25 --> 01:21:28: 80% is a very interesting level because 80%  
01:21:28 --> 01:21:32: is market rate in almost every place in Colorado still.  
01:21:32 --> 01:21:35: It's kind of this hybrid where you're kind of.  
01:21:35 --> 01:21:39: You might be affordable. You might be market rent,  
01:21:39 --> 01:21:41: but because they're kind of bumping up right against each  
01:21:41 --> 01:21:41: other.  
01:21:44 --> 01:21:51: There is a concern with the the new proposal that.  
01:21:51 --> 01:21:54: We already have a housing crisis throughout Colorado  
everywhere in  
01:21:55 --> 01:21:55: Colorado,  
01:21:55 --> 01:21:58: including the Denver metro area including Fort Collins,  
01:21:58 --> 01:22:02: Northern Colorado, including Colorado Springs.  
01:22:02 --> 01:22:06: Increasing the cost to build is going to have negative  
01:22:06 --> 01:22:13: unintended consequences because basically we have  
affordable developers who  
01:22:13 --> 01:22:15: are used to. Complying  
01:22:15 --> 01:22:18: with all of the affordable rules you.  
01:22:18 --> 01:22:20: There are many rules that you have to comply with  
01:22:20 --> 01:22:22: when you are operating.  
01:22:22 --> 01:22:29: Affordable property managers have specialties in compliance  
with affordable housing  
01:22:29 --> 01:22:29: rules.  
01:22:29 --> 01:22:33: Right now we're gonna put ourselves into a situation where  
01:22:33 --> 01:22:36: we need managers of every brand new property in Denver  
01:22:36 --> 01:22:38: that have that special skill set.  
01:22:38 --> 01:22:40: We don't have those people.  
01:22:40 --> 01:22:43: The labor doesn't exist. Not only that,  
01:22:43 --> 01:22:45: but it also the cost of compliance increases.  
01:22:45 --> 01:22:47: So where does that go?  
01:22:47 --> 01:22:49: That goes to rent? So you're going to end up  
01:22:49 --> 01:22:50: if it costs more to run it,  
01:22:50 --> 01:22:51: they're going to pass it along.  
01:22:51 --> 01:22:53: Their rents are going to go up.  
01:22:53 --> 01:22:57: In addition, if you're subsidizing 60 and 70%  
01:22:57 --> 01:23:00: of MI units. The only way to make a deal  
01:23:00 --> 01:23:05: pencil at that point is to basically increase your market

01:23:05 --> 01:23:09: rent rents on the top end and basically.  
01:23:09 --> 01:23:14: Overcharge the other people in the building.  
01:23:14 --> 01:23:17: Overcharges perhaps a charged term,  
01:23:17 --> 01:23:20: but. At the end of the day,  
01:23:20 --> 01:23:23: the unintended consequence is going to be that we're going  
01:23:23 --> 01:23:25: to push up the cost of housing.  
01:23:25 --> 01:23:29: We did an analysis based on about 25,000 units in  
01:23:29 --> 01:23:32: the pipeline within Denver County.  
01:23:32 --> 01:23:35: We used what we call a developer success rate of  
01:23:35 --> 01:23:35: 25%.  
01:23:35 --> 01:23:39: Which is low in Denver because it's just more difficult  
01:23:39 --> 01:23:43: to to get through the entitlement process and the permitting  
01:23:43 --> 01:23:44: process in Denver.  
01:23:44 --> 01:23:46: And then we we picked the 10%  
01:23:46 --> 01:23:48: if everybody were to pick 60%  
01:23:48 --> 01:23:51: of my units, that would add another roughly 700 units  
01:23:51 --> 01:23:52: over the next three years,  
01:23:52 --> 01:23:54: which would be about a 16%  
01:23:54 --> 01:23:57: increase in affordable units. That is,  
01:23:57 --> 01:24:01: of course, assuming that we don't see a significant decrease  
01:24:01 --> 01:24:04: in the number of people who are actually able to  
01:24:05 --> 01:24:06: or wanting to build in Denver.  
01:24:06 --> 01:24:10: Because this change could occur and if this change occurs,  
01:24:10 --> 01:24:14: we're just we're very concerned that there are going to  
01:24:14 --> 01:24:19: be unintended consequences that basically exacerbate the  
affordability issues that  
01:24:19 --> 01:24:21: were already having.  
01:24:21 --> 01:24:22: We take a different take on it,  
01:24:22 --> 01:24:25: which is if prices are high,  
01:24:25 --> 01:24:27: that means we don't have enough supply,  
01:24:27 --> 01:24:29: so we need to be adding to the supply.  
01:24:29 --> 01:24:31: And really, what we need to do in this is  
01:24:31 --> 01:24:32: a very.  
01:24:32 --> 01:24:33: I'm not saying this is an easy answer,  
01:24:33 --> 01:24:37: but we're basically that seventy 8090%.  
01:24:37 --> 01:24:41: Today at my level. Based on our analysis,  
01:24:41 --> 01:24:45: that's where the growth in the population is occurring,  
01:24:45 --> 01:24:48: and we need to figure out how to supply additional  
01:24:48 --> 01:24:49: workforce housing,  
01:24:49 --> 01:24:52: attainable housing to that level,  
01:24:52 --> 01:24:55: rather than all luxury. The problem is that luxury is  
01:24:55 --> 01:24:58: the only thing that pencils right now and then we



01:24:58 --> 01:25:00: need to take what we've been focusing on in our  
01:25:00 --> 01:25:03: 60% of am I, which a large majority of what's  
01:25:03 --> 01:25:07: been built over the last 40 years has been 60%  
01:25:07 --> 01:25:09: of am I, which is the highest level of.  
01:25:09 --> 01:25:13: Affordable and part of that is because that's that's what  
01:25:13 --> 01:25:14: pencils.  
01:25:14 --> 01:25:15: But I think what we need to do is we  
01:25:15 --> 01:25:16: need to spread.  
01:25:16 --> 01:25:18: We need to go down to the lower levels we  
01:25:18 --> 01:25:21: need to cover those 'cause they're always going to need  
01:25:21 --> 01:25:24: assistance at the lower levels of affordability.  
01:25:24 --> 01:25:26: And then we need to figure out how to push  
01:25:26 --> 01:25:27: that up into the workforce.  
01:25:27 --> 01:25:30: Housing world and build more units at that 80%  
01:25:30 --> 01:25:34: and 80% of am I level that might not actually  
01:25:34 --> 01:25:35: be subsidized,  
01:25:35 --> 01:25:37: but that's where a majority of the people can actually  
01:25:37 --> 01:25:39: qualify and not be overburdened.  
01:25:39 --> 01:25:43: By their monthly rent. So I'll pass that along to  
01:25:43 --> 01:25:43: Brian.  
01:25:43 --> 01:25:45: Yeah, Brian, I was going to say that's a segue  
01:25:45 --> 01:25:47: for you. Now that you know,  
01:25:47 --> 01:25:48: we all realize the problem and it's  
01:25:49 --> 01:25:52: hot from a legislative and a policy standpoint,  
01:25:52 --> 01:25:54: what should we pay be paying attention to that?  
01:25:54 --> 01:25:55: Maybe  
01:25:55 --> 01:25:56: we're not sure. And  
01:25:56 --> 01:26:00: and just, I think. One thing to sort of level  
01:26:00 --> 01:26:04: set is when we're talking about affordability.  
01:26:04 --> 01:26:07: What we're talking about is not spending more than 30%  
01:26:07 --> 01:26:11: of your income on housing and housing related costs,  
01:26:11 --> 01:26:13: and so that's why I always try and level set  
01:26:13 --> 01:26:16: that in a room that when we're talking about affordability  
01:26:16 --> 01:26:19: and that goes to the MI levels that Scott was  
01:26:19 --> 01:26:22: talking about that at those levels you're not spending more  
01:26:22 --> 01:26:23: than 30%  
01:26:23 --> 01:26:25: of your income on housing,  
01:26:25 --> 01:26:30: that's that's. Where we're at in terms of,  
01:26:30 --> 01:26:35: you know, the the proposed the proposal that is going  
01:26:35 --> 01:26:37: to be debated,  
01:26:37 --> 01:26:42: and. We'll see what happens with.  
01:26:42 --> 01:26:46: At Denver City Council you know this was a piece

01:26:46 --> 01:26:52: of legislation from last year that allowed inclusionary zoning to  
01:26:52 --> 01:26:56: happen once again in the state of Colorado.  
01:26:56 --> 01:27:00: House Bill 1117, passed last year after 20 years of  
01:27:00 --> 01:27:05: a basically a moratorium on inclusionary zoning policies,  
01:27:05 --> 01:27:08: and we haven't had. So we haven't had this tool  
01:27:08 --> 01:27:12: in our toolbox in the state of Colorado since the  
01:27:12 --> 01:27:16: state Supreme Court ruled that inclusionary zoning was a form  
01:27:16 --> 01:27:20: of rent control. The legislature fixed that last year,  
01:27:20 --> 01:27:27: and you know, this is an opportunity for.  
01:27:27 --> 01:27:32: For the city, especially to have some new options available  
01:27:32 --> 01:27:36: to it beyond the linkage fees and the the payment  
01:27:36 --> 01:27:39: in lieu that that already exist,  
01:27:39 --> 01:27:46: that hasn't necessarily equated to more units being built.  
01:27:46 --> 01:27:50: And so as we think about this.  
01:27:53 --> 01:27:55: This proposal you know it.  
01:27:55 --> 01:27:59: It'll be incumbent upon all of us here to hold  
01:27:59 --> 01:28:04: our elected officials feet to the fire and and hold  
01:28:04 --> 01:28:06: them accountable too.  
01:28:06 --> 01:28:12: You know what the? Opportunity that is presented in in  
01:28:12 --> 01:28:13: some of these.  
01:28:13 --> 01:28:19: Proposals are. You know Scott has they've done an analysis.  
01:28:19 --> 01:28:23: You know there's a lot of research around the country  
01:28:23 --> 01:28:30: around what inclusionary zoning proposals and inclusionary  
01:28:30 --> 01:28:31: zoning ordinances have  
01:28:30 --> 01:28:31: done and and.  
01:28:31 --> 01:28:35: You know there's results that say you know that.  
01:28:37 --> 01:28:40: That there isn't necessarily this.  
01:28:40 --> 01:28:47: These unintended consequences don't always manifest  
01:28:47 --> 01:28:52: themselves when inclusionary zoning,  
01:28:47 --> 01:28:52: when proposals like the city is debating come through,  
01:28:52 --> 01:28:56: and so there's. There's still a comment period on what  
01:28:56 --> 01:28:59: they're proposing there is,  
01:28:59 --> 01:29:03: you know. Part of the legislation that went through last  
01:29:03 --> 01:29:09: year required that that there be an option that inclusionary  
01:29:09 --> 01:29:12: zoning not be the end all be all that a  
01:29:12 --> 01:29:18: local community. Offers as as an option for increasing the  
01:29:18 --> 01:29:24: supply of affordable housing that there has to be some  
01:29:24 --> 01:29:27: options for developers to.  
01:29:27 --> 01:29:32: To employ so that the the affordable stock can increase  
01:29:32 --> 01:29:33: I I will agree.  
01:29:33 --> 01:29:37: I think one of the the things that we.

**01:29:37 --> 01:29:40:** We don't have in the state currently and and this  
**01:29:41 --> 01:29:44:** is a challenge I think probably around the nation is  
**01:29:45 --> 01:29:48:** is that workforce housing that missing middle?  
**01:29:48 --> 01:29:50:** We don't have a a subsidy.  
**01:29:50 --> 01:29:53:** We don't have a low income housing tax credit.  
**01:29:53 --> 01:29:56:** We don't have a state housing tax credit.  
**01:29:56 --> 01:29:59:** We don't. We don't have an option there for folks  
**01:29:59 --> 01:30:01:** who are making 80%  
**01:30:01 --> 01:30:03:** of the area median income or more,  
**01:30:03 --> 01:30:07:** and so that's that is something that we don't have  
**01:30:07 --> 01:30:09:** a tool in our toolbox for right now,  
**01:30:09 --> 01:30:13:** and I think that that's going to be the next  
**01:30:13 --> 01:30:19:** conversation because there are implications possibly  
downstream.  
**01:30:19 --> 01:30:23:** If you develop those types of units and can make  
**01:30:23 --> 01:30:27:** those make those developments work in pencil out.  
**01:30:29 --> 01:30:31:** I say one more thing really quickly.  
**01:30:31 --> 01:30:34:** I I mentioned Pueblo earlier and I just want to  
**01:30:34 --> 01:30:36:** say that this is kind of the conversation that's been  
**01:30:36 --> 01:30:39:** going on and a lot of municipalities throughout Colorado  
Pueblo  
**01:30:39 --> 01:30:42:** just said housing needs assessment done and one of the  
**01:30:42 --> 01:30:47:** things they're actually taking completely different tactic and  
basically what  
**01:30:47 --> 01:30:49:** their housing needs assessment said,  
**01:30:49 --> 01:30:52:** is that the reason that we don't have enough affordable  
**01:30:52 --> 01:30:55:** housing is that we don't have enough market rent housing  
**01:30:55 --> 01:30:58:** and so there it's based on an academic study that  
**01:30:58 --> 01:31:01:** came out in 2019. But what they're going to do  
**01:31:01 --> 01:31:03:** is they're going to try and.  
**01:31:03 --> 01:31:08:** Motivate additional market rate housing for move up and  
imagine  
**01:31:08 --> 01:31:10:** it as a rungs on a ladder.  
**01:31:10 --> 01:31:11:** If you move up from here,  
**01:31:11 --> 01:31:14:** you create vacancy on this rung so these people can  
**01:31:14 --> 01:31:16:** move up so these people can move up  
**01:31:16 --> 01:31:19:** and it creates space in the space in the middle.  
**01:31:19 --> 01:31:23:** Basically it will be fascinating to find out if that  
**01:31:23 --> 01:31:27:** actually comes to fruition in Pueblo and if that works  
**01:31:27 --> 01:31:28:** for them.  
**01:31:28 --> 01:31:32:** From a supply, demand pure economics 101 perspective.  
**01:31:32 --> 01:31:34:** That's what makes sense to us.  
**01:31:34 --> 01:31:35:** So we're gonna be keeping an eye on Pueblo.

01:31:35 --> 01:31:37: Very interesting to see if it plays out that way  
01:31:37 --> 01:31:38: exactly.  
01:31:39 --> 01:31:41: There's a lot of talk about labor scarcity,  
01:31:41 --> 01:31:44: construction costs going up, so I'm going to direct this.  
01:31:44 --> 01:31:48: I guess first to Megan and then also to Becky.  
01:31:48 --> 01:31:52: What what real examples? What impacts have you seen  
either  
01:31:52 --> 01:31:53: on the the cost?  
01:31:53 --> 01:31:54: Can you give us some range?  
01:31:55 --> 01:31:56: Have you had projects delayed?  
01:31:56 --> 01:31:59: If you had projects scrapped because you just couldn't get?  
01:31:59 --> 01:32:00: Your arms around  
01:32:01 --> 01:32:05: getting the labor or getting the materials.  
01:32:05 --> 01:32:05: Yeah  
01:32:05 --> 01:32:10: so. There's there's a lot of volatility right now in  
01:32:10 --> 01:32:14: the construction industry and and really,  
01:32:14 --> 01:32:17: we typically when you're signing a GMP or a contract.  
01:32:17 --> 01:32:19: You know your prices are locked in you.  
01:32:19 --> 01:32:24: You kind of have some level of predictability on timing  
01:32:24 --> 01:32:25: and schedule,  
01:32:25 --> 01:32:28: and those those kind of things are changing and there  
01:32:28 --> 01:32:32: are subcontractors ripping up contracts saying you know I  
can't  
01:32:32 --> 01:32:33: hold this number.  
01:32:33 --> 01:32:35: And by the way, you know you might not  
01:32:35 --> 01:32:38: get a roof for your building.  
01:32:38 --> 01:32:39: So it's not just a cost issue,  
01:32:39 --> 01:32:40: right? It's  
01:32:40 --> 01:32:44: an actual supply issue, and you know whether you're going  
01:32:44 --> 01:32:45: to get get that product.  
01:32:45 --> 01:32:49: And when. I think part of the other the other  
01:32:49 --> 01:32:53: side of that is that rent has continued to increase  
01:32:53 --> 01:32:58: and kind of offset some of the construction cost increase  
01:32:58 --> 01:32:59: over the last couple years.  
01:32:59 --> 01:33:02: So last year this is market wide,  
01:33:02 --> 01:33:05: so it's I think varies between submarket,  
01:33:06 --> 01:33:07: but. Rents went up 15%  
01:33:07 --> 01:33:09: in the industrial space, right?  
01:33:09 --> 01:33:12: So if you're if you're seeing 15 to 20%  
01:33:12 --> 01:33:14: increase in construction costs as well,  
01:33:14 --> 01:33:16: you know you can. Theoretically,  
01:33:16 --> 01:33:19: push that onto the tenant with you know the rental  
01:33:19 --> 01:33:21: increase will get you free

01:33:21 --> 01:33:21: money.

01:33:22 --> 01:33:23: Yeah.

01:33:23 --> 01:33:26: Yeah, so it's. It's been a balance of there's a

01:33:26 --> 01:33:30: lot of moving pieces and the underwriting of these deals.

01:33:30 --> 01:33:34: And you know, again, the I think the scariest thing,

01:33:34 --> 01:33:37: in my opinion, is that and right now,

01:33:37 --> 01:33:39: just in my world is that when you have a

01:33:39 --> 01:33:40: contract signed,

01:33:40 --> 01:33:43: you know it's your contractor might not be able to

01:33:43 --> 01:33:46: hold it because their Subs aren't holding their number with

01:33:46 --> 01:33:48: with the contractors.

01:33:48 --> 01:33:50: So it's it's been a really challenging.

01:33:52 --> 01:33:54: Do it right now. Yeah,

01:33:55 --> 01:33:56: good good question.

01:33:56 --> 01:33:59: I mean, I think there's a few different commodities that

01:34:00 --> 01:34:04: have been really focused on from an industrial standpoint.

01:34:04 --> 01:34:07: It's steel, roofing, materials, insulation.

01:34:07 --> 01:34:10: And then there are other cost increases on just,

01:34:10 --> 01:34:13: you know, asphalts and other materials that you're using.

01:34:13 --> 01:34:16: But I'm hearing steel might kind of level off and

01:34:16 --> 01:34:20: and potentially come down slightly later this year.

01:34:20 --> 01:34:23: I don't know. I think that steal some someone in

01:34:23 --> 01:34:24: the audience might.

01:34:24 --> 01:34:29: No better than me, but on one of our projects

01:34:29 --> 01:34:33: in a couple years ago it was steel went up,

01:34:33 --> 01:34:37: you know three times what we had originally budgeted for

01:34:37 --> 01:34:37: it.

01:34:37 --> 01:34:39: So if you could get it,

01:34:39 --> 01:34:43: yeah exactly. And that was there's actually getting the

01:34:43 --> 01:34:43: product.

01:34:43 --> 01:34:43: Is is

01:34:43 --> 01:34:46: the issue too, but. Yeah,

01:34:46 --> 01:34:47: it's great. Yeah Becky?

01:34:47 --> 01:34:51: Yeah, we're seeing Subs hold their price for like 30

01:34:51 --> 01:34:54: days so like if we're doing a resort in Keystone

01:34:54 --> 01:34:57: by the time that we can get pricing back and

01:34:57 --> 01:34:59: even respond to some of their comments like their price

01:34:59 --> 01:35:01: is outdated and they got to price it again right?

01:35:01 --> 01:35:03: So again then it's up another 20%.

01:35:03 --> 01:35:07: So it's it's kind of it's volatile.

01:35:07 --> 01:35:11: I think the like we have a.

01:35:11 --> 01:35:13: We have a sales center at River Run Village and

01:35:14 --> 01:35:17: they needed to put some appliances in the sales center  
01:35:17 --> 01:35:18: so it's one stove,  
01:35:18 --> 01:35:21: one refrigerator, maybe a microwave to show what this.  
01:35:21 --> 01:35:23: What the units look like.  
01:35:23 --> 01:35:25: They're a year out so we had to make them  
01:35:25 --> 01:35:28: out of foamcore and deliver them up there and like,  
01:35:28 --> 01:35:30: say, OK. Well, here's your fake stoves.  
01:35:30 --> 01:35:32: You can show everybody what it looks like 'cause we  
01:35:32 --> 01:35:35: can't get it so you know we have projects whatever  
01:35:35 --> 01:35:38: that are a year away from being finished and they.  
01:35:38 --> 01:35:43: Still can't get the MVP equipment or the electrical boxes  
01:35:43 --> 01:35:44: or the it's it's.  
01:35:44 --> 01:35:48: It's tough so so we're right now we're responding to  
01:35:48 --> 01:35:48: it.  
01:35:48 --> 01:35:50: 'cause we're designing around the supply chain,  
01:35:50 --> 01:35:53: right? So we're trying to creatively more modular,  
01:35:53 --> 01:35:56: more panelized things that you could create 1st and just  
01:35:56 --> 01:35:59: deliver it to the site to make sure it works.  
01:35:59 --> 01:36:01: And trying not to get it from that.  
01:36:02 --> 01:36:03: You can't truck somewhere.  
01:36:04 --> 01:36:07: Traitors don't really work. Yeah,  
01:36:07 --> 01:36:09: it looks pretty bad. Pretty quick.  
01:36:10 --> 01:36:11: Then you've got the supply chain issue.  
01:36:11 --> 01:36:14: Getting fresh food and then it all just starts over.  
01:36:14 --> 01:36:19: Next question really for Leon and John and he mentioned  
01:36:19 --> 01:36:23: in his report that suburban is no longer a dirty  
01:36:23 --> 01:36:23: word.  
01:36:23 --> 01:36:24: Do you agree with that?  
01:36:24 --> 01:36:27: Was it ever a dirty word and and what's the  
01:36:27 --> 01:36:30: capital telling you in Colorado for suburban versus  
01:36:30 --> 01:36:33: core? So  
01:36:34 --> 01:36:36: you know, kind of going back to what we were  
01:36:36 --> 01:36:39: talking about earlier as far as you know where capital  
01:36:39 --> 01:36:42: started having appetite coming out of you know the the  
01:36:42 --> 01:36:46: onset of the pandemic. You know capital actually went to  
01:36:46 --> 01:36:47: the suburbs.  
01:36:47 --> 01:36:50: I think there were. And really what it came down  
01:36:50 --> 01:36:52: to from a lender standpoint is data points.  
01:36:52 --> 01:36:57: There were leasing data points in those submarkets first  
01:36:57 --> 01:36:59: before  
01:36:57 --> 01:36:59: the urban core.  
01:36:59 --> 01:37:00: You know, I think the urban core is not dead.

01:37:00 --> 01:37:03: The urban core is going to come back.  
01:37:03 --> 01:37:06: You know, if I might add a little bit of  
01:37:06 --> 01:37:07: a civic plug,  
01:37:07 --> 01:37:10: I think it's our civic duty to get back into  
01:37:10 --> 01:37:10: the office.  
01:37:10 --> 01:37:14: And, you know, get back into the urban core.  
01:37:14 --> 01:37:17: And bring that revitalization back to our downtowns.  
01:37:17 --> 01:37:20: It's going to help our local small business owners.  
01:37:20 --> 01:37:23: It's going to help local restaurants and shop owners,  
01:37:23 --> 01:37:25: so I'll get off that soapbox.  
01:37:25 --> 01:37:28: But the capitals there, you know?  
01:37:28 --> 01:37:31: And and it really just comes down to.  
01:37:31 --> 01:37:35: Flight to quality I think is the big key component.  
01:37:35 --> 01:37:38: You know, the the the suburbs have the data points,  
01:37:38 --> 01:37:40: you know. The suburbs also have.  
01:37:40 --> 01:37:42: You know, in some cases newer product.  
01:37:42 --> 01:37:46: Some cases older product. Same with downtown urban  
course.  
01:37:46 --> 01:37:50: You know there's there's the the mix of both old  
01:37:50 --> 01:37:51: and new,  
01:37:51 --> 01:37:54: but I mean as far as capital appetite goes,  
01:37:54 --> 01:37:57: we definitely saw the suburbs come back first.  
01:37:57 --> 01:38:01: As far as just where debt capital work.  
01:38:01 --> 01:38:04: Going and it's starting to now come back into the  
01:38:04 --> 01:38:05: the urban course.  
01:38:07 --> 01:38:09: You know, I think generally speaking,  
01:38:09 --> 01:38:11: assets that are easier to use in newer have done  
01:38:11 --> 01:38:13: really well this cycle.  
01:38:13 --> 01:38:15: And if you start thinking about our CBD is healing  
01:38:15 --> 01:38:17: from the outside in and a lot of that is  
01:38:18 --> 01:38:21: generated based upon daytime population with multi family  
and housing.  
01:38:21 --> 01:38:23: And if you look at the suburban markets the suburban  
01:38:24 --> 01:38:24: markets,  
01:38:24 --> 01:38:27: if you walk outside during the day during the pandemic  
01:38:27 --> 01:38:29: you realize there are a lot of people around and  
01:38:29 --> 01:38:32: so our retail was healthier in the suburban markets.  
01:38:32 --> 01:38:34: The CBD had a big sucking sound,  
01:38:34 --> 01:38:38: there was just a natural byproduct of distribution of  
demographics.  
01:38:38 --> 01:38:41: I'm a big fan of following demographics and I think  
01:38:41 --> 01:38:42: if you look at our growth areas,  
01:38:42 --> 01:38:46: especially when you go up the I-25 corridor to the

01:38:46 --> 01:38:46: north,  
01:38:46 --> 01:38:48: you start really looking at.  
01:38:48 --> 01:38:50: That's where people are going to live in the future  
01:38:50 --> 01:38:54: and there is going to be changing suburban environments.  
01:38:54 --> 01:38:56: And the downtown. I agree with Leon is not going  
01:38:56 --> 01:38:56: anywhere,  
01:38:56 --> 01:38:59: it's just going to take a little bit longer for  
01:38:59 --> 01:39:00: it to heal and again,  
01:39:00 --> 01:39:02: housing is a big part of it and the one  
01:39:03 --> 01:39:05: thing I will say on the housing side we have  
01:39:05 --> 01:39:07: I think here in Denver the risk we run as  
01:39:07 --> 01:39:11: we always considered ourselves. Cheaper than San  
Francisco.  
01:39:11 --> 01:39:13: And I'm hearing more and more.  
01:39:13 --> 01:39:17: I have a buddy who's a chief legal officer for  
01:39:17 --> 01:39:18: a tech company.  
01:39:18 --> 01:39:20: Was looking to move to Denver and said you're a  
01:39:20 --> 01:39:22: lot more expensive than Raleigh.  
01:39:22 --> 01:39:25: And so I think Austin is in the same boat  
01:39:25 --> 01:39:26: as Denver,  
01:39:26 --> 01:39:28: and if you look, you know Broomfield.  
01:39:28 --> 01:39:30: I think I read in January,  
01:39:30 --> 01:39:31: had eight homes on the  
01:39:31 --> 01:39:33: market. And  
01:39:33 --> 01:39:35: when you look at the Marshall Fire and you start  
01:39:35 --> 01:39:38: looking at the dynamics that are taking place and inbound  
01:39:38 --> 01:39:39: migration,  
01:39:39 --> 01:39:42: our cost structures are going up considerably and I think  
01:39:42 --> 01:39:44: that is something we should.  
01:39:44 --> 01:39:45: We just have to  
01:39:45 --> 01:39:47: pay attention to. Right?  
01:39:48 --> 01:39:50: Any questions from the audience?  
01:39:50 --> 01:39:53: And including you can ask question of Andy.  
01:39:53 --> 01:39:56: So we get into that,  
01:39:56 --> 01:39:59: Michael. Look at him. My God,  
01:39:59 --> 01:40:00: we had to hire that guy.  
01:40:02 --> 01:40:03: That's what we  
01:40:03 --> 01:40:03: ought to do right now.  
01:40:03 --> 01:40:04: Let's get  
01:40:04 --> 01:40:06: it. Get him hired. Please go ahead.  
01:40:09 --> 01:40:10: Video he sees in  
01:40:10 --> 01:40:11: the news for being a big



01:40:11 --> 01:40:13: proponent of work from home.  
01:40:13 --> 01:40:14: So what are you guys going to do with all  
01:40:14 --> 01:40:15: your office space  
01:40:15 --> 01:40:16: when they lease is expired?  
01:40:22 --> 01:40:23: Yeah, that that that's a very good  
01:40:23 --> 01:40:27: question because they were a very big proponent of work  
01:40:28 --> 01:40:31: from home initially going into the pandemic gave back  
01:40:32 --> 01:40:36: 30% of office space leases that they had subleased a  
01:40:36 --> 01:40:37: lot of space. And  
01:40:37 --> 01:40:39: then when we were returning to the office,  
01:40:39 --> 01:40:43: they opened up the option to any employee could work  
01:40:43 --> 01:40:45: 100% remote. It's going  
01:40:45 --> 01:40:46: to be one of those things,  
01:40:46 --> 01:40:47: and the CEO  
01:40:47 --> 01:40:48: actually made the  
01:40:48 --> 01:40:49: comment. He goes well. We  
01:40:49 --> 01:40:52: may make some really stupid mistakes in this,  
01:40:52 --> 01:40:53: so it's kind of a concept.  
01:40:53 --> 01:40:53: I think  
01:40:53 --> 01:40:55: it's that evolution will  
01:40:55 --> 01:41:00: find out. How people? Do working 100%  
01:41:00 --> 01:41:00: remote  
01:41:00 --> 01:41:03: maybe be careful what you wish for?  
01:41:03 --> 01:41:05: You may want to be back in the office and  
01:41:05 --> 01:41:07: if you don't have the space,  
01:41:07 --> 01:41:08: you may have to go out and try and find  
01:41:08 --> 01:41:08: it.  
01:41:08 --> 01:41:12: And I've as I've been touring around this fall I've  
01:41:12 --> 01:41:13: been asking people.  
01:41:13 --> 01:41:16: That have offices in different parts of the country.  
01:41:16 --> 01:41:19: If they've seen any of their tenants.  
01:41:19 --> 01:41:21: Who gave back their space or wanted to,  
01:41:21 --> 01:41:23: you know you have the luxury of the three.  
01:41:23 --> 01:41:25: The five seven year lease,  
01:41:25 --> 01:41:26: which is protected  
01:41:26 --> 01:41:28: against that. They've  
01:41:28 --> 01:41:29: not. They've seen people  
01:41:29 --> 01:41:31: that were said, OK, put it on the sublease market,  
01:41:31 --> 01:41:33: pull it back. Haven't seen anybody yet.  
01:41:33 --> 01:41:35: That's giving it all back and then come back and  
01:41:35 --> 01:41:37: had to renegotiate something new.  
01:41:37 --> 01:41:40: So I think that's going to be part of that

01:41:40 --> 01:41:43: evolution as we see our people use space and where  
01:41:43 --> 01:41:46: they want to be and that'll play out over the  
01:41:46 --> 01:41:47: idea of if you're in Denver  
01:41:47 --> 01:41:49: or Austin, or Raleigh,  
01:41:49 --> 01:41:50: as you kind of move around.  
01:41:51 --> 01:41:52: I'll bolt on to  
01:41:52 --> 01:41:53: that real quick, I think.  
01:41:54 --> 01:41:55: Pay attention to what  
01:41:56 --> 01:41:57: the tech companies are doing.  
01:41:57 --> 01:42:00: I think they're the thought leaders in a lot of  
01:42:00 --> 01:42:02: this kind of return to the office.  
01:42:02 --> 01:42:06: I personally believe that a lot of this work from  
01:42:06 --> 01:42:08: home is headline risk,  
01:42:08 --> 01:42:10: and it's kind of doing the right social thing with  
01:42:11 --> 01:42:13: employees health first and foremost.  
01:42:13 --> 01:42:14: And as you will see,  
01:42:14 --> 01:42:17: some of these thought leaders in the tech community start  
01:42:17 --> 01:42:18: returning to the office.  
01:42:18 --> 01:42:21: I think you will start seeing the trickle down effect  
01:42:21 --> 01:42:23: through the rest of the.  
01:42:23 --> 01:42:26: The the rest of the economic environment and there will  
01:42:26 --> 01:42:28: be a return to office.  
01:42:28 --> 01:42:31: I mean, we've. There have been so many experiments with  
01:42:31 --> 01:42:32: work from home,  
01:42:32 --> 01:42:34: and you know removing the office,  
01:42:34 --> 01:42:35: and it's tough to collaborate.  
01:42:35 --> 01:42:38: It's tough to promote. It's tough to basically be on  
01:42:38 --> 01:42:40: the cutting edge of anything,  
01:42:40 --> 01:42:43: so I mean, I'm a firm believer that you know  
01:42:43 --> 01:42:43: it.  
01:42:43 --> 01:42:46: It may be hybrid for a little bit,  
01:42:46 --> 01:42:49: but eventually it'll get back into full blown back into  
01:42:49 --> 01:42:50: the office.  
01:42:50 --> 01:42:52: I think there will be some flexibility,  
01:42:52 --> 01:42:54: but. We're going to be back in the office here  
01:42:54 --> 01:42:56: sooner rather than later.  
01:42:56 --> 01:42:56: I  
01:42:56 --> 01:42:58: agree. And Andy, I like the 20%  
01:42:58 --> 01:43:02: number that was in your that was in the report  
01:43:02 --> 01:43:04: and as an employer and a manager,  
01:43:04 --> 01:43:07: if I had employees and everyone back in the  
01:43:07 --> 01:43:08: Office,

01:43:08 --> 01:43:09: 4 out of five days,  
01:43:09 --> 01:43:10: I would take that tomorrow,  
01:43:10 --> 01:43:13: no questions asked and and be done.  
01:43:13 --> 01:43:15: So I I think we will get back there.  
01:43:15 --> 01:43:18: One of the things you talked about everybody thought about.  
01:43:18 --> 01:43:21: OK, where's all the distressed real estate that's going to  
01:43:21 --> 01:43:23: be the opportunity and it never materialized.  
01:43:23 --> 01:43:25: I think on the office leasing side,  
01:43:25 --> 01:43:28: the the corollary was the glut of sublease space that  
01:43:28 --> 01:43:30: was going to hit the market.  
01:43:30 --> 01:43:34: It just has to. And it never really materialized.  
01:43:34 --> 01:43:36: It it never made it there.  
01:43:36 --> 01:43:37: And now knock on wood.  
01:43:37 --> 01:43:40: We're going to get out of it and and survive  
01:43:40 --> 01:43:42: and never have that glut come on.  
01:43:42 --> 01:43:44: Any other questions from the audience before I tee up  
01:43:44 --> 01:43:45: another one?  
01:43:45 --> 01:43:47: There were a couple of hands up.  
01:43:47 --> 01:43:47: Michael.  
01:43:53 --> 01:43:54: Hi, this question is  
01:43:54 --> 01:43:55: about.  
01:43:56 --> 01:43:57: The return to downtown  
01:43:58 --> 01:43:59: and especially  
01:43:59 --> 01:43:59: in Denver  
01:44:00 --> 01:44:01: and the  
01:44:01 --> 01:44:02: perception of  
01:44:02 --> 01:44:05: not feeling safe and the crime  
01:44:05 --> 01:44:09: and also just the. The homeless  
01:44:09 --> 01:44:12: and how that looks and how that feels to the  
01:44:12 --> 01:44:13: community.  
01:44:13 --> 01:44:15: So I don't know if you guys have any  
01:44:15 --> 01:44:19: suggestions or how you think we should be dealing with  
01:44:19 --> 01:44:21: this, but I think that's a big issue.  
01:44:21 --> 01:44:24: I think it's a great question and and for some  
01:44:24 --> 01:44:24: perspective,  
01:44:24 --> 01:44:29: can we have Andy answer that first what he's seeing  
01:44:29 --> 01:44:31: in other markets?  
01:44:31 --> 01:44:33: Oh yeah, great. The first  
01:44:33 --> 01:44:36: thing is that you're not the only market having that  
01:44:36 --> 01:44:36: same question.  
01:44:36 --> 01:44:38: It's it's interesting. Now this,  
01:44:38 --> 01:44:41: you know, as we left the central core during the

01:44:41 --> 01:44:43: pandemic and then the crime,  
01:44:43 --> 01:44:47: that kind of. Followed back in suddenly the perception of.  
01:44:47 --> 01:44:50: Being crime ridden that we hadn't heard in,  
01:44:50 --> 01:44:50: cities  
01:44:51 --> 01:44:53: are happening so.  
01:44:53 --> 01:44:54: Between  
01:44:54 --> 01:44:56: that and the homeless issue,  
01:44:56 --> 01:44:56: a lot  
01:44:56 --> 01:44:58: of markets are trying to work on  
01:44:58 --> 01:44:59: that. I  
01:44:59 --> 01:45:02: don't know of anybody that's found a solution yet beyond  
01:45:02 --> 01:45:04: the fact the idea that it's good that everybody comes  
01:45:04 --> 01:45:06: back and the natural flow  
01:45:06 --> 01:45:08: and the business is open  
01:45:08 --> 01:45:09: and you have more of that  
01:45:09 --> 01:45:10: activity. The fact  
01:45:10 --> 01:45:12: that there's a larger residential base  
01:45:13 --> 01:45:15: helps in in Denver than in some markets that didn't  
01:45:15 --> 01:45:16: have  
01:45:16 --> 01:45:17: that, so they're struggling, but  
01:45:18 --> 01:45:20: I can't give an example of someone who solved it.  
01:45:20 --> 01:45:22: I just will tell you that there's comfort in numbers,  
01:45:22 --> 01:45:23: and there's other  
01:45:23 --> 01:45:24: markets that are going through.  
01:45:24 --> 01:45:26: The same thing. Write  
01:45:26 --> 01:45:27: anything to add from the panel.  
01:45:29 --> 01:45:33: I'll just say that from a multi family perspective I  
01:45:33 --> 01:45:37: agree with you that it that it is a problem  
01:45:37 --> 01:45:39: could be a problem.  
01:45:39 --> 01:45:43: But the interesting thing so far has been as far  
01:45:43 --> 01:45:45: as suburbs versus urban.  
01:45:45 --> 01:45:49: The suburbs basically flattened out and then started to go  
01:45:49 --> 01:45:50: back up.  
01:45:50 --> 01:45:53: The urban environment CBD, basically low,  
01:45:53 --> 01:45:57: high CBD, rhino and maybe Cap Hill.  
01:45:57 --> 01:46:01: They did kind of have like an upside down U  
01:46:01 --> 01:46:05: shape where we actually did see it come down.  
01:46:05 --> 01:46:07: We did see softening in rents,  
01:46:07 --> 01:46:11: but they're already back to prepaid pre pandemic levels.  
01:46:11 --> 01:46:14: They're still trailing the suburbs because.  
01:46:14 --> 01:46:17: They did go down where the suburbs just flattened out,  
01:46:17 --> 01:46:22: but we haven't seen a negative impact on absorption

downtown  
01:46:22 --> 01:46:22: yet.  
01:46:22 --> 01:46:25: We haven't seen a negative impact other than the fact  
01:46:25 --> 01:46:27: that we had the whole pandemic,  
01:46:27 --> 01:46:30: which was why am I paying rents to live in  
01:46:30 --> 01:46:33: a place that I'm paying a significant premium to be  
01:46:33 --> 01:46:36: able to use all of these amenities downtown that I'm  
01:46:36 --> 01:46:38: not able to use during the pandemic.  
01:46:38 --> 01:46:40: So I'm going to move to the suburbs to get  
01:46:41 --> 01:46:43: more space and to get a less dense,  
01:46:43 --> 01:46:46: you know, situation. But we have not seen the negative  
01:46:46 --> 01:46:49: impact a significant negative impact on absorption.  
01:46:49 --> 01:46:52: Yet I fear that may happen though.  
01:46:54 --> 01:46:58: I think there was at least one more hand.  
01:46:58 --> 01:47:01: Over there. We've got 10 minutes,  
01:47:01 --> 01:47:03: and Rodney promised me lunch.  
01:47:03 --> 01:47:04: So we're going to have you out here on  
01:47:04 --> 01:47:05: time.  
01:47:06 --> 01:47:08: Hi thanks and I'll keep it quick.  
01:47:08 --> 01:47:11: This is kind of for Scott and Brian,  
01:47:11 --> 01:47:16: so if Denver is considering inclusionary zoning at 10%  
01:47:16 --> 01:47:21: is the city considering offering any type of subsidy to  
01:47:21 --> 01:47:25: help with that gap so that it doesn't have to  
01:47:25 --> 01:47:28: rely on the market rate prices to pay for  
01:47:29 --> 01:47:29: the lower  
01:47:29 --> 01:47:33: income and affordable units. And then too,  
01:47:33 --> 01:47:36: I think John's point where then it pushes up the  
01:47:36 --> 01:47:36: market prices.  
01:47:37 --> 01:47:40: And then you start seeing individuals and families,  
01:47:41 --> 01:47:43: then above that, 30% of housing costs.  
01:47:43 --> 01:47:46: And then we do become more or less affordable than  
01:47:46 --> 01:47:47: other areas.  
01:47:51 --> 01:47:53: I do not know of any specific help that the  
01:47:54 --> 01:47:56: city of Denver is offering through,  
01:47:56 --> 01:47:58: like the Denver Housing Authority or anything like that.  
01:47:58 --> 01:48:02: To my knowledge, my understanding that it's basically just  
going  
01:48:02 --> 01:48:05: to be placed on the shoulders of the developers and  
01:48:05 --> 01:48:06: then the future.  
01:48:06 --> 01:48:08: A lot of people are merchant merchant builders,  
01:48:08 --> 01:48:10: so they're going to build it and sell it and  
01:48:10 --> 01:48:12: it will end up being on the shoulders of whoever

01:48:12 --> 01:48:13: buys it and operates it in the future.

01:48:14 --> 01:48:16: Yep, that's my understanding as well they did.

01:48:17 --> 01:48:21: They will be offering. Like density bonuses and.

01:48:21 --> 01:48:26: Other sort of. I guess you know again,

01:48:26 --> 01:48:29: tools in the toolbox for.

01:48:29 --> 01:48:33: For market rate developers who are taking this on.

01:48:36 --> 01:48:37: We have another one.

01:48:37 --> 01:48:38: Here we go.

01:48:39 --> 01:48:41: Hi I just thought I might be able to be

01:48:41 --> 01:48:42: helpful in answering it.

01:48:42 --> 01:48:45: My name is Laura Aldrete on the executive director of

01:48:45 --> 01:48:49: Community Planning and development for the city and County of

01:48:49 --> 01:48:51: Denver and so I'm one of the sponsors.

01:48:51 --> 01:48:54: My agency is one of the sponsors for the expanding

01:48:54 --> 01:48:56: housing affordability.

01:48:56 --> 01:48:58: So to the question about will there be subsidies?

01:48:58 --> 01:49:03: We have a series of incentives that we are offering

01:49:03 --> 01:49:08: for developers coming in to up on delivering the affordable

01:49:08 --> 01:49:11: housing and the percentage rates.

01:49:11 --> 01:49:14: That that we've got in the proposal right now.

01:49:14 --> 01:49:18: I really think encouraging everyone here to go to our

01:49:18 --> 01:49:21: website and look at the proposal itself.

01:49:21 --> 01:49:24: We also were thought it was very important to have

01:49:24 --> 01:49:27: a steering committee help guide us in what the proposal

01:49:27 --> 01:49:31: would be and that steering committee is made up of

01:49:31 --> 01:49:35: a range of affordable housing advocates as well as folks

01:49:35 --> 01:49:37: from the development community

01:49:37 --> 01:49:38: so that when

01:49:38 --> 01:49:40: we built model the model to

01:49:40 --> 01:49:43: run the numbers, we made sure we were working with

01:49:43 --> 01:49:47: the development community to make sure we got the model

01:49:47 --> 01:49:47: right.

01:49:47 --> 01:49:50: Not everybody likes the the way that what?

01:49:50 --> 01:49:55: Answer is, but the model is correct and so we

01:49:55 --> 01:49:55: can.

01:49:55 --> 01:49:59: We will continue to work with the development community on

01:49:59 --> 01:50:01: that proposal we have our next round of proposal is

01:50:01 --> 01:50:04: out currently right now and we encourage everyone to go

01:50:04 --> 01:50:09: look at it and provide feedback back to us that

01:50:09 --> 01:50:13: round of comments will close on March 14th

01:50:13 --> 01:50:14: and then we'll continue

01:50:14 --> 01:50:15: to move it forward  
01:50:16 --> 01:50:18: once we've responded to those comments it come in.  
01:50:18 --> 01:50:20: I think this is the second or third round  
01:50:20 --> 01:50:22: that we'll be getting. So  
01:50:22 --> 01:50:25: yes, there are incentives to answer the question directly,  
01:50:25 --> 01:50:30: but certainly. Understand that we have looked at national practice  
01:50:30 --> 01:50:32: across the United States.  
01:50:32 --> 01:50:36: We are we. Currently we are well below what most  
01:50:37 --> 01:50:42: of our comparable cities are requiring and looking to achieve,  
01:50:42 --> 01:50:45: and that we're also working with you and what will  
01:50:45 --> 01:50:48: want to continue to work with the development community to  
01:50:48 --> 01:50:49: get the numbers right.  
01:50:49 --> 01:50:52: We don't want to see development stop either,  
01:50:52 --> 01:50:55: and we think we've hit the right spot in terms  
01:50:55 --> 01:50:57: of the requirements for that.  
01:50:57 --> 01:50:57: 60  
01:50:57 --> 01:50:59: to 80%. Great  
01:51:00 --> 01:51:03: thank you for jumping in and wanna thank you in  
01:51:03 --> 01:51:05: advance for being on next year's panel so.  
01:51:07 --> 01:51:09: Be careful when you grab that Mike from Michael.  
01:51:11 --> 01:51:14: I'm gonna I'm gonna throw a question what will go  
01:51:14 --> 01:51:17: down the line just kind of a quick lightning round  
01:51:17 --> 01:51:20: and I'll tee it up so people could think about  
01:51:20 --> 01:51:23: it but one of Andy's questions was which of the  
01:51:23 --> 01:51:25: pandemic adjustments is going to stick?  
01:51:25 --> 01:51:28: Which one will now be part of our lives  
01:51:28 --> 01:51:29: going forward? And  
01:51:29 --> 01:51:31: and I think you know I'll go  
01:51:31 --> 01:51:34: first. I'll say in February of 20 how many of  
01:51:34 --> 01:51:38: you knew about or could actually set up a Microsoft  
01:51:38 --> 01:51:39: Teams meeting?  
01:51:39 --> 01:51:42: Right, not not me. I had two of them before  
01:51:42 --> 01:51:44: I came downtown for this event today,  
01:51:44 --> 01:51:46: so that that is going to stay.  
01:51:46 --> 01:51:48: But I will also say that I was one of  
01:51:49 --> 01:51:49: the 8%  
01:51:49 --> 01:51:51: that said my travel is going to go up so  
01:51:51 --> 01:51:53: I don't think it's an either or I.  
01:51:53 --> 01:51:55: I think you need to have.  
01:51:55 --> 01:51:59: I use teams much more for internal than for external.  
01:51:59 --> 01:52:02: I think the external still needs to be in person.

01:52:02 --> 01:52:04: I sound like that old ad where the guy handed  
01:52:05 --> 01:52:06: out the plane tickets.  
01:52:06 --> 01:52:07: Anybody remember? Anyway,  
01:52:07 --> 01:52:07: along time ago? So  
01:52:08 --> 01:52:11: which of the pandemic adjustments?  
01:52:11 --> 01:52:12: Is going to stick  
01:52:12 --> 01:52:13: Becky? We're going to start at the end.  
01:52:13 --> 01:52:14: Bring it down.  
01:52:16 --> 01:52:21: I think our especially the workforce will remain a lot  
01:52:21 --> 01:52:22: flexible.  
01:52:22 --> 01:52:24: We're in the office over three days a week.  
01:52:24 --> 01:52:26: For the most part, but I think everybody  
01:52:26 --> 01:52:28: will continue to be flexible.  
01:52:29 --> 01:52:30: And it's OK now, it wasn't before.  
01:52:32 --> 01:52:33: I think from my  
01:52:33 --> 01:52:36: standpoint, it's it's balance. I mean,  
01:52:36 --> 01:52:40: it was all a mental kind of navigation through through  
01:52:40 --> 01:52:43: COVID and I think COVID kind of taught us all  
01:52:43 --> 01:52:45: how to balance ourselves and.  
01:52:45 --> 01:52:48: Operate within the confines of our personal lives and bring  
01:52:48 --> 01:52:49: our personal lives into.  
01:52:49 --> 01:52:52: Kind of you know, work so no longer is it  
01:52:52 --> 01:52:54: abnormal for me to,  
01:52:54 --> 01:52:57: you know, be at home taking a call with my  
01:52:57 --> 01:52:59: kids in the background,  
01:52:59 --> 01:53:02: screaming, yelling my wife tongue to be quiet and still  
01:53:02 --> 01:53:05: kind of having the acceptance from from people on the  
01:53:06 --> 01:53:09: other end of the line understanding kind of the situation  
01:53:09 --> 01:53:11: you're in. So balances might take away.  
01:53:12 --> 01:53:16: Right, yeah, and I will say something similar.  
01:53:16 --> 01:53:19: I think that virtual leasing is here to stay from  
01:53:19 --> 01:53:23: a multi family perspective that it worked better than they  
01:53:23 --> 01:53:26: expected it to and it it allows for a lot  
01:53:26 --> 01:53:30: of flexibility. And also there are some design changes.  
01:53:30 --> 01:53:32: I've heard a lot of people say oh units are  
01:53:32 --> 01:53:33: going to get bigger,  
01:53:33 --> 01:53:35: unit sizes are going to get bigger because people are  
01:53:35 --> 01:53:37: going to be afraid they're going to be stuck back  
01:53:37 --> 01:53:38: at home and they want more space.  
01:53:38 --> 01:53:39: That can't happen in Denver.  
01:53:39 --> 01:53:42: It's too expensive here so it can happen in less  
01:53:42 --> 01:53:43: expensive cities.



01:53:43 --> 01:53:44: It can't happen here and it's not.  
01:53:44 --> 01:53:46: Happening here, but what it is doing,  
01:53:46 --> 01:53:50: we are seeing a lot more amenities based around work  
01:53:50 --> 01:53:51: from home.  
01:53:51 --> 01:53:54: We're seeing day offices. We're seeing a whole bunch of  
01:53:54 --> 01:53:58: different types of amenities that are built specifically for  
people  
01:53:58 --> 01:54:00: to get outside of their units,  
01:54:00 --> 01:54:01: but still work from home,  
01:54:01 --> 01:54:04: and I think that is something we saw that initially  
01:54:04 --> 01:54:07: before the pandemic and people were like that.  
01:54:07 --> 01:54:10: Now everybody is doing it and I think everybody will  
01:54:10 --> 01:54:11: continue to do it.  
01:54:12 --> 01:54:15: I think the the thing that's going to stick is  
01:54:15 --> 01:54:18: my kids wanting to always have the parent who's on  
01:54:18 --> 01:54:21: a phone call to be the one to do the  
01:54:21 --> 01:54:26: parenting so. We try and alternate and not be on  
01:54:26 --> 01:54:29: calls at the same time in my house.  
01:54:29 --> 01:54:32: But that that that fact remains,  
01:54:32 --> 01:54:34: I think as everybody said,  
01:54:34 --> 01:54:38: flexibility in what our what our work life looks like  
01:54:38 --> 01:54:43: is is going to be something that sticks around and  
01:54:43 --> 01:54:46: and and we continue to operate from.  
01:54:46 --> 01:54:49: And I lastly I think staying home when you're sick.  
01:54:49 --> 01:54:54: I think people have really figured that out and.  
01:54:56 --> 01:54:57: No more martyrs in the  
01:54:57 --> 01:54:58: office. Yeah yeah  
01:54:59 --> 01:55:01: yeah. John. Yeah,  
01:55:01 --> 01:55:04: I'd like to joke that a permanent condition lasts three  
01:55:04 --> 01:55:05: to five years in real estate,  
01:55:06 --> 01:55:07: so you know, generally speaking,  
01:55:07 --> 01:55:09: I think we have to live with higher cost structures.  
01:55:09 --> 01:55:11: It's going to be pervasive in everything we do,  
01:55:11 --> 01:55:14: and it results in  
01:55:14 --> 01:55:16: I I joke about Colorado  
01:55:16 --> 01:55:19: in general. It's a faith based underwriting market.  
01:55:19 --> 01:55:21: As a developer you have to have a certain amount  
01:55:21 --> 01:55:22: of faith on growth,  
01:55:22 --> 01:55:24: otherwise nothing pens out and I think that's that's one  
01:55:25 --> 01:55:27: thing that we're going to live with for the next  
01:55:27 --> 01:55:27: couple years.  
01:55:30 --> 01:55:32: So I think a lot of all echo a lot

01:55:33 --> 01:55:35: of what the panelists have said,  
01:55:35 --> 01:55:38: but kind of take a different different approach with some  
01:55:38 --> 01:55:41: of these industrial users and these big companies,  
01:55:41 --> 01:55:43: I think they'll have more focus on the person and  
01:55:43 --> 01:55:45: the individual that you know that they're hiring.  
01:55:45 --> 01:55:48: But they're all having labor issues as well,  
01:55:48 --> 01:55:51: and I think the more that they can provide that  
01:55:51 --> 01:55:54: balance or quality of life kind of flexibility and and  
01:55:54 --> 01:55:57: maybe it's amenities and warehouse spaces,  
01:55:57 --> 01:56:01: and I think. Landlords are just starting to think about  
01:56:01 --> 01:56:03: those things kind of in response,  
01:56:03 --> 01:56:05: but I think focus on on  
01:56:05 --> 01:56:06: the the individual and how to get  
01:56:07 --> 01:56:07: people to,  
01:56:08 --> 01:56:10: you know, be able to work in these these warehouses.  
01:56:10 --> 01:56:12: These facilities. These going to be important.  
01:56:13 --> 01:56:14: Andy, you wrote the report,  
01:56:14 --> 01:56:17: but you can go ahead and you can add one.  
01:56:17 --> 01:56:19: I think it's food delivery.  
01:56:20 --> 01:56:23: Both prepared and getting things at grocery stores,  
01:56:23 --> 01:56:26: which you know we'd always talked about as one of  
01:56:26 --> 01:56:28: the trends that you know was coming.  
01:56:28 --> 01:56:32: But the rapid adoption during the pandemic and then this  
01:56:32 --> 01:56:33: idea of ever going  
01:56:33 --> 01:56:35: back to you, know fixing  
01:56:35 --> 01:56:37: things yourself is just I think it's here to stay.  
01:56:37 --> 01:56:39: It's going to be good for the it's going to  
01:56:40 --> 01:56:41: be stress on the industrial  
01:56:41 --> 01:56:42: sector because you're  
01:56:42 --> 01:56:43: going to have all these warehouses,  
01:56:43 --> 01:56:44: but and then goes  
01:56:44 --> 01:56:45: ghost kitchens  
01:56:45 --> 01:56:46: where you have one rest  
01:56:46 --> 01:56:48: or five restaurants operating  
01:56:48 --> 01:56:49: out of one kitchen. Yeah,  
01:56:49 --> 01:56:50: I think that's an efficiency.  
01:56:50 --> 01:56:52: It's going to last great.  
01:56:53 --> 01:56:55: Please join me in thanking the panelists.  
01:56:59 --> 01:57:01: I will ask, I will ask the  
01:57:01 --> 01:57:02: panel to to stay  
01:57:02 --> 01:57:05: right where they are. I'm gonna ask Rodney to come  
01:57:05 --> 01:57:06: up and is he comes up.

01:57:06 --> 01:57:08: I just want to say thank you to ULI for  
01:57:08 --> 01:57:09: asking me to do this again.  
01:57:09 --> 01:57:11: It's great to see everybody in person.  
01:57:11 --> 01:57:12: Thank you for coming out.  
01:57:12 --> 01:57:15: Thank you for Rodney and the staff for Rodney staff,  
01:57:15 --> 01:57:17: Madeline and the people who do all the work that  
01:57:17 --> 01:57:19: those of us can just walk right in and turn  
01:57:20 --> 01:57:21: on the bright lights.  
01:57:21 --> 01:57:22: So thank you, I'll turn it back over to Rodney.  
01:57:24 --> 01:57:24: Yep.  
01:57:28 --> 01:57:30: First of all, thank you to Kevin.  
01:57:30 --> 01:57:33: That was incredible. I sincerely appreciate I'll see you next  
01:57:33 --> 01:57:34: year.  
01:57:36 --> 01:57:39: Thank you again to the panelist.  
01:57:39 --> 01:57:42: I think that was an excellent opportunity for us to  
01:57:42 --> 01:57:45: understand what our lived experience looks like,  
01:57:45 --> 01:57:49: right? So I'll introduce a word grace in terms of  
01:57:49 --> 01:57:54: understanding this balance between us as humans at home.  
01:57:54 --> 01:57:56: I've seen more kids, more cats,  
01:57:56 --> 01:57:59: more dogs. I'm going to get a dog.  
01:57:59 --> 01:58:01: I have kids already. I've  
01:58:01 --> 01:58:04: got snakes and so before the pandemic people didn't like  
01:58:05 --> 01:58:05: that,  
01:58:05 --> 01:58:09: but now it's attractive. Incentive to get on a zoom  
01:58:09 --> 01:58:10: call with me.  
01:58:10 --> 01:58:14: So again I wanna turn you all of your attention  
01:58:14 --> 01:58:15: to our agenda.  
01:58:15 --> 01:58:18: The Backpage really highlights our sponsors.  
01:58:18 --> 01:58:21: Once again thank you to our title sponsor new Mark.  
01:58:21 --> 01:58:25: Thank you to our supporting sponsor Denver South.  
01:58:25 --> 01:58:27: All of the our sponsors,  
01:58:27 --> 01:58:30: our annual sponsors and our event sponsors.  
01:58:30 --> 01:58:32: Thank you. When you get a call from me,  
01:58:32 --> 01:58:33: it's for coffee or tea.  
01:58:33 --> 01:58:35: When you get a call from Kevin it is for  
01:58:35 --> 01:58:35: money  
01:58:35 --> 01:58:37: so I think that's a balance that.  
01:58:37 --> 01:58:38: I sincerely  
01:58:38 --> 01:58:41: appreciate it. I like that structure,  
01:58:41 --> 01:58:43: but really quickly upcoming events,  
01:58:43 --> 01:58:45: so I want to highlight a couple of one that's  
01:58:45 --> 01:58:46: tomorrow.

01:58:46 --> 01:58:48: It's an equitable access to capital.  
01:58:48 --> 01:58:50: We talk about all that capital just wanting to be  
01:58:50 --> 01:58:50: deployed.  
01:58:50 --> 01:58:52: Let's make sure that we do that  
01:58:52 --> 01:58:53: in an equitable way.  
01:58:53 --> 01:58:54: That's happening  
01:58:54 --> 01:58:57: tomorrow. We have a zoom link for that in the  
01:58:57 --> 01:58:58: afternoon.  
01:58:58 --> 01:58:59: If you are not a member,  
01:58:59 --> 01:59:01: but you would like to become one,  
01:59:01 --> 01:59:05: there's a new member. Coffee March 3rd and then RULI  
01:59:05 --> 01:59:09: Spring meeting is April 19th through the 21st.  
01:59:09 --> 01:59:11: Just in closing once again,  
01:59:11 --> 01:59:16: I sincerely appreciate the opportunity that I've been given this  
01:59:16 --> 01:59:17: membership.  
01:59:17 --> 01:59:20: This work is active. Everyone is fully involved.  
01:59:20 --> 01:59:23: Thank you for coming. I know most of you are  
01:59:23 --> 01:59:23: like me.  
01:59:23 --> 01:59:24: I miss being in person.  
01:59:24 --> 01:59:27: I miss human beings. My children are tired  
01:59:27 --> 01:59:28: of hearing you'll.  
01:59:28 --> 01:59:29: I tired of hearing  
01:59:29 --> 01:59:34: density bonuses, zoning entitlements. My son gets upset with  
me  
01:59:34 --> 01:59:36: and roses eyes every time he hears me on a  
01:59:37 --> 01:59:37: zoom call.  
01:59:37 --> 01:59:41: But thank you again. This will be recorded.  
01:59:41 --> 01:59:44: You'll have an opportunity to access it.  
01:59:44 --> 01:59:47: You'll have an opportunity to access the report itself.  
01:59:47 --> 01:59:49: Thank you again, Andy for flying out.  
01:59:49 --> 01:59:50: Thank you for the panel.  
01:59:50 --> 01:59:51: Again, thank you for thank you,  
01:59:51 --> 01:59:53: Michael. Thank you for my staff.  
01:59:53 --> 01:59:55: Thank you everyone and I'll close it out.  
01:59:55 --> 01:59:58: We will have box lunches.  
01:59:58 --> 02:00:00: Feel free to take your box,  
02:00:00 --> 02:00:03: lunch box, lunch and tour this facility.  
02:00:03 --> 02:00:06: Thank you for the facility for hosting us.  
02:00:06 --> 02:00:08: This has been an incredible space.  
02:00:08 --> 02:00:10: If you get an opportunity to do so.  
02:00:10 --> 02:00:13: I would welcome that. I've already been to this museum  
02:00:13 --> 02:00:16: a couple times 'cause I am a supreme nerd and

02:00:16 --> 02:00:17: you'll see this.  
02:00:17 --> 02:00:19: I will say the last thing I hope that one  
02:00:19 --> 02:00:22: thing that that that last is COVID cheek.  
02:00:22 --> 02:00:25: You can tell I I respect that and and and  
02:00:25 --> 02:00:28: upper where that was the first time I'd ever heard  
02:00:28 --> 02:00:30: that topic or that that term.  
02:00:30 --> 02:00:32: And I love it. But go forth and and and  
02:00:33 --> 02:00:34: and really make a dent.  
02:00:34 --> 02:00:35: I will say last thing,  
02:00:36 --> 02:00:39: my mantra is that you'll I Colorado is an organization  
02:00:39 --> 02:00:44: whose members shape cities and create places and that  
work  
02:00:44 --> 02:00:47: is so important that it demands that we collaborate.  
02:00:47 --> 02:00:49: It demands that we stay connected.  
02:00:49 --> 02:00:52: It demands that we figure out what's happening next.  
02:00:52 --> 02:00:54: We plan for it and I think Colorado  
02:00:54 --> 02:00:58: optimism is because we can do something about it.  
02:00:58 --> 02:01:01: Our agency is something that allows us to say,  
02:01:01 --> 02:01:02: alright, yeah, we can do  
02:01:02 --> 02:01:04: that. And I've spoken from a Colorado and so thank  
02:01:04 --> 02:01:05: you so much for coming.  
02:01:16 --> 02:01:16: Music.  
02:01:19 --> 02:01:24: As well. OK, that's right.  
02:01:24 --> 02:01:26: Well, see you.

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