

Webinar

ULI British Columbia: Coffee and Conversations: KingSett Capital and Asset Management, A Peek Under The Hood

Date: December 07, 2021

00:00:05 --> 00:00:08: Hey good morning everyone, we recognize that a couple people

00:00:08 --> 00:00:09: are starting trickling in,

00:00:09 --> 00:00:12: either because they're just showing up their office right now

00:00:12 --> 00:00:13: or just log in.

00:00:13 --> 00:00:14: What have you? So we're going to give it a

00:00:14 --> 00:00:15: couple more minutes,

00:00:15 --> 00:00:18: let people join, and then we'll get started.

00:00:18 --> 00:00:20: Thanks for joining us this morning.

00:00:35 --> 00:00:54: You have sex. Randolph, Andrew give me a little thumbs

00:00:54 --> 00:01:08: up if you're good to go and we'll get her

00:01:09 --> 00:01:13: started today.

00:01:16 --> 00:01:18: Alright, thank you all for joining us for another edition

00:01:18 --> 00:01:19: of coughing conversations.

00:01:19 --> 00:01:22: Posted by ULI Young leaders group.

00:01:22 --> 00:01:25: Genesis sponsored by Onnit. This will be the last event

00:01:25 --> 00:01:27: for coughing conversations for 2021.

00:01:27 --> 00:01:30: However, we're going to be having more in the future.

00:01:30 --> 00:01:31: My name is Chris canaliculi,

00:01:31 --> 00:01:33: UI BCS young dated group,

00:01:33 --> 00:01:34: and I'm joined by my team members,

00:01:34 --> 00:01:35: ran awfully and Oliver tenant.

00:01:35 --> 00:01:39: I'd like to give a special thanks to Shannon Peterson

00:01:39 --> 00:01:42: and ULIBC for their continued support and guidance.

00:01:42 --> 00:01:45: If this is your first time tuning in copying conversations

00:01:45 --> 00:01:46: is you'll IBC monthly early,

00:01:46 --> 00:01:49: early morning networking event where students and

00:01:49 --> 00:01:51: professionals can drop in to meet other like minded colleagues.

00:01:51 --> 00:01:54: Here, new thoughts, ideas and industry issues surrounding real estate

00:01:54 --> 00:01:55: development.

00:01:55 --> 00:01:59: We're continuing to have the next CNC monthly events online,

00:01:59 --> 00:02:01: but many other ULI events sort of give me happy

00:02:01 --> 00:02:01: in prison,

00:02:01 --> 00:02:04: so stay tuned. There are two big Uli updates coming

00:02:05 --> 00:02:06: for you this month.

00:02:06 --> 00:02:09: The first is on December 8th titled Northshore connects and

00:02:10 --> 00:02:13: it's a discussion with Mayor's Brew and Buchanan.

00:02:13 --> 00:02:16: In addition, launching on December 14th is Wlib sees episode

00:02:16 --> 00:02:20: five of its innovation in Real Estate podcast series while

00:02:20 --> 00:02:22: December maybe a quiet month for us and a lot

00:02:22 --> 00:02:25: of you here today. Rest assured you'll I would continue

00:02:25 --> 00:02:27: to put out a substantial number of events in the

00:02:28 --> 00:02:28: new Year.

00:02:28 --> 00:02:31: You can find out about these events and many others

00:02:31 --> 00:02:34: on the website links we paste it in the chat.

00:02:34 --> 00:02:36: A bit of housekeeping before we get started.

00:02:36 --> 00:02:38: Please keep your microphone muted.

00:02:38 --> 00:02:39: Use the webcam is optional,

00:02:39 --> 00:02:43: but we encourage you to turn it on just so

00:02:43 --> 00:02:46: our folks aren't speaking to blank faces.

00:02:46 --> 00:02:48: There will be a question answer session towards the end

00:02:48 --> 00:02:49: of the talk.

00:02:49 --> 00:02:51: Please feel free to send a message to myself for

00:02:51 --> 00:02:53: all of her with any questions we have for Andrew

00:02:53 --> 00:02:56: today and then we'll select him the order they received

00:02:56 --> 00:02:58: and then I meet you so you can ask them

00:02:58 --> 00:02:59: directly at about 8:40.

00:02:59 --> 00:03:02: First speaker, we're very fortunate to have Andrew Kirkham here.

00:03:02 --> 00:03:05: Join us. Stay. Andrew is responsible for the operations,

00:03:05 --> 00:03:08: execution and optimization of Western Canada's real estate portfolio on

00:03:08 --> 00:03:09: King Sett capital,

00:03:09 --> 00:03:12: Canadian private equity real estate investment business,

00:03:12 --> 00:03:15: which creates in clone vests in real estate investment solutions,

00:03:15 --> 00:03:20: deliver sustainable premium premium risk risk weighted returns.

00:03:20 --> 00:03:24: And in 2002, King set has raised 12.5 billion of
00:03:24 --> 00:03:27: equity for its funds and owns interest in the \$19.1
00:03:27 --> 00:03:30: billion portfolio of assets.
00:03:30 --> 00:03:33: Andrew holds a BA in economics from the University Victoria.
00:03:33 --> 00:03:36: We're here where he graduated with distinction.
00:03:36 --> 00:03:39: Entering Andrew today will be my colleague randomly.
00:03:39 --> 00:03:42: He's currently a senior under writer at Richmond Bank
Andrew
00:03:42 --> 00:03:43: Randolph Pleasures,
00:03:43 --> 00:03:45: so have a good one for last 21.
00:03:46 --> 00:03:48: Thank you. Thanks
00:03:48 --> 00:03:50: thanks Chris for that introduction,
00:03:50 --> 00:03:53: Andrew. First of all, thank you very much for joining
00:03:53 --> 00:03:54: us this morning.
00:03:54 --> 00:03:56: My pleasure. Appreciate you. Yeah,
00:03:57 --> 00:04:00: I really appreciate you taking your time out of your
00:04:00 --> 00:04:01: day to to speak to us.
00:04:01 --> 00:04:04: First thing I would like to do for the audience
00:04:05 --> 00:04:08: is help them get a better understanding of your background
00:04:08 --> 00:04:09: professionally.
00:04:09 --> 00:04:14: When we were doing our meetings and preparation for this
00:04:14 --> 00:04:18: call there were really two things that stood out to
00:04:18 --> 00:04:18: me.
00:04:18 --> 00:04:22: About your story, because they were very similar to the
00:04:22 --> 00:04:25: backgrounds of some of our other speakers and those two
00:04:25 --> 00:04:27: things were how much impact,
00:04:27 --> 00:04:32: networking and your exposure to various types of
experiences,
00:04:32 --> 00:04:37: real estate or not helped you early in your career.
00:04:37 --> 00:04:38: So with that in mind,
00:04:38 --> 00:04:41: could you tell us how you got into real estate
00:04:41 --> 00:04:43: and ended up at a king said capital?
00:04:45 --> 00:04:47: I got into real estate almost by accident.
00:04:47 --> 00:04:49: My my initial ambition in school was to go into
00:04:49 --> 00:04:52: architecture and I eventually realized I wasn't that good at
00:04:52 --> 00:04:53: drawing,
00:04:53 --> 00:04:56: so I'm giving it and ended up getting an economics
00:04:56 --> 00:05:00: degree and got my first real estate job working for
00:05:00 --> 00:05:03: JJ Barnicke in Victoria back in 2002.
00:05:03 --> 00:05:05: So I'm coming up on 20 years in the business,
00:05:05 --> 00:05:08: which is hard to believe saying it out loud.
00:05:09 --> 00:05:16: Wow, uhm. And uh, after JJ Bar Nikki,
00:05:16 --> 00:05:17: what happened next?

00:05:18 --> 00:05:20: I took some time off to go and travel,
00:05:20 --> 00:05:22: so I was young and had the time and the
00:05:22 --> 00:05:24: interest to do so and I came back and I'm
00:05:24 --> 00:05:26: from Vancouver so moved home.
00:05:26 --> 00:05:30: And cooking reviews with a number of different organizations
in
00:05:30 --> 00:05:34: town and had the opportunity through sort of an uncles
00:05:34 --> 00:05:37: friends grandmother's cousin to meet with Scott Cressy.
00:05:37 --> 00:05:40: And he and I sat down and just had a
00:05:40 --> 00:05:42: very casual interaction.
00:05:42 --> 00:05:44: We sat together for about an hour and the end
00:05:44 --> 00:05:44: of it.
00:05:44 --> 00:05:47: He ended up offering me a job which I didn't
00:05:47 --> 00:05:48: expect,
00:05:48 --> 00:05:51: but it was a great exciting opportunity to work on
00:05:51 --> 00:05:55: IPP portfolio and I thought it sounded fantastic.
00:05:55 --> 00:05:58: So I joined up and stayed there for seven years.
00:05:58 --> 00:06:00: OK, from there I went to work for a guy
00:06:00 --> 00:06:04: who owns career colleges as his primary business in
Vancouver
00:06:04 --> 00:06:08: and then has a number of other disparate interests and
00:06:08 --> 00:06:11: my job working for him was VPS at management and
00:06:11 --> 00:06:13: I looked after everything to do with real estate.
00:06:13 --> 00:06:17: Throughout his portfolio across Canada.
00:06:17 --> 00:06:20: And then I ended up working with King said in
00:06:20 --> 00:06:21: about 2015.
00:06:21 --> 00:06:24: So when I started, I was the only employee that
00:06:24 --> 00:06:26: wasn't based in Toronto and I opened our office out
00:06:26 --> 00:06:28: here and it's been a fun ride.
00:06:30 --> 00:06:33: Wow, so it sounds like you've definitely been at a
00:06:33 --> 00:06:36: number of companies in your career.
00:06:36 --> 00:06:39: How would you describe what working at King site is
00:06:39 --> 00:06:42: like relative to other places you've worked at?
00:06:46 --> 00:06:49: You're going to have the best tools and resources available
00:06:49 --> 00:06:51: in the industry at King set,
00:06:51 --> 00:06:53: and that's got some value,
00:06:53 --> 00:06:55: obviously, but that's not terribly different from some of the
00:06:55 --> 00:06:57: other places that I've worked,
00:06:57 --> 00:06:59: but I do think stands out about King said is
00:06:59 --> 00:07:01: how flat the organization is.
00:07:01 --> 00:07:04: Everybody requests ask for favors.
00:07:04 --> 00:07:07: Questions or otherwise. It's it's treated with the same level

00:07:07 --> 00:07:07: of immediacy,
00:07:07 --> 00:07:10: whether it comes from our CEO or from one of
00:07:10 --> 00:07:13: our eays or one of our accountants.
00:07:13 --> 00:07:16: Everybody understands that the success of the organization
is more
00:07:17 --> 00:07:19: important than the success of the individual,
00:07:19 --> 00:07:22: and we treat it as such.
00:07:22 --> 00:07:26: It's a very collaborative, noncompetitive environment.
00:07:26 --> 00:07:30: We all pursue organizational success rather than individual
success.
00:07:32 --> 00:07:37: OK, uhm and what? What does?
00:07:37 --> 00:07:41: What does organizational success look like for King said is
00:07:41 --> 00:07:42: it just returns?
00:07:42 --> 00:07:46: Is it particular goals? What does that look like?
00:07:47 --> 00:07:50: I suppose ultimately it's returns for the funds that King
00:07:50 --> 00:07:53: said operates and King said employees do have the ability
00:07:53 --> 00:07:56: and the opportunity to invest in those funds along with
00:07:56 --> 00:08:00: our investors. So what that creates is perfect alignment.
00:08:00 --> 00:08:01: Everybody's goals are one in the same.
00:08:03 --> 00:08:08: OK. So with regards to King set up,
00:08:08 --> 00:08:10: I would say that King set has a pretty good
00:08:10 --> 00:08:10: reputation,
00:08:10 --> 00:08:14: especially in the real estate capital industry.
00:08:14 --> 00:08:15: Pretty prestigious firm.
00:08:18 --> 00:08:19: Something, something, something that
00:08:19 --> 00:08:23: you mentioned when you talked about your story was the
00:08:23 --> 00:08:25: people that you met along the way.
00:08:25 --> 00:08:30: Could you speak to how networking has really helped you
00:08:30 --> 00:08:32: in your career,
00:08:32 --> 00:08:34: especially with regards to COVID?
00:08:34 --> 00:08:36: And now it's a lot harder to meet people,
00:08:36 --> 00:08:41: how, how, how? How helpful was meeting people in person
00:08:41 --> 00:08:42: helped?
00:08:42 --> 00:08:46: How helpful was meeting people in person for you throughout
00:08:46 --> 00:08:47: your career?
00:08:47 --> 00:08:47: Crucial,
00:08:48 --> 00:08:49: I would say at the end of the day,
00:08:49 --> 00:08:51: relationships are all any of us have and you can
00:08:51 --> 00:08:53: be the smartest guy in the world.
00:08:53 --> 00:08:56: But if you can't convince anyone to partner with you,
00:08:56 --> 00:08:59: or agree that you've got a good idea,
00:08:59 --> 00:09:01: you're nowhere. You might as well go live on a

00:09:01 --> 00:09:01: desert island,
00:09:01 --> 00:09:04: so I think anyone young should really take time out
00:09:05 --> 00:09:08: of every week to find opportunities to network and go
00:09:08 --> 00:09:10: have a coffee with somebody,
00:09:10 --> 00:09:12: go have lunch with somebody.
00:09:12 --> 00:09:16: Phone somebody without an agenda just to say hello.
00:09:16 --> 00:09:19: It makes such a difference and.
00:09:19 --> 00:09:21: Don't start every meeting with.
00:09:21 --> 00:09:23: Whatever the meeting agenda is,
00:09:23 --> 00:09:24: take a bit of time to do some small talk.
00:09:24 --> 00:09:27: Learn about peoples kids their interests.
00:09:27 --> 00:09:30: Find a way to make yourself more than just a
00:09:30 --> 00:09:32: transaction that they're working on.
00:09:34 --> 00:09:36: I think I could really relate to that,
00:09:36 --> 00:09:39: especially as I came out of college.
00:09:39 --> 00:09:43: You know, I realized that people like working people like
00:09:43 --> 00:09:46: people like doing business with people they know and people
00:09:46 --> 00:09:50: like working with people that they could relate with.
00:09:50 --> 00:09:52: And so I think that's such a key part of
00:09:52 --> 00:09:54: of growing your career.
00:09:55 --> 00:09:57: Today we all spend most of our lives working,
00:09:57 --> 00:10:01: so you gotta find ways to make it fun.
00:10:01 --> 00:10:03: Not friends with anybody or working with that makes it
00:10:03 --> 00:10:03: pretty difficult,
00:10:03 --> 00:10:05: so it it really is worthwhile.
00:10:06 --> 00:10:12: Right, right totally. Moving back to.
00:10:12 --> 00:10:15: What will you do now at King set up?
00:10:15 --> 00:10:22: I know that you. You work in really 2 aspects.
00:10:22 --> 00:10:25: There's the asset management aspect,
00:10:25 --> 00:10:27: and then there's the development aspect.
00:10:29 --> 00:10:35: Is is that typical of someone in asset management?
00:10:35 --> 00:10:38: In that they work in existing properties and also develop
00:10:38 --> 00:10:39: projects.
00:10:39 --> 00:10:41: Or is that something that's really more specific to your
00:10:41 --> 00:10:41: role?
00:10:43 --> 00:10:46: I would say it's uncommon typically.
00:10:46 --> 00:10:48: Especially in in in the institutional landscape,
00:10:48 --> 00:10:52: you're kind of required to specialize in one asset class
00:10:52 --> 00:10:54: within the IPP umbrella.
00:10:54 --> 00:10:57: So you're either an office expert in or industrial expert,
00:10:57 --> 00:11:00: or. Even a hotel expert or a retail expert by
00:11:00 --> 00:11:05: nature of my career working in Vancouver for groups with

00:11:05 --> 00:11:09: widely held assets and disparate interests,
00:11:09 --> 00:11:13: it's. In an odd situation where I've never had to
00:11:13 --> 00:11:14: specialize,
00:11:14 --> 00:11:16: I've sort of remained a generalist,
00:11:16 --> 00:11:19: and that's been something I've really enjoyed 'cause no two
00:11:19 --> 00:11:22: days are the same and there's always something new to
00:11:22 --> 00:11:23: learn.
00:11:23 --> 00:11:24: I've been pretty grateful that I've.
00:11:26 --> 00:11:29: Had the path unfold the way that it has.
00:11:30 --> 00:11:39: Right? So when you started off coming out of college,
00:11:39 --> 00:11:42: did you? No, did you?
00:11:42 --> 00:11:48: Realize that real asset management was when you were
going
00:11:48 --> 00:11:49: to enjoy.
00:11:49 --> 00:11:52: How did you end up deciding that
00:11:53 --> 00:11:57: I didn't come out of university with an economics degree?
00:11:57 --> 00:12:02: State manager I didn't even know what that title meant.
00:12:02 --> 00:12:03: My original ambition, like I said,
00:12:03 --> 00:12:06: was to go into architecture and that didn't pan out,
00:12:06 --> 00:12:10: so I wanted to get involved in development and find
00:12:10 --> 00:12:11: ways to build buildings.
00:12:11 --> 00:12:14: I just think it's so cool to be able to
00:12:14 --> 00:12:17: drive around town and say I helped create that,
00:12:17 --> 00:12:19: whatever that might be, it's it's very tangible.
00:12:19 --> 00:12:21: The impact that you're having on the city you live
00:12:21 --> 00:12:21: in,
00:12:21 --> 00:12:25: it's it's. Pretty cool, so I started in brokerage just
00:12:26 --> 00:12:29: as a good spot to start out and I recommend
00:12:29 --> 00:12:33: brokerage as a good starting place for anybody young in
00:12:33 --> 00:12:37: the industry. 'cause that's where you're going to meet
everybody
00:12:37 --> 00:12:40: and be exposed to the most ideas and people.
00:12:40 --> 00:12:41: But when I joined Cressy,
00:12:41 --> 00:12:44: it was largely based on their development business.
00:12:44 --> 00:12:47: I thought it was just so spectacular and I wanted
00:12:47 --> 00:12:47: to be involved,
00:12:47 --> 00:12:50: even if it was adjacent and I started out working
00:12:50 --> 00:12:53: on their income producing portfolio and continued to do so
00:12:54 --> 00:12:57: for seven years and had some exposure to their development
00:12:57 --> 00:13:01: business as well. And then did some at PRIMA Corp
00:13:01 --> 00:13:04: as well and then coming over to King sets.
00:13:04 --> 00:13:06: We sort of look at.
00:13:06 --> 00:13:09: And development sort of over here and.

00:13:09 --> 00:13:12: IPP over there and within King said it all falls
00:13:12 --> 00:13:14: within asset management.
00:13:16 --> 00:13:19: So it's been great to have the opportunity to work
00:13:19 --> 00:13:19: on both.
00:13:21 --> 00:13:25: OK, yeah, I think that be a that would be
00:13:25 --> 00:13:28: a really good transition into.
00:13:28 --> 00:13:30: Some of the projects that you've been working on now,
00:13:30 --> 00:13:34: as an FY, I do the audience I'm about to
00:13:34 --> 00:13:35: share my screen.
00:13:35 --> 00:13:44: This works. How? So what I'm about to show you
00:13:44 --> 00:13:46: guys is.
00:13:46 --> 00:13:52: Some renderings provided by Andrew have a few typical
00:13:52 --> 00:13:56: projects
00:13:56 --> 00:14:00: that he that he's been working on.
00:14:00 --> 00:14:03: And moving back to asset management.
00:14:03 --> 00:14:06: Uhm, one of the first one of the things that
00:14:06 --> 00:14:10: I would really like to do with this with this
00:14:10 --> 00:14:16: discussion is to help demystify asset management for people
00:14:16 --> 00:14:22: in
00:14:22 --> 00:14:25: the audience, because my understanding of asset
00:14:25 --> 00:14:27: management is that
00:14:27 --> 00:14:30: it's it's somewhere in between acquisitions and property
00:14:30 --> 00:14:30: management.
00:14:30 --> 00:14:30: And it's more than just saying lease rates,
00:14:30 --> 00:14:34: so with that in mind,
00:14:34 --> 00:14:36: what what is? What is the difficult responsibilities of of
00:14:36 --> 00:14:40: an asset manager?
00:14:40 --> 00:14:43: I'll sort of start by saying asset management is probably
00:14:43 --> 00:14:44: a bad descriptor of what the role actually is.
00:14:44 --> 00:14:44: If I were to say to you value optimization.
00:14:44 --> 00:14:49: That would give a better picture of really what the
00:14:49 --> 00:14:52: job entails.
00:14:52 --> 00:14:53: OK.
00:14:53 --> 00:14:57: Uhm, and So what? What,
00:14:57 --> 00:15:00: what does that typically look like on a on a
00:15:00 --> 00:15:03: day to day for you?
00:15:03 --> 00:15:06: Well, being an asset manager is a bit like being
00:15:06 --> 00:15:07: the coach or the general manager of a sports team.
00:15:07 --> 00:15:10: It's not. The asset managers job to get out there
00:15:10 --> 00:15:13: and score the goals and run the day to day
00:15:13 --> 00:15:13: operations.
00:15:13 --> 00:15:13: It's the asset managers job to make sure that you're
00:15:13 --> 00:15:13: creating long term value and in the sports context,

00:15:13 --> 00:15:16: making sure the team makes the playoffs.

00:15:16 --> 00:15:18: So if you need to add a role or a

00:15:18 --> 00:15:21: body or change out a team member,

00:15:21 --> 00:15:23: it's your decision to do that and ensure that you've

00:15:23 --> 00:15:26: got the best possible opportunity for success.

00:15:27 --> 00:15:32: OK, and and So what does that look like with

00:15:32 --> 00:15:34: regards to say,

00:15:34 --> 00:15:39: let's see. You know this recent project that King sets

00:15:39 --> 00:15:43: been involved in Arthur Erickson Place.

00:15:43 --> 00:15:48: It's an office building in downtown Vancouver.

00:15:48 --> 00:15:50: Well, first of all, how did you guys get into

00:15:50 --> 00:15:50: that project?

00:15:53 --> 00:15:54: Sort of by a roundabout way,

00:15:54 --> 00:15:58: I mean we the project was marketed by Colliers.

00:15:58 --> 00:16:01: We looked at it initially when it was brought to

00:16:01 --> 00:16:05: market and the guidance was such that we didn't think

00:16:05 --> 00:16:08: it would be a creative for us and.

00:16:08 --> 00:16:10: We sort of said we're here when you need us

00:16:11 --> 00:16:14: and Crest point actually tide it up and then recognize

00:16:14 --> 00:16:18: that there was a big infill development opportunity on the

00:16:18 --> 00:16:21: Ivy parkade that you can see in the bottom left

00:16:21 --> 00:16:22: of the photo.

00:16:22 --> 00:16:26: And they needed local expertise and someone to.

00:16:26 --> 00:16:29: Championed that part of the project and they teamed up

00:16:29 --> 00:16:30: with Reliance,

00:16:30 --> 00:16:32: who was an existing partner with us who then came

00:16:32 --> 00:16:33: back to us and said,

00:16:33 --> 00:16:36: would you like to participate in this and?

00:16:36 --> 00:16:40: We did so. It ended up being.

00:16:40 --> 00:16:43: A partnership between the three organizations and it's it's

00:16:43 --> 00:16:44: been

00:16:43 --> 00:16:44: a wonderful relationship.

00:16:46 --> 00:16:51: OK, you mentioned the development opportunity.

00:16:51 --> 00:16:53: At that building, could you speak a little bit more

00:16:53 --> 00:16:55: to that was that was that part of the original

00:16:56 --> 00:16:56: plan?

00:16:57 --> 00:16:59: Yes, I mean it's it's under.

00:16:59 --> 00:17:02: There's there's additional excess density on the side that

00:17:02 --> 00:17:03: exists

00:17:02 --> 00:17:03: today with existing zoning,

00:17:03 --> 00:17:06: so something could be built there.

00:17:06 --> 00:17:11: We looked at the building as pure IPP.

00:17:11 --> 00:17:16: It's a great building Arthur Ericsson design Spectacular Vancouver icon.

00:17:16 --> 00:17:19: Rents in place were sort of high 20s and the

00:17:19 --> 00:17:21: market was tightening up.

00:17:21 --> 00:17:23: This is sort of in 2019.

00:17:23 --> 00:17:27: We bought it so we saw the opportunity to increase

00:17:27 --> 00:17:31: rents and drive more value as the tide rose in

00:17:31 --> 00:17:35: the office leasing market in Vancouver and.

00:17:35 --> 00:17:38: In our view, buying the development site was sort of

00:17:38 --> 00:17:39: a bonus.

00:17:39 --> 00:17:42: We didn't actually underwrite any value for the office or

00:17:42 --> 00:17:43: pardon me.

00:17:43 --> 00:17:46: The development site. Obviously, knowing that the

00:17:46 --> 00:17:49: opportunity was there,

00:17:49 --> 00:17:54: but you're setting some entitlement risk.

00:17:54 --> 00:17:55: You don't know what. This city will allow you to

00:17:55 --> 00:17:58: do its.

00:17:58 --> 00:18:02: An interesting exercise. So when we initially acquired it,

00:18:02 --> 00:18:06: we thought. Well. Vancouver's got an absolute lack of hotel

00:18:06 --> 00:18:11: room capacity and council had signaled to us and others

00:18:11 --> 00:18:13: that adding hotel rooms in downtown Vancouver was

00:18:13 --> 00:18:16: something that

00:18:16 --> 00:18:17: they would like to see done.

00:18:17 --> 00:18:25: So initially we thought well we could build a hotel

00:18:25 --> 00:18:27: with some.

00:18:27 --> 00:18:30: Luxury luxury condominiums above and of course COVID

00:18:30 --> 00:18:31: happens and

00:18:31 --> 00:18:33: the hotel market disappeared.

00:18:33 --> 00:18:35: Nobody on council would be interested in adding rooms at

00:18:35 --> 00:18:38: that stage,

00:18:38 --> 00:18:40: so we pivoted to say,

00:18:40 --> 00:18:45: well, what if we did 100%

00:18:45 --> 00:18:47: rental and instead of offering the care of additional hotel

00:18:47 --> 00:18:48: rooms,

00:18:48 --> 00:18:53: what if we said 20%

00:18:53 --> 00:18:57: of the building will be set aside for essential workers

00:18:57 --> 00:19:00: so they would pay 20%

00:19:00 --> 00:19:03: give or take below market?

00:19:03 --> 00:19:05: Grants and we would set some space aside for firemen,

00:19:05 --> 00:19:08: police, teachers, nurses, doctors, the people that actually

00:19:08 --> 00:19:11: make this

00:19:11 --> 00:19:14: city work like not a lot of them live on

00:19:14 --> 00:19:17: the downtown peninsula and we wanted to offer that

opportunity
00:19:03 --> 00:19:04: to. The urban landscape.
00:19:06 --> 00:19:11: OK, so it sounded like the original goal with Arthur
00:19:11 --> 00:19:16: Erickson Place was really maximizing the value of the office
00:19:16 --> 00:19:18: building and then the.
00:19:18 --> 00:19:21: The the parcel that came with it and the development
00:19:21 --> 00:19:23: opportunity was a bonus.
00:19:25 --> 00:19:26: That was how we viewed it,
00:19:26 --> 00:19:29: yes. And we're in for rezoning application.
00:19:29 --> 00:19:32: We're optimistic that the city will approve what we've put
00:19:32 --> 00:19:32: forward,
00:19:32 --> 00:19:35: but at this stage it's it's still an unknown.
00:19:36 --> 00:19:40: OK yeah, before we move on to the next project
00:19:40 --> 00:19:45: I remember something that from our chat earlier that I
00:19:45 --> 00:19:48: thought was really interesting.
00:19:48 --> 00:19:53: You mentioned how the rebranding of our server place was
00:19:53 --> 00:19:56: really more than a marketing exercise.
00:19:56 --> 00:19:59: It was. It was also part of an asset management
00:19:59 --> 00:19:59: strategy.
00:19:59 --> 00:20:01: Could you? Could you speak a little bit about that?
00:20:03 --> 00:20:07: Yeah, when we bought the building it had sort of
00:20:07 --> 00:20:11: served as the value property within a larger portfolio and
00:20:11 --> 00:20:14: it was sort of treated as though and I I
00:20:14 --> 00:20:17: don't want to. Put words in the mouths of our
00:20:17 --> 00:20:17: competitors,
00:20:17 --> 00:20:20: but my view of how they treated it was,
00:20:20 --> 00:20:22: well, you can't afford dental for not a problem.
00:20:22 --> 00:20:24: Come across the street to Arthur Erickson place.
00:20:24 --> 00:20:28: It's now called and our rates are X percent lowered
00:20:28 --> 00:20:29: there.
00:20:29 --> 00:20:31: But you can still have all the benefits of the
00:20:31 --> 00:20:33: same location virtually and to Georgia Street address.
00:20:33 --> 00:20:36: And for us it's not a value building.
00:20:36 --> 00:20:39: It's our trophy asset in Vancouver and we want to
00:20:39 --> 00:20:40: treat it that way.
00:20:40 --> 00:20:42: And we want the public to also perceive it that
00:20:42 --> 00:20:43: way.
00:20:43 --> 00:20:46: So how do you begin to change public perception?
00:20:46 --> 00:20:49: Of an asset that's been in Vancouver since 1968?
00:20:49 --> 00:20:52: Well, you look at what it's most striking feature is,
00:20:52 --> 00:20:54: and it's Arthur Erickson's design.
00:20:54 --> 00:20:58: It's. It's spectacular, I could go into all this sort

00:20:58 --> 00:21:01: of nitty gritty details of of the features that he
00:21:01 --> 00:21:02: built into it,
00:21:02 --> 00:21:06: but it's it's really a wonderful place for businesses to
00:21:06 --> 00:21:10: occupy and we wanted to to highlight that aspect of
00:21:10 --> 00:21:10: it.
00:21:10 --> 00:21:12: So we decided to rename it.
00:21:12 --> 00:21:15: Arthur works in place. And now every time the building
00:21:15 --> 00:21:17: is brought up in conversation,
00:21:17 --> 00:21:22: everyone looks to Arthur Erickson and thinks about the local
00:21:22 --> 00:21:23: hero and.
00:21:23 --> 00:21:25: The design of the building rather than it just being
00:21:26 --> 00:21:28: the MC blow building where your dad worked in the
00:21:28 --> 00:21:29: 70s.
00:21:30 --> 00:21:35: And you know, with with regards to rebranding exercises like
00:21:35 --> 00:21:36: that,
00:21:36 --> 00:21:40: do. Do tenants do tenants?
00:21:41 --> 00:21:44: Do tenants care in that?
00:21:44 --> 00:21:49: Uh, you know, are they just looking for the location?
00:21:49 --> 00:21:51: What was the feedback like from the tenants?
00:21:53 --> 00:21:57: Feedback has been overwhelmingly positive everyone.
00:21:57 --> 00:21:59: Who is working in the building?
00:21:59 --> 00:22:02: They're aware of it being an Arthur Erickson design and
00:22:02 --> 00:22:05: generally the decisions to lease in that building have.
00:22:05 --> 00:22:08: Been based around that one location.
00:22:08 --> 00:22:11: What's your view like? That's always the most important part.
00:22:11 --> 00:22:12: It seems like in the leasing decisions,
00:22:12 --> 00:22:15: but it's it's about more than that now,
00:22:15 --> 00:22:19: especially as becomes more of a war for talent.
00:22:19 --> 00:22:22: Retention and acquisition. You've got to provide us a place
00:22:22 --> 00:22:25: that's really special for people that want to come back
00:22:25 --> 00:22:25: to work,
00:22:25 --> 00:22:28: and we think Arthur Erickson Place offers that and that
00:22:28 --> 00:22:31: has been the feedback we've we've received is focusing on
00:22:32 --> 00:22:36: the architectural design with the rebrands helps highlight
what's really
00:22:36 --> 00:22:37: special about the building.
00:22:38 --> 00:22:44: OK. Yeah I would like to move onto let's see.
00:22:44 --> 00:22:47: Some of the other projects that you've been involved meant
00:22:47 --> 00:22:50: especially more on the development side.
00:22:50 --> 00:22:56: Now I know that King set selects.
00:22:56 --> 00:23:04: Particular development. Particular developers to partner with.
00:23:04 --> 00:23:08: What are, what are some of the typical decision criteria

00:23:08 --> 00:23:11: when you look at a project or a developer before
00:23:11 --> 00:23:12: you?
00:23:12 --> 00:23:13: Decide to partner with them.
00:23:15 --> 00:23:18: Everything that happens in real estate is predicated on jobs,
00:23:18 --> 00:23:22: so we like to be located in major markets and
00:23:22 --> 00:23:26: we like to be located close to transit whenever possible.
00:23:26 --> 00:23:28: So for the Saint George is an example,
00:23:28 --> 00:23:30: it's it's on the Broadway corridor.
00:23:30 --> 00:23:32: It's a couple of blocks from.
00:23:32 --> 00:23:34: The main and Broadway station.
00:23:34 --> 00:23:37: It's an emerging neighborhood. It's Mount Pleasant.
00:23:37 --> 00:23:39: It's Main Street. It's cool.
00:23:39 --> 00:23:41: It's across the street from dude Chilling Park.
00:23:41 --> 00:23:43: All of it just made a lot of sense to
00:23:43 --> 00:23:43: us.
00:23:43 --> 00:23:47: The location had a lot of appeal.
00:23:47 --> 00:23:50: And then on development partners that we select,
00:23:50 --> 00:23:53: we look for people who have a long track record
00:23:53 --> 00:23:55: of being successful with the type of project that were
00:23:55 --> 00:23:56: attempting to launch,
00:23:56 --> 00:23:58: and if it's if it's a newer developer,
00:23:58 --> 00:24:02: perhaps less experience, then we'll participate in other parts
of
00:24:02 --> 00:24:04: the capital stack for debt financing or otherwise.
00:24:04 --> 00:24:07: But when we deploy equity,
00:24:07 --> 00:24:09: we like to do so as a Co owner so
00:24:09 --> 00:24:11: that we have a seat at the decision making table,
00:24:11 --> 00:24:14: and we can participate in setting strategy for whatever the
00:24:15 --> 00:24:16: development might be and.
00:24:16 --> 00:24:19: And that makes it even more crucial that we have
00:24:19 --> 00:24:22: alignment with our partners in terms of how we view
00:24:22 --> 00:24:22: the world,
00:24:22 --> 00:24:25: how we treat people, how we view relationships,
00:24:25 --> 00:24:26: and that type of thing.
00:24:26 --> 00:24:28: Alliance certainly fits that mold.
00:24:30 --> 00:24:34: You you mentioned something interesting just now.
00:24:34 --> 00:24:38: Uh, in that King set when they partner with developers,
00:24:38 --> 00:24:42: they're more than a silent partner.
00:24:42 --> 00:24:46: And so how are responsibilities divided between King,
00:24:46 --> 00:24:49: set and developer and the developer?
00:24:50 --> 00:24:53: Well, every role is or every relationship is a bit
00:24:53 --> 00:24:53: different.

00:24:53 --> 00:24:57: Some development partners sort of take the view that I'm
00:24:57 --> 00:24:57: the chef.
00:24:57 --> 00:25:00: You've ordered the meal and I'll let you know when
00:25:00 --> 00:25:02: it's done and that can be OK.
00:25:02 --> 00:25:04: It's a little more challenging when things are a bit
00:25:04 --> 00:25:05: opaque like that,
00:25:05 --> 00:25:07: but what we look for is the guy who's is
00:25:07 --> 00:25:08: now and I'll come on back.
00:25:08 --> 00:25:11: I'll give you the my grandmother's recipe for the secret
00:25:11 --> 00:25:11: sauce,
00:25:11 --> 00:25:15: we look for transparency and openness in our relationships.
00:25:16 --> 00:25:19: OK, uhm, now are you.
00:25:19 --> 00:25:25: Are you guys involved? In the architectural and the
architectural
00:25:26 --> 00:25:26: aspects.
00:25:28 --> 00:25:29: Move toward working with
00:25:29 --> 00:25:31: consultants. What does that look like?
00:25:31 --> 00:25:35: The development partners job is really to be the development
00:25:35 --> 00:25:38: manager and to hire the consulting team and.
00:25:38 --> 00:25:41: Do the applications and get it through entitlement and
ultimately
00:25:41 --> 00:25:42: construct and help sell.
00:25:42 --> 00:25:44: But King sat keeps a seat at the table to
00:25:44 --> 00:25:47: make sure we understand what's happening in the day today
00:25:47 --> 00:25:50: and if through our depth of experience we see that
00:25:50 --> 00:25:52: there's a challenge or an opportunity,
00:25:52 --> 00:25:56: we have the chance to raise that opinion and set
00:25:56 --> 00:25:58: strategy accordingly.
00:25:58 --> 00:26:02: So we we don't get involved in the nitty gritty,
00:26:02 --> 00:26:05: but we're there to understand what the ultimate outcome is
00:26:05 --> 00:26:05: going to be,
00:26:05 --> 00:26:09: and make sure that we're protecting our our investors
interests.
00:26:10 --> 00:26:15: OK, so it sounds more like it's not particular roles,
00:26:15 --> 00:26:18: but it's more of a overall strategy aspect that you
00:26:18 --> 00:26:20: guys have involved in.
00:26:20 --> 00:26:24: Yeah, OK, like at the same George there's.
00:26:24 --> 00:26:28: Our building that's on the screen right now that's got
00:26:28 --> 00:26:29: quite a deep site,
00:26:29 --> 00:26:31: so we looked at the retail and thought,
00:26:31 --> 00:26:32: well, how are we going to make this work?
00:26:32 --> 00:26:35: If there's only so much space that the QSR restaurant
00:26:35 --> 00:26:38: can absorb or other small users or small businesses or

00:26:38 --> 00:26:41: concerns about the size of the investment they're going to
00:26:41 --> 00:26:43: have to make and buying their space.
00:26:43 --> 00:26:46: So how do we keep the units to a size
00:26:46 --> 00:26:48: without turning into bowling alleys?
00:26:48 --> 00:26:51: Given the depth of the site to keep the price
00:26:51 --> 00:26:54: point where it's a digestible investment for the types of
00:26:54 --> 00:26:56: people looking for this type of space.
00:26:56 --> 00:26:59: And we landed on the idea that we would put
00:26:59 --> 00:27:02: townhouses on the lane and thereby shrink the depth of
00:27:02 --> 00:27:06: the retail space and provide an interesting opportunity to
have
00:27:06 --> 00:27:08: a townhouse fronting onto a laneway in Vancouver.
00:27:08 --> 00:27:10: Those aren't terribly common in my experience,
00:27:10 --> 00:27:13: but I think what we've designed is really cool.
00:27:14 --> 00:27:16: OK, OK yeah, I know that that is.
00:27:16 --> 00:27:20: That is really cool. So it sounds like King sets
00:27:21 --> 00:27:27: bringing in expertise when working with developer King sets
expertise
00:27:27 --> 00:27:31: in different asset types and and nationwide.
00:27:31 --> 00:27:33: That does that sound sound about right?
00:27:34 --> 00:27:37: Yeah, that's that's fair. We've got some experience or a
00:27:37 --> 00:27:40: lot of experience in markets across Canada,
00:27:40 --> 00:27:43: and we've done every type of real estate you can
00:27:43 --> 00:27:47: think of and and that experience applied to the context
00:27:47 --> 00:27:50: of a small development in Vancouver can have a lot
00:27:50 --> 00:27:50: of value.
00:27:51 --> 00:27:56: OK, OK, very cool. I'd like to move on to
00:27:56 --> 00:27:58: this other project,
00:27:58 --> 00:28:02: which I think is really interesting marine landing.
00:28:02 --> 00:28:06: It's a multi story office.
00:28:06 --> 00:28:08: Industrial strata site. Is that correct?
00:28:08 --> 00:28:13: Yeah, it's it's industrial and office,
00:28:13 --> 00:28:13: a hybrid.
00:28:14 --> 00:28:16: OK, was that a man?
00:28:16 --> 00:28:21: Always the original goal to have a multi story industrial
00:28:21 --> 00:28:21: site?
00:28:21 --> 00:28:23: Or how did how did that come to be?
00:28:24 --> 00:28:27: Yeah, I mean we bought 5 acres in South Vancouver
00:28:27 --> 00:28:30: with the idea of doing a multistory industrial and office
00:28:30 --> 00:28:31: development down.
00:28:31 --> 00:28:32: That's what the zoning allows.
00:28:32 --> 00:28:34: We didn't want to rezone.
00:28:34 --> 00:28:37: We didn't feel the rezoning was necessary.

00:28:37 --> 00:28:39: And this is what we've come up with.
00:28:39 --> 00:28:42: It's four stories of industrial space,
00:28:42 --> 00:28:45: and then two stories of office above which you can
00:28:45 --> 00:28:46: see in the doll house there.
00:28:46 --> 00:28:50: We are now 90% sold at the industrial space in
00:28:50 --> 00:28:53: the first building and we're about 40%
00:28:53 --> 00:28:54: sold at the office space.
00:28:54 --> 00:28:57: So it's it's the trash has been remarkable and we're
00:28:57 --> 00:29:00: really pleased with the success we're having.
00:29:02 --> 00:29:07: So you you mentioned that the existing zoning array was
00:29:07 --> 00:29:12: already allowed already allows for a multi story industrial site.
00:29:12 --> 00:29:14: Is that within the OCP or was that the original
00:29:14 --> 00:29:15: zoning
00:29:15 --> 00:29:18: that zoning? So we had to get a development permit?
00:29:18 --> 00:29:22: We didn't have to rezone which shortens your timelines for
00:29:22 --> 00:29:23: the overall project,
00:29:23 --> 00:29:26: and that's appealing to us 'cause it means less entitlement
00:29:26 --> 00:29:26: risk.
00:29:26 --> 00:29:29: There's less opportunity for curveballs from.
00:29:29 --> 00:29:30: The planning staff.
00:29:33 --> 00:29:41: Yeah. That's that's certainly right with now with regards to
00:29:41 --> 00:29:43: this project.
00:29:43 --> 00:29:46: I see that in this dollhouse you have a few
00:29:46 --> 00:29:51: pretty interesting interior renderings of what a typical end
00:29:51 --> 00:29:52: user
00:29:51 --> 00:29:52: is like.
00:29:54 --> 00:29:57: Now when you guys deliver a space to a buyer,
00:29:57 --> 00:29:59: though, that's that's not typically.
00:29:59 --> 00:30:01: It's it's not gonna be furnished.
00:30:01 --> 00:30:02: It's going to be a just.
00:30:02 --> 00:30:03: Essentially a box. Is that right?
00:30:04 --> 00:30:05: It's shell, yeah, warm shell.
00:30:05 --> 00:30:09: So the HVAC's installed polished concrete floors and lighting
00:30:09 --> 00:30:11: and
00:30:09 --> 00:30:11: all of the basics you need to occupy space is
00:30:11 --> 00:30:11: there,
00:30:11 --> 00:30:14: but you're going to have to do the improvements to
00:30:14 --> 00:30:17: make it suitable for your particular business because it's got
00:30:17 --> 00:30:18: such a broad.
00:30:21 --> 00:30:24: Disparate group of users who may take space.
00:30:24 --> 00:30:25: You can't tailor it specifically,
00:30:25 --> 00:30:26: so one or the other.

00:30:26 --> 00:30:28: You've got to keep it flexible.

00:30:30 --> 00:30:33: And what has the the feedback been in in the

00:30:33 --> 00:30:36: market like with regards to a product like this?

00:30:36 --> 00:30:41: Because multistory industrial is is a relatively new concept in

00:30:41 --> 00:30:43: the Vancouver market.

00:30:43 --> 00:30:45: I think it's driven a lot by what's been happening

00:30:45 --> 00:30:46: with prices.

00:30:48 --> 00:30:51: But how is that? How has the general feedback been

00:30:51 --> 00:30:54: for a project like this from from buyers in the

00:30:54 --> 00:30:55: market?

00:30:56 --> 00:30:59: Well, we've sold 90% of the industrial space in about

00:30:59 --> 00:30:59: 40%

00:30:59 --> 00:31:02: of the office, so I say the markets feedback has

00:31:02 --> 00:31:03: been pretty strong.

00:31:03 --> 00:31:06: The need for multistory industrial in Vancouver is.

00:31:06 --> 00:31:09: Just an 8 by nature of the fact that we

00:31:09 --> 00:31:11: don't have a terribly good transportation network.

00:31:11 --> 00:31:14: Downtown is on the end of a peninsula rather than

00:31:14 --> 00:31:16: the center of the metro area,

00:31:16 --> 00:31:18: and we're surrounded by water on one side.

00:31:18 --> 00:31:21: Mountains on the other, and the border to the South

00:31:21 --> 00:31:22: and in the east up the valley.

00:31:22 --> 00:31:24: There's the agricultural land reserve,

00:31:24 --> 00:31:27: so opportunities for industrial development are slim in this

00:31:27 --> 00:31:28: part

00:31:28 --> 00:31:30: of the world,

00:31:30 --> 00:31:31: and that means there's only one way to go,

00:31:31 --> 00:31:33: which is vertical.

00:31:32 --> 00:31:39: Right right now with regards to your your buyers at

00:31:39 --> 00:31:41: this project.

00:31:41 --> 00:31:43: Or many of them buying.

00:31:45 --> 00:31:48: One you know, one office space and then one.

00:31:48 --> 00:31:51: Industrial space to use as a warehouse,

00:31:51 --> 00:31:53: as if in separate? What is

00:31:53 --> 00:31:55: that? What is that? We've got a couple of groups

00:31:55 --> 00:31:57: that have picked up an office space as well as

00:31:57 --> 00:31:58: some industrial space,

00:31:58 --> 00:31:59: but for the most part it's been one or the

00:31:59 --> 00:32:00: other.

00:32:01 --> 00:32:05: Oh, OK. Are they centered around particular industries or?

00:32:08 --> 00:32:10: Not really. I mean we don't have any heavy industry

00:32:10 --> 00:32:12: and no one's going to operate a foundry here,

00:32:12 --> 00:32:15: but we really like the brewery space there that you
00:32:15 --> 00:32:18: can see that's actually been leased out to a cafe
00:32:18 --> 00:32:19: operator so that.
00:32:19 --> 00:32:22: Are which serves as an amenity for the balance of
00:32:23 --> 00:32:25: the of the owners in the space.
00:32:25 --> 00:32:26: They've got a place to go and get a coffee,
00:32:26 --> 00:32:34: have a lunch. Sent meeting it's it's something we're quite
00:32:34 --> 00:32:35: pleased by.
00:32:35 --> 00:32:38: There really is no one type of user that this
00:32:38 --> 00:32:39: building is attracted.
00:32:39 --> 00:32:41: It's it's been all over the place.
00:32:41 --> 00:32:45: We have someone who makes fishing lures for a living,
00:32:45 --> 00:32:46: bought a space off of us.
00:32:46 --> 00:32:49: We have people in the fashion industry buying space off
00:32:49 --> 00:32:49: of us.
00:32:49 --> 00:32:52: It's it's really all over the place and it's been
00:32:52 --> 00:32:54: pretty cool to see what types of businesses have been
00:32:55 --> 00:32:58: interested and what types of businesses in Vancouver exist
out
00:32:58 --> 00:33:01: there. You sort of don't get a lot of exposure
00:33:01 --> 00:33:03: to these small businesses necessarily,
00:33:03 --> 00:33:05: and the airspace that I help you apply,
00:33:05 --> 00:33:07: so it's been pretty cool to learn about them and.
00:33:07 --> 00:33:09: What makes this space work for them?
00:33:10 --> 00:33:12: Right, right? And I think it's really.
00:33:12 --> 00:33:15: I think what's really cool about this project in particular,
00:33:15 --> 00:33:19: looking at the exterior. It doesn't look like an industrial
00:33:19 --> 00:33:21: building from the outside.
00:33:21 --> 00:33:23: If you think about it,
00:33:23 --> 00:33:25: yeah, I mean it looks like it looks like an
00:33:25 --> 00:33:28: apartment to me with the balconies and everything
00:33:28 --> 00:33:30: we actually did have a few people early in the
00:33:30 --> 00:33:30: sales process.
00:33:30 --> 00:33:33: Ask if they could buy a one bedroom unit in
00:33:33 --> 00:33:34: it.
00:33:34 --> 00:33:36: No, I really do take it as a compliment.
00:33:36 --> 00:33:39: We we think it's a beautiful building and that's that's
00:33:39 --> 00:33:41: helped make it attractive to investors.
00:33:42 --> 00:33:43: Right, right?
00:33:45 --> 00:33:46: Yeah, that that is a,
00:33:46 --> 00:33:49: uh, I think that's a really cool aspect of this
00:33:49 --> 00:33:49: project.

00:33:49 --> 00:33:53: Uhm well wow time flew by pretty quickly and I
00:33:53 --> 00:33:57: want to leave some time for the audience to ask
00:33:57 --> 00:33:58: some questions.
00:33:58 --> 00:34:04: So just shifting back. Chris and Oliver,
00:34:04 --> 00:34:07: do you have any questions from the audience?
00:34:07 --> 00:34:08: How? How's it looking?
00:34:09 --> 00:34:13: Yeah, we did have a few questions trickle in.
00:34:13 --> 00:34:17: Specifically, one question from Manuel Gomez.
00:34:17 --> 00:34:18: He's actually driving right now,
00:34:18 --> 00:34:22: so I'll ask it on behalf of him,
00:34:22 --> 00:34:27: uhm? His question was how has your economics education
and
00:34:27 --> 00:34:32: background helped in your current career position?
00:34:35 --> 00:34:39: Economics is sort of a strange discipline in that in
00:34:39 --> 00:34:42: order to actually do any analysis,
00:34:42 --> 00:34:45: you'd have to make so many assumptions that you're no
00:34:45 --> 00:34:46: longer looking at reality,
00:34:46 --> 00:34:50: so that's had value in the sense that anytime you
00:34:50 --> 00:34:51: get into a project,
00:34:51 --> 00:34:53: you can't possibly know everything.
00:34:53 --> 00:34:57: So you kind of have to apply what you know
00:34:57 --> 00:35:01: and and remain nimble and look for opportunities as they
00:35:01 --> 00:35:02: arise,
00:35:02 --> 00:35:03: and you're going to hit speed,
00:35:03 --> 00:35:06: bumps, barriers, hurdles, and otherwise along the path to
success.
00:35:06 --> 00:35:08: We've got to be able to find ways around,
00:35:08 --> 00:35:10: under or over, so you know,
00:35:11 --> 00:35:12: we stand a strange way.
00:35:12 --> 00:35:14: Economics sort of help me with that.
00:35:18 --> 00:35:20: That's very cool. Thank you.
00:35:20 --> 00:35:22: And actually, Chris, I believe you had a question yourself.
00:35:22 --> 00:35:23: Do you want to ask it?
00:35:25 --> 00:35:25: Sure,
00:35:25 --> 00:35:28: yeah I was just wondering basically what what's the future
00:35:28 --> 00:35:28: for King set?
00:35:28 --> 00:35:31: Or are you guys looking to expand internationally?
00:35:31 --> 00:35:34: Would you ever expand internationally and if not why?
00:35:34 --> 00:35:35: Why not?
00:35:36 --> 00:35:38: Uhm, the answer is no.
00:35:38 --> 00:35:42: We're focused on Canada. That's really where our expertise
are.
00:35:42 --> 00:35:43: We're focused on three major markets.

00:35:43 --> 00:35:45: We call it MTV Montreal,
00:35:45 --> 00:35:48: Toronto, Vancouver if we have.
00:35:48 --> 00:35:50: Interest in many other markets,
00:35:50 --> 00:35:53: but that's really the three favorites and for us to
00:35:53 --> 00:35:56: go down to the USI mean I my senses are
00:35:56 --> 00:35:57: investors.
00:35:57 --> 00:35:59: If they're looking for US real estate exposure,
00:35:59 --> 00:36:02: there are vehicles available to them and they are taking
00:36:02 --> 00:36:03: advantage of those.
00:36:03 --> 00:36:07: So to invest in a king set fund to go
00:36:07 --> 00:36:11: down there and potentially learn the market it it.
00:36:11 --> 00:36:13: Seems to have a bit less cachet.
00:36:13 --> 00:36:15: We we tend to focus on what we're really good
00:36:15 --> 00:36:17: at and what we know.
00:36:17 --> 00:36:17: And that's Canada.
00:36:21 --> 00:36:23: Makes sense, yeah. Why expand?
00:36:23 --> 00:36:25: Basically to mark? You don't necessarily know as well as
00:36:26 --> 00:36:26: the competitors,
00:36:26 --> 00:36:27: right? Yes.
00:36:28 --> 00:36:29: I'm sorry, could you repeat that?
00:36:30 --> 00:36:32: Basically why why? I guess I suppose Y expanded to
00:36:32 --> 00:36:36: another market where all the other competitors have good
00:36:36 --> 00:36:38: foot
00:36:38 --> 00:36:41: in it foot in the door and just keeping the
00:36:42 --> 00:36:44: realm that that the successful world that you yeah.
00:36:44 --> 00:36:47: Well, King said it's been operating in Canada for a
00:36:47 --> 00:36:51: long time and the depth of our relationships are,
00:36:51 --> 00:36:54: in my view, unparalleled and taking advantage of that
00:36:54 --> 00:36:57: network
00:36:57 --> 00:36:59: and applying it to Canadian real estate opportunities has
00:36:59 --> 00:37:00: really
00:37:00 --> 00:37:02: been where we're able to drive value.
00:37:02 --> 00:37:04: If we were to go to pick a market in
00:37:04 --> 00:37:06: the US,
00:37:06 --> 00:37:10: we don't have that advantage,
00:37:10 --> 00:37:11: so it's it's really the key for our success,
00:37:11 --> 00:37:13: and it keeps us focused in Canada.
00:37:13 --> 00:37:14: So
00:37:14 --> 00:37:17: I thought.
00:37:17 --> 00:37:19: I don't have a question myself for you,
00:37:19 --> 00:37:21: Andrew. So first of all,
00:37:21 --> 00:37:24: thank you so much. I learned a ton this morning
00:37:24 --> 00:37:27: about asset management in King said and all that stuff.

00:37:21 --> 00:37:23: I thought I knew it.
00:37:23 --> 00:37:24: As I mentioned it was.
00:37:24 --> 00:37:26: But you definitely shouldn't some light.
00:37:26 --> 00:37:27: So I learned a lot.
00:37:29 --> 00:37:34: Secure asset management? Yes, that's number 11.
00:37:34 --> 00:37:38: So I work in development myself and I find when
00:37:38 --> 00:37:42: you work in development it's very kind of on the
00:37:42 --> 00:37:47: ground nitty gritty within that specific neighborhood or
municipality that
00:37:48 --> 00:37:49: you need to know very,
00:37:49 --> 00:37:52: very well. Whereas at King set it seems you need
00:37:52 --> 00:37:57: to have knowledge of both politically and economically
across Canada
00:37:57 --> 00:37:59: and multiple markets,
00:37:59 --> 00:38:01: and there's a lot of stuff to know and I
00:38:01 --> 00:38:04: was just wondering like where do you get your news
00:38:04 --> 00:38:06: and where do you get your information?
00:38:06 --> 00:38:08: And where do you get your education to stay up
00:38:08 --> 00:38:11: to date on what's happening in Montreal to Calgary to
00:38:11 --> 00:38:13: Edmonton to Vancouver?
00:38:13 --> 00:38:15: 'cause I'm only focused on a couple meters abilities so
00:38:16 --> 00:38:17: I have a couple of news sources,
00:38:17 --> 00:38:19: but I'm just curious where where I
00:38:19 --> 00:38:21: don't worry about Montreal or Toronto too much.
00:38:21 --> 00:38:24: We have other people in their Eastern office to do
00:38:24 --> 00:38:24: that,
00:38:24 --> 00:38:26: so I'm focused in Saskatchewan,
00:38:26 --> 00:38:28: Northwest Territories, Alberta and BC.
00:38:28 --> 00:38:31: So I I have Google.
00:38:33 --> 00:38:36: Search is set up that flag certain words for me
00:38:36 --> 00:38:39: and that puts something in my inbox if something of
00:38:39 --> 00:38:42: interest is coming up and then I read the local
00:38:42 --> 00:38:42: newspapers.
00:38:43 --> 00:38:46: Like with local newspapers and all those municipalities,
00:38:46 --> 00:38:50: yeah, I mean I, I might read what's happening in
00:38:50 --> 00:38:50: Saskatoon,
00:38:50 --> 00:38:53: particularly the Calgary Herald that keep an eye on.
00:38:53 --> 00:38:57: There's a CBC radio in Yellowknife is quite good.
00:38:57 --> 00:39:00: There's something called cabin radio up there which is
actually
00:39:00 --> 00:39:01: quite good.
00:39:01 --> 00:39:03: That keeps us in tune with what's happening in those
00:39:03 --> 00:39:03: markets.

00:39:03 --> 00:39:05: But really, at the end of the day,
00:39:05 --> 00:39:08: the news isn't. It's interesting,
00:39:08 --> 00:39:09: but it's not terribly valuable.
00:39:09 --> 00:39:11: You're going to read the news and thought,
00:39:11 --> 00:39:13: wow, that's interesting. I gotta find out more about that.
00:39:13 --> 00:39:16: We need to know somebody who actually understands
what's happening,
00:39:16 --> 00:39:18: not just the guy who wrote the story.
00:39:18 --> 00:39:20: So it's the depth of relationships.
00:39:20 --> 00:39:22: Again, that really is key to success.
00:39:22 --> 00:39:25: You've got to be able to phone the broker in
00:39:25 --> 00:39:26: Calgary and ask him well,
00:39:26 --> 00:39:30: why did that tech tenant lease in that building?
00:39:30 --> 00:39:33: Those those types of things what's happening in the oil
00:39:33 --> 00:39:34: business in Calgary?
00:39:34 --> 00:39:37: Why are mergers and acquisitions so rampant?
00:39:37 --> 00:39:42: Why are groups shrinking even though oil prices are up?
00:39:42 --> 00:39:44: You've got to spend time.
00:39:44 --> 00:39:49: Learning what your customers business is doing so that you
00:39:49 --> 00:39:51: can tailor your offering to suit it.
00:39:51 --> 00:39:54: And really again, the key is depth of relationships and
00:39:54 --> 00:39:57: having that large network so that when you've got a
00:39:57 --> 00:39:58: question you know who to call.
00:40:01 --> 00:40:03: Very cool, I appreciate that.
00:40:03 --> 00:40:07: And can we actually unpack that a little bit more
00:40:08 --> 00:40:09: that the the?
00:40:09 --> 00:40:11: Involvement of King set in the north.
00:40:11 --> 00:40:13: Could you clean up at that little bit?
00:40:13 --> 00:40:14: 'cause I I don't have a lot of knowledge on
00:40:14 --> 00:40:14: that,
00:40:14 --> 00:40:15: but I'm definitely interested.
00:40:16 --> 00:40:17: We've got five office buildings up there,
00:40:17 --> 00:40:22: it's about little over 350,000 square feet,
00:40:22 --> 00:40:25: so we're the largest office landlord there.
00:40:25 --> 00:40:28: That isn't the government. And that's.
00:40:28 --> 00:40:32: That portfolio was acquired in 2017 through a larger
transaction
00:40:32 --> 00:40:34: we did with Dream Office Reit's,
00:40:34 --> 00:40:37: where we picked up. I'm going to get the number
00:40:37 --> 00:40:37: wrong,
00:40:37 --> 00:40:39: but I think it was about 34 buildings.
00:40:39 --> 00:40:44: In one transaction, the largest of which was dreams interest

00:40:44 --> 00:40:47: in Scotia Plaza in downtown Toronto.
00:40:47 --> 00:40:49: So that's really the linchpin that we picked up.
00:40:49 --> 00:40:52: But it also came with a bunch of other parts
00:40:52 --> 00:40:53: there was.
00:40:53 --> 00:40:54: Building in on wireless way.
00:40:54 --> 00:40:56: Just South the Crestwood Corporate Center in Richmond.
00:40:56 --> 00:41:01: There was a suburban office building in Sydney outside
Victoria.
00:41:01 --> 00:41:05: There was a mall in Kamloops.
00:41:05 --> 00:41:07: And this portfolio in Yellowknife.
00:41:07 --> 00:41:10: So we've since exited all those other buildings I mentioned.
00:41:10 --> 00:41:12: But Yellowknife we've hung onto because it's.
00:41:12 --> 00:41:15: It's just a very very stable market and we're enjoying
00:41:15 --> 00:41:15: the cash flow.
00:41:15 --> 00:41:22: And it's. It's been an interesting place to conduct business
00:41:22 --> 00:41:23: Yellowknife.
00:41:23 --> 00:41:25: Doesn't sound like a bustling real estate metropolis,
00:41:25 --> 00:41:28: but it's really interesting to be a part of that
00:41:28 --> 00:41:32: market because nobody moves there just because people
tend to
00:41:32 --> 00:41:33: be highly educated.
00:41:33 --> 00:41:36: People tend to be very well paid and the lifestyle
00:41:36 --> 00:41:37: up there is pretty cool.
00:41:37 --> 00:41:39: You can be out on your boat in the middle
00:41:39 --> 00:41:41: of the lake at 2:00 o'clock in the morning.
00:41:41 --> 00:41:44: In the summertime, it's it's really interesting,
00:41:44 --> 00:41:47: and it it is really the hub of the north.
00:41:47 --> 00:41:50: All economic activity for all of the Northwest Territories really
00:41:50 --> 00:41:52: flows through Yellowknife,
00:41:52 --> 00:41:54: so it's it's been very cool to.
00:41:54 --> 00:41:56: Get to know that market and the people and the
00:41:56 --> 00:41:56: players in it.
00:41:57 --> 00:42:00: Yeah, that's neat to think about the differences in the
00:42:00 --> 00:42:00: market,
00:42:00 --> 00:42:04: both like geographically and why people move there and
socially
00:42:04 --> 00:42:06: and all that kind of stuff.
00:42:06 --> 00:42:07: I appreciate that. Thank you.
00:42:09 --> 00:42:12: But what type of tenants do you have come up
00:42:12 --> 00:42:12: in that?
00:42:12 --> 00:42:12: Building
00:42:13 --> 00:42:16: consultants, engineering firms, law firms,
00:42:16 --> 00:42:18: accounting firms, and then a lot of government,

00:42:18 --> 00:42:20: a lot of different ministry offices are housed in our,
00:42:20 --> 00:42:23: our our buildings. And then there's federal government
offices as
00:42:23 --> 00:42:23: well.
00:42:26 --> 00:42:29: I'm here I we actually just got another question from
00:42:29 --> 00:42:30: Leonard McInnes,
00:42:30 --> 00:42:33: Lana. We can unmute you if you'd like to ask
00:42:33 --> 00:42:34: a question.
00:42:39 --> 00:42:42: Yeah, I was just wondering if King said I I
00:42:42 --> 00:42:46: worked with King said on some projects in Toronto where
00:42:46 --> 00:42:48: I I lived a couple of years ago.
00:42:48 --> 00:42:52: I'm now in Victoria and I was just wondering if
00:42:52 --> 00:42:57: King set is looking at any properties on Vancouver Island?
00:42:57 --> 00:43:03: Uhm? Yes. The short answer it's Victoria is an excellent
00:43:03 --> 00:43:03: market.
00:43:03 --> 00:43:05: I mean it's tertiary compared to Vancouver,
00:43:05 --> 00:43:09: but it's got a lot going for it,
00:43:09 --> 00:43:12: so we're keenly. Watching that market and seeing if the
00:43:12 --> 00:43:14: right opportunity should arise,
00:43:14 --> 00:43:16: I think we would be in a position to pounce.
00:43:20 --> 00:43:22: OK, well I'll be in touch with you after the
00:43:22 --> 00:43:22: meeting then.
00:43:26 --> 00:43:28: I've got a bit of a question myself now,
00:43:28 --> 00:43:34: so if moving forward into 2022-2023 24.
00:43:34 --> 00:43:37: Do you think that the there'll be a stronger rise
00:43:37 --> 00:43:40: in the real estate market in suburban markets or back
00:43:40 --> 00:43:43: to kind of the downtown core being the most valuable
00:43:44 --> 00:43:47: asset and the this the strongest performing asset?
00:43:50 --> 00:43:53: I'm a big believer in downtown.
00:43:53 --> 00:43:57: Cityscapes throughout any market that were involved in I I.
00:43:57 --> 00:43:59: It's where the most amenities are.
00:43:59 --> 00:44:01: It's where the most interesting things seem to be happening,
00:44:01 --> 00:44:04: but I don't think that grows at the detriment or
00:44:04 --> 00:44:07: expense of suburban office opportunities,
00:44:07 --> 00:44:10: especially in Vancouver. It's it's not easy to afford to
00:44:11 --> 00:44:12: live close to downtown,
00:44:12 --> 00:44:13: especially if you have a family,
00:44:13 --> 00:44:18: so. That requires a long expensive commute,
00:44:18 --> 00:44:20: and if you've got a large workforce that happens to
00:44:21 --> 00:44:22: be housed in the valley,
00:44:22 --> 00:44:25: that's where your talent wants to live.
00:44:25 --> 00:44:27: You may need to open a branch office or look

00:44:28 --> 00:44:29: at your business there.

00:44:29 --> 00:44:31: And I think that will continue to grow as well.

00:44:36 --> 00:44:39: Thanks, I was just 'cause there's always the discussion like

00:44:39 --> 00:44:40: his his downtown dad.

00:44:40 --> 00:44:41: I personally don't think so either.

00:44:41 --> 00:44:45: But you know, with the kind of rise the re

00:44:45 --> 00:44:49: emergence in the RE kind of central importance of the

00:44:49 --> 00:44:50: suburbs,

00:44:50 --> 00:44:53: now you know are are all the different assets in

00:44:53 --> 00:44:55: the suburbs becoming more valuable?

00:44:55 --> 00:44:56: Yeah, thank you, Francine.

00:44:59 --> 00:45:01: I've got a. I've got a question Andrew.

00:45:01 --> 00:45:05: It's moving back to. Asset,

00:45:05 --> 00:45:09: well it's related to asset management in a little bit

00:45:09 --> 00:45:09: of development.

00:45:09 --> 00:45:15: So when King set partners with developers.

00:45:15 --> 00:45:18: There are some projects that are.

00:45:18 --> 00:45:21: Strata projects, and then there are some that are income

00:45:21 --> 00:45:21: producing,

00:45:21 --> 00:45:27: right? Does does King set up?

00:45:30 --> 00:45:34: Own this, these things are always go into ownership of

00:45:34 --> 00:45:35: income,

00:45:35 --> 00:45:37: producing projects that they develop.

00:45:37 --> 00:45:42: Or are there opportunities where they sell right at

00:45:42 --> 00:45:45: completion?

00:45:42 --> 00:45:45: Is there? Is there a particular process that you guys

00:45:46 --> 00:45:49: operates different funds and they all kind of exist as

00:45:49 --> 00:45:53: their own separate businesses with their own separate

00:45:53 --> 00:45:57: strategies?

00:45:53 --> 00:45:57: So we have our growth funds which look for an

00:45:57 --> 00:45:59: opportunity so.

00:45:59 --> 00:46:03: One example is Viking Way business park in Richmond that

00:46:03 --> 00:46:07: we acquired in partnership with PC Urban and that was

00:46:07 --> 00:46:09: a 30 plus year old,

00:46:09 --> 00:46:14: very well maintained Small Bay warehouse building or facility

00:46:14 --> 00:46:19: with

00:46:14 --> 00:46:19: four separate buildings and the opportunity there was either

00:46:19 --> 00:46:21: a.

00:46:19 --> 00:46:21: Take advantage of the under market rents and roll the

00:46:21 --> 00:46:22: tenants over.

00:46:22 --> 00:46:25: Re let them all at current market thereby increasing value

00:46:25 --> 00:46:29: and create an opportunity to exit and harvest the returns

00:46:29 --> 00:46:30: for our investors.

00:46:30 --> 00:46:34: Or stratify and sell the units off to individual investors,
00:46:34 --> 00:46:36: which is what we ended up doing.
00:46:36 --> 00:46:40: So that's that's an event driven acquisition that fell into
00:46:40 --> 00:46:43: our opportunity fund and then we've got our long term
00:46:44 --> 00:46:47: fund which is called create Canadian real estate income
fund.
00:46:47 --> 00:46:49: It really likes to buy.
00:46:49 --> 00:46:54: Long-term blue chip assets folded forever.
00:46:54 --> 00:46:57: To generate long term value increases in returns for our
00:46:57 --> 00:46:58: investors.
00:47:00 --> 00:47:02: Are there errors in place falls into Creek?
00:47:04 --> 00:47:10: And then when you talk about these funds and deploying
00:47:10 --> 00:47:11: capital.
00:47:11 --> 00:47:14: Uhm, every every year do you guys have a particular
00:47:14 --> 00:47:18: amount that you guys have to allocate to these funds
00:47:18 --> 00:47:21: or is it more of an opportunity type thing where
00:47:21 --> 00:47:23: you see the opportunity and then you decide which fund
00:47:23 --> 00:47:24: it goes to
00:47:24 --> 00:47:26: real estate? It's not like producing widgets right?
00:47:26 --> 00:47:28: You can't just decide how many you're going to produce
00:47:28 --> 00:47:29: and then go sell them.
00:47:29 --> 00:47:32: You gotta have the opportunity to to to deploy the
00:47:32 --> 00:47:34: capital so we may have goals in terms of how
00:47:34 --> 00:47:36: much we want to get out the door.
00:47:36 --> 00:47:40: But that doesn't happen without the right opportunity coming
to
00:47:40 --> 00:47:41: pass so.
00:47:41 --> 00:47:43: Our investment team spends a great deal of time combing
00:47:43 --> 00:47:46: the market and making sure we have tight relationships with
00:47:46 --> 00:47:49: the brokerage community to make sure we get that phone
00:47:49 --> 00:47:50: call. Hopefully before it hits the market.
00:47:52 --> 00:48:04: OK. Guy if if there's no other particular questions.
00:48:04 --> 00:48:07: I got one part. I got one more we don't
00:48:07 --> 00:48:10: have anymore from the audience and this was from an
00:48:10 --> 00:48:13: earlier conversation that we had you mentioned.
00:48:13 --> 00:48:16: This term that was that was new to me,
00:48:16 --> 00:48:20: it was. It was this idea of tenant liquidity.
00:48:20 --> 00:48:24: When you, when you when you're talking about your
relationships
00:48:24 --> 00:48:25: with with tenants,
00:48:25 --> 00:48:28: could you talk a little bit more about that?
00:48:28 --> 00:48:31: What what that means with regards to asset management?
00:48:33 --> 00:48:36: I'll put it in context of like there's nothing wrong

00:48:36 --> 00:48:37: with grocery anchored retail.

00:48:37 --> 00:48:43: I mean, that's performed extraordinarily well throughout the COVID period.

00:48:43 --> 00:48:45: But let's say you own,

00:48:45 --> 00:48:49: and I'm making this up a mall in Salmon arm,

00:48:49 --> 00:48:51: and you've got a grocery store,

00:48:51 --> 00:48:54: and that's the anchor. And let's say a better mall

00:48:54 --> 00:48:57: opens down the road and you lose your grocery store.

00:48:57 --> 00:48:58: But what happens to your dry,

00:48:58 --> 00:49:03: cleaner your bakery, your steer you tenants?

00:49:03 --> 00:49:05: Are they able to actually?

00:49:05 --> 00:49:07: Generate enough income to pay your rent and is the

00:49:08 --> 00:49:10: value of your asset going to go down with the

00:49:10 --> 00:49:11: absence of that anchor,

00:49:11 --> 00:49:13: the answer is inevitably yes.

00:49:13 --> 00:49:15: So when we talk about tenant liquidity,

00:49:15 --> 00:49:17: it's how long does it take you to replace that

00:49:17 --> 00:49:17: anchor,

00:49:17 --> 00:49:20: and in smaller markets the answer is always it's going

00:49:20 --> 00:49:23: to take longer than it wouldn't say downtown Vancouver,

00:49:23 --> 00:49:28: there's. Less demand, so that's why we tend to stay

00:49:28 --> 00:49:30: focused on major urban centers.

00:49:32 --> 00:49:34: OK, so when you when you meant tenant liquidity,

00:49:34 --> 00:49:38: you didn't mean the the balance sheet or the financials

00:49:38 --> 00:49:38: of the tenant.

00:49:38 --> 00:49:42: To really how how. How easy is it

00:49:42 --> 00:49:47: to replace that? So how much demand is there for?

00:49:47 --> 00:49:49: Whatever you might be offering to the market.

00:49:51 --> 00:49:53: OK, OK, so it's it's really space,

00:49:53 --> 00:49:57: liquidity or yes, OK. OK,

00:49:57 --> 00:50:00: very cool. Uhm Oliver and Chris.

00:50:00 --> 00:50:03: Do we have any other questions from the audience?

00:50:05 --> 00:50:07: Not at this time, no.

00:50:07 --> 00:50:08: OK,

00:50:09 --> 00:50:13: well if that's it it's 852 so I think this

00:50:13 --> 00:50:16: would be a good time to stop.

00:50:16 --> 00:50:20: Really appreciate you spending the time talking to us again.

00:50:20 --> 00:50:22: Andrew, I learned a lot today and really enjoyed the

00:50:22 --> 00:50:23: conversation.

00:50:23 --> 00:50:25: It's my pleasure. Enjoyed it as well.

00:50:26 --> 00:50:29: Yeah, so if that's it,

00:50:29 --> 00:50:34: this is our last virtual coffee and conversations for 2021

00:50:34 --> 00:50:38: and we're starting to plan some in person events,
00:50:38 --> 00:50:43: so please stay too. And given that,
00:50:43 --> 00:50:46: thank you everyone for attending and
00:50:46 --> 00:50:49: one thing Andrew people have a question either in the
00:50:49 --> 00:50:51: audience right now or they think of a question later
00:50:51 --> 00:50:54: on or people who are watching recording if they have
00:50:54 --> 00:50:56: a question, how can they reach out to you?
00:50:56 --> 00:50:59: And and are you happy to know what kind of
00:50:59 --> 00:51:02: discussion we like to have with them that makes sense?
00:51:03 --> 00:51:06: My contact information is listed on our website.
00:51:06 --> 00:51:07: I'm not hard to find.
00:51:09 --> 00:51:12: And anyone is welcome to reach out to me with
00:51:12 --> 00:51:13: with questions that you might have.
00:51:13 --> 00:51:15: I'm happy to. Oblige.
00:51:18 --> 00:51:20: Yeah perfect sorry Ralph started jumping next.
00:51:20 --> 00:51:22: No, that's all good and thanks.
00:51:22 --> 00:51:26: Thanks for reminding reminding me of that.
00:51:26 --> 00:51:27: But yeah, if if that's it,
00:51:27 --> 00:51:31: thanks everyone for attending and happy holidays.
00:51:32 --> 00:51:34: Thanks everyone. Thank you
00:51:34 --> 00:51:35: so much, really appreciate it.

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