Webinar

ULI Net Zero Exchange: Energy Efficiency

Date: March 01, 2023

00:00:04 --> 00:00:08: So we'll get started here. Again, welcome to the first
00:00:08 --> 00:00:11: of many net zero exchange series and and then if
00:00:12 --> 00:00:14: you can move to the next slide, please.
00:00:15 --> 00:00:18: A little bit of what we're going to talk about
00:00:18 --> 00:00:20: today, we do have an hour and a half scheduled
00:00:20 --> 00:00:23: for this meeting. If we don't take the whole time,
00:00:23 --> 00:00:26: no problem. But we wanted to to save that whole
00:00:26 --> 00:00:29: time in case that the conversation gets really good and
00:00:29 --> 00:00:31: needy. We wanted to make sure that you could all
00:00:31 --> 00:00:34: attend for that that big chunk of time. I'm going
00:00:34 --> 00:00:37: to start with an introduction to you, Ali and the
00:00:37 --> 00:00:40: decarbonization program and also what the intention of the net
00:00:40 --> 00:00:43: Zero exchange series is. This particular day is going to
00:00:43 --> 00:00:45: be longer up front to the introduction.
00:00:45 --> 00:00:48: Since it is our first, but the follow on meetings
00:00:48 --> 00:00:52: that are scheduled in bimonthly, which I hope you all
00:00:52 --> 00:00:55: are registered for, will be a little bit shorter up
00:00:55 --> 00:00:59: front and jumping right into the guest speaker presentations. So
00:00:59 --> 00:01:02: after the introduction, Becca, Tim is from Jamestown LP will
00:01:03 --> 00:01:06: be giving a presentation on energy efficiency and then we'll
00:01:06 --> 00:01:09: take a quick break and have some Q&A for Becca
00:01:09 --> 00:01:12: directly on her presentation. After that we'll do a few
00:01:13 --> 00:01:15: breakout groups, we'll we'll break the team up.
00:01:15 --> 00:01:18: Um, depending on how many folks are on the call
00:01:18 --> 00:01:22: into groups of five or six, well, you'll introduce yourselves
00:01:22 --> 00:01:25: to folks in your breakout group and then answer some
00:01:25 --> 00:01:28: questions that will have up on the screen after a
00:01:28 --> 00:01:31: couple of breakout group sessions where you get to know

00:01:31 --> 00:01:34: each other, get to know some of your pain points,
00:01:34 --> 00:01:38: some of your success stories, some of your experiences, we'll
00:01:38 --> 00:01:41: jump into an open discussion at the end and we'll
00:01:41 --> 00:01:44: follow with some information about the next net zero exchange
00:01:44 --> 00:01:46: date and topic and.
00:01:46 --> 00:01:48: A bit of an open call for some of our
00:01:49 --> 00:01:52: later topics. If anyone has any ideas or wants to
00:01:52 --> 00:01:57: present, we're open to ideas and volunteers. Next slide please,
00:01:57 --> 00:01:57: Ben.
00:02:00 --> 00:02:03: So what are we talking about today? Why did we
00:02:03 --> 00:02:07: we reschedule this net zero campaign series? So I'm sure
00:02:07 --> 00:02:10: many folks on the call know buildings are responsible for
00:02:10 --> 00:02:14: 40% of global greenhouse gas emissions and up to 70%
00:02:14 --> 00:02:18: of emissions in urban cities. Real estate has a responsibility
00:02:18 --> 00:02:22: and an opportunity to address the climate crisis and reach
00:02:22 --> 00:02:23: net zero.
00:02:23 --> 00:02:26: So what is net zero? You Alli defines a net
00:02:26 --> 00:02:30: zero building portfolio as highly efficient and fully powered by
00:02:30 --> 00:02:33: on site and off site renewable energy sources and offsets.
00:02:34 --> 00:02:37: Currently though there are less than 1000 net 0 carbon
00:02:37 --> 00:02:40: buildings in the US and most are single occupant low
00:02:40 --> 00:02:43: rise buildings in temperate climates.
00:02:44 --> 00:02:45: Next slide, please.
00:02:47 --> 00:02:51: So the challenge is giving this climate need and growing
00:02:51 --> 00:02:54: global mandate for for 0 carbon buildings, how can we
00:02:54 --> 00:02:58: ultimately and those on the call accelerate market transformation towards
00:02:58 --> 00:03:00: a net zero built environment?
00:03:01 --> 00:03:04: So for one, we have the UID carbonization program and
00:03:04 --> 00:03:08: we have three different pieces of that program that helps
00:03:08 --> 00:03:12: accelerate our progress to net zero. So we have our
00:03:12 --> 00:03:16: research and thought leadership. This is events like this that
00:03:16 --> 00:03:20: we're on right now. This net zero exchange series, convenings,
00:03:20 --> 00:03:24: our fallen spring meetings, our publications and reports, all the
00:03:25 --> 00:03:28: information that we put out on net zero fits into
00:03:28 --> 00:03:30: that that First circle that first.
00:03:31 --> 00:03:35: Intent to hit decarbonization. We also have our green print
00:03:35 --> 00:03:38: community of practice, which is a collaborative of over 75

00:03:38 --> 00:03:42: real estate owners that meet monthly and sometimes more than

00:03:42 --> 00:03:46: monthly to talk about progress and to collaborate on methods

00:03:46 --> 00:03:50: and success stories. Then we also have local technical assistance

00:03:50 --> 00:03:51: panels where we have on site.

00:03:53 --> 00:03:57: Look in private local level assistant panels and meetings to

00:03:57 --> 00:04:00: help folks on their journey to Netzero.

00:04:01 --> 00:04:03: Next slide, please.

00:04:04 --> 00:04:08: So that brings us to the net zero energy exchange.

00:04:08 --> 00:04:11: So we were thinking of different ways to engage more

00:04:11 --> 00:04:14: than our regular audience. So more than our green print

00:04:14 --> 00:04:17: members, even more than our UI members, we wanted to

00:04:17 --> 00:04:21: have a collaborative exchange where we had programming for for

00:04:21 --> 00:04:24: all Members to engage on net zero in a meaningful

00:04:24 --> 00:04:27: way. So not just sitting either virtually or in a

00:04:27 --> 00:04:31: live meeting chair and listening and asking questions at the

00:04:31 --> 00:04:33: end, but being able to have the chance to to

00:04:34 --> 00:04:34: talk to your.

00:04:34 --> 00:04:37: Colleagues go back and forth a bit, ask questions and

00:04:37 --> 00:04:41: really, really hit on that collaboration piece so that we

00:04:41 --> 00:04:43: can learn from each other. So this will be a

00:04:43 --> 00:04:45: regularly scheduled series of meetings.

00:04:46 --> 00:04:50: To facilitate those conversations, it's intended to promote and promote

00:04:51 --> 00:04:54: innovation and best, best practices for net zero. So we

00:04:54 --> 00:04:58: really want to be talking about high level activities, innovative

00:04:58 --> 00:05:01: ideas and really help folks that maybe are at a

00:05:01 --> 00:05:04: different level than you get to that top tier.

00:05:05 --> 00:05:08: We also want this to serve as an opportunity to

00:05:08 --> 00:05:11: share and exchange ideas with that one piece of a

00:05:11 --> 00:05:14: presentation on a net zero topic. And I'll go on

00:05:14 --> 00:05:17: to those topics in a little bit and then some

00:05:17 --> 00:05:20: project or program updates from any district councils that are

00:05:21 --> 00:05:24: involved, and then again, a conversation between attendees at the

00:05:24 --> 00:05:25: end.

00:05:26 --> 00:05:28: You can register for the remainder of the series at

00:05:29 --> 00:05:31: that link. We'll also put that in the chat and

00:05:31 --> 00:05:34: I'll be talking about that later on in our our

00:05:34 --> 00:05:36: exchange today. Next slide please.

00:05:37 --> 00:05:40: So going back to defining net zero, when we were

00:05:40 --> 00:05:44: talking about, well, what should our topics be for the
00:05:44 --> 00:05:48: exchange series? I mean obviously the topic list could be
00:05:48 --> 00:05:52: huge. We could have topics that range from any sustainability
00:05:52 --> 00:05:56: topic, any decarbonization topic. But we looked back to almost
00:05:56 --> 00:06:00: our, our pathway to defining and reaching net zero and
00:06:00 --> 00:06:03: this is our, our UI pathway here for net net
00:06:03 --> 00:06:06: zero that focuses on these six topic areas and that's
00:06:06 --> 00:06:08: how we strategized.
00:06:08 --> 00:06:11: Our our series topic events. So today we're going to
00:06:11 --> 00:06:15: be talking about energy efficiency sort of that step one
00:06:16 --> 00:06:20: as the most cost effective solution for carbon reductions. And
00:06:20 --> 00:06:23: then our next series will be on to on site
00:06:23 --> 00:06:29: renewables followed by utility grid interactivity coupled with building electrification.
00:06:29 --> 00:06:35: Next is balancing those remaining emissions with off-site renewables, renewable
00:06:35 --> 00:06:38: energy credits or wrecks and offsets.
00:06:38 --> 00:06:40: And then at the end piece there is the, the,
00:06:40 --> 00:06:44: the additional more innovative strategies that can really hit our
00:06:44 --> 00:06:48: net zero target that includes engaging tenants to reduce their
00:06:48 --> 00:06:52: emissions and then exploring embodied carbon reductions in your building
00:06:52 --> 00:06:55: materials. So I almost see it as a line that
00:06:55 --> 00:06:58: also circle back, circles back and connects to each other,
00:06:58 --> 00:07:02: but that makes it a little bit complicated to explain
00:07:02 --> 00:07:04: it makes it a bit messier of a slide. So
00:07:04 --> 00:07:07: we'll stick to this this 6th Circle pathway and you'll
00:07:07 --> 00:07:08: be seeing our.
00:07:08 --> 00:07:12: Our net zero exchange series topics go along with these
00:07:12 --> 00:07:13: six bubbles.
00:07:14 --> 00:07:15: Next topic please or.
00:07:16 --> 00:07:19: And again, here we go, here's our schedule. The next
00:07:19 --> 00:07:23: one is scheduled for April 20th on renewable energy and
00:07:23 --> 00:07:25: we do have a speaker lined up for that event,
00:07:25 --> 00:07:28: but we do have some open spots for our June,
00:07:28 --> 00:07:31: August and December topic. So if you have any ideas
00:07:31 --> 00:07:35: or projects or policies that you want to highlight, please
00:07:35 --> 00:07:38: reach out to me. My e-mail is in right underneath
00:07:38 --> 00:07:40: my face up there or Ben who is also on
00:07:40 --> 00:07:43: the call and we'd love to hear from you and

00:07:43 --> 00:07:45: hear what you are working on.
00:07:45 --> 00:07:46: Next slide, please.
00:07:48 --> 00:07:51: So let's jump into it. I want to introduce Becca
00:07:51 --> 00:07:55: Tims from Jamestown. She's going to talk about some energy
00:07:55 --> 00:07:59: efficiency measures and some projects at Jamestown. Becca.
00:08:00 --> 00:08:01: Thank you. Can you hear me OK?
00:08:03 --> 00:08:06: OK, great. First of all, thank you for not reading
00:08:06 --> 00:08:08: my bio and thank you for having me. I think
00:08:08 --> 00:08:11: these slides are going to be distributed as well. So
00:08:11 --> 00:08:14: if that helps for anyone on the line in terms
00:08:14 --> 00:08:18: of taking notes, don't worry about capturing everything here. I
00:08:18 --> 00:08:20: think you go to the next slide then.
00:08:23 --> 00:08:26: So excited to chat with you all today. And for
00:08:26 --> 00:08:30: those of you that aren't familiar with Jamestown, I'm going
00:08:30 --> 00:08:33: to share a little bit just about our firm. We've
00:08:33 --> 00:08:36: been around for over 40 years. We've got about 13.2
00:08:36 --> 00:08:41: billion in assets under management and we're really interested in
00:08:41 --> 00:08:45: kind of place making, you know, transforming spaces into places
00:08:45 --> 00:08:48: where people want to be. And so when I think
00:08:48 --> 00:08:50: about our SG and G and and my work in
00:08:50 --> 00:08:53: particular, I think a lot about how I can.
00:08:53 --> 00:08:56: Integrate you know kind of ESG goals into the things
00:08:56 --> 00:08:58: that mix Jamestown unique and kind of, you know how
00:08:59 --> 00:09:01: we do business more generally, you can go to the
00:09:01 --> 00:09:02: next slide.
00:09:04 --> 00:09:07: This is just a little bit about how we approach
00:09:07 --> 00:09:10: value creation at Jamestown. And again, I, you know, I
00:09:10 --> 00:09:14: think when you think about placemaking, there's a really big
00:09:14 --> 00:09:18: opportunity to incorporate E SG principles into that. A lot
00:09:18 --> 00:09:22: of what happens with energy efficiency is really like behind
00:09:22 --> 00:09:25: the scenes we used to call it, you know, invisible
00:09:25 --> 00:09:29: green and invisible green. But you know, at the same
00:09:29 --> 00:09:33: time there's a big opportunity to share what you're buildings
00:09:33 --> 00:09:34: are doing.
00:09:34 --> 00:09:37: And you know what has worked for your assets and
00:09:37 --> 00:09:40: and communicate that and and make it part of your
00:09:41 --> 00:09:44: brand. We found that it's something that our our tenants
00:09:44 --> 00:09:48: and clients and investors are all very interested in and
00:09:48 --> 00:09:52: even you know certain topics like electrification and electric

kitchens,
00:09:52 --> 00:09:56: you know that impacts our food and beverage program. I
00:09:56 --> 00:09:58: think the kind of inch deep or I like to
00:09:58 --> 00:10:01: say like 6 inch deep and mile wide nature of
00:10:01 --> 00:10:04: sustainability and energy efficiency work.
00:10:04 --> 00:10:07: Provides a lot of opportunities to tap in to kind
00:10:07 --> 00:10:10: of other values that your company holds. You can go
00:10:10 --> 00:10:11: to the next slide.
00:10:12 --> 00:10:15: This is just a little bit in terms of Jamestown's
00:10:16 --> 00:10:18: portfolio to help frame it. This is as of you
00:10:19 --> 00:10:22: know December 31st, we are concentrated mainly in the US
00:10:22 --> 00:10:26: but also have a growing European business. And I think
00:10:26 --> 00:10:29: this is really important to think about you know my
00:10:29 --> 00:10:33: approach to energy efficiency and and some of the drivers
00:10:33 --> 00:10:36: would be really different if all of our properties were
00:10:36 --> 00:10:40: let's just say like grocery anchored retail centers in South
00:10:40 --> 00:10:42: Florida as opposed to you know.
00:10:43 --> 00:10:47: Class A office buildings kind of scattered through major coastal
00:10:47 --> 00:10:50: cities and I'll get into a little bit more detail
00:10:50 --> 00:10:52: on some of that here in a bit. Also for
00:10:52 --> 00:10:56: those of you with you know global portfolios, it's been
00:10:56 --> 00:10:59: really interesting to kind of see some of the nuances
00:11:00 --> 00:11:04: between other countries and and what they're kind of legislative
00:11:04 --> 00:11:08: expectations are as well as just kind of general stakeholder
00:11:08 --> 00:11:11: expectations related to energy efficiency. You can go to the
00:11:12 --> 00:11:12: next slide.
00:11:13 --> 00:11:16: Yeah. So I'm going to start a little bit just
00:11:16 --> 00:11:19: by talking about kind of where we've ended up today.
00:11:19 --> 00:11:22: Thank you. So we've been at this for a really
00:11:23 --> 00:11:27: long time. Jamestown, when we established our SG program was
00:11:27 --> 00:11:30: doing a lot of development. This was kind of towards
00:11:30 --> 00:11:34: the end of the recession and we were very focused
00:11:34 --> 00:11:39: on developing sustainable properties, right. And then what happened when
00:11:39 --> 00:11:42: we launched our first open-ended fund?
00:11:43 --> 00:11:46: We've had Jim, Premier property fund, we started to get
00:11:46 --> 00:11:50: a lot more questions about our standing assets and so
00:11:50 --> 00:11:52: it was less of a focus on kind of new
00:11:52 --> 00:11:56: development and and what you were doing for new construction

00:11:56 --> 00:12:00: and more about you know kind of benchmarking and ongoing
00:12:00 --> 00:12:04: performance of our buildings. I'll say it probably multiple times
00:12:04 --> 00:12:08: today, but you can't manage what you don't measure right
00:12:08 --> 00:12:11: and it took a really long time to just really
00:12:11 --> 00:12:13: get the measurement.
00:12:13 --> 00:12:15: East down, I don't want to glaze over that. I
00:12:15 --> 00:12:18: think it's gotten easier and I'll talk a little bit
00:12:18 --> 00:12:22: about why. But certainly the, the most important starting point
00:12:22 --> 00:12:25: is to just benchmark your buildings. And so when we
00:12:25 --> 00:12:30: when we launched the Premier fund, those institutional investors started
00:12:30 --> 00:12:33: asking questions, right, like are you reporting to Griz and
00:12:33 --> 00:12:36: then over the years the questions have gotten a lot
00:12:36 --> 00:12:39: more detailed. So not just are you reporting, you know,
00:12:40 --> 00:12:42: now it's like we we want you to report, we
00:12:42 --> 00:12:43: want to see your scores.
00:12:44 --> 00:12:47: Um, we'd like you know updates on your Energy Star
00:12:47 --> 00:12:52: certifications or ratings and other certifications on a quarterly basis.
00:12:52 --> 00:12:56: So I would just say generally speaking the environment has
00:12:56 --> 00:13:00: gotten a lot more transparent and detailed in terms of
00:13:00 --> 00:13:03: building performance and the focus is less on one time
00:13:04 --> 00:13:08: actions and more on ongoing performance over time. I think
00:13:08 --> 00:13:11: what's interesting about this and and again I'll dive in,
00:13:12 --> 00:13:13: in a little bit more detail.
00:13:14 --> 00:13:17: Is that there are other drivers that that support this
00:13:17 --> 00:13:22: work. So for example, legislative drivers whether it's energy or
00:13:22 --> 00:13:25: carbon standards and in most of our markets all of
00:13:25 --> 00:13:30: those things along align really nicely with what stakeholders are
00:13:30 --> 00:13:34: asking for and also with Jamestown's publicly stated goals and
00:13:34 --> 00:13:38: targets around energy and carbon specifically. And of course you
00:13:38 --> 00:13:42: know we win some awards, we get some recognition on
00:13:42 --> 00:13:43: our Investor relations.
00:13:44 --> 00:13:46: Teens love that, but you know it. At the end
00:13:47 --> 00:13:49: of the day, a lot of this is particularly on
00:13:49 --> 00:13:53: just kind of the the tracking and recording is really
00:13:53 --> 00:13:56: mandatory. You can go to the next slide.
00:13:58 --> 00:14:02: I'll point anyone that's looking For more information to the
00:14:02 --> 00:14:06: Jamestown website. We could probably hyperlink it in the

follow
00:14:06 --> 00:14:08: up, but one of the big parts of my responsibility
00:14:09 --> 00:14:11: is kind of compiling all of the work that happens
00:14:11 --> 00:14:15: throughout the year into an annual report. Anyone that works
00:14:15 --> 00:14:17: kind of full time on ESG will tell you that
00:14:18 --> 00:14:22: there's a tension between the time that practitioners spend reporting
00:14:22 --> 00:14:25: versus the time that we spend getting projects implemented and
00:14:25 --> 00:14:28: one of the things that I really want to.
00:14:28 --> 00:14:30: I think it's an important take away is that the
00:14:30 --> 00:14:33: more you can kind of narrow the gap between those
00:14:33 --> 00:14:36: activities, the more successful that that you'll be. And so
00:14:36 --> 00:14:39: you can go to our website where this report is
00:14:39 --> 00:14:42: is linked if you want to learn more about anything
00:14:42 --> 00:14:43: that that I'm talking about today.
00:14:44 --> 00:14:47: You can go to the next slide. So I'm going
00:14:47 --> 00:14:51: to talk a little bit about just our impact areas
00:14:51 --> 00:14:55: and targets. I'm also going to be you know, really
00:14:55 --> 00:15:00: transparent. I've been at Jamestown over 10 years and when
00:15:00 --> 00:15:03: we first set our targets back in 2012, 2013, that
00:15:04 --> 00:15:07: was back in the day where everyone had like a
00:15:07 --> 00:15:11: 20% by 2020 type commitment including us. But I'll say,
00:15:11 --> 00:15:14: you know at the time, I don't think.
00:15:14 --> 00:15:18: Many firms had a really strong had strong data to
00:15:18 --> 00:15:22: back up their ability to achieve those targets. I think
00:15:22 --> 00:15:25: you know there was a lot of low hanging fruit
00:15:25 --> 00:15:28: and there's a couple of reasons that we were able
00:15:29 --> 00:15:32: to hit those targets a couple years ahead of schedule.
00:15:32 --> 00:15:36: But all of these targets are iterative. An example is
00:15:36 --> 00:15:40: even with our kind of nine different ESG impact areas,
00:15:40 --> 00:15:44: we've tweaked over the years kind of how we categorize
00:15:44 --> 00:15:44: them.
00:15:44 --> 00:15:48: Right now they're organized into ESG as you can see,
00:15:48 --> 00:15:52: but also, you know, our short-term targets are through 2024,
00:15:52 --> 00:15:56: medium through 2034, long term through 2050. I can't really
00:15:56 --> 00:16:00: sit here and tell you today what a reasonable, you
00:16:00 --> 00:16:04: know, 2050 energy efficiency target might be. So these are
00:16:04 --> 00:16:08: really meant to to be iterative and that's just something
00:16:08 --> 00:16:11: to keep in mind when you're doing your own target
00:16:12 --> 00:16:14: setting. You can go to the next slide.
00:16:18 --> 00:16:21: Another thing that I just wanted to point out briefly
00:16:21 --> 00:16:24: is that we thought it was important to align our

00:16:24 --> 00:16:28: targets with the UN Sustainable Development Goals. You know, it's
00:16:28 --> 00:16:32: like sometimes you look at these goals and you think
00:16:32 --> 00:16:35: like OK, I'm a real estate firm, what is my
00:16:35 --> 00:16:38: role in ending hunger worldwide. But if you dig into
00:16:38 --> 00:16:42: the SDG's there are kind of more specific sub targets
00:16:42 --> 00:16:45: and we have these kind of cross referenced in our.
00:16:45 --> 00:16:49: 2020 report Reference guide, but I I found that the
00:16:49 --> 00:16:54: sub targets provided some concrete pathways and and really kind
00:16:54 --> 00:16:58: of demonstrated to our teams how much of an impact
00:16:58 --> 00:17:02: our work on the built environment has. So it's been
00:17:02 --> 00:17:05: helpful for us to to have that alignment and now
00:17:05 --> 00:17:09: the next slide you you'll see I'm going to dig
00:17:09 --> 00:17:13: in specifically to to energy efficiency. This is from our
00:17:13 --> 00:17:15: 2021 report you know.
00:17:15 --> 00:17:18: I I at one point when I was working on
00:17:18 --> 00:17:21: these slides had a had the carbon emission section as
00:17:21 --> 00:17:25: well just because obviously you know energy and carbon or
00:17:25 --> 00:17:28: are very much linked but just for the purpose of
00:17:28 --> 00:17:31: today's workshop thought it would be best to to focus
00:17:32 --> 00:17:35: on efficiency. What I've included here are just the the
00:17:35 --> 00:17:38: short term targets you know we we look at energy
00:17:38 --> 00:17:42: efficiency in a couple of different ways what you see
00:17:42 --> 00:17:45: in the the table down at the bottom right you
00:17:45 --> 00:17:45: see.
00:17:45 --> 00:17:49: Power and it's really small on my screen even, but
00:17:49 --> 00:17:50: you can see our.
00:17:51 --> 00:17:56: There are various targets are 2030 targets as well as
00:17:56 --> 00:18:01: our 2024 targets. The the kind of trend downward, it's
00:18:01 --> 00:18:04: obviously what we like to see in terms of our
00:18:04 --> 00:18:09: energy used per square foot. We also look at our
00:18:09 --> 00:18:13: like for like energy consumption. So we kind of slice
00:18:13 --> 00:18:18: and dice our energy performance in a couple of different
00:18:18 --> 00:18:22: ways. So you know we look at buildings owned.
00:18:22 --> 00:18:25: In both years, the two year. And that's how we
00:18:25 --> 00:18:29: get kind of our our annual energy reduction. So that
00:18:29 --> 00:18:33: 3.56 reduction that you see from 2020 to 2021. But
00:18:33 --> 00:18:38: then you know we're also tracking performance against that 2014
00:18:38 --> 00:18:42: baseline which is what you see in in that chart,
00:18:42 --> 00:18:46: the carbon emissions chart. You know one of my favorite

00:18:46 --> 00:18:50: things about the carbon chart if you if you happen
00:18:50 --> 00:18:52: to reference that is that net.
00:18:52 --> 00:18:55: There is really easy, right? Zero is 0. But certainly
00:18:56 --> 00:19:00: you know when you're setting energy efficiency targets, I've noticed
00:19:00 --> 00:19:03: that there's a couple of nuances that can make it
00:19:03 --> 00:19:07: a little bit complicated. You know, one of those things
00:19:07 --> 00:19:11: is your baseline year. So we have been collecting benchmarking
00:19:11 --> 00:19:15: and performance data going back until at least 2008. But
00:19:15 --> 00:19:18: what I found when I really dug in and that
00:19:18 --> 00:19:21: was my first like really not glamorous job when I
00:19:21 --> 00:19:23: started at Jamestown.
00:19:23 --> 00:19:26: I was a coordinator at the time, really eager to
00:19:26 --> 00:19:30: like clean everything up and and get it nice and
00:19:30 --> 00:19:34: tidy. And it was super overwhelming both in terms of,
00:19:34 --> 00:19:38: you know, trying to make sure that these buildings were
00:19:38 --> 00:19:42: set up according to the Energy Star guidelines and that
00:19:42 --> 00:19:46: we were getting whole building data. You know, at that
00:19:46 --> 00:19:50: time it was less common to be requesting utility bills,
00:19:50 --> 00:19:53: but I do think the the local energy disclosure.
00:19:53 --> 00:19:58: And performance standards have really helped normalize that. We're we're
00:19:58 --> 00:20:01: working on a deal right now where the buildings don't
00:20:01 --> 00:20:05: have Energy Star accounts already. And I don't know if
00:20:05 --> 00:20:08: those in the audience have experienced this as well. But
00:20:08 --> 00:20:11: it's it's less and less common that that we look
00:20:11 --> 00:20:15: at assets these days for for acquisition that don't have
00:20:15 --> 00:20:18: Energy Star accounts in place. But at the same time
00:20:18 --> 00:20:21: just because there is an account in place doesn't mean
00:20:22 --> 00:20:23: it's correct, right. So I know.
00:20:24 --> 00:20:28: And harping a lot on benchmarking, but it's really important
00:20:28 --> 00:20:32: you know that you're measuring and also kind of testing
00:20:32 --> 00:20:35: the veracity of your data. It really stinks to brag
00:20:35 --> 00:20:39: on like a big, you know, 25% energy reduction only
00:20:39 --> 00:20:42: to find out that, you know, you forgot to add
00:20:42 --> 00:20:45: in fuel oil or one of the tenants didn't provide
00:20:45 --> 00:20:50: bills. And so we actually started getting our benchmarking and
00:20:50 --> 00:20:54: performance data, third party assured I think back in like
00:20:54 --> 00:20:54: 2015.
00:20:54 --> 00:20:57: And that's been a great process just in terms of
00:20:57 --> 00:21:01: overall kind of discipline and also really just like legitimizing

00:21:01 --> 00:21:03: the the importance of this data.
00:21:06 --> 00:21:09: I'll stop right now on on this slide. I do
00:21:09 --> 00:21:13: have a a note on America Square and and I'll
00:21:13 --> 00:21:16: say I'll I'll elaborate on this in a little bit.
00:21:16 --> 00:21:19: But I think one of the the things that that
00:21:19 --> 00:21:23: I've kind of witnessed is there's a lot more regulation
00:21:23 --> 00:21:28: around energy efficiency. There are various opinions on those types
00:21:28 --> 00:21:32: of regulations, but what I've seen in practice is that
00:21:32 --> 00:21:35: you know having a law on the books has really
00:21:35 --> 00:21:36: been like another tool.
00:21:37 --> 00:21:40: In our toolbox, it's given us more flexibility and and
00:21:41 --> 00:21:45: structure I would say around how we prioritize projects.
00:21:46 --> 00:21:50: And so generally speaking, you know, I'm supportive of these
00:21:50 --> 00:21:54: regulations as long as they make sense for the owners.
00:21:54 --> 00:21:57: I think pepson DC is a great example. You know
00:21:57 --> 00:22:01: we had a historic building with some facade restrictions and
00:22:01 --> 00:22:05: that building had a major tenant renovation happening this year.
00:22:08 --> 00:22:09: And.
00:22:10 --> 00:22:13: So what we decided to do was you know, we
00:22:13 --> 00:22:16: looked at kind of the timeline of BEPS compliance and
00:22:16 --> 00:22:19: we said wow, OK, if we wait until you know
00:22:19 --> 00:22:22: our our time is up for compliance here, we're not
00:22:22 --> 00:22:27: going to have any opportunity to make any meaningful change.
00:22:27 --> 00:22:30: So we decided to engage with the building performance team
00:22:31 --> 00:22:34: and kind of go ahead and choose the pathway, do
00:22:34 --> 00:22:37: a deep energy audit so that we are essentially planning
00:22:37 --> 00:22:40: you know like five years ahead of time.
00:22:41 --> 00:22:44: Just so that we can take advantage of like having
00:22:44 --> 00:22:48: the ceilings open and having this renovation opportunity. So 20272030
00:22:48 --> 00:22:51: you know choose your year, it might seem kind of
00:22:51 --> 00:22:54: far off, but for those of us that are buying
00:22:54 --> 00:22:57: buildings today, it's really crucially important to to get this
00:22:58 --> 00:23:01: stuff underwritten and and into your capital budget you go
00:23:01 --> 00:23:02: to the next slide.
00:23:05 --> 00:23:08: So I know we're eager to get to the discussion.
00:23:08 --> 00:23:11: And Cara, I'm. I'm watching the clock. I think I've
00:23:11 --> 00:23:13: got like 5 more minutes. Is that ish?
00:23:14 --> 00:23:16: You can take some more time. That's OK. We're we're.
00:23:16 --> 00:23:18: I went a little over. You can go a little

00:23:18 --> 00:23:19: over. Not a problem.
00:23:20 --> 00:23:23: OK. Like I said a lot of this I'm including
00:23:23 --> 00:23:27: for reference this is from I believe our our 29th
00:23:27 --> 00:23:31: no, this would be our 2020 report because it references
00:23:31 --> 00:23:35: COVID, I believe wolf I I wanted just to provide
00:23:35 --> 00:23:39: just some examples of energy efficiency wins that that we've
00:23:39 --> 00:23:43: had across the portfolio. You know one thing that I've
00:23:43 --> 00:23:44: noticed is.
00:23:45 --> 00:23:48: People talk a lot about the portfolio approach and I
00:23:48 --> 00:23:52: think this is something that really depends on, you know,
00:23:52 --> 00:23:56: how diversified your portfolio is both in terms of use
00:23:56 --> 00:24:00: type and geography, age of the buildings, kind of all
00:24:00 --> 00:24:03: of the above it Jamestown, we have a lot of
00:24:03 --> 00:24:06: mixed-use or adaptive reuse assets. You know we've got a
00:24:06 --> 00:24:10: lot of old buildings, they're all over the country and
00:24:10 --> 00:24:13: so we kind of use a couple of different filters
00:24:13 --> 00:24:14: to prioritize.
00:24:15 --> 00:24:18: Like which buildings need the most attention and part of
00:24:18 --> 00:24:21: it comes down to you know what resources are available,
00:24:22 --> 00:24:24: what are the laws in place, where do we have
00:24:24 --> 00:24:27: you know a lot of tenant turnover where we're going
00:24:28 --> 00:24:30: in and and doing build outs or where do we
00:24:30 --> 00:24:33: have a really strong and engaged engineering team.
00:24:35 --> 00:24:39: So there's a couple of kind of case studies featured
00:24:39 --> 00:24:43: here. Umm, you know, one of these was industry city.
00:24:43 --> 00:24:48: This is a huge campus, like 5.4 million square feet
00:24:48 --> 00:24:53: and they realized a 20% reduction in energy efficiency, really
00:24:53 --> 00:24:57: kind of focusing on boiler upgrades and and other MEP
00:24:57 --> 00:25:03: adjustments. Similarly with one Times Square, I really couldn't choose
00:25:03 --> 00:25:05: a better building to illustrate.
00:25:06 --> 00:25:11: That some buildings are just weird. So one Times Square
00:25:11 --> 00:25:17: is covered in digital signage. It's under redevelopment currently, but
00:25:17 --> 00:25:22: you know, we were still able to find efficiency opportunities
00:25:22 --> 00:25:27: there. So for example, these signs were updated to include
00:25:27 --> 00:25:32: unified LED signage when we did our, I think it's
00:25:32 --> 00:25:36: local law 8784. I'm blanking on the the law.
00:25:36 --> 00:25:39: Number, but we were able to use that audit opportunity
00:25:39 --> 00:25:44: which was required to find some really simple energy efficiency
00:25:44 --> 00:25:47: measures like insulating pipes. And so I can tell you
00:25:47 --> 00:25:52: from experience that even in your weirdest building there's

probably
00:25:52 --> 00:25:56: going to be some opportunities for energy efficiency and oftentimes
00:25:56 --> 00:25:59: you know some of those are low or no cost.
00:25:59 --> 00:26:03: And the other thing that we've been doing since about
00:26:03 --> 00:26:06: 2012 is experimenting with different types of.
00:26:06 --> 00:26:10: Energy management technology, we used inoc back in the day.
00:26:10 --> 00:26:15: We've got a number of properties now that are utilizing
00:26:15 --> 00:26:20: aquafor and what was really interesting with Aquafor essentially this
00:26:20 --> 00:26:24: was kind of real time energy management where we're getting
00:26:24 --> 00:26:27: interval data and what we were able to do was
00:26:27 --> 00:26:31: in a time where you know, I think, I think
00:26:31 --> 00:26:34: COVID kind of proved that it's not just the tenants
00:26:34 --> 00:26:36: that are driving energy.
00:26:36 --> 00:26:40: Consumption in our buildings, I think a lot of owners
00:26:40 --> 00:26:43: will say that they were a little bit surprised at
00:26:43 --> 00:26:47: the lack of energy reduction, you know, during reduced occupancy
00:26:47 --> 00:26:50: with COVID, but we were actually able to use aquafor
00:26:50 --> 00:26:54: to help validate some of the measures that our engineers
00:26:54 --> 00:26:56: were doing to further find.
00:26:56 --> 00:26:57: Efficiency.
00:26:58 --> 00:26:59: During COVID.
00:27:00 --> 00:27:03: And thanks for monitoring them. The mute button, I appreciate
00:27:03 --> 00:27:03: it.
00:27:05 --> 00:27:08: So you can see some of these charts, you know,
00:27:08 --> 00:27:11: we were able to compare our buildings to kind of
00:27:11 --> 00:27:14: other buildings and in the region and that just helped
00:27:14 --> 00:27:17: kind of give our property team some credit for being
00:27:17 --> 00:27:21: very hands-on during those kind of odd, odd times. And
00:27:21 --> 00:27:24: we were able to get other projects done during COVID
00:27:24 --> 00:27:27: as well. So at 88 Leonard, it's a multifamily building
00:27:27 --> 00:27:31: in New York. We've been working with logical buildings and
00:27:31 --> 00:27:35: they were able to deploy their energy management technology.
00:27:35 --> 00:27:38: Completely remotely, which was really great. It was a really
00:27:38 --> 00:27:42: light lift from me. From a corporate perspective, you know,
00:27:42 --> 00:27:45: you've got to imagine and I guess every team structure
00:27:45 --> 00:27:48: is a little bit different, but there's there's a balance,
00:27:48 --> 00:27:51: right? Like I I'm always careful not to overwhelm the

00:27:51 --> 00:27:54: property teams with a ton of new stuff and was
00:27:54 --> 00:27:57: really impressed with how easy that rollout was. And we've
00:27:57 --> 00:28:00: also further engaged the tenants so that the tenants can
00:28:00 --> 00:28:04: actually opt into their own demand response program and we
00:28:04 --> 00:28:05: have some, you know, apartment.
00:28:06 --> 00:28:10: Residents that are earning, you know, 100 bucks or so
00:28:10 --> 00:28:14: through this, I forget what it's called, but it's essentially
00:28:14 --> 00:28:18: a demand response program for those of you with buildings
00:28:18 --> 00:28:21: on the West Coast. PG&E has a ton of programs
00:28:21 --> 00:28:24: that we were able to take advantage of. I know
00:28:24 --> 00:28:27: they've got a rebate program, but we also participated in
00:28:27 --> 00:28:31: their free retro commissioning program. So that was a great
00:28:31 --> 00:28:34: way to kind of give us an efficiency road map
00:28:34 --> 00:28:36: for each of our properties.
00:28:36 --> 00:28:40: You know, again, these are properties where you know we
00:28:40 --> 00:28:45: have to report our energy performance annually. There's a periodic
00:28:45 --> 00:28:48: requirement to to do an energy audit. So we found
00:28:48 --> 00:28:52: this kind of really synergistic. We were able to complete
00:28:53 --> 00:28:56: the load of no cost measures and then we were
00:28:56 --> 00:29:01: able to achieve incentives through that commercial custom incentives program.
00:29:03 --> 00:29:06: And I know there's a whole section on solar, but
00:29:06 --> 00:29:09: you know I got to say solar has been really
00:29:09 --> 00:29:13: tough for us. We really like to amenitized our rooftops.
00:29:13 --> 00:29:17: And so when I think back through that kind of
00:29:17 --> 00:29:21: priority waterfall or the URL I pathway for decarbonization, I
00:29:21 --> 00:29:25: would just say you know be realistic about the things
00:29:25 --> 00:29:29: that are kind of less attainable. You know solar is
00:29:29 --> 00:29:33: not really where I focused my efforts primarily and and
00:29:33 --> 00:29:33: the.
00:29:33 --> 00:29:37: Another early years, but now for example, we're working, you
00:29:37 --> 00:29:40: know, on our first kind of internal Jamestown LED solar
00:29:40 --> 00:29:43: project, which I'll share a little bit more about.
00:29:44 --> 00:29:47: I got a couple more slides here if you don't
00:29:47 --> 00:29:50: mind going to the next one. So this is some
00:29:50 --> 00:29:54: some fresher information from 2021. You know, my approach is
00:29:54 --> 00:29:57: really, you know, I want to make sure that we're
00:29:57 --> 00:30:01: doing something at each of our properties to promote energy
00:30:01 --> 00:30:05: efficiency. But as I kind of mentioned earlier, it's going
00:30:05 --> 00:30:08: to look very different depending on the type of asset
00:30:08 --> 00:30:12: and there's some assets that just have so much going

00:30:12 --> 00:30:14: on, it might be potential multifamily.
00:30:14 --> 00:30:18: Conversion or something else where it's like totally fine to
00:30:18 --> 00:30:23: table something until a later date where it's more appropriate.
00:30:23 --> 00:30:28: More recently, we've partnered with prescriptive data specifically for some
00:30:28 --> 00:30:32: of our West Coast properties to use their Nanton platform
00:30:32 --> 00:30:36: to integrate occupancy sensors and actually use their software to
00:30:36 --> 00:30:41: control our building automation system. We've seen some great early
00:30:41 --> 00:30:45: results on that pilot and we're looking at expansion opportunities.
00:30:46 --> 00:30:49: But one of the most interesting things was the platform
00:30:49 --> 00:30:51: essentially told us.
00:30:52 --> 00:30:56: How it really demonstrated how much our engineer was having
00:30:56 --> 00:30:59: to do to keep that building running and you know,
00:30:59 --> 00:31:02: it might have just been that you know, he was
00:31:02 --> 00:31:05: making things work and and didn't want to be too
00:31:05 --> 00:31:08: squeaky. But once we saw the data and kind of
00:31:08 --> 00:31:12: had that third party validation of like wow, you know,
00:31:12 --> 00:31:15: there's some upgrades that are needed to really make the
00:31:15 --> 00:31:18: system run more efficiently. We were able to use the
00:31:19 --> 00:31:22: data and and the controllability to actually, you know.
00:31:22 --> 00:31:25: Shave our operating times and save some money. But I
00:31:25 --> 00:31:29: think some of the most valuable benefits have been just
00:31:29 --> 00:31:32: like the transparency in terms of how your building is
00:31:32 --> 00:31:36: actually operating. I don't want to get too technical, but
00:31:36 --> 00:31:39: like the building was designed for a drop ceiling, that
00:31:39 --> 00:31:43: drop ceiling was removed. It has a mix of pneumatic
00:31:43 --> 00:31:45: and DC. It's got one side that has a lot
00:31:45 --> 00:31:49: of solar heat gain. So we added some additional sensors.
00:31:49 --> 00:31:51: So I really feel like it's beefed up.
00:31:52 --> 00:31:56: The tools that that engineer has to to operate, we
00:31:56 --> 00:32:00: also have a pretty robust technology network. I we've actually
00:32:00 --> 00:32:05: recently combined our innovation and sustainability teams because we saw
00:32:05 --> 00:32:08: that like so much of our work had a lot
00:32:08 --> 00:32:12: of overlap. So when we look at a potential technology
00:32:12 --> 00:32:16: partner, we're looking at it from a variety of perspectives
00:32:16 --> 00:32:19: in terms of you know where that partner can fit
00:32:19 --> 00:32:22: within our portfolio for deployment but also.
00:32:23 --> 00:32:26: You know, how healthy is that firm from a capital

00:32:26 --> 00:32:29: perspective and you know all of those kind of broader
00:32:29 --> 00:32:33: things that are really not my area of expertise or
00:32:33 --> 00:32:36: interest, but it is important you know when you're when
00:32:36 --> 00:32:41: you're looking at partnerships. Another model that that we've used
00:32:41 --> 00:32:44: is a project that we pursued with carbon lighthouse. So
00:32:44 --> 00:32:48: for one of our DC assets we were less interested
00:32:48 --> 00:32:53: in kind of day-to-day controllability through the building automation system.
00:32:53 --> 00:32:57: And more interested in ensuring that the efficiency projects we
00:32:57 --> 00:33:01: were implementing were going to be the most effective and
00:33:01 --> 00:33:05: and save us the most money. And so we essentially
00:33:05 --> 00:33:08: had carbon lighthouse do a digital energy audit and they
00:33:09 --> 00:33:12: came up with a list of measures including a shovel
00:33:12 --> 00:33:16: ready scope for each of those projects. We kind of
00:33:16 --> 00:33:19: self ran the projects and then once those projects are
00:33:19 --> 00:33:23: completed we had our commercial operation date.
00:33:23 --> 00:33:27: And now Carbon Lighthouse monitors all of those projects. It's
00:33:27 --> 00:33:32: essentially like ongoing commissioning for a specific set of efficiency
00:33:32 --> 00:33:35: projects. What's nice about that is you know we we
00:33:35 --> 00:33:39: have essentially some fault detection. So if some of the
00:33:39 --> 00:33:44: projects included like supplied air temperature resets or even operating
00:33:44 --> 00:33:48: schedule adjustments, if we fall out of the parameters and
00:33:48 --> 00:33:52: kind of what those projects were set towards, they they
00:33:52 --> 00:33:53: alert us.
00:33:53 --> 00:33:56: And so we can monitor those savings on an ongoing
00:33:56 --> 00:33:59: basis. So this is just to say that, you know,
00:33:59 --> 00:34:02: I think especially today, you know, I'm one of those
00:34:02 --> 00:34:05: curmudgeons that doesn't think I'm ever going to have one
00:34:05 --> 00:34:08: vendor that's a good fit for all of my buildings
00:34:08 --> 00:34:11: and I'm OK with that. I find that there's a
00:34:11 --> 00:34:14: lot of software providers that want to do everything for
00:34:14 --> 00:34:17: everyone and that's always a little alarming for me. I'd
00:34:18 --> 00:34:20: rather have a group that comes in and and does
00:34:20 --> 00:34:23: what they do really well, even if it means I
00:34:23 --> 00:34:24: have to log into.
00:34:24 --> 00:34:28: Like two different platforms. But I'll also say that there's
00:34:28 --> 00:34:31: a ton of movement in this space. You know, it's
00:34:31 --> 00:34:34: really hard to like pick a winner. And I think

00:34:34 --> 00:34:37: you just have to be realistic about, you know, what
00:34:37 --> 00:34:40: you need and and also invest in the partnership. All
00:34:41 --> 00:34:43: right, we can go to the next section. I'm going
00:34:44 --> 00:34:47: to talk briefly about Levi Plaza because I think it's
00:34:47 --> 00:34:50: worth mentioning and then we can get to the discussion
00:34:50 --> 00:34:53: part. So I find that when you have a win
00:34:53 --> 00:34:55: and when you have momentum.
00:34:55 --> 00:34:58: It's so important to take advantage of it. So Levi's
00:34:58 --> 00:35:01: Plaza is a building that we acquired, I want to
00:35:01 --> 00:35:03: say 2018 or 2019 and it was actually the asset
00:35:03 --> 00:35:07: manager that was thinking through their business plan and said,
00:35:07 --> 00:35:10: you know what, Becca, I really want to put a
00:35:10 --> 00:35:13: stake in the ground for an existing building campus. You
00:35:13 --> 00:35:16: know, I want to be a net zero operational carbon
00:35:16 --> 00:35:19: campus by 2025. You know, I want to use this
00:35:19 --> 00:35:22: commitment to really, you know, drive our leasing and find
00:35:22 --> 00:35:25: tenants that are aligned with these goals.
00:35:25 --> 00:35:29: And then from a portfolio perspective, I was really excited
00:35:29 --> 00:35:32: about this because I felt like it could help us
00:35:33 --> 00:35:37: prove the concept and support our broader portfolio target of
00:35:37 --> 00:35:41: net zero operational carbon by 2050. You know, obviously in
00:35:41 --> 00:35:45: California the code drives things a little more aggressively than
00:35:45 --> 00:35:49: in other markets, but this is a building where we
00:35:49 --> 00:35:52: had done a lot of that PG&E retro commissioning that
00:35:52 --> 00:35:55: I mentioned we had energy management in place.
00:35:56 --> 00:35:59: They had green leases in place, so we really had
00:35:59 --> 00:36:03: kind of like all the tools to execute efficiency projects
00:36:03 --> 00:36:06: there. And if you go to the next slide, Kara,
00:36:06 --> 00:36:09: I'll just kind of talk through a little bit what
00:36:09 --> 00:36:13: this looks like. So again, this is very similar to
00:36:13 --> 00:36:16: the ULI pathway. I don't think there's like a perfect
00:36:16 --> 00:36:19: way, as you said, to kind of lay this stuff
00:36:19 --> 00:36:23: out. It's always a little bit iterative. One of my,
00:36:23 --> 00:36:25: my peers bid Meyers at BXP, he said.
00:36:26 --> 00:36:29: Months on a on a panel. The thing about low
00:36:29 --> 00:36:32: hanging fruit is that it always grows back and I
00:36:33 --> 00:36:34: find that to be so true.
00:36:38 --> 00:36:41: So 10 years ago, you know, we were changing light
00:36:41 --> 00:36:45: bulbs. Today we're still changing light bulbs sometimes. And so
00:36:45 --> 00:36:48: I I don't think any of this work is ever

00:36:48 --> 00:36:51: like 100% done, but this just kind of shows how
00:36:51 --> 00:36:55: we're approaching that full, you know, pathway to decarbonization. We
00:36:55 --> 00:36:59: don't touch on embodied carbon here, but it is certainly
00:36:59 --> 00:37:02: something we think about. But like I said, you know
00:37:02 --> 00:37:06: for energy efficiency we're using energy management, we're doing.
00:37:06 --> 00:37:10: Audits and retro commissioning and then we're also using construction
00:37:10 --> 00:37:14: standards and green Leasing as part of our tenant construction.
00:37:15 --> 00:37:18: Uh, let's see. Well, I've got some advice and just
00:37:18 --> 00:37:21: to kind of kick off the discussion so you can
00:37:21 --> 00:37:23: go to the the next slide.
00:37:27 --> 00:37:27: Sorry, one more.
00:37:29 --> 00:37:32: So I was thinking a little bit just to kind
00:37:32 --> 00:37:34: of get us going. You know, I think one of
00:37:34 --> 00:37:38: the most important things is to start this work during
00:37:38 --> 00:37:41: due diligence. That was certainly the case with Levis. We
00:37:41 --> 00:37:44: knew we were going to be updating our HVAC and
00:37:44 --> 00:37:47: essentially we were able to do a natural gas boiler
00:37:47 --> 00:37:51: to electric heat pump conversion that never would have been
00:37:51 --> 00:37:54: possible if it were an afterthought. So start early, find
00:37:54 --> 00:37:57: your people right, make friends. I think you all is
00:37:57 --> 00:38:00: a great example of that. We collaborate a ton.
00:38:00 --> 00:38:04: Both internally and externally, especially if this isn't your full
00:38:04 --> 00:38:07: time job, you don't have a full team. There's so
00:38:07 --> 00:38:11: many free resources available and I would encourage you to
00:38:11 --> 00:38:12: use those.
00:38:13 --> 00:38:16: Again, data, you've got to manage it. Energy Star is
00:38:16 --> 00:38:19: a free tool. It's, you know, really good, and in
00:38:19 --> 00:38:22: my opinion, it only gets better. So I would, you
00:38:22 --> 00:38:27: know, if you're not benchmarking already, you know, that should
00:38:27 --> 00:38:30: really be step one. And I would find alignment, you
00:38:30 --> 00:38:34: know, I would use those investor questionnaires, those DQ's, use
00:38:34 --> 00:38:37: all of the local standards to kind of figure out
00:38:37 --> 00:38:41: where your buildings should be prioritized, you know, even in
00:38:42 --> 00:38:43: times of economic stress.
00:38:44 --> 00:38:47: I find that our teams really respond well to potential
00:38:47 --> 00:38:51: fines. That's nothing that anybody wants, right? And so it
00:38:51 --> 00:38:55: can help prioritize when things might seem a little bit

00:38:55 --> 00:38:56:	murky.
00:38:57 --> 00:39:00:	One of the big things that I've noticed lately is
00:39:00 --> 00:39:04:	that there is somewhat of a disconnect between ESG reporting
00:39:04 --> 00:39:07:	and financial performance. And what I mean by that is,
00:39:07 --> 00:39:10:	you know, when I report to Gretz, no one's asking
00:39:10 --> 00:39:12:	me about my utility spend or how much my tenants
00:39:13 --> 00:39:16:	are spending on energy. And so for example, we automated
00:39:16 --> 00:39:19:	all of our landlord paid utility bills. So we have
00:39:19 --> 00:39:22:	a standalone portal through Schneider Electric where we can see
00:39:23 --> 00:39:25:	that. And I think, you know, I make sure that
00:39:25 --> 00:39:28:	whenever I'm doing anything for reporting.
00:39:28 --> 00:39:32:	We're also kind of integrating it into our operations. I
00:39:32 --> 00:39:35:	talked about technology, oops, sorry, I have a.
00:39:36 --> 00:39:39:	I have a typo there, but really this kind of
00:39:39 --> 00:39:43:	low carbon transition it's, it's going to be tech enabled
00:39:43 --> 00:39:46:	and so I would start to get comfortable with it.
00:39:46 --> 00:39:50:	You know it impacts all departments from your compliance and
00:39:50 --> 00:39:53:	security like data privacy person to your IT team to
00:39:53 --> 00:39:56:	your legal team. So I would, you know, start to
00:39:57 --> 00:40:01:	get more comfortable with that. Today especially there's a ton
00:40:01 --> 00:40:06:	of alternative financing whether it's performance contracting or commercial.
00:40:06 --> 00:40:09:	Space, I think this is only going to get more
00:40:09 --> 00:40:13:	attention in the coming months. If you're getting pushback, talk
00:40:13 --> 00:40:17:	about what your peers are doing. You know, I oftentimes
00:40:17 --> 00:40:20:	will come up against the challenge and say, well, you
00:40:20 --> 00:40:23:	know, so and so is doing it and you can
00:40:23 --> 00:40:26:	find out how they're doing it or sometimes just, you
00:40:26 --> 00:40:30:	know, showing that that it's happening with your competitors is
00:40:30 --> 00:40:35:	helpful. You know, celebrate everything, share it widely. That's great.
00:40:35 --> 00:40:36:	Definitely start.
00:40:36 --> 00:40:39:	With the, with the win, you know, one of my
00:40:39 --> 00:40:41:	peers was asked one time, you know, what do you
00:40:41 --> 00:40:44:	do when you like face resistance or you have someone
00:40:44 --> 00:40:47:	that's not supporting you and she's like ignore them. Duh.
00:40:47 --> 00:40:51:	And I I wouldn't, you know, I wouldn't suggest ignoring
00:40:51 --> 00:40:54:	your colleagues. But on the other hand, you know, start

00:40:54 --> 00:40:57: where you've got a good relationship so that you can,
00:40:57 --> 00:40:59: you know, have some wins. And I would just say
00:40:59 --> 00:41:02: like, you know, stay resilient, that you know, not every
00:41:03 --> 00:41:05: project is going to work out. You feel like you
00:41:05 --> 00:41:06: spin your wheels.
00:41:06 --> 00:41:09: Sometimes, but I find that all of them are are
00:41:09 --> 00:41:10: learning opportunities.
00:41:12 --> 00:41:14: And you know, like I said, there's a there's a
00:41:14 --> 00:41:16: lot to to be gained, a lot of NOI to
00:41:16 --> 00:41:19: be captured and I think you just have to kind
00:41:19 --> 00:41:21: of get creative to do it. So I'm excited for
00:41:21 --> 00:41:24: the discussion. Carol, I'll hand it back over to you,
00:41:24 --> 00:41:27: but I think we're going to take some questions first,
00:41:27 --> 00:41:27: right?
00:41:28 --> 00:41:31: Yes, I thank you, Becca. That was great. And I
00:41:31 --> 00:41:34: have to say we might pull your line that zero
00:41:34 --> 00:41:38: is easy for the tagline for the series. So appreciate
00:41:38 --> 00:41:38: that.
00:41:40 --> 00:41:43: I just meant it's easy because it's absolute. I I
00:41:43 --> 00:41:43: didn't.
00:41:43 --> 00:41:44: Mean it was easy.
00:41:46 --> 00:41:48: Right. Well, we'll help make it easy and that's the
00:41:48 --> 00:41:51: intention. So I really love that. And then I wanted
00:41:51 --> 00:41:54: to mention before we jump into Q&A from the folks
00:41:54 --> 00:41:57: on the call that it's really great to see how,
00:41:57 --> 00:42:00: you know, Jamestown strategy evolved. I like how you mentioned
00:42:00 --> 00:42:04: how your innovation group and your sustainability group merged and
00:42:04 --> 00:42:07: that you know also coupled with the low hanging fruit
00:42:07 --> 00:42:10: comment where yeah, you're still going to be changing light
00:42:10 --> 00:42:13: bulbs because technology is always going to be on the
00:42:13 --> 00:42:15: up and up and you have to be ahead of
00:42:15 --> 00:42:16: that with your.
00:42:16 --> 00:42:20: Innovation team and your sustainability team because they are so
00:42:20 --> 00:42:24: linked, so really appreciated hearing that. But I do want
00:42:24 --> 00:42:27: to open it up to Q&A from the group directly
00:42:27 --> 00:42:31: to Becca before we go into some small breakout rooms.
00:42:31 --> 00:42:35: If anyone on the meeting wants to unmute yourself or
00:42:35 --> 00:42:38: raise your hand, we can jump into some Q&A.
00:42:41 --> 00:42:44: You can put your your question in the chat or
00:42:44 --> 00:42:48: you can unmute yourself, and if not then we'll jump

00:42:48 --> 00:42:49: into some breakout rooms.
00:42:55 --> 00:42:58: Hey Becca, this is Ross bogus. I also live in
00:42:59 --> 00:43:02: Atlanta. I was curious, was it the financiers that were
00:43:03 --> 00:43:03: pushing?
00:43:04 --> 00:43:06: The most or what? What was the?
00:43:08 --> 00:43:11: Where where are you all seeing the most value? Is
00:43:11 --> 00:43:14: that the utility bills are truly lower or access to
00:43:14 --> 00:43:18: different capital sources? Or what are those drivers for you
00:43:18 --> 00:43:18: all?
00:43:20 --> 00:43:23: I would say it's really all of the above not
00:43:23 --> 00:43:26: to give you a vague answer and I think it's
00:43:26 --> 00:43:29: evolving, right. Like at this point, you know I'd say
00:43:29 --> 00:43:32: 10 years ago we were getting you know questions from
00:43:32 --> 00:43:36: investors that were more exploratory. I think now investors are
00:43:36 --> 00:43:39: are a lot more sophisticated in terms of you know
00:43:40 --> 00:43:43: their expectations and how they kind of measure. Like I
00:43:43 --> 00:43:47: said there is a disconnect between in my opinion financial
00:43:47 --> 00:43:49: performance and ESG performance and so.
00:43:50 --> 00:43:54: For example, you know most real estate companies are probably
00:43:54 --> 00:43:58: not doing integrated ESG reporting along with their financial reporting.
00:43:58 --> 00:44:02: So it really started with our investors, but now our
00:44:02 --> 00:44:05: lenders are also asking questions. Certainly when we have you
00:44:06 --> 00:44:10: know joint ventures, they're asking questions. What's also kind of
00:44:10 --> 00:44:13: an interesting is we have some deals that might not
00:44:13 --> 00:44:16: be an hour open-ended fund where we do a little
00:44:16 --> 00:44:19: bit more reporting, but it might be in our partners
00:44:19 --> 00:44:20: open-ended fund.
00:44:20 --> 00:44:23: And so one of the things that's kind of served
00:44:23 --> 00:44:26: me the best is it used to be kind of
00:44:26 --> 00:44:29: easy to ignore assets, right, like a High Street retail
00:44:29 --> 00:44:33: asset that's totally triple net or a grocery anchored retail
00:44:33 --> 00:44:37: center. You know we didn't start with those, we started
00:44:37 --> 00:44:41: with our office, then our office mixed-use, then residential, but
00:44:41 --> 00:44:44: it's right now it's like I I really do the
00:44:44 --> 00:44:47: same thing for all of our buildings. I saw that
00:44:47 --> 00:44:50: there was a question about ROI from from Marta.
00:44:51 --> 00:44:54: There's no like hard and fast rule. You know we're

00:44:55 --> 00:44:59: always considering things like where the building is and lease
00:44:59 --> 00:45:01: up you know do we have a disposition on the
00:45:02 --> 00:45:05: table. So we kind of weigh a variety of factors.
00:45:05 --> 00:45:08: You know I love used to love anything with the
00:45:08 --> 00:45:12: payback under three years this month. You know I'm really
00:45:12 --> 00:45:15: looking at things that cost me nothing today frankly. And
00:45:16 --> 00:45:18: so I hope that answers your, your question.
00:45:19 --> 00:45:20: Yeah, totally. Thank.
00:45:24 --> 00:45:26: All right. Kara, can you help me? They're coming in
00:45:26 --> 00:45:27: kind of fast and I'm doing a bad job of.
00:45:28 --> 00:45:31: Absolutely. So we have a question from Brittany Ryan, is
00:45:31 --> 00:45:36: Jamestown underwriting costs to decarbonize on new acquisitions? What about
00:45:36 --> 00:45:40: underwriting the value gain loss associated with the green premium
00:45:40 --> 00:45:41: or brown discount?
00:45:42 --> 00:45:45: Yeah, that's a great question. I used to get asked
00:45:45 --> 00:45:48: a ton and it was like I did all this
00:45:48 --> 00:45:51: research on you know what is the premium to be
00:45:51 --> 00:45:54: green, what is the extra cost. You know at this
00:45:54 --> 00:45:57: point I think the non green discount is much more
00:45:57 --> 00:46:00: important. I mean I think it depends what market you're
00:46:00 --> 00:46:03: in. For example I mean if you're in Kansas City
00:46:03 --> 00:46:07: versus San Francisco, you know kind of your comps are
00:46:07 --> 00:46:10: going to be different, but yes, we have a pretty
00:46:10 --> 00:46:12: robust due diligence acquisitions.
00:46:12 --> 00:46:16: Process, we often engage third parties kind of specifically on
00:46:16 --> 00:46:19: ESG so that we can not only get new capital
00:46:19 --> 00:46:22: projects identified, but even in the case of Levi's Plaza
00:46:22 --> 00:46:25: for example, we were able to say like OK, we
00:46:25 --> 00:46:28: have some really big HVAC work, you know, how can
00:46:28 --> 00:46:31: we use this to pursue a fully electric campus, for
00:46:31 --> 00:46:35: example. You know, I think there's obviously a little bit
00:46:35 --> 00:46:38: more of a premium the less integrated you are, but
00:46:38 --> 00:46:42: I think that's where the creativity comes in. I mean,
00:46:42 --> 00:46:42: I always.
00:46:42 --> 00:46:45: I joke with my asset managers. I'm like, look, we
00:46:45 --> 00:46:48: do financial gymnastics all the time. We take risks on
00:46:48 --> 00:46:52: tenants all the time. And I think psychologically there's like
00:46:52 --> 00:46:55: something about an energy efficiency project where you feel this,
00:46:55 --> 00:46:58: like, strong urge to to make it pencil. But I
00:46:58 --> 00:47:01: think it's important to take a step back, right? Like,

00:47:01 --> 00:47:04: what's it going to be like to lease the building
00:47:04 --> 00:47:07: in San Francisco that has higher utility bills or isn't
00:47:07 --> 00:47:10: certified when all of your competitors are? So I don't
00:47:10 --> 00:47:12: just try to dodge the question, but I try to.
00:47:12 --> 00:47:15: Kind of reframe it a little bit just to reflect
00:47:15 --> 00:47:16: like what we're seeing in the market.
00:47:18 --> 00:47:19: All right, Paul's question next, Cara?
00:47:21 --> 00:47:24: I was going to call on Alistair, who's raised his
00:47:24 --> 00:47:24: hand.
00:47:25 --> 00:47:25: Hi.
00:47:25 --> 00:47:28: Perfect. Firstly, I wanted to apologize for being one of
00:47:28 --> 00:47:31: those people that was unmuted. For a second there, I
00:47:31 --> 00:47:34: assumed we were on mute by default. So sorry.
00:47:34 --> 00:47:35: It happened.
00:47:35 --> 00:47:39: Your presentation. I work with Bentyl greenodd by the way
00:47:39 --> 00:47:41: and my questions about.
00:47:42 --> 00:47:47: The ESA evaluating E SG within your acquisitions due diligence
00:47:47 --> 00:47:51: and I wondered if you could elaborate a little bit
00:47:51 --> 00:47:56: more on what your process looks like, particularly whether you
00:47:56 --> 00:48:01: rely on certain third party consultants to specifically evaluate?
00:48:03 --> 00:48:08: Sort of the opportunities for energy efficiency upgrades within potential
00:48:08 --> 00:48:14: acquisitions and whether seller sellers are providing meaningful data to
00:48:14 --> 00:48:17: help you in that evaluation? Thank you.
00:48:19 --> 00:48:21: Yeah, it's a great question. I love when we buy
00:48:21 --> 00:48:25: from another institutional owner just because they likely have an
00:48:25 --> 00:48:27: account set up. If I'm really lucky, I know their
00:48:27 --> 00:48:30: SG person and I can kind of do some friendly
00:48:30 --> 00:48:33: reconnaissance. You know, really when one of the first questions
00:48:33 --> 00:48:36: we ask when we're doing our diligence is just, you
00:48:36 --> 00:48:38: know, trying to get that benchmarking data. Like I said,
00:48:39 --> 00:48:41: right now I'm working on a deal where I'm flying
00:48:41 --> 00:48:44: blind. None of the buildings are benchmarks. I don't even
00:48:44 --> 00:48:47: have utility bills yet. And it's like super overwhelming compared
00:48:48 --> 00:48:49: to where you have some way to.
00:48:49 --> 00:48:53: Kind of prioritize. It also depends on like when the
00:48:53 --> 00:48:57: building is built, right, like our approach for a building
00:48:57 --> 00:49:00: that was built in the last five years is going

00:49:00 --> 00:49:03: to be different than you know a collection of buildings
00:49:03 --> 00:49:06: built in the 90s. And so we really look at
00:49:06 --> 00:49:10: kind of the really the, the full spectrum, right. So
00:49:10 --> 00:49:13: we start with energy. We also look at plumbing and
00:49:13 --> 00:49:16: and how we do that kind of depends on our
00:49:16 --> 00:49:19: diligence. You know what consultants we have on it.
00:49:20 --> 00:49:23: There's times when we wrote kind of ESG scope into
00:49:23 --> 00:49:28: the PCA consultant scope. Sometimes that works. Sometimes on larger
00:49:28 --> 00:49:31: projects the timing doesn't work out or kind of the
00:49:32 --> 00:49:35: resources needed don't really match up. So we'll hire a
00:49:35 --> 00:49:39: kind of more of a sustainability consulting firm to look
00:49:39 --> 00:49:44: into it. And then more recently there's even specialized firms,
00:49:44 --> 00:49:47: you know, air up and others that you can bring
00:49:47 --> 00:49:50: in to look at resilience factors, so.
00:49:50 --> 00:49:54: You know whether it's physical climate risk or even transition
00:49:54 --> 00:49:57: risk meaning you know how is your property going to
00:49:57 --> 00:50:00: perform and kind of a low carbon transition we we
00:50:00 --> 00:50:04: try to incorporate everything but you know it's it's really
00:50:04 --> 00:50:07: not the same deal to deal. So we have a
00:50:07 --> 00:50:10: checklist that we use we make sure we hit the
00:50:10 --> 00:50:14: same topics but like I said sometimes that's integrated into
00:50:14 --> 00:50:18: the PCA scope sometimes it's a standalone apport report. But
00:50:18 --> 00:50:21: all of that work really serves to serve as like
00:50:21 --> 00:50:22: the.
00:50:22 --> 00:50:25: Asset sustainability plan, once the the property is acquired, I
00:50:25 --> 00:50:28: find that the more I can do during diligence the
00:50:28 --> 00:50:31: better just because you know then you go into the
00:50:31 --> 00:50:34: onboarding phase and and sometimes you can be like you
00:50:34 --> 00:50:38: know six months out post acquisition before you're really able
00:50:38 --> 00:50:40: to dig in. So I I just find the the
00:50:40 --> 00:50:43: earlier the better and it's a little bit like you
00:50:43 --> 00:50:46: know trial and error right. Like what does my team
00:50:46 --> 00:50:48: like what worked well in the last deal? Do we
00:50:49 --> 00:50:50: want to do it this way again?
00:50:52 --> 00:50:53: So that's just kind of how we've approached it.
00:50:55 --> 00:50:55: Thank you.
00:50:59 --> 00:51:01: OK. And then we're going to do a couple more
00:51:01 --> 00:51:04: questions before we go into the the breakout rooms and
00:51:04 --> 00:51:07: and get to know each other a little bit more.
00:51:07 --> 00:51:10: I'm going to go to Paul Rabinowitch. Question, question on

00:51:10 --> 00:51:13: are you utilizing or planning to utilize the Inflation Reduction
00:51:13 --> 00:51:15: Act credits or other benefits?
00:51:17 --> 00:51:20: So my answer to this is going to be a
00:51:20 --> 00:51:23: little bit specific to us and like our fund structure,
00:51:23 --> 00:51:26: we have a number of what we call our German
00:51:26 --> 00:51:30: retail funds. So I think it's something like 30,000 German
00:51:30 --> 00:51:34: investors that we do tax returns for every year. And
00:51:34 --> 00:51:38: essentially, you know, while I think the inflation Reduction Act
00:51:38 --> 00:51:42: is great in terms of, you know, unlocking incentives for
00:51:42 --> 00:51:45: some of these projects, we found that for example 179
00:51:45 --> 00:51:48: D is not very beneficial to us.
00:51:48 --> 00:51:51: It's essentially very little juice for a lot of squeeze
00:51:52 --> 00:51:54: is the best way that I could put it. So
00:51:54 --> 00:51:58: you know once these benefits are kind of shared amongst
00:51:58 --> 00:52:02: our investors it could actually increase the tax liability for
00:52:02 --> 00:52:05: for some of our partners. But again you know I
00:52:05 --> 00:52:08: I really think it depends on your fund structure. I
00:52:08 --> 00:52:12: think there's some really we've seen some cost come down
00:52:12 --> 00:52:16: for example on some of our solar projects there's some
00:52:16 --> 00:52:18: prevailing wage things that.
00:52:18 --> 00:52:21: That could negate that. But in general that is something
00:52:21 --> 00:52:25: that we've seen in practice. I expect something similar on
00:52:25 --> 00:52:28: EV. So I think we'll see benefits trickle down in
00:52:28 --> 00:52:32: other ways. And then certainly like I think what's happening
00:52:32 --> 00:52:35: with kind of the smart glass and kind of windows
00:52:35 --> 00:52:39: is another real opportunity. I think the Inflation Reduction Act
00:52:39 --> 00:52:42: will probably Dr. adoption of that technology and and kind
00:52:42 --> 00:52:45: of reduce the risk that owners have been a little
00:52:45 --> 00:52:47: wary of in the past.
00:52:49 --> 00:52:53: Great, agree. And then our our last question here, I'm
00:52:53 --> 00:52:56: going to go back to Brittany, is Jamestown using an
00:52:56 --> 00:52:59: EUI or energy use intensity standard for buildings to meet
00:53:00 --> 00:53:02: a level of energy efficiency first?
00:53:03 --> 00:53:06: Yeah. So we have a number of ways that that
00:53:06 --> 00:53:08: we look at it. The other thing that I I
00:53:08 --> 00:53:11: failed to mention a little bit and in some ways
00:53:11 --> 00:53:14: this is a little bit more tied to carbon. But
00:53:14 --> 00:53:17: you know whether it's the UI net zero goal or
00:53:17 --> 00:53:20: science based targets which were signed on to using the
00:53:20 --> 00:53:24: small medium enterprise pathway or our own goals. Think it
00:53:24 --> 00:53:26: can be very nuanced in terms of you know are
00:53:26 --> 00:53:30: you covering scope 1/2 and three emissions or just scope

00:53:30 --> 00:53:33: one and two. What is your baseline year are you
00:53:33 --> 00:53:33: looking at?
00:53:34 --> 00:53:37: Like for like performance or UI, we we do utilize
00:53:37 --> 00:53:41: UI, we use ULI GREENPRINT for example to compare our
00:53:41 --> 00:53:45: buildings like by geography and use type. We also are
00:53:45 --> 00:53:48: a a better buildings partner and so right now we're
00:53:48 --> 00:53:52: kind of in the thick of collecting our our data
00:53:52 --> 00:53:55: and getting it processed and assured for 2022. But once
00:53:56 --> 00:53:59: that that data is kind of baked, we look at
00:53:59 --> 00:54:02: it from a variety of of different ways we also
00:54:02 --> 00:54:04: through our utility bill.
00:54:04 --> 00:54:07: Management software, we look at kind of like dollar per
00:54:07 --> 00:54:11: square foot, dollar per occupant, kind of other metrics just
00:54:11 --> 00:54:14: because it can be a little bit of a complicated
00:54:14 --> 00:54:18: story to tell depending on what type of asset you're
00:54:18 --> 00:54:19: you're working with.
00:54:22 --> 00:54:25: And I'll also say that I use a third party
00:54:25 --> 00:54:29: energy engineer that supports our whole portfolio for benchmarking and
00:54:29 --> 00:54:32: data collection. Look, I know a lot, I'm a certified
00:54:32 --> 00:54:35: energy manager, I get pretty deep in this stuff. But
00:54:35 --> 00:54:39: I found that having, you know, one firm, one individual
00:54:39 --> 00:54:42: that's really supports all of our assets has really helped
00:54:42 --> 00:54:46: the consistency. You know, ten years ago we had property
00:54:46 --> 00:54:50: managers entering utility bills, we had data entry errors, it
00:54:50 --> 00:54:52: was hard to maintain consistency.
00:54:53 --> 00:54:55: So that's been really helpful as well.
00:54:59 --> 00:55:01: It's been great. Yeah, go ahead.
00:55:01 --> 00:55:04: Can I answer that last question about Rex? You'll find
00:55:04 --> 00:55:07: a lot of different, you'll find a lot of different
00:55:07 --> 00:55:10: opinions on Rex and offsets. You know we utilize them
00:55:10 --> 00:55:12: when there's a reason to. So if I've got a
00:55:13 --> 00:55:17: building that's really struggling for whatever reason, you know that's
00:55:17 --> 00:55:20: a building that I'll consider for rexer offsets. A lot
00:55:20 --> 00:55:23: of times when we do utility supply contracts or when
00:55:23 --> 00:55:26: there is a program available through the utility, we'll do
00:55:26 --> 00:55:28: 100% wind rec add-on or we'll.
00:55:28 --> 00:55:32: You know, participate in the green Power program, I think
00:55:32 --> 00:55:36: you know and I'd say 2024-2025, you know, that's when
00:55:36 --> 00:55:40: we'll start more seriously considering offsets like as a practice.
00:55:40 --> 00:55:44: So for properties with an EI higher than, you know,

00:55:44 --> 00:55:47: the median, maybe that's where we'll do it. One of
00:55:47 --> 00:55:51: the unique things about Jamestown is that we also own
00:55:51 --> 00:55:55: timberlands. So we're in the process of getting our first
00:55:55 --> 00:55:59: offsets actually on the market and I throw that out
00:55:59 --> 00:55:59: there.
00:55:59 --> 00:56:02: Just because it's a great example where we've kind of
00:56:02 --> 00:56:05: tapped into something that's kind of unique to Jamestown. And
00:56:05 --> 00:56:08: I'll just kind of close by saying like gone are
00:56:08 --> 00:56:10: the days where you know, hat it's like unique or
00:56:11 --> 00:56:14: special to have to be focused on sustainability, right? Like,
00:56:14 --> 00:56:16: you're a loser if you're not. You know, I really
00:56:16 --> 00:56:20: don't know how you're doing business if you're not doing
00:56:20 --> 00:56:23: something right because like I said, it's very highly regulated.
00:56:23 --> 00:56:25: But I still think there is a ton of room
00:56:25 --> 00:56:29: for creativity and market differentiation. And for us it's like,
00:56:29 --> 00:56:29: you know.
00:56:29 --> 00:56:32: We're building a, a building out of mass timber that's
00:56:32 --> 00:56:36: partially sourced from our own forest, right. And then we're
00:56:36 --> 00:56:39: taking those forest and trying to you know, get those
00:56:39 --> 00:56:41: offsets on the market. And you know that's a lot
00:56:42 --> 00:56:45: more interesting to my C-Suite than, you know, I'm just
00:56:45 --> 00:56:47: going to write a check and you know, offset our
00:56:47 --> 00:56:50: missions. So I I think what's most important there is
00:56:50 --> 00:56:54: just transparency and kind of being authentic about like what
00:56:54 --> 00:56:57: you're doing and why and what you're not doing and
00:56:57 --> 00:56:58: why I think that's important too.
00:57:00 --> 00:57:03: Thank you, Becca. I think that's great to close out
00:57:03 --> 00:57:06: and pull us into our our breakout rooms. I have
00:57:06 --> 00:57:08: to say that I just hopped on this webinar from
00:57:08 --> 00:57:11: another webinar where we were talking about in in sort
00:57:11 --> 00:57:14: of our our market first you get comfortable and then
00:57:14 --> 00:57:17: you get creative, right. So we're at that point now
00:57:17 --> 00:57:19: where we do have to go above and beyond to
00:57:19 --> 00:57:22: be the innovators and the movers. And I wanted to
00:57:22 --> 00:57:25: also mention this is just that first step, that First
00:57:25 --> 00:57:28: circle in in the journey to net zero. So we
00:57:28 --> 00:57:30: will have other exchange series about racks.
00:57:30 --> 00:57:34: Offsets and electrification, so great questions. We will address some
00:57:34 --> 00:57:37: of those on our later our later series events, but
00:57:37 --> 00:57:41: fantastic overview, Becca, I really appreciate it. Right now we

00:57:41 --> 00:57:43:	are going to try something a little bit new for
00:57:43 --> 00:57:46:	this series. We are going to break out out into
00:57:46 --> 00:57:50:	breakout rooms. The questions are listed up here. This screen
00:57:50 --> 00:57:53:	will go away when you go into your breakout room.
00:57:53 --> 00:57:55:	So I'll put it in the chat to everyone. The
00:57:55 --> 00:57:58:	groups will be about five or six people. I want
00:57:58 --> 00:58:01:	you to all introduce yourselves your experience.
00:58:01 --> 00:58:04:	With net zero in terms of current projects, current programs,
00:58:04 --> 00:58:08:	we could have a variety of different professionals on the
00:58:08 --> 00:58:11:	call ranging from from studios to C-Suite. So would really
00:58:11 --> 00:58:14:	like folks of of different levels of expertise to meet
00:58:14 --> 00:58:17:	and get to learn from each other. And then jumping
00:58:17 --> 00:58:21:	into some conversation about how you are currently tracking your
00:58:21 --> 00:58:24:	your energy data, what are some of your successful methods
00:58:24 --> 00:58:28:	of incorporating energy efficiency measures or metrics. And the last
00:58:28 --> 00:58:31:	question if you all are still chatting is.
00:58:31 --> 00:58:34:	Are you familiar with your local net zero energy or
00:58:34 --> 00:58:38:	carbon building code reporting requirements? And then we'll we'll answer
00:58:38 --> 00:58:41:	that before we jump into another breakout session. Hopefully this
00:58:41 --> 00:58:44:	works well. Ben is going to go ahead and press
00:58:44 --> 00:58:46:	the button now to put people into breakout rooms, so
00:58:47 --> 00:58:49:	please accept the breakout room you go into and enjoy
00:58:49 --> 00:58:51:	getting to know each other.
00:58:52 --> 00:58:55:	Rage about energy topics.
00:58:57 --> 00:59:00:	I was getting taunted about the nice weather in the
00:59:00 --> 00:59:02:	US when we're under snow squaw warnings in Toronto, so
00:59:02 --> 00:59:04:	I was OK to end at that time.
00:59:06 --> 00:59:09:	One thing I'll say to finish that thought Brittany is
00:59:09 --> 00:59:12:	that we've started outsourcing some of our like acquisitions due
00:59:12 --> 00:59:15:	diligence work. Just kind of to your point like it's
00:59:15 --> 00:59:17:	a lot to to really kind of get in there
00:59:17 --> 00:59:20:	and and dive deep. But we're we're integrating like we're
00:59:20 --> 00:59:23:	asking them to kind of help formulate like a net
00:59:23 --> 00:59:25:	zero road map as part of that report. I think
00:59:25 --> 00:59:27:	that's where maybe you were going with.
00:59:27 --> 00:59:31:	That, yeah, yeah. And that was exactly like we've we've
00:59:31 --> 00:59:35:	contracted someone to help us build out what that net.

00:59:35 --> 00:59:38: 0 scoping plan would look like. So we're hoping to
00:59:38 --> 00:59:41: really get that in the way we want to get
00:59:41 --> 00:59:44: it in the next couple of months. And then that
00:59:44 --> 00:59:48: would just now get embedded in the due diligence, ESG,
00:59:48 --> 00:59:52: due diligence checklist and scope that we. And that goes
00:59:52 --> 00:59:55: back to what I was saying like we define the
00:59:55 --> 00:59:58: scope now go do it. So ideally that provider helps
00:59:58 --> 01:00:01: build that assets plan rough more or less and then
01:00:01 --> 01:00:04: that gets put into the D checklist and the asset
01:00:05 --> 01:00:05: team say, OK.
01:00:05 --> 01:00:08: So we have this, do we have this, do we
01:00:08 --> 01:00:11: have that, whatever. But I think it and especially what
01:00:11 --> 01:00:15: you're talking before Becca, it's going to be a mix
01:00:15 --> 01:00:18: like some things can be maybe just put into the
01:00:18 --> 01:00:22: PCA scope especially with different PCA providers now having climate
01:00:22 --> 01:00:26: and resilience etcetera service offerings. So some of these pieces
01:00:26 --> 01:00:29: will put that list together. So some of it can
01:00:29 --> 01:00:32: come from the PCA, some of it comes from an
01:00:32 --> 01:00:34: added scope of the PCA, some of it maybe the
01:00:34 --> 01:00:36: on site engineer.
01:00:36 --> 01:00:38: Answer some of it. You're just going to have to
01:00:38 --> 01:00:40: maybe get a third party to now do a deeper
01:00:40 --> 01:00:43: dive, you know, on site audit or whatever. Like, and
01:00:43 --> 01:00:45: I think that's kind of what you're saying too, Becca.
01:00:45 --> 01:00:48: Like it's a mishmash of where you're getting it, getting
01:00:48 --> 01:00:50: it. But here's the list of what we need so.
01:00:50 --> 01:00:53: Yeah. And it's funny because it's like I hate to
01:00:53 --> 01:00:55: give those types of answers and you know, for the
01:00:55 --> 01:00:58: benefit of the broader group, one of the things that
01:00:58 --> 01:01:00: Brittany and I were talking about was just like the
01:01:01 --> 01:01:03: scale of like her $150 billion portfolio versus my $13
01:01:03 --> 01:01:06: billion portfolio and you know, whether it's.
01:01:06 --> 01:01:09: Portfolio size, team size, deal size. Like there's a lot
01:01:09 --> 01:01:12: of different dynamics to consider and you know what works
01:01:12 --> 01:01:14: for me or what works for Brittany might not be
01:01:14 --> 01:01:17: applicable to to your firm, but you got to just
01:01:17 --> 01:01:18: kind of try things.
01:01:20 --> 01:01:21: Which is always interesting.
01:01:21 --> 01:01:24: No, and this is this conversation is what what the
01:01:24 --> 01:01:26: intention of this series is meant to be. So I

01:01:26 --> 01:01:28: think and feel free to send us feedback on if
01:01:28 --> 01:01:31: the breakout rooms worked. I got some feedback that the
01:01:31 --> 01:01:34: questions weren't coming through, but I could tell that folks
01:01:34 --> 01:01:37: were chatting because I could see the microphones like hopping
01:01:37 --> 01:01:40: and being active between participants. So I know you all
01:01:40 --> 01:01:43: were chatting, hopefully you were chatting, getting to know each
01:01:43 --> 01:01:46: other and and learning about you know, where what your
01:01:46 --> 01:01:49: current projects are, what some successes have been, and if
01:01:49 --> 01:01:51: everyone is OK with it, we're going to go into
01:01:51 --> 01:01:52: another.
01:01:52 --> 01:01:55: Breakout room. But if then if you flip through the
01:01:55 --> 01:01:57: next slide and keep going, keep going all the way
01:01:57 --> 01:02:00: to the end there. We want to spend too much
01:02:00 --> 01:02:03: time lecturing here. I just wanted to to know, you
01:02:03 --> 01:02:05: know, it is there are a lot of local climate
01:02:05 --> 01:02:09: policies and that are accelerating building decarbonization. If you all
01:02:09 --> 01:02:12: didn't get a chance to chat about this in your
01:02:12 --> 01:02:15: breakout room, we will be sharing these webinar slides afterwards
01:02:15 --> 01:02:17: and if you move on Ben to the next slide.
01:02:18 --> 01:02:22: And also we do have REI global green policy dashboard,
01:02:22 --> 01:02:26: so this is a quick reference guide allowing practitioners to
01:02:26 --> 01:02:30: filter by specific location. We don't have every single location
01:02:30 --> 01:02:33: in there yet, but you see a summary of key
01:02:33 --> 01:02:39: requirements related to building certifications requirements, carbon emission, embodied carbon
01:02:40 --> 01:02:42: and all the other net 0 topics.
01:02:42 --> 01:02:44: But with that, I did want to go into our
01:02:44 --> 01:02:47: next breakout room if we flip to the next slide.
01:02:47 --> 01:02:51: And again, these are flexible questions. They're really just conversation
01:02:51 --> 01:02:53: starters. But if I want, I want you to introduce
01:02:53 --> 01:02:56: yourselves briefly to the folks on on your new breakout
01:02:56 --> 01:02:58: group and then talk about any obstacles. So what are
01:02:58 --> 01:03:01: the technical obstacles that you found to achieving net zero
01:03:02 --> 01:03:04: on a building or a project? And what support do
01:03:04 --> 01:03:06: you need and what are those things that you need
01:03:06 --> 01:03:09: from the industry? What kind of signals do you need
01:03:09 --> 01:03:12: from the industry? What kind of information or research do
01:03:12 --> 01:03:12: you need?

01:03:12 --> 01:03:16: In the industry and focus that that conversation on around
01:03:16 --> 01:03:18: obstacles and gaps and see if anyone on your your
01:03:18 --> 01:03:21: breakout room has any solutions that will be useful.
01:03:23 --> 01:03:24: So Ben, if you wanna.
01:03:25 --> 01:03:28: Put people in their new breakout room. That'd be great.
01:03:37 --> 01:03:40: Alright, I think everyone's back if you commute yourselves.
01:03:41 --> 01:03:42: That'd be great.
01:03:42 --> 01:03:44: And let's go. This is so cool.
01:03:47 --> 01:03:49: I'm glad you all are enjoying the the net zero
01:03:49 --> 01:03:53: exchange and are having some meaningful conversations. I am going
01:03:53 --> 01:03:55: to quickly note the time that we have 5 minutes
01:03:55 --> 01:03:59: left. I'm so glad that everyone's been having great conversation
01:03:59 --> 01:04:01: and wants to keep it going. Does anyone want to
01:04:02 --> 01:04:05: share from their second second breakout group about in particular
01:04:05 --> 01:04:08: any obstacles you're facing or any gaps in the industry
01:04:08 --> 01:04:11: that you're looking to fill with information from you, Ali,
01:04:11 --> 01:04:15: your stakeholders internally, externally, I'm looking to see you know,
01:04:15 --> 01:04:17: what you all chatted about and what what.
01:04:18 --> 01:04:19: Advice you have or what you're looking for.
01:04:28 --> 01:04:31: And you can raise your hand or you can unmute
01:04:31 --> 01:04:32: yourself and jump in.
01:04:33 --> 01:04:36: Well, I was going to say training, I'm very new
01:04:36 --> 01:04:40: in this, you know, aspect of energy efficiency and that's
01:04:40 --> 01:04:42: zero and you know, just having.
01:04:43 --> 01:04:46: You know, this mean today definitely helped me. Like I
01:04:46 --> 01:04:50: said, I wasn't considering, you know, tracking and you know,
01:04:50 --> 01:04:52: just collecting as much data.
01:04:54 --> 01:04:57: So we're actually working on a a multifamily in Memphis,
01:04:57 --> 01:05:00: TN and you know we're we're pretty much trying to
01:05:00 --> 01:05:04: figure out how to make this as efficient as possible
01:05:04 --> 01:05:06: and it is an older building but I think it's
01:05:06 --> 01:05:10: a perfect opportunity and our breakout room she you know
01:05:10 --> 01:05:13: just informed me about some financing. So I think if
01:05:13 --> 01:05:16: you guys just keep doing what you are doing I
01:05:16 --> 01:05:19: think you're going to definitely change the world so.
01:05:22 --> 01:05:27: Thank you, Kimberly. That's always nice to hear. Towards the
01:05:27 --> 01:05:30: end of a a webinar, you know maybe not the
01:05:30 --> 01:05:35: the intention of the webinar, but certainly the intention of

01:05:35 --> 01:05:38: the collaboration of our industry on a whole. So I
01:05:38 --> 01:05:41: I put up here on the slides just a link
01:05:41 --> 01:05:46: to our resources at uiknowledge.ui.org to find some of our
01:05:46 --> 01:05:51: our research tools, trainings, convenings and reports to to help
01:05:51 --> 01:05:52: you learn more.
01:05:52 --> 01:05:54: And then next slide please, Ben.
01:05:59 --> 01:06:01: I I have this. Perfect. Let's go back to the
01:06:01 --> 01:06:04: schedule because as we close out, feel free to send
01:06:04 --> 01:06:07: us any other questions or comments, any feedback on the
01:06:07 --> 01:06:10: setup of this series. Again, this is the first one
01:06:10 --> 01:06:12: of multiple. Our next one is set for April 20th.
01:06:12 --> 01:06:15: The registration link is there on the bottom and we'll
01:06:15 --> 01:06:18: drop it into the chat and also include it when
01:06:18 --> 01:06:21: we e-mail all the attendees for today. So please register
01:06:21 --> 01:06:23: for each event if you can and if you have
01:06:23 --> 01:06:26: any thoughts or feedbacks on how to make this better,
01:06:26 --> 01:06:28: more interactive, less interactive.
01:06:28 --> 01:06:31: Which is I don't want to hear, but hey, feedback
01:06:31 --> 01:06:34: is welcome of all all shapes and sizes and if
01:06:34 --> 01:06:37: you have any suggestions or would like to speak or
01:06:37 --> 01:06:40: present at any of the upcoming topics.
01:06:40 --> 01:06:45: Grid interactivity, electrification, or tenant alignment. We also have an
01:06:45 --> 01:06:48: in person event scheduled for our UI fall meeting in
01:06:48 --> 01:06:51: October, so keep looking for information about our fall meeting.
01:06:52 --> 01:06:55: If you're in intending to attend our fall meeting, we'd
01:06:55 --> 01:06:58: love to get together, live in a group, and discuss
01:06:58 --> 01:07:01: all of the topics. One topic in particular, we're still
01:07:01 --> 01:07:04: trying to figure out what would make sense for our
01:07:04 --> 01:07:07: in person group, but we're really excited to keep this
01:07:07 --> 01:07:10: moving forward and the intent is to collaborate and learn
01:07:10 --> 01:07:11: and.
01:07:11 --> 01:07:13: That's for us as well. So please send us any
01:07:13 --> 01:07:17: feedback, share any thoughts and and we really appreciate your
01:07:17 --> 01:07:17: time today.
01:07:20 --> 01:07:21: Thanks all.
01:07:22 --> 01:07:24: Thanks, everyone. Bye. Thank you.