

## Engineer Turned Startup CEO Emmanuel Lavoie Transcript

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*Introduction:* Welcome to Green Building Matters, the original and most popular podcast focused on the Green Building Movement. Your host is Charlie Cichetti, one of the most credentialed experts in the green building industry and one of the few to be honored as a LEED Fellow. Each week, Charlie welcomes a green building professional from around the globe to share their war stories, career advice and unique insight into how sustainability is shaping the built environment. Settle in, grab a fresh cup of coffee and get ready to find out why green building matters.

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*Charlie:* Welcome to the next episode of the Green Building Matters podcast. Every week I get an interview, an enthusiastic green building professional somewhere in the world, and today I've got Emmanuel Lavoie, while with us. He's out there in Vancouver, British Columbia. A beautiful place. I actually got to take my family earlier this year and can't wait to hear his story. It's a unique one because he's going to have this whole career in engineering and sustainability work and really broken out into entrepreneurship and some other things. I can't wait to connect the dots. Emmanuel, I'm looking forward to interviewing you today. How are you doing?

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*Emmanuel:* Good, Charlie, thank you so much for having me on your podcast.

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*Charlie:* I like to ask all of our guests, take us back. Where did you grow up and where did you go to school?

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*Emmanuel:* You may tell from my accent I'm actually French-Canadian, I grew up in Montreal, Canada, and I ended up almost by accident because my friends went there. I did engineering school at the École Polytechnique de MOYEN. I did mechanical engineering, not totally by accident, but it was a bit of a thing. I was kind of gifted in math and ended up in engineering school, and even then I started in two years I did geological engineering because I wanted to be in the great outdoors. That's how I got my start. I had this co-op program where I was doing uranium exploration and way up north British Columbia, Quebec and realized this is actually a terrible job. I like traveling but on my own terms. I promptly got back to school and switched to mechanical engineering.

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*Charlie:* You were way up there too. Canada's growing on me, man. I actually got to go to Montreal early this year, too, so I've been on both sides. Mechanical engineering, you get into that and then start connecting the dots a little bit. Was there any kind of energy efficiency or sustainability? Tell us about that time.

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*Emmanuel:* A graduate in mechanical engineering ended up moving to British Columbia and got my first job for Stantec. I was an IT engineer in training is how you start off and lucky for me again this was sort of an accident landing there and this all ties into future part of my career. I ended up finding it rapidly, I was an HVAC consultant essentially. My leader at the time did a lot of energy audit work, Eskom's Energy conservation measures, reports and studies. I found really a rapid interest in that part of what I did sizing ducts and pipes and plumbing. I had to do it, but it really wasn't where I was finding my love. To really push the envelope in terms of energy efficiency and sustainability. A friend and I found it at what we call the Okanagan Green Building Council, Okanagan the Okanagan eigenvalue of where we live in Corona. Within a year we got approached by the Cascadia Green Building Council. This is going back to like 2005 to become their

British Columbia chapter, at least their interior of the British Columbia chapter. This is how I got exposed to those fine folks at Cascadia Green Building Council. Fast forward a few years later, I was invited to join the board of the Cascadia Green Building Council, and I was there while that transition to the International Living Future Institute. I was a board member working with Jason MacLennan at the time when he created the Living Future ,Living Building Challenge. So that was a span of about eight or nine years of my career, which of course day to day I did engineering and I designed geothermal systems and massive energy efficiency projects. In terms of HVAC and building engineering, LEED buildings and so on everywhere from homes, single family homes where there wasn't, to be honest with you, there wasn't a lot of energy efficiency in the homes I did. When you're building a \$10 million home, the owner may want geothermal, but you don't feel like you're saving the planet by doing that. All the way it's kind of like two sides of the coin all the way to big schools.

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*Charlie:* Stantec is a great company. You got over to British Columbia there and then that connection with Cascadia. For those that don't know, like Emanuel said, the Living Building Challenge coming out of that chapter there. All things green buildings, LEED and even a peak towards living buildings. I love it. Did you have any early influences, any mentors along the way?

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*Emmanuel:* At that point in my career, I would definitely say Steve Woodhouse, who was my first manager at Stantec, he was the one who taught me everything. He picked me off the street. Not literally off the street, but I had no experience. My first interview asked me questions and I had zero ads for he basically said, "Okay, you clearly don't know anything, but that's okay. You're out of school. I'll teach you everything." And that was that. I also started working with an architect. It was Kevin Ryan, and he's still in business. He got a firm called Blue Green Architecture, and he

and I really had a strong affinity. I seem to naturally like to work with architects as an engineer. There seems to be sometimes this dichotomy between engineering and architecture. Have some design sensibilities and I very much like working with architects to hide the mechanical systems as much as possible. I found an interest in co-housing, which I'm sure you're familiar with. We had this idea of starting a company where we were going to because of the problem with co-housing and causing this form of sustainable building, but also just sustainable living in a way, it's kind of bridging the gap of environmental and social sustainability. Our goal was to create a real estate development company where we would be the developer of co-housing communities while still having room for the injection of the community charter, essentially the strata corporation and even designing the common house. We poured two years into that effort and quite a bit of money and we even had the City of Colonia give us a site for us to do a demonstration project and unfortunately 2008 kind of squashed those ideas. For those of you.

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*Charlie:* Everywhere and even there in Canada, too. It hit me too. I got laid off in 2008 from a very large real estate developer that was an early adopter of LEED, and that pushed me into starting my own business. Sometimes it's a blessing in disguise, but it's tough in the moment.

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*Emmanuel:* What I took from that, to be honest, is I think my first goal for having spent eight or nine years in engineering, where I knew what I wanted to do from a sustainability perspective, but I always had to convince the capital behind the project to do so. Early on I was like, I need to go and make a pile of money so that I can then do the projects and do the real estate development I want. And then this co-housing, which we call living communities at the time we were inspired by the word living, living, building challenge and so on. My idea came from that is I gotta go make capital so that in my later years, probably in the fifties and sixties, I can go

back and actually develop these blended living communities, co-housing communities to blend sustainable and social sustainability.

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*Charlie:* Thanks for telling us that story and giving us a peek into those times. Some of that's probably launched into some new things you're doing. Tell us how and why did you get out of engineering? I think you had to go to what appears to be this kind of entrepreneurial journey and even other types of real estate. What happened there?

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*Emmanuel:* I'm very honest, I never really liked consulting, engineering and I like the schematic level part of the job. I like the new technologies and the energy sustainability side, but the day to day of the business, which is essentially selling hours, I just didn't resonate with, I think fairly young enough. I was lucky to read some instrumental books in my life that I realized this is not a business. Actually, unless you've become very big, then it's a business. But at a small to medium scale, most consulting companies are a form of self employment and not a business. My goal was to create a business that I can sell without myself being part of the sale and the business will continue with almost no impact. That's kind of always been my dream. I actually sold my consulting company because by then I had a consulting engineering company, but very small six people sold that and I spent three years with the acquiring company just out of because I felt I owed them that since they bought me. And then I just left. I had no idea what I was going to do. I just left and thought, "Okay, well, something's going to come." One of my good friends at the time had a little startup technology company in hospitality tech now more proptech. I'll discuss that a bit, but definitely at the time, hospitality, they said, "Why don't you join me and buy a chunk of this business and we'll be business partners." And he was a good friend of mine, so I was like, "sure." I left consulting engineering and ended up in OTA, which is an online travel agency in the span of a few months. I had no idea what I was doing.

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*Charlie:* I love it. And that's one reason I wanted to have you on here and to our listeners is we're all in on the green building movement. We're going to talk about sustainability and you can apply it to different industries. But here you are at a career in engineering and kind of took a pivot there. I wanted to unpack that and let our listeners know that's okay, too. There's no just one route here, no one career path. Tell us about the entrepreneurial journey there, a couple of businesses and tell us a little more about what these companies do.

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*Emmanuel:* This company, which at the time was called Leap Telecom, now it's called Jetstream Hospitality Solutions. We've telecom is still our own site. It took us, frankly, about a year and a half to really understand what we were doing. Maybe my business partner knew more, but I think we're both kind of figuring out what's the product market fit, what are we doing? After a year and a half? My salary went down to a third of what it was prior to that move. It was kind of after a year and a half, I was scratching my head going, "Oh my, have I done the right thing here? This is a big risky move in all these things." But eventually we got invited by Airbnb and VRBO to platforms that most people listening to this will know to build some software integrations with them, to build, to bridge a gap that they had solved one of their problems. And that was the big light bulb. I don't want to go into too much detail because I'll probably bore your listeners. We help resorts and hotels distribute their rooms on Airbnb and VRBO, and that's kind of how we got our start and entrepreneurial journey. Within three years of me joining the company, we'd done a raise of capital and we'd actually exited the company to an American company out of California. And that was my first, larger exit in the tech company kind of space. And I had a two year earnout. Both of us had a two year earnout that was part of the deal. Personally, I bought a sailboat. I was going to go sailing around the world and that was half the journey. Unfortunately or fortunately, of course, there's pluses and minuses of everything COVID hit and the parent

company just about went bankrupt. They thought they were going to go bankrupt. We actually took the opportunity to buy our business back from them. 100% of the shares. As of May 2020, we are re owners of our company with no outside investment and we are now doing even better than before COVID.

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*Charlie:* It's crazy. Things happen for a reason. Thank you for speaking about this journey and I'll probably ask a little more about sustainability and some other things and how maybe you sprinkled into the current business. I love this entrepreneurship. I love this resilience I'm seeing from you. One more question that takes us back, though. As you do look back, what are some of your proudest accomplishments?

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*Emmanuel:* I don't have the fortune yet of having children, so I can't speak to that kind of lens of accomplishments. But if I look career wise or professional wise, definitely selling second business leave town at the time for the first time, that was one of the greatest days of my life because the transaction actually closed on the day I got engaged as well. If you take part and we're on a sailboat when it happened, it was this kind of vessel that'll never happen again in my life. So that's definitely an accomplishment. If I go back to my sustainability days, one of the really, really interesting projects and it was one of the last ones I did was a new school for a school District ten in the Okanagan in Kelowna. I was the LEED engineer on it because at that point in my career that's where I was at and prior to our firm working with that school district, there was another firm in the valley that did 97% of their previous work. They were taking a chance on us. At the time I'm 32 and I'm the LEED engineer. I knew that their guy over there who's in charge of all projects and especially energy and sustainability at the school district, I knew he was a very approachable, so I basically started having weekly meetings with him and I would bring my schematic and I would just we'd sit down from the schematic and I'd be like, This is what

I'm thinking. And it was geothermal and all this stuff. And he would say, "Yeah, this is cool. These pumps, I don't like this arrangement because it would be a nightmare to maintain for our guys." This whole integrated design, well, it wasn't two days of Charrette Integrative Design, but it was me and him because he's in charge of that whole mechanical side really hashing out together with all of his experience and his maintenance experience and so on. I actually left engineering while the project was under construction, and about a year and a half later I got a LinkedIn message from him. He fronted me on LinkedIn and he sent me a message with a screenshot and he said, "Congratulations, your school is now the most energy efficient per square meter of the entire school district."

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*Charlie:* Well, that's awesome.

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*Emmanuel:* And that was huge and by then I'm out of engineering and I'm going, "Wow, that's amazing." So proud of that.

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*Charlie:* Absolutely. Some good legacy work there. I can tell you like a sailboat. I'm going to ask you about your bucket list. Sure. There's some more sailing to be had there. Thanks for taking us back. Kind of back to the present day. I mean, here you are with Jet Stream and growing the business. Tell some more of what's keeping you busy today and maybe a peek into that industry and tell us about that.

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*Emmanuel:* What we do today as a business is we help asset owners of real estate or asset managers. It could be a large institution like a that owns assets or it can be a small realtor or a real estate agent or brokerage who wants to do short term rentals but doesn't have the know-how or the technology. We help these guys run short term rental businesses. We're like an outsourced short term rental management solution as a service, quote



unquote. So that's what we do. We have exposure to all kinds of asset building. I'm coming back to my real estate love, my first love. But now instead of being on the design and construction side, I'm on the management for the long term revenue generation side, which is interesting. What I find in the industry is there's almost zero, not on the real estate side, but in the actual kind of technology slash shopping side of travel, there's almost 000, I guess, consideration for green building or sustainability. I mean, booking.com. Which is one of the largest booking sites in the world, still doesn't have a filter for green building at all and that just blows my mind. You would think at this point I could go on Airbnb and maybe we might have the beginnings of something like that. But all of the channels you think you can go and say, I want to see LEED certified buildings or something. And still to this day and these platforms do 60 billion plus a year in bookings, there's none of that. So that kind of blows my mind. And there's room. I'm part of this growing little group now that is kind of trying to do something in this world. It's bringing me back 15, 20 years in my mind to this little working group on the side where no one's making any money, of course, for this, where we're trying to make change in the industry. It's not easy. Definitely not.

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*Charlie:* We can pick green Ubers, we can pick green rental cars, but maybe on the lodging side, or at least. What you do in short term rentals. I love the creativity of repurposing some assets. That is sustainable and it's in its own sense. I need to be able to filter that.

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*Emmanuel:* On that topic, we do have a project right now in Manchester, in England, which we're about to launch. It's a 19 unit hotel and this building is from the 1850s or something. The asset owner is essentially spending some money right now to do a bit of a refurbishment. They're not going LEED or anything like this, unfortunately, but we're all pretty excited because we're tying in a lot of the history of the building, reusing some

components of the actual rooms and themselves, and we're going to run it as a now a short term rental building for the first time. And that's exciting. I'm getting some love for my first career, but definitely nowhere near as much as I wish I had when it comes to saving the environmental world side of things.

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*Charlie:* One business question. I love business. I love entrepreneurship. I've been getting into technology myself over the last two years. But what's the hardest part to learn? Is it the finance side? The profit and loss? Maybe it didn't matter as much before, but now it matters. I don't know what to say to anyone that's maybe an aspiring entrepreneur, maybe going to shift out of design and consulting, I don't know what's to go ahead and say what's a piece of advice if they are even thinking of going that direction one day?

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*Emmanuel:* That's a great question. I think it probably varies per person because we all have different affinities and things. We like each other personally. My weakness in business is the financial side. I can solve a triple integral, but I really still can't really understand it, which just might sound crazy, but I'm really good on the product side of things because of engineering and working with software developers. I think it varies, but I think one thing that is going to be hard no matter who you are or so on, is business. It's just hard in general. It's the grind of the day to day and sometimes you're the windshield and sometimes you're the bug and sometimes you're on top of the world. It's scary to get beaten down. We call it the hustle. One of our core values in the business is we hustle. What that means is you just never stop because part of winning is to just not stop and still be there. My current business partner, Mike, he's definitely one of my big mentors in life. He's the biggest hustler I've ever met in my life. And this guy, when the down is down and everybody's down, he's the guy who just keeps stepping. Because sometimes the difference between being taken out,

it's just ten more steps you could have taken and that nobody else did. I'd say that's probably the most important and hardest part of business.

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*Charlie:* Well said, man, I'm right there with you. Encouragement for entrepreneurs and encouragement for all of us. Let's talk about what's next in this maybe green building movement, but also maybe just short term rentals and repositioning assets because that's a little more of your world. I will say you're in one of the greenest areas in North America, right between Vancouver and Victoria. You're already in a couple really green cities. I'm impressed by what goes on there and not just the building codes, but even the optional green with the development. What's next with the kind of green buildings from where you sit? Where do you see some trends happening with short term rentals?

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*Emmanuel:* On the green side? On the green building side, I must confess that I obviously don't have the pulse that I once did. Part of the reason I think I was wrong, part of the reason also I left the industry was I felt like the early innovation part was done and I was completely wrong on this. There's still many startups in the tech space of building control. Factoring all these disparate data sources and making better building energy decisions. There's still so much to come. I just thought, "Oh yeah, the early excitement in the early rush was done and I was wrong." Now I stand corrected. If I take that correction forward, I would think it's a big, big, big, massively full of opportunity space. I would think that the software side still has a lot to go. I'm actually surprised that I was listening to some of your previous guests on podcasts that some of the same stuff that was talked about ten, 12 years ago is still on the software and building control side. I guess at some point there might be some consolidation and some roll up of that space. But right now it still seems very fragmented, which is good because that means opportunity. I think the governments will continue putting tougher regulations and more building code requirements. It's

never going to end and it's probably as much as I thought the party was over then. I think in reality we're probably still in the early stages. It's a never ending party and we're just going to strive for better. That's that side. I think the short term rental side is kind of a separate conversation, but there's definitely also going to be more regulation on the short term rental side for sure. The price of homes is increasing and we've seen how people can't afford to buy to get a mortgage anymore. All this is just political pressure against allowing short term rentals in general. I look forward to finding an asset owner that shares my desire and passion for the green building who will say, yes, I want to run this as a short term rental and I've gone for LEED Gold or platinum on my building and I want this sustainability features to really be prevalent in how we market and merchandise this asset. I haven't run into that yet, but I'm sure I will.

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*Charlie:* Thank you for that peek. Short term rentals are growing booming. Your company's growing. But you're right, it's sometimes they don't know how to handle it. I'd argue that it was kind of like Uber, right? It's just something that's happening so fast. It's how do you make sure it's maybe fair and a level playing field, but also just there's not any unforeseen consequences.

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*Emmanuel:* So professionalization then, Charlie, I'm guessing right on your end. I mean, your business has been about professionalizing the building, the green building industry and part of your owning, your training and so on and of course is in businesses and I'm guessing it's going to be the same in the short term. So both industries, like the world, are professionalizing fast.

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*Charlie:* And the common denominator is buildings, assets. And you're right, if we're not careful, we're greening up only a certain slice of the built

environment and we're leaving some behind. I think I'm hearing some of the work you do is to take some older assets and make sure they're being used. So that, again, I think you could have a whole thing around that. What's the best practice to do that? What is the model? And maybe you all can LEEN that. I love It. Our best fantastic conversation here, Emmanuel, let's talk a little more about you. What would you say is your specialty or gift?

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*Emmanuel:* My gift is probably to LEED teams and instill a good culture. I felt a little stymied in that when I was in my first career and when I sold my business to this other company, great guys, honest with trust and with my life. But culturally we were so different and that was a big clash. I felt that in engineering there was more of a box of how you were supposed to be and behave and and LEED in a way. Again, I might have been at the wrong time. You look back on stuff and think maybe your hypothesis was wrong. I think now I'm definitely able to really because there is no there's no more box of engineering. We're making this whole thing up as we go completely and we fit in the cool, quote unquote tech company. I think I'm pretty good at building teams and making sure they're in their best cultural element to succeed.

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*Charlie:* Culture and core values, so important you read in the business books, but now that you've practiced it and I have it is Important to everything. How about some good habits, routines, rituals? What keeps you on point?

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*Emmanuel:* I wish I could speak here and say that I wake up and do yoga and swim in cold water every morning. But frankly, my schedule is a bit bananas. We have a team in Europe and a lot of customers in Europe. My mornings usually start fairly early with European calls. My only habits are

good ones that I don't smoke, never have, and I eat healthy and I read a lot. Probably my only long term habits at this point. I dream that one day I will intern into this Yogi persona, but I think that might be after the next exit, because at this point, I'm just trying to hang on.

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*Charlie:* I think having those in check is going to bring you some balance and good health. And that's my next question is I'm a fan of a bucket list. What are one or two things maybe on your bucket list? Because as I've read your bio you love sailing and surfing, skiing, paragliding technology. Give us a peek into your world, but also what are one or two things maybe on the bucket list?

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*Emmanuel:* I've been lucky in my life and again, maybe because I haven't been blessed to have children, so I've had more time to pursue my personal ambitions. Definitely most of the things I've wanted to do so far, I've been able to do so. I've always wanted to sell a business, so I've been lucky to do that twice. We were going to go sail, maybe not around the world, but at least around the South Pacific. We had a purchase in Fiji, we sold it to New Zealand and then of course I got locked away from New Zealand during COVID and ultimately had to sell the boat. So that's probably the biggest bucket list item. I got so close to it. Oh man. Like moths away from it. And so that's one. I fly paragliders and I love that as my knees get a bit more weak as I'm now in my forties and not my toes, I do maybe think it'd be nice to have a plane at some point and fly around and live on Vancouver Island. It's beautiful, but you always have to catch a ferry to go to the mainland. A little plane would allow you to kind of just zip around a little faster. I'd say those are my two personal bucket lists, flying and sailing.

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*Charlie:* A bottle jumps over a jumper, gets a big runway. The sailing, it's come up three or four times. Where did the love for sailing come from?

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*Emmanuel:* I moved to Vancouver in 2013 and I moved into a co-op because after this whole failed co-op co-op co-living cohousing business idea, I thought, Well, I should try this recipe that I'm trying to sell to see if I love it. So I ended up living two years in this wonderful co-op in Vancouver. I met a guy in the co-op, another mechanical engineer, and the first time we met he's like, "Hey, dude, we should buy a sailboat together." Literally the first time we met. And I'm like, "Yeah, yeah, sure." He went on Kijiji and started looking and two months later it's like, "I found the boat." We bought this thing for 4800 bucks and I didn't really know how to sell it. We got a third partner in and I think I had my 1600 shares worth of fun in the first week we bought this thing and that launched a whole new passion. I met my now fiance at the time and she was also new to it. It was like a common thing we discovered together, which I find is very important in relationships, was the first time I discovered a new passion with a new partner that became our thing instead of me trying to bring her into my thing or vice versa.

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*Charlie:* A lot of wisdom there and thanks for telling us that story. I love it. Hey, as we started to come to a close, two more questions. You already gave some advice about those that want to be an entrepreneur, but any other career advice you wish you'd have known earlier?

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*Emmanuel:* 100%, I think the most important one and because and I say that because it bit me hard is to keep your living expenses if you can super low now easier said and done depending on your family situation and so on. But I quickly ended up in a career I didn't like ultimately early on, but I bought a house and then I tried to do real estate development and this and this, not 2008. And I ended up spending five years underwater, which were five long years to claw yourself out of. I was stuck in a career I didn't like. And meanwhile I saw the birth of the mobile phones at the time and I

thought, "Oh my God, there's such an opportunity there." But I really couldn't do it if you owe money and you owe debt, there's nothing you can do about that other than pay it back or go bankrupt. But I wasn't going to do that. So when I moved to Vancouver, I moved into the shared housing situation. My rent was 500 bucks a month and I was still making my engineering salary. So that's when I finally was like, As soon as you have small living expenses, you can do whatever risk you want to take. So I'm not saying do that for the rest of your life, but if you're young up to mid-thirties and I was mid-thirties when I did that kind of contracting move and just saved up, that gave me the opportunity to finally say, "Okay, I'm done with this career, let's try something else and take a risk and take a tiny salary to start." It doesn't matter because I'm only paying 500 bucks in rent.

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*Charlie:* Some great advice to all of our listeners and they should heed that advice there. From Emmanuel. My last question, let's say someone's listening. They're getting inspired by your story, the engineering routes and green building work, and now in tech and entrepreneurship, but still buildings. Just any words of encouragement if they're just now jumping in, maybe to the green building side of things?

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*Emmanuel:* Yeah. Just follow your passion. Keep learning to stay current. Advice that I would give to any of our staff: stay abreast of industry news. That's something I'm finding that a lot of people don't do. And in a business, it shows when somebody is abreast of industry news, whatever that may be. So if it's green building and so on, so do that, stay curious, essentially read, stay abreast of industry news and then and then be ready, keep expenses low and then be ready to make a few bold moves along the way, whether that is in green buildings and you want to stay in green building or not, in that way you will quickly end up in a position where I think you're going to be more than fulfilled in old ways.



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*Charlie:* I love that. Actually, I got one more. I usually ask about Is there a book you'd recommend or maybe a podcast or maybe the industry news? I don't know if you'd recommend setting some Google alerts on the topic or just getting a couple trusted news sources or certain. Magazines. But I usually ask. Is there a book? Then you have to be about buildings. Is there a book you'd recommend to our listeners? Or maybe where do you go to catch up on things?

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*Emmanuel:* Yes, so many places. I think the book that I referred to earlier, the book that kind of really changed my perspective because they didn't teach me that in engineering school was the book *The E-Myth*. If you read that book. But that's when I was sitting there as an employee. I think by that point I started my own consulting engineering job working crazy hours on billable rates. I realized if you're into business, there's nothing wrong with that because you can make great money doing that, by the way. But if you really kind of want to build a I think in systems, right, like my brain's a system of mechanical engineer. I thought, I want to build a business that's a system. It's like a self writing system. That book got me to see that I'm on the wrong path and I need to course correct for myself. I'd say that's probably one of the more transformative books in my life, even though it's not recent.

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*Charlie:* No, that's great. *The E-Myth*, *The Entrepreneurial Myth*, *The E-Myth Revisited* there. So to all of our listeners, I'll put a link in the podcast show notes and tell everybody, make sure you connect on LinkedIn here with Emmanuel, let them know what you do. What a cool story and thanks for just really unpacking in just your journey obviously the green building sustainability influence, you're trying to bring it back into some current offerings and I really love to see that too, man. To all of our listeners, again, connect with Emmanuel. He's the CEO of Jetstream

Hospitality Solutions out there in beautiful Vancouver and Victoria, British Columbia. Man, thanks for being on the podcast today.

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*Emmanuel:* Thank you so much, Charlie.

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*Charlie:* I just want to say thank you to our loyal listeners. We actually are celebrating over one year here on the Green Building Matters podcast. Me and the entire team, we're stoked and just so glad you continue to listen every Wednesday morning to a new interview with a green building professional here in this industry, or just some pro tips that we want to make sure that you are getting straight from us, straight to you. Thank you for listening to this episode of the Green Building Matters podcast at GBES.com. Our mission is to advance the Green Building movement through best in class education and encouragement. Remember, you can go to [GBES.com/podcast](https://www.gbcs.com/podcast) for any notes and links that we mentioned in today's episode, and you can actually see the other episodes that have already been recorded with our Amazing Guest. Yes, please tell your friends about this podcast. Tell your colleagues. And if you really enjoyed it, leave a positive review on iTunes. Thank you so much and we'll see you on next week's episode.