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How did you find your way into the industry?

I was working in the entertainment industry for a few years representing actors and decided I wanted to make a change into real estate. I began doing anything I could think of to learn about real estate beyond my own finance background from college. I read real estate finance and transaction textbooks, began studying for my real estate license, and met with any friends or friends of friends that would take the meeting to ask advice. Over time I was able to zero in on what was the best way to search for a job based on what would be right for me. By meeting with people I stayed in their mind when they heard about a new hiring for something at the entry level, and after 6 months of actively looking for a job I ended up with two offers within two days of each other and chose to leave LA to come work at the Irvine Company.

What advice would you give to an emerging young leader just starting their professional career?

Take on as much responsibility as you can handle and ask a lot of questions. Getting to work in development I was able to see every aspect of our projects from its inception to its opening and everything in between. It's a great way to keep things interesting because I'm always learning from our design team, construction, tax, leasing, and so on. So whenever a question comes up in a meeting I try to take it upon myself to find the answer. Usually that only requires asking the person responsible for that specific task, but in asking those questions you usually end up learning more than expected or needed for the one project. That has helped me to continue learning and gaining insight that can be used on future projects.

What traits do you think define a successful leader?

To me a good leader is a good listener and decisive; someone who can put together the right team, if they have the authority to do that, and let them do their work while providing guidance when needed. Being able to listen to your team is the only way to make educated decisions. I've been fortunate to work with a few good leaders that have been good mentors to me.

What is your current job and what types of projects are you working on now?

I have been in the development department ever since starting, and my first task was to clean up our entitlement records so that our group would be educated on development capability, land uses and

parking. It was a good way to learn the details of the entitlement process and it was important at a time when restaurants, service uses and boutique fitness operations began taking over neighborhood centers. I did that as well as work closely with our finance group in underwriting new developments and redevelopment projects. One of the more interesting projects I got to work on was entitling Santa Clara Square Marketplace, which is the retail portion of a 100-acre master planned community which had a lot of moving parts, including shared parking among different uses. Now I am the project manager for a new 10K SF pad building at The Market Place in Tustin and I have begun taking on acquisitions as well. For the most part this has included selection of STNL products for 1031 exchange funds but we are also making an effort to be more active in looking at shopping center acquisitions.

What do you find most challenging about your profession on a day-to-day basis?

Trying to create new work. We have a large portfolio so there is always plenty to do, but I try to stay motivated to look for new deals or come up with new projects on sites we already own. They're the most difficult to find but the only way toward growth. I try to keep the mentality I had while working in entertainment where everyone wants the same job, and you have to hustle. We aren't a brokerage firm so that mentality isn't always necessary but it's good to keep some of it pushing me forward.

What are you looking for in terms of career development - OR In what areas would you like to professionally develop further?

I am new to acquisitions so that is my focus for my own personal development. It's been fun looking in new markets outside of Irvine, Newport Beach, and Santa Clara County. Real estate is great because you really never stop learning, and that is only truer when dealing with retail. It's interesting to see what others are doing to find success in retail, to see what others are willing to pay for certain things, and just to see how others operate. People are constantly facing new challenges and finding new solutions, so looking outside our portfolio has been a great way to learn more than what I get to see from the history and growth of our own 9M+ SF portfolio.

Describe a situation that was a great learning experience.

As I mentioned above, I was able to work on the entitlement of the retail portion of Santa Clara Square Marketplace. I had been entitling individual buildings, and redevelopment projects in Irvine and Newport Beach, so jumping into a new center, converting office to retail, and getting to watch the design progression of the entire project was exposure that few companies can offer. And then of course there are my many failures, which provide the silver lining of a learning experience.

How do you deal with stress at work?

I used to work in a cutthroat industry making \$10.63 an hour working 12+ hour days making over a hundred calls, sending out submissions to over 30 clients, and reading scripts after leaving the office while managing nearly every detail of another person's business. I don't really stress. I just remember to handle the details and control what I can.