

How I Think About Debt

Japan has 140 businesses that are at least 500 years old. A few claim to have been operating continuously for more than 1,000 years.

It's astounding to think what these businesses have endured – dozens of wars, emperors, catastrophic earthquakes, tsunamis, depressions, on and on, endlessly. And yet they keep selling, generation after generation.

These ultra-durable businesses are called "shinise," and studies of them show they tend to share a common characteristic: they hold tons of cash, and no debt. That's part of how they endure centuries of constant calamities.

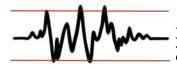
I love the quote from author Kent Nerburn that, "Debt defines your future, and when your future is defined, hope begins to die."

Not only does hope begin to die, but the number of outcomes you can endure does, too.

Let's say this represents volatility over your life. Not just market volatility, but world and life volatility: recessions, wars, divorces, illness, moves, floods, changes of heart, etc.

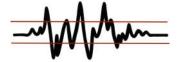
With no debt, the number of volatile events you can withstand throughout life might fall within a range that looks like this:

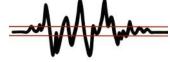




A few extreme events might do you in, but you're pretty durable.

With more debt, the range of what you can endure shrinks:





And with tons of debt, it tightens even more:

I think this is the most practical way to think about debt: As debt increases, you narrow the range of outcomes you can endure in life.

That's so simple. But it's different from how debt is typically viewed, which is a tool to pull forward demand and leverage assets, where the only downside is the cost of capital (the interest rate).

Two things are important when you view debt as a narrowing of endurable outcomes.

One is you start to ponder how common volatility is.

I hope to be around for another 50 years. What are the odds that during those 50 years I will experience one or more of the following: Wars, recessions, terrorist attacks, pandemics, bad political decisions, family emergencies, unforeseen health crises, career transitions, wayward children, and other mishaps?

One-hundred percent. The odds are 100%.

When you think of it like that, you take debt's narrowing of survivable outcomes seriously.

The other is you think about the kinds of volatile events that could do you in.

Financial volatility is an obvious one – you find yourself unable to make your debt payments. But there's also psychological volatility, where for whatever reason you can't mentally endure your job any longer. There's family volatility, which can be anything from divorce to caring for a relative. There's child volatility, which could fill a book. Health volatility, political volatility, on and on. The world's a wild place.

I'm not an anti-debt zealot. There's a time and place, and used responsibly it's a wonderful tool.

But once you view debt as narrowing what you can endure in a volatile world, you start to see it as a constraint on the asset that matters most: having options and flexibility.

An article by Morgan Housel, author of The Psychology of Money

Shawn Hass, B.Mgt, FMA, CIM, FEA Senior Portfolio Manager

Dustin Leniuk, B.Mgt., CFP, CIM Associate Portfolio Manager & Financial Planner

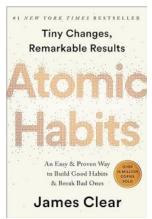
Naomi Dueck Client Experience Associate

Ashley Crabb Administrative Assistant

RBC Dominion Securities Inc. 204-1st Avenue South,

Toll Free 844-709-8972 Office 403-317-4312

A Book, an App and a Website



Book: Atomic Habits

Written by James Clear—Clear is known for his ability to distill complex topics into simple behaviors that can be easily applied to daily life and work. Here, he draws on the most proven ideas from biology, psychology, and neuroscience to create an easy-to-understand guide for making good habits

inevitable and bad habits impossible.



App: 18 Birdies

Big thanks to Shawn's son Jonah for finding this one, the best shot tracker out there! The app combines advanced GPS technology with breakthrough game improvement tools to fine-tune your game. It is very easy to use and pairs well

with a apple watch. Paid features allow you to upload a video of your swing to an AI Swing Analyzer and receive feedback.

Website: debtclock.ca

If you need an excuse to

get your blood pressure up check in on this site that tracks Canada's mounting Federal debt. It even breaks it down into your share and also the growth per day.

Community

Earlier this spring Naomi and some other staff from our RBC Dominion Securities office in Lethbridge volunteered to help at Rita's Run which raises funds for mental health. The event was a 5 & 10K run or walk with all the proceeds donated to the Southern Alberta Self-Help Association.

Rita's Run began in 2019 in honour of Kinetic Indoor Cycle & Fitness owner Sandra Asuchak's sister Rita, who took her own life in 2002. "She suffered from depression and bipolar disorder. It's a way to commemorate her memory and legacy." This year's run raised \$27,500! Great job to all the runners and organizers.



OWNERS CIRCLE

As the founder

of Arc Resources Ltd. Mac shares the lessons he learned from his past including how witnessing a failed venture of his fathers shaped his approach to decision making. This father son duo share candid details on how



Podcast

they have been so successful at working together over the years. Rob, who co-founded Viewpoint Investment Partners with Mac shares some of their firm's unique decision making techniques.

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