

# Webinar

## ULI Toronto: Leading Through Disruption with Peter Ballon and Lisa Bate

Date: April 03, 2020

00:00:00 --> 00:00:06: OK, so I'm going to get rolling.

00:00:06 --> 00:00:08: My name is Richard Joy,

00:00:08 --> 00:00:12: the executive director for UI Toronto.

00:00:12 --> 00:00:17: Hopefully I know many or most of you who dialed

00:00:17 --> 00:00:17: in.

00:00:17 --> 00:00:20: This is a a members only webinar.

00:00:20 --> 00:00:25: The first of our series during this very difficult and

00:00:26 --> 00:00:27: challenging time.

00:00:27 --> 00:00:33: We've as an organization that's known very much for producing

00:00:33 --> 00:00:36: a lot of live content shifting.

00:00:36 --> 00:00:40: Very much 100% for the next while on line and

00:00:40 --> 00:00:41: we're very excited.

00:00:41 --> 00:00:45: In fact, to be using this medium to reach out

00:00:45 --> 00:00:48: to a great many of our members in a new

00:00:48 --> 00:00:48: way.

00:00:48 --> 00:00:51: As you are all doing through your businesses.

00:00:51 --> 00:00:54: So again, I'm pleased to help you.

00:00:54 --> 00:00:57: This is a launch really of our first members only

00:00:57 --> 00:01:02: web and are designed to provide you with important insights,

00:01:02 --> 00:01:06: information and education as we shift to this online platform

00:01:07 --> 00:01:07: during.

00:01:07 --> 00:01:10: This COVID-19 global pandemic. Firstly,

00:01:10 --> 00:01:13: and most importantly, I hope that everybody on this call

00:01:13 --> 00:01:16: their friends their family are healthy and safe.

00:01:16 --> 00:01:19: I know that that it is starting to reach closer

00:01:19 --> 00:01:20: and closer to home.

00:01:20 --> 00:01:24: For many of us and perhaps some of you already

00:01:24 --> 00:01:25: had.

00:01:25 --> 00:01:28: And that impact and yours were thinking of of you.  
00:01:28 --> 00:01:31: Of course, as we all get through this together,  
00:01:31 --> 00:01:36: so that's that's absolutely the paramount concern that we have.

00:01:36 --> 00:01:40: Before we slide started, I just want to cover a  
00:01:40 --> 00:01:42: little bit of housekeeping.  
00:01:42 --> 00:01:45: We are going to ask everybody to remain on mute  
00:01:45 --> 00:01:46: throughout the web.  
00:01:46 --> 00:01:49: And are we have a good number of people already.  
00:01:49 --> 00:01:51: Almost 70 people dialed in,  
00:01:51 --> 00:01:55: so you'll appreciate that that what we're going to try  
00:01:55 --> 00:01:58: to do when we get to questions and answers is  
00:01:58 --> 00:02:01: have you do use the chat room and this webinars  
00:02:01 --> 00:02:03: also to be recorded as well.  
00:02:03 --> 00:02:06: FY I so we will be using it to allow  
00:02:06 --> 00:02:07: audiences that.  
00:02:07 --> 00:02:10: Coming at a later time to listen to it,  
00:02:10 --> 00:02:12: and if you're using social media,  
00:02:12 --> 00:02:18: was particularly Twitter. Our hashtag is hashtag leading through disruption.

00:02:18 --> 00:02:22: Our next like to acknowledge our sponsors.  
00:02:22 --> 00:02:26: Our annual sponsors that are so key if to our  
00:02:26 --> 00:02:31: ability to continue on through these challenging times.  
00:02:31 --> 00:02:35: You allies, you know in many many things but but  
00:02:35 --> 00:02:35: we are.  
00:02:35 --> 00:02:40: We are also a business and it's very difficult for  
00:02:40 --> 00:02:43: us to do a lot of live events as are  
00:02:43 --> 00:02:47: the backbone of that business to to move online and  
00:02:47 --> 00:02:49: what allows us to do.  
00:02:49 --> 00:02:52: What we do is our annual sponsorship,  
00:02:52 --> 00:02:53: so I'd like to thank them.  
00:02:53 --> 00:02:57: You'll see them scrolling through fairly quickly,  
00:02:57 --> 00:03:01: apologized that that we normally would have banner signs up  
00:03:01 --> 00:03:03: so you could see them throughout,  
00:03:03 --> 00:03:07: but we definitely want to just acknowledge their support.  
00:03:09 --> 00:03:12: Given the fog of the situation,  
00:03:12 --> 00:03:18: our current times, including the certain economic consequences of the  
00:03:18 --> 00:03:19: moment.  
00:03:19 --> 00:03:22: We thought we would launch our webinar series with two  
00:03:22 --> 00:03:26: globally connected you'll I leaders with Insights into other markets  
00:03:26 --> 00:03:29: who are more advanced in this crisis that we are

00:03:29 --> 00:03:32: in the Toronto region. And that's you know,  
00:03:32 --> 00:03:35: specifically Asia. I think when we when we think of  
00:03:35 --> 00:03:36: that,  
00:03:36 --> 00:03:39: that aspect, so I'm pleased to have introduce our two  
00:03:39 --> 00:03:39: speakers.  
00:03:39 --> 00:03:43: They are Peter Balance, global head of real estate for  
00:03:43 --> 00:03:44: CPP investments.  
00:03:44 --> 00:03:46: Peter is responsible for CPPS Investments,  
00:03:46 --> 00:03:50: Global real estate portfolio, which is a diversified across 20  
00:03:50 --> 00:03:51: global markets.  
00:03:51 --> 00:03:54: Currently exceeds 50 billion Canadian.  
00:03:54 --> 00:03:57: Peter is on the board of Brazilian company Allianss,  
00:03:57 --> 00:04:00: so now I hope I spelled pronounce that right.  
00:04:00 --> 00:04:03: Peter is a member of the more most importantly to  
00:04:03 --> 00:04:03: us,  
00:04:03 --> 00:04:06: a member of the Global Board of Directors of the  
00:04:06 --> 00:04:10: Urban Land Institute and is a trustee of the International  
00:04:10 --> 00:04:12: Council of Shopping Centers.  
00:04:12 --> 00:04:15: Peter is over 25 years of commercial real estate experience.  
00:04:15 --> 00:04:17: Prior to joining CPPIB in 2007,  
00:04:17 --> 00:04:21: Peter worked with several leading real estate companies,  
00:04:21 --> 00:04:26: including Canderel Brookefield, and tries to Con.  
00:04:26 --> 00:04:29: Lisa Bates is the global sustainability lead and principle and  
00:04:29 --> 00:04:30: B + H Architects.  
00:04:30 --> 00:04:34: See is regarded as one of Canada's global ambassadors for  
00:04:34 --> 00:04:35: sustainable design.  
00:04:35 --> 00:04:38: A former director and board chair of the Canadian Green  
00:04:38 --> 00:04:39: Building Council,  
00:04:39 --> 00:04:41: Lisa is the chair of the World,  
00:04:41 --> 00:04:44: is currently current chair of the World Green Building Council  
00:04:44 --> 00:04:48: and was represented at the United Nations Environmental  
Protection,  
00:04:48 --> 00:04:52: Sustainable Buildings and Climate Initiative.  
00:04:52 --> 00:04:56: In 2018, Lisa was named the winner of Canada's Clean  
00:04:56 --> 00:04:59: 16 for the building sector at the Clean 50 award  
00:04:59 --> 00:05:00: celebration.  
00:05:00 --> 00:05:04: In addition to our leadership in sustainable design,  
00:05:04 --> 00:05:09: Lisa demonstrated her management abilities as managed  
Jing partner for  
00:05:09 --> 00:05:12: China and EVP for B + H Asia from 2012  
00:05:12 --> 00:05:16: to 2016 and was the principle in charge of the  
00:05:16 --> 00:05:18: B + H team for the 2015 Panam,

00:05:18 --> 00:05:22: Penn Penn Parapan American Games in Toronto where she worked

00:05:22 --> 00:05:27: with the games organizers and Infrastructure Ontario to deliver 18

00:05:27 --> 00:05:28: sports venues.

00:05:28 --> 00:05:31: So we have in our guests.

00:05:31 --> 00:05:36: Great insights into capital markets and great insights into the

00:05:36 --> 00:05:37: built city,

00:05:37 --> 00:05:40: giving us some really interesting span.

00:05:40 --> 00:05:44: And so I'm pleased. I'm going to take us through

00:05:44 --> 00:05:49: 4 broad questions and maybe a few detailed questions in

00:05:49 --> 00:05:50: between,

00:05:50 --> 00:05:52: and then we will turn to you,

00:05:52 --> 00:05:58: our audience, to have us drives additional Q&A up until

00:05:58 --> 00:05:58: 12:45.

00:05:58 --> 00:06:01: So Peter and Lisa, first of all,

00:06:01 --> 00:06:04: just I wanted to say hello to both of you,

00:06:04 --> 00:06:08: Peter, do you want to maybe give us just a

00:06:08 --> 00:06:10: little bit more detail of.

00:06:10 --> 00:06:13: What you been doing, what you are doing this then

00:06:13 --> 00:06:14: I obviously read your bio,

00:06:14 --> 00:06:17: but perhaps you could round out anything else that you

00:06:17 --> 00:06:21: might want to have more audience noticed about your background.

00:06:21 --> 00:06:24: Richard and good afternoon everyone.

00:06:24 --> 00:06:28: It's a bit surreal being on this web and R

00:06:28 --> 00:06:30: but a pleasure nonetheless.

00:06:30 --> 00:06:34: As Richard mentioned, I'm on the global Board of ULI.

00:06:34 --> 00:06:38: I'm very passionate about this organization.

00:06:38 --> 00:06:43: It does incredible work around the globe during good times,

00:06:43 --> 00:06:47: and I think the challenge will grow even more during

00:06:47 --> 00:06:49: tougher times.

00:06:49 --> 00:06:53: So the organization becomes even more relevant so.

00:06:53 --> 00:06:57: Happy to be here and while I have a soapbox,

00:06:57 --> 00:07:02: I want to echo Richard's comments at hope everyone staying

00:07:02 --> 00:07:07: safe and encourage everyone to keep everyone else safe.

00:07:07 --> 00:07:09: In terms of my role.

00:07:09 --> 00:07:12: I don't know how much more to add.

00:07:12 --> 00:07:16: I think people are somewhat familiar with CPP.

00:07:16 --> 00:07:20: We do have a global real estate business and that

00:07:20 --> 00:07:24: has given us a good perspective in terms of.

00:07:24 --> 00:07:27: The impact of the virus in other markets,

00:07:27 --> 00:07:29: notably China, of course, where it started,

00:07:29 --> 00:07:32: we have investments in South Korea.  
00:07:32 --> 00:07:35: Significant investments they are, and so we've been able to  
00:07:35 --> 00:07:39: see the impact in our portfolios as this roll through  
00:07:39 --> 00:07:40: across the globe,  
00:07:40 --> 00:07:43: we have a significant presence in Europe were in a  
00:07:43 --> 00:07:47: lot of the sectors that are impacted materially like shopping  
00:07:47 --> 00:07:47: centers.  
00:07:47 --> 00:07:51: And then we're in some sectors that are thriving like  
00:07:51 --> 00:07:51: data centers.  
00:07:51 --> 00:07:55: So we've been able to get a pretty broad perspective  
00:07:55 --> 00:07:55: already.  
00:07:55 --> 00:07:58: Of the impact of the virus and I'm happy to  
00:07:58 --> 00:08:02: talk about that a little bit more super this stage.  
00:08:02 --> 00:08:05: Richard, do you want me to keep going or should  
00:08:05 --> 00:08:06: I just pause?  
00:08:06 --> 00:08:08: Well, why did you pause here?  
00:08:08 --> 00:08:11: And I'll, I'll ask the same for Lisa,  
00:08:11 --> 00:08:14: just to maybe round out a little bit of her  
00:08:14 --> 00:08:15: perspective.  
00:08:15 --> 00:08:16: Just before you do Lisa,  
00:08:16 --> 00:08:20: appoint that Peter made that I'll I'll just elaborate on  
00:08:20 --> 00:08:23: you Ally Urban Land Institute has origins.  
00:08:23 --> 00:08:25: In 1936, our organization began.  
00:08:25 --> 00:08:28: In a time of economic turmoil and and so in  
00:08:28 --> 00:08:29: many ways,  
00:08:29 --> 00:08:34: charting helping industry chart their path through challenging  
economic times  
00:08:34 --> 00:08:36: is runs deep into our DNA,  
00:08:36 --> 00:08:40: so it's it's quite appropriate that that will be rallying  
00:08:40 --> 00:08:43: around this particular time as we speak.  
00:08:43 --> 00:08:46: Lisa maybe the same question to you just a little  
00:08:46 --> 00:08:46: bit.  
00:08:46 --> 00:08:49: I gave sort of the in the can bio,  
00:08:49 --> 00:08:52: but maybe you could round out a little bit of  
00:08:52 --> 00:08:53: your background.  
00:08:53 --> 00:08:57: That brings us to the conversation we're having today.  
00:08:57 --> 00:09:01: Certainly well, I I guess what wasn't mentioned was my  
00:09:01 --> 00:09:02: involvement with ULI,  
00:09:02 --> 00:09:06: an ironically the first time I was elected to something  
00:09:06 --> 00:09:08: was actually in Shanghai.  
00:09:08 --> 00:09:11: So in the Hong Kong chapter at the time,  
00:09:11 --> 00:09:14: which is now in APAC chapter in mainland China,

00:09:14 --> 00:09:18: there was a Shanghai Management Committee that very much connected

00:09:18 --> 00:09:20: with the Hong Kong Group.

00:09:20 --> 00:09:24: So I was elected to ULI Shanghai Management Committee sitting

00:09:24 --> 00:09:25: alongside Silverstein,

00:09:25 --> 00:09:30: Tishman, Speyer, Ivanhoe Cambridge. Sueanne and lots of other global

00:09:30 --> 00:09:31: organisations.

00:09:31 --> 00:09:35: So that was really where I got quite involved in

00:09:35 --> 00:09:35: in ULI.

00:09:35 --> 00:09:38: And you know now definitely Richard.

00:09:38 --> 00:09:43: Looking forward to greater collaboration in the Canadian and US

00:09:43 --> 00:09:47: markets and I did speak at the ULI Spring Conference

00:09:47 --> 00:09:50: in Seattle a few years ago as well and just

00:09:50 --> 00:09:53: maybe a little bit more background on the B +

00:09:53 --> 00:09:54: H part.

00:09:54 --> 00:09:57: So B + H was is a Canadian founded company

00:09:57 --> 00:09:58: established in 1953,

00:09:58 --> 00:10:00: so we're coming up to our.

00:10:00 --> 00:10:05: 70th year soon and started operations in China in 1992,

00:10:05 --> 00:10:09: so coming up for 30 years and we do have

00:10:09 --> 00:10:10: other offices,

00:10:10 --> 00:10:14: studios in throughout Asia and also in the Middle East

00:10:15 --> 00:10:16: US as well.

00:10:16 --> 00:10:19: So I think that's probably enough for us.

00:10:19 --> 00:10:24: Wonderful going. Thank you and I will tell my question.

00:10:24 --> 00:10:26: I'm going to 1st question.

00:10:26 --> 00:10:28: We ask for both of you is is.

00:10:28 --> 00:10:32: Is this just take us back to let's say just

00:10:32 --> 00:10:35: before the COVID-19 crisis hit us and and I get

00:10:35 --> 00:10:39: your perspectives on where did you see our industry at

00:10:39 --> 00:10:43: that point in time where we were the how strong

00:10:43 --> 00:10:45: were the economic fundamentals?

00:10:45 --> 00:10:48: Where were some of the weak spots?

00:10:48 --> 00:10:51: Perhaps in this on the same notion where we?

00:10:51 --> 00:10:54: You know, if we were to dial the Clock back,

00:10:54 --> 00:10:57: whether that's a month or three months,

00:10:57 --> 00:11:01: where did we find ourselves before this health pandemic hit

00:11:01 --> 00:11:01: us?

00:11:04 --> 00:11:06: Peter, I'll start with you alright,

00:11:06 --> 00:11:08: OK?

00:11:08 --> 00:11:10: It seems like such a long time ago,  
00:11:10 --> 00:11:13: so it's you know it's hard to imagine that we've  
00:11:13 --> 00:11:16: only been kind of in the trenches here in in  
00:11:16 --> 00:11:19: North America for the last three four weeks.  
00:11:19 --> 00:11:23: Of course, globally it started much earlier in China in  
00:11:23 --> 00:11:25: terms of the fundamentals.  
00:11:25 --> 00:11:27: There's no doubt we were light cycle.  
00:11:27 --> 00:11:30: And by the way, my comments are a little bit  
00:11:30 --> 00:11:32: of or beyond to Canada.  
00:11:32 --> 00:11:35: They apply to Canada, but my perspective is trying to  
00:11:35 --> 00:11:40: include different parts of the world in different sectors.  
00:11:40 --> 00:11:42: And there's no doubt we're late cycle.  
00:11:42 --> 00:11:46: Well, it's been a great run since the GFC an  
00:11:46 --> 00:11:50: prior to the pandemic real estate was trading for the  
00:11:50 --> 00:11:53: most part in almost every sector at all time.  
00:11:53 --> 00:11:57: Highs very aggressive pricing. We at CPP have been.  
00:11:57 --> 00:12:01: Net sellers despite a considerable availability of capital.  
00:12:01 --> 00:12:06: We've actually been. Net sellers over the last two years,  
00:12:06 --> 00:12:10: which reflects our concern in terms of where pricing was.  
00:12:10 --> 00:12:13: But it wasn't homogeneous across sectors.  
00:12:13 --> 00:12:19: There were clearly challenges and headwinds facing sectors  
like enclosed  
00:12:20 --> 00:12:24: malls that were very much challenged by E Commerce.  
00:12:24 --> 00:12:28: There are sectors like logistics which were the tailwinds  
associated  
00:12:28 --> 00:12:32: with E Commerce that were thriving virtually in every single  
00:12:32 --> 00:12:34: market around the world.  
00:12:34 --> 00:12:38: There were other sectors that were kind of were being  
00:12:38 --> 00:12:42: disrupted and we can talk about that in a few  
00:12:42 --> 00:12:42: minutes.  
00:12:42 --> 00:12:44: We're talking about, you know,  
00:12:44 --> 00:12:46: we work as a great news story.  
00:12:46 --> 00:12:49: And of course it failed for other reasons prior to  
00:12:49 --> 00:12:50: the pandemic.  
00:12:50 --> 00:12:53: But the model was still a robust model that people  
00:12:53 --> 00:12:56: thought was completely immune to markets,  
00:12:56 --> 00:12:58: and I think we're going to learn a little bit  
00:12:58 --> 00:13:01: more in the coming weeks and months.  
00:13:01 --> 00:13:02: Whether that's true or not,  
00:13:02 --> 00:13:04: and so the market, you know,  
00:13:04 --> 00:13:07: I'd say if you if you're in real estate you  
00:13:07 --> 00:13:10: were feeling good about yourself for the most part,

00:13:10 --> 00:13:13: if you weren't in the enclosed mall sector.  
00:13:13 --> 00:13:17: I'll just pause there as a macro perspective.  
00:13:17 --> 00:13:21: OK, great, maybe they said the same question to you.  
00:13:21 --> 00:13:26: Where where do you see things from your perspective design  
00:13:26 --> 00:13:30: firm working globally prior to the pandemic?  
00:13:30 --> 00:13:35: Interestingly enough, I mean I echo what Peter is saying.  
00:13:35 --> 00:13:40: Definitely, you know, hospitality, aviation sector retail  
workplace,  
00:13:40 --> 00:13:43: mixed use transit, redevelopment, everything was.  
00:13:43 --> 00:13:47: I'm on hyper development when we look at at Asia.  
00:13:47 --> 00:13:49: You know, trying to Hong Kong,  
00:13:49 --> 00:13:53: South, South, South China? You know lots of hospitals,  
00:13:53 --> 00:13:56: lots of hospitality but also healthcare.  
00:13:56 --> 00:14:00: Big infrastructure spends lots of development,  
00:14:00 --> 00:14:03: a same in Vietnam. Singapore really rising up.  
00:14:03 --> 00:14:07: I mean the outward bound investment from Singapore  
through big  
00:14:07 --> 00:14:08: development groups,  
00:14:08 --> 00:14:12: you know Tomasic owned companies and others and then in  
00:14:12 --> 00:14:16: North America you were really looking at the US with  
00:14:16 --> 00:14:17: Seattle in West Coast.  
00:14:17 --> 00:14:20: Same for all of the sectors that I'm talking about  
00:14:21 --> 00:14:23: in Ontario and Toronto and GTA.  
00:14:23 --> 00:14:24: There was a certain point.  
00:14:24 --> 00:14:27: Not sure now that we had more active cranes in  
00:14:28 --> 00:14:31: the downtown core than any other city in the world.  
00:14:31 --> 00:14:33: We know with the plan Duely,  
00:14:33 --> 00:14:36: spring conference and many other international conferences,  
00:14:36 --> 00:14:39: ones from Europe that were even around retail.  
00:14:39 --> 00:14:42: But in the building and construction sector,  
00:14:42 --> 00:14:45: the spring to fall a number of conferences that were  
00:14:46 --> 00:14:47: do here a little bit more East.  
00:14:47 --> 00:14:50: I mean in the national region with Ottawa,  
00:14:50 --> 00:14:55: tremendous initiatives like the National Archives Building  
which is being  
00:14:55 --> 00:14:57: built as a net zero carbon P3.  
00:14:57 --> 00:15:00: So still big focus on climate action units or carbon  
00:15:00 --> 00:15:04: decarbonisation throughout the building instruction sector.  
00:15:04 --> 00:15:07: Better places for people. Indoor air quality.  
00:15:07 --> 00:15:11: You know, Qu??bec big infrastructure spends healthcare.  
00:15:11 --> 00:15:13: Hospitals for complex was Vancouver.  
00:15:13 --> 00:15:17: West Coast prairies also kind on hyper speed with big  
00:15:17 --> 00:15:21: international investment and population growth and and so I



think

00:15:22 --> 00:15:24: that you know if you do that kind of scan

00:15:24 --> 00:15:29: across Canada and globally, we were all you know sailing

00:15:29 --> 00:15:31: pretty fast and high.

00:15:31 --> 00:15:34: OK, so let's pivot to today and I know these

00:15:34 --> 00:15:39: are early days and I'm not asking either of you

00:15:39 --> 00:15:39: to be,

00:15:39 --> 00:15:44: you know, looking into the crystal ball or economists,

00:15:44 --> 00:15:49: but but clearly we have been disrupted on on most

00:15:49 --> 00:15:51: of those fronts.

00:15:51 --> 00:15:53: What do you see, though?

00:15:53 --> 00:15:55: Looking at some of the parts of the world,

00:15:55 --> 00:15:59: specially Asia which were disrupted earlier than we,

00:15:59 --> 00:16:01: what do you see? Is some of the things we

00:16:02 --> 00:16:02: might expect,

00:16:02 --> 00:16:04: or what can you tell us about?

00:16:04 --> 00:16:08: How many things we might learn from those jurisdictions in

00:16:08 --> 00:16:12: the nearer term in terms of writing through perhaps the

00:16:12 --> 00:16:14: worst of the storm at this point,

00:16:14 --> 00:16:17: keeping in mind that it that storm may last a

00:16:17 --> 00:16:18: long time,

00:16:18 --> 00:16:20: and there may be a second storm,

00:16:20 --> 00:16:23: but what what, what? Early lessons are we we picking

00:16:23 --> 00:16:25: up from those jurisdictions.

00:16:25 --> 00:16:29: Perhaps we'll go to Peter on this one.

00:16:29 --> 00:16:33: Sure, before I refer to what's happening in Asia etc

00:16:33 --> 00:16:35: is maybe a window of the future,

00:16:35 --> 00:16:41: I think it's worthwhile reflecting on where we are today.

00:16:41 --> 00:16:44: And I, as you can imagine with my background,

00:16:44 --> 00:16:45: I've got it very much.

00:16:45 --> 00:16:49: Capital markets orientation and if we look to the public

00:16:49 --> 00:16:51: markets which often get it wrong.

00:16:51 --> 00:16:54: But I think it's a very clear indicator with the

00:16:54 --> 00:16:58: public markets is saying real estate has clearly been one

00:16:58 --> 00:17:01: of the hardest hit sectors as a result of the

00:17:01 --> 00:17:04: virus we operate in a very physical world and in

00:17:04 --> 00:17:07: a physical world that people are confined to their homes.

00:17:07 --> 00:17:11: Clearly that is not good for our asset class.

00:17:11 --> 00:17:16: Within our physical world there have been.

00:17:16 --> 00:17:20: I'd say very few winners data centers being one of

00:17:20 --> 00:17:23: the soul winners and the rest are,

00:17:23 --> 00:17:26: you know, are down. And if you look at what's

00:17:26 --> 00:17:27: being hurt,  
00:17:27 --> 00:17:34: the most clearly hospitality, the hotel business obviously is getting  
00:17:34 --> 00:17:35: crushed.  
00:17:35 --> 00:17:37: Which is known for being a very volatile sector.  
00:17:37 --> 00:17:40: Shopping centers that are currently closed.  
00:17:40 --> 00:17:42: That's not good for Vectibix sector.  
00:17:42 --> 00:17:44: That's all was already struggling.  
00:17:44 --> 00:17:46: I would say one of the surprises.  
00:17:46 --> 00:17:51: Well, not surprises. Obviously 'cause it's a health crisis,  
00:17:51 --> 00:17:53: but everyone always considered the health sector.  
00:17:53 --> 00:17:57: So specifically seniors housing as being a reasonably resilient sector  
00:17:57 --> 00:17:59: during the financial crisis.  
00:17:59 --> 00:18:02: And of course, this isn't exactly a financial crisis.  
00:18:02 --> 00:18:05: Of course, it's driven by health and they have.  
00:18:05 --> 00:18:08: That's another sector and we can talk about that afterwards.  
00:18:08 --> 00:18:11: But the question is. OK,  
00:18:11 --> 00:18:13: so that's what's effective today.  
00:18:13 --> 00:18:16: What's going to be impacted going forward is A is  
00:18:16 --> 00:18:18: a more challenging question,  
00:18:18 --> 00:18:21: but what we've seen already getting to your question,  
00:18:21 --> 00:18:23: our, you know.  
00:18:23 --> 00:18:25: We had a lot of close malls in China.  
00:18:25 --> 00:18:28: We had logistics. We have a lot under construction and  
00:18:28 --> 00:18:30: logistics in China.  
00:18:30 --> 00:18:33: All those sites where construction was stopped and the good  
00:18:33 --> 00:18:36: news in the Chinese market and for Chinese people in  
00:18:36 --> 00:18:38: terms of health recovery,  
00:18:38 --> 00:18:40: that issue is slowly getting resolved.  
00:18:40 --> 00:18:42: Their construction sites are resuming.  
00:18:42 --> 00:18:46: Factories are opening up again or shopping malls are opening.  
00:18:46 --> 00:18:50: Although I would acknowledge that people aren't yet coming in  
00:18:50 --> 00:18:50: droves,  
00:18:50 --> 00:18:53: I think there's still a social concern.  
00:18:53 --> 00:18:57: In terms of people still trying to keep their distance  
00:18:57 --> 00:18:57: etc.  
00:18:57 --> 00:19:00: So they you know it's going to take some time  
00:19:00 --> 00:19:03: to get people to feel comfortable with the new norm  
00:19:03 --> 00:19:05: and confident to go out etc.  
00:19:05 --> 00:19:07: But there is some.

00:19:07 --> 00:19:10: The light at the end of the tunnel in China  
00:19:10 --> 00:19:10: now,  
00:19:10 --> 00:19:13: but I don't want to suggest you know that we're  
00:19:13 --> 00:19:16: seeing in China will automatically here happen here.  
00:19:16 --> 00:19:18: There's a lot of similarities,  
00:19:18 --> 00:19:22: but there's also a lot of differences.  
00:19:22 --> 00:19:26: Turn up Lisa where where about yourself on the.  
00:19:26 --> 00:19:28: On some of the things you're seeing in the in  
00:19:28 --> 00:19:29: the near term,  
00:19:29 --> 00:19:32: particularly perhaps from the type of work that you do,  
00:19:32 --> 00:19:36: you are going like gangbusters.  
00:19:36 --> 00:19:40: You still are as slow down and what insights from  
00:19:40 --> 00:19:45: your work at your firm's work in Asia could you  
00:19:45 --> 00:19:45: offer?  
00:19:45 --> 00:19:49: Well, it's really interesting 'cause it's really the East  
00:19:49 --> 00:19:53: leading the West with them being ahead of us.  
00:19:53 --> 00:19:56: You know we are seeing tremendous hope coming out of  
00:19:56 --> 00:19:57: of Asia.  
00:19:57 --> 00:20:00: Our backlog of work globally is healthy.  
00:20:00 --> 00:20:03: As I say this, I'm crossing my fingers in Shanghai.  
00:20:03 --> 00:20:05: We're back to full operations.  
00:20:05 --> 00:20:09: I mean, it's interesting. I think what we're trying to  
00:20:09 --> 00:20:13: do everywhere is following government directives and  
initiatives.  
00:20:13 --> 00:20:18: And obviously certain government. Structures fair differently,  
00:20:18 --> 00:20:20: Anan better than others. ANAN,  
00:20:20 --> 00:20:24: obviously with with China lockdowns and and now with the  
00:20:24 --> 00:20:28: back to work we could have reopened our offices in  
00:20:28 --> 00:20:31: Shanghai in the week of February 10th.  
00:20:31 --> 00:20:34: We chose to keep them closed for a week when  
00:20:34 --> 00:20:37: people went back to work for the building that we  
00:20:37 --> 00:20:38: actually are.  
00:20:38 --> 00:20:43: Shanghai operations are in as well as Hong Kong and  
00:20:43 --> 00:20:45: our Shenzhen Group.  
00:20:45 --> 00:20:48: It is having your temperature taken at the door.  
00:20:48 --> 00:20:51: You know when you're in China and so many places  
00:20:51 --> 00:20:54: you walk on those pads that take your temperature.  
00:20:54 --> 00:20:56: After SARS came about in 2003.  
00:20:56 --> 00:20:58: So at the office entries,  
00:20:58 --> 00:21:00: it's actually with ear thermometers.  
00:21:00 --> 00:21:03: We had two people that weren't allowed to return back  
00:21:03 --> 00:21:05: to work on February 17th,

00:21:05 --> 00:21:08: which was from a temperature taking physician.  
00:21:08 --> 00:21:11: One had a cold so they thought it was a  
00:21:11 --> 00:21:14: risk to them and the other person we did find  
00:21:14 --> 00:21:15: out was going through.  
00:21:15 --> 00:21:17: Actually, chemotherapy in the fall,  
00:21:17 --> 00:21:19: and so they weren't allowed back.  
00:21:19 --> 00:21:22: They are now back to work in Ho Chi Minh  
00:21:22 --> 00:21:22: City.  
00:21:22 --> 00:21:25: Our operations? It is under work from home protocols RIT  
00:21:26 --> 00:21:26: Group,  
00:21:26 --> 00:21:28: which is currently a fan favorite.  
00:21:28 --> 00:21:32: Globally, people that didn't really understood understand  
what these folks  
00:21:33 --> 00:21:33: do.  
00:21:33 --> 00:21:36: Now they are the the are definitely our frontline workers  
00:21:36 --> 00:21:38: and they were able to get,  
00:21:38 --> 00:21:41: you know, in places like China and Vietnam where a  
00:21:41 --> 00:21:43: lot of people don't have home computers.  
00:21:43 --> 00:21:48: I don't have laptops. Getting everybody set up remotely.  
00:21:48 --> 00:21:51: So in Vietnam there still under that work but we  
00:21:51 --> 00:21:55: just want to significant full city block development as well.  
00:21:55 --> 00:21:59: MENA Middle East, North Africa are Dubai operations.  
00:21:59 --> 00:22:02: They seem to be working from home,  
00:22:02 --> 00:22:04: but it's somewhat business. As usual.  
00:22:04 --> 00:22:08: I would say our Singapore Group are working there doing  
00:22:08 --> 00:22:10: a I think it's 2/3 from Home,  
00:22:10 --> 00:22:13: 1/3 in the office and then back and forth.  
00:22:13 --> 00:22:16: But I just think everywhere we're just.  
00:22:16 --> 00:22:20: Really trying to follow the business directives that were being  
00:22:20 --> 00:22:21: given by government.  
00:22:21 --> 00:22:24: I think in the West you know we're still trying  
00:22:24 --> 00:22:26: to figure out what this means.  
00:22:26 --> 00:22:29: As I'm saying we're being hopeful with what we're seeing  
00:22:29 --> 00:22:30: coming out of of China,  
00:22:30 --> 00:22:33: but I think our sort of business as usual model  
00:22:33 --> 00:22:34: is is sunseting,  
00:22:34 --> 00:22:37: ANAN. I think we also were not used to being  
00:22:37 --> 00:22:38: told what to do.  
00:22:38 --> 00:22:41: You know when we see what's happening in certain  
countries,  
00:22:41 --> 00:22:46: you know telling Americans Italians in Spain Spaniards they  
have  
00:22:46 --> 00:22:46: to stay home.

00:22:46 --> 00:22:49: So I think you know where you're seeing some of  
00:22:49 --> 00:22:53: the spikes still continuing to happen is because telling spring  
00:22:53 --> 00:22:57: break you college students that they can't go on the  
00:22:57 --> 00:23:00: beach. You know, I think that's a part that we're  
00:23:00 --> 00:23:01: all we're all struggling with,  
00:23:01 --> 00:23:05: but I do think we're we're getting y'all are getting  
00:23:05 --> 00:23:07: much better connectivity and social media.  
00:23:07 --> 00:23:10: And you know the House Party app is become a  
00:23:10 --> 00:23:13: way for people to have 5:00 o'clock drinks or to  
00:23:13 --> 00:23:16: connect with families and so on and so forth so.  
00:23:16 --> 00:23:19: You know, I, I think it's evolving,  
00:23:19 --> 00:23:22: but I do think East is leading us and helping  
00:23:22 --> 00:23:22: us.  
00:23:22 --> 00:23:25: So Lisa, where one of the reasons it was so  
00:23:25 --> 00:23:30: fascinating to have you on this call given your environmental  
00:23:30 --> 00:23:32: leadership and background,  
00:23:32 --> 00:23:35: you know if there there was no question that that  
00:23:35 --> 00:23:38: that before this public health emergency hit us.  
00:23:38 --> 00:23:42: The meta issue of our time was climate change and  
00:23:42 --> 00:23:43: arguably it still is.  
00:23:43 --> 00:23:47: But now maybe we have competing meta issues that are  
00:23:47 --> 00:23:48: that are.  
00:23:48 --> 00:23:50: Affecting our industry and I'm curious.  
00:23:50 --> 00:23:53: Now. I in the last question I said I didn't  
00:23:53 --> 00:23:56: want you to ask you to look into the crystal  
00:23:56 --> 00:23:56: ball,  
00:23:56 --> 00:23:59: so maybe this question. I am asking you a little  
00:23:59 --> 00:24:01: bit to do just that,  
00:24:01 --> 00:24:03: but how do you see?  
00:24:03 --> 00:24:04: The tension and I I say,  
00:24:04 --> 00:24:09: tension 'cause I think that there's potentially some pretty  
significant  
00:24:09 --> 00:24:12: conflicts between these two meta issues.  
00:24:12 --> 00:24:16: If the answer to climate change from city building perspective  
00:24:16 --> 00:24:19: is is higher density and mass transit and things like  
00:24:19 --> 00:24:19: that,  
00:24:19 --> 00:24:24: those are things that might run into conflict with with  
00:24:24 --> 00:24:27: the social distancing and the in the hangover of this  
00:24:28 --> 00:24:31: of this public health crisis we're going through.  
00:24:31 --> 00:24:33: Apps on the longer term to you,  
00:24:33 --> 00:24:37: Lisa, and then I'll turn to.  
00:24:37 --> 00:24:40: To next back.

00:24:40 --> 00:24:42: To Peter and for I just also want to say  
00:24:42 --> 00:24:44: to people on it on the line.  
00:24:44 --> 00:24:47: After this I'm going to be looking for questions through  
00:24:48 --> 00:24:48: the chat room,  
00:24:48 --> 00:24:51: so if you all want to be thinking about some  
00:24:51 --> 00:24:52: questions,  
00:24:52 --> 00:24:54: now is a great time to put those forward.  
00:24:56 --> 00:25:02: Thanks, Richard. I mean obviously I am incredibly anxious  
that  
00:25:02 --> 00:25:04: you know the focus on climate,  
00:25:04 --> 00:25:10: action climate, dear deterioration and making sure that we  
decarbonize  
00:25:10 --> 00:25:15: our world and make better places for people will take  
00:25:15 --> 00:25:16: a backseat.  
00:25:16 --> 00:25:19: But I have always seen pandemics as part of a  
00:25:19 --> 00:25:21: climate crisis.  
00:25:21 --> 00:25:24: You know, I I think how do we stop our  
00:25:24 --> 00:25:29: protectionism that were kind of have embedded in our DNA?  
00:25:29 --> 00:25:32: To not trench back to business as usual and use  
00:25:33 --> 00:25:36: this to to leverage the lessons that we know from  
00:25:36 --> 00:25:38: science and not just you know,  
00:25:38 --> 00:25:42: I think I'm I'm saying Martin Luther Kings for his,  
00:25:42 --> 00:25:45: you know justice ideologies of ignorance.  
00:25:45 --> 00:25:49: So we do know that pandemics were always envisioned  
through  
00:25:49 --> 00:25:50: climate crisis.  
00:25:50 --> 00:25:53: And how do we use this time to focus on  
00:25:53 --> 00:25:56: how we control how we fluid proof and future proof  
00:25:56 --> 00:26:00: the cause so we can better control the effect.  
00:26:00 --> 00:26:03: So I think there are strong lessons learned from this  
00:26:03 --> 00:26:07: and and I think you know staying away from Nimbyism  
00:26:07 --> 00:26:09: and and project protectionism.  
00:26:09 --> 00:26:12: And because I think when we're looking at anxiety and  
00:26:12 --> 00:26:16: mental health and health care and all of these things,  
00:26:16 --> 00:26:19: it is 1 big ecosystem that all have to do  
00:26:19 --> 00:26:19: with this.  
00:26:19 --> 00:26:24: And when you're talking about densification from a  
sustainability aspect,  
00:26:24 --> 00:26:27: it was known about personal distancing,  
00:26:27 --> 00:26:30: it it is known especially in the East about safe  
00:26:30 --> 00:26:31: distancing.  
00:26:31 --> 00:26:32: For things an as well,  
00:26:32 --> 00:26:35: so I do think it's just.

00:26:35 --> 00:26:38: Maybe this is make us made us have to realize  
00:26:38 --> 00:26:40: that that that whole climate,  
00:26:40 --> 00:26:45: the people, planet and profit is completely interconnected,  
00:26:45 --> 00:26:50: and I think that's the piece that we really have  
00:26:50 --> 00:26:51: to have to focus on.  
00:26:51 --> 00:26:55: We're definitely going to explore that some more in the  
00:26:55 --> 00:26:56: coming weeks.  
00:26:56 --> 00:26:57: Peter, maybe the same lens.  
00:26:57 --> 00:27:00: Just remind that sort of the longer too.  
00:27:00 --> 00:27:02: I there's a question actually.  
00:27:02 --> 00:27:04: They always come in from Steven Jobs.  
00:27:06 --> 00:27:09: That you know, do you think that they see a  
00:27:09 --> 00:27:13: permanent change in the demand for office space per  
employee?  
00:27:13 --> 00:27:17: I think many organizations are realizing that work from home  
00:27:17 --> 00:27:20: or flexible work is actually working quite well,  
00:27:20 --> 00:27:23: so maybe built into your your broader answer.  
00:27:23 --> 00:27:26: Maybe if you could give us your thoughts on that  
00:27:26 --> 00:27:30: specific question and then I have also another question from  
00:27:30 --> 00:27:33: Steven to Lisa that will come back to go ahead.  
00:27:33 --> 00:27:36: Peter sure and let me let me answer.  
00:27:36 --> 00:27:39: You point out the question more broadly.  
00:27:39 --> 00:27:41: I think a lot is up in the air right  
00:27:41 --> 00:27:42: now.  
00:27:42 --> 00:27:44: I think. Unlike financial crisis,  
00:27:44 --> 00:27:47: they think this.  
00:27:47 --> 00:27:49: Uh.  
00:27:49 --> 00:27:53: Change in habits. Anras has changing peoples mindsets.  
00:27:53 --> 00:27:56: How long that lasts. It's hard to predict,  
00:27:56 --> 00:27:59: but I do think we need to all step back  
00:27:59 --> 00:28:04: as real estate participants and try to anticipate what will  
00:28:04 --> 00:28:06: change as a result of this,  
00:28:06 --> 00:28:10: the answer might turn out to be in the medium  
00:28:10 --> 00:28:11: to long term.  
00:28:11 --> 00:28:17: Absolutely nothing. Even something as dramatic like seniors  
homes which  
00:28:17 --> 00:28:19: are really suffering a terrible.  
00:28:19 --> 00:28:22: I'm not talking bout financially but just you know to  
00:28:22 --> 00:28:23: the experiences,  
00:28:23 --> 00:28:26: the news etc would suggest that no one would ever  
00:28:26 --> 00:28:28: wanna be in a senior home.  
00:28:28 --> 00:28:31: There was a reason for senior homes before and so

00:28:31 --> 00:28:34: the easy reaction today would be no more senior homes.  
00:28:34 --> 00:28:37: We need to find other solutions or only you know  
00:28:37 --> 00:28:38: people who have no choice.  
00:28:38 --> 00:28:41: And that's not good for a business model.  
00:28:41 --> 00:28:43: So I the important thing is not to jump to  
00:28:43 --> 00:28:44: conclusions.  
00:28:44 --> 00:28:48: People will take airplanes again and maybe even someone  
will  
00:28:48 --> 00:28:50: take a cruise at some point although.  
00:28:50 --> 00:28:53: Probably no one on this line to signing up anytime  
00:28:53 --> 00:28:53: soon,  
00:28:53 --> 00:28:56: so you know you know it's too too early to  
00:28:56 --> 00:29:00: put the death knell into the even the most obvious  
00:29:00 --> 00:29:00: ones.  
00:29:00 --> 00:29:02: And then maybe, you know,  
00:29:02 --> 00:29:06: addressing Stevens question. I mean that is one of the  
00:29:06 --> 00:29:10: sectors that you have to wonder what is the impact  
00:29:10 --> 00:29:14: to the office business we have all learned that we  
00:29:14 --> 00:29:17: can work reasonably effectively from home.  
00:29:17 --> 00:29:21: We can debate whether everyone likes it or not.  
00:29:21 --> 00:29:24: If you live in a large home with space etc.  
00:29:24 --> 00:29:28: Maybe it's even better you avoid the commute.  
00:29:28 --> 00:29:31: I can tell you that without getting too personal.  
00:29:31 --> 00:29:36: My colleagues in Hong Kong did not like work in  
00:29:36 --> 00:29:37: their homes.  
00:29:37 --> 00:29:40: Don't live, you know homes in general just across the  
00:29:40 --> 00:29:41: board,  
00:29:41 --> 00:29:44: whether wealthy or less, affluent are not the same size  
00:29:44 --> 00:29:46: in all markets and and to be honest a lot  
00:29:46 --> 00:29:48: of the single people in our office,  
00:29:48 --> 00:29:51: even here in Toronto who have roommates that everyone is  
00:29:51 --> 00:29:54: working on the phone at the same time and it's  
00:29:54 --> 00:29:58: not working and there's confidential information being heard  
in the  
00:29:58 --> 00:30:01: background. It's not quite perfect.  
00:30:01 --> 00:30:03: And so I think it's still early to tell.  
00:30:03 --> 00:30:06: There's examples with IBM. They they went to a model  
00:30:06 --> 00:30:09: with no offices and then until pre pandemic this trend  
00:30:09 --> 00:30:13: was to attract and retain the best talent you needed.  
00:30:13 --> 00:30:16: Cool space where people would bump into each other and  
00:30:16 --> 00:30:17: communicate that way.  
00:30:17 --> 00:30:20: So the quick answer is I wouldn't jump to any



00:30:20 --> 00:30:21: conclusions now,  
00:30:21 --> 00:30:25: but we have to ask ourselves these questions.  
00:30:25 --> 00:30:28: Right, thank you. OK, so quick question from question to  
00:30:28 --> 00:30:30: Lisa from Melissa Richey.  
00:30:30 --> 00:30:34: Have you noticed a different reaction from the public sector  
00:30:34 --> 00:30:37: in different locations where you work in terms of how  
00:30:37 --> 00:30:40: they continue to operate business as usual?  
00:30:40 --> 00:30:43: So are you seeing different jurisdictions?  
00:30:43 --> 00:30:47: Public sector reacting differently than the private sectors?  
00:30:47 --> 00:30:51: In those jurisdictions you have insight into that.  
00:30:51 --> 00:30:56: Yes, certainly. Especially I would say in in Canada for  
00:30:56 --> 00:30:56: sure.  
00:30:56 --> 00:31:04: We definitely are seeing our institutional sector work  
continuing.  
00:31:04 --> 00:31:06: You know it's it's funny,  
00:31:06 --> 00:31:09: but once again in Canada I'm saying that because once  
00:31:09 --> 00:31:10: again,  
00:31:10 --> 00:31:14: education healthcare that are publicly owned aviation unit,  
00:31:14 --> 00:31:17: it's a. It's a good time right now to do  
00:31:17 --> 00:31:19: construction at airports.  
00:31:19 --> 00:31:24: They can accelerate with stakeholders being the airlines and  
customers  
00:31:24 --> 00:31:24: not there,  
00:31:24 --> 00:31:28: but we do have unions in terms of construction sector,  
00:31:28 --> 00:31:33: suggesting that you know construction has been determined  
to be  
00:31:33 --> 00:31:35: an essential service.  
00:31:35 --> 00:31:39: So then engineers and architects doing periodic review  
obviously are  
00:31:39 --> 00:31:41: then an essential service,  
00:31:41 --> 00:31:44: but we're seeing unions definitely asking about you know  
what  
00:31:45 --> 00:31:46: is a safe work environment,  
00:31:46 --> 00:31:50: so we're definitely seeing that we have seen our hospitality  
work.  
00:31:50 --> 00:31:53: Definitely right away things went on hold,  
00:31:53 --> 00:31:57: but we're also hearing from some of our longstanding armor  
interior design group,  
00:31:57 --> 00:31:58: the Chill group that to global work with a lot  
00:31:58 --> 00:32:01: of known brands.  
00:32:01 --> 00:32:02: We are seeing that they're saying this is a great  
00:32:02 --> 00:32:06: time to actually look at.  
00:32:06 --> 00:32:07: Renovating rooms because you know we've got?  
00:32:07 --> 00:32:10:

00:32:10 --> 00:32:13: You know availability to actually do so.  
00:32:13 --> 00:32:16: Retail saying we weren't weren't as active right now,  
00:32:16 --> 00:32:19: but in Asia it's starting to ramp up again a  
00:32:19 --> 00:32:21: little bit in China.  
00:32:21 --> 00:32:24: But as Peter said, they aren't seeing people all coming  
00:32:25 --> 00:32:28: back and congregating or just happy to get out.  
00:32:28 --> 00:32:31: We have the same issue with our with our Asian  
00:32:31 --> 00:32:35: operations and they are Middle Eastern operations that  
people live  
00:32:35 --> 00:32:38: in quite small homes and I do know.  
00:32:38 --> 00:32:39: Just with my own family,  
00:32:39 --> 00:32:42: you know, you know one of my kids living in  
00:32:43 --> 00:32:44: a 15th floor of a,  
00:32:44 --> 00:32:48: you know, a condo building can't get in the elevator.  
00:32:48 --> 00:32:51: Somebody else is in it 'cause the elevators are 6  
00:32:51 --> 00:32:53: by 8 so you know,  
00:32:53 --> 00:32:56: I think it's it is very regionally focused that way.  
00:32:56 --> 00:33:01: But another question made to the public sector from Angela  
00:33:01 --> 00:33:05: Clayton asking about what we're seeing in terms of stimulus  
00:33:05 --> 00:33:08: spending in the last global.  
00:33:08 --> 00:33:12: Downturn economic downturn. There was massive stimulus  
spending.  
00:33:12 --> 00:33:16: What are you seeing? Either of you perhaps start with  
00:33:16 --> 00:33:19: Peter as being that the response on that front to  
00:33:19 --> 00:33:22: stimulate the economy on the on the other side of  
00:33:22 --> 00:33:24: this.  
00:33:24 --> 00:33:27: I would say it's still an early stage,  
00:33:27 --> 00:33:29: so in Asia, and we're generalizing,  
00:33:29 --> 00:33:32: let me focus on chain and there has been some  
00:33:32 --> 00:33:33: stimulus,  
00:33:33 --> 00:33:36: but I wouldn't call it a material stimulus.  
00:33:36 --> 00:33:39: The impact in China. The good news was was reasonably  
00:33:40 --> 00:33:40: brief,  
00:33:40 --> 00:33:43: and so it was very up what they're calling AV  
00:33:43 --> 00:33:44: shape recovery,  
00:33:44 --> 00:33:48: whereby by the time they were working on stimulus of  
00:33:48 --> 00:33:52: the market was already recovering because as I mentioned,  
00:33:52 --> 00:33:54: people are going back to work.  
00:33:54 --> 00:33:56: The factories are opening up,  
00:33:56 --> 00:34:00: etc. Whether that can be sustained because their you know  
00:34:00 --> 00:34:03: their exports are going to drop as Europe and the  
00:34:03 --> 00:34:07: Americas drop off his buyers as we go through this.

00:34:07 --> 00:34:09: That's still to be questioned,  
00:34:09 --> 00:34:11: but the quick answer is,  
00:34:11 --> 00:34:15: I don't think there's been a lot of stimulus knowledge.  
00:34:15 --> 00:34:19: We're all reading similar information in terms of what the  
00:34:19 --> 00:34:20: US is planning.  
00:34:20 --> 00:34:24: They are planning considerable stimulus with Europe,  
00:34:24 --> 00:34:27: but it's not being enacted were active in.  
00:34:27 --> 00:34:29: India. There's talk about it there,  
00:34:29 --> 00:34:33: but I wouldn't see the dollars that the challenge with  
00:34:33 --> 00:34:36: infrastructure and it is stimulus is that it it?  
00:34:36 --> 00:34:40: It happens very slowly and I think they're focused much  
00:34:40 --> 00:34:42: more on immediate stimulus.  
00:34:42 --> 00:34:45: And in the case of certainly what we're seeing in  
00:34:45 --> 00:34:46: kind of in the US,  
00:34:46 --> 00:34:49: is really it's even less stimulus,  
00:34:49 --> 00:34:52: but just almost support for those people who are losing  
00:34:52 --> 00:34:54: their jobs and their businesses.  
00:34:54 --> 00:34:59: So it's it's. It's got a much short term.  
00:34:59 --> 00:35:02: Softening, as opposed to a medium and long term,  
00:35:02 --> 00:35:04: which is what infrastructure is.  
00:35:04 --> 00:35:08: Right, right? Well, and you wonder whether governments are  
in  
00:35:09 --> 00:35:12: the same have the same fiscal capacity they had last  
00:35:12 --> 00:35:16: time when there's so much short-term bleeding going on  
fiscal  
00:35:16 --> 00:35:20: E as they are are sort of shoring up.  
00:35:20 --> 00:35:23: Society, you know, in the most immediate way that they  
00:35:23 --> 00:35:26: may not be in the same position that they they  
00:35:26 --> 00:35:28: would have been in previous times,  
00:35:28 --> 00:35:31: right? I mean you don't have lower interest rates to  
00:35:31 --> 00:35:33: solve the solution anymore,  
00:35:33 --> 00:35:37: so they are looking for other short-term solutions and  
infrastructure  
00:35:37 --> 00:35:38: is a great medium term.  
00:35:38 --> 00:35:40: It should be the right answer,  
00:35:40 --> 00:35:43: but unfortunately it's got a longer lead time in terms  
00:35:43 --> 00:35:44: of employment etc.  
00:35:44 --> 00:35:46: Which is what's really needed right now,  
00:35:46 --> 00:35:48: OK?  
00:35:48 --> 00:35:51: Was that there was a more nuanced question on the  
00:35:51 --> 00:35:52: seniors care,  
00:35:52 --> 00:35:56: but I think I'm going to maybe just what I'm  
00:35:56 --> 00:35:59: going to do is package up that question.

00:35:59 --> 00:36:02: And send it to you if you'd be willing to  
00:36:03 --> 00:36:04: answer it offline.  
00:36:04 --> 00:36:08: Peter, but but one of the things that that.  
00:36:08 --> 00:36:12: Laura Sellers is asking is.  
00:36:14 --> 00:36:19: How are you both leading your firms differently your  
00:36:19 --> 00:36:23: companies  
00:36:19 --> 00:36:23: and how are your companies leading more broadly differently  
00:36:23 --> 00:36:26: now  
00:36:23 --> 00:36:26: that we're in the midst of this crisis,  
00:36:26 --> 00:36:30: what, what? What have you focused on as leaders?  
00:36:30 --> 00:36:34: Not doesn't necessarily have to be an industry leadership.  
00:36:34 --> 00:36:37: It could be corporate culture and so forth.  
00:36:37 --> 00:36:41: What are some of your messages that you're giving your  
00:36:41 --> 00:36:45: staff things that that that that that might just be?  
00:36:45 --> 00:36:49: I have suddenly changed in leadership style and culture.  
00:36:51 --> 00:36:53: You want me to start,  
00:36:53 --> 00:36:57: but you're sure, sorry, sorry I should've said that yes,  
00:36:57 --> 00:37:01: that's OK. Well, we are a lot more connected globally.  
00:37:01 --> 00:37:06: For sure, we're having three senior leadership team Covid ID  
00:37:06 --> 00:37:08: 19 COVID-19 meetings a week.  
00:37:08 --> 00:37:12: We're having weekly town halls led by our CEO as  
00:37:12 --> 00:37:13: of January.  
00:37:13 --> 00:37:19: Interestingly enough, our Toronto and Shanghai studios are  
00:37:13 --> 00:37:19: both scheduled  
00:37:19 --> 00:37:20: to move this summer,  
00:37:20 --> 00:37:22: so we are now rapidly.  
00:37:22 --> 00:37:25: Prototyping. What does this new model mean?  
00:37:25 --> 00:37:28: How do people feel about social distancing?  
00:37:28 --> 00:37:31: What? What are these new studios look like?  
00:37:31 --> 00:37:35: So I think you know our immediately when this happened.  
00:37:35 --> 00:37:38: We we've always seen that people are assets were a  
00:37:38 --> 00:37:40: consulting practice,  
00:37:40 --> 00:37:43: so people are our assets and it's really just making  
00:37:43 --> 00:37:47: sure that everybody is taken care of and that all  
00:37:47 --> 00:37:49: questions are getting answered.  
00:37:49 --> 00:37:52: So I think that's what we immediately went.  
00:37:52 --> 00:37:55: Focus on was was that?  
00:37:55 --> 00:37:57: Testing  
00:37:57 --> 00:37:59: Peter, so I would separate into.  
00:37:59 --> 00:38:00: I mean many of us,  
00:38:00 --> 00:38:04: or at least I'll include myself are old enough to.  
00:38:04 --> 00:38:09: Unfortunately, I've gone through many downturns so  
00:38:04 --> 00:38:09: downturns in themselves

00:38:09 --> 00:38:10: aren't really new.  
00:38:10 --> 00:38:12: They're not new to real estate.  
00:38:12 --> 00:38:16: In effect. It's obviously very natural and.  
00:38:16 --> 00:38:18: There's that component of it,  
00:38:18 --> 00:38:22: but I think it's important to recognize what's unique about  
00:38:22 --> 00:38:23: this situation,  
00:38:23 --> 00:38:26: and that is the isolation and the anxiety that's coming.  
00:38:26 --> 00:38:30: Well. People might be anxious about their businesses,  
00:38:30 --> 00:38:32: which happens in a typical downturn.  
00:38:32 --> 00:38:34: In this scenario, people are,  
00:38:34 --> 00:38:36: you know there's anxiety about,  
00:38:36 --> 00:38:38: uh, obviously, from a health perspective,  
00:38:38 --> 00:38:41: I have colleagues who have covid as we speak,  
00:38:41 --> 00:38:44: and I'm A and there's a certain anxiety.  
00:38:44 --> 00:38:47: People probably is trying to know people in.  
00:38:47 --> 00:38:49: Maybe thankfully less so here in the Americas,  
00:38:49 --> 00:38:52: but for those of us that are in other markets,  
00:38:52 --> 00:38:54: it's a. It's a normal occurrence,  
00:38:54 --> 00:38:56: and so there's a lot of anxiety,  
00:38:56 --> 00:38:59: etc. And So what we're acknowledging and making sure is  
00:38:59 --> 00:39:01: first take care of the people.  
00:39:01 --> 00:39:03: If our people are taken care of,  
00:39:03 --> 00:39:06: then we know the business will be taken care of,  
00:39:06 --> 00:39:08: and so repeating leases point.  
00:39:08 --> 00:39:10: First of all, there's a certain empathy.  
00:39:10 --> 00:39:14: Secondly, I just always talked about that were based in  
00:39:14 --> 00:39:16: seven offices around the world.  
00:39:16 --> 00:39:17: We're now we're based in.  
00:39:17 --> 00:39:21: Now 80 offices. Because we have 80 investment  
professionals and  
00:39:21 --> 00:39:24: I'm referring to the real estate 1700 people in 1700s  
00:39:25 --> 00:39:27: in different offices and so the key part of this  
00:39:27 --> 00:39:31: is communication. We have regular as least wissing calls.  
00:39:31 --> 00:39:35: I've now opened up everything that's normally among  
smaller,  
00:39:35 --> 00:39:38: more senior groups. Everything is transparent.  
00:39:38 --> 00:39:41: There's no Secret Service will have debates in front of  
00:39:41 --> 00:39:45: large groups and just make sure that everyone feels part  
00:39:45 --> 00:39:47: of this challenge we are taking.  
00:39:47 --> 00:39:51: And then within that once we have things under control  
00:39:51 --> 00:39:54: and we're breaking ourselves down into subcommittees,  
00:39:54 --> 00:39:57: which is a combination of to get to better answers

00:39:57 --> 00:39:58: and decision making,  
00:39:58 --> 00:40:01: but also for people to feel more part of a  
00:40:01 --> 00:40:04: group as they kind of deal through this struggle.  
00:40:04 --> 00:40:07: So I'm happy to talk about the business side of  
00:40:07 --> 00:40:07: it,  
00:40:07 --> 00:40:11: but that's kind of the leadership on the leadership specifically.  
00:40:11 --> 00:40:14: You know, it's important to keep the troops.  
00:40:14 --> 00:40:17: Com, explain to them that from a business perspective,  
00:40:17 --> 00:40:21: cycles are North Natural. And that if you're calm and  
00:40:21 --> 00:40:22: thoughtful,  
00:40:22 --> 00:40:25: not only is it you know.  
00:40:25 --> 00:40:26: Not a terrible thing in fact,  
00:40:26 --> 00:40:29: and we're not trying to be opportunistic.  
00:40:29 --> 00:40:32: But cycle. Do create business opportunities and we need to  
00:40:32 --> 00:40:33: be.  
00:40:35 --> 00:40:39: Fascinating, thank you. We're getting close to the end here  
00:40:39 --> 00:40:42: and I I I want to just sort of leave  
00:40:42 --> 00:40:45: our audience with an understanding of some of the things  
00:40:45 --> 00:40:49: that are to come. A lot of questions have been  
00:40:49 --> 00:40:52: not asked because they came in a fast and furiously  
00:40:52 --> 00:40:53: and so,  
00:40:53 --> 00:40:55: but what they are going to be.  
00:40:55 --> 00:40:59: We're going to harvest those questions for future webinars.  
00:40:59 --> 00:41:01: We're going to be doing a lot of them.  
00:41:01 --> 00:41:05: Also podcasts. We're using the online content heavily.  
00:41:05 --> 00:41:08: It's highly successful. In fact,  
00:41:08 --> 00:41:12: we're finding we're reaching an even larger audience than we  
00:41:12 --> 00:41:14: do in our normal model,  
00:41:14 --> 00:41:17: which is will be an interesting post mortem when all  
00:41:17 --> 00:41:19: this is said and done,  
00:41:19 --> 00:41:22: I also want you to know that you Ally is  
00:41:22 --> 00:41:26: working with our sister organisations we've come together  
with the  
00:41:27 --> 00:41:30: Netshops and and and other real pack and others to  
00:41:30 --> 00:41:33: to begin to mobilize how we can scale our local  
00:41:33 --> 00:41:35: industry response to.  
00:41:35 --> 00:41:38: Pandemic effort led by government.  
00:41:38 --> 00:41:42: So that's something that I want you to stay tuned  
00:41:42 --> 00:41:42: to.  
00:41:42 --> 00:41:45: We also have a whole lot of.  
00:41:45 --> 00:41:49: Webinars series coming forward that's gonna tuck into some  
of

00:41:49 --> 00:41:51: these questions that have been asked.  
00:41:51 --> 00:41:54: Like the question of is it the end of density  
00:41:54 --> 00:41:56: we that in fact the future of density is our  
00:41:56 --> 00:42:00: next webinar next Wednesday led by Ryerson City Building  
Institute,  
00:42:00 --> 00:42:03: who we partnered on for a weekly series into the  
00:42:03 --> 00:42:03: future.  
00:42:03 --> 00:42:06: So lots and lots of opportunity for us to address  
00:42:06 --> 00:42:09: the kinds of questions that have been coming at us  
00:42:09 --> 00:42:12: and lots of opportunities that will be asking of you  
00:42:12 --> 00:42:16: to provide your own leadership to this effort locali.  
00:42:16 --> 00:42:19: In the coming weeks so stay tuned to that man.  
00:42:19 --> 00:42:23: With that I would really like to thank again Lisa  
00:42:23 --> 00:42:27: Page and Peter Bowen for taking the time to do  
00:42:27 --> 00:42:30: this with us on very short notice.  
00:42:30 --> 00:42:35: Fascinating insights for us as we share our experiences with  
00:42:35 --> 00:42:36: each other.  
00:42:36 --> 00:42:41: Really, really helpful. So thank you both and thank you  
00:42:41 --> 00:42:44: to all our audience who dialed into this.  
00:42:44 --> 00:42:49: This first of many. Webinars member only member webinars.  
00:42:49 --> 00:42:52: All the best. Thanks Richard and thank everyone for the  
00:42:52 --> 00:42:53: questions.  
00:42:53 --> 00:42:55: Yes, thank you everybody and sorry it was hard to  
00:42:56 --> 00:42:59: track the questions and hopefully will get sent them Richard  
00:42:59 --> 00:43:00: so we can can we can look at them.  
00:43:00 --> 00:43:03: They definitely do that. Thank you all.  
00:43:03 --> 00:43:04: Bye bye. Thanks bye bye everybody.

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