

# Webinar

## ULI British Columbia: Coffee and Conversations with Anita Leonoff of IBI Group

Date: September 21, 2021

00:00:05 --> 00:00:08: OK, let's get started. Thank you all for joining us  
 00:00:08 --> 00:00:12: in another edition of coffee and conversations hosted by the  
 00:00:12 --> 00:00:15: Urban Land Institute and generously sponsored by Onnit.  
 00:00:15 --> 00:00:19: My name is Randolph Lee with ULIBC's Young leaders group  
 00:00:19 --> 00:00:22: and I'm joined by my team members all over tenant  
 00:00:22 --> 00:00:23: and Chris Kunal.  
 00:00:23 --> 00:00:26: As always, I would like to give a special shout  
 00:00:26 --> 00:00:29: out to Shannon Patterson and you libbies Young leaders  
 group  
 00:00:29 --> 00:00:31: for their continued support and guidance.  
 00:00:31 --> 00:00:36: Now for newcomers joining us coffee and conversations is  
 UL  
 00:00:36 --> 00:00:37: IBD monthly,  
 00:00:37 --> 00:00:40: early morning networking event where students and  
 professionals can drop  
 00:00:41 --> 00:00:43: in to meet other like minded colleagues and hear new  
 00:00:43 --> 00:00:44: thoughts,  
 00:00:44 --> 00:00:48: ideas and industry issues surrounding real estate  
 development.  
 00:00:48 --> 00:00:50: We will continue to be putting out these monthly events  
 00:00:50 --> 00:00:52: online until in person.  
 00:00:52 --> 00:00:56: Events are fully permitted. Some upcoming dates to keep in  
 00:00:57 --> 00:00:57: mind.  
 00:00:57 --> 00:01:02: The deadline to submit nominations for WL IBX Leadership  
 recognition  
 00:01:02 --> 00:01:06: program and applications for you Libbies Atkins Scholars  
 program are  
 00:01:06 --> 00:01:09: both coming up at the end of the month.  
 00:01:09 --> 00:01:13: You will also host two very interesting virtual events in  
 00:01:13 --> 00:01:13: October.  
 00:01:13 --> 00:01:16: One is named professional development.

00:01:16 --> 00:01:20: How to be a nonprofit board or committee member which  
00:01:20 --> 00:01:24: is taking place on October 21st and Wli presents personal  
00:01:24 --> 00:01:28: leadership to bounce back from and avoid burnout were just  
00:01:28 --> 00:01:30: taking place on October 28th.  
00:01:30 --> 00:01:34: The links to all these events should be posted in  
00:01:34 --> 00:01:35: the chat shortly.  
00:01:35 --> 00:01:39: Now some housekeeping items, please keep your  
microphones muted.  
00:01:39 --> 00:01:41: Use of your web camera is optional,  
00:01:41 --> 00:01:44: but we encourage you to turn it on.  
00:01:44 --> 00:01:46: There will be a Q&A session towards the end of  
00:01:46 --> 00:01:47: the talk,  
00:01:47 --> 00:01:50: so please feel free to send a message to Oliver  
00:01:50 --> 00:01:53: tenant or me with any questions that you may have  
00:01:53 --> 00:01:54: for our speaker today.  
00:01:54 --> 00:01:56: We will select them in the order that they are  
00:01:56 --> 00:01:57: received,  
00:01:57 --> 00:02:00: and I mute you so you can ask her directly  
00:02:01 --> 00:02:02: around 8:40.  
00:02:02 --> 00:02:05: For our speaker today, we are very fortunate to have  
00:02:05 --> 00:02:07: a needle leonoff join us.  
00:02:07 --> 00:02:10: I need a is the director and office lead of  
00:02:10 --> 00:02:14: the Vancouver office at Ibi Group One of the largest  
00:02:14 --> 00:02:17: global architectural firms in the world.  
00:02:17 --> 00:02:23: Anita's areas of specialty include institutional and hospitality  
facilities design.  
00:02:23 --> 00:02:28: Retail and office tenant Fitup heritage renovations and the  
management  
00:02:28 --> 00:02:32: of approvals and the public consultation process.  
00:02:32 --> 00:02:35: In her time with IBIC has overseen overseeing and LED  
00:02:35 --> 00:02:37: some of the most high profile,  
00:02:37 --> 00:02:42: public and private projects across Metro Vancouver.  
00:02:42 --> 00:02:46: Interviewing Anita today will be my colleague Chris Cuno.  
00:02:46 --> 00:02:50: Chris is currently a senior consultant with the Urban Planning  
00:02:50 --> 00:02:52: and Place making team at Colliers,  
00:02:52 --> 00:02:54: and with that, Anita and Chris,  
00:02:54 --> 00:02:55: the floor is yours.  
00:02:57 --> 00:03:00: Thanks, Randall Anita. We've we've been chatting a bit in  
00:03:00 --> 00:03:01: the past now,  
00:03:01 --> 00:03:04: but if you want, just give the Group A brief  
00:03:04 --> 00:03:06: introduction so where you're from,  
00:03:06 --> 00:03:10: how you got into this industry and what Ibi is.

00:03:13 --> 00:03:16: Sure, I'm happy to, although around I think explained a  
00:03:16 --> 00:03:19: little bit more of what what I do.  
00:03:19 --> 00:03:22: So I'm born and raised in Vancouver.  
00:03:22 --> 00:03:24: So I'm true Vancouver, right?  
00:03:24 --> 00:03:27: I'm I'm an architect and director of senior.  
00:03:27 --> 00:03:30: What we call senior practice lead at the Ibi Vancouver  
00:03:30 --> 00:03:31: office.  
00:03:31 --> 00:03:33: I've always worked out of this office.  
00:03:33 --> 00:03:37: I joined right out of school.  
00:03:37 --> 00:03:41: That's a. In 1983, so they have 83 so very  
00:03:41 --> 00:03:45: long time ago and I'm currently the office lead as  
00:03:45 --> 00:03:48: well in in the Vancouver office,  
00:03:48 --> 00:03:51: the Vancouver Office of IBI.  
00:03:51 --> 00:03:55: When I joined, I think there were five staff.  
00:03:55 --> 00:03:58: I was number 6 and we are currently at about  
00:03:59 --> 00:04:00: 250 in the vet,  
00:04:00 --> 00:04:04: downtown Vancouver Office. We offer also have offices in  
00:04:04 --> 00:04:07: in Kelowna, led by others.  
00:04:07 --> 00:04:09: So that's just a little bit of.  
00:04:09 --> 00:04:11: About me and yeah, a lot of most of my  
00:04:12 --> 00:04:15: work has been in the commercial and institutional sectors.  
00:04:17 --> 00:04:21: So I know you're mentioning that your employee #6 I  
00:04:21 --> 00:04:23: was talking with my boss recently,  
00:04:23 --> 00:04:26: just saying that we're going to be doing this in  
00:04:26 --> 00:04:27: with you,  
00:04:27 --> 00:04:28: and he mentioned he was,  
00:04:28 --> 00:04:31: I think, employee number 9.  
00:04:31 --> 00:04:32: So he was also there quite early on,  
00:04:32 --> 00:04:36: yes, but I was wondering about your your progression of  
00:04:36 --> 00:04:37: your career at Ibi,  
00:04:37 --> 00:04:39: so a bit about what it was like.  
00:04:39 --> 00:04:43: Beginning how you landed this job as your first job  
00:04:43 --> 00:04:45: out of school,  
00:04:45 --> 00:04:48: and then your experiences as a female leader.  
00:04:48 --> 00:04:49: Overtime, how that's changed,  
00:04:50 --> 00:04:52: right? OK, so so I don't think I have the  
00:04:52 --> 00:04:56: most exciting story because I've worked for Ibi my entire  
00:04:56 --> 00:04:57: career.  
00:04:57 --> 00:05:00: So for a very long time and how do I  
00:05:00 --> 00:05:01: land?  
00:05:01 --> 00:05:03: ABBA, I basically had graduated in my,

00:05:03 --> 00:05:07: UM, my older brother had gone to a party on  
00:05:07 --> 00:05:10: a Saturday night phone me on Sundays that I met  
00:05:10 --> 00:05:11: somebody from Ivy.  
00:05:11 --> 00:05:14: I I told him my sister just graduated and it's  
00:05:14 --> 00:05:17: going to be an architect and I needed to go  
00:05:17 --> 00:05:19: and apply on Monday morning,  
00:05:19 --> 00:05:22: which I did so. So I always say I had  
00:05:22 --> 00:05:26: the worst interview in the entire world because of the  
00:05:27 --> 00:05:29: back of My Portfolio I had.  
00:05:29 --> 00:05:33: I done menus and for a local restaurant and some  
00:05:33 --> 00:05:37: and some graphics for them and one of the the  
00:05:37 --> 00:05:42: the gentleman interviewing me had recently had had a meal  
00:05:42 --> 00:05:45: there and it was a terrible meal and so he  
00:05:45 --> 00:05:48: elaborated on how cold the soup came,  
00:05:48 --> 00:05:52: etc. So I thought it was absolutely worst interview possible.  
00:05:52 --> 00:05:55: But and that bend, they said so when can you  
00:05:55 --> 00:05:59: start so that that basically it started.  
00:05:59 --> 00:06:02: And of course I was obviously extremely junior with really  
00:06:02 --> 00:06:03: limited experience.  
00:06:03 --> 00:06:07: And you know, I started and and only and none  
00:06:07 --> 00:06:09: of you will know this.  
00:06:09 --> 00:06:11: But we used to have ammonia Prince basically.  
00:06:11 --> 00:06:14: So I would run blueprints in the office.  
00:06:14 --> 00:06:17: So that's how junior I started off.  
00:06:17 --> 00:06:21: And then, uh, and then overtime obviously grew in my  
00:06:21 --> 00:06:22: role.  
00:06:22 --> 00:06:25: One of the things about starting with a firm that  
00:06:25 --> 00:06:28: was that small in Vancouver is that I got thrown  
00:06:28 --> 00:06:30: into lots of different kinds of projects,  
00:06:30 --> 00:06:32: so the diversity of projects,  
00:06:32 --> 00:06:38: the opportunity to actually work with really senior leadership  
at  
00:06:38 --> 00:06:41: the time was was terrific and and that was a  
00:06:41 --> 00:06:43: great experience.  
00:06:43 --> 00:06:45: It took me five years to become an associate to  
00:06:45 --> 00:06:46: come even longer,  
00:06:46 --> 00:06:49: to become an associate. Director and director.  
00:06:49 --> 00:06:50: So it was a long.  
00:06:50 --> 00:06:53: It was a long haul I think.  
00:06:53 --> 00:06:58: Perseverance maybe to actually get to to where I felt  
00:06:58 --> 00:07:02: I wanted wanted to be so dumb in terms of  
00:07:02 --> 00:07:04: being a female leadership.

00:07:05 --> 00:07:07: Well I mean I can't speak as I've always been  
00:07:08 --> 00:07:11: a female this work environment when I started I thought  
00:07:11 --> 00:07:12: I be I was really,  
00:07:12 --> 00:07:16: you know a very male dominated.  
00:07:16 --> 00:07:20: Club right? So absolutely, you know it.  
00:07:20 --> 00:07:24: It wasn't. I have seen significant changes overtime,  
00:07:24 --> 00:07:26: you know, not there yet.  
00:07:26 --> 00:07:27: Where I think we need to be,  
00:07:27 --> 00:07:30: but I think the diversity of the company we always  
00:07:30 --> 00:07:33: had a lot of diversity within our staff.  
00:07:33 --> 00:07:35: I think it's in the leadership levels that it's taking  
00:07:36 --> 00:07:38: a long time to come about and to get where  
00:07:38 --> 00:07:39: it needs to be.  
00:07:39 --> 00:07:41: So and I don't think we're there yet.  
00:07:41 --> 00:07:45: I think we have work to do still so.  
00:07:45 --> 00:07:47: So that's just a little bit.  
00:07:47 --> 00:07:51: I mean, I've I've I've certainly again it's going from  
00:07:51 --> 00:07:54: a company that went from 6 staff to 250,  
00:07:54 --> 00:07:57: sees a lot of changes.  
00:07:57 --> 00:08:00: You know a lot of adoptions that I've had have  
00:08:00 --> 00:08:01: had to happen so.  
00:08:04 --> 00:08:06: That's a little bit about my background.  
00:08:08 --> 00:08:11: So when you first joined Ibi or or quite early  
00:08:11 --> 00:08:14: on in your path in leadership at Ivy,  
00:08:14 --> 00:08:18: I started working for Whole Frontier in Vancouver and also  
00:08:18 --> 00:08:22: hotel banker from understanding this summer.  
00:08:22 --> 00:08:24: We just talk about that and how that came to  
00:08:24 --> 00:08:26: be and what you could do for them.  
00:08:26 --> 00:08:27: I mean what is so?  
00:08:27 --> 00:08:30: As I said, one of the things that's been really  
00:08:30 --> 00:08:33: great about working for IBI is the opportunity to work  
00:08:34 --> 00:08:36: with such a diverse group of client base and and  
00:08:36 --> 00:08:41: I probably worked for whole Renfrew for some 20 plus  
00:08:41 --> 00:08:45: years now and you know started by doing some minor  
00:08:45 --> 00:08:46: renovations.  
00:08:46 --> 00:08:49: It was really the relationships back east that they had  
00:08:49 --> 00:08:52: with the group with their Toronto office that came out  
00:08:52 --> 00:08:53: to Vancouver.  
00:08:53 --> 00:08:56: Did really tiny minor renovations for them in there.  
00:08:56 --> 00:09:00: You know, and they're receiving docs whatever,  
00:09:00 --> 00:09:02: and their original store eventually.  
00:09:02 --> 00:09:05: You know at the as of a more recent years

00:09:05 --> 00:09:08: I I'm actually the architect of record for them,  
00:09:08 --> 00:09:11: for for the for their big expansion.  
00:09:11 --> 00:09:14: They did it to their mains to their main store.  
00:09:14 --> 00:09:16: So great client to work for.  
00:09:16 --> 00:09:18: Really interesting, obviously very high end.  
00:09:18 --> 00:09:23: That's being a long relationship with them.  
00:09:23 --> 00:09:24: And then on the Hotel Vancouver.  
00:09:24 --> 00:09:28: It's a long relationship with the building because they've been  
00:09:28 --> 00:09:31: probably through half a dozen different owners and that is.  
00:09:31 --> 00:09:33: I mean, it's one of the iconic buildings,  
00:09:33 --> 00:09:38: obviously Vancouver. It is being.  
00:09:38 --> 00:09:41: Really interesting to work on the building.  
00:09:41 --> 00:09:43: We haven't done all the projects there.  
00:09:43 --> 00:09:46: They're having other firms that would be involved at different  
00:09:46 --> 00:09:46: times,  
00:09:46 --> 00:09:49: but I mean how often do you get to work  
00:09:49 --> 00:09:53: on a project like that over some 30 plus years.  
00:09:53 --> 00:09:57: So everything from doing no sprinklers to to creating admin  
00:09:57 --> 00:10:00: offices and within that hour of the hotel.  
00:10:00 --> 00:10:03: So that has been really it's been great to have  
00:10:03 --> 00:10:06: those kind of clients or those kind of buildings that  
00:10:06 --> 00:10:08: you work on for extended period.  
00:10:08 --> 00:10:11: But I'm so, so yeah,  
00:10:11 --> 00:10:13: I've been very fortunate to be involved in those kinds  
00:10:13 --> 00:10:14: of projects.  
00:10:14 --> 00:10:16: I believe Vancouver is really known for our high rise  
00:10:16 --> 00:10:19: buildings and interesting now that's not the sector I've been  
00:10:19 --> 00:10:20: involved,  
00:10:20 --> 00:10:23: and I think it's it's actually important for people to  
00:10:23 --> 00:10:26: know that there's like a diversity of projects and kinds  
00:10:26 --> 00:10:28: of work that we do too in Vancouver.  
00:10:30 --> 00:10:35: So having managed or having developed this relationship  
over the  
00:10:35 --> 00:10:37: past over 30 plus years now,  
00:10:37 --> 00:10:40: do you have any advice on how to build,  
00:10:40 --> 00:10:44: develop and then maintain these long term relationships and  
the  
00:10:44 --> 00:10:45: professional?  
00:10:46 --> 00:10:51: Well, I think all clients are looking for UM for  
00:10:51 --> 00:10:54: service and they want competency up.  
00:10:54 --> 00:10:59: I think their their expectations are that they are always  
00:10:59 --> 00:11:01: first and that you have to.

00:11:01 --> 00:11:05: That they rely on you for information that they rely  
00:11:05 --> 00:11:06: on you to do a good job.  
00:11:06 --> 00:11:10: I mean really, our work in Vancouver's always been about  
00:11:10 --> 00:11:13: repeat clients that that's extremely important to us is that  
00:11:13 --> 00:11:16: once they've worked with us that they want to come  
00:11:16 --> 00:11:18: back to us and that we can provide them with  
00:11:18 --> 00:11:20: the services that they need.  
00:11:20 --> 00:11:24: So those relationships are relationships with the city,  
00:11:24 --> 00:11:27: our relationships with our clients with our consultant teams.  
00:11:27 --> 00:11:29: All of that is incredibly important.  
00:11:29 --> 00:11:33: Obviously with the contractors. That they can rely on us  
00:11:33 --> 00:11:34: to do it.  
00:11:34 --> 00:11:37: Give them good competent expertise.  
00:11:37 --> 00:11:41: Uhm, you know on schedule on budget all the things  
00:11:41 --> 00:11:42: you hear but but yes,  
00:11:42 --> 00:11:45: repeat clients are incredibly crucial to us.  
00:11:49 --> 00:11:53: Do you have any kind of advice on the initial  
00:11:53 --> 00:11:54: steps to you know?  
00:11:54 --> 00:11:57: I think, at least in the work that I do  
00:11:57 --> 00:11:57: at at Colliers,  
00:11:57 --> 00:12:00: a lot of our clients we wanted to start off  
00:12:00 --> 00:12:01: with one project for them,  
00:12:01 --> 00:12:02: and then we could see it.  
00:12:02 --> 00:12:05: You know, evolving into different types of other projects and  
00:12:05 --> 00:12:07: I'm speaking this person like.  
00:12:07 --> 00:12:10: Do you have any advice on how to start building  
00:12:10 --> 00:12:11: that early on?  
00:12:11 --> 00:12:13: Is it more of a discussion about this boat letting  
00:12:13 --> 00:12:16: them know that this is kind of a thing that  
00:12:16 --> 00:12:17: could happen early on?  
00:12:17 --> 00:12:18: Or is it just, you know,  
00:12:18 --> 00:12:20: do good work? Rick, from the onset and see what  
00:12:20 --> 00:12:21: happens from there.  
00:12:21 --> 00:12:23: Well, I think it's a combination of things,  
00:12:23 --> 00:12:27: right? It's it's the relationships he developed with the  
individuals.  
00:12:27 --> 00:12:30: I think it is. It's the relationship you have with  
00:12:30 --> 00:12:34: your consultants to ensure that they are actually responsive  
as  
00:12:34 --> 00:12:34: well.  
00:12:34 --> 00:12:37: You know in not this is not consistent in the  
00:12:37 --> 00:12:38: industry,  
00:12:38 --> 00:12:42: but for most of my projects that consult with actually

00:12:42 --> 00:12:46: work under us under me and therefore that relationship with  
00:12:46 --> 00:12:47: them.  
00:12:47 --> 00:12:50: They are responsive. Responsiveness isn't.  
00:12:50 --> 00:12:54: Really important, UM? So I think it's about personal  
relationships.  
00:12:54 --> 00:12:58: Treating people respectfully, listening. You know,  
00:12:58 --> 00:13:01: it's all the things that you would expect.  
00:13:01 --> 00:13:03: You know our most of our clients.  
00:13:03 --> 00:13:06: They they don't want. They don't want to go so  
00:13:06 --> 00:13:10: actually parking your ego at the door and actually listen  
00:13:10 --> 00:13:12: to what they want giving them.  
00:13:12 --> 00:13:15: But the examples to speak up when when they're going  
00:13:15 --> 00:13:16: in the wrong track.  
00:13:16 --> 00:13:20: So it is about developing those personal relationships as you  
00:13:20 --> 00:13:21: as you go along.  
00:13:21 --> 00:13:24: So yes, from day one it's it's about the service  
00:13:24 --> 00:13:26: that you provide to your client base.  
00:13:30 --> 00:13:31: Just shifting us a bit now.  
00:13:31 --> 00:13:36: Uhm, we were discussing before how you were discussing  
for  
00:13:36 --> 00:13:40: how much lbi is grown in the past couple years.  
00:13:40 --> 00:13:44: Buying new florist. Your office really expanding the number of  
00:13:44 --> 00:13:46: people in the capacity in Vancouver.  
00:13:46 --> 00:13:50: What is our office? Did networks and work life going  
00:13:50 --> 00:13:51: to be changing,  
00:13:51 --> 00:13:51: moving  
00:13:51 --> 00:13:54: forward? Well so so? I mean,  
00:13:54 --> 00:13:58: the workplace dynamics are changing pre COVID and of  
course  
00:13:58 --> 00:13:59: with kovid have completely changed.  
00:13:59 --> 00:14:03: So we basically within a couple weeks as most companies  
00:14:03 --> 00:14:03: did,  
00:14:03 --> 00:14:08: we decanted everybody to their own Home Office.  
00:14:08 --> 00:14:10: So that was quite the undertaking,  
00:14:10 --> 00:14:12: especially given the kind of programs.  
00:14:12 --> 00:14:16: Use another kind of, UM computers we were using so  
00:14:16 --> 00:14:20: very quickly to counted everybody and and I don't see  
00:14:20 --> 00:14:22: things going back.  
00:14:22 --> 00:14:23: We did. We talked a little bit about this Chris,  
00:14:23 --> 00:14:25: I don't see things going back.  
00:14:25 --> 00:14:29: I think that so we had our 250 staff.  
00:14:29 --> 00:14:31: If we were to go back to our offices today,  
00:14:31 --> 00:14:34: we actually don't have enough seats for them.



00:14:34 --> 00:14:39: I think we're committed to working tablet hybrid work model.

00:14:39 --> 00:14:41: We don't know what that will look like at this

00:14:42 --> 00:14:42: point.

00:14:42 --> 00:14:45: But that we will not be all marching back to

00:14:45 --> 00:14:48: the office and it will not be the business as

00:14:48 --> 00:14:50: it was pre pandemic.

00:14:50 --> 00:14:56: So you know now we are offering in 250 little

00:14:56 --> 00:14:57: offices.

00:14:57 --> 00:14:59: Right, and so the connection in terms for us and

00:15:00 --> 00:15:00: I,

00:15:00 --> 00:15:02: I can say this I I've really noticed it.

00:15:02 --> 00:15:04: And it's partly because everybody was home.

00:15:04 --> 00:15:10: Nobody was actually traveling, but my ability to get ahold

00:15:10 --> 00:15:10: of.

00:15:10 --> 00:15:12: Of senior management. I mean,

00:15:12 --> 00:15:15: it's it's amazing everybody picks up their teams,

00:15:15 --> 00:15:21: call that they're the actual collaboration and connection in for

00:15:21 --> 00:15:22: me has been.

00:15:22 --> 00:15:25: Has expanded its being better than ever.

00:15:25 --> 00:15:28: Nobody's on a plane nobody is traveling for business so

00:15:28 --> 00:15:31: they're very accessible so that piece has been really great.

00:15:31 --> 00:15:34: The majority of our staff had really liked working from

00:15:34 --> 00:15:34: home.

00:15:34 --> 00:15:38: Those who who struggled with working from home for

00:15:38 --> 00:15:39: whatever

00:15:38 --> 00:15:39: reasons.

00:15:39 --> 00:15:42: Young children or just not having the space to do

00:15:42 --> 00:15:42: it,

00:15:42 --> 00:15:44: we made accommodation for them in the office,

00:15:44 --> 00:15:47: but that really is only been about 10%

00:15:47 --> 00:15:50: at maximum of staff that I've really wanted to to

00:15:50 --> 00:15:52: be in the office the entire time.

00:15:52 --> 00:15:54: And I think going forward we are going to be

00:15:54 --> 00:15:55: looking at hybrid.

00:15:55 --> 00:15:58: What that looks like, how that will truly work.

00:15:58 --> 00:16:01: Not 100% sure, I don't think any business it is,

00:16:01 --> 00:16:03: but I think we're fully committed to trying to make

00:16:03 --> 00:16:04: this work now.

00:16:04 --> 00:16:07: Having said that, there are project managers that do struggle

00:16:07 --> 00:16:07: with us like this.

00:16:07 --> 00:16:10: Not everybody saying this is fantastic.

00:16:10 --> 00:16:13: Some of them do struggle with it because they can't

00:16:13 --> 00:16:15: necessarily see what their team is doing,  
00:16:15 --> 00:16:19: so it does require us to communicate a lot more  
00:16:19 --> 00:16:20: with our with our teams so.  
00:16:23 --> 00:16:23: W  
00:16:23 --> 00:16:27: advice for how to create or kind of foster or  
00:16:27 --> 00:16:32: maintain a an office culture or Co culture amongst staff,  
00:16:32 --> 00:16:36: especially when people are not necessarily seeing each  
other.  
00:16:36 --> 00:16:39: Do you have any kind of idea how you can?  
00:16:39 --> 00:16:40: In it,  
00:16:40 --> 00:16:43: right? So we're trying different ways of doing that to  
00:16:43 --> 00:16:46: reach out to staff because there is nothing worse than  
00:16:46 --> 00:16:49: having a call where where nobody is being responsive.  
00:16:49 --> 00:16:53: Nobody has their cameras on or nobody is communicating,  
00:16:53 --> 00:16:56: so we've been trying different different ways of doing it.  
00:16:56 --> 00:16:59: We're going to have a a virtual return to Office  
00:16:59 --> 00:17:02: Day coming up that we you know we we're developing  
00:17:02 --> 00:17:03: our own apps.  
00:17:03 --> 00:17:07: Of course, everything from how you check into the office  
00:17:07 --> 00:17:11: and we were developing programs internally where we can.  
00:17:11 --> 00:17:14: Have people actually look like they're physically in the office  
00:17:14 --> 00:17:17: effectively that you know somebody there that you can bump  
00:17:17 --> 00:17:18: into them.  
00:17:18 --> 00:17:20: I think that's the one thing we do.  
00:17:20 --> 00:17:24: Miss is that collaborate? That ad hoc collaboration,  
00:17:24 --> 00:17:26: right? They they bumping into somebody?  
00:17:26 --> 00:17:30: I mean, I miss talking to colleagues just as I  
00:17:30 --> 00:17:32: run into them and ask them a question.  
00:17:32 --> 00:17:34: So I think we are trying to create that in  
00:17:35 --> 00:17:36: a virtual environment.  
00:17:36 --> 00:17:38: And so once we've had our test run and then  
00:17:38 --> 00:17:40: I'll tell you how that goes,  
00:17:40 --> 00:17:43: but. But yeah, it's a.  
00:17:43 --> 00:17:44: It's a challenge. I mean,  
00:17:44 --> 00:17:48: we've done everything from virtual cocktail parties.  
00:17:48 --> 00:17:51: We had barkeeps that presented to us.  
00:17:51 --> 00:17:53: We we we've tried that.  
00:17:53 --> 00:17:57: We've had different games and events that for people to  
00:17:57 --> 00:17:58: participate in,  
00:17:58 --> 00:18:02: so we're trying different ways to create that office culture.  
00:18:02 --> 00:18:05: That is when we were not in the office,  
00:18:05 --> 00:18:09: so. So some things work better than others,

00:18:09 --> 00:18:12: and I think we're going to have to keep continuing  
00:18:12 --> 00:18:15: to try different tools to how we could make that  
00:18:15 --> 00:18:15: work.  
00:18:18 --> 00:18:20: Uhm, questionable. I be I know.  
00:18:20 --> 00:18:24: So I being that covers office being being large,  
00:18:24 --> 00:18:28: Toronto's office also being quite large at believe that's where  
00:18:28 --> 00:18:29: I got was founded Toronto.  
00:18:29 --> 00:18:33: But with a massive global presence now,  
00:18:33 --> 00:18:35: how much collaboration is there between IB offices and and  
00:18:36 --> 00:18:36: how does that work?  
00:18:36 --> 00:18:39: Well, actually a lot and there's always been a quite  
00:18:39 --> 00:18:39: a bit,  
00:18:39 --> 00:18:43: so the the Vancouver office worked really closely with what  
00:18:44 --> 00:18:45: we call the can West region.  
00:18:45 --> 00:18:49: So that's our. So we have an office in Kelowna,  
00:18:49 --> 00:18:54: Burnaby. The Calgary, Edmonton, Fort McMurray.  
00:18:54 --> 00:19:00: So we have regular meetings and we actually share  
workloads.  
00:19:00 --> 00:19:04: For example, our Colonial office is led by somebody who  
00:19:04 --> 00:19:07: came out of Vancouver who wanted to move back to  
00:19:07 --> 00:19:08: Penticton.  
00:19:08 --> 00:19:10: We also do work all the way down the coast,  
00:19:10 --> 00:19:14: and we actually export a lot of the Vancouver ISM  
00:19:14 --> 00:19:16: to other areas as well.  
00:19:16 --> 00:19:20: So so actually we have a lot quite a strong  
00:19:20 --> 00:19:21: connection,  
00:19:21 --> 00:19:24: certainly across the West, but I I would say across  
00:19:24 --> 00:19:25: Canada too.  
00:19:25 --> 00:19:27: I mean, I mentioned Holt Renfrew little started off.  
00:19:27 --> 00:19:30: It was declined in our Toronto office that moved out.  
00:19:30 --> 00:19:33: Towards A to the West Coast.  
00:19:33 --> 00:19:37: So yes we do. And and for example on schools  
00:19:37 --> 00:19:41: are global lead is a is in Houston who it's  
00:19:41 --> 00:19:45: a really a school practice in Houston and we bring  
00:19:45 --> 00:19:49: bring them in for certain expertise and you know on  
00:19:49 --> 00:19:49: that.  
00:19:49 --> 00:19:52: So I mean I participated in a lot of different  
00:19:52 --> 00:19:54: calls with these different groups.  
00:19:54 --> 00:19:57: It does help that most of these people at some  
00:19:57 --> 00:20:00: point I did meet in person that it's really helpful  
00:20:00 --> 00:20:01: of course.  
00:20:01 --> 00:20:04: And establishing those relationships so.

00:20:04 --> 00:20:08: We feel really comfortable, kind of in those kind of  
00:20:08 --> 00:20:11: relationships we've worked on in a long time.  
00:20:11 --> 00:20:15: So yeah, I think we feel really comfortable with that  
00:20:15 --> 00:20:16: piece of it.  
00:20:16 --> 00:20:17: And then when we have,  
00:20:17 --> 00:20:20: we will bring in experts in certain areas but but  
00:20:20 --> 00:20:23: we know Vancouver and we want to make sure that  
00:20:23 --> 00:20:24: this,  
00:20:24 --> 00:20:28: whatever the solutions are, are are specific to Vancouver so.  
00:20:32 --> 00:20:35: Uhm, obviously you know I've had very long time and  
00:20:35 --> 00:20:37: you're quite proud to work at IBI.  
00:20:37 --> 00:20:40: So if you want to give a quick plug for  
00:20:40 --> 00:20:42: Ibi in terms of projects,  
00:20:42 --> 00:20:44: I guys are great place to work,  
00:20:44 --> 00:20:49: interesting things into bits about it to give to people.  
00:20:49 --> 00:20:51: Please feel. Please feel free to visit now is a  
00:20:51 --> 00:20:52: great time for it.  
00:20:53 --> 00:20:56: Sure, although May may. I also touched on others,  
00:20:56 --> 00:20:58: had a little bit of a topic too because when  
00:20:58 --> 00:21:01: you had asked about female leadership I mean uhm,  
00:21:01 --> 00:21:03: I always feel remiss if I don't.  
00:21:03 --> 00:21:07: Don't speak to this piece of it because.  
00:21:07 --> 00:21:10: I have two kids. So that meant I had two  
00:21:10 --> 00:21:15: maternity leaves and dumb and I wanna just talk a  
00:21:15 --> 00:21:16: little bit.  
00:21:16 --> 00:21:19: Maybe I could just talk a little bit about that  
00:21:19 --> 00:21:22: as is where where I've seen the culture shift nods  
00:21:22 --> 00:21:23: at my bosses ever.  
00:21:23 --> 00:21:26: Uhm, what I've said you can't go home and take  
00:21:26 --> 00:21:29: care of your kids or deal with family issues that  
00:21:29 --> 00:21:32: was never initiated Ibi but I did feel at different  
00:21:32 --> 00:21:35: points of time that there was a penalty to to  
00:21:35 --> 00:21:36: take him.  
00:21:36 --> 00:21:39: Maturity leads in terms of my career.  
00:21:39 --> 00:21:43: So, uh, do I regret that no,  
00:21:43 --> 00:21:47: absolutely God? But I've really seen a big shift in  
00:21:47 --> 00:21:49: how we approach that,  
00:21:49 --> 00:21:52: and I think the fact that in for your generation  
00:21:52 --> 00:21:54: that there's maternity and paternity leaves,  
00:21:54 --> 00:21:56: I think it is a great equalizer.  
00:21:56 --> 00:21:59: I think that companies and the kuczma and have really  
00:21:59 --> 00:22:00: changed in their actions.

00:22:00 --> 00:22:02: They didn't know what to do with me as an  
00:22:02 --> 00:22:05: associate and I I think I may have been the  
00:22:05 --> 00:22:07: first one who became pregnant and how they dealt with  
00:22:07 --> 00:22:11: that. And so. So I think there's huge changes that  
00:22:11 --> 00:22:13: have happened in the industry,  
00:22:13 --> 00:22:16: in our business, and so I'd be remiss not to  
00:22:16 --> 00:22:17: actually talk.  
00:22:17 --> 00:22:21: Little bit about that, so I think it took me  
00:22:21 --> 00:22:24: a lot longer to get to certain places because I  
00:22:24 --> 00:22:29: had these maternity leaves because they that was not being  
00:22:29 --> 00:22:32: that that time away. And even though it was much  
00:22:32 --> 00:22:35: shorter than than what we what people can have now.  
00:22:35 --> 00:22:39: So I think that that had a definitely an impact  
00:22:39 --> 00:22:43: on a long slow career career path for me so.  
00:22:43 --> 00:22:45: But you know, I'm a classic mother.  
00:22:45 --> 00:22:47: I would say that my best projects were my kids,  
00:22:47 --> 00:22:51: you know so. And then in terms of Ibi,  
00:22:51 --> 00:22:55: well, I mean I, I think you know,  
00:22:55 --> 00:22:57: I think we have an amazing diverse portfolio.  
00:22:57 --> 00:23:01: Projects were involved in some of the most exciting projects  
00:23:01 --> 00:23:05: that that are happening throughout the Lower mainland.  
00:23:05 --> 00:23:07: Without a question, I think we you know we cover  
00:23:07 --> 00:23:08: range.  
00:23:08 --> 00:23:12: We do everything game. We're known for our high rises,  
00:23:12 --> 00:23:15: but we do all kinds of mixed use projects.  
00:23:15 --> 00:23:17: We do health care, we do.  
00:23:17 --> 00:23:21: Education we do. You know we're doing interiors that we  
00:23:21 --> 00:23:25: so a wide range of projects are wide range of  
00:23:25 --> 00:23:29: people I think are actual staff are incredibly diverse.  
00:23:29 --> 00:23:32: I think that's always been the case in terms of  
00:23:32 --> 00:23:32: our staff.  
00:23:32 --> 00:23:37: The diversity there are people coming from different places  
and  
00:23:37 --> 00:23:38: different areas.  
00:23:38 --> 00:23:41: I think it's always been a real real bonus up  
00:23:42 --> 00:23:44: for us so and and for me as a as  
00:23:44 --> 00:23:45: an architect.  
00:23:45 --> 00:23:48: One of the things I I really liked about IB  
00:23:48 --> 00:23:48: eyes,  
00:23:48 --> 00:23:51: I had an opportunity to be involved in a project  
00:23:51 --> 00:23:54: from the very inception all the way through construction and  
00:23:55 --> 00:23:56: and I think that has been great,

00:23:56 --> 00:24:00: so there's a real satisfaction of having projects that you  
00:24:00 --> 00:24:03: can see all the way through through every phase of  
00:24:03 --> 00:24:04: development so.  
00:24:06 --> 00:24:08: So yeah, so that's my plug for IPI.  
00:24:08 --> 00:24:09: In terms of I, you know,  
00:24:09 --> 00:24:14: obviously having worked here so long I only have that.  
00:24:14 --> 00:24:19: One experience, but uhm, you know it's it's being.  
00:24:19 --> 00:24:24: It's been a really interesting career place to come and  
00:24:25 --> 00:24:28: not not every day not all the time.  
00:24:28 --> 00:24:33: But yeah, it's being. I don't think I don't know  
00:24:33 --> 00:24:37: where anybody will get that kind of experience so.  
00:24:37 --> 00:24:38: Yeah  
00:24:38 --> 00:24:41: it is. It is very different experience 'cause it's probably  
00:24:41 --> 00:24:43: less common now for people to to be at one  
00:24:43 --> 00:24:44: place for that long,  
00:24:44 --> 00:24:47: but in in many ways it's you have been a  
00:24:47 --> 00:24:51: kind of a different companies because it's grown and  
changed  
00:24:51 --> 00:24:51: so much.  
00:24:51 --> 00:24:55: The sister, yes, I guess our final question now is  
00:24:55 --> 00:24:58: what advice do you have for young professionals?  
00:24:58 --> 00:25:01: I know before your you know just we're talking about  
00:25:01 --> 00:25:03: how China live a happy life and work,  
00:25:03 --> 00:25:07: life balance and anything. But you have other advice on  
00:25:07 --> 00:25:07: that,  
00:25:07 --> 00:25:10: but also on building one's career and and finding what  
00:25:10 --> 00:25:11: they want to do.  
00:25:11 --> 00:25:13: And I think if you want if you can talk  
00:25:13 --> 00:25:13: to that briefly  
00:25:14 --> 00:25:18: so I so. I mean I say this to come.  
00:25:18 --> 00:25:23: Till all the intern architect some is that get your  
00:25:23 --> 00:25:27: registration as an architect right here exams.  
00:25:27 --> 00:25:29: You're never in a better place to write exams then  
00:25:29 --> 00:25:31: when you're directly out of university.  
00:25:31 --> 00:25:34: When the when the world is more black and white  
00:25:34 --> 00:25:37: the older you get the greater against.  
00:25:37 --> 00:25:40: I think you are in the exam writing mode.  
00:25:40 --> 00:25:42: I think you so do it.  
00:25:42 --> 00:25:44: Do it. Get your experience.  
00:25:44 --> 00:25:47: So and I had applied that to any any profession  
00:25:47 --> 00:25:48: planners.  
00:25:48 --> 00:25:51: Engineers, of course, architects. There's a surprising number

of them  
00:25:51 --> 00:25:55: that don't actually fulfill all the requirements to get registered  
00:25:55 --> 00:25:57: or that they take mixed exceptionally long time.  
00:25:57 --> 00:26:00: It's not a typical, so I would say that get  
00:26:00 --> 00:26:01: your registration.  
00:26:01 --> 00:26:03: That's the one thing I felt that I did right.  
00:26:03 --> 00:26:06: I wrote this exams right out of out of school  
00:26:06 --> 00:26:07: and I think it.  
00:26:07 --> 00:26:09: I think that was a good thing.  
00:26:09 --> 00:26:14: I think other things that I would advise staff is  
00:26:14 --> 00:26:18: that our service staff that advise young,  
00:26:18 --> 00:26:21: young young people. Is UM,  
00:26:21 --> 00:26:23: that you know it's not going to be?  
00:26:23 --> 00:26:25: It's not necessary going to be easy.  
00:26:25 --> 00:26:27: It's going to be. You're going to have abs and  
00:26:27 --> 00:26:27: flows,  
00:26:27 --> 00:26:30: ups and downs. It's gonna be times when you want  
00:26:30 --> 00:26:32: to really change where you're going.  
00:26:32 --> 00:26:35: I think perseverance, you know.  
00:26:35 --> 00:26:38: I think you've got to go with that.  
00:26:38 --> 00:26:39: I think you have to.  
00:26:39 --> 00:26:42: Sometimes you have to be able to communicate exactly what  
00:26:42 --> 00:26:43: it is you want.  
00:26:43 --> 00:26:44: Nobody is going to read your mind.  
00:26:44 --> 00:26:48: Nobody's gonna figure it out for you.  
00:26:48 --> 00:26:50: You know it's so you.  
00:26:50 --> 00:26:52: Sometimes have to ask for what you want.  
00:26:52 --> 00:26:54: Uhm, I don't mean and aggressively,  
00:26:54 --> 00:26:57: but actually be clear about what you want with people  
00:26:57 --> 00:26:58: you work with.  
00:26:58 --> 00:27:02: And I think all the standard things about about being  
00:27:02 --> 00:27:05: respectful of your colleagues stand,  
00:27:05 --> 00:27:08: so you never know when the people you work with  
00:27:09 --> 00:27:12: or who work for you will become your clients down  
00:27:12 --> 00:27:13: the road.  
00:27:13 --> 00:27:16: It's a very small community in Vancouver,  
00:27:16 --> 00:27:19: very small, you will run into these people again,  
00:27:19 --> 00:27:21: so treating people well. Treating them respectfully,  
00:27:21 --> 00:27:24: you don't have to like everybody but,  
00:27:24 --> 00:27:28: but being able to work with others is incredibly important.  
00:27:28 --> 00:27:31: I mean, some people have the luxury of being a  
00:27:31 --> 00:27:32: starchitect,

00:27:32 --> 00:27:35: but the majority of us don't have that luxury.  
00:27:35 --> 00:27:36: We're not going to be that,  
00:27:36 --> 00:27:37: but we want to be good,  
00:27:37 --> 00:27:42: competent professionals. And those relationships are  
incredibly important,  
00:27:42 --> 00:27:46: so gain. It's treating people well,  
00:27:46 --> 00:27:48: listening to what they have to say.  
00:27:48 --> 00:27:49: And like. I say, I can't tell you the number  
00:27:49 --> 00:27:50: of people that have.  
00:27:50 --> 00:27:54: Worked with me for me that have you know,  
00:27:54 --> 00:27:57: gone on to work at the city I've gone on  
00:27:57 --> 00:28:00: to work for our client groups.  
00:28:00 --> 00:28:03: You know different governmental authorities.  
00:28:03 --> 00:28:04: You know it is a game,  
00:28:04 --> 00:28:06: a very small. It's a,  
00:28:06 --> 00:28:09: it's a very small world,  
00:28:09 --> 00:28:13: so yeah, I think those are the key things.  
00:28:13 --> 00:28:15: The other thing I would say that that really helped  
00:28:15 --> 00:28:16: me.  
00:28:16 --> 00:28:19: Mentoring mentoring is great if you can find someone who's  
00:28:19 --> 00:28:20: a good manager,  
00:28:20 --> 00:28:24: that's great, but some of us need an advocate to  
00:28:24 --> 00:28:26: and so from my experience,  
00:28:26 --> 00:28:30: having somebody actually within the firm who also advocated  
for  
00:28:30 --> 00:28:34: me at different points was it was a really important  
00:28:34 --> 00:28:37: piece of making sure that my voice was heard.  
00:28:37 --> 00:28:40: Uh, so you know if you can find yourself an  
00:28:40 --> 00:28:41: advocate that I would,  
00:28:41 --> 00:28:43: that's the way to go.  
00:28:43 --> 00:28:45: So I think that's good.  
00:28:45 --> 00:28:47: You know, and yeah, and I wish I wish I  
00:28:47 --> 00:28:50: could say everything is going to be the lives are  
00:28:50 --> 00:28:53: gonna be perfect and balanced and and happy,  
00:28:53 --> 00:28:57: but it's obviously. It's it's always going to be that  
00:28:57 --> 00:28:57: way,  
00:28:57 --> 00:28:59: and I think there are times when you have to  
00:28:59 --> 00:29:01: put more into your career and times when you have  
00:29:01 --> 00:29:03: to put more into your family and you're going to  
00:29:03 --> 00:29:05: have to make those hard choices and so.  
00:29:09 --> 00:29:12: That's that's that's a lot of it's great to hear  
00:29:13 --> 00:29:13: from.



00:29:13 --> 00:29:16: So I've been. I'm getting messages that were we need  
00:29:16 --> 00:29:19: to hit the question answer period so thank you so  
00:29:19 --> 00:29:22: much for that and I was actually that was really  
00:29:22 --> 00:29:25: great and all right now I'm gonna add it up  
00:29:25 --> 00:29:28: with you guys and you guys can manage the questions.  
00:29:28 --> 00:29:29: Thanks once candida.  
00:29:30 --> 00:29:33: Yeah, thanks Anita, that was incredibly insightful and and for  
00:29:33 --> 00:29:35: taking the time to do this.  
00:29:35 --> 00:29:37: Uh, we did get quite a few questions in which  
00:29:37 --> 00:29:38: is really thrilling.  
00:29:38 --> 00:29:41: UM, the first one we got was from Cheryl Peters  
00:29:41 --> 00:29:42: and Cheryl.  
00:29:42 --> 00:29:44: I'm just gonna unmute you right now so you can  
00:29:44 --> 00:29:46: ask your question to Anita.  
00:29:49 --> 00:29:50: Good morning, you lie. Good morning,  
00:29:50 --> 00:29:54: Anita. My question is about design and having been a  
00:29:55 --> 00:29:59: veteran in the business. How has the prevalence of I'll  
00:29:59 --> 00:30:03: stay in affordability in particular housing changed the way we  
00:30:03 --> 00:30:07: designed both architecturally and how we see our urban  
landscape?  
00:30:07 --> 00:30:12: Right, so of course, affordable housing isn't the topic or  
00:30:12 --> 00:30:13: everybody's minds,  
00:30:13 --> 00:30:15: and of course we've seen certainly in our high rise  
00:30:16 --> 00:30:16: give all of the,  
00:30:16 --> 00:30:20: uh, the push for rental housing and affordable housing.  
00:30:20 --> 00:30:23: And and I'm, I'm sure you see many of these  
00:30:23 --> 00:30:24: projects now.  
00:30:24 --> 00:30:27: Now I have to be clear to this is not  
00:30:27 --> 00:30:29: my specific area of expertise,  
00:30:29 --> 00:30:32: but you know, we're seeing where we were with our  
00:30:32 --> 00:30:36: market housing that we are incorporating the affordable  
housing and  
00:30:36 --> 00:30:38: it's been interesting to see how.  
00:30:38 --> 00:30:42: We're creating buildings that are that are are split off  
00:30:42 --> 00:30:46: from each other that have an affordable entry versus a  
00:30:46 --> 00:30:47: market entry,  
00:30:47 --> 00:30:48: and to me that's kind of.  
00:30:48 --> 00:30:53: It is a really interesting way of designing.  
00:30:53 --> 00:30:55: They that so so I think it hasn't had a  
00:30:55 --> 00:30:59: significant impact where we see in our buildings that that  
00:30:59 --> 00:31:03: you know we're dividing up our buildings in a certain  
00:31:03 --> 00:31:04: way that so we have a mix,

00:31:04 --> 00:31:07: but we don't have a mic so I I can  
 00:31:07 --> 00:31:10: certainly see that influence on things.  
 00:31:10 --> 00:31:13: You know of course, and we also have projects that  
 00:31:13 --> 00:31:14: are just affordable housing.  
 00:31:14 --> 00:31:16: I see, I, I see that the work that we're  
 00:31:16 --> 00:31:20: doing in affordable housing is trying to make sure that  
 00:31:20 --> 00:31:22: we have the the best quality of products.  
 00:31:22 --> 00:31:27: The durability. I think that our mindset is really changing.  
 00:31:27 --> 00:31:31: 'cause affordable building now impacts.  
 00:31:31 --> 00:31:33: A significant portion of people,  
 00:31:33 --> 00:31:36: so it's not just lower income per say.  
 00:31:36 --> 00:31:40: It affects, it's affecting. It affects my children's ability to  
 00:31:40 --> 00:31:42: live in the City of Vancouver effects everybody.  
 00:31:42 --> 00:31:44: So I think we're having a different approach.  
 00:31:44 --> 00:31:48: We've taken the same care and consideration into the  
 designs  
 00:31:48 --> 00:31:52: of affordable housing as we are into our market housing.  
 00:31:52 --> 00:31:55: Yes, the the products might be somewhat different,  
 00:31:55 --> 00:31:57: but we we we are taking a longer view of  
 00:31:57 --> 00:31:59: it and I think a lot more design is going  
 00:31:59 --> 00:32:01: into those projects.  
 00:32:01 --> 00:32:02: And then of course. All of our projects now.  
 00:32:02 --> 00:32:09: The sustainability piece has been so important and that's so.  
 00:32:09 --> 00:32:10: So how is it affected?  
 00:32:10 --> 00:32:14: The desirability I think the quality of all our buildings  
 00:32:14 --> 00:32:18: and certainly in Vancouver has has has only been increasing  
 00:32:18 --> 00:32:22: and we're thinking about the durability and the long term  
 00:32:22 --> 00:32:25: impacts of our buildings. You know nobody wants.  
 00:32:25 --> 00:32:28: We're not thinking of buildings with a 20 year lifespan  
 00:32:28 --> 00:32:29: or 30 year life stuff.  
 00:32:29 --> 00:32:32: We're thinking of it for the longevity of it.  
 00:32:32 --> 00:32:34: So I'm not sure if that totally answers your question,  
 00:32:34 --> 00:32:37: but I think that UM and it'll be interesting to  
 00:32:37 --> 00:32:40: see what these new buildings that were putting to putting  
 00:32:40 --> 00:32:42: the have the market and the affordable.  
 00:32:42 --> 00:32:45: How that really works. And and are we creating second  
 00:32:45 --> 00:32:46: class citizens here?  
 00:32:46 --> 00:32:51: Or are we actually combining communities so it'll be really  
 00:32:51 --> 00:32:54: interesting to see really the impact of this on our  
 00:32:54 --> 00:32:55: in our cities.  
 00:32:55 --> 00:32:59: So. That's  
 00:32:59 --> 00:33:00: awesome, thanks for that answer.

00:33:00 --> 00:33:04: I appreciate it Anita and another question we had sent  
00:33:04 --> 00:33:08: to us was from Freddie from Taurus talent and he  
00:33:08 --> 00:33:12: asks if there was one thing you wish that could  
00:33:12 --> 00:33:15: be automated in the design and construction process.  
00:33:15 --> 00:33:16: What would it be?  
00:33:17 --> 00:33:21: Well so and we're working on this so.  
00:33:21 --> 00:33:25: It's really basically about class detection.  
00:33:25 --> 00:33:28: And we're having we have actual blocks that are trying.  
00:33:28 --> 00:33:30: Or would that? We're doing this for,  
00:33:30 --> 00:33:34: but, uh, you know, it's a,  
00:33:34 --> 00:33:36: so it's it's it's really it is about the class.  
00:33:36 --> 00:33:38: Diction is being able to.  
00:33:38 --> 00:33:41: So we have rabbit. Now we're doing everything in 3D  
00:33:41 --> 00:33:42: that we're able to see it,  
00:33:42 --> 00:33:44: but that we have something that scrubs,  
00:33:44 --> 00:33:50: are drawings and picks up all those those little mistakes.  
00:33:50 --> 00:33:52: And that I never want to take.  
00:33:52 --> 00:33:54: I mean, you never want to take that the person  
00:33:54 --> 00:33:55: out of that.  
00:33:55 --> 00:33:58: Because you you want them to understand that everything  
00:33:58 --> 00:34:00: that  
00:34:00 --> 00:34:04: they draw has an impact.  
00:34:04 --> 00:34:04: But for me I would really like there to be  
00:34:04 --> 00:34:08: that.  
00:34:08 --> 00:34:12: The automated piece that really picks up all of those  
00:34:12 --> 00:34:15: areas where you have these classes where you have  
00:34:16 --> 00:34:16: conflicts.  
00:34:16 --> 00:34:16: Yeah, so that for me that would be really important  
00:34:16 --> 00:34:19: piece.  
00:34:19 --> 00:34:21: You're  
00:34:21 --> 00:34:23: saying between disciplines like if like mechanical doesn't line  
00:34:23 --> 00:34:25: up  
00:34:25 --> 00:34:28: with structural or something like  
00:34:28 --> 00:34:29: that. And I mean we're doing that already,  
00:34:29 --> 00:34:33: but it's still not fully there.  
00:34:33 --> 00:34:36: So yes, we were already doing that and and it's  
00:34:36 --> 00:34:40: got yes.  
00:34:40 --> 00:34:41: But yes, it's it's all of those kinds of conflicts.  
00:34:41 --> 00:34:44: You know, so yeah, I I would love it that  
00:34:45 --> 00:34:48: that that is it just gets even further into that  
so that pieces were.  
Yeah I. I would like the automation.  
Is it kind of like a Microsoft Word spell check

00:34:48 --> 00:34:48: right now,  
00:34:48 --> 00:34:50: so you could you you goes through checks.  
00:34:50 --> 00:34:52: All these things. Make sure probably do it one more  
00:34:52 --> 00:34:53: time to make sure it's all.  
00:34:53 --> 00:34:53: Yeah,  
00:34:53 --> 00:34:57: but even even word check doesn't pick up everything right?  
00:34:57 --> 00:35:00: Because it it. It doesn't have our human intelligence to  
00:35:00 --> 00:35:03: know when it's quite the right person.  
00:35:03 --> 00:35:05: So I mean, but you know,  
00:35:05 --> 00:35:07: on the on the other part of it,  
00:35:07 --> 00:35:11: I mean part of construction administration is problem solving,  
00:35:11 --> 00:35:15: right? Is that those conflicts when things don't work right  
00:35:15 --> 00:35:16: and and we become?  
00:35:16 --> 00:35:19: That are architects when we actually know what those are  
00:35:19 --> 00:35:22: and how we can resolve them so that they work.  
00:35:22 --> 00:35:25: But uh, but yeah, that like like I guess,  
00:35:25 --> 00:35:28: effectively somewhat like a word were checked,  
00:35:28 --> 00:35:33: but, uh, yeah, it's so those programs I still like  
00:35:33 --> 00:35:37: to see more of that developed come to pick up  
00:35:37 --> 00:35:39: those mistakes.  
00:35:39 --> 00:35:39: Awesome,  
00:35:39 --> 00:35:42: appreciate that. Uh Mayo Randolph,  
00:35:42 --> 00:35:43: you had a question as well.  
00:35:43 --> 00:35:45: Uhm do you wanna ask it to?  
00:35:45 --> 00:35:46: Anita.  
00:35:46 --> 00:35:49: Yeah, I actually have two questions that we have time  
00:35:49 --> 00:35:50: for it.  
00:35:50 --> 00:35:53: The first is for someone who's not familiar with a  
00:35:53 --> 00:35:57: career in architecture or architecture in general.  
00:35:57 --> 00:36:01: What are some specific skills or types of people that  
00:36:01 --> 00:36:03: do particularly well in the field?  
00:36:04 --> 00:36:06: Well, I think I think.  
00:36:06 --> 00:36:09: You know something I didn't know when I went into  
00:36:09 --> 00:36:12: architecture is the range of skills that you can have,  
00:36:12 --> 00:36:14: right? So so we talk a lot about the design  
00:36:15 --> 00:36:17: skills and the people who could.  
00:36:17 --> 00:36:20: Certainly my day. Who could draw well and you know  
00:36:20 --> 00:36:21: had this vision.  
00:36:21 --> 00:36:23: But actually we need you need,  
00:36:23 --> 00:36:25: so that's great, that's fantastic.  
00:36:25 --> 00:36:28: And where you know if you're a strong designer,  
00:36:28 --> 00:36:32: that's great. But there's all these other areas in architecture

00:36:32 --> 00:36:34: where you where people can excel,  
00:36:34 --> 00:36:37: right? So? You know, I I,  
00:36:37 --> 00:36:39: when I graduated from school,  
00:36:39 --> 00:36:42: I had no sense of what contract and men would  
00:36:42 --> 00:36:42: be right.  
00:36:42 --> 00:36:46: And and you know, some of the some of my  
00:36:46 --> 00:36:48: colleagues with this,  
00:36:48 --> 00:36:54: with their contract administration skills and abilities to resolve  
problems  
00:36:54 --> 00:36:57: I learned so much from them right about about.  
00:36:57 --> 00:37:02: You know about what the the skill of negotiation with  
00:37:02 --> 00:37:03: the contractor,  
00:37:03 --> 00:37:07: the ability to solve problems on site.  
00:37:07 --> 00:37:09: That works to everybody's advantage.  
00:37:09 --> 00:37:12: The collaboration of those pieces,  
00:37:12 --> 00:37:14: so their skill levels all the way through.  
00:37:14 --> 00:37:17: So there's design. There's those who do design.  
00:37:17 --> 00:37:20: There's the technical piece that people really understand all  
the  
00:37:20 --> 00:37:23: components of the building and and the detailing that goes  
00:37:23 --> 00:37:23: together.  
00:37:23 --> 00:37:25: There are those who you know.  
00:37:25 --> 00:37:27: The public consultation piece. I mean,  
00:37:27 --> 00:37:30: I always really enjoyed that they they meeting the public,  
00:37:30 --> 00:37:34: understanding what their issues and their concerns were.  
00:37:34 --> 00:37:37: Those were always really interesting to be involved,  
00:37:37 --> 00:37:41: and I'd liked. So, so that that social interaction,  
00:37:41 --> 00:37:44: UM the working with Miss Feltes,  
00:37:44 --> 00:37:47: that kind of coming to a resolution on a project.  
00:37:47 --> 00:37:50: So there are all kinds of skill levels they need  
00:37:50 --> 00:37:53: all the way through and and the majority of their  
00:37:53 --> 00:37:57: there are few architects that really capture everything but  
many,  
00:37:57 --> 00:37:59: many people just end up in this specialty.  
00:37:59 --> 00:38:01: I mean we, you know so.  
00:38:01 --> 00:38:03: So yeah, there are many different skill levels and I  
00:38:04 --> 00:38:05: are going into architecture.  
00:38:05 --> 00:38:07: I thought it was going to be all design.  
00:38:07 --> 00:38:08: I thought about the buildings I.  
00:38:08 --> 00:38:10: Thought about what you could create,  
00:38:10 --> 00:38:12: but I really had no sense of the depth of  
00:38:12 --> 00:38:16: the of knowledge that's required in the industry and that  
00:38:16 --> 00:38:19: people of all different kinds of backgrounds can excel at

00:38:19 --> 00:38:22: it so. Saying I'm not sure on Randolph is that  
00:38:22 --> 00:38:26: that really actually answered your question,  
00:38:26 --> 00:38:28: but yeah, there are all kinds of different skill levels.  
00:38:28 --> 00:38:30: When I when I'm interviewing,  
00:38:30 --> 00:38:32: I mean communication is important part.  
00:38:32 --> 00:38:36: Being able to explain what you've done on a project,  
00:38:36 --> 00:38:40: how you've approached it, all of that is being it's  
00:38:40 --> 00:38:45: really important that personality piece of it always factors in  
00:38:45 --> 00:38:45: as well.  
00:38:45 --> 00:38:49: So yeah, so wide range of skills in architecture.  
00:38:49 --> 00:38:50: When I went in it was.  
00:38:50 --> 00:38:54: I actually had a strong art background,  
00:38:54 --> 00:38:56: not necessarily what I'm doing today that's for sure.  
00:38:56 --> 00:38:58: So, OK,  
00:38:58 --> 00:39:03: yeah, you actually brought up a really good point where.  
00:39:03 --> 00:39:05: Correcting the wrong with minor,  
00:39:05 --> 00:39:07: but based on what you said it sounds like it's  
00:39:07 --> 00:39:11: very often where an architecture as a particular vision of  
00:39:11 --> 00:39:12: how a project would look,  
00:39:12 --> 00:39:16: but after speaking with people on site and municipalities and  
00:39:16 --> 00:39:18: other stakeholders involved,  
00:39:18 --> 00:39:21: they have to change the design to match what's needed.  
00:39:21 --> 00:39:22: Set is that correct?  
00:39:22 --> 00:39:27: Yeah U dot, but usually yes you adopt.  
00:39:27 --> 00:39:30: But I think good design is is does just that  
00:39:30 --> 00:39:33: that it's not so rigid as flexible that you take  
00:39:33 --> 00:39:34: into.  
00:39:34 --> 00:39:39: Consideration all other aspects they that you know.  
00:39:39 --> 00:39:43: Sometimes it's frustrating. Sometimes there there there are  
00:39:43 --> 00:39:47: stakeholders that  
00:39:47 --> 00:39:48: are making more challenging and more rigid constraints that  
00:39:48 --> 00:39:53: you  
00:39:53 --> 00:39:56: have to work within,  
00:39:56 --> 00:40:00: but. You know the the best projects are are really  
00:40:00 --> 00:40:01: kind of you have a vision yes,  
00:40:01 --> 00:40:05: but you collaborate. Any created a really functional piece of  
00:40:05 --> 00:40:08: of work as well,  
00:40:08 --> 00:40:10: right? So? You know we had them today.  
00:40:10 --> 00:40:12: The users enjoy it and and and experience it.  
00:40:12 --> 00:40:14: So I mean, that's one of the things I liked  
about working on schools.  
Is is that it was real sense of giving to

00:40:14 --> 00:40:17: the community and being part of that.  
00:40:17 --> 00:40:21: That that was really rewarding to me.  
00:40:21 --> 00:40:24: So yeah, so so yeah,  
00:40:24 --> 00:40:27: it's it's. I think that's the tones of architecture.  
00:40:27 --> 00:40:31: It's about problem solving and it's bringing all these different  
00:40:31 --> 00:40:35: forces together and all these regulatory bodies and all our  
00:40:35 --> 00:40:36: building codes and and.  
00:40:36 --> 00:40:40: And you know our whatever sustainability measures were  
able to  
00:40:40 --> 00:40:43: bring into a project and all of that.  
00:40:43 --> 00:40:47: Those are challenges, but usually with the end result being  
00:40:47 --> 00:40:48: a better building.  
00:40:48 --> 00:40:50: That's what you're always looking for.  
00:40:50 --> 00:40:51: OK  
00:40:51 --> 00:40:55: yeah I come. So could you know?  
00:40:55 --> 00:40:58: I'm wondering if you could speak to any of those  
00:40:58 --> 00:41:00: projects that you've mentioned earlier,  
00:41:00 --> 00:41:03: the school, or anything that you've been involved in  
specifically,  
00:41:03 --> 00:41:07: any of the more surprising changes that happen along the  
00:41:07 --> 00:41:10: way from the original vision to the final product.  
00:41:11 --> 00:41:16: Uhm, so well, let me let me think about some  
00:41:16 --> 00:41:17: specifics,  
00:41:17 --> 00:41:22: so I worked on Elmer Mentry School that was that.  
00:41:22 --> 00:41:24: That we were bringing a kind of a new 21st  
00:41:24 --> 00:41:26: century approach to it.  
00:41:26 --> 00:41:28: At least that's what they were calling at the time.  
00:41:28 --> 00:41:30: I was kind of a new vision of what a  
00:41:31 --> 00:41:35: school looks like and and it was really interesting 'cause  
00:41:35 --> 00:41:38: they had brought in some planning experts out of EU  
00:41:39 --> 00:41:43: S who were looking at classrooms in a different way  
00:41:43 --> 00:41:48: in terms of different sizes and different of creating these  
00:41:48 --> 00:41:51: kind of Community Schools that with.  
00:41:51 --> 00:41:54: That had you know difference by space is not standard  
00:41:54 --> 00:41:58: classrooms and it was really an interesting kind of re  
00:41:58 --> 00:42:02: looking at education in general and what what a classroom  
00:42:02 --> 00:42:05: looks like and what was really interesting about it.  
00:42:05 --> 00:42:09: And there were things that were super successful with it  
00:42:09 --> 00:42:12: and some that were less So what was interesting is  
00:42:12 --> 00:42:15: that we're also having were part of the educating of  
00:42:15 --> 00:42:19: the teachers and how they use these spaces differently so  
00:42:19 --> 00:42:20: so that project.

00:42:20 --> 00:42:25: Was really quite exciting and interesting,  
00:42:25 --> 00:42:30: but and interesting to see in the end how how  
00:42:30 --> 00:42:32: it was used so it.  
00:42:32 --> 00:42:35: So some teachers couldn't change how they viewed the  
world  
00:42:36 --> 00:42:38: and therefore say they had a smaller group.  
00:42:38 --> 00:42:41: They have a series of rooms of different sizes that  
00:42:41 --> 00:42:42: they had to work with.  
00:42:42 --> 00:42:45: Well, some teachers could only put a desk in a  
00:42:45 --> 00:42:47: classroom and that became your classroom.  
00:42:47 --> 00:42:50: So it was kind of interesting to see how they  
00:42:50 --> 00:42:53: try to stuff a standard classroom of,  
00:42:53 --> 00:42:55: say, 24 students into space.  
00:42:55 --> 00:43:00: Really designed not to hold a standard deaths in \$0.24.  
00:43:00 --> 00:43:03: So so seeing that kind of.  
00:43:03 --> 00:43:05: Evolution of how projects are used.  
00:43:05 --> 00:43:08: The next school maybe. Maybe you don't go quite to  
00:43:08 --> 00:43:10: the same extent,  
00:43:10 --> 00:43:11: but there are other pieces of it that work,  
00:43:11 --> 00:43:13: so it's kind of learning from your projects as you  
00:43:13 --> 00:43:14: go along.  
00:43:14 --> 00:43:18: I would say in terms of taking surprises.  
00:43:21 --> 00:43:23: You know how how things evolved?  
00:43:23 --> 00:43:26: I mean, when we put some administration offices for a  
00:43:26 --> 00:43:27: client room,  
00:43:27 --> 00:43:30: the into the Hotel Vancouver.  
00:43:30 --> 00:43:34: It's within that roof structure and dealing with with with  
00:43:34 --> 00:43:38: the building of that age with with certain limitations to  
00:43:38 --> 00:43:41: what drawings were available to have to be creative as  
00:43:41 --> 00:43:44: you were doing it to put in extra stairs within  
00:43:45 --> 00:43:48: this existing building to try and do the seismic up  
00:43:48 --> 00:43:50: pieces that you needed to do.  
00:43:50 --> 00:43:53: We have to really play and really kind of revise  
00:43:53 --> 00:43:57: our drawings as we work through the project because again  
00:43:57 --> 00:44:01: we have limited information in certain areas.  
00:44:01 --> 00:44:03: So, so that was kind of like just kind of  
00:44:03 --> 00:44:07: figuring out how we meet all the code requirements within  
00:44:07 --> 00:44:10: the really constrained space and still make it a really  
00:44:10 --> 00:44:12: great space. So so I mean,  
00:44:12 --> 00:44:14: there's so projects often take.  
00:44:17 --> 00:44:20: A different build than you anticipate at the time.  
00:44:22 --> 00:44:25: So I I don't know if I'm specifically answering your



00:44:25 --> 00:44:26: question,  
00:44:26 --> 00:44:29: but but there are all kinds of things that happen  
00:44:29 --> 00:44:32: in the life of a project that changes where you  
00:44:32 --> 00:44:35: started off and where you end up and what that  
00:44:35 --> 00:44:38: will look like in your next project.  
00:44:38 --> 00:44:38: So.  
00:44:39 --> 00:44:40: Yeah, I know that that did answer my question.  
00:44:41 --> 00:44:44: It's really cool to hear you know the thought process  
00:44:44 --> 00:44:48: of the school project and what you know the type  
00:44:48 --> 00:44:51: of people that you would consider to end users and  
00:44:51 --> 00:44:55: everybody involved. Yeah, really cool to hear from that  
Oliver.  
00:44:55 --> 00:44:56: Do you have any more questions?  
00:44:58 --> 00:44:59: I did have one last one before we kind of  
00:45:00 --> 00:45:02: wrap up here as I'm sure there's many people here.  
00:45:02 --> 00:45:04: Have a have a 9:00 AM meeting,  
00:45:04 --> 00:45:09: UM, but. When you were speaking earlier about your new  
00:45:09 --> 00:45:10: hires,  
00:45:10 --> 00:45:12: or really when we think about like intern,  
00:45:12 --> 00:45:15: architects or junior architects, that kind of thing.  
00:45:15 --> 00:45:18: Uhm, there's obviously a lot of interpersonal skills that are  
00:45:18 --> 00:45:19: incredibly important,  
00:45:19 --> 00:45:21: as you highlighted, which is great,  
00:45:21 --> 00:45:25: but I was quite curious about their technology skills.  
00:45:25 --> 00:45:27: Maybe as it relates to software,  
00:45:27 --> 00:45:29: so when you have these young architects coming out of  
00:45:29 --> 00:45:30: school and joining Ibi,  
00:45:30 --> 00:45:33: what will their careers look like from a technology lens  
00:45:33 --> 00:45:34: in the next,  
00:45:34 --> 00:45:37: like 5-10 years? That kind of thing.  
00:45:37 --> 00:45:38: What kind of software will they be using?  
00:45:38 --> 00:45:41: How will buildings be designed differently?  
00:45:41 --> 00:45:43: Like kind of the future of the project design from  
00:45:43 --> 00:45:46: architecture standpoint as it relates from the tech side?  
00:45:47 --> 00:45:50: Yeah, so I mean, I've tax incredibly important in our  
00:45:50 --> 00:45:50: business,  
00:45:50 --> 00:45:52: so of course obviously when I graduated,  
00:45:52 --> 00:45:54: everything was hand drawn, right,  
00:45:54 --> 00:45:58: completely different. You don't have to have the same kind  
00:45:58 --> 00:46:01: of printing that skills that you used to have to  
00:46:01 --> 00:46:01: have.  
00:46:01 --> 00:46:04: And I mean you guys are such an advantage 'cause

00:46:04 --> 00:46:07: you're already complete your tech savvy.  
00:46:07 --> 00:46:08: You don't have to think about it.  
00:46:08 --> 00:46:12: You know you can multitask on multiple devices all at  
00:46:12 --> 00:46:13: the same time,  
00:46:13 --> 00:46:16: and so you guys, that that's a huge advantage like  
00:46:16 --> 00:46:16: it's.  
00:46:16 --> 00:46:18: It's amazing where Aztec gonna go.  
00:46:18 --> 00:46:20: Well, I don't know exactly,  
00:46:20 --> 00:46:23: but I know As for creating this virtual office world  
00:46:23 --> 00:46:26: for ourselves that it's you know we're creating right.  
00:46:26 --> 00:46:27: We call it the hype.  
00:46:27 --> 00:46:29: It's like a beehive. What that looks like,  
00:46:29 --> 00:46:31: how you manipulate in it.  
00:46:31 --> 00:46:34: You know it's a tech is going to be increasingly  
00:46:34 --> 00:46:37: important and it's going to infiltrate.  
00:46:37 --> 00:46:40: Everything we're doing and I think you guys are in  
00:46:40 --> 00:46:42: great position where it's truly gonna go.  
00:46:42 --> 00:46:46: I don't know I you know that's not my area  
00:46:46 --> 00:46:50: of expertise but I am amazed at at at the  
00:46:50 --> 00:46:54: applications were using the things we're doing.  
00:46:54 --> 00:46:57: No, just that I mean everything,  
00:46:57 --> 00:47:00: every aspect of our lives is like is about the  
00:47:00 --> 00:47:00: tech right?  
00:47:00 --> 00:47:03: And and being able to adapt?  
00:47:03 --> 00:47:05: I mean look II all the apps we ourselves are  
00:47:05 --> 00:47:09: developing for our phones that we can access things in  
00:47:09 --> 00:47:12: access or buildings and access all of that stuff like.  
00:47:12 --> 00:47:13: I mean it's yeah yeah,  
00:47:13 --> 00:47:15: who knows where it's going to go?  
00:47:15 --> 00:47:16: But it's just gonna continue to grow.  
00:47:16 --> 00:47:20: It's going to be more and more important and I  
00:47:20 --> 00:47:24: think you guys are in a great position to  
00:47:24 --> 00:47:24: run it.  
00:47:24 --> 00:47:28: So so. My generation is not going to because it's  
00:47:28 --> 00:47:29: not as tech savvy.  
00:47:29 --> 00:47:32: You know, I still do like those I I would  
00:47:32 --> 00:47:36: love to markup drawings and their print out right.  
00:47:36 --> 00:47:38: I can't do that right now so I have to  
00:47:38 --> 00:47:40: have about their skill levels.  
00:47:40 --> 00:47:42: But no, I think this is incredible.  
00:47:42 --> 00:47:45: I mean, I look at the graphs were producing the  
00:47:45 --> 00:47:45: visuals,

00:47:45 --> 00:47:47: the marketing brochures, all of that stuff.  
00:47:47 --> 00:47:50: I mean, it's amazing what we're able to do,  
00:47:50 --> 00:47:53: so I just see more and more of that are  
00:47:53 --> 00:47:55: 3D modeling or fly throughs.  
00:47:55 --> 00:47:56: All of that stuff is.  
00:47:56 --> 00:47:58: Yeah, it's all about communicating,  
00:47:58 --> 00:47:59: and it's a great plot.  
00:47:59 --> 00:48:03: Their great platforms out there for us to communicate on  
00:48:03 --> 00:48:04: and so yes,  
00:48:04 --> 00:48:07: I see just continued exponential growth.  
00:48:07 --> 00:48:09: And in our tech in tech uses so and I  
00:48:09 --> 00:48:12: think again I think you guys are in a great  
00:48:12 --> 00:48:15: position so you may not know about buildings you may  
00:48:15 --> 00:48:17: not know the practicality of it,  
00:48:17 --> 00:48:19: but you're already ahead of the game because you have  
00:48:19 --> 00:48:20: those tech skills.  
00:48:21 --> 00:48:23: Very cool, I appreciate that,  
00:48:23 --> 00:48:25: UM, I'll pass it back over to you,  
00:48:25 --> 00:48:26: Chris.  
00:48:27 --> 00:48:29: Right, uh, my I need I think that's the about  
00:48:29 --> 00:48:31: the end of our time I'm here this morning.  
00:48:31 --> 00:48:34: Uhm, thank you so much for doing this I I'm  
00:48:34 --> 00:48:38: I know the audience that is TuneIn today is really  
00:48:38 --> 00:48:39: appreciated.  
00:48:39 --> 00:48:41: That and I know that quite a few people are  
00:48:42 --> 00:48:44: intending to to view the recording afterwards.  
00:48:44 --> 00:48:48: It could make it this morning on that note,  
00:48:48 --> 00:48:49: as this session has been recorded,  
00:48:49 --> 00:48:53: it will be sent out to all who are registered  
00:48:53 --> 00:48:55: in the next couple days.  
00:48:55 --> 00:48:57: So you can view it later.  
00:48:57 --> 00:48:59: Or do it for the first time if you weren't  
00:48:59 --> 00:49:01: able to attend this morning,  
00:49:01 --> 00:49:05: uhm? The UI website has a number of events coming  
00:49:05 --> 00:49:10: up and the details and registration are open and available  
00:49:11 --> 00:49:11: online.  
00:49:11 --> 00:49:13: And I think that's it,  
00:49:13 --> 00:49:17: over and over mistaken. No,  
00:49:17 --> 00:49:17: not  
00:49:17 --> 00:49:18: at all, just big thanks to you,  
00:49:18 --> 00:49:20: Anita, for taking the time.  
00:49:20 --> 00:49:21: We know you're incredibly busy.

00:49:22 --> 00:49:24: No thank you for having me.  
00:49:26 --> 00:49:27: Right,  
00:49:27 --> 00:49:31: and I'm not. Thanks Nida once again and hope everyone  
00:49:31 --> 00:49:33: has a as a great day.  
00:49:33 --> 00:49:33: Right,  
00:49:33 --> 00:49:34: thank you.

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