

# Webinar

## ULI Toronto: The Future of 9 to 5

Date: April 15, 2020

00:00:00 --> 00:00:04: OK, I'm going to. I'm going to begin I think,  
 00:00:04 --> 00:00:06: and I think there will be some more people joining  
 00:00:06 --> 00:00:09: over the course of the next couple of minutes.  
 00:00:09 --> 00:00:13: Welcome everybody. This is part of an ongoing series of  
 00:00:13 --> 00:00:15: webinars from you like Toronto.  
 00:00:15 --> 00:00:21: In this particular series, some of you may have participated.  
 00:00:21 --> 00:00:26: Last Wednesday is a series that we're doing in collaboration  
 00:00:26 --> 00:00:31: with Ryerson City Building Institute called the Future of Cities  
 00:00:31 --> 00:00:31: and.  
 00:00:32 --> 00:00:35: In this series, we're examining some of the big questions  
 00:00:35 --> 00:00:39: of our time that are that are obviously triggered by  
 00:00:39 --> 00:00:41: the moment that we're in,  
 00:00:41 --> 00:00:47: and we're exploring these questions with with the leading  
 experts  
 00:00:47 --> 00:00:49: from the city each week.  
 00:00:49 --> 00:00:54: And we're very excited to be producing this series with.  
 00:00:54 --> 00:00:57: With Ryerson City Building Institute,  
 00:00:57 --> 00:01:00: I want to say just at the front end as  
 00:01:00 --> 00:01:02: we've shifted ourselves online as.  
 00:01:02 --> 00:01:08: Organization that it really brings people together physically in  
 all  
 00:01:08 --> 00:01:12: sorts of different ways and relies on that as being  
 00:01:12 --> 00:01:14: a key part of our the business.  
 00:01:14 --> 00:01:18: End of of running an NGO like the Urban Land  
 00:01:18 --> 00:01:19: Institute.  
 00:01:19 --> 00:01:23: We've really come to rely if you could forward the  
 00:01:23 --> 00:01:28: slide Denise to our annual sponsors more than ever before  
 00:01:28 --> 00:01:31: and we really need to shout out.  
 00:01:31 --> 00:01:34: Thank you to these annual sponsors.  
 00:01:34 --> 00:01:38: They really are the lifeblood of organisations like Urban Land

00:01:38 --> 00:01:42: Institute Toronto and we honestly could not be doing the  
 00:01:42 --> 00:01:44: work that we're doing,  
 00:01:44 --> 00:01:46: which we won't go into today.  
 00:01:46 --> 00:01:48: But if it wasn't fully,  
 00:01:48 --> 00:01:51: if it wasn't for the support of these annual sponsors,  
 00:01:51 --> 00:01:54: so thank you to them.  
 00:01:54 --> 00:01:56: I'm now going to just do a little bit of  
 00:01:56 --> 00:01:57: housekeeping.  
 00:01:57 --> 00:02:00: Everybody will be on mute all the way through this  
 00:02:01 --> 00:02:01: call,  
 00:02:01 --> 00:02:07: except for the panelists. We will though be taking questions  
 00:02:07 --> 00:02:11: through the question box and Q&A function.  
 00:02:11 --> 00:02:15: So as as questions arise if you could submit them,  
 00:02:15 --> 00:02:18: guaranteed we're not going to get to the mall.  
 00:02:18 --> 00:02:21: We might even fact only get to two or three,  
 00:02:21 --> 00:02:24: but your questions are important even if we don't get  
 00:02:24 --> 00:02:25: to address them directly.  
 00:02:25 --> 00:02:29: Because they. They really will start to inform future  
 programming.  
 00:02:29 --> 00:02:33: We're going to continue to explore all sorts of territory  
 00:02:33 --> 00:02:35: through this webinar format,  
 00:02:35 --> 00:02:38: and so those questions mean a lot to us,  
 00:02:38 --> 00:02:41: even if we can't directly address them again on this  
 00:02:41 --> 00:02:42: on this and that,  
 00:02:43 --> 00:02:46: the this podcast, or rather this webinar,  
 00:02:46 --> 00:02:48: is being recorded. So just FY I,  
 00:02:48 --> 00:02:51: and also if you are doing some tweeting and we  
 00:02:51 --> 00:02:52: encourage that,  
 00:02:52 --> 00:02:56: please use the hashtag future of cities as you see  
 00:02:56 --> 00:02:58: there on the screen.  
 00:02:58 --> 00:03:05: Now turn it over to the driver of this series.  
 00:03:05 --> 00:03:09: Series Burda, the executive director for Ryerson City Building  
 Institute,  
 00:03:09 --> 00:03:14: very very pleased again to partner up with you Cherise.  
 00:03:14 --> 00:03:17: This is very fascinating series,  
 00:03:17 --> 00:03:19: so with no further ado,  
 00:03:19 --> 00:03:21: I'm going to head over to you and I will  
 00:03:21 --> 00:03:24: be back when we get to the Q&A portion in  
 00:03:24 --> 00:03:27: roughly half an hour to address some of the questions  
 00:03:27 --> 00:03:30: that come through the Q&A function stories.  
 00:03:30 --> 00:03:31: Thank  
 00:03:31 --> 00:03:34: you so much, Richard, and there's been great partnering with

00:03:34 --> 00:03:35: you Ally on this weekly.

00:03:35 --> 00:03:38: Series so thank you, all of you for joining us

00:03:38 --> 00:03:42: each web and R in this future Cities series features

00:03:42 --> 00:03:48: one Ryerson expert and one external professional industry expert Anne.

00:03:48 --> 00:03:50: Last week we kicked it off with the future of

00:03:50 --> 00:03:52: density with a huge crowd.

00:03:52 --> 00:03:53: And if you missed it,

00:03:53 --> 00:03:57: the web and R is actually on our website.

00:03:57 --> 00:04:00: The CBI website and the UI website so you can

00:04:00 --> 00:04:01: catch up on that,

00:04:01 --> 00:04:05: but we're very excited about today's.

00:04:05 --> 00:04:07: Future of nine to five event.

00:04:07 --> 00:04:11: So joining us for today's session.

00:04:11 --> 00:04:18: Next slide please. We have from Ryerson Pedro Barata,

00:04:18 --> 00:04:21: who's the executive director of Ryerson's Future Skills Center,

00:04:21 --> 00:04:25: and Marcie Burchfield, Vice president of Toronto Region Board of

00:04:25 --> 00:04:26: Trade,

00:04:26 --> 00:04:32: Economic Blueprint Institute, and Pedro you joined Ryerson last year.

00:04:32 --> 00:04:36: Is that correct? Yeah, September 2019,

00:04:36 --> 00:04:38: right? Seems like forever ago,

00:04:38 --> 00:04:41: but I've known you for many years.

00:04:41 --> 00:04:46: Your work leading the United Way of Greater Toronto and

00:04:46 --> 00:04:47: Pedro's,

00:04:47 --> 00:04:49: an expert on social policy.

00:04:49 --> 00:04:53: Lots of years of experience with the nonprofit and public

00:04:53 --> 00:04:54: sector.

00:04:54 --> 00:04:58: An Marcie joined trying to region Board of Trade in

00:04:58 --> 00:04:59: 2018,

00:04:59 --> 00:05:04: and I've known Marcy for at least a decade running.

00:05:04 --> 00:05:09: The Neptis Foundation, and Marcie where Mercy has produced such

00:05:09 --> 00:05:13: useful data driven economic analysis.

00:05:13 --> 00:05:17: Evidence based mapping of regional land use planning and so

00:05:17 --> 00:05:21: many of us have relied on her tremendous work for

00:05:21 --> 00:05:21: years.

00:05:21 --> 00:05:25: So really excited to see how you bring all that

00:05:25 --> 00:05:27: to your economic blueprint.

00:05:27 --> 00:05:30: So welcome Marcie and pager.

00:05:30 --> 00:05:31: Thank you for joining us.

00:05:31 --> 00:05:32: Thank you.

00:05:33 --> 00:05:34: Need to be here, yeah?

00:05:34 --> 00:05:36: So we're going to get started.

00:05:36 --> 00:05:39: We only have about 25 minutes of discussion and then

00:05:39 --> 00:05:39: Q&A.

00:05:39 --> 00:05:43: And when we were when we were thinking of this

00:05:43 --> 00:05:45: particular session,

00:05:45 --> 00:05:49: we were aware that there's already so much commentary out

00:05:49 --> 00:05:55: there on this massive experiment that we are currently

00:05:55 --> 00:05:56: experiencing

00:05:55 --> 00:05:56: in remote.

00:05:56 --> 00:06:00: Working like how will this disrupt the future of work?

00:06:00 --> 00:06:04: What is their permanent shift to remote work?

00:06:04 --> 00:06:07: But I'm more interested in digging down into some of

00:06:07 --> 00:06:11: the deeper layers of what this means for the future

00:06:11 --> 00:06:14: of commercial development in the future of offices,

00:06:14 --> 00:06:18: where office where the work workplace is located.

00:06:18 --> 00:06:20: What's the future of the downtown?

00:06:20 --> 00:06:23: What's the future of commuting so,

00:06:23 --> 00:06:27: so? The first thing I want to unpack with both

00:06:27 --> 00:06:28: of you is.

00:06:28 --> 00:06:33: This crazy construct that we have in our region and

00:06:33 --> 00:06:37: all over the world of everyone getting up and trying

00:06:37 --> 00:06:41: to get to work at the same time every morning

00:06:41 --> 00:06:44: and leaving at the end of the work day at

00:06:44 --> 00:06:45: the same time.

00:06:45 --> 00:06:49: It's, you know, it's a daily battle in traffic on

00:06:49 --> 00:06:50: transit,

00:06:50 --> 00:06:52: risking our life on a bicycle.

00:06:52 --> 00:06:57: And you know? It's it's it's,

00:06:57 --> 00:07:00: it's all this we're really recognizing now how much time

00:07:00 --> 00:07:03: we have when we don't have to do this commute

00:07:03 --> 00:07:03: everyday.

00:07:03 --> 00:07:08: And you know this. This practice that we've had for

00:07:08 --> 00:07:11: decades has normalized things like congestion,

00:07:11 --> 00:07:14: long commutes, even things like housing unaffordability.

00:07:14 --> 00:07:16: If you want to live closer to your work,

00:07:16 --> 00:07:19: an policymakers try to fix this,

00:07:19 --> 00:07:22: we try to somehow come up with money for more

00:07:22 --> 00:07:25: transit plans that never get built.

00:07:25 --> 00:07:29: But we never question this construct.

00:07:29 --> 00:07:36: So is this an opportunity to finally disrupt 90 years  
 00:07:36 --> 00:07:38: of the 40 hour,  
 00:07:38 --> 00:07:42: nine to five construct? Could we find some sort of  
 00:07:42 --> 00:07:47: middle ground between working from home and you know,  
 00:07:47 --> 00:07:52: nine to five? Is there an opportunity for staggered flexible  
 00:07:52 --> 00:07:54: hours off peak transit,  
 00:07:54 --> 00:07:58: staggered work days at the office and rethinking what and  
 00:07:58 --> 00:08:00: where the workplace is?  
 00:08:00 --> 00:08:03: So, Marci, do you want to try and kick us  
 00:08:03 --> 00:08:03: up?  
 00:08:03 --> 00:08:04: Sure,  
 00:08:04 --> 00:08:08: sure, I mean, I think clearly that this real life  
 00:08:08 --> 00:08:12: experiment they were all under going right now to workplace  
 00:08:12 --> 00:08:13: destruction,  
 00:08:13 --> 00:08:16: and there's really like, no clear end insight.  
 00:08:16 --> 00:08:19: I think this this experiment will lead to new models  
 00:08:19 --> 00:08:23: of work for sure and absolutely will accelerate digital  
 00:08:24 --> 00:08:24: transformation  
 00:08:24 --> 00:08:29: of organizations,  
 00:08:29 --> 00:08:33: which was already really happening prior to Co bed.  
 00:08:33 --> 00:08:35: But for those jobs and sectors that can use technology  
 00:08:35 --> 00:08:39: to adapt their operations,  
 00:08:39 --> 00:08:40: not every sector can, and some can more easily than  
 00:08:40 --> 00:08:43: others.  
 00:08:43 --> 00:08:44: But certainly new models of operation and Team Dynamics  
 00:08:44 --> 00:08:46: will  
 00:08:46 --> 00:08:49: emerge,  
 00:08:49 --> 00:08:51: and this is IK specially true.  
 00:08:51 --> 00:08:56: The longer the lockdown persists I think.  
 00:08:56 --> 00:09:00: I think we need to consider just,  
 00:09:00 --> 00:09:01: you know. With their own jobs in our own organizations,  
 00:09:01 --> 00:09:04: we will need to pivot as things don't do or  
 00:09:04 --> 00:09:07: do not work.  
 00:09:07 --> 00:09:10: You know, I think we're all experiencing that now,  
 00:09:10 --> 00:09:15: but I think that this time will allow for sort  
 00:09:15 --> 00:09:16: of proven models of success.  
 00:09:16 --> 00:09:20: Success to persist really. Postcode been so sure they'll be  
 00:09:20 --> 00:09:22: better.  
 00:09:22 --> 00:09:26: You know online team collaboration which could result in a  
 00:09:26 --> 00:09:29: demand for more work life balance,  
 00:09:29 --> 00:09:33: which again was. Happening even pre prior to cobit that  
 00:09:33 --> 00:09:36: that interest and other models will result in kind of  
 00:09:36 --> 00:09:39: new business lines and businesses who are forced to go

00:09:33 --> 00:09:36: online to survive and businesses who are forced to retool  
 00:09:36 --> 00:09:39: their operations to create new products that are in demand.  
 00:09:39 --> 00:09:41: Like you know peas for example,  
 00:09:41 --> 00:09:45: but there's so there will be many disruptions and I  
 00:09:45 --> 00:09:48: think it's a matter of how many of these disruptions  
 00:09:48 --> 00:09:52: will actually stick and I think part of that will  
 00:09:52 --> 00:09:53: be dependent on the fallout.  
 00:09:53 --> 00:09:56: Of employees kind of mental health and it's a result  
 00:09:56 --> 00:09:58: of a pimp endemically.  
 00:09:58 --> 00:10:00: How many more people will want to get on crowded  
 00:10:00 --> 00:10:01: subways or streetcars?  
 00:10:01 --> 00:10:04: Or you know, bicycles with too many too many other  
 00:10:04 --> 00:10:06: bicycles in the in the bicycle lanes.  
 00:10:06 --> 00:10:09: You know, I think that all of that will,  
 00:10:09 --> 00:10:12: you know, will I think employees will demand more choice  
 00:10:12 --> 00:10:15: on where and when to work and that may lead  
 00:10:15 --> 00:10:16: to this disruption of the 95.  
 00:10:18 --> 00:10:19: Later,  
 00:10:19 --> 00:10:21: or I'd say that as much as there's an upside  
 00:10:21 --> 00:10:23: to a shorter commute these days I'm I'm kind of  
 00:10:23 --> 00:10:26: missing the King car and I never thought I'd say  
 00:10:26 --> 00:10:30: that. But, but to Marcie's point,  
 00:10:30 --> 00:10:34: it is true that this disruption of the nine to  
 00:10:34 --> 00:10:36: five is was already well underway,  
 00:10:36 --> 00:10:39: even before the current health crisis,  
 00:10:39 --> 00:10:43: and I think obviously it's going to be accelerated under  
 00:10:43 --> 00:10:46: the new reality as we move from a health crisis  
 00:10:46 --> 00:10:49: to an economic crisis and economic rebuilt.  
 00:10:49 --> 00:10:54: An there's a there big urban and policy questions there.  
 00:10:54 --> 00:10:59: Even moral questions about whether that accelerated and  
 ongoing disruption  
 00:10:59 --> 00:11:01: will actually lead to increased happiness,  
 00:11:01 --> 00:11:03: with more people having no work.  
 00:11:03 --> 00:11:05: Life balance, quality of life,  
 00:11:05 --> 00:11:09: shorter commutes, or whether it's actually going to lead to  
 00:11:09 --> 00:11:12: further precarity because what we do know is that the  
 00:11:12 --> 00:11:16: labor market has continued to change dramatically and the  
 95  
 00:11:16 --> 00:11:21: is. It's a reality primarily for privileged workers to.  
 00:11:21 --> 00:11:25: But but many don't live in that reality of 95,  
 00:11:25 --> 00:11:28: and in fact the US National Bureau of Economic Research  
 00:11:28 --> 00:11:32: just released a study that estimated that less than 40%

00:11:32 --> 00:11:34: of jobs can be done remotely.

00:11:34 --> 00:11:36: And many of those jobs are not even the 995

00:11:36 --> 00:11:37: categories.

00:11:37 --> 00:11:40: So if you think about the professional drivers that are

00:11:40 --> 00:11:43: keeping the supply chain going for toilet paper and other

00:11:44 --> 00:11:46: things or service workers or construction workers,

00:11:46 --> 00:11:50: these are all the kinds of professions that are there

00:11:50 --> 00:11:51: in necessity.

00:11:51 --> 00:11:56: And by necessity they function around the nine to five,

00:11:56 --> 00:11:58: either because they you know they they want to miss

00:11:58 --> 00:11:59: the rush,

00:11:59 --> 00:12:02: or because they have to work around the rest of

00:12:02 --> 00:12:02: us.

00:12:02 --> 00:12:06: Specially for those in the service industry and the gig

00:12:06 --> 00:12:10: economy and contract jobs that greater flexibility has not

00:12:10 --> 00:12:12: delivered

00:12:12 --> 00:12:14: on better quality of life.

00:12:12 --> 00:12:14: In fact, it's delivered on precarity,

00:12:14 --> 00:12:17: but the hope is that if we are going to

00:12:17 --> 00:12:21: continue to accelerate this kind of change,

00:12:21 --> 00:12:23: the hope for me and I think for all of

00:12:23 --> 00:12:25: us is that we can actually carry this.

00:12:25 --> 00:12:30: This newfound principle. Hashtag in this together right this

00:12:30 --> 00:12:31: newfound

00:12:30 --> 00:12:31: principle,

00:12:31 --> 00:12:33: and that that can begin to guide.

00:12:33 --> 00:12:37: Urban policy and public policy.

00:12:37 --> 00:12:40: No one of the things that that many of us

00:12:40 --> 00:12:42: who follow urban issues within.

00:12:42 --> 00:12:46: Certainly paying attention to is you know the Paris election.

00:12:46 --> 00:12:49: The notion of the 15 minute city and.

00:12:49 --> 00:12:52: And for us here in the GTA,

00:12:52 --> 00:12:55: like we know what the 15 Minutes City means for

00:12:55 --> 00:12:55: us.

00:12:55 --> 00:12:58: It's around the desire for more walkability.

00:12:58 --> 00:13:02: For more complete neighborhoods, not just downtown but

00:13:03 --> 00:13:03: outside of

00:13:03 --> 00:13:03: downtown.

00:13:03 --> 00:13:05: But stuff always seems to get in the way of

00:13:06 --> 00:13:06: that,

00:13:06 --> 00:13:09: and I think that you know if we are going

00:13:09 --> 00:13:12: to move to this new model that enables you know

00:13:12 --> 00:13:13: people to live,

00:13:13 --> 00:13:16: work and play in places that are,

00:13:16 --> 00:13:19: you know, more contained where we don't have to travel

00:13:19 --> 00:13:20: greater distances.

00:13:20 --> 00:13:24: Then urban policy zoning policy will have to keep up

00:13:24 --> 00:13:25: with that,

00:13:25 --> 00:13:27: and perhaps perhaps and you mentioned it.

00:13:27 --> 00:13:31: Cherise at the heart of that is is affordable housing

00:13:31 --> 00:13:35: because we are we're not going to get neighborhoods where

00:13:35 --> 00:13:39: both the professional class and the people who serve them

00:13:39 --> 00:13:43: coffee and do their dry cleaning live together.

00:13:43 --> 00:13:46: Unless we actually have neighborhoods that are multi use

00:13:47 --> 00:13:50: multipurpose

00:13:51 --> 00:13:53: and of course have a range of affordable housing options.

00:13:53 --> 00:13:54: Thanks Peter, I'm going to pull on that thread in

00:13:54 --> 00:13:55: a second.

00:13:55 --> 00:13:58: I'm just going to ask Denise,

00:13:58 --> 00:14:01: can you please advance to next slide those of us

00:14:01 --> 00:14:06: who are just joining us so we can see.

00:14:07 --> 00:14:07: Who's speaking so welcome those of you who just joined

00:14:07 --> 00:14:10: us.

00:14:10 --> 00:14:15: So I want to talk a little bit more about

00:14:15 --> 00:14:19: where employment and offices are located in this idea of

00:14:19 --> 00:14:22: the 15 minute city an you know in the past

00:14:22 --> 00:14:26: decade, we've really seen a lot of office jobs going

00:14:26 --> 00:14:29: downtown downtown Toronto an A lot of people as well.

00:14:29 --> 00:14:32: You know, with the biggest condo boom in history and

00:14:32 --> 00:14:33: it's kind of like the people you know talent chasing

00:14:33 --> 00:14:38: the jobs,

00:14:38 --> 00:14:40: the jobs chasing. The talent in this business real trend

00:14:40 --> 00:14:45: towards downtown development,

00:14:45 --> 00:14:49: so will we see more dispersion of workplaces now?

00:14:49 --> 00:14:53: When will we move back to you?

00:14:53 --> 00:14:56: Know more suburban hubs employment.

00:14:56 --> 00:14:58: Centers moving into suburban areas.

00:14:58 --> 00:15:03: An maybe Marcie you want to.

00:15:03 --> 00:15:07: Maybe since you been working on this whole economic

00:15:07 --> 00:15:10: blueprint

00:15:10 --> 00:15:13: for the regions you want to start us off with

00:15:13 --> 00:15:18: where we were at prior to this crisis?

00:15:18 --> 00:15:21: Sure,

00:15:21 --> 00:15:24: and maybe even start a little bit prior to that,

00:15:24 --> 00:15:27: because you know, we have office jobs dispersed across our



00:15:18 --> 00:15:19: region.

00:15:19 --> 00:15:21: It's not just downtown, we,

00:15:21 --> 00:15:23: you know we have areas.

00:15:23 --> 00:15:26: That you know, straddle the 9:05 in the city area

00:15:26 --> 00:15:28: around the airport that you know,

00:15:28 --> 00:15:31: is sort of the second largest concentration of jobs.

00:15:31 --> 00:15:34: Many of those office jobs in a particular location.

00:15:34 --> 00:15:37: We've got areas and mark and the sort of Markham,

00:15:37 --> 00:15:44: Richmond Hill. Northern Toronto area that also is a big

00:15:44 --> 00:15:49: concentration of office jobs in particular.

00:15:49 --> 00:15:52: You know with finance being part of that and Tekken

00:15:52 --> 00:15:53: and so on and so forth.

00:15:53 --> 00:15:57: And we have these kind of little office parks that

00:15:57 --> 00:15:59: are kind of dotted along the in areas of the

00:15:59 --> 00:16:03: 9:05 and in the Kitchener Waterloo area as well that

00:16:03 --> 00:16:08: are also, you know, concentrations of different types of office

00:16:08 --> 00:16:10: style jobs and tech jobs.

00:16:10 --> 00:16:13: But you're right in the last five,

00:16:13 --> 00:16:15: you know 2 eight years.

00:16:15 --> 00:16:19: I would say these where we've seen these these suburban

00:16:19 --> 00:16:23: office centers in these suburban office markets.

00:16:23 --> 00:16:27: Having a steady growth, you know.

00:16:27 --> 00:16:31: We really saw that stagnate in the last five to

00:16:31 --> 00:16:32: eight years,

00:16:32 --> 00:16:35: and really most of the office growth is being has

00:16:35 --> 00:16:40: been downtown and it's created a very tight office market

00:16:40 --> 00:16:40: downtown.

00:16:40 --> 00:16:45: And again, the reason for that is because employers are

00:16:45 --> 00:16:48: chasing talent that lives downtown,

00:16:48 --> 00:16:52: but also chasing talent that can be that you can

00:16:52 --> 00:16:56: access from across the region so you know,

00:16:56 --> 00:16:58: downtown is made up. Of,

00:16:58 --> 00:17:01: you know, a significant amount of financial business services,

00:17:01 --> 00:17:05: but in recent years it's also been very much attack

00:17:05 --> 00:17:10: hub and these you know different sectors are an archiving

00:17:10 --> 00:17:13: together to form new and emerging clusters.

00:17:13 --> 00:17:17: You know, from fintech to health tattoo too,

00:17:17 --> 00:17:19: you name it, you know there's.

00:17:19 --> 00:17:22: There's been this kind of recipe of you know of

00:17:22 --> 00:17:26: innovation that's been happening in the downtown.

00:17:26 --> 00:17:28: In particular, that's harder to replicate.

00:17:28 --> 00:17:32: In these in other areas because they don't have the

00:17:32 --> 00:17:33: same access to the talent,  
00:17:33 --> 00:17:36: so you need you know younger people in the workforce.  
00:17:36 --> 00:17:38: You need people who have been established in the workforce  
00:17:39 --> 00:17:40: that may not live downtown.  
00:17:40 --> 00:17:41: You need you need tech talent,  
00:17:41 --> 00:17:46: but you also need management talent and you need finance  
00:17:46 --> 00:17:50: talent and so recreating the downtown personally.  
00:17:53 --> 00:17:58: Party. Harrison says ability so.  
00:18:02 --> 00:18:06: So long time. I sure wish I could you having  
00:18:06 --> 00:18:07: sex,  
00:18:07 --> 00:18:11: but I think you know some of these what what  
00:18:11 --> 00:18:16: what this new reality has caused is you know this.  
00:18:16 --> 00:18:19: This idea of how can we use more remote remote  
00:18:19 --> 00:18:24: collaboration for example to create innovations you know?  
00:18:24 --> 00:18:26: How can we as Peter suggests,  
00:18:26 --> 00:18:29: open up areas in our land,  
00:18:29 --> 00:18:32: use planning to to really provide more of that mix  
00:18:32 --> 00:18:33: of communities?  
00:18:33 --> 00:18:34: And so I don't know if we can.  
00:18:34 --> 00:18:39: Recreate downtown and we can really do the dispersion as  
00:18:39 --> 00:18:42: easily as as as as we'd like,  
00:18:42 --> 00:18:45: but we can certainly do.  
00:18:45 --> 00:18:50: Change land use planning policies in areas outside of the  
00:18:50 --> 00:18:54: downtown that would open up to more mixed use and  
00:18:54 --> 00:18:56: mixed housing models as well.  
00:18:56 --> 00:19:01: I think the other piece that would be interesting is  
00:19:01 --> 00:19:03: just new models of of housing.  
00:19:03 --> 00:19:08: You know, being able to do more models that that  
00:19:09 --> 00:19:12: that are that are amenable to.  
00:19:12 --> 00:19:14: Work and play. You know there's in the in the  
00:19:15 --> 00:19:16: 9:05 communities.  
00:19:16 --> 00:19:17: I mean, a lot of the new developments in the  
00:19:18 --> 00:19:18: plans of subdivision.  
00:19:18 --> 00:19:22: They they really segregate out different uses,  
00:19:22 --> 00:19:26: and maybe this is an opportunity to disrupt that kind  
00:19:26 --> 00:19:29: of model and for builders to build things that are  
00:19:30 --> 00:19:33: that work is more amenable on these places.  
00:19:33 --> 00:19:36: You know businesses are more amenable in these places,  
00:19:36 --> 00:19:39: so there's lots of room for for disruption.  
00:19:39 --> 00:19:42: Pager. What do you think this will mean for where  
00:19:42 --> 00:19:42: workers?

00:19:42 --> 00:19:46: Live, is there an opportunity for this disruption and to  
00:19:46 --> 00:19:50: sort of get past this blockage of affordability?  
00:19:50 --> 00:19:54: Could there be flexibility now where some of this talent  
00:19:54 --> 00:19:57: lives and what would be perhaps some of the role  
00:19:57 --> 00:19:58: that innovation can play?  
00:20:00 --> 00:20:04: Well, certainly I think we need to look at urban  
00:20:04 --> 00:20:07: policy and just in a different kind of way.  
00:20:07 --> 00:20:12: And I think we've had opportunity after opportunity to rebuild  
00:20:12 --> 00:20:17: neighborhoods or to build new neighborhoods or revitalized  
neighborhoods.  
00:20:17 --> 00:20:21: And we have let the opportunities pass to do many  
00:20:21 --> 00:20:24: of the things that we that we say we value  
00:20:24 --> 00:20:28: about our city as being an inclusive place where everybody  
00:20:28 --> 00:20:31: belongs and where everybody will have an opportunity to get  
00:20:31 --> 00:20:32: ahead.  
00:20:32 --> 00:20:37: So I think that as we now look at places,  
00:20:37 --> 00:20:39: for example like Golden Mile,  
00:20:39 --> 00:20:44: where where you have a mass redevelopment that's  
happening right  
00:20:44 --> 00:20:44: now,  
00:20:44 --> 00:20:46: we have a choice, right?  
00:20:46 --> 00:20:52: Do we want to build another neighborhood that is going  
00:20:52 --> 00:20:54: to become?  
00:20:54 --> 00:20:58: Very. Very much about just you know,  
00:20:58 --> 00:21:03: condos that that only certain sectors can afford and services  
00:21:03 --> 00:21:06: that are very much about.  
00:21:06 --> 00:21:12: Just you know your dry cleaning and your and your.  
00:21:12 --> 00:21:14: Or drug store? Or do we want to look at  
00:21:14 --> 00:21:17: neighborhoods that actually are both employment centers,  
00:21:17 --> 00:21:22: recreational centers in places where people from all  
backgrounds can  
00:21:22 --> 00:21:23: can live.  
00:21:23 --> 00:21:25: But I also think that we just have to face  
00:21:25 --> 00:21:28: up to the economic reality that's going to be driving  
00:21:29 --> 00:21:32: how business makes decisions about where they're going to  
locate  
00:21:32 --> 00:21:35: their offices in their workers.  
00:21:35 --> 00:21:37: And we're about to enter.  
00:21:37 --> 00:21:40: We're about to enter a period where it's going to  
00:21:40 --> 00:21:42: be really tough for.  
00:21:42 --> 00:21:45: For businesses to look at their bottom lines to look  
00:21:45 --> 00:21:47: at how they enter into recovery,  
00:21:47 --> 00:21:51: and there's likely going to be quite a significant adjustment

00:21:52 --> 00:21:56: around business models that I think will include things like  
 00:21:56 --> 00:21:59: looking at real estate costs downtown,  
 00:21:59 --> 00:22:02: and looking at what are the advantages of people not  
 00:22:02 --> 00:22:06: being located in a space downtown and perhaps working  
 from  
 00:22:06 --> 00:22:10: home or working in a shared location right in a  
 00:22:10 --> 00:22:13: coworking space that. That is,  
 00:22:13 --> 00:22:17: that is further out from from downtown.  
 00:22:17 --> 00:22:20: You know you look at top downloads in the App  
 00:22:20 --> 00:22:22: Store over over the past month,  
 00:22:22 --> 00:22:25: and of course it's not a surprise that video chat  
 00:22:25 --> 00:22:26: services like Zoom,  
 00:22:26 --> 00:22:30: Google, Microsoft, these are all things that are now  
 embedded  
 00:22:30 --> 00:22:33: in our digital devices and I doubt that we're all  
 00:22:33 --> 00:22:35: going to be deleting them anytime soon.  
 00:22:35 --> 00:22:39: But I think that. But we've had.  
 00:22:39 --> 00:22:41: We've had this technology for awhile.  
 00:22:41 --> 00:22:45: Remote work has been something that we've talked about for  
 00:22:45 --> 00:22:45: a long time,  
 00:22:45 --> 00:22:48: and and, of course, speeding.  
 00:22:48 --> 00:22:52: That adoption is something that businesses are going to be  
 00:22:52 --> 00:22:53: looking at and and,  
 00:22:53 --> 00:22:56: and I think that the disruption is,  
 00:22:56 --> 00:23:00: is is definitely coming on the.  
 00:23:00 --> 00:23:02: It is a reality as well that I think we  
 00:23:02 --> 00:23:03: have to confront,  
 00:23:03 --> 00:23:06: which is that the pendulum is going to swing and  
 00:23:07 --> 00:23:09: that as businesses get back to business,  
 00:23:09 --> 00:23:11: there's going to be likely.  
 00:23:11 --> 00:23:14: Climate of hyper competitiveness. People will feel the  
 pressure that  
 00:23:14 --> 00:23:16: they need to get back to work.  
 00:23:16 --> 00:23:18: There will be a lot of people who will be,  
 00:23:18 --> 00:23:22: you know, losing their jobs and so that pressure to  
 00:23:22 --> 00:23:25: show up is is really going to be there.  
 00:23:25 --> 00:23:29: So at the same time that I think you know,  
 00:23:29 --> 00:23:33: we certainly. There's a scenario where there will be a  
 00:23:33 --> 00:23:36: lot of acceleration in terms of the the remote location  
 00:23:36 --> 00:23:40: and working away from the from the mothership downtown  
 office.  
 00:23:40 --> 00:23:43: I think that in the immediate term there will be  
 00:23:43 --> 00:23:46: a big pressure for having all hands on deck and

00:23:46 --> 00:23:49: for business to get back to normal quote unquote as  
 00:23:49 --> 00:23:53: soon as possible. So how much innovation will be possible  
 00:23:54 --> 00:23:55: in that context?  
 00:23:55 --> 00:23:57: I think will really be driven by bottom lines in  
 00:23:57 --> 00:23:58: many ways.  
 00:23:59 --> 00:24:00: Yet Pedro that's really interesting.  
 00:24:00 --> 00:24:03: I think that there will be.  
 00:24:03 --> 00:24:08: Attention between employers wanting to get back to work  
 and  
 00:24:08 --> 00:24:12: everyone to get back to the workplace as soon as  
 00:24:13 --> 00:24:13: possible.  
 00:24:13 --> 00:24:16: Whereas Marcie, as you mentioned,  
 00:24:16 --> 00:24:21: employees might be nervous about getting back on crowded  
 buses  
 00:24:21 --> 00:24:22: or subways,  
 00:24:22 --> 00:24:27: or even packed elevators. So how do we balance this  
 00:24:28 --> 00:24:28: pager?  
 00:24:28 --> 00:24:32: How do we balance this need for the connection and  
 00:24:32 --> 00:24:34: collaboration with colleagues,  
 00:24:34 --> 00:24:38: which with what might be a lasting desire,  
 00:24:38 --> 00:24:40: at least in the near future,  
 00:24:40 --> 00:24:42: to have more physical space?  
 00:24:44 --> 00:24:48: Well, I I think that the hybrid model of a  
 00:24:48 --> 00:24:53: hybrid model could be could be something that intensifies in  
 00:24:53 --> 00:24:57: terms of both having some time in the office sometime  
 00:24:57 --> 00:25:00: at home and sometime in between in a colocation kind  
 00:25:01 --> 00:25:01: of space.  
 00:25:01 --> 00:25:05: I imagine that there are a lot of workers that  
 00:25:05 --> 00:25:09: is as much as they have enjoyed the past month  
 00:25:09 --> 00:25:12: and the next few weeks working from home.  
 00:25:12 --> 00:25:16: There are also probably. Itching to get back into a  
 00:25:16 --> 00:25:19: more collaborative model,  
 00:25:19 --> 00:25:21: and frankly to get out of the four walls of  
 00:25:21 --> 00:25:22: their house,  
 00:25:22 --> 00:25:26: and I think the question is whether the whether we're  
 00:25:26 --> 00:25:30: going to go from the pendulum swinging to everybody,  
 00:25:30 --> 00:25:33: working from home, to then the pendulum swinging back to  
 00:25:33 --> 00:25:33: everybody.  
 00:25:33 --> 00:25:36: Just getting back into into into what we were doing  
 00:25:36 --> 00:25:37: before.  
 00:25:37 --> 00:25:39: And of course the reality is going to be somewhere  
 00:25:39 --> 00:25:40: in the middle.  
 00:25:40 --> 00:25:43: We've all been trained and gotten a lot more comfortable

00:25:43 --> 00:25:46: on these kind of platforms to work remotely.

00:25:46 --> 00:25:50: We we see a proliferation of these third spaces for

00:25:50 --> 00:25:51: work.

00:25:51 --> 00:25:54: These colocation kind of spaces that allow you to do

00:25:54 --> 00:25:57: some of the things that a lot of workers have

00:25:57 --> 00:26:00: been saying they have not been getting out of the

00:26:00 --> 00:26:02: open concept model of work,

00:26:02 --> 00:26:05: so the lack of privacy,

00:26:05 --> 00:26:07: the inability to concentrate, you know,

00:26:07 --> 00:26:10: can't do their best thinking.

00:26:10 --> 00:26:11: That's been the legacy of a lot of,

00:26:11 --> 00:26:14: you know, sort of. The new floor space model in

00:26:15 --> 00:26:16: terms of offices and so.

00:26:16 --> 00:26:19: Hopefully what we can recognize is that productivity,

00:26:19 --> 00:26:22: quality of life, an innovation can all go hand in

00:26:22 --> 00:26:25: hand and the way to do that is not to

00:26:25 --> 00:26:27: lock ourselves into one model,

00:26:27 --> 00:26:30: but to give ourselves the ability to think about the

00:26:30 --> 00:26:33: work week as being something that we do in different

00:26:33 --> 00:26:36: locations and giving more and more people the tools and

00:26:36 --> 00:26:38: the opportunities to actually enable that.

00:26:38 --> 00:26:41: Now there is of course the concern around how do

00:26:42 --> 00:26:45: you manage large workforces that are not in the office

00:26:45 --> 00:26:47: and being directly managed?

00:26:47 --> 00:26:52: In a traditional model, and you know there is emerging,

00:26:52 --> 00:26:57: there's emerging literature about the potential of AI to be

00:26:57 --> 00:27:01: the kind of tool that actually helps that management process

00:27:01 --> 00:27:06: that understands what's what's what's driving people's work

00:27:06 --> 00:27:10: plans,

00:27:10 --> 00:27:14: what's driving their interests can enable people,

00:27:14 --> 00:27:18: and frankly also manage people to meet their targets.

00:27:18 --> 00:27:22: There's of course the downside to that around privacy.

00:27:22 --> 00:27:24: And confidentiality, but I think there's also promise that

00:27:24 --> 00:27:27: through

00:27:27 --> 00:27:31: the acceleration of AI,

00:27:31 --> 00:27:35: there could be a much more flexible way of working.

00:27:35 --> 00:27:38: OK, Marcy, last word on this pendulum swing.

00:27:38 --> 00:27:39: What do you think of balance looks looks like.

00:27:39 --> 00:27:42: Well,

00:27:42 --> 00:27:45: I think it's not going to be very quick pendulum

00:27:45 --> 00:27:48: swing.

00:27:48 --> 00:27:51: I think there's going to be a long transition and

00:27:42 --> 00:27:46: I think we're going to be forced by public health  
00:27:46 --> 00:27:50: officials to reinforce this develop protocols to create this six  
00:27:50 --> 00:27:54: feet. You know, office design space that you know there's  
00:27:54 --> 00:27:55: right now.  
00:27:55 --> 00:27:58: See Byari is looking at these office based designs and  
00:27:58 --> 00:27:59: in China,  
00:27:59 --> 00:28:01: for example, where people are coming back to work,  
00:28:01 --> 00:28:04: I think the transition is going to be quite a  
00:28:04 --> 00:28:05: long time,  
00:28:05 --> 00:28:07: so we're going to have some time to experiment about  
00:28:07 --> 00:28:08: what that hybrid.  
00:28:08 --> 00:28:13: Model looks like which employees really should be physically  
00:28:13 --> 00:28:17: away from the workplace because they're they're near.  
00:28:17 --> 00:28:23: They have vulnerable excuse. My son just came in.  
00:28:23 --> 00:28:28: They're they're near vulnerable. Vulnerable family members,  
00:28:28 --> 00:28:32: for example, or that they they need to.  
00:28:32 --> 00:28:35: The risk needs to be reduced for them.  
00:28:35 --> 00:28:37: There's also to Pedro's point.  
00:28:37 --> 00:28:41: This this Openoffice concept, which which we.  
00:28:41 --> 00:28:45: Which we have introduced in the last several years,  
00:28:45 --> 00:28:49: and many companies you know.  
00:28:49 --> 00:28:51: Are are aligned with it.  
00:28:51 --> 00:28:54: It's it's going to have to look different when as  
00:28:54 --> 00:28:55: we as we returned to work.  
00:28:55 --> 00:28:57: So I think it's going to be a long transition.  
00:28:57 --> 00:28:59: We're going to have a lot of opportunity to experiment  
00:28:59 --> 00:28:59: with.  
00:28:59 --> 00:29:01: You know which employees come back first,  
00:29:01 --> 00:29:07: which are are basically able to work more more remotely.  
00:29:07 --> 00:29:10: And I think we should also look to sectors where  
00:29:10 --> 00:29:14: they've had a lot of experience with people working remotely,  
00:29:14 --> 00:29:16: and I think that is in the sales sectors.  
00:29:16 --> 00:29:19: You know, many. There are many office sales jobs where  
00:29:19 --> 00:29:20: people do not have.  
00:29:20 --> 00:29:24: Offices at look local offices.  
00:29:24 --> 00:29:26: So I think that is that is a piece that  
00:29:26 --> 00:29:27: we should.  
00:29:27 --> 00:29:30: We should take a, you know learnings from other other  
00:29:31 --> 00:29:32: sectors who have done this.  
00:29:32 --> 00:29:34: You know much more easily.  
00:29:35 --> 00:29:40: Thanks, OK, so we are exactly on the nose at

00:29:40 --> 00:29:44: 12:30 and we're going to move to the Q&A.

00:29:44 --> 00:29:50: Section Richard, you've been furiously curating questions in the chat

00:29:50 --> 00:29:51: room.

00:29:51 --> 00:29:53: Do you have a first question for us?

00:29:54 --> 00:29:58: Sure, actually this is the first question Andre Doorman and

00:29:59 --> 00:29:59: has asked.

00:29:59 --> 00:30:03: He's also commented that he's not loving the format that

00:30:03 --> 00:30:08: that doesn't show live speakers and and and more presentations,

00:30:08 --> 00:30:09: so we'll take that under advisement.

00:30:09 --> 00:30:10: Thank you, I'll comment and say,

00:30:10 --> 00:30:15: well, he's asking a question though around the precarity of

00:30:15 --> 00:30:19: and the gap between the knowledge workers who kind of

00:30:19 --> 00:30:22: been the focus of our conversation so far.

00:30:22 --> 00:30:25: Those who actually have the capacity to work remote.

00:30:25 --> 00:30:28: Whether that makes most sense or not is one thing,

00:30:28 --> 00:30:32: but they can versus the many other workers who obviously

00:30:32 --> 00:30:33: can't.

00:30:33 --> 00:30:37: The service, industry etc. And wondering if there might be

00:30:37 --> 00:30:42: some comment on policy changes or considerations if not policy

00:30:42 --> 00:30:47: around that that the digital divide of the workforce perhaps,

00:30:47 --> 00:30:48: is how I would frame his

00:30:48 --> 00:30:51: question, Pedro, do you want to start us off?

00:30:52 --> 00:30:58: Not sure hi Andre, great question and here we are

00:30:58 --> 00:30:59: again,

00:30:59 --> 00:31:03: right? The reality that public policy has tended to focus

00:31:03 --> 00:31:07: on those with the greatest privileged and really not supported

00:31:07 --> 00:31:11: those who have continued to face growing precarity is certainly

00:31:11 --> 00:31:14: not something new. An in every downturn that we have

00:31:15 --> 00:31:15: seen.

00:31:15 --> 00:31:17: In fact, that gap between the gap,

00:31:17 --> 00:31:21: whether it's income or digital or spatial gap between the

00:31:21 --> 00:31:22: rich and poor,

00:31:22 --> 00:31:25: just keeps ratchet ratcheting up at it.

00:31:25 --> 00:31:26: Happens in every economic downturn.

00:31:26 --> 00:31:29: We know that you can track it if there's a

00:31:29 --> 00:31:30: downturn.

00:31:30 --> 00:31:34: Immediately, the recovery that immediately follows means a carving out

00:31:34 --> 00:31:37: of the middle Class A growing gap between rich and



00:31:37 --> 00:31:37: poor,  
00:31:37 --> 00:31:41: and a growing gap between economic opportunities and job quality.

00:31:41 --> 00:31:44: So we know that. So here we are again,  
00:31:44 --> 00:31:47: right? We're about to leave a health crisis an entering  
00:31:47 --> 00:31:49: into an economic crisis.

00:31:49 --> 00:31:52: We have seen governments act in unprecedented ways to try  
00:31:52 --> 00:31:57: and underpin some kind of financial security for those Canadians  
00:31:57 --> 00:31:59: who are falling through the cracks,  
00:31:59 --> 00:32:03: but. The question is going to be whether that lasts  
00:32:03 --> 00:32:04: right,  
00:32:04 --> 00:32:09: and whether in an environment where governments are going to  
00:32:09 --> 00:32:10: be facing.

00:32:10 --> 00:32:12: Bottom bottoming out of the GDP?  
00:32:12 --> 00:32:16: Where that where? Where the deficit question is going to  
00:32:16 --> 00:32:17: emerge at some point,  
00:32:17 --> 00:32:22: whether we expand from crisis response in terms of income  
00:32:22 --> 00:32:23: security,  
00:32:23 --> 00:32:27: to think about what would it take to build inclusive  
00:32:27 --> 00:32:28: communities,  
00:32:28 --> 00:32:32: mixed income communities, mixed mixed purpose  
00:32:32 --> 00:32:37: communities, I should say that are grounded on things  
00:32:37 --> 00:32:38: like financial security,  
00:32:38 --> 00:32:45: stable jobs. Mitigation of precarity for service workers and gig  
00:32:45 --> 00:32:46: workers.

00:32:46 --> 00:32:49: Of course, access to childcare for parents.  
00:32:49 --> 00:32:53: All of those things need to underpin any kind of  
00:32:53 --> 00:32:58: vision for for for a city that works for people  
00:32:58 --> 00:33:02: and for a city where no matter where you live  
00:33:02 --> 00:33:05: your you have a safe place,  
00:33:05 --> 00:33:07: you have a stable job and you know that your  
00:33:07 --> 00:33:10: kids are going to be well taken care of.

00:33:10 --> 00:33:13: Those things are pretty fundamental and you know as we  
00:33:13 --> 00:33:16: continue to have other conversations about.  
00:33:16 --> 00:33:19: The future of work, unless we get those basics right,  
00:33:19 --> 00:33:22: we're just going to continue to see growing divide.  
00:33:23 --> 00:33:26: Richard, you wanna ask another question.  
00:33:26 --> 00:33:28: I just notice that there are quite a few questions.  
00:33:28 --> 00:33:31: Yeah they are coming at us now.

00:33:31 --> 00:33:31: The

00:33:31 --> 00:33:33: next one tomorrow so so

00:33:33 --> 00:33:40: yeah, sure. Well maybe maybe Marcie you might tackle.

00:33:40 --> 00:33:42: This question is scanning a few here.

00:33:42 --> 00:33:44: How about the post secondary education?

00:33:44 --> 00:33:46: I don't know if you've got any consideration that I

00:33:46 --> 00:33:48: ask you 2 questions and you can pick which one

00:33:48 --> 00:33:49: you think you can answer,

00:33:49 --> 00:33:52: but not. But someone anonymous asked this question.

00:33:52 --> 00:33:56: You know how to how to educational institutions adapt,

00:33:56 --> 00:34:00: and obviously they've already begun to do that as one

00:34:00 --> 00:34:01: question.

00:34:01 --> 00:34:04: Another question that might be sort of a cousin of

00:34:04 --> 00:34:08: that is around technology and confidentiality and and as a

00:34:08 --> 00:34:10: potential barrier to work at.

00:34:10 --> 00:34:13: They were already even the form of the platform we're

00:34:13 --> 00:34:16: on right now is is already opened up some some

00:34:16 --> 00:34:17: confidentiality concerns.

00:34:17 --> 00:34:18: I know that's more of a tech question,

00:34:18 --> 00:34:22: but but maybe if you might pick between the edge

00:34:22 --> 00:34:27: post education or the technology and confidentiality concerns

as as

00:34:27 --> 00:34:28: a portrayed,

00:34:28 --> 00:34:31: I'm sure you're having a lot of conversations that are

00:34:31 --> 00:34:35: getting into the sensitive territory and and whether that the

00:34:35 --> 00:34:38: remote element of that is adding to those concerns.

00:34:38 --> 00:34:41: Yeah, I think maybe I'll take a stab at the

00:34:41 --> 00:34:45: educational institutions one because that really aligns with

some of

00:34:45 --> 00:34:49: the work that we're doing in the economic blueprint that

00:34:49 --> 00:34:51: I'm responsible for the porridge trade.

00:34:51 --> 00:34:56: So on the educational institution that I think you have

00:34:56 --> 00:34:57: seen already.

00:34:57 --> 00:35:02: There's there, there has been along movement to online

courses

00:35:02 --> 00:35:07: and you know online platforms that that that postsecondary

institutions

00:35:07 --> 00:35:11: are already including in their in their programming.

00:35:11 --> 00:35:13: But I think you're going to see a shift,

00:35:13 --> 00:35:16: you know even even more so to that,

00:35:16 --> 00:35:21: and I think that part of part of the piece

00:35:21 --> 00:35:25: around educational institutions.

00:35:25 --> 00:35:28: There's active participants in building the future where they

00:35:28 --> 00:35:31: already  
 00:35:31 --> 00:35:34: have been active participants in building in the future,  
 00:35:34 --> 00:35:38: and so this idea of you know,  
 00:35:38 --> 00:35:39: new protocols coming into place to us to maintain sort  
 00:35:39 --> 00:35:43: of physical distancing,  
 00:35:43 --> 00:35:44: I think will have. Will will have impacts on the  
 00:35:44 --> 00:35:47: classroom,  
 00:35:47 --> 00:35:52: but will also have impacts on the labs.  
 00:35:52 --> 00:35:56: You know that have been created to really spark innovation  
 00:35:56 --> 00:36:00: between you know industry and and educational.  
 00:36:00 --> 00:36:01: In the educational institutions and the faculty and students  
 00:36:01 --> 00:36:07: who  
 00:36:07 --> 00:36:09: participate in that,  
 00:36:09 --> 00:36:14: so so definitely think that post secondary education  
 00:36:14 --> 00:36:20: institutions have  
 00:36:20 --> 00:36:22: already been down this road.  
 00:36:22 --> 00:36:24: Just like business, this kovid and you know the risk  
 00:36:24 --> 00:36:29: of future pandemics will accelerate more models of getting  
 00:36:29 --> 00:36:31: people  
 00:36:31 --> 00:36:36: online and getting it.  
 00:36:36 --> 00:36:38: You know information on line and curriculum.  
 00:36:38 --> 00:36:41: Online and. Collaborative platforms on line as well,  
 00:36:41 --> 00:36:42: which I guess then leads to the second question,  
 00:36:42 --> 00:36:47: which is around concerns around data privacy and and I  
 00:36:47 --> 00:36:51: think you know that to that point,  
 00:36:51 --> 00:36:53: governments have to start thinking about this much more  
 00:36:53 --> 00:36:56: quickly  
 00:36:56 --> 00:36:58: than they have in the past.  
 00:36:58 --> 00:37:01: You know, with with the many different data privacy concerns  
 00:37:01 --> 00:37:02: that have been raised in the past couple of years,  
 00:37:02 --> 00:37:05: and particularly here in Toronto,  
 00:37:05 --> 00:37:08: you know what we've seen is is not government leading  
 00:37:08 --> 00:37:10: the conversation,  
 00:37:10 --> 00:37:13: but. In the conversation and so government will have many  
 00:37:13 --> 00:37:17: priorities,  
 00:37:17 --> 00:37:19: including the deficit to deal with,  
 00:37:19 --> 00:37:20: but I think this because there's going to be an  
 acceleration of digital.  
 The digital in all facets of the economy,  
 including posting their educations. Government has to lead  
 on what  
 privacy looks like,  
 what are the protocols that need to be put in

00:37:20 --> 00:37:21: place?

00:37:21 --> 00:37:23: You know they need to lead kind of an industrial

00:37:23 --> 00:37:25: innovation strategy that incorporates,

00:37:25 --> 00:37:28: you know, privacy and data privacy and.

00:37:28 --> 00:37:32: As well as access so I don't really get that,

00:37:33 --> 00:37:36: I'll just get it if I can just jump in

00:37:36 --> 00:37:37: universities.

00:37:37 --> 00:37:43: Colleges are great anchor institutions for cities like Toronto

00:37:43 --> 00:37:46: and

00:37:43 --> 00:37:46: they've been absolutely essential.

00:37:46 --> 00:37:49: Like I'll just speak to about Ryerson 'cause that's that's

00:37:49 --> 00:37:51: that's where where I'm located.

00:37:51 --> 00:37:56: But Ryerson's role in terms of just anchoring a lot

00:37:56 --> 00:38:00: of development and and and vibrancy downtown.

00:38:00 --> 00:38:04: Has been really essential, but it's also true that the

00:38:04 --> 00:38:10: business model of postsecondary has been really driven by

00:38:10 --> 00:38:13: international

00:38:10 --> 00:38:13: students over the past few years,

00:38:13 --> 00:38:17: and there's an interesting question around what does a pen

00:38:17 --> 00:38:19: a world that is worried about it pandemic?

00:38:19 --> 00:38:21: What does that mean for the?

00:38:21 --> 00:38:22: For the flow of students?

00:38:22 --> 00:38:24: On the one hand, on the other hand,

00:38:24 --> 00:38:28: what a great opportunity. What a great opportunity to think

00:38:28 --> 00:38:31: about digital platforms for learning.

00:38:31 --> 00:38:35: As the new way forward for postsecondary education which

00:38:35 --> 00:38:39: may

00:38:35 --> 00:38:39: be less about the physical and maybe more about reaching

00:38:39 --> 00:38:41: out to students all over the planet.

00:38:41 --> 00:38:44: So there's there's a real strategic question here for post

00:38:44 --> 00:38:47: secondary education institutions in this new World,

00:38:47 --> 00:38:50: and the recovery will be a real moment for them

00:38:50 --> 00:38:50: too,

00:38:50 --> 00:38:51: as they think about their business future.

00:38:53 --> 00:38:55: Great, thanks Richard. I think we have time for at

00:38:55 --> 00:38:57: least one more question.

00:38:57 --> 00:39:00: OK, and they are not coming in and I have

00:39:00 --> 00:39:03: in some of the more recent ones I haven't fully

00:39:03 --> 00:39:03: process,

00:39:03 --> 00:39:06: but again will feed those into future programming.

00:39:06 --> 00:39:08: I'm going to ask one question that we're not.

00:39:08 --> 00:39:08: I don't want to ask,

00:39:08 --> 00:39:10: but it's a good one.

00:39:10 --> 00:39:13: Will REZ developers begin integrating coworking spaces or just working

00:39:13 --> 00:39:14: spaces,

00:39:14 --> 00:39:16: maybe into their floor plans to mitigate the challenge from

00:39:16 --> 00:39:18: working from home and small condo units?

00:39:18 --> 00:39:22: That something will probably try to explore in a future

00:39:22 --> 00:39:24: web and R1 person said to me that the age

00:39:24 --> 00:39:25: of the The den,

00:39:25 --> 00:39:27: the one bedroom plus den is gone,

00:39:27 --> 00:39:28: but the one bedroom plus?

00:39:28 --> 00:39:33: Home Office probably means the same thing is perhaps upon

00:39:33 --> 00:39:33: us,

00:39:33 --> 00:39:34: but the marketing

00:39:34 --> 00:39:37: marketing. The

00:39:37 --> 00:39:39: here's one I I gotta ask.

00:39:39 --> 00:39:42: Antonio Gomez. Palacio from a dialogues asking,

00:39:42 --> 00:39:45: and maybe there's a good question to end on if

00:39:45 --> 00:39:47: more time when Internet first started,

00:39:47 --> 00:39:51: everybody speculated people working from home with results in the

00:39:51 --> 00:39:52: in cities decentralizing.

00:39:52 --> 00:39:56: In fact, we saw the reverse economies concentrating in mega

00:39:56 --> 00:39:56: cities.

00:39:56 --> 00:39:59: Is is what's happened? Aren't we being distracted by the

00:39:59 --> 00:40:00: same illusion?

00:40:00 --> 00:40:02: Today, however much people can work from home?

00:40:02 --> 00:40:07: Aren't economy still increasingly focused on urban centers?

00:40:07 --> 00:40:12: And that question echoes still questions that Francois Duchatel and

00:40:12 --> 00:40:14: probably others as well.

00:40:14 --> 00:40:16: That whole idea that maybe we're we're jumping,

00:40:16 --> 00:40:20: leaping a little bit to the belief that the once

00:40:20 --> 00:40:23: called the telecommute is now upon us 'cause it can

00:40:24 --> 00:40:25: versus reality of what,

00:40:25 --> 00:40:27: how economies really want to work.

00:40:27 --> 00:40:29: Which is, you know, people coming together.

00:40:30 --> 00:40:32: Yeah, I would just get up in there Richard,

00:40:32 --> 00:40:38: I completely agree with Antonio's statement there that you know

00:40:38 --> 00:40:43: we've all heralded the Internet as our savior to work

00:40:43 --> 00:40:44: from home,

00:40:44 --> 00:40:47: and it hasn't necessarily manifested.

00:40:47 --> 00:40:50: Although in some industries it has.

00:40:50 --> 00:40:53: But the other the other piece of that is the

00:40:53 --> 00:40:57: whole piece around clustering of talent to drive innovation and

00:40:57 --> 00:41:01: that's partly why you know you know the collision of

00:41:01 --> 00:41:04: people and ideas and new ideas come out of that.

00:41:04 --> 00:41:06: I mean that's that's partly why we have.

00:41:06 --> 00:41:08: We have seen you know,

00:41:08 --> 00:41:12: urban economies being the drivers of the economy.

00:41:12 --> 00:41:16: More recently, but I think we have a bit of

00:41:16 --> 00:41:20: a different situation here whereby we have a pandemic.

00:41:20 --> 00:41:24: We have a health crisis which is forcing a long

00:41:24 --> 00:41:28: term lockdown which if you want to stay in business

00:41:28 --> 00:41:34: is forcing certain businesses to change their models more dynamically

00:41:34 --> 00:41:38: more quickly. So the question in my mind is what's

00:41:38 --> 00:41:40: the lasting effect of that,

00:41:40 --> 00:41:43: and you know, and I think that.

00:41:43 --> 00:41:49: That that is something that you know certain businesses will

00:41:49 --> 00:41:52: require more colocation.

00:41:52 --> 00:41:55: Others won't and so the question is what does that

00:41:55 --> 00:41:58: look like it has that play on the landscape and

00:41:58 --> 00:42:02: I think it particularly as you know some impact in

00:42:02 --> 00:42:07: downtowns in particular, so, so good good good question Antonio

00:42:07 --> 00:42:11: but I do think that conditions are somewhat different here

00:42:11 --> 00:42:14: and then idea of people psyche of there is a

00:42:14 --> 00:42:18: health crisis. Um also has to be taken into consideration

00:42:18 --> 00:42:20: as as these trends and models change.

00:42:21 --> 00:42:24: Pedro, do you want to comment?

00:42:24 --> 00:42:25: There's been a

00:42:25 --> 00:42:30: lot written lately about. How we've shifted away in the

00:42:30 --> 00:42:30: past.

00:42:30 --> 00:42:34: In the past few decades from an industrial policy kind

00:42:34 --> 00:42:37: of model to more of a laissez Faire,

00:42:37 --> 00:42:39: just let the market do its thing,

00:42:39 --> 00:42:42: and that state governments and even local governments have kind

00:42:43 --> 00:42:46: of stepped away from picking lanes and saying that we

00:42:46 --> 00:42:50: are actually going to actively attract certain industries and put

00:42:50 --> 00:42:52: policy behind it. And I think a lot of the

00:42:52 --> 00:42:57: question around whether whether downtowns and whether cities or which

00:42:57 --> 00:42:59: cities continue to thrive.

00:42:59 --> 00:43:01: Is going to be partly an economic one,  
00:43:01 --> 00:43:04: and you know, place like GTA and you know there's  
00:43:04 --> 00:43:07: been a lot of talk around clusters and what are  
00:43:07 --> 00:43:09: the industries of the future?  
00:43:09 --> 00:43:12: But we are in the in the global competitive environment.  
00:43:12 --> 00:43:16: We are in a competitive environment for for talent and  
00:43:16 --> 00:43:19: rather than approaching that in a Willy nilly kind of  
00:43:19 --> 00:43:20: way,  
00:43:20 --> 00:43:24: it's really important that governments and industry and post  
secondary  
00:43:24 --> 00:43:29: education institutions and labor all come together to actually  
put  
00:43:29 --> 00:43:30: their finger on.  
00:43:30 --> 00:43:33: How is it that we are going to put bets  
00:43:33 --> 00:43:36: on which industries are are going to be here and  
00:43:36 --> 00:43:39: thriving in the next 10 to 20 years?  
00:43:39 --> 00:43:41: And how is it that we can make those a  
00:43:41 --> 00:43:45: priority in terms of our shared work so that we  
00:43:45 --> 00:43:47: know that good jobs will flow?  
00:43:47 --> 00:43:49: Good opportunities will flow and our cities will continue to  
00:43:49 --> 00:43:50: thrive.  
00:43:51 --> 00:43:55: OK, on that note. Been a great discussion.  
00:43:55 --> 00:43:58: Thanks for all those excellent questions.  
00:43:58 --> 00:44:03: And yeah, it'll be interesting at times to see whether  
00:44:03 --> 00:44:07: in a few months we just all get back to  
00:44:07 --> 00:44:09: the morning rush hour.  
00:44:09 --> 00:44:12: So just a last note here,  
00:44:12 --> 00:44:14: this is the slide here.  
00:44:14 --> 00:44:16: This is how you can get in touch with both  
00:44:16 --> 00:44:18: Pedro and Marcie Ann.  
00:44:18 --> 00:44:22: Follow them on Twitter and next slide please.  
00:44:22 --> 00:44:28: Our next session next week is a special birthday session  
00:44:28 --> 00:44:33: which is the future of climate and city building and  
00:44:33 --> 00:44:37: it of course it's at the same time on Wednesday  
00:44:37 --> 00:44:40: at noon and all of our.  
00:44:40 --> 00:44:43: Sessions will be on our websites,  
00:44:43 --> 00:44:46: the UI and CBI websites.  
00:44:46 --> 00:44:50: If you miss them. So thanks again for joining us  
00:44:50 --> 00:44:52: and stay healthy everybody.  
00:44:53 --> 00:44:56: Thanks race. Thanks, Richard.  
00:44:58 --> 00:44:58: Bye  
00:44:58 --> 00:44:59: bye.

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