



# Webinar

## ULI Alberta: The New (Ab)normal Returning to Work After COVID-19

Date: May 12, 2020

00:00:00 --> 00:00:03: Welcome on behalf of you Alberta.  
00:00:03 --> 00:00:08: Very pleased to present our.  
00:00:08 --> 00:00:10: Session today, untethered from place.  
00:00:10 --> 00:00:13: This is the first in a four part series which  
00:00:13 --> 00:00:17: is presented by the Institute for Lifescape Bike Asian.  
00:00:17 --> 00:00:20: In partnership with the Urban Land Institute,  
00:00:20 --> 00:00:23: so very happy to have you all here today.  
00:00:23 --> 00:00:26: Joining us. I know that we've got people joining as  
00:00:26 --> 00:00:27: we go along here,  
00:00:27 --> 00:00:30: so we'll start the introductions.  
00:00:30 --> 00:00:32: Firstly on behalf of U Alberta,  
00:00:32 --> 00:00:35: I'd like to welcome you all and our guest today.  
00:00:35 --> 00:00:38: Tom Murphy and Jeff Cape welcome as well to our  
00:00:38 --> 00:00:39: members from.  
00:00:39 --> 00:00:43: Across Canada from you later on to annual ABC as  
00:00:43 --> 00:00:46: well as our West Coast friends in Los Angeles.  
00:00:46 --> 00:00:51: So welcome and thank you for joining.  
00:00:51 --> 00:00:54: Lifescape by KZ and was created out of the need  
00:00:54 --> 00:00:59: to address the gap between physical space and human  
experience.  
00:00:59 --> 00:01:01: It's about life in the in between,  
00:01:01 --> 00:01:04: in the places and spaces at ground level.  
00:01:04 --> 00:01:09: Lifescape creates texture and invites in the human  
experience.  
00:01:09 --> 00:01:11: So as an introduction to this series,  
00:01:11 --> 00:01:16: this will be about collecting perspectives from around the  
world  
00:01:16 --> 00:01:19: to assess how the removal of city life of profound  
00:01:19 --> 00:01:23: constant for most of us will affect the human order.  
00:01:23 --> 00:01:28: Today's conversation is going to be focused on catalytic

partnerships.

00:01:28 --> 00:01:31: The New World we're currently facing demands a fresh look

00:01:31 --> 00:01:34: at how we look at partnerships and how we think

00:01:34 --> 00:01:35: about partnerships.

00:01:35 --> 00:01:39: It requires an integrated way of looking at our cities

00:01:39 --> 00:01:40: and their connected spaces.

00:01:40 --> 00:01:44: How do we accelerate innovation in our cities through public

00:01:44 --> 00:01:46: and private sector collaboration?

00:01:46 --> 00:01:50: So really looking forward to this discussion before we start,

00:01:50 --> 00:01:54: would just like to run through a few formalities here

00:01:54 --> 00:01:56: so we can progress the slides.

00:01:56 --> 00:02:00: Firstly, you'll notice as audience members that you are muted,

00:02:00 --> 00:02:01: so you can yell and scream,

00:02:01 --> 00:02:04: but we won't hear you and this will be the

00:02:04 --> 00:02:06: case throughout the session.

00:02:06 --> 00:02:08: If you do like would like to leave a comment,

00:02:08 --> 00:02:11: I notice that we've already got a got a comment

00:02:11 --> 00:02:13: in the chat box here,

00:02:13 --> 00:02:15: which is great. Or if you would like to ask

00:02:15 --> 00:02:16: a question,

00:02:16 --> 00:02:19: feel free to use the chat function and those those

00:02:19 --> 00:02:22: will start appearing through in the sidebar as we go

00:02:22 --> 00:02:24: through the presentation.

00:02:24 --> 00:02:26: This will be a 30 minute discussion.

00:02:26 --> 00:02:29: Followed by some Q&A, so feel free to send your

00:02:29 --> 00:02:33: questions and will address those towards the end of the

00:02:33 --> 00:02:34: session.

00:02:34 --> 00:02:36: The webinar will also be recorded,

00:02:36 --> 00:02:40: so this is something that you can actually access after

00:02:40 --> 00:02:41: the fact.

00:02:41 --> 00:02:42: If you were you I member,

00:02:42 --> 00:02:47: you can go through Knowledge Finder and access the recording,

00:02:47 --> 00:02:49: so feel free to do that and if you'd like

00:02:50 --> 00:02:51: to tweet about us,

00:02:51 --> 00:02:52: you can do that as well.

00:02:52 --> 00:02:55: Just use the hashtag lifescape series.

00:03:00 --> 00:03:04: Just like to acknowledge our sponsors or annual sponsors,

00:03:04 --> 00:03:10: our founding sponsors of Brookfield Residential Dialogue and Stikeman Elliott

00:03:10 --> 00:03:11: are Diamond sponsors,

00:03:11 --> 00:03:12: SL and view.

00:03:15 --> 00:03:20: Our platinum sponsor is Alice Dom and are gold sponsors.

00:03:20 --> 00:03:25: Hoks, intuitive, kasian, MTA, RJC and West Campus development trust.

00:03:30 --> 00:03:31: And here we are great.

00:03:31 --> 00:03:34: So I just before I intro our speakers here I

00:03:34 --> 00:03:35: am.

00:03:35 --> 00:03:39: Will Craig I'm the cheruvu Alberta I'm also a principle

00:03:39 --> 00:03:41: with kasian architecture,

00:03:41 --> 00:03:47: interior design and planning limited and I'll be moderating today's

00:03:47 --> 00:03:48: discussion.

00:03:48 --> 00:03:49: Welcome to Tom and Jeff.

00:03:49 --> 00:03:52: Tom Murphy has been a senior resident fellow at the

00:03:53 --> 00:03:55: Urban Land Institute since 2006.

00:03:55 --> 00:03:57: He's a former mayor of Pittsburgh.

00:03:57 --> 00:04:00: His extensive experience in urban revitalization.

00:04:00 --> 00:04:04: What drives investment? What ensures long lasting commitment has been

00:04:04 --> 00:04:08: a key addition to the senior resident fellow's areas of

00:04:08 --> 00:04:08: expertise.

00:04:08 --> 00:04:11: Tom also serves as the Advisory Board.

00:04:11 --> 00:04:14: You allies, Rose Center for public leadership and land use,

00:04:14 --> 00:04:16: and since joining you alive,

00:04:16 --> 00:04:19: Tom had served on many advisory services panels,

00:04:19 --> 00:04:22: including. Channels far and wide,

00:04:22 --> 00:04:25: including Moscow in Hong Kong as well as Baltimore,

00:04:25 --> 00:04:27: Chicago and many other US cities.

00:04:27 --> 00:04:30: Jeff welcome Jeff. Jeff Cape is founder and CEO of

00:04:31 --> 00:04:34: Evergreen based out of Toronto on Jeff Overseas.

00:04:34 --> 00:04:38: The idea, development and relationship building that bounces.

00:04:38 --> 00:04:41: Evergreens mission to create flourishing cities.

00:04:41 --> 00:04:44: Jephson order officer of the Order of Canada,

00:04:44 --> 00:04:48: recipient of the QE 2's Golden Jubilee Medal or Fellow

00:04:48 --> 00:04:51: of the Rockefellers Rockefeller Foundation.

00:04:51 --> 00:04:53: Board member of Sustainable Development,

00:04:53 --> 00:04:56: Technology Canada and recipient of a number of awards related

00:04:56 --> 00:04:59: to social innovation and sustainability.

00:04:59 --> 00:05:00: So thank you for joining us,

00:05:00 --> 00:05:03: Tom and Jeff. Those are the curtailed BIOS by the

00:05:03 --> 00:05:03: way.

00:05:03 --> 00:05:08: So there's there's many more accolades to add.

00:05:08 --> 00:05:10: Firstly, I you know we've we've had a couple of  
00:05:10 --> 00:05:13: conversations already and I just want to say,  
00:05:13 --> 00:05:16: you know, I hope that today we can emulate some  
00:05:16 --> 00:05:19: of the conversation that we've already been having because  
it  
00:05:19 --> 00:05:20: really,  
00:05:20 --> 00:05:22: you know, I think this is really so much great  
00:05:22 --> 00:05:24: content to talk about.  
00:05:24 --> 00:05:26: Tom. If we could start with you just in terms  
00:05:26 --> 00:05:30: of getting your context around what's happening right now.  
00:05:30 --> 00:05:32: You once told me that you travel to on average  
00:05:32 --> 00:05:33: 50 cities a year.  
00:05:33 --> 00:05:35: So times have certainly changed.  
00:05:35 --> 00:05:38: And how do you feel the current situation is affecting  
00:05:39 --> 00:05:41: things in your ability to to collaborate?  
00:05:41 --> 00:05:45: And problem solve on some of these urban issues.  
00:05:45 --> 00:05:49: Well, even if if you go back to February before  
00:05:49 --> 00:05:49: the virus,  
00:05:49 --> 00:05:54: there was incredible changes already happening in the world,  
00:05:54 --> 00:05:59: technology, globalization, the demographics of where people  
choosing to want  
00:05:59 --> 00:06:03: to live there were that they were turning cities upside  
00:06:03 --> 00:06:03: down.  
00:06:03 --> 00:06:08: Some cities were being extraordinarily successful because  
they've been able  
00:06:08 --> 00:06:10: to respond to those changes,  
00:06:10 --> 00:06:14: whereas others were very protective of their status quo.  
00:06:14 --> 00:06:18: And we're not changing were being left behind quite.  
00:06:18 --> 00:06:23: Frankly, and we're seeing those sort of winners and losers  
00:06:23 --> 00:06:27: in cities around the country and in both in Canada  
00:06:27 --> 00:06:28: and the United States.  
00:06:28 --> 00:06:31: I think what the virus is going to do is  
00:06:31 --> 00:06:35: it is it could accelerate a number of those trends  
00:06:35 --> 00:06:37: so retail as we know it,  
00:06:37 --> 00:06:41: big malls are changing, and that's going to accelerate.  
00:06:41 --> 00:06:43: I think where people work,  
00:06:43 --> 00:06:48: we're going to accelerate. I think how people work will  
00:06:48 --> 00:06:49: accelerate.  
00:06:49 --> 00:06:51: What is it really? Unknown,  
00:06:51 --> 00:06:54: but I think with the impact of the virus,  
00:06:54 --> 00:06:57: I think that could have significant impacts.  
00:06:57 --> 00:07:01: Pack is Iran manufacturing, as I think that we might  
00:07:01 --> 00:07:04: see a lot of manufacturing come back to North America

00:07:05 --> 00:07:08: that had been shipped over overseas to China or other  
00:07:08 --> 00:07:11: places run for security purposes.  
00:07:11 --> 00:07:14: The other Isaac companies are going to make,  
00:07:14 --> 00:07:17: I think decisions and So what cities need to be  
00:07:17 --> 00:07:18: ready for that.  
00:07:18 --> 00:07:20: So I think the cities of.  
00:07:20 --> 00:07:23: That understand how to how to be nimble,  
00:07:23 --> 00:07:26: curious, and have an appetite for risk will succeed.  
00:07:26 --> 00:07:29: They are the ones that have been succeeded and the  
00:07:29 --> 00:07:32: ones that are going to be in trouble,  
00:07:32 --> 00:07:36: I think, will be the ones that are not prepared  
00:07:36 --> 00:07:38: to change really rapidly.  
00:07:38 --> 00:07:41: Excellent and Jeff, maybe you can add a little bit  
00:07:42 --> 00:07:44: of your insight on this as well and just also  
00:07:44 --> 00:07:48: just reflect a little bit on some of the partnership  
00:07:48 --> 00:07:50: models that we're seeing in Canada.  
00:07:50 --> 00:07:55: As you know, maybe as specifically what Canada is doing  
00:07:55 --> 00:07:58: and leading leading the change.  
00:07:58 --> 00:08:02: Yeah, interesting. I mean, my view of Canada's opportunity  
and  
00:08:02 --> 00:08:03: quite frankly,  
00:08:03 --> 00:08:07: our current reality. We've been very good at city building.  
00:08:07 --> 00:08:10: I know it's felt differently on the ground and all  
00:08:10 --> 00:08:13: of us have our issues with regards to whether it  
00:08:13 --> 00:08:16: be housing prices or housing form or or or the  
00:08:16 --> 00:08:19: way you know services are delivered,  
00:08:19 --> 00:08:21: etc. But at the broadest level,  
00:08:21 --> 00:08:24: Canada excels in global on kind of global standards.  
00:08:24 --> 00:08:27: Without city we routinely have.  
00:08:27 --> 00:08:31: Two or three cities and top ten lists globally.  
00:08:31 --> 00:08:34: Calgary is on many of those lists,  
00:08:34 --> 00:08:36: maybe not always in the top 10,  
00:08:36 --> 00:08:38: but it just close into that space.  
00:08:38 --> 00:08:41: Toronto, Vancouver, Montreal in that same pile and.  
00:08:41 --> 00:08:44: And we've done a good job in relation with city  
00:08:44 --> 00:08:48: building because we focused more broadly as a society on  
00:08:48 --> 00:08:48: people.  
00:08:48 --> 00:08:51: We really focus on on the themes of quality of  
00:08:51 --> 00:08:53: life at the broadest level,  
00:08:53 --> 00:08:56: and that plays out with regards to federal programs as  
00:08:56 --> 00:08:57: much as anything.  
00:08:57 --> 00:09:00: The way our health care is managed,

00:09:00 --> 00:09:01: etc. So it's not really.

00:09:01 --> 00:09:04: The specifics of what we construct,

00:09:04 --> 00:09:08: but more the culture and the values that we integrate

00:09:08 --> 00:09:11: into the development of cities and and so.

00:09:11 --> 00:09:15: You know that the leadership opportunity we have at the

00:09:15 --> 00:09:20: moment globally isn't really kind of advanced that even

00:09:20 --> 00:09:22: further

00:09:20 --> 00:09:22: in in this situation of a pandemic,

00:09:22 --> 00:09:25: which is, as Tom characterizes,

00:09:25 --> 00:09:29: putting a finer point on many of the strengths and

00:09:29 --> 00:09:34: weaknesses that we all understand and accentuating the

00:09:34 --> 00:09:36: gaps between

00:09:34 --> 00:09:36: those haves and have nots.

00:09:36 --> 00:09:40: You know that the partnerships in Canada that are playing

00:09:40 --> 00:09:42: out that I think are important to highlight,

00:09:42 --> 00:09:45: is really the kind of capacity for Canadian cities to

00:09:45 --> 00:09:46: design the.

00:09:48 --> 00:09:52: Well functioning or high functioning private Public

00:09:52 --> 00:09:54: Partnerships.

00:09:52 --> 00:09:54: Again, that's a theme that Canada has done.

00:09:54 --> 00:09:58: A really fundamentally good job with globally by global

00:09:58 --> 00:10:02: standards.

00:09:58 --> 00:10:02: We've been pretty good at putting together private Public

00:10:02 --> 00:10:05: Partnerships

00:10:02 --> 00:10:05: that did embed the public values inside private deals and

00:10:05 --> 00:10:09: Canadian real estate development communities down a

00:10:05 --> 00:10:09: really exceptional job

00:10:09 --> 00:10:10: at helping to move that.

00:10:10 --> 00:10:14: And we have some of the best real estate developers

00:10:14 --> 00:10:16: in the world in Canada.

00:10:16 --> 00:10:19: You know what we're learning with regards to cities,

00:10:19 --> 00:10:22: and we've had troubles with is again,

00:10:22 --> 00:10:26: to some degree. When Toms characterizing instance the

00:10:26 --> 00:10:30: need for

00:10:26 --> 00:10:30: advancing innovation and finding ways to move with the

00:10:30 --> 00:10:34: times

00:10:30 --> 00:10:34: and be resilient and responsive to change cities that are

00:10:34 --> 00:10:37: having trouble with that will fall further behind some of

00:10:37 --> 00:10:41: the ones that are really moving aggressively in that space

00:10:41 --> 00:10:45: are going to Bolt ahead dramatically as they navigate the

00:10:45 --> 00:10:48: changing landscape.

00:10:48 --> 00:10:51: Lots more in that we can impact that together perfect.

00:10:51 --> 00:10:53: And do you want to just maybe describe a little

00:10:53 --> 00:10:55: bit about evergreens approach?

00:10:55 --> 00:10:58: We working on a number of initiatives right now through  
00:10:58 --> 00:11:01: collaboration and innovation in Canadian cities,  
00:11:01 --> 00:11:05: future cities. Canada is one really exciting prospect that looks  
00:11:05 --> 00:11:07: at the urban challenge kind of format.  
00:11:07 --> 00:11:10: If you want to just elaborate a little bit on  
00:11:10 --> 00:11:10: that,  
00:11:10 --> 00:11:13: yeah, I won't get into the details of our back  
00:11:13 --> 00:11:13: story,  
00:11:13 --> 00:11:17: but in broad strokes evergreens are not for charitable  
organization.  
00:11:17 --> 00:11:20: 30 years ago I was right out of University and  
00:11:20 --> 00:11:23: started it without any particular view of what I was  
00:11:23 --> 00:11:24: really doing,  
00:11:24 --> 00:11:28: but it's played out relatively well and moved with the  
00:11:28 --> 00:11:28: times.  
00:11:28 --> 00:11:31: But we're now about 200 staff and and a lot  
00:11:31 --> 00:11:34: of our work is focused on on helping cities advance  
00:11:34 --> 00:11:35: themes of inclusion,  
00:11:35 --> 00:11:40: and well developed developing low carbon inclusive cities  
and working  
00:11:40 --> 00:11:43: as an advisor to and real project manager for number  
00:11:43 --> 00:11:47: of projects across the country are redevelopment of old  
factory  
00:11:47 --> 00:11:50: complex in Toronto called Evergreen Brickworks.  
00:11:50 --> 00:11:53: Has been a bit of a crowning definition or kind  
00:11:54 --> 00:11:57: of lead example of the type of work we try  
00:11:57 --> 00:11:57: to do.  
00:11:57 --> 00:11:59: It's an old brick factory,  
00:11:59 --> 00:12:03: 42 acres that we've converted into a for innovation around  
00:12:03 --> 00:12:05: sustainable cities,  
00:12:05 --> 00:12:09: and but our work at the moment with Infrastructure Canada  
00:12:09 --> 00:12:13: and with CMAC or Canadian Mortgage Housing Corporation  
here in  
00:12:13 --> 00:12:14: Canada.  
00:12:14 --> 00:12:18: Really trying to work with these large federal agencies to  
00:12:18 --> 00:12:21: help move innovation into the broad ecosystem.  
00:12:21 --> 00:12:26: Private and public sector AI players primarily working with  
municipalities  
00:12:26 --> 00:12:30: but substantially working with private developers and private  
interests as  
00:12:31 --> 00:12:31: well.  
00:12:31 --> 00:12:33: Trying to bring capital into projects,  
00:12:33 --> 00:12:36: trying to trying to make sure that the pipeline of

00:12:36 --> 00:12:40: innovations that are kind of in incubation and development phases

00:12:40 --> 00:12:45: find markets in procurement strategies that cities are designing so

00:12:45 --> 00:12:48: that we don't can so that we invest in the

00:12:48 --> 00:12:49: innovations.

00:12:49 --> 00:12:51: And move them rather than,

00:12:51 --> 00:12:52: you know.

00:12:52 --> 00:12:55: I'm my biggest worry at the moment,

00:12:55 --> 00:12:58: just to put it right out there and maybe create

00:12:58 --> 00:13:01: a little bit of a catalyst towards your your your

00:13:01 --> 00:13:04: question is it in the stimulus required?

00:13:04 --> 00:13:08: Post covid we will simply payvar backstreets again rather than

00:13:08 --> 00:13:12: invest in the innovations that really are cities ahead and

00:13:12 --> 00:13:15: move them into the future in the right way so

00:13:15 --> 00:13:19: we're really pushing on that theme right now beyond anything

00:13:19 --> 00:13:20: else.

00:13:20 --> 00:13:23: Yeah, that's that's a good segue actually into.

00:13:23 --> 00:13:26: My next comment here, which was I was going to

00:13:26 --> 00:13:27: want to ask you,

00:13:27 --> 00:13:30: Tom, so you know we've been talking a little bit

00:13:30 --> 00:13:31: about.

00:13:31 --> 00:13:34: I mentioned what we do through lifescape and how we've

00:13:34 --> 00:13:39: really been looking at connecting spaces experientially through the integration

00:13:39 --> 00:13:41: of ground level environments,

00:13:41 --> 00:13:43: and there's often a disconnect.

00:13:43 --> 00:13:47: It seems between these publicly managed spaces in the city

00:13:47 --> 00:13:51: and private spaces and privately developed spaces and how they

00:13:51 --> 00:13:52: can interrelate.

00:13:52 --> 00:13:54: So one of the mandates we've been.

00:13:54 --> 00:13:57: Exploring as to how we can create better linkages between

00:13:57 --> 00:13:58: all of these,

00:13:58 --> 00:14:00: and I think with what's going on right now.

00:14:00 --> 00:14:03: You know you could. You could easily argue that the

00:14:03 --> 00:14:07: process of adaptation has forced some innovation is for some

00:14:07 --> 00:14:09: cities to become more nimble or at least start to

00:14:09 --> 00:14:12: look at how they can become more nimble,

00:14:12 --> 00:14:14: some more successfully than others.

00:14:14 --> 00:14:16: Through this through this process.



00:14:16 --> 00:14:20: All right, we're seeing streets getting pedestrianised overnight.

00:14:20 --> 00:14:23: You know, pilot bike lanes popping up and remote working

00:14:23 --> 00:14:25: is now something that's normal for all of us.

00:14:25 --> 00:14:28: You know retail is going through some change.

00:14:28 --> 00:14:32: You know there's many, many different things that we're seeing

00:14:32 --> 00:14:32: so.

00:14:32 --> 00:14:35: I guess you know the root of my question is

00:14:35 --> 00:14:38: what kind of approaches do you think are needed by

00:14:38 --> 00:14:42: the Minnesota Municipalities or the business community as a whole

00:14:42 --> 00:14:46: to help us sustain these kinds of improvements into the

00:14:46 --> 00:14:46: long term?

00:14:46 --> 00:14:48: If we see there is beneficial?

00:14:48 --> 00:14:51: We've used the word partnerships a lot already,

00:14:51 --> 00:14:55: and it really underlies the importance of that,

00:14:55 --> 00:14:58: because I think the success of business districts are going

00:14:58 --> 00:15:02: to be the ability of the retailers around that business

00:15:02 --> 00:15:03: to create.

00:15:03 --> 00:15:06: Place so for example, a number of cities,

00:15:06 --> 00:15:10: Pittsburgh being one or thinking about shutting whole street stuff

00:15:11 --> 00:15:13: and turning them into plazas.

00:15:13 --> 00:15:17: Allow your many European cities so that restaurants would be

00:15:17 --> 00:15:20: able to expand into the street in Pittsburgh,

00:15:20 --> 00:15:23: probably for most of the Canadian cities,

00:15:23 --> 00:15:26: for six or seven months a year,

00:15:26 --> 00:15:29: so that you would not have the.

00:15:29 --> 00:15:32: It overcomes the concerns of people being in a in

00:15:32 --> 00:15:33: a very small place,

00:15:33 --> 00:15:35: so it's those pushes that are,

00:15:35 --> 00:15:38: I think whether cities can act on that in the

00:15:38 --> 00:15:40: nimble kind of way?

00:15:40 --> 00:15:42: Or is it going to take a year to deal

00:15:42 --> 00:15:46: with the zoning and deal with the building inspection and

00:15:46 --> 00:15:49: and all the apartments you have in that?

00:15:49 --> 00:15:52: And I think that's that's the opportunity to begin to

00:15:52 --> 00:15:56: introduce to cities that sort of a different way of

00:15:56 --> 00:15:56: life.

00:15:56 --> 00:15:59: And it goes to what Jeff is work.

00:15:59 --> 00:16:03: Life's work is been about it by building community because

00:16:03 --> 00:16:07: it I think that's the essence of this conversation is  
00:16:07 --> 00:16:11: that we want to build places of community.  
00:16:11 --> 00:16:15: I think that's of everything I've seen come out of  
00:16:15 --> 00:16:19: the virus in the pandemic is the idea of community  
00:16:19 --> 00:16:21: of how people can work together,  
00:16:21 --> 00:16:24: and you know, and you know,  
00:16:24 --> 00:16:28: there's been a lot of controversy in America in the  
00:16:28 --> 00:16:29: US about about.  
00:16:29 --> 00:16:33: The political divide in how that's played out in the  
00:16:33 --> 00:16:33: pandemic,  
00:16:33 --> 00:16:38: but for most cities I see is that people are  
00:16:38 --> 00:16:39: very connected.  
00:16:39 --> 00:16:42: And I think when. Well,  
00:16:42 --> 00:16:46: when the green light goes on and we're beginning to  
00:16:46 --> 00:16:46: open up,  
00:16:46 --> 00:16:50: I think those places that create the places where that  
00:16:51 --> 00:16:55: community can happen or going to be the most successful.  
00:16:55 --> 00:16:58: Yeah, and I mean, you know it's obviously a different  
00:16:58 --> 00:17:00: situation right now.  
00:17:00 --> 00:17:03: You know, we're seeing a lot of retreat from urban  
00:17:03 --> 00:17:04: environments,  
00:17:04 --> 00:17:07: mainly just through the fact that there's no distance,  
00:17:07 --> 00:17:11: social distancing measures and restrictions in place,  
00:17:11 --> 00:17:16: and gradually cities are beginning to open up again and  
00:17:16 --> 00:17:17: we hope to see that.  
00:17:17 --> 00:17:20: I guess the you know the question here Jeff,  
00:17:20 --> 00:17:23: is you know, should people return to place in the  
00:17:23 --> 00:17:24: way that they did before.  
00:17:24 --> 00:17:27: There was a lot of people out there that are  
00:17:27 --> 00:17:31: coming back and saying that cities are identified.  
00:17:31 --> 00:17:35: Footprint of individual living spaces and workspaces is has  
00:17:35 --> 00:17:36: been  
00:17:35 --> 00:17:36: decreasing over overtime.  
00:17:36 --> 00:17:41: What does this highlight about people's entitlement to space  
00:17:41 --> 00:17:45: and  
00:17:41 --> 00:17:45: should we really be looking at different models for how  
00:17:45 --> 00:17:47: how we return to place?  
00:17:47 --> 00:17:50: Yeah, well, I think part of this has to go  
00:17:50 --> 00:17:51: to really,  
00:17:51 --> 00:17:53: you know I'm human nature per say,  
00:17:53 --> 00:17:57: but some I suppose it is some dimension of human  
00:17:57 --> 00:18:01: nature that social being quality that we are Jeff West  
00:18:01 --> 00:18:04: as an interesting physicist in the US.

00:18:04 --> 00:18:09: He's got this point of view around urban metabolisms and  
00:18:09 --> 00:18:13: then the notion that an urban urban centers have a  
00:18:13 --> 00:18:17: certain metabolism and the higher the metabolism.  
00:18:17 --> 00:18:21: I think that the higher metabolism is driven by.  
00:18:21 --> 00:18:30: The interactions are higher pace of interactions between  
colliding particles  
00:18:30 --> 00:18:31: people.  
00:18:31 --> 00:18:34: And at the higher the metabolism,  
00:18:34 --> 00:18:38: the better the economy and public space is one of  
00:18:38 --> 00:18:43: the most important assets in in creating a venue for  
00:18:43 --> 00:18:47: collisions and transactions and economic activity.  
00:18:47 --> 00:18:52: So the human spirit requires public space and our economy  
00:18:52 --> 00:18:57: requires people to come together and collide in a  
constructive  
00:18:57 --> 00:18:58: way,  
00:18:58 --> 00:19:02: building the economy. So how we think about?  
00:19:02 --> 00:19:07: The innovations and necessary spatial innovations to enable  
that fascinating  
00:19:07 --> 00:19:07: area.  
00:19:07 --> 00:19:10: Working clearly we're talking about right now.  
00:19:10 --> 00:19:13: So yes.  
00:19:13 --> 00:19:15: And Tom's comments about opening up public streets.  
00:19:15 --> 00:19:18: I think it's that's happening in lots of cities right  
00:19:18 --> 00:19:19: now.  
00:19:19 --> 00:19:22: How they're doing it and how they're creating how they're  
00:19:22 --> 00:19:23: driving the innovation.  
00:19:23 --> 00:19:26: What I find is fascinating and hoping Tom can play  
00:19:26 --> 00:19:27: into the little bit,  
00:19:27 --> 00:19:30: isn't, you know what's required inside his twality to move  
00:19:30 --> 00:19:31: fast,  
00:19:31 --> 00:19:35: an idea they. Municipalities aren't wired for that.  
00:19:35 --> 00:19:38: Typically they're not wired for innovation there.  
00:19:38 --> 00:19:42: They are typically designed to maintain steady state delivery  
of  
00:19:43 --> 00:19:45: services that are kind of base level.  
00:19:45 --> 00:19:48: Cities are not really in this.  
00:19:48 --> 00:19:51: Designed to create these maverick innovations.  
00:19:51 --> 00:19:55: That's where the private Public Partnerships are necessarily  
are usually  
00:19:55 --> 00:19:58: brought in to help provoke an advance that,  
00:19:58 --> 00:20:01: but right now they're being asked to move on their  
00:20:01 --> 00:20:01: own,  
00:20:01 --> 00:20:04: but partnerships can help facilitate that time.

00:20:04 --> 00:20:06: I don't know whether you want to help.  
00:20:06 --> 00:20:09: I think that when I before the pandemic,  
00:20:09 --> 00:20:11: when I saw the seasons succeeding,  
00:20:11 --> 00:20:14: some common ingredients in one of the big ones that  
00:20:14 --> 00:20:15: was their,  
00:20:15 --> 00:20:19: their willingness to build partnerships with private developers.  
00:20:19 --> 00:20:20: So I. When I was a mayor,  
00:20:20 --> 00:20:23: developers would come and say may or we have a  
00:20:23 --> 00:20:24: great idea for you,  
00:20:24 --> 00:20:25: and I'd say with all due respect,  
00:20:25 --> 00:20:28: tell us why it's a great idea for you will  
00:20:28 --> 00:20:30: decide whether it's a great idea for us and if  
00:20:30 --> 00:20:33: I self interests come together will proceed will be a  
00:20:33 --> 00:20:36: good partner with you will share the risk with you,  
00:20:36 --> 00:20:40: but. But that assumed we knew what we wanted,  
00:20:40 --> 00:20:42: but I think if I come across a lot of  
00:20:42 --> 00:20:45: cities that don't know what they want,  
00:20:45 --> 00:20:48: that they are sort of open to having it defined  
00:20:48 --> 00:20:51: for them in the developer knows what they want.  
00:20:51 --> 00:20:54: They're looking for revenue stream and so cities.  
00:20:54 --> 00:20:57: I think you're at the Nexus of this,  
00:20:57 --> 00:21:01: Jeff. Your organization is that you're helping cities.  
00:21:01 --> 00:21:04: Figure out what they want so that that vision,  
00:21:04 --> 00:21:07: that strategic vision, that value structure of what is.  
00:21:07 --> 00:21:11: What's the city? Once so Pittsburgh is an example,  
00:21:11 --> 00:21:15: we have three big rivers that were completely taken over  
00:21:15 --> 00:21:17: by 100 years ago by industrial uses.  
00:21:17 --> 00:21:20: The steel Mills making steel for the world.  
00:21:20 --> 00:21:24: And in those Mills largely shut down and there was  
00:21:24 --> 00:21:26: a lot of discussion in the River fronts.  
00:21:26 --> 00:21:30: We did not have a history of public access to  
00:21:30 --> 00:21:31: our riverfront Sen.  
00:21:31 --> 00:21:35: And I'm a runner and so out of pure selfishness.  
00:21:35 --> 00:21:38: When I became mayor, I began having us get control  
00:21:38 --> 00:21:42: of the riverfronts and we now have a continuous park  
00:21:42 --> 00:21:46: network in Pitts Burg all around our riverfront spot,  
00:21:46 --> 00:21:48: but. But it was trying to get that was a  
00:21:48 --> 00:21:52: value structure so people would come and say I'll build  
00:21:52 --> 00:21:53: a building,  
00:21:53 --> 00:21:55: but we want to be on the riverfront for the  
00:21:56 --> 00:21:57: Waterview and we said no,  
00:21:57 --> 00:22:00: you need to move back 100 feet because that's going

00:22:00 --> 00:22:01: to be a public access.

00:22:01 --> 00:22:05: That was a value structure that we incorporated into our

00:22:05 --> 00:22:07: our decision making in a partnership.

00:22:07 --> 00:22:10: Then with the developer. But based on a certain shared

00:22:10 --> 00:22:11: values.

00:22:11 --> 00:22:14: And that's what I think cities is important for cities

00:22:14 --> 00:22:14: to do.

00:22:14 --> 00:22:18: The other is understanding how the money comes in.

00:22:18 --> 00:22:20: Is that I is that you want to get to

00:22:20 --> 00:22:24: a high value in and sometimes the developer rightly will

00:22:24 --> 00:22:25: say I.

00:22:25 --> 00:22:26: I'd love to do that.

00:22:26 --> 00:22:28: I can't build structure parking.

00:22:28 --> 00:22:32: I need a surface. I need surface parking because I

00:22:32 --> 00:22:36: can't afford to build spend 25 or \$30,000,000 on the

00:22:36 --> 00:22:38: structured parking.

00:22:38 --> 00:22:40: And so if we believe that and and wanted the

00:22:40 --> 00:22:41: development to happen,

00:22:41 --> 00:22:44: because otherwise, like the development,

00:22:44 --> 00:22:46: we might underwrite that parking.

00:22:46 --> 00:22:50: Because because we want that Urban Development,

00:22:50 --> 00:22:55: not a sprawling development, and so it's those value structures

00:22:55 --> 00:22:59: that I think cities need to be clear about going

00:22:59 --> 00:23:03: into these discussions and then be willing to have the

00:23:03 --> 00:23:05: resources to invest in it,

00:23:05 --> 00:23:07: yeah?

00:23:07 --> 00:23:09: Jump in here. Well, if I may on that point,

00:23:09 --> 00:23:13: because you know one of the most powerful challenges,

00:23:13 --> 00:23:16: I guess here in Toronto that we faced or opportunities,

00:23:16 --> 00:23:18: I guess an opportunity to challenge.

00:23:18 --> 00:23:21: At the same time has been the.

00:23:21 --> 00:23:26: Partnership that had been constructed and recently canceled with Sidewalk

00:23:26 --> 00:23:31: Labs with Alphabet to develop a large community in downtown

00:23:31 --> 00:23:31: Toronto.

00:23:31 --> 00:23:35: On the waterfront and. And that was by many definitions

00:23:35 --> 00:23:40: of private public partnership that had all the markings of

00:23:40 --> 00:23:41: huge opportunity,

00:23:41 --> 00:23:47: bringing a deep pocketed multinational technology firm into this into

00:23:47 --> 00:23:51: a collaboration with the city to develop a parcel of

00:23:51 --> 00:23:51: land.

00:23:51 --> 00:23:54: Might help catalyze a broader economic agenda here in the

00:23:54 --> 00:23:55: city.

00:23:55 --> 00:23:57: One of the challenges one of the problems,

00:23:57 --> 00:24:00: though, was that an Tom you put your finger on

00:24:00 --> 00:24:00: it earlier.

00:24:00 --> 00:24:03: With that, I don't think Toronto is a city,

00:24:03 --> 00:24:06: maybe not even the Waterfront Corporation who acted as the

00:24:06 --> 00:24:08: client in this situation,

00:24:08 --> 00:24:10: representing 3 levels of government.

00:24:10 --> 00:24:13: The city of the province and the federal government really

00:24:13 --> 00:24:16: figured out precisely what they wanted to get out of

00:24:16 --> 00:24:16: it.

00:24:16 --> 00:24:19: I mean, they saw the high level strategy of the

00:24:19 --> 00:24:22: partnership and and then the money that would come with

00:24:22 --> 00:24:22: them.

00:24:22 --> 00:24:26: And then they. Cachet that would come with them.

00:24:26 --> 00:24:30: But the specifics, the very complex specifics of bringing a

00:24:30 --> 00:24:34: technology firm in that has a very strong kind of

00:24:34 --> 00:24:36: ecosystem building agenda,

00:24:36 --> 00:24:42: had some public optics around privacy issues that were real

00:24:43 --> 00:24:44: and perceived both.

00:24:44 --> 00:24:47: Creating a whole cascade of problems for the city on

00:24:47 --> 00:24:50: the Waterfront Corporation that they couldn't get over and it

00:24:50 --> 00:24:52: led to the demise of the partnership.

00:24:52 --> 00:24:55: I mean, what are the sidewalk labs recently cancelled their

00:24:55 --> 00:24:57: plans here they had the covid,

00:24:57 --> 00:25:00: I think at the end of the day was the

00:25:00 --> 00:25:01: reason why but.

00:25:01 --> 00:25:03: There were other issues for sure.

00:25:03 --> 00:25:06: But a partnership with Good Intentions,

00:25:06 --> 00:25:08: but not a clear point of view from the city,

00:25:08 --> 00:25:11: is exactly what they wanted to get out of this.

00:25:11 --> 00:25:14: So we need to be more precise about that in

00:25:14 --> 00:25:15: the front end.

00:25:15 --> 00:25:19: Yeah, it's an interesting one when you think about the

00:25:19 --> 00:25:23: these sort of opportunistic types of partnerships that we often

00:25:23 --> 00:25:24: see develop,

00:25:24 --> 00:25:27: and I think you know that there maybe maybe a

00:25:27 --> 00:25:30: case there as to why things didn't quite go go

00:25:30 --> 00:25:31: the way that they should have,

00:25:31 --> 00:25:35: or potentially could have. But but then also kind of

00:25:35 --> 00:25:38: comic coming at it from the other way in terms  
00:25:38 --> 00:25:39: of you know,  
00:25:39 --> 00:25:42: I think positioning for for these types of arrangements and  
00:25:42 --> 00:25:44: collaborations to occur,  
00:25:44 --> 00:25:47: and really the city. City needs to be a big  
00:25:48 --> 00:25:49: driver of that.  
00:25:49 --> 00:25:52: Just another sort of point here before we before we  
00:25:52 --> 00:25:54: turn it over for questions.  
00:25:54 --> 00:25:56: And this is again for both Jeff and Tom.  
00:25:56 --> 00:25:59: You know, in the in the aftermath of crisis,  
00:25:59 --> 00:26:02: what we sometimes will see is knew types of institutions  
00:26:02 --> 00:26:06: forming or knew different kinds of players coming to the  
00:26:06 --> 00:26:06: table.  
00:26:06 --> 00:26:08: So if we sort of look at this as an  
00:26:09 --> 00:26:12: opportunity and I guess you could look at this both  
00:26:12 --> 00:26:15: in terms of partnerships but also in terms of industries  
00:26:15 --> 00:26:18: that that that may be emerging through this.  
00:26:18 --> 00:26:20: You know what do we see is?  
00:26:20 --> 00:26:22: You know potential innovations you know.  
00:26:22 --> 00:26:23: In light of this crisis,  
00:26:23 --> 00:26:26: do you see your new role for institutions or new  
00:26:26 --> 00:26:27: types of institutions?  
00:26:27 --> 00:26:31: Nonprofits, for example, or even for philanthropic agencies,  
00:26:31 --> 00:26:33: to really sort of step in like what is the?  
00:26:33 --> 00:26:37: What is the burgeoning opportunity that we could we could  
00:26:37 --> 00:26:38: see coming out of this?  
00:26:41 --> 00:26:45: I think part of it is been around.  
00:26:45 --> 00:26:49: The kind of reshaping of of space.  
00:26:49 --> 00:26:51: If I look at another,  
00:26:51 --> 00:26:57: a typical commercial development along either a main road  
or  
00:26:57 --> 00:27:02: even in a neighborhood development it is it's linear.  
00:27:02 --> 00:27:06: And I think increasingly, what we're going to see.  
00:27:06 --> 00:27:10: Is successful ones are going to be built around plazas  
00:27:10 --> 00:27:12: and so how you create that.  
00:27:12 --> 00:27:16: I think there's a new whole new urban forum is  
00:27:16 --> 00:27:19: going to begin to develop a riled.  
00:27:19 --> 00:27:23: Round every very European. In many ways it more around  
00:27:23 --> 00:27:24: the plazas,  
00:27:24 --> 00:27:28: less around, sort of the linear development that we've seen  
00:27:28 --> 00:27:29: I think,  
00:27:29 --> 00:27:34: where the big opportunity is as the repurposing of suburban

00:27:34 --> 00:27:35: strip malls.

00:27:35 --> 00:27:38: Along you know where you have the parking lots in

00:27:38 --> 00:27:39: the front and in this,

00:27:39 --> 00:27:41: and then the store is.

00:27:41 --> 00:27:43: I think there's going to be a lot of vacancies

00:27:43 --> 00:27:47: there and there's going to be lots of opportunities for

00:27:47 --> 00:27:47: repurposing.

00:27:47 --> 00:27:50: Whether it's for housing or or reconfiguring them.

00:27:50 --> 00:27:54: I think that and some of that was beginning to

00:27:54 --> 00:27:55: happen already.

00:27:55 --> 00:27:59: The other big that was certainly a major conversation.

00:27:59 --> 00:28:01: I think both in Canada,

00:28:01 --> 00:28:05: the US private demicon is going to only accelerate is

00:28:05 --> 00:28:08: the is the is the issue of affordable housing and

00:28:08 --> 00:28:12: how that now plays out slash with the density issue

00:28:12 --> 00:28:16: that that will that I think is unknown how people

00:28:16 --> 00:28:17: react to density,

00:28:17 --> 00:28:21: whether they're going to try to run away from it,

00:28:21 --> 00:28:24: or whether they're going to embrace it even more.

00:28:27 --> 00:28:29: Yeah, I would agree with you on all of those

00:28:29 --> 00:28:30: thoughts.

00:28:30 --> 00:28:33: Come and I would be going to reinforce a couple

00:28:33 --> 00:28:34: of them if I may.

00:28:34 --> 00:28:37: That you know, I think.

00:28:37 --> 00:28:39: The.

00:28:39 --> 00:28:43: Not for profit structure or the part or really sophisticated

00:28:43 --> 00:28:49: partnerships between private public interests will be critically important in

00:28:49 --> 00:28:51: the kind of next phase of stimulus,

00:28:51 --> 00:28:57: mostly because. The public agenda is going to be.

00:28:57 --> 00:29:02: You know individuals are looking for trusted partners to do

00:29:02 --> 00:29:06: right in this next phase and not the.

00:29:06 --> 00:29:08: You know.

00:29:08 --> 00:29:11: 2 cannibal not cannibalistic that's not the right term,

00:29:11 --> 00:29:14: but you know really going going after the spoils of

00:29:14 --> 00:29:15: war right now,

00:29:15 --> 00:29:20: we said there is opportunity for for that right now.

00:29:20 --> 00:29:23: So how can we create that kind of Community Trust

00:29:23 --> 00:29:27: through the right construct of partnerships and so not for

00:29:27 --> 00:29:31: profits have uniquely important role right now to step up

00:29:31 --> 00:29:36: their game and help design partnerships.

00:29:36 --> 00:29:40: So that's one thought. The Public space agenda that Tom



00:29:40 --> 00:29:42: referencing each critical?

00:29:42 --> 00:29:45: I mean we need to find ways to bring people

00:29:45 --> 00:29:49: back in touch with each other and not and maintain

00:29:49 --> 00:29:53: our our ambition around dense cities because they are so

00:29:53 --> 00:29:58: critically important economically and socially and.

00:29:58 --> 00:30:01: And if we can find ways to create these classes

00:30:01 --> 00:30:02: as DOMS,

00:30:02 --> 00:30:04: characterizing that would be spectacular.

00:30:04 --> 00:30:08: That's the way we so public space needs to be

00:30:08 --> 00:30:09: designed very thoughtfully.

00:30:09 --> 00:30:14: Then public spaces, often the catalyst or great development.

00:30:14 --> 00:30:17: Most of the big projects that I've seen have been

00:30:17 --> 00:30:21: led by public space strategies and then followed by the

00:30:21 --> 00:30:23: more incremental development of density.

00:30:23 --> 00:30:26: But public space is the way to just start the

00:30:27 --> 00:30:27: idea,

00:30:27 --> 00:30:31: so some combination of those two themes.

00:30:31 --> 00:30:35: I think large scale investments in parks are going to

00:30:35 --> 00:30:35: be required.

00:30:35 --> 00:30:39: I know they're not economic drivers right off the top,

00:30:39 --> 00:30:43: but they are there central to the notion of bringing

00:30:43 --> 00:30:44: creating community.

00:30:44 --> 00:30:47: And then I'll leave with one more quick thought,

00:30:47 --> 00:30:49: which might spark further once we do.

00:30:49 --> 00:30:52: But you know what we're going through right now is

00:30:53 --> 00:30:55: such a such a collapse on multiple fronts.

00:30:55 --> 00:30:59: Then there is enormously exciting opportunity that plays out

00:31:00 --> 00:31:02: from

00:31:02 --> 00:31:06: that like like the Post Forest fire you have a

00:31:06 --> 00:31:08: forest fire and then you very quickly get undergrowth

00:31:08 --> 00:31:12: emerging

00:31:12 --> 00:31:13: within weeks of that forest fire.

00:31:13 --> 00:31:15: So the opportunity for entrepreneurs in the wake of this

00:31:15 --> 00:31:18: will be enormous,

00:31:18 --> 00:31:20: and I'm, I know most people,

00:31:20 --> 00:31:22: including myself, with young teenage boys,

00:31:22 --> 00:31:26: one of them graduating from University,

00:31:26 --> 00:31:30: actually not a teenager anymore.

00:31:30 --> 00:31:34: Their prospects for jobs and employment right now are thin.

00:31:34 --> 00:31:37: But I will push for the entrepreneurial spirit among them

00:31:37 --> 00:31:40: because I think entrepreneurs have a remarkable opportunity

00:31:40 --> 00:31:43: to play

00:31:43 --> 00:31:46: into the gap right now and feed the cities with

00:31:37 --> 00:31:41: the ideas and and the community building activities necessary.

00:31:41 --> 00:31:43: And what if, well, if I can jump in what

00:31:43 --> 00:31:45: we've not talked about,

00:31:45 --> 00:31:48: which is going to become a critical piece of this

00:31:48 --> 00:31:49: conversation?

00:31:49 --> 00:31:52: Let me just say that I don't ever believe that

00:31:52 --> 00:31:55: money the conversation should ever begin with money.

00:31:55 --> 00:31:58: It should begin. With the ideas and sort of the

00:31:58 --> 00:31:59: vision,

00:31:59 --> 00:32:02: in my experience, in a flat broke city was you

00:32:03 --> 00:32:06: can always figure out how to find the money,

00:32:06 --> 00:32:10: but I think that talent of finding the money.

00:32:10 --> 00:32:13: An an understanding how you can be on both the

00:32:13 --> 00:32:18: public entrepreneur in a private entrepreneur become a very critical

00:32:18 --> 00:32:22: skill that cities are going to have to have to

00:32:22 --> 00:32:24: find or or grow and their workforce is.

00:32:24 --> 00:32:28: That is that you need to have that appetite for

00:32:28 --> 00:32:28: risk.

00:32:28 --> 00:32:32: I think I'm going to underline that after the pandemic

00:32:32 --> 00:32:34: for people to move forward.

00:32:34 --> 00:32:38: Because because there is going to be gaps and financing.

00:32:38 --> 00:32:40: Whether you want to build a.

00:32:40 --> 00:32:44: Public Plaza or or build a major housing development.

00:32:44 --> 00:32:47: There are going to be gaps in financing and how

00:32:47 --> 00:32:50: people are creative and can fill those gaps through a

00:32:50 --> 00:32:52: variety of different means.

00:32:52 --> 00:32:55: That's going to be the talent that will determine in

00:32:55 --> 00:32:58: many ways whether City succeed or not.

00:33:00 --> 00:33:04: Excellent so. We'd like to turn it over to questions

00:33:04 --> 00:33:07: here if anybody is thinking,

00:33:07 --> 00:33:09: would like to launch a question,

00:33:09 --> 00:33:11: feel free. We have a few minutes left.

00:33:11 --> 00:33:13: We can certainly get to those.

00:33:13 --> 00:33:17: I notice somebody mentioned the zebras behind me,

00:33:17 --> 00:33:19: so I guess I should address that.

00:33:19 --> 00:33:22: We get to see the colorful spaces and places that

00:33:22 --> 00:33:24: people exhibit in their home lives.

00:33:24 --> 00:33:27: So my son has been decorating my room with all

00:33:27 --> 00:33:28: of his drawings,

00:33:28 --> 00:33:31: so that's not. That's not a will,

00:33:31 --> 00:33:33: Craig special behind me. That's that's my.  
00:33:33 --> 00:33:35: That's my son's work. So anyway,  
00:33:35 --> 00:33:37: if you do have some questions,  
00:33:37 --> 00:33:39: I'm going to keep going here.  
00:33:39 --> 00:33:41: Just 'cause we do have a few minutes and I  
00:33:41 --> 00:33:43: want to make the most of this time.  
00:33:43 --> 00:33:46: So Jeff, you did talk about the entrepreneurs and the  
00:33:46 --> 00:33:47: opportunity,  
00:33:47 --> 00:33:50: but could we also maybe reflect on some of the  
00:33:50 --> 00:33:51: challenges right now?  
00:33:51 --> 00:33:52: 'cause I think there's a.  
00:33:52 --> 00:33:54: There's a huge sense that you know,  
00:33:54 --> 00:33:58: for a small scale, entrepreneurs and artisans and you know  
00:33:58 --> 00:33:59: the sort of you know,  
00:33:59 --> 00:34:01: going from the macro to the micro,  
00:34:01 --> 00:34:04: you know how do we continue to support those efforts?  
00:34:04 --> 00:34:06: And how do we see that?  
00:34:06 --> 00:34:10: Potentially? You know, being of a challenge going forward  
quite  
00:34:10 --> 00:34:10: frankly.  
00:34:10 --> 00:34:12: Yeah, so so. It's interesting though,  
00:34:12 --> 00:34:15: that I mean one of the big phenomenas that people  
00:34:15 --> 00:34:18: believe will play a post covid is is going to  
00:34:18 --> 00:34:21: be this resurgence of interest in investing in local.  
00:34:21 --> 00:34:23: Investing in the domestic economy,  
00:34:23 --> 00:34:27: of course, is a pattern that's playing out globally right  
00:34:27 --> 00:34:27: now as well,  
00:34:27 --> 00:34:30: but I think it's going to be doubled down on  
00:34:30 --> 00:34:33: and it's actually going to head towards kind of the  
00:34:33 --> 00:34:36: local so that mean the local foods been been advancing  
00:34:36 --> 00:34:39: this for awhile Now, so this is not a new  
00:34:39 --> 00:34:39: phenomenon.  
00:34:39 --> 00:34:43: Enter, it extends out of European patterns to wear that  
00:34:43 --> 00:34:46: kind of local artisane touch that cultural values touch is  
00:34:46 --> 00:34:49: embedded in the products of a particular community.  
00:34:49 --> 00:34:53: It creates identity. It creates a sense of place.  
00:34:53 --> 00:34:56: I think there's going to be space for entrepreneurs to  
00:34:56 --> 00:34:57: play into that.  
00:34:57 --> 00:35:00: There may not be the classic kind of critical mass  
00:35:00 --> 00:35:02: economics in that because it's the it's about.  
00:35:02 --> 00:35:05: The art is in. It's about the small production.  
00:35:05 --> 00:35:08: But I mean again, the food food is the best

00:35:08 --> 00:35:09: example I can highlight here.

00:35:09 --> 00:35:13: I mean, we've been running a farmers market now for.

00:35:13 --> 00:35:17: 1214 years now it's the largest one in Toronto and

00:35:17 --> 00:35:21: it is really fundamentally about local artizan producers and I

00:35:21 --> 00:35:24: am entirely confident that its its growth will.

00:35:24 --> 00:35:28: We will expand dramatically in the coming weeks and years

00:35:28 --> 00:35:30: even through the covid situation,

00:35:30 --> 00:35:34: because people want to invest in local so entrepreneurs have

00:35:34 --> 00:35:36: that opportunity.

00:35:38 --> 00:35:40: That's one thought you want.

00:35:40 --> 00:35:42: Watching a little bit further on that,

00:35:42 --> 00:35:45: or doing well, actually, I've just noticed we do have

00:35:45 --> 00:35:46: a few questions,

00:35:46 --> 00:35:49: so I'll mention those. So first one here is that

00:35:49 --> 00:35:51: cities are strained with huge budget shortfalls.

00:35:51 --> 00:35:54: I think this probably goes towards what you said before.

00:35:54 --> 00:35:56: Tom, you know how do we find the resource is

00:35:57 --> 00:35:59: to create great public space that we all hope will

00:35:59 --> 00:36:00: emerge to simulate,

00:36:00 --> 00:36:03: stimulate great private development.

00:36:03 --> 00:36:06: Well, I I mean what when I came to realize

00:36:06 --> 00:36:08: running a flat broke City,

00:36:08 --> 00:36:13: understand that Pitts Burg had lost half of its population.

00:36:13 --> 00:36:16: We went from a city of 600,000 to a city

00:36:16 --> 00:36:19: of 300,000 into 25 years prior to when I was

00:36:19 --> 00:36:20: becoming mayor.

00:36:20 --> 00:36:24: So will give you a sense of the financial conditions

00:36:24 --> 00:36:26: of Pittsburgh.

00:36:26 --> 00:36:29: And yet it it you can find revenue streams we

00:36:29 --> 00:36:29: have.

00:36:29 --> 00:36:33: And then this is would be I don't know the

00:36:33 --> 00:36:35: Canadian financing models.

00:36:35 --> 00:36:38: We we would have a series of tools largely locally

00:36:38 --> 00:36:43: controlled that generates revenue for to invest in

00:36:43 --> 00:36:45: development.

00:36:45 --> 00:36:50: So one is tax increment financing,

00:36:50 --> 00:36:55: which says if this development of this piece of property

00:36:55 --> 00:36:58: generates no property taxes now because it's a vacant

00:36:58 --> 00:37:01: abandoned.

00:36:58 --> 00:37:01: Bankrupt steel mill. And now we're going to develop and

00:37:01 --> 00:37:02: do 500 million dollars in development that do a big

00:37:01 --> 00:37:02: riverfront park.

00:37:02 --> 00:37:05: It's going to generate this amount of taxes.

00:37:05 --> 00:37:08: You can take some portion of that.  
00:37:08 --> 00:37:12: Potential tax revenue and use it to finance bonds that  
00:37:12 --> 00:37:15: you can put money into the development.  
00:37:15 --> 00:37:18: Part of what we always would did is made sure  
00:37:18 --> 00:37:20: had an insurance policy.  
00:37:20 --> 00:37:24: The development didn't happen. We still got got the payment  
00:37:24 --> 00:37:26: of those for those bonds.  
00:37:26 --> 00:37:29: But so cities have a lot of tools they can  
00:37:29 --> 00:37:30: use.  
00:37:30 --> 00:37:32: They all entail some risk,  
00:37:32 --> 00:37:35: and so you need. That's that appetite for risk is  
00:37:35 --> 00:37:39: that and that it's also that vision that you need  
00:37:39 --> 00:37:42: is understanding what it is you want your city to  
00:37:42 --> 00:37:44: be.  
00:37:44 --> 00:37:47: The other piece that we've not mentioned,  
00:37:47 --> 00:37:52: that has become increasingly important in a lot of cities  
00:37:52 --> 00:37:53: and in the US,  
00:37:53 --> 00:37:57: and I know Calgary's exploring this or the University city  
00:37:58 --> 00:38:03: business leadership partnership and how the universities in  
Pittsburgh would  
00:38:03 --> 00:38:07: be probably one of the best examples in the US  
00:38:07 --> 00:38:13: where the universities that research an entrepreneurial  
success is largely  
00:38:13 --> 00:38:15: driving our economy is just.  
00:38:15 --> 00:38:19: A couple days ago, zoomed announce that they're opening,  
00:38:19 --> 00:38:23: moving 500, a research facility in Phoenix,  
00:38:23 --> 00:38:26: and in Pittsburgh 500 jobs in each place.  
00:38:26 --> 00:38:29: That's not because of our weather.  
00:38:29 --> 00:38:33: Will it be cause because of Carnegie Mellon University in  
00:38:33 --> 00:38:38: the preeminent research they do how you build on that.  
00:38:38 --> 00:38:41: Requires a whole set of policy is very different from  
00:38:42 --> 00:38:46: doing the traditional development of how you create an  
entrepreneurial  
00:38:46 --> 00:38:51: culture that encourages young people to start companies and  
how  
00:38:51 --> 00:38:52: they get the early stage.  
00:38:52 --> 00:38:56: Financing for that and and how you attract companies like  
00:38:56 --> 00:38:59: a Zoom or Google or others that want to be  
00:38:59 --> 00:38:59: here.  
00:38:59 --> 00:39:03: That's not because it's part of it is because of  
00:39:03 --> 00:39:04: the kind of city you are,  
00:39:04 --> 00:39:07: but a large part of it is the the raw  
00:39:07 --> 00:39:10: material that the universities are creating.

00:39:10 --> 00:39:14: And that that's that, is cities like Calgary with a  
00:39:14 --> 00:39:15: world class.  
00:39:15 --> 00:39:18: University needs to focus on how to begin to build  
00:39:18 --> 00:39:20: that infrastructure.  
00:39:20 --> 00:39:25: It's a different kind of infrastructure than we think about  
00:39:25 --> 00:39:26: historically.  
00:39:26 --> 00:39:29: Excellent, so we do have a couple more questions I'm  
00:39:30 --> 00:39:31: going to just ask.  
00:39:31 --> 00:39:34: Ask it as one question before we wrap up here.  
00:39:34 --> 00:39:38: If you don't mind just a couple more minutes.  
00:39:38 --> 00:39:42: There's one question here relating to the the what we've  
00:39:42 --> 00:39:43: been talking about.  
00:39:43 --> 00:39:46: The return to the suburbs and how this kind of  
00:39:46 --> 00:39:48: what does this do in terms of moving?  
00:39:48 --> 00:39:51: We seem to be moving backwards in a sort of  
00:39:51 --> 00:39:53: unsustainable sense,  
00:39:53 --> 00:39:57: and is this ultimately going to be sustainable too?  
00:39:57 --> 00:40:00: Move back this way and should we be refocusing things  
00:40:00 --> 00:40:03: and then the other is to do with inclusivity and  
00:40:03 --> 00:40:06: with the emergence of the Accessible Canada Act,  
00:40:06 --> 00:40:10: you know how are partnerships ensuring that new  
developments are  
00:40:10 --> 00:40:13: built with inclusion in mind so somewhat unrelated,  
00:40:13 --> 00:40:15: but I want to try and package it as one  
00:40:15 --> 00:40:16: question,  
00:40:16 --> 00:40:18: so Jeff, do you want to try and kind of  
00:40:18 --> 00:40:19: address those?  
00:40:19 --> 00:40:22: Those kind of points there?  
00:40:22 --> 00:40:25: Yeah, I'm maybe I'll begin with the first one.  
00:40:25 --> 00:40:28: Of course, just because you put it first,  
00:40:28 --> 00:40:31: but the notion of suburbs and density and what that  
00:40:31 --> 00:40:32: might mean,  
00:40:32 --> 00:40:34: what that might look like.  
00:40:34 --> 00:40:37: You know, I'm I'm certainly in a huge fan of  
00:40:37 --> 00:40:40: density and think that is one of the most important  
00:40:40 --> 00:40:44: aspects of urban form for all the reasons you discussed  
00:40:44 --> 00:40:46: before, economic, social etc etc.  
00:40:46 --> 00:40:50: But I'm not afraid of the possibility that people will  
00:40:50 --> 00:40:52: migrate back to smaller communities.  
00:40:52 --> 00:40:57: And I say that mostly because I I think there's  
00:40:57 --> 00:41:00: increasing as long as work.  
00:41:00 --> 00:41:03: Life are in proximity to each other.

00:41:03 --> 00:41:07: Live work play. If those three ideas are in close  
00:41:07 --> 00:41:08: proximity,  
00:41:08 --> 00:41:11: then we can manage that.  
00:41:11 --> 00:41:15: It's it's the problem plays out badly when there's a  
00:41:15 --> 00:41:17: huge gap between those three ideas.  
00:41:17 --> 00:41:21: When I say gap, I mean like an hours commute  
00:41:21 --> 00:41:24: between the live and the work or the play and  
00:41:24 --> 00:41:25: the live.  
00:41:25 --> 00:41:29: You know, that's when things get all screwed up an  
00:41:29 --> 00:41:33: we put strains on our economics and our infrastructure that  
00:41:33 --> 00:41:36: just don't add up well at all so.  
00:41:36 --> 00:41:41: People return to suburbs and to small communities distant  
from  
00:41:41 --> 00:41:45: the downtown core and find a way to bring those  
00:41:45 --> 00:41:45: together.  
00:41:45 --> 00:41:51: Fabulous that might see a kind of resurrection of an  
00:41:51 --> 00:41:51: kind of.  
00:41:51 --> 00:41:56: Reimagining of the Main Street small town experience,  
00:41:56 --> 00:42:01: which would be incredible an I'm big fan of that.  
00:42:01 --> 00:42:03: So that's that's one thought,  
00:42:03 --> 00:42:06: the notion of inclusion.  
00:42:06 --> 00:42:10: You know that might help improve some dimensions of  
inclusion.  
00:42:10 --> 00:42:15: And how how we make sure our cities.  
00:42:15 --> 00:42:18: That the current situation isn't doesn't become a winner.  
00:42:18 --> 00:42:21: Take all situation, which is often what happens.  
00:42:21 --> 00:42:22: Writing the big get bigger,  
00:42:22 --> 00:42:25: the ones who get the people who get left behind  
00:42:25 --> 00:42:27: get left even further behind.  
00:42:27 --> 00:42:30: In the situation. That is one of the most prominent  
00:42:30 --> 00:42:32: risks in play right now.  
00:42:32 --> 00:42:34: I don't have a quick point of view to offer  
00:42:34 --> 00:42:36: up as to how to solve that when I hope  
00:42:36 --> 00:42:38: Tom does to around us out here,  
00:42:38 --> 00:42:41: but I'm I'm. I'm looking for the solutions and I'll  
00:42:41 --> 00:42:43: help to sell them at their broadly Tom.  
00:42:43 --> 00:42:46: If you can tell me what the magic recipe is  
00:42:46 --> 00:42:46: like I could.  
00:42:46 --> 00:42:48: I wish I could, but I don't,  
00:42:48 --> 00:42:50: yeah, well, that's quite alright.  
00:42:50 --> 00:42:53: I think we've reached time and it sounds like there's  
00:42:53 --> 00:42:55: a lot of other issues to unpack so we look  
00:42:55 --> 00:42:59: forward to addressing some in perhaps future future

episodes in  
00:42:59 --> 00:43:01: the series. I'd like to just extend a huge thank  
00:43:01 --> 00:43:02: you to tone.  
00:43:02 --> 00:43:05: And Jeff for joining us today as well as as  
00:43:05 --> 00:43:07: you all thank you so much.  
00:43:07 --> 00:43:10: Look, look out for the next next installment.  
00:43:10 --> 00:43:13: Here should be in a weeks time coming on the  
00:43:13 --> 00:43:13: 27th.  
00:43:13 --> 00:43:17: We do have another Lifescape series life at work which  
00:43:17 --> 00:43:20: will be looking at workplace and there are a number  
00:43:20 --> 00:43:22: of other UI events and webinars,  
00:43:22 --> 00:43:25: so if you haven't had a chance to to take  
00:43:25 --> 00:43:27: take take stock of those,  
00:43:27 --> 00:43:30: take a look at the UI Alberta website as well  
00:43:30 --> 00:43:33: as some of your other District Council websites.  
00:43:33 --> 00:43:36: And feel free to to sign onto those.  
00:43:36 --> 00:43:40: Thanks once again and look forward to seeing and hearing  
00:43:40 --> 00:43:41: from you all.  
00:43:41 --> 00:43:44: If you do have further questions as a follow up  
00:43:44 --> 00:43:44: to this,  
00:43:44 --> 00:43:47: feel free to send them to to our UI Alberta  
00:43:48 --> 00:43:52: Mailer and we'll certainly point those in the right direction  
00:43:52 --> 00:43:54: and get those answered.  
00:43:54 --> 00:43:56: Thanks so much. Take care of yourselves,  
00:43:56 --> 00:44:00: stay safe and look forward to chatting again.

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