

# 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  
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  
transformation  
00:08:24 --> 00:08:24: of organizations,  
00:08:24 --> 00:08:29: which was already really happening prior to Co bed.  
00:08:29 --> 00:08:33: But for those jobs and sectors that can use technology  
00:08:33 --> 00:08:35: to adapt their operations,  
00:08:35 --> 00:08:39: not every sector can, and some can more easily than  
00:08:39 --> 00:08:40: others.  
00:08:40 --> 00:08:43: But certainly new models of operation and Team Dynamics  
will  
00:08:43 --> 00:08:44: emerge,  
00:08:44 --> 00:08:46: and this is IK specially true.  
00:08:46 --> 00:08:49: The longer the lockdown persists I think.  
00:08:49 --> 00:08:51: I think we need to consider just,  
00:08:51 --> 00:08:56: you know. With their own jobs in our own organizations,  
00:08:56 --> 00:09:00: we will need to pivot as things don't do or  
00:09:00 --> 00:09:01: do not work.  
00:09:01 --> 00:09:04: You know, I think we're all experiencing that now,  
00:09:04 --> 00:09:07: but I think that this time will allow for sort  
00:09:08 --> 00:09:10: of proven models of success.  
00:09:10 --> 00:09:15: Success to persist really. Postcode been so sure they'll be  
00:09:15 --> 00:09:16: better.  
00:09:16 --> 00:09:20: You know online team collaboration which could result in a  
00:09:20 --> 00:09:22: demand for more work life balance,  
00:09:22 --> 00:09:26: which again was. Happening even pre prior to cobit that  
00:09:26 --> 00:09:29: that interest and other models will result in kind of  
00:09:29 --> 00:09:33: 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  
delivered  
00:12:10 --> 00:12:12: 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  
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  
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  
multipurpose  
00:13:47 --> 00:13:50: and of course have a range of affordable housing options.  
00:13:51 --> 00:13:53: Thanks Peter, I'm going to pull on that thread in  
00:13:53 --> 00:13:54: a second.  
00:13:54 --> 00:13:55: I'm just going to ask Denise,  
00:13:55 --> 00:13:58: can you please advance to next slide those of us  
00:13:59 --> 00:14:01: who are just joining us so we can see.  
00:14:01 --> 00:14:06: Who's speaking so welcome those of you who just joined  
00:14:07 --> 00:14:07: us.  
00:14:07 --> 00:14:10: So I want to talk a little bit more about  
00:14:10 --> 00:14:15: where employment and offices are located in this idea of  
00:14:15 --> 00:14:19: the 15 minute city an you know in the past  
00:14:19 --> 00:14:22: decade, we've really seen a lot of office jobs going  
00:14:22 --> 00:14:26: downtown downtown Toronto an A lot of people as well.  
00:14:26 --> 00:14:29: You know, with the biggest condo boom in history and  
00:14:29 --> 00:14:32: it's kind of like the people you know talent chasing  
00:14:32 --> 00:14:33: the jobs,  
00:14:33 --> 00:14:38: the jobs chasing. The talent in this business real trend  
00:14:38 --> 00:14:40: towards downtown development,  
00:14:40 --> 00:14:45: so will we see more dispersion of workplaces now?  
00:14:45 --> 00:14:49: When will we move back to you?  
00:14:49 --> 00:14:53: Know more suburban hubs employment.  
00:14:53 --> 00:14:56: Centers moving into suburban areas.  
00:14:56 --> 00:14:58: An maybe Marcie you want to.  
00:14:58 --> 00:15:03: Maybe since you been working on this whole economic  
blueprint  
00:15:03 --> 00:15:07: for the regions you want to start us off with  
00:15:07 --> 00:15:10: where we were at prior to this crisis?  
00:15:10 --> 00:15:10: Sure,  
00:15:10 --> 00:15:13: and maybe even start a little bit prior to that,  
00:15:13 --> 00:15:18: 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

00:26:14 --> 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

00:26:41 --> 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  
be  
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  
00:31:34 --> 00:31:37: carving out  
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  
communities,  
00:32:32 --> 00:32:37: multipurpose 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

already

00:35:28 --> 00:35:31: have been active participants in building in the future,  
00:35:31 --> 00:35:34: and so this idea of you know,  
00:35:34 --> 00:35:38: new protocols coming into place to us to maintain sort  
00:35:38 --> 00:35:39: of physical distancing,  
00:35:39 --> 00:35:43: I think will have. Will will have impacts on the  
00:35:43 --> 00:35:44: classroom,  
00:35:44 --> 00:35:47: but will also have impacts on the labs.  
00:35:47 --> 00:35:52: You know that have been created to really spark innovation  
00:35:52 --> 00:35:56: between you know industry and and educational.  
00:35:56 --> 00:36:00: In the educational institutions and the faculty and students  
who  
00:36:00 --> 00:36:01: participate in that,  
00:36:01 --> 00:36:07: so so definitely think that post secondary education  
institutions have  
00:36:07 --> 00:36:09: already been down this road.  
00:36:09 --> 00:36:14: Just like business, this kovid and you know the risk  
00:36:14 --> 00:36:20: of future pandemics will accelerate more models of getting  
people  
00:36:20 --> 00:36:22: online and getting it.  
00:36:22 --> 00:36:24: You know information on line and curriculum.  
00:36:24 --> 00:36:29: Online and. Collaborative platforms on line as well,  
00:36:29 --> 00:36:31: which I guess then leads to the second question,  
00:36:31 --> 00:36:36: which is around concerns around data privacy and and I  
00:36:36 --> 00:36:38: think you know that to that point,  
00:36:38 --> 00:36:41: governments have to start thinking about this much more  
quickly  
00:36:41 --> 00:36:42: than they have in the past.  
00:36:42 --> 00:36:47: You know, with with the many different data privacy concerns  
00:36:47 --> 00:36:51: that have been raised in the past couple of years,  
00:36:51 --> 00:36:53: and particularly here in Toronto,  
00:36:53 --> 00:36:56: you know what we've seen is is not government leading  
00:36:57 --> 00:36:58: the conversation,  
00:36:58 --> 00:37:01: but. In the conversation and so government will have many  
00:37:01 --> 00:37:02: priorities,  
00:37:02 --> 00:37:05: including the deficit to deal with,  
00:37:05 --> 00:37:08: but I think this because there's going to be an  
00:37:08 --> 00:37:10: acceleration of digital.  
00:37:10 --> 00:37:13: The digital in all facets of the economy,  
00:37:13 --> 00:37:17: including posting their educations. Government has to lead  
on what  
00:37:17 --> 00:37:19: privacy looks like,  
00:37:19 --> 00:37:20: 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

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

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

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 spaces,

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

00:39:14 --> 00:39:16: maybe into their floor plans to mitigate the challenge from working from home and small condo units?

00:39:16 --> 00:39:18: That something will probably try to explore in a future web and R1 person said to me that the age of the The den,

00:39:22 --> 00:39:24: the one bedroom plus den is gone,

00:39:24 --> 00:39:25: but the one bedroom plus?

00:39:25 --> 00:39:27: Home Office probably means the same thing is perhaps upon us,

00:39:27 --> 00:39:28: but the marketing

00:39:28 --> 00:39:33: marketing. The

00:39:33 --> 00:39:34: here's one I I gotta ask.

00:39:34 --> 00:39:37: Antonio Gomez. Palacio from a dialogues asking,

00:39:37 --> 00:39:39: and maybe there's a good question to end on if more time when Internet first started,

00:39:39 --> 00:39:42: everybody speculated people working from home with results in the

00:39:42 --> 00:39:45: in cities decentralizing.

00:39:45 --> 00:39:47: In fact, we saw the reverse economies concentrating in mega cities.

00:39:47 --> 00:39:51: Is is what's happened? Aren't we being distracted by the same illusion?

00:39:51 --> 00:39:52: Today, however much people can work from home?

00:39:52 --> 00:39:56: Aren't economy still increasingly focused on urban centers?

00:39:56 --> 00:39:56: And that question echoes still questions that Francois Duchatel and probably others as well.

00:39:56 --> 00:39:59: That whole idea that maybe we're we're jumping,

00:39:59 --> 00:40:00: leaping a little bit to the belief that the once called the telecommute is now upon us 'cause it can versus reality of what,

00:40:00 --> 00:40:02: how economies really want to work.

00:40:02 --> 00:40:07: Which is, you know, people coming together.

00:40:07 --> 00:40:12: Yeah, I would just get up in there Richard,

00:40:12 --> 00:40:14: I completely agree with Antonio's statement there that you know

00:40:14 --> 00:40:16: we've all heralded the Internet as our savior to work from home,

00:40:16 --> 00:40:20: and it hasn't necessarily manifested.

00:40:20 --> 00:40:23: Although in some industries it has.

00:40:23 --> 00:40:25:

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00:40:47 --> 00:40:50:

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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