

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:39:18 --> 00:39:22: 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 --> 00:39:33: here's one I I gotta ask.

00:39:33 --> 00:39:34: Antonio Gomez. Palacio from a dialogues asking,

00:39:34 --> 00:39:37: and maybe there's a good question to end on if

00:39:37 --> 00:39:39: 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

00:39:56 --> 00:39:59: probably others as well.

00:39:59 --> 00:40:00: That whole idea that maybe we're we're jumping,

00:40:00 --> 00:40:02: leaping a little bit to the belief that the once

00:40:02 --> 00:40:07: called the telecommute is now upon us 'cause it can

00:40:07 --> 00:40:12: versus reality of what,

00:40:12 --> 00:40:14: how economies really want to work.

00:40:14 --> 00:40:16: Which is, you know, people coming together.

00:40:16 --> 00:40:20: Yeah, I would just get up in there Richard,

00:40:20 --> 00:40:23: I completely agree with Antonio's statement there that you know

00:40:24 --> 00:40:25: we've all heralded the Internet as our savior to work

00:40:25 --> 00:40:27: from home,

00:40:27 --> 00:40:29: and it hasn't necessarily manifested.

00:40:29 --> 00:40:32: Although in some industries it has.

00:40:32 --> 00:40:38: Although in some industries it has.

00:40:38 --> 00:40:43: Although in some industries it has.

00:40:43 --> 00:40:44: Although in some industries it has.

00:40:44 --> 00:40:47: Although in some industries it has.

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

00:40:50 --> 00:40:53: But the other the other piece of that is the
00:40:53 --> 00:40:57: whole piece around clustering of talent to drive innovation
and
00:40:57 --> 00:41:01: that's partly why you know you know the collision of
00:41:01 --> 00:41:04: people and ideas and new ideas come out of that.
00:41:04 --> 00:41:06: I mean that's that's partly why we have.
00:41:06 --> 00:41:08: We have seen you know,
00:41:08 --> 00:41:12: urban economies being the drivers of the economy.
00:41:12 --> 00:41:16: More recently, but I think we have a bit of
00:41:16 --> 00:41:20: a different situation here whereby we have a pandemic.
00:41:20 --> 00:41:24: We have a health crisis which is forcing a long
00:41:24 --> 00:41:28: term lockdown which if you want to stay in business
00:41:28 --> 00:41:34: is forcing certain businesses to change their models more
dynamically
00:41:34 --> 00:41:38: more quickly. So the question in my mind is what's
00:41:38 --> 00:41:40: the lasting effect of that,
00:41:40 --> 00:41:43: and you know, and I think that.
00:41:43 --> 00:41:49: That that is something that you know certain businesses will
00:41:49 --> 00:41:52: require more colocation.
00:41:52 --> 00:41:55: Others won't and so the question is what does that
00:41:55 --> 00:41:58: look like it has that play on the landscape and
00:41:58 --> 00:42:02: I think it particularly as you know some impact in
00:42:02 --> 00:42:07: downtowns in particular, so, so good good good question
Antonio
00:42:07 --> 00:42:11: but I do think that conditions are somewhat different here
00:42:11 --> 00:42:14: and then idea of people psyche of there is a
00:42:14 --> 00:42:18: health crisis. Um also has to be taken into consideration
00:42:18 --> 00:42:20: as as these trends and models change.
00:42:21 --> 00:42:24: Pedro, do you want to comment?
00:42:24 --> 00:42:25: There's been a
00:42:25 --> 00:42:30: lot written lately about. How we've shifted away in the
00:42:30 --> 00:42:30: past.
00:42:30 --> 00:42:34: In the past few decades from an industrial policy kind
00:42:34 --> 00:42:37: of model to more of a laissez Faire,
00:42:37 --> 00:42:39: just let the market do its thing,
00:42:39 --> 00:42:42: and that state governments and even local governments
have kind
00:42:43 --> 00:42:46: of stepped away from picking lanes and saying that we
00:42:46 --> 00:42:50: are actually going to actively attract certain industries and put
00:42:50 --> 00:42:52: policy behind it. And I think a lot of the
00:42:52 --> 00:42:57: question around whether whether downtowns and whether
cities or which
00:42:57 --> 00:42:59: cities continue to thrive.

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

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