



Season1-Episode: Transportation systems in 2023 with Garry Golden

Journey into the future

7 AM Monday morning. Christie and Melanie are getting ready for school. Melanie unplugs the fully charged battery for her E-Scooter from the socket in the Livingroom and takes it down with her to the garage, where the girls park their scooters. Melanie inserts the battery in her black scooter and the girls start their way to school.

After the pandemic in 2020, a lot of people tried to avoid Public Transport and went by car. This resulted in huge traffic jams every morning, when Father Thomas had to get the girls to school, which often made them arrive late for class. The Public Transport Agency of the city noticed the problem quickly and decided to expand their services in a modern way. The Agency is now renting out E-Scooters to each school kid for a fixed price over the school year, maintenance services included. In correlation, the city council provided better and wider bikeways and footpaths all around the town, which makes it easier for people to get around, also with E-Scooters, and apply social distancing standards. Since then, the Miller girls ride to school and back home every day and totally love it.

Back from school, Christie and Melanie enter the kitchen, where they find their mother Xenia and their 80-year-old grandmother Greta. Christie tells her the news of the day in excitement: "Mommy, Anna's parents allowed her to paint her E-scooter blue. Can I paint mine too? PLEASE MOM?". Before Xenia can even answer her daughter's request, Grandma Greta replies: "Awww all these modern devices – Shall I tell you about my daily way to school when I was your age? In winter, the bus wouldn't even come to drive us to school, because there was too much snow on the streets. We had to walk all the way from one village to the other." Melanie and Christie look at each other and roll their eyes, as they had heard the story a thousand times before.



Agnes Kunkel: Hello, I'm Agnes Kunkel. Your host in 2023, your window to the world beyond Covid-19. We have now over 30 million confirmed cases worldwide and over 946 thousand people have been confirmed to have died. Today we have the 21st of September 2020. Our guest today is Garry Golden.

Garry Golden is a professionally trained futurist who writes, speaks and consults on complex issues shaping society and business in the 21st century. He has consulted for Fortune 500 companies, governmental agencies and the US Army on issues related to transportation and mobility, food safety and health, the future of portable power, financial services and much more.

Welcome Garry Golden, welcome to 2023

Garry Golden: Thank you for having me. It's a pleasure to be here.

Agnes Kunkel: Oh, great. Gary, you are the first academically trained futurist we have in our podcast. We have great expectations.

Garry Golden: Thank you. I hope to represent the futurist community well today.

Agnes Kunkel: Great.

We all have lived through difficult times. I guess especially for you living in New York. And who hasn't had a difficult time. What are the effects of Coronavirus in your private life and your business life? What restrictions did you have, or do you still have?

Garry Golden: So, we live in Brooklyn, New York. In mid-March through the end of April, it was a very somber period of time that we were in full lockdown and spent our days with our young boys in our home, go outside and took as many walks as we could. But it was a very challenging period. But since May, New York and Brooklyn have kind



of bounced back and life has a sense of normality again. And in terms of the professional world, like many, many consultants and facilitators and speakers, all of my work was canceled or shifted to the virtual setting. And there doesn't seem to be a clear signal on when that will return. But the upside is that during this period of Covid, I have also opened up a local business here in Brooklyn called *Into the Future*, which is going to be a learning enrichment space that will work with teenagers and help young people better understand how the world is changing and how their generation can influence the future. So, I'm actually quite pleased to be shifting to more of a local business.

Agnes Kunkel: So, in any case, staying at home, no more travelling and new ideas.

Garry Golden: Yes. Fewer subway rides. It's been a walking pedestrian lifestyle.

Agnes Kunkel: As you are a academic trained futurist, I guess you have an academic model of how to work with these questions we have like, how are we going to live in two to three years after Covid-19. Could you tell us a little bit about the economic access to the problems and ideas?

Garry Golden: So, I come from a world of academically trained futurists, attended a program at the University of Houston and graduated about 15 years ago. Future studies really are just a study of social change. So, when I work with organizations or organizational leaders, it's to help give them a little bit more in thinking about long term change, in particular, what we would refer to as era-based transitions. So, I'm working with energy companies. It may be that era transitions are from centralized production using largely fossil fuels to decentralized energy systems that integrate renewables and things like hydrogen or transportation, clients that will focus on a shift from humans driving the vehicle to the vehicle driving the humans. So, my practice as a futurist is helping clients think about their market transitions. And to do that, we have a number of different frameworks and ways to bring structure to that conversation. But I worry that getting into the details on that will be a challenge. I guess it would be the limited time we have.



Agnes Kunkel: It is interesting, as I have many consultants in my network, but I guess no one is consulting as a futurist. So maybe give us a short insight in typical frameworks you would use with your clients.

Garry Golden: Yeah. So, futurists are not alone in their use of frameworks like three Horizon finking, horizon one or two or s-curve based analysis, where we look at the dynamics of slow accelerating, versus plateau of change. It's not a lack of frameworks that tends to prevent companies from thinking about the future. It's the lack of dedication to the time it takes to really develop a nuanced understanding of what's going on. So, I find most organizational leaders, regardless of the sector, often have a kind of a dinner table level depth on the most disruptive, transformative ideas in the world. They are familiar with the concepts, they've heard the terms, but they are much more focused on the broad stroke news stories, that you would hear in mainstream business media, rather than really having their finger on the pulse of leading edge change. So, I really just try to bring more depth and nuance to conversations.

And it's not really about trying to bring a novel way of thinking as much as it is a more informed and in-depth approach to the themes. Every leader in transportation knows about electrification and autonomy. But really, where are we now and where do we think we are going to be in three to five years, based on assessment of those signals of change? So, I just spend more time on the problem. That's all I do.

Agnes Kunkel: That's very interesting. You talk about change and could it be that the current crisis or the current problems accelerate change?

Garry Golden: So, I think that the consensus around Covid is that, if it's done anything, it has indeed accelerated change or trends that already existed prior to Covid. If I think about trends related to transportation systems, I think what it's done, it's brought more clarity around the stakeholders that are going to be driving these trends. So, it's not necessarily that the trends themselves are the players, the stakeholders are. And for me, the two big stories moving forward are empowered cities. So, I think the big stakeholder here on the future of transportation is the municipality right there, maybe not the state or regional or federal governments, but the cities. And then kind of the big



tech companies that are increasingly driving things like supply chain, logistics and fulfillments, electrification, autonomy. It's that techno solutionist, stakeholder base, that I think is going to come out of this era in a better position. So, I am not focusing on how Covid has affected the trends themselves, as much as I am looking at the stakeholders of cities and these big tech players.

Agnes Kunkel: What does it mean for cities?

Garry Golden: Yeah, I mean, moving forward, I think cities have recognized that the transportation is a very local issue. Every region has their own unique dynamics in terms of transportation needs and there are potential solutions.

And we have largely across the world existed in a transportation industry that has been set by nation states, by federal at the highest level of governments. And I think that cities are going to start to look at things such as, congestion pricing and the creation of marketplaces. Cities are starting to look for economic and incentive engines to drive behaviors that they wish to see. I think cities are going to start to look at transportation and issues of equity more seriously and try to develop incentives and policies that ensure that more people in their jurisdiction have access to transit and that they are able to take jobs and thrive economically and socially in ways that may not have received as much attention prior to Covid. So, it's about the market, the structure and the transportation equity.

And then I think the other big thing is public space. Now, one of the things that we've seen across cities during Covid is, we've had less indoor dining and restaurants have come out into the public sphere, public arena. And I think we're going to start to look at the public space and the economic value of parking spots and really think about how transportation systems and public spaces intersect. That's a fascinating area.

Agnes Kunkel: So, this is related to the little narrative in the beginning of our session today. The school buses may be very effective in saving space, many children in one big region. The little scooters used in our narrative are also very small and they don't



use too much space. On the other side here in Germany, they are talking about this parent taxes. Do you have parents' taxes in your city too?

Garry Golden: Yeah. Brooklyn is a very much a walking city. So, you would never dream of getting in your car to drive your kid anywhere unless you had to.

But I think this idea of the size of a school bus, versus the flow rate of a large vehicle is something to consider. So, when you look at the future of cities and transportation options, these scooters that Christie and Melanie are using, are a part of this micro mobility category. Electric bikes, electric scooters, these things were entirely off the radar of urban planners and city officials and citizens, a decade ago. And they have grown faster than anyone could have possibly imagined. They may be more in number, but they have less of an impact in terms of flow. You can get more people on smaller micro mobility devices around your physical world, than having large bulky buses and trucks. So, I think one expectation from many people in the transportation future world is, we're going to see a shrinking of the form factors of the vehicles that deliver people and goods. And Europe tends to be ahead in terms of the smaller delivery vehicles, etc. But I think this shift to this decrease in the size of the vehicles and the delivery systems is a trend for the next 10 years.

Agnes Kunkel: So, the school kids using these little scooters might be a reality.

Garry Golden: So, yes.

And for inclement weather, it could be smaller with chariot's pods that have a winch protecting you from the weather. But we don't need to be going to school or to the office in large bulky buses and vehicles. Long routes and long commute are certainly a place for buses. But within a city environment, I think this micro form factor is one to watch.

Agnes Kunkel: Yes, for being fast, quick, independent and all that stuff.

Garry Golden: And you leave it where you leave it.



Agnes Kunkel: Yeah, as you say this, I remember that here in Europe, we have big discussions about companies, tech companies taking away place for little scooters. It's lying around everywhere in the city and no one is picking them up. Some companies went broken and the cities were left with cluttered scooters and all that stuff.

Garry Golden: That's coming to an end. So, the first wave of micro mobility was done really without the permission of municipal governments. And I would expect, you already see it today, that the regulations of micro mobility and On-Demand vehicles like Lyft, Uber and these transportation network companies will be much more regulated by cities in the future.

So that's an opportunity to get ahead of the technological capability with smarter policy.

Agnes Kunkel: Smarter policy, smarter technical stuff. What about a better integration of car, public transport, subway, underground like tram vehicles, buses and all that stuff? Of course, we have it integrated here in Europe and I guess it's the same over in the US. It's very difficult when you go outside and suburban areas, larger distance, less people, less density. And when you want to go from one system to the other, it's sometimes not very integrated.

Garry Golden: Yeah. This is a known challenge within the world of transportation planning. The other thing I would say before we get into that, we need to connect real estate. Land use and real estate is arguably the most important part of an integrated transportation vision, the place is very critical.

One of the more far reaching ideas when you think about, how do we integrate these different systems, is centered on this question of centralized versus decentralized control? We know that things like identity systems, payment systems, and internal security systems are largely fragmented across these different transportation networks. Some cities and nations are ahead better than others. But we have gone through this first phase of integrated transportation around centrally controlled systems. And as a futurist, I'm paying a lot of attention to conversations around block change in this vision of more decentralized, open information technology platforms. So, there is a very



fascinating organization based in the U.K. called "Fetch that A.I." And they are looking at a world, admittedly probably at least 10 years away, where cities have decentralized marketplaces for these futuristic autonomous vehicles. So rather than a city with only two or three large fleet operators, and that could be a global automotive company or something like Lyft or Uber, it's a decentralized platform. So, *Fetch that A.I.* has created this platform where autonomous cars can negotiate and settle transactions for the price of a parking spot or the price that they're going to get from a customer that they're going to pick up. So, the most futuristic thing out there in the world of integrated transportation systems is decentralization. How do we have integrated systems that are open to many different platforms and players and not make it a heavy, top down integrated system. That's the longer view. But I think that's one thing that cities will embrace; because we don't want to get locked into an integrated system that's centrally controlled, that lacks resilience, and it will inevitably just be a monopoly.

Agnes Kunkel: Mm hmm. So, you think that it will be more fragmented and done in some marketplaces. But what will happen to the big regional transportation agencies, like the ones you see in Maryland or in New York or in Paris or London?

Garry Golden: So, most large transit agencies have the protection of government behind them. And I don't see them going away anytime soon. But it could be that they become, just take your micro mobility, this so-called last mile challenge. Like I live in a suburban home and I need to get just two miles. The transit agency is not going to develop that solution. They're not going to take that risk. But if they are a more decentralized platform, it could incentivize new players to say, oh, I'll buy 50 small electric pods and I'll take the risk, knowing that I am able to integrate into this larger player system.

So, I think that the decentralization is a way to align incentives and to get new players into this space. We really want to get away from having a future that is dominated by just a handful of large transportation brands that's, I think, a future we want to avoid.

Agnes Kunkel: So, you don't see big tech companies like Google, Amazon, or state agencies dominating these new transportation systems?



Garry Golden: I have to be able to see a scenario where big tech dominates. As a futurist, I have to be able to imagine that scenario; it is perfectly plausible to imagine that. I just think on the big tech side, you know, in the United States and in Europe, we're seeing much more pressure coming from government to reduce the size and influence of these large, big tech companies, so I don't think that they would be welcomed into the transportation space with open arms.

So, I can imagine a world where big tech dominates transportation networks, but I think that the decentralized will be the preferred path.

Agnes Kunkel: And it's more economical, that the state agency, the state backed transportation agencies, just go become a little bit smaller or more concentrated on running an underground system, but not going in the detail of maybe power transport or stuff like that.

Garry Golden: Yeah, it allows them to specialize in the heavy capital cost stuff, fixed infrastructure networks that they do well, it relieves pressure from them to do more innovative technology driven solutions, which is in their wheelhouse. I think transit agencies will embrace this future of openness and interoperability.

Agnes Kunkel: What about cars? You talk about your neighborhood as a walking neighborhood, and everyone loves to be in a more trusted, more adjusted neighborhoods for pedestrians with green trees and no injuries by vehicles etc.

Garry Golden: Yeah. So, I find it difficult to imagine a future, at least for the next 10 to 15 years, where private car ownership, you know, goes away any time soon. Like, I just know what people say, like "once we have these autonomous vehicles, nobody will need to own a car". I don't think that's going to happen any time soon. I think that the privately owned vehicles will continue, because people like that freedom and control. What I think is a more interesting conversation, is trying to imagine new transportation solutions that solve different types of problems. And micro mobility really is the space for innovation, being able to go around a central business district or being able to go



around a public park or a public space on these types of scooters or electric bikes is an opportunity for mobility. And if we expect that private car ownership would go into decline beyond 10 to 15 years, it's likely to come out of a much stronger micro mobility sector. So, let's not try to eliminate private car ownership prematurely. Let's build a stronger, viable micro mobility marketplace that can actually pick up the slack that people do wish to get rid of their cars. I think trying to do it prematurely would fail and probably end up delaying this future world where fewer people own cars.

Agnes Kunkel: I'm coming from an area where everyone is living from producing out to the automotive industry. So that sounds a little bit strange to me. I guess here in Germany, no one is thinking about not producing cars. Who owns it is the last detail. That's another point, but I don't think anyone here is thinking in that direction. What I was thinking about was parking space. Where do we store these nice modern vehicles?

Garry Golden: Yeah. It is very often a cited concept in book about the high cost of free parking. This was written by a professor many, many years ago. And the basic framing here, is that the price of parking influences your decision as to drive or not more than the price of fuel.

And for the most part, outside of central business districts, parking remains free and the costs and all the externalities of that are pushed into the public arena. So, if we are to overcome the challenges that we see today, again, I think the solution is in creating marketplaces that accurately price the impact of parking on our society. So, we need to eliminate this idea of parking being free and introduce dynamic parking fees. In an evening during rush hour, the parking spot is going to be more expensive than on an early morning before people have come in. So, I do think that parking is a huge lever for policy and for technology. And this might be the American marketplace culture coming out of me again. But you have to create a mechanism. You have to create a structure to incentivize certain behaviors. And that's going to require us pricing parking more aggressively.

Agnes Kunkel: Yeah, I guess that has to be done. It's absolutely interesting and new to me. But as you say the price of parking and the availability of parking is more important



to people than the price of fuel. It sounds very reasonable and very clear when you say it.

Garry Golden: Yeah.

Agnes Kunkel: When we talk about micro mobility, I guess it will be more on electrical systems. What about the trend of engines? What engines will we see? And everyone is talking about the cell, the cell engines. So, what do you think of that sort of thing?

Garry Golden: So, there are very passionate opinions on this one. But just so we're all on the same page, when we say an electric vehicle, we are referring to the motor, not the battery. So, the electric platform is an alternative to the mechanical combustion engine and the mechanical axle drive train. So, when we say electric, it is all about the motor, not the battery. So, we are in the first phase of the electrification of the world's transportation system. It is going to be a multi decade long transition and it will be much more than just your individual passenger vehicle. It's going to be trucks and buses and aviation and train and ships. And from my perspective, the only scalable path towards electrifying a billion vehicles is through hydrogen fuel cells. So, I do not believe that battery plug in electric vehicles is going to provide the broadest, most scalable solution to the transportation world. And again, I'm including passenger, heavy duty trucks, marine, etc. So, when we talk about electric vehicles today in everyday conversation, the average person just thinks of a battery. The average person has no idea that refueling an electric car is possible and actually desirable. So just go out 30 years and try to imagine how many charging spots would we need to have? You know, 70 million, 100 million vehicles always have access in our world to a Fueling stations scale. So, I think in the United States, there are like 120 thousand refueling stations. There are 273 million cars. So, I cannot see a scaling out electric vehicles without hydrogen, without fuel.

To do that heavy lifting on the short term, people that buy battery cars often plug it in at home. But I think that's somewhere close to 30 percent of the consumer marketplace, can actually plug in their car in a garage. I don't have a garage. I don't have a fixed parking spot. So, one of the big messages here is: to not see electric as the battery.



Yeah, it's just, that's not what the industry is doing. So, I think that Germany has been very aggressive and clear in their recent push for hydrogen in what's called power to gas. And I'm very excited to see this spreading across Europe. So again, electric is the motor.

Agnes Kunkel: You say we will see micro mobility. We will see maybe a more open marketplace for smaller companies to participate in this mobility market. While we are talking here about this, I remember some of the big CEOs of the automotive industry saying, that the combustion engine will power back as they are very efficient.

Production of the engines is very efficient. And he says it will be very difficult for every system, whatever it might be, to really push aside these highly efficient systems of production and running a combustion engine, maybe running on two liters or whatever for 100 kilometers and all that stuff you can do with these highly engineered engines, as it's very important for us here in Germany. We live from the combustion engine at the moment, absolutely everyone. Maybe in the end it will be dying, but at the moment gripping.

Garry Golden: Even if we were really looking for a solution that would provide the greatest return on climate goals, it would be just hybrid combustion and small battery. That it is the simplest solution. The question here is about supply chain manufacturing and the long-term competitiveness of electric drive trains, which have different supply chain and manufacturing dynamics, fewer parts, more modularity. And the thinking here is if that electric system becomes cheaper to produce vehicles, than the mechanical combustion engine you have got, in this size engine and in this valve and this supply, will be on the decline. So, I don't know that it is a question of efficiency of the actual engine versus the total system cost and risk of electric drive trains, versus mechanical systems. I struggle to see mechanical drive systems.

They're not going to go away any time soon. I just think that they are going to be legislated out of existence. It might not be that they can do better.



I think that China, France and Germany, those automotive suppliers, those tier one suppliers, they're starting to move towards electric power train systems. And at some point, they're going to divert from mechanical systems. And they're only going to offer you electric system. So, I wouldn't disagree that the combustion engine has got a long runway.

It can be cleaner. It can be greener. I just think the manufacturing supply chain and the uncertainties in a world of electric systems is the big question. So, it is not going to happen any time soon. Futurists always say that change is more gradual than sudden. So, I think it's a multi decade long transition.

Agnes Kunkel: Yeah. You say we will really see the hybrid cars.

Garry Golden: Yeah. The integration of hydrogen fuel cell batteries is the cheapest platform. Why would you pay for a passenger vehicle that can go 500, 600 kilometers when every day you only go 50. Why would you pay for a battery and assume all that global mineral supply chain risk? All the cost of the mass versus a fuel cell, which is smaller, has very little mineral supply chain risk, like you're sourcing of materials for a fuel cell is not listed. It's not like lithium batteries. Why would you build a car with a 400, 500 kilometer capacity when you only use 50 a day? You want a fuel cell and a small battery. A fuel cell and a small battery is the cheapest path forward for four vehicles.

Agnes Kunkel: What I'm surprised to see here in Germany is, we were working on fuel cells many decades ago and it was dropped for maybe not being able to make it really, so let's say the market is not ready. So there must be some hurdles.

Garry Golden: But it's back, like solar panels and wind turbines, they weren't economic for decades and then they became economic and batteries weren't economic and then they were, as well as fuel cells, the costs are now within range. Supply chains are moving forward. It's is a very probable future for fuel cell electric vehicle growth. It's happening. It's here.



Agnes Kunkel: So, you don't see any real technical dramatic challenges for the batteries. We have real technical hurdles, that are not so easy to break down. You don't see these hurdles for the cell, a hydrogen cell engine.

Garry Golden: Well, there are certainly challenges, but they are less, and they are easier to overcome than batteries. The big thing with hydrogen fuel cells is, you're separating the fuel from the engine, from the power plant and the battery. You're combining both of that.

So, the manufacturing processes batch versus continuous on fuel cells are being absorbed. You go to certain volumes and the cost curve is going to be half the price of a combustion engine.

Hydrogen as a fuel has a whole number of issues, whether it gets stored as a gas, as a liquid or as a solid, those solutions will vary based off of heavy vehicles versus passengers. My thinking is that the long game of hydrogen is as a solid-state model and this will take time. But the cost curves of fuel cells will always outperform batteries. And the cost of extending your power grid and balancing your renewable variable, renewable inputs versus a vehicle system is always going to be higher than hydrogen.

Fueling right grids are very difficult to balance. It's very expensive to manage electricity flows. Hydrogen is a sort of fuel. I can take stored energy and put it away and not think about it. I don't need to run loops and manage the power grid. So, yeah, I think this might anger people that are listening, that think that batteries have one they haven't.

Agnes Kunkel: Yeah, I'm also I'm quite with you. As I'm monitoring this stuff, we have been talking about for many, many years. In the general point, I'm quite with you. I guess this was a jump in the future, maybe 10, 15, 20 years. When we come back to 2023 to the mobility in the city, what would be your resumé for our families, to work, to park their cars and that stuff, or maybe riding a bike? What would be your resumé for the next two to three, four years?



Garry Golden: So, I would say that the resume should include more options, and this could be from public transit providers or the private sector, but more options. And clearly, I think micro mobility is the best situated to provide that. And it might not be, you know, a scooter or a bike. It may be, again, an encased part, a chariot.

Agnes Kunkel: Right. Like the ricksha.

Garry Golden: Yeah. But more options and more accurate pricing that reflects your personal impact on the system. We get away with too much in the current transportation paradigm. You know, when I choose to drive a car or someone chooses to drive their car, they are externalizing those costs of congestion and pollution. And the lack of business districts would love to have pedestrians everywhere. Businesses would love to have more seating outside during the summer, but we can't because of the park. So, I think of more options and more accurate pricing, eco system would be critical. And then just getting ahead for cities, getting ahead of policy for this explosion of ecommerce and delivery. In my neighborhood here in Brooklyn, these Amazon, these small trucks called Amazon, they are everywhere now. They didn't exist two months ago. And now it's like I see dozens of them every day. These delivery vans and the delivery robots are going to start to pop up everywhere. And I fear that cities are not going to get ahead of the policy to regulate and to ensure that they don't, again, externalize their impact.

Agnes Kunkel: So, cities should have their hands on this.

We have a study here in Germany, where these vehicles are not allowed to enter the inner city. They had to switch to little three-wheel electric chariots. And as I have understood, it works very, very well with no noise. And you have to share. No, they have in the city. They have to combine to make a very good grid, so the little chariots are moving. Up to now, they seem to not have any problems to deliver even heavy goods.

Garry Golden: Yes. And that's why we go back to the case for decentralization. You could see five delivery vans in today's world.



And each of those delivery vans has only 10 percent of the cargo full. And then you have to leap out to decentralize supply chain, and delivery marketplace that allows those people to go in and go out more efficiently. So, I think we're aligned.

Agnes Kunkel: Yeah, That's great. That's a really great insight. I guess that's a very important message for our listeners. But we have to think about the price of using public space for the transport side, private transport delivery or public transport in the cities, to make cities as living and as wonderful as possible. But maybe these decentralized marketplaces as software, could be reached very easily and very soon. Compared to other the stuff we have spoken about, like new engines and these types of changes.

Garry Golden: You know, if your identity, your payment system is all it's indicative, but it doesn't have to be block chain. But if it's in a general decentralized system, you don't have to go to the vendor machine and buy a new ticket. You don't have to sign up for the different scooter company that has a different brand. All of those barriers can come down and make it more frictionless.

Agnes Kunkel: Yeah, that sounds great: A more frictionless future.

Garry Golden: There we go. And of course, we could be completely wrong.

Agnes Kunkel: Oh, no. That's the reason why I do this podcast. But I think it's changing. When you look at what's around the corner, you can predict it quite well for the future, what will come and what will stay and what we will change.

It was wonderful, great time to talk to you, Gary, and it might happen, that we come back to you for some other areas we have now, which might also be of very great interest to our listeners.

Garry Golden: Great! That sounds great.

Agnes Kunkel: Gary, you have been stuck in Brooklyn during difficult times in New York. And my question in the end is, are there any changes you might keep when it's all over and we are in 2023 in the springtime?



Garry Golden: Yeah, I will keep more people working from home more often. I don't think we're going to abandon the office, but I like seeing the workforce stay home more. It's really been great. I would also like to keep the restaurants that have spilled out into the parking spaces. I know Europe is ahead of us a bit on that, but for me, I would love to see the street design and the street landscape preserved in this Covid format.

Agnes Kunkel: Oh, yeah.

Garry Golden: And the clear skies, you know, less pollution has been great.

Agnes Kunkel: And you as a person, what will you change in your daily habits?

Garry Golden: Well, I want to try to get less frustrated when I'm trying to help my kids with their remote learning in school. So, if I can build a practice of patience, that continues till 2023, that will be a success.

Agnes Kunkel: We had a yoga teacher here on our podcast. We can surely build a connection.

Garry Golden: I would welcome that.

Agnes Kunkel: Wonderful. Thank you very much, Gary.

Garry Golden: Thank you. Bye. Take care.