



After Immunity: Understanding the Post-COVID-19 World¹

Episode Six: The Urban Environment After Immunity

Interview with Benjamin Gillies

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Ian T. D. Thomson [IT]: To give a greater on-the-ground perspective on some of these questions about the urban environment in the Post-COVID-19 world is Ben Gillies. Ben Gillies is a Research Fellow at the MIT Urban Mobility Lab. He is also co-founder and the executive director of the Winnipeg Trolley Company, which provides transportation and sightseeing around Winnipeg's urban center; and co-founder of the Fools and Horses Coffee Company, which has locations focused around the city center.

Benjamin Gillies [BG]: My pleasure. Thank you for having me.

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IT: So, I guess a good place to kick us off here would be just to kind of get a sense of the businesses you run and the various entrepreneurships. Can you describe to the listeners the services the Winnipeg Trolley Company and Fools and Horses provide and how these ventures kind of came to fruition?

BG: Absolutely. So, the first one (the Winnipeg Trolley Company) we provide a couple of different services. Our real bread and butter activity is our public tours. So, we have general city sightseeing tours, as well as ghost tours and then beer tours (or brewery tours). So, we run those during sort of the spring through fall seasons, and then our vehicles, they kind of look like, you know, old-timey streetcars from about the 1920s here in Winnipeg. So, they kind of stand out, they're pretty fun. They're pretty large as well. And so, we do also make those available for charter transportation. So doing things like weddings, birthdays, conferences, conventions, all of that sort of thing. And then on the Fools and Horses Coffee front, those are coffee shops. And so, sort of as you might find in many cities, we have four locations in the city. And really so for the Winnipeg Trolley Company, when I founded that company, it was because of the fact that I am very much into urbanism. I'm very much into preserving built history and understanding the history and really the culture of cities. And I realized here in my hometown of Winnipeg that back in the, back in sort of around 2010, I just finished university and had a lot of opportunities to work in tourism elsewhere and realized that Winnipeg really didn't have any public sightseeing tours of its really focus, especially on the downtown, but sort of in the broader city as well. And so, I found a business partner and we sort of decided, let's jump in and try and start this. And so, we're very fortunate that it's gone quite well over the years. And then for Fools and Horses, so similarly, being a passionate lover of urbanism and creating great urban spaces, I was given the opportunity to be one of five investors in Fools and Horses Coffee Company, and for me, trying to create these great third spaces (so, a third

space being not your work, not your home, but a great third space for you to sort of get together with friends and family or just hang out and study or spend time on your own) that was really appealing to me. And so, we launched our first one in 2014 and we have since expanded as well. So, I've been very fortunate that that's also gone quite successfully.

IT: That's really helpful, just to provide the listeners as well as myself, just a bit of sense of how these ventures...and they really just sound like passions and they really sound like a real desire to improve Winnipeg and to show off the qualities that Winnipeg has as a quite important city in Canada, I might say. So, you're talking about the success of these ventures. And I was just curious, you know, so obviously we're in the midst of a pandemic now, but pre-pandemic with the four locations of Fools and Horses and the Trolley Company, as a business owner, what were the challenges that you were facing before the pandemic hit?

BG: For the Winnipeg Trolley Company, I think sort of similar to just tourism in general in Winnipeg, it's, so my passion is transportation, so perhaps I'm biased, but I think that Winnipeg's biggest tourism challenges is its location and the lack of sort of accessibility to us as a city, because of course lots of other cities in North America either have large population centers themselves or else within two, three, four hours' drive, you have millions of people who are accessible and so they can easily go to spend a weekend in Toronto, for instance, or Boston or wherever the place may be. Winnipeg however, I mean, our population is relatively small. And in addition to that, and perhaps even more importantly, is the fact that there aren't a lot of people in the surrounding area that you really start to go to places like Minneapolis where you're really driving for a full day just to get there. And so, I think that that's really our challenge and certainly being in the tourism industry, I actually love talking to people who've come from elsewhere because they'll say,

you know, "I really wasn't sure what there is to see Winnipeg, but, oh man, there is so much that you have here." So, it's not that we lack great attractions, it's not that we lack great things to see and do here in our city, but it is sort of not accessible. So that's a challenge for us as a company, and it's like I said, it's certainly not unique to our business, but it does mean that we really have to think very hard about our local market. And we're fortunate that we're new enough that, you know, all 750 000 Winnipeggers have not taken our tour yet. So, there's still lots of room to grow. But then when thinking about the local market, you have to convince people that the place that they have lived their entire lives is worth seeing, and I don't think that's a unique challenge to Winnipeg either. But if you live in a place so often, you can be sort of a victim of thinking, well, I know this place already. It's my home. And certainly in many areas that is true. But there's a lot about Winnipeg, there's a lot about any city that we can still, even if we lived there our entire lives, can learn. And so just sort of convincing people that it's worthwhile is a bit of a challenge. But as we mature as a business, it does get easier.

And then for the Fools and Horses Coffee shops, I mean, sort of similar to any restaurant or food service, the margins are not the best in the world in terms of profit margins and then really just driving foot traffic. So always trying to stay relevant, thinking what's sort of on-trend? How can we design our spaces in an appealing way? How can we remind people that we are the local place to go for coffee and that they, you know, want to keep walking by the Starbucks or what have you and keep coming down to us? And so, coming up with great drink ideas, food ideas, ensuring that we have fantastic customer service and sort of as we grow and expand, I mean, when you're just one location, it's fairly easy. You can be very much, you know, have lots of great touchpoints with your staff. But as you grow and expand, how do you ensure that the same great customer service, that the same great drink quality and food quality is maintained across multiple locations? So certainly,

you know, lots of companies have this similar challenge. But it's been interesting to sort of grow as a small business and see this become something that you really have to think a lot about.

IT: Yeah. The adage that comes to my mind with the Winnipeg Trolley Company is from I think it was an episode in the 90s of "The Simpsons", you know, where it's like "Winnipeg: We were born here. What's your excuse?" And I feel like, with the Trolley Company, you're trying to break a little bit of that idea and show people from outside what Winnipeg has to offer, as well, as you said, people in Winnipeg that, do you know your city truly?

So obviously, this show is geared towards kind of understanding that post-COVID-19 world. But we really need to start with an understanding of the current pandemic. I mean, right now we're doing this via Zoom, which is the standard in the pandemic space. But insofar as those challenges that you just described, you know, in the pre-pandemic space, how has the pandemic potentially exacerbated those challenges or affected how you deliver services to Winnipeggers?

BG: Yeah, absolutely. Well, it's certainly, I mean, in terms of exacerbating a challenge, if you talk about just lack of accessibility, I mean, they literally have more or less closed the US border. And we did get a fair number of folks coming up from Grand Forks and even from Minnesota. So that's certainly been a challenge. And also too, I mean, just people have been encouraged for much of the last year to not travel. And so even if it was, and traditionally one of our big opportunities is if you have friends and family coming to Winnipeg, whether it's coming for a wedding or just to sort of visit, we oftentimes will really try and capture that market, bring them on to our trolley or say, "hey, you should, you know, send your friends and family to come see us so they can understand what makes

your city so great.” And those people also were similarly just not coming either. And then with health restrictions, we really were essentially encouraged by the province to not operate the Trolley Company this past summer. So, our vehicles ran very minimally, and we didn't actually run our public tours, but instead, we did design a couple walking tours on an app, so you could download a smartphone application and then take sort of small chunks of our bigger tour that you would need a vehicle to access and then sort of walk it, and we added some food suggestions and things like that. So really trying to pivot to something that would be appealing to, you know, locals, looking to try and explore their own city because they couldn't travel elsewhere. But then also ensuring that it was something that people felt safe doing, whereas you might not feel safe on a larger transit vehicle.

And then for Fools and Horses, sort of similarly, like I said, just, you need constant foot traffic to come in. And we have always been a real big believer in the downtown. And in fact, three of our four locations are in the downtown core. And just in terms of the safety protocols that a lot of businesses implemented, they in fact sent much of their staff home. And so, as an example, we have one coffee kiosk in an office tower, and just recently they did a survey and normally the office tower has about 1600 people in it (employees) and currently, there are 266 people working in the building. So that's a pretty significant drop in customer numbers. And so then sort of thinking about as a business, ok, well, you know, have a fixed location: what can you do to try and bring people in or when they are in to try to increase their order? So, some things we've done, like many we've started doing online ordering, we're offering your curbside pickup. So, we'll run your order out to the curb [for] people who felt a little bit less safe coming into the cafe. We've been fortunate that we weren't shut down entirely, so we always were able to do a takeout service. But then also too moving to things like, so as an example, we have some really great syrups and

concentrates. We make our own vanilla syrup. We make our own chai latte syrup, chai latte concentrate, I mean. So, we've now started to bottle those and say to people, "you know, if you're not in your downtown office every day, but you still miss nice a Fools and Horses drink in the afternoon, a nice chai latte, why not buy this syrup? You can steam your milk at home just on the stove and then you can actually make one yourself." So, just being able to pivot to something that makes sense and sort of meet customers where they're at in their lives.

IT: That's really interesting to hear the solutions because it is really kind of changing that customer-business relationship and moving the product to, as you said, where they are located. And again, just how you're able to deal with the decline in the foot traffic in that downtown area. I'd like to talk a little bit more about that because you're talking about how three out of four of the Fools and Horses Coffee Company is in kind of that downtown area. And one of the aspects of this that's been talked about has been kind of, the term is "the death of the city center". Some have talked about this; others think it's blown out of proportion. Our first guest, Professor Brail, noted that some are kind of backtracking and saying that when the pandemic is over, the employees will be returning to their office in the downtown area. But as you said right now, that's currently not happening. There's a significant decline in people who are not going to downtown and don't necessarily need those downtown services. So, I just kind of like to get your thoughts on that notion, because, you know, as a business owner who has businesses in the downtown, who operates a trolley company touring the downtown, what are your thoughts on this notion - the death of the city center?

BG: Well, I would say that I'm a general optimist, and so I think that the whole idea is, I think "death" is quite a strong word for the situation. I do think there's going to be an

evolution of the city center and I think we're already seeing that. And even the office workers who I've had the chance to speak with or my staff talk to, they're already talking about even when it is sort of safe to come back to work, that will look different. And so maybe it's rather than 5 days of the week, they're coming for 2 to 3 days of the week and maybe they're coming in teams or something like that, or maybe even thinking in a broader way: a lot of conferences that a number of office workers say, every year I have to go to Calgary for a big conference on real estate or whatever it is, now that's moving online. And so, I think a lot of companies are saying, well, "why are we spending all this money on flights and hotels to send everyone when we can be doing a Zoom conference?" and sort of getting maybe not the entire experience certainly because networking is very valuable, but getting ...a lot of the value of that conference at a much lower cost.

But returning to the city center: I do really think that idea of the death of the city center is overblown. And I do actually think that there is real value to having people or people having opportunities to meet with one another. And I know the idea of Zoom fatigue has been talked about *ad nauseam*. But I do think that really is something that people talk about. And even for us as a coffee shop, we've had a few times where I've been in the shop and seen people just randomly run into each other. And it's like meeting old friends for the first time in such long time. They're so grateful for that. So, I think that one, I encourage just in general, but I think there is going to be sort of a broader push for more residential in the downtown area. And then again, I think that what an office looks like, in terms of how many times per week a person is in there, will change. But I still think that people see real value in going into the office, at least a certain portion of their time. And then again, I think that people see real value in having great meeting places like coffee shops, like restaurants, like parks, and the like.

IT: That's a terrific way to characterize it because I think with "death", it sounds kind of binary. It's like 0/1: It's either alive or dead. Whereas you're talking more about an evolution kind of hitting that, you know, a situation where, again, people are still going to the downtown. It may not be every single day, each week, but, you know, there's culture to maintain, there's businesses there that add to a well-rounded lifestyle, I might say. So, one of the aspects to this discussion is the role of public transport. You've talked about your passion for transport and getting people to see all the great sights of Winnipeg. What's your thoughts on the role of public transport and access, and its future in that post-COVID-19 world?

BG: Well, so similarly, I know that right now there is a very significant decline across many parts of the world when it comes to public transit, but I think the simple fact of the matter is that when it comes to moving large numbers of people, public transit is by far the most efficient way to do that. And so similarly, I think that we'll have to rethink what does public transit look like? And maybe that means sort of saying certain areas of our city, we need to really focus public transit because these are the areas where it is the most efficient and where it makes the most sense, but then running very expensive busses that hardly nobody is on out into suburbs (because it's just not a place that makes for where public transit is particularly attractive or feasible), maybe we have to rethink that model. But I already know that a number of public transit experts, even prior to the pandemic were talking about, that kind of model is incredibly expensive, and you really should be sort of focusing on your core or at least having a greater focus, if not completely doing away with suburban routes. And I certainly think that there's going to be a sort of thought about what does safe public transit look like. But already, I mean, a number of studies that I've read or a few studies have been done on COVID-19 breakouts and sort of the risk of COVID in public transit. And it seems like, relatively speaking, the risk is quite low. And sort of when

you think about how it's spread through droplets and things like that, if you compare the experience of you sitting by yourself quietly, sort of looking at your phone or reading a newspaper on a transit vehicle where nobody is really talking or moving their mouth at all, versus being in a loud bar or a restaurant or just even out in other spaces where there is a lot more interaction, a lot more speaking and things like that, it sounds like that is potentially the higher risk. So, I think that transit agencies will want to talk about safety measures and will have to really think about their messaging. And again, thinking back to how many people are coming into the city every day, how is that going to change? Do you need to have the same sort of rush hour and peak period transit running, or should it be trying to spread it out throughout your day (if you've got more residential in the downtown or if you've got people able to come in and commute to work at more flexible hours rather than just sort of the 9 to 5)? So, these are certainly questions that need to be asked. And also, I think that there's a real opportunity that I think we start to see in terms of "active" transportation, where people didn't necessarily feel comfortable riding transit, but now we're turning to cycling or even just walking to work as a new opportunity. So, really starting to think, it's not just transit or cars and it's not just transit during the peak period. So, asking ourselves, how can we think of all of these different modes and how can they work best together? And then when it comes to transit specifically, asking ourselves, how can we sort of watch how the city itself is evolving and respond to the actual transportation needs of our population going forward?

IT: I want to switch directions a little bit and talk about innovation. Throughout this pandemic, we've certainly seen a number of innovations come to the forefront. And you've mentioned a few of them already just in terms of how you as a business are able to kind of meet customers where they are located, the big one being, of course, food service delivery apps. And that that plays a large part in mobility as a whole, I would say. So, again, our

first guest, Professor Brail, stated that businesses, in order to weather this pandemic, will have to increase their digital presence. You know, so you've kind of already mentioned how you've embraced some of these innovations, but I was wondering if you might be able to talk a little bit more about that, like about how you've embraced these innovations and how do you see these innovations potentially evolving in the post-COVID-19 world?

BG: So, I mean, with Fools and Horses, in Winnipeg at least, the big food ordering app is called Skip the Dishes, and it's really as with in many places, it's really sort of exploded. And we have, we've gone on Skip the Dishes and we are certainly glad to be there. But these kinds of apps, they're certainly not a perfect solution by any means, because in part, our original menu was designed to be served mostly in-house. And so, we suddenly found out it's actually when people order it and then a driver comes and picks it up and takes it away, it actually doesn't present as well. So, when the person is actually opening up their dish, suddenly it's, I mean, for instance, we serve toast. And a number of times we found that the ingredients have kind of fallen off the toast or the toast had even just flipped while en route. So, for us, it was, it's actually more than just sort of embracing the technology, but then saying, ok, well, how do our current products no longer or how do we have to sort of change and evolve our current products so that they still present well within the parameters of that technology? So, the food delivery app is really the big one for us, but then also we launched an online store and so you can go to our website and you can purchase like I said, our concentrates, syrups, coffee, things like that. And also too, we've found that having a website that has information on the company is more important than ever in the sense that, I mean, people are now constantly checking, well, when are you open? Have you been closed? What are the safety protocols? And so, before where I think if you visited a lot of third-wave coffee shops, their web presence, their website was oftentimes just maybe a single static page. Now, they've really started to put a lot more

information on there, which I think actually is oftentimes really helpful because people want to know, well, ok, if I'm going into this space now, what can I expect, both in terms of protocols, but also what menu do you have currently available? And so before, again, I think that third-wave coffee shops, just everyone's busy. Maybe your Web presence is not as important as you thought, but really now making sure that you have a robust website that has the information that customers are looking for and then also, of course, wanting to make sure that it links up to your Skip the Dishes platform if you have it, or that people can purchase in the online store. And then thinking about, again, sort of going back to how the digital influences the in-person interaction...ok, well, if somebody is ordering from us, how can we ensure that that's a really smooth experience? That they haven't placed an order (as an example) and then we are out of that product because somebody came out to purchase the same item in-store and so now we have to call that person and say "sorry, we're out of it." So, I think the digital is very, very helpful. It's a real great way to just simply maintain a connection with your customers. And I think that there are also ways that you... or I should say: it is certainly very helpful, but you do really have to think about how to ensure that you are maintaining great customer service with these new tools at your disposal.

IT: That's really interesting because I think, on its surface, everyone always talks about the benefits of the digital presence and that appears to be the case: you're still able to meet the customers where they are. But it was very interesting, as you said, you know, you still have to kind of maintain that the presentation of your product is still keeping with the experience you want to give the customers. And again, if the toast is all messed up and everything, that might dilute that a bit.

BG: If I could just say too that when it comes to that sort of thing, it's not really reasonable for you as a business to just pass blame or to wash your hands of it and say, "oh, well, the driver should have been more careful." Well, because at the end of the day, the customer... they don't really care. And I mean, some customers might say, "oh, well, you know, that was the driver." But at the end of the day, if they have a poor experience, whether it was the restaurant's fault or the driver's fault, the bottom line is that customer's going to think twice about ordering your product again, sort of next time they're hungry. So equally, like I said, you can't pass blame, and sometimes it's not even anybody's fault. So, you need to think about how you can maintain that customer service, even though it is in some senses, out of your hands afterwards. Sort of, just making, yeah.

IT: That's a helpful characterization. I'd be curious to know, like insofar as these innovations go, what we're seeing is a lot of people talk about how in some cases, you know, innovations can't necessarily translate back, or some of them might be sticking for for the long haul (you know, the online format, the digital presence). What's your thoughts on this? Are there certain innovations do you see will be lasting with businesses for the foreseeable future in that post-COVID-19 world? Or are there any sort of innovations that you say this is just a temporary thing? You know, once we're back to normal, you know, "I'm going to drop this".

BG: I mean, I think it's really going to depend on the individual business and the business owner and sort of what their needs are and what their realities are. So, I know a lot of businesses now have sort of discovered the online world and they're saying, "well, you know what, if I can have my old customer base, *plus* the additional revenue generated from an online platform, (whether it's Skip the Dishes or whether it's just an online store or

something like that)...that'll be additional opportunities on top of my old customer base.”

And so, for those people, I don't think they want to go away from that.

And to talk about (just to sort of pivot over to tours), tourism has really moved online in an incredible way. And so, you've got things like Airbnb's online experiences as an example, or even just individual companies who on Instagram, on Facebook are doing sort of little mini-tours, or they're saying you can book a Zoom call and I'll give you a, you know, there are people out in Pompeii saying “I'll do a walking tour of Pompeii. You sitting in Winnipeg can now experience that.” And so, I think that people like to travel and once people can travel safely and I think they will want to. But the reality is that travel can be very expensive. And so, if you can get a really great engaging experience and sort of experience Pompeii with your friends and family, sort of gather round for a birthday at 20 bucks a person rather than thousands of dollars for a trip, I think that that's something that is going to stick around. And people view that as a selling point because if you, I mean, I've taken tours now too online, or had different experiences of coffee tastings, wine tasting, stuff like that where we did it, it was great, and this person sold me. So, now I'm thinking if I could ever get to Mexico City, there was a barista who I did a coffee tasting with. And I'm thinking to myself, “if I can ever go to Mexico City, I would love to go and check out his coffee shop because he was such a warm person.” He told the story of how this coffee shop came about. And so, again, similarly, that is a marketing tool that is bringing in some revenue right now. In the long term, it's sort of building a potential customer base, and hopefully sort of going forward, he will have great walk-up traffic in his coffee shop. But also, maybe he can continue these, just add some additional revenue on the side.

IT: That's super cool. I wasn't aware of that. Now I have to kind of see where I'll be traveling maybe this Friday! So, obviously, we're talking about the urban environment as well as just kind of the future of work itself. So, you're a business owner. During this time, we've seen a real push from the work from home because of the pandemic. How challenging has it been for you, trying to manage and coordinate with members of your team from their respective homes? Is this something that you might see continuing to be embraced in the post-COVID-19 world?

BG: So, given that we are a coffee shop company, we actually, I mean, are sort of considered an essential service of front-line workers, so many of our staff are actually still working in the coffee shops. Managers where possible do sort of work from home, doing a lot of their administrative work. But basically, most of the staff that we have, they are on the floor and so actually serving the customers. So, for me, I mean, really, the person who stayed home the most in our companies has been me. And so, I miss people and I do a lot of phone calls with my staff. Just so that one less person is in the shop. But I actually haven't... So, my personal experience and my company's personal experience hasn't actually been one of much of a challenge of the coordination, although certainly, I've heard of lots of others that have had that.

IT: Yeah, yeah. Fair enough. So, we're nearing the end of the interview, but I'd really like your perspective on this just because, we're characterizing the urban environment, and it is the case when you're talking about business in kind of a transactional sense, (you know, "business"/"clientele" and everything) . But it also is a community at the end of the day. And we've seen a number of initiatives over this pandemic that have been aimed at building up support for local businesses. I'd be curious for your perspective on that. As a

business owner, how has the local downtown community supported your business during this time?

BG: Well, I would say that because the downtown community is oftentimes made up of office workers who live elsewhere, I would say that it really has been a situation of the broader Winnipeg community. And I think many cities have sort of experienced this, but certainly in Winnipeg, the support for sort of buy-local campaigns (that are suddenly starting to really seek out actively local businesses) has been just incredible. And so, in sort of going back to talking about the value of online platforms, I mean, you've got a platform like Skip the Dishes. And we know that we've had a number of people who had not heard of us before but then went on to Skip the Dishes and were actively trying to find out, "ok, what's a new local place that I can check out?" And hopefully, we've created a new sort of long-term customer. And so certainly I think that within the downtown, it has been very pronounced. And we've got organizations like the Downtown Winnipeg BIZ, which is the sort of local development agency that's doing all kinds of creative promotions and trying to support local businesses; Downtown offices, they've done a lot of things. So, for example, around the holiday season, they were buying gift cards for their staff, they were buying even complete meals from us and from others for their staff, so that's been really great. But I think sort of the biggest impact has just been a sort of city-wide push towards "let's buy local, let's support local, let's go out and actively seek out local", when, prior to the pandemic, maybe that wasn't always sort of top of mind for you. So, I think that if there is at least one silver lining coming out of the pandemic, that is definitely one of them.

IT: Correct me if I'm wrong, but it kind of sounds like, before you had the clientele in the downtown, but now the clientele is just the city of Winnipeg, not just the downtown area. Is that a fair way to characterize it?

BG: Yeah, absolutely. And so, I mean, I think it's too early to say whether we will stay on Skip the Dishes long term. But one of the sort of reasons for staying on a platform like Skip the Dishes is because even if you don't necessarily work in the downtown ever, and you are hungry and you want to get some Fools and Horses and it wouldn't be convenient for you to walk down or to drive down yourself, if we're on Skip the Dishes and you're out in a suburb somewhere, it does become a little bit more realistic. And so, it does really expand the customer base. And even, like I said, sort of going back to new people have discovered us and maybe they're not sort of coming in every single day because they don't work in the downtown. But if they're driving through the downtown on a Saturday, why not stop at Fools and Horses and grab their coffee en route to somewhere else?

IT: Ben, this has been a very insightful interview just in kind of being able to understand, you know, get your perspective, your expertise on how businesses might evolve, how the urban center might evolve. Do you have any concluding thoughts on how Canada's urban landscape or the future of work might evolve in the post-COVID-19 world?

BG: I think one of the things that's been exciting about the pandemic is that it's really forced people to get creative and helped us sort of realize that what we were doing prior to the pandemic doesn't have to be what we're doing going forward, whether that is thinking about how we build our cities, whether that's thinking about sort of our transportation and even our ecological impact when it comes to things like transportation. So, I think suddenly people are actively looking for different ideas, new ideas, wanting to get inspired. And so,

to me, I think that that's really exciting. And for young urbanists and for people trying to sort of make it in this space or have an impact, I think that in some very real ways, there's never been a better time because citizens are listening and governments even are listening and trying to think about, well, ok, things are changing right now, and when change is already in motion, I would argue that it's easier to sort of get other changes added on to that, especially if you can really inspire people when they're looking for inspiration. So, I realize that's a very broad statement, but I think that it's something that again going back to if we can find some silver linings out of what was a horrible situation, that might be one of them.

IT: Ben, thank you so much for your time. Where can people go to find out more information about your two ventures here?

BG: Absolutely. So, they can check out winnipegtrrolley.ca. If you just Google Winnipeg Trolley, you're guaranteed to find it; we're the only trolley in town. And then if you Google Fools and Horses Winnipeg, again, we're the only Fools and Horses in town.

IT: Terrific. Well, thanks so much, Ben. We really appreciate your time.

BG: My pleasure. Thanks for having me.