The Generation Z world: Shifts in urban design, architecture and the corporate workplace

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Abstract

Gen Z is expected to surpass Millennials in number by 2020 and potentially represent 40 per cent of consumers in the US alone. By 2030, 20 per cent of the workforce will be Generation Z (Gen Z) (see Figure 1). They differ from Millennials in substantive ways. They represent changes to all aspects of corporate real estate (CRE) through their expectations in the workplace, retail, residential, cultural and lifestyle environments. To begin to understand the shifts in urban design, architecture and the workplace this generation will lead, this paper begins by listening to Gen Z on their own terms. A frame of reference outside this lens would miss their perspective and how it rightfully presents their relevant world view, goals and aspirations that will impact CRE. Through presenting data, trends and metrics, the paper addresses technology, transportation, uses and new building typologies, and the impact this new generation will have on evolving cultural and social norms that inform tomorrow's environments. We present five foci for

design and decision making and the features behind them to discover how this emerging population may influence today's real estate strategies and tomorrow's real estate value propositions.

Keywords: Gen Z, future cities, urban/building technologies, placemaking, future mobility, changing workforce flexibility, authenticity, choice, convenience, integrated/interactive world

GEN Z

Gen Z generally is born between 1995 and 2012. They number approximately 64.6m or 20 per cent of the US today.[1] While research on Gen Z is relatively new, a substantial level of agreement about their core characteristics in the US was found, and to some extent internationally, across the studies that underlie this paper. These studies range from large 1,000 to 4,000-plus respondent online surveys to smaller in-depth focus groups to gain deeper insight into daily activities and personal motivation. Of these, the 2016 Randstadt/Future Workplace study (4,066 respondents conducted by Morar Consulting), the 2015 Adecco study (1,001 respondents) and the 2013 TD Ameritrade study (1,000 respondents conducted by Head Solutions Group)

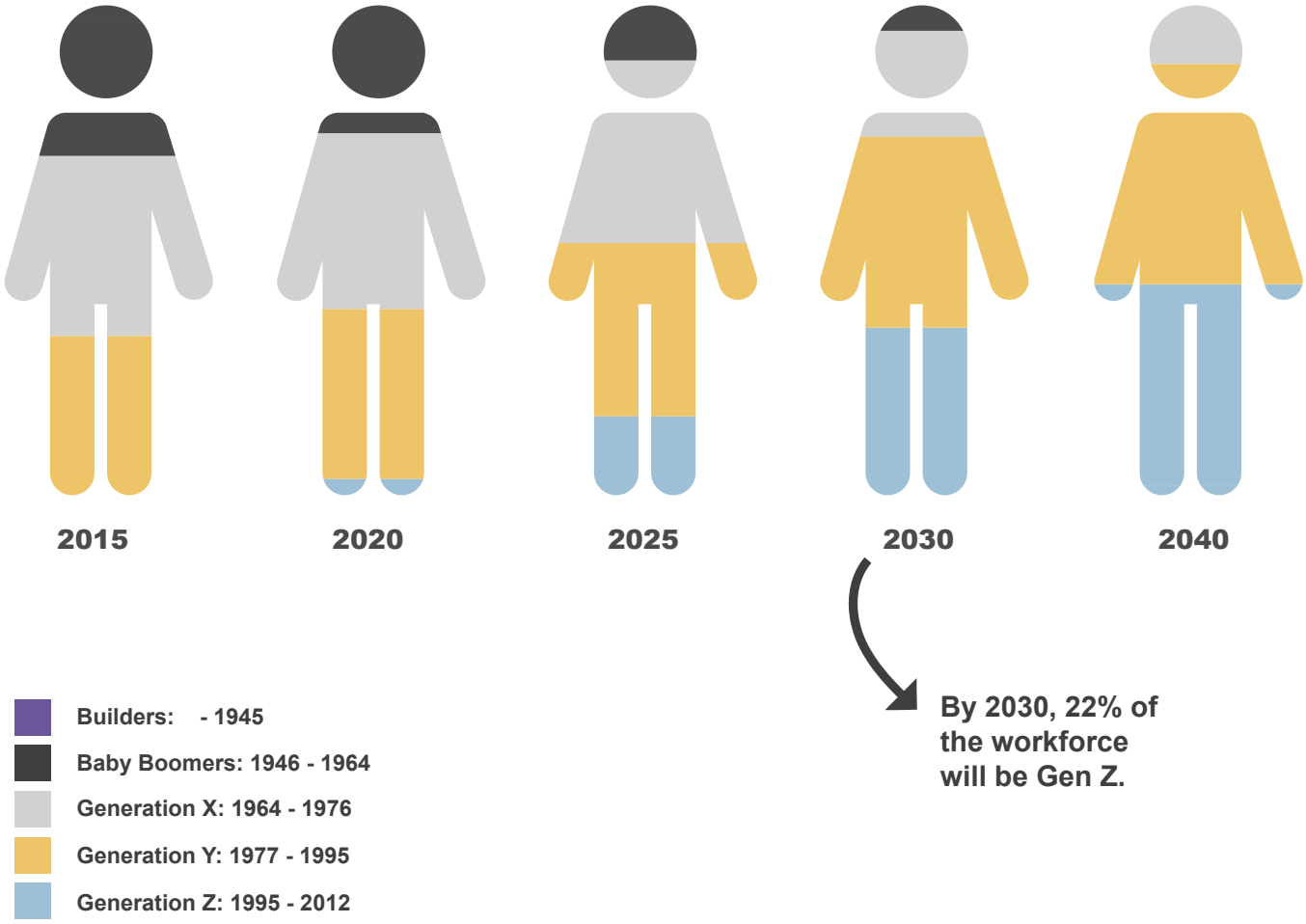

Figure 1 A future estimate of Gen Z representation in the workforce
Source: HGA Architects and Engineers

included late Millennials and Gen Z in almost equal proportions. The 2016 Barkley/Future Cast LLC study included four generations and combined its survey with interactive sessions with Gen Z teens. Three surveys by the Stillmans (introduced later in this paper) and the Institute for Corporate Productivity (i4cp) in 2015 and 2016, each with 1,500 respondents, focused solely on Gen Z with input and analysis from a VANTAGE business immersion high school program. Altitude built on data from the 2013 TD Ameritrade survey with a series of in-depth discussions, video diaries, and daily interactive exercises held across the country and designed to glimpse the lives of over a dozen 16 to 18-year-olds from diverse backgrounds.[2]

Gen Z influence, from buying behaviours to issues of attraction and retention in the workplace, will be powerful and critical to real estate clients. Yet, if one was to renovate an office building today, by the time the investment fully depreciated (15 years), more than 35 per cent of employees will be Gen Z. If one were to build a new facility, this percentage will nearly double by the time the investment has fully depreciated. It is time to be aware and prepare for the shifts in the built environment this generation is sure to influence.

Across current research on Gen Z, three factors stand out as foundational to both their world view and behaviour: realism, digital technology and growing up in uncertainty.[3] Their influence can be seen in Gen Z attitudes, goals and their definition of work and life.

REALISM

'To be successful, I will need to know how to manage money and think critically'. Laura[4]

The majority of Gen Z's parents are part of Generation X (Gen X). Unlike Baby Boomers who raised Millennials to believe they could do anything, Gen X parents have taken a very pragmatic attitude, encouraging their children to work and think strategically, build practical skills and get comfortable making trade-offs.

As a result, much of Gen Z's behaviour is driven by down-to-earth practicality and a desire to be self-reliant in career planning.[5] Jonah Stillman, who co-authored *Gen Z @ Work* with David Stillman, notes that 'it's not that mom and dad didn't believe in us; it's that they told us if CEO is the goal, it's not going to be easy, and besides that, might not be likely to happen at all'.[6]

Financial literacy

Gen Z grew up seeing their parents and older siblings struggle with debt. They saw up to 36 per cent of their siblings and friends aged 18 to 31 move back in with parents, with approximately 30 per cent of these homeward bounders citing high debt load (especially student debt) for their return.[7] During the Great Recession of 2008, they witnessed the trauma of parents losing jobs and a lifetime of financial investments followed by putting off retirement plans. They were aware when the majority of family savings went to an older siblings' tuition, leaving those younger with fewer financial options for their higher education. Gen Z became obsessed with financial literacy and highly debt-adverse, with 83 per cent reporting 'saving money is important at this stage of life'.[8]

Gen Z understands that future financial stability will require making sacrifices and conservative budgeting. With seven in 10 college seniors (71 per cent) graduating in 2015 with an average of $29,400 in student debt, they are determined not to let debt or financial mismanagement overwhelm their future.[9]

Drive

'4 out of 5 students believe they are more driven than their peers'.[10]

As with their Gen X parents, Gen Z believes effort, determination and merit will

win over native ability. With 56 per cent of their parents worried about their professional success, Gen Z has internalised a drive to become marketable in the workplace with competitive advantages over their peers.[11] Fifty-five per cent of students feel pressure from their parents to gain early professional experience. In 2010–11, 1.3m US high school students took classes for college credit during the school year to improve their college placement and save money through early graduation. With 79 per cent of high school students worried about finding employment after college, Gen Z is choosing career-focused, higher education programmes in such fields as healthcare (21 per cent expected growth by 2022) and education (11.1 per cent expected growth by 2027).[12]

Gen Z is intent upon understanding the consequences of their actions as well as weighing risks and benefits of their choices against potential future opportunities. Unlike Millennials, Gen Z is willing to trade broad experiences for fewer, deeper ones. In an effort to differentiate themselves from their peers, Gen Z seeks specialisation in a few key areas;[13] 72 per cent say they are competitive with people doing the same job according to Stillman.[14] Yet while their parents taught them to win, they also taught them to lose well, take the learning curve seriously and hit it again.[15]

Being phigital[16]

Gen Z has grown up in a networked world that transcends boundaries defined by previous generations. From Gen Z's perspective, there is no distinction between physical/analogue and digital/virtual experiences; it is simply how life has always been. When they were young, televisions, laptops, desktops, tablets and phones were connection, entertainment and play — and now that they are older, these are research tools, shopping channels and payment options. Ninety-one per cent of Gen Z say that their choice to work at a company depends on its level of technological sophistication.[17]

Digital personas

Soberly aware of the power of an online presence, this generation is defined by multiple, fluid online personas, and according to Jaclyn Suzuki of Ziba Design, more than 75 per cent of teens today feel comfortable having them.[18] They curate different social media personas to please each audience and minimise conflict, controversy and trouble.[19] In their drive to get ahead, curating and maintaining their personal brand is important as they differentiate themselves among their peers and for marketability. The Stillman report that 56 per cent of Gen Z even want to write their own job titles and descriptions.[20]

On a personal level, Gen Z seeks immediate validation and acceptance through social media as it's where they communicate with peers and maintain personal relationships. On a professional level, Gen Z is hyperaware of the negative social stereotypes that have plagued Millennials; they recognise that every online action can last forever and ruin both careers and lives. They are also acutely aware of how older generations view the 'younger generation's addiction' to the Internet. Between these two forces, Gen Z feels torn: they do not want to be defined by technology while they need social media to build their personal brands. The result is immense pressure to manage their personal and professional brands to fit in while standing out.

Ultimately, Gen Z wants to be recognised for their ability to work hard and their capabilities offline. Nearly three in four prefer to communicate face-to-face, with 51 per cent seeking face-to-face communications with managers over emailing (16 per cent) or instant messaging (11 per cent).[21] They understand that with advancing automation, remaining jobs will require the ability

to work with others and quickly develop meaningful human connections.

UNCERTAINTY

Clarity, Control and Predictability

On one hand, Gen Z harbours fear of missing out on anything, fueling intense Internet activity to stay on top of trends.[22] They are proud of being open-minded and they respect the opinions of others. As the most ethnically diverse generation in US history,[23] their defining issues are racial equality (72 per cent), gender equality (64 per cent) and sexual orientation equality (48 per cent).[24]

On the other hand, Gen Z takes comfort in the familiar rather than actively seeking out adventure. Globalisation has made the world seem smaller and more connected while intensifying Gen Z's desire to surround themselves with friends, family and other sources of security and validation. Information that makes it through this filter is confirmed by their social circles, creating a closed, homogenous system with no conflicts — an 'echo chamber'.[25] The risk is a generation that, despite their best aspirations, lacks the skill to negotiate difference.

This does not, however, mean they are sitting back, waiting for something to happen — they would rather take control. Gen Z's penchant for involvement and interaction is seen in their competitive, fiercely independent and action-oriented character. In their 2015 study of 12 to 24 year olds in the US, the market research firm Wildness found this cohort not only consumed entertainment, but was creating and shaping it. With 80 per cent of Gen Z declaring their creativity is important to them, they are 'empowered, connected, empathetic self-starters' that want to stand out and make a difference in the world. They have defined a standard that values uniqueness, authenticity, creativity, share-ability and recognition. Technology is an important component, but what has really changed is how this generation uses it to co-create culture.[26]

Furthermore, 71 per cent of respondents to the Stillman national survey said they believe that 'if you want it done right, then do it yourself'.[27] Add to this the Gen Z wishes to be recognised for a range of skills, including the creativity that they value, and we may see both more functions handled in-house and a rise in the freelance economy.[28]

FIVE PRINCIPLES

'We need to look at Gen Z not just as a generation, but as a new set of behaviors and attitudes about how the world will work and how we will need to respond in order to stay current, competitive and relevant'. [29]

What can we expect in our cities, buildings and workplaces?

At 84.7m strong by 2020,[30] Gen Z's characteristics — tech savvy, realistic, multi-faceted and determined — will inform how we approach the design and development of our future cities, buildings and workplaces. While there are many considerations, we identified five principles to guide decision making for corporate real estate to attract, retain and uphold productivity of this oncoming Gen Z workforce. Our review of characteristics of Gen Z will inform lifestyle patterns that will be demanded. They are Flexibility, Authenticity, Choice, Convenience and Integration.

A new kind of Flexibility

'I have limited time, so I have to make the most of it'. Sneha, a 16-year-old from Arizona[31]

Of time and alternatives

The first principle is Flexibility. The definition of flexibility for Gen Z is predicated on two shifting desire lines about their lives and

their environments — definitions of time and the availability of alternatives.

Gen Z works hard. They also want to enjoy life. When bombarded with information that often requires immediate response, time takes on a new meaning as Gen Z balances life-work responsibilities. The result is an efficient, strategic construct of time management in which time frames and activities are coordinated using the latest technology. The same fluidity that characterises their identification with multiple personas and interactions characterises their use of time, and thus, of space, which will require different standards of flexibility.

This difference is critical to attraction and retention among Gen Z employees. A 2015 ADECCO study points out that 56 per cent of Gen Z respondents believe in a two- to three-year time frame for a first job, with another 27 per cent believing a first job should be a year or less. The short time frame underscores Gen Z's entrepreneurial tendencies and their expectation that job changing will enhance their career progress. The study concludes that to address this, company cultures should be *flexible.*[32]

What does this mean for our cities and choosing to locate there?

For cities, one immediately thinks of proximity — is everything you need close by and quickly accessible? Proximity cuts the need for travel time, meaning one can run out to meet a friend, go to an appointment, and later in life, meet a child's teacher, catch a ballgame and then go back to work. With expectations that couples will both work, this makes a big difference. We are moving to a 24/7 lifestyle, self-defined by individual priorities instead of the compartmentalised office hours and work week of older generations. The best work locations will have options for both needs and amenities in compact, mixed-use urban districts, active day and night.

This in no way implies a lack of dedication to work; it suggests that buildings and workplaces may have to accommodate unconventional schedules. Buildings will look to technologies that allow them to operate efficiently day and night, to address levels of security and a finer grain of assessing the utilisation, experience, security and spatial design. Beyond resource and energy dashboards, socio-metric badges and other tracking technologies like Density,[33] a sensor system that measures a network of spaces in real-time at any scale, offer anonymised data gathering that can be customised to target specific issues.

On a daily basis, technology in all environments will be expected to enhance individual functionality. We already see a plethora of apps for transportation schedules or allow us to take a bike, car or ride while speaking or listening to our smartphones, watches or smart glasses. We expect wearables to advance this agenda as well, powered, for example, by shoes that capture energy from the compression in our every step. Paving materials in streets and flooring in buildings will similarly capture energy and transfer it as electricity to personal, transport or building systems.

Flexible time management could potentially create close-knit, highly diverse, amenity-rich neighbourhoods within cities and in urbanising suburbs. These places could inherently have a scale of both size and time that remains human, known and identifiable through the connectivity and engagement that can occur in this kind of framework for life. One positive response is the increase in vertically integrated mixed-use developments in walkable or transit-connected neighbourhoods. Such neighbourhoods occur naturally in areas of high-density population, but the pattern has spread to attract younger people, both in revitalised urban neighbourhoods and in newer transit oriented developments (TOD) at urban peripheries. Driven by cost, we will also see suburbs near growing urban cores becoming more compact, connected, and amenitised.

To create Flexibility, consider finding locations and building developments with

places for all aspects of life that are close by. Employ technologies that help facilities run efficiently without limiting access, and enable individuals to efficiently and effectively juggle fluid work-life schedules.

Authenticity

'[…] raising kids in a complex socioeconomic environment marked by chaos, uncertainty, and volatility? You end up a generation that *worries*'.[34]

Health and Predictability

In any place, it helps to know that what can be relied upon is predictable — and safe. Gen Z will look to for predictability in deep ties with family and friends who will understand their drive and know their contingency plans. For Gen Z, experience through technology is safe; by virtually tethering with those they trust, they are open to further exploration. Gen Z will expect and rely on these ever-present digital connections in public areas of cities, buildings and workplaces alike.

In a recent study at the Interdisciplinary Center for Healthy Workplaces at the University of California at Berkeley, consistent personal spaces, controlled sound and central availability of supplies were identified with security, or that which should be predictable. In this study, 57 undergraduates participated in focus groups of two to three individuals to gather insight about essential elements of workplace design that support satisfaction, including identifying design features that can prevent illness and promote health. According to researcher Isabel Thibau, this new research methodology was used to both evaluate individual and contextual variation in how priorities are defined and experienced; and illuminate ideas for how to translate these priorities into built form.[35]

Data from these focus groups emphasised a connection with nature; introducing nature to any level of environment will be considered an asset to hard-working Gen Z. Natural elements placed near recreation and fitness areas in an adjacency pattern could apply to a building location, between uses in buildings and as amenities within offices. Thus, it becomes the park across the street, the gym next door or the workout room on the same floor. Designing both nature and fitness together suggests a range of strategies that can increase well-being in any development. While it bodes well to increase well-being to improve productivity and innovation for all through design, it is critical for Gen Z.

Gen Z not only displays pragmatism and realism; they hold these values in high esteem. As they seek their own differentiated expression, they seek the same honest attributes in the other aspects of their lives. Anything that is pre-packaged, homogenous and undifferentiated reads unreal and untrustworthy to them. As one study put it, they have 'a nose for corporate fakery'.[36]

When shopping, Gen Z eschews ads in favour of first asking family and friends for their advice, then turning to online ratings and reviews. A Vision Critical study reports reliance on these reviews at 78 per cent for purchasing anything, 69 per cent to pick a movie and at 53 per cent to eat at a restaurant.[37] Any location will likely have an online review, whether neighbourhood, building, and possibly the office space itself. Overall, Gen Z is most comfortable with a realistic portrayal of life and want to live and work in places that also have these qualities.

In cities, we can see the resurgence of older neighbourhoods and efforts to maintain the character that made them worth the investment in the first place.[38] A recent article in Forbes features cities that are growing due to their 'cool' factor.[39] It highlights crowd-sourced requests for things like local restaurants over chains, including good coffee and local beer, abundant recreational options like sporting events, parks and zoos and plenty of places to socialise (over that local beer).

This poses opportunity for cities with areas of historic character, identity and infrastructure. Potential for preservation and adaptive reuse could become an ideal attraction for this generation. There is security in re-purposed buildings, a sense that they have survived. As buildings strive to be a combination of permanent and flexible, design parameters will shift from single use mandates to broader definitions for more easily transformable building typologies. As Stephanie Meeks points out in *The Past and Future City*, preserved districts are both places of greater economic and ethnic diversity[40] — qualities that Gen Z cares about. Above and beyond being real, this will appeal to Gen Z's desire to bring their egalitarian values to work, expecting their employers to reflect, support and facilitate these values.[41]

To achieve Authenticity, start by finding locations that have evolved organically from the special qualities of the local culture and build on these qualities. Build places that are honest representations of the values in the Gen Z profile. Put an emphasis on design strategies that promote well-being. Finally, be sure there will be uninterrupted Wi-fi and cell connectivity.

Choice

A high level of placemaking agency

With or without such characterful infrastructure, functionality and choice in Gen Z work and life environments will reign. To quote one student from Columbia University, 'We want to be able to shape and transform our world in a meaningful way, not only with the work, but also to the environment and experiences we live in day to day'.[42] Gen Z, with their hyper-custom personas, also seek a great deal of agency to create environments that fit their activities and endeavours. Given the wish to co-create and engage, there will be pressure for a high level of participation to determine what their spaces and places are like.

This characteristic was also evident in the UC Berkeley Interdisciplinary Center for Healthy Workplaces diagrams. In one, everything in the workplace was on wheels, including the trees. At the urban scale, Public Square, the winner of 2017 The Driverless Future Challenge competition, shows a system of incremental change to create a customised city. It consists of unitised, flexible and deployable squares, each including infrastructure for power, water, Wi-Fi and smart street technology to support a range of uses. It proposes options like bike racks, restrooms, places to relax, food stands, play and seating areas, gardens and extra sidewalk space, though the potential for other ideas is open ended. To create places, the squares reassemble in a wide range of plug-and-play configurations, which in turn can be reconfigured over time.[43]

Evolution in the workplace could result in such modifications as individual and small group self-organisation around chosen needs, goals and interests. The possibility of automating the layout of the workplace may not be far off. One example, 'Augmented Circle' was developed by Ben Waber and Alex Speltz at MIT, combining a people analytics system based on the kind of the socio-metric badge used at companies like Google. The solid panel of a typical work cube was modified with a shade that allowed people to control their visibility as they left appropriate to their task and the social context. Taken to its logical conclusion, when linked to sensors and motors, the office layout could physically reconfigure in reaction to worker behavior.[44]

While for Gen Z, to work remotely is simply still to work, the office is still important — in fact very important, since face-to-face interaction is still the preferred mode of communication with employers for 84 per cent of Gen Z.[45] However, it comes with expectations of both ample private spaces and ample flex or collaborative space.

Notions like multi-tasking have limitations, and we see evidence that Gen Z both recognises this and continues to multi-task, albeit that they separate which tasks require which behavior — they are, after all, pragmatic. As with Gen Z's multiple personas, there are no 'one-size-fits-all' situations, and in the city and workplace this means optimising places for a variety of tasks.

This third principle is about providing a greater variety of environments for a range of work styles and programmed activities. Work bottom-up to figure this out, engaging Gen Z to offer ideas and solutions. Even better, design places that are easily modified, rearranged and reconfigured and use technologies that help make this happen.

Convenience

Thinking of convenience immediately exposes the challenges of mobility for the Gen Z lifestyle. Mobility, or getting between places, is a time intensive sideline to other activities. It is no secret driving is not a high priority for the younger generations who value convenience and financial savings over car ownership, and prefer transportation that allows them to be social or multi-task while in transit. Furthermore, the idea of car as identity or freedom has waned; in its place is mobility with flexible, affordable options. As alternative priorities prevail over car ownership, mass-market brands are exploring different models, such as car or ride sharing.[46]

Considering Gen Z basics, a variety and availability of transportation options offers a better fit with their profile. Of course, their first question will be — do I have to go there or can we meet online? After that — what gets me there in the least amount of time and at the least cost? In most urban and urbanising suburbs, the potential for at least five transport options for short distances or local travel are available. They include walking or running, biking or other full or partly human-powered modes (Wheel-O, Segway, Roller Blades, etc.), public or group transportation (buses, trains and trolleys), ride share (Uber, Lyft, Wingz) and car share (Zipcar, Car2go), both of which will likely include autonomous vehicles. Walking, running, biking and human-powered options require little equipment, do not have to be owned and support healthy lifestyles. Group transportation allows texting, talking and even working while on the go. Ride share and car share are convenient, do not require parking, fuel or maintenance, offer a range of price and vehicle options and only cost when needed. Vehicle choice can be tailored to the occasion — a van for moving or four-wheel drive for a camping trip. Together these options offer mix and match possibilities for various activities. This is flexibility that car ownership does not offer, without the long-term commitment that may not be a good investment. The average annual cost to own a car is $8,700. The average annual cost for the alternatives as subscriptions is $2,400.[47]

As transportation alternatives become more available, advances in smart power will underlie expectations for further technological advances. With autonomous, electric and hydrogen powered vehicles, car chassis that store solar energy, tires and roads that generate power, electric propulsion jets, buses and faster high-speed rail, alternatives will become faster, cheaper and more convenient. While we may not predict with certainty what Gen Z will adopt as their preferred transportation system, based on current trends, it is likely this system will require little effort or attention, freeing them to enjoy other activities.[48]

For the fourth principle, Convenience, mobility will have the greatest effect on daily life. We suggest that providing and facilitating both subscriptions and a range of transportation alternatives will be the most successful in attracting this generation.

The Integrated/Interactive world

Placemaking for Gen Z proposes a paradigm shift from creating objects to providing experience. While Gen Z has spent years texting and tweeting, electronic communication is not the only medium. What is essential is that their connected lives are *interactive.*

Consider shopping. In our cities, retail is one of the mainstays in 'the ballet of the good city'.[49] But 95 per cent of Gen Z make choices through online review, purchase online, and things are delivered to their door. Sixty-three per cent of Gen Z shop online to save time, while 53 per cent said the selection is better online than in stores.[50] At present, 55 per cent would rather buy clothes online and 53 per cent would rather buy books and electronics this way. They are twice as likely as Millennials to shop on a mobile device.[51]

To get Gen Z in the stores and out in the city, shopping must offer an experience, preferably one that provides both sensory stimulation and technological back-up. Already we see Augmented (AR) and Virtual Reality (VR) in retail adaptations. On the street in front of Selfridge's, you can see yourself in an outfit and doing an activity that fits the look. With a tablet or smartphone in hand, you can see the inner workings of your next car or choose finishes for your next home through augmented reality. You may choose your next vacation with immersive virtual reality at Thomas Cook Travel. A fashion show or exhibit can happen in any public space through holographic virtual reality.

Retail is an early adopter, but not the only one. Already we have witnessed the obsessive pursuit of small Japanese creatures worldwide with Pokémon Go. Recently, Catalan protesters marched in Madrid, defying a protest ban by arriving in holographs. Levels of both interaction and technology such as this will not only be expected, but will be the norm in the give and take of city life.

AR and VR are also arriving in museums and learning environments, and will be increasingly present in the workplace to enable learning and creativity. The 2016 Randstad and Future Workplace study reports that Gen Z (as well as Late-Millennials), are looking for employers that integrate emerging technologies, such as wearables, virtual reality and robotics, into the workplace.[52] At the same time, both digital and analogue tools are preferred according to their ease and relative effectiveness for a task. In a recent study done for the Post-it brand, 85 per cent of Gen Z students felt they learned best when they use both digital and non-digital tools.[53]

We suggest a very different direction than the current trend to reduced work space. The Gen Z office will need to become a thriving ecosystem infused with new technologies, new cultural norms and a variety of spaces for participation in the larger community while simultaneously supporting work and life. The office will become a resource responsive to a diverse and mobile workforce, driven by technology to support a combination of heads-down focused work, formal and informal collaboration and social activities to enhance loyalty among employees, customers and stakeholders.

CONCLUSION

It is no secret that keeping up in today's world is critical at many levels. In real estate, making and changing things takes time, often a long time relative to the pace of technological advancement and adaptation in other aspects of life.

Through research we discovered that late Millennials share the propensities of Gen Z. Yet a gap remains between the environments designed and created in the early Millennial mold and the Gen Z trajectory, and we are still designing and building this way. More than a pendulum swing, Gen Z appears to

be balancing previously-held extremes, for example, recognising collaboration is not the only or best way to get things done. Technology, whether by its possibilities or its ubiquitous presence, will continue to drive much of Gen Z's world. As technology compresses information, connectivity and time, it will also compress the way that Gen Z inhabits the physical world.

This leaves us trying to keep up with change and adapt places in a timely way. It confronts the challenge of permanence versus transformability inherent in built form. Standard construction methods are slow, and building in flexibility often means extra upfront cost. For example, planning a parking garage for conversion given current waning demand for cars requires structure to support much higher loads. The glacial rate of zoning change regulatory constraints also limit the speed of project delivery. Without adjustments in these areas, the flexibility of physical space has limitations. Yet if we can frame our goals around Flexibility, Authenticity, Choice, Convenience and Integration, we can move toward creating a world that includes Gen Z — a generation that is 64m strong — but we must begin now. As we build for the future, we are sure to have much help from Gen Z.

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