

Event Session

Panel Where are We Today

Date: July 28, 2022

00:00:08 --> 00:00:12: All right, everybody. I was waiting for a quick break
 00:00:12 --> 00:00:14: in the music. If I could ask everyone to take
 00:00:14 --> 00:00:18: their seats please. And the next, ohh I don't know,
 00:00:18 --> 00:00:18: 30 seconds.
 00:00:27 --> 00:00:31: Alright, while we're taking our seats, just a quick reminder
 00:00:31 --> 00:00:35: again, hashtag WLI. Summit Poster Pictures, poster stories.
 00:00:36 --> 00:00:41: Post the takeaways that we're hearing from these fabulous
 speakers
 00:00:41 --> 00:00:42: that are here today.
 00:00:47 --> 00:00:50: So we're going to get ready for our next panel.
 00:00:51 --> 00:00:53: We've talked about where we've been.
 00:00:54 --> 00:00:57: It's time now to talk about where we are today,
 00:00:57 --> 00:01:01: both barriers and positive efforts that have been made for
 00:01:01 --> 00:01:04: full inclusion in the industry.
 00:01:05 --> 00:01:06: I'm gonna introduce Jennifer.
 00:01:08 --> 00:01:11: Jennifer boss. She is a CCIM.
 00:01:12 --> 00:01:15: Shout out to fellow CCIM's in the room. She's a
 00:01:16 --> 00:01:19: CCIM and PMP and serves as a senior director at
 00:01:19 --> 00:01:24: Hyatt Brown, a national engineering and advisory firm that
 helps
 00:01:24 --> 00:01:29: with mission oriented institutions to advance their objectives.
 With over
 00:01:29 --> 00:01:34: 14 years of public sector and advisory experience, Jennifer is
 00:01:34 --> 00:01:38: an excellent expert in P3 program development and
 specializes in
 00:01:39 --> 00:01:42: project selection and delivery, capturing value.
 00:01:42 --> 00:01:46: Partner selection and risk allocation strategies for her clients.
 Pamela
 00:01:46 --> 00:01:50: is going to moderate our Jennifer is going to moderate
 00:01:50 --> 00:01:51: our panel. Thank you.

00:02:05 --> 00:02:06: Good afternoon, everyone.

00:02:07 --> 00:02:10: Ohh boy, I was worried about that post lunch slump.

00:02:12 --> 00:02:14: We'll try this one more time and then I promise

00:02:14 --> 00:02:16: we've got an amazing panel that's going to keep you

00:02:16 --> 00:02:17: on your toes. Good afternoon, everyone.

00:02:18 --> 00:02:19: Good afternoon.

00:02:19 --> 00:02:21: There we go. Thank you so much. Alright.

00:02:22 --> 00:02:25: So let's dive right into this because we have a

00:02:25 --> 00:02:28: very limited amount of time to talk about a massive

00:02:28 --> 00:02:31: topic, and it's never enough time to talk about the

00:02:31 --> 00:02:35: exciting things that are going on in communities across the

00:02:35 --> 00:02:38: Midwest and beyond. So this morning we took a moment

00:02:38 --> 00:02:40: to contemplate where we once were.

00:02:41 --> 00:02:44: The laws that impacted the way that we built our

00:02:44 --> 00:02:48: residential communities, the policies and business decisions

00:02:48 --> 00:02:51: that shaped our commercial districts and transportation networks.

00:02:52 --> 00:02:57: And the belief systems that advanced opportunities for some, but

00:02:57 --> 00:02:58: not for all.

00:02:59 --> 00:03:02: So now we focused on where we are today, what's

00:03:02 --> 00:03:02: happening.

00:03:03 --> 00:03:04: And what can we replicate?

00:03:05 --> 00:03:09: Trinity last night made quite the impression because I have

00:03:09 --> 00:03:12: heard her mentioned at least three or four times today

00:03:12 --> 00:03:14: and this concept of know your why.

00:03:15 --> 00:03:18: Now, I'd like to offer that this panel can help

00:03:18 --> 00:03:22: you to answer a few other key questions, specifically knowing

00:03:22 --> 00:03:22: your what.

00:03:24 --> 00:03:26: You're who and your how?

00:03:27 --> 00:03:30: What initiatives are changing equity in planning and

00:03:31 --> 00:03:34: development?

00:03:34 --> 00:03:34: Who is leading development and who should be at the

00:03:35 --> 00:03:38: table?

00:03:38 --> 00:03:41: And how can we take the tools that people are

00:03:41 --> 00:03:44: using effectively back to our own communities?

00:03:44 --> 00:03:47: So with that, I am thrilled to introduce you briefly

00:03:47 --> 00:03:51: to this esteemed panel and then we're going to have

00:03:51 --> 00:03:54: them describe their work and their efforts a bit more

00:03:54 --> 00:03:57: when they start talking. But I'll provide a little brief

00:03:57 --> 00:04:01: intro. So First off, to my left is Tammy Butler

00:03:57 --> 00:04:01: Robinson, who serves as a managing principal at engaging

00:03:57 --> 00:04:01: Solutions,

00:04:01 --> 00:04:04: where she leads the firm's strategy development and has Co
00:04:04 --> 00:04:08: managed their planning and community outreach sector. In
addition to
00:04:08 --> 00:04:11: all of that work, she previously served the state of
00:04:11 --> 00:04:13: Indiana for over a decade.
00:04:13 --> 00:04:16: In a variety of roles related to Medicaid and Health
00:04:16 --> 00:04:20: and Human services, housing and community development,
as well as
00:04:20 --> 00:04:24: public finance and management. Essentially all at the heart
of
00:04:24 --> 00:04:26: equity issues and if you go to their website.
00:04:28 --> 00:04:30: She has a quote there, the one thing that she
00:04:30 --> 00:04:33: would want clients to know about her, and I love
00:04:33 --> 00:04:36: this quote and it's perfect, and I think it tells
00:04:36 --> 00:04:39: you everything you need to know. It's simple, it says
00:04:39 --> 00:04:42: I care and will deliver, which is what so many
00:04:42 --> 00:04:44: of us feel and want to do in communities.
00:04:46 --> 00:04:49: To her left is Damon Hulen, a founding partner at
00:04:49 --> 00:04:54: meticulous design and architecture, and throughout his more
than 25
00:04:54 --> 00:04:57: years as an architect, Damon has spent significant time on
00:04:57 --> 00:05:02: international design, bringing experience from cutting edge,
large scale and
00:05:02 --> 00:05:06: high profile projects in the United Arab Emirates. And I
00:05:06 --> 00:05:10: recently learned that he just won the Walter Blackburn
Protege
00:05:10 --> 00:05:12: Award, which is presented yes.
00:05:16 --> 00:05:19: And that's an award that is presented to individuals who
00:05:19 --> 00:05:23: have had a distinguished career in dedication to family,
community
00:05:23 --> 00:05:24: and professional excellence.
00:05:25 --> 00:05:28: And for all your music aficionados, Damon is also a
00:05:28 --> 00:05:30: bassist, so you have to chat him up about that
00:05:30 --> 00:05:31: a little bit later.
00:05:32 --> 00:05:36: Next we have Aaron Shaunce, who is the chief policy
00:05:36 --> 00:05:39: officer at the Indianapolis departments. Not just one, but two
00:05:39 --> 00:05:44: of metropolitan development and business and neighborhood
services, where she's
00:05:44 --> 00:05:49: setting up major regional economic competitiveness
initiatives related to the
00:05:49 --> 00:05:52: build back better central IN initiative and with a nonprofit
00:05:52 --> 00:05:57: background, Aaron is passionate about community
development and using creativity
00:05:57 --> 00:06:01: to solve some of the city's most pressing challenges. And

00:06:01 --> 00:06:02: last but certainly not least.

00:06:03 --> 00:06:06: No, but Aaron, one more thing. Aaron is also an

00:06:06 --> 00:06:10: alum of both the Vista and Public allies Indianapolis programs

00:06:11 --> 00:06:15: and brings experience and skills from those those roles into

00:06:15 --> 00:06:19: her day pretty much every day. So another exciting thing

00:06:19 --> 00:06:21: to talk about with Aaron.

00:06:22 --> 00:06:25: And last but not least, we have Travis Sheridan, hailing

00:06:25 --> 00:06:28: from Saint Louis my new adopted home, who serves as

00:06:28 --> 00:06:31: Wexford's first Chief Community Officer and works hand in hand

00:06:31 --> 00:06:35: with Wexford's University partners, civic leaders and community groups in

00:06:35 --> 00:06:39: the innovation districts that they develop. His primary role is

00:06:39 --> 00:06:43: to ensure that Wexford is building inclusive communities in each

00:06:43 --> 00:06:46: of its cities and to lead overall community engagement strategy

00:06:46 --> 00:06:50: and strengthen the connections between the innovation district and its

00:06:50 --> 00:06:51: city or region.

00:06:52 --> 00:06:55: Now, Travis is a frequent speaker on innovation, community design,

00:06:55 --> 00:06:59: economic development and leadership. In fact, he and I were

00:06:59 --> 00:07:02: on a very similar stage doing this very similar thing

00:07:02 --> 00:07:04: just last year. And I'm excited to be doing this

00:07:04 --> 00:07:07: again with you, Travis. But what you should know is

00:07:07 --> 00:07:10: that he honed those speaking skills by doing stand up

00:07:10 --> 00:07:11: comedy. So maybe.

00:07:11 --> 00:07:14: There'll be nothing funnier than equitable development.

00:07:16 --> 00:07:19: And with that, we will transition to the true stars

00:07:19 --> 00:07:20: of this show, our panelists.

00:07:22 --> 00:07:23: So let's dive right in.

00:07:25 --> 00:07:28: We're gonna dive right in and talk a little bit

00:07:28 --> 00:07:31: about what it is we are still facing today, having

00:07:31 --> 00:07:34: thought about that the framework this morning. So in addition

00:07:34 --> 00:07:38: to introducing each of yourselves, let's talk a little bit

00:07:38 --> 00:07:42: about what barriers currently exist to realizing equity in real

00:07:42 --> 00:07:45: estate planning and development and Tammy will start with you.

00:07:46 --> 00:07:49: Once again, good morning, Tammy Renee Butler, our Chief Executive

00:07:50 --> 00:07:53: officer of engaging solutions. Really excited to be here today

00:07:53 --> 00:07:56: and see lots of my friends in the audience.

00:07:56 --> 00:07:59: You keep smiling. That'll take away all my nervousness. I
 00:07:59 --> 00:08:03: greatly appreciate it when you think about some of the
 00:08:03 --> 00:08:06: barriers that still exist. I think there is planning fatigue
 00:08:07 --> 00:08:10: that we see being experienced in many ways and so
 00:08:10 --> 00:08:13: really being able to work with residents in communities to
 00:08:13 --> 00:08:17: make sure that they are understanding what is already gone
 00:08:17 --> 00:08:20: before them and then what they can then digest and
 00:08:20 --> 00:08:22: be able to come next.
 00:08:22 --> 00:08:23: Becomes really important.
 00:08:23 --> 00:08:24: Wonderful, Damon.
 00:08:25 --> 00:08:29: Good morning and it's a pleasure to be here before
 00:08:29 --> 00:08:34: you, Damon Hulen with meticulous design architecture, one
 of the
 00:08:34 --> 00:08:38: founding partners at just a few other key points about
 00:08:38 --> 00:08:41: me so that you understand who I am and why
 00:08:41 --> 00:08:45: I focus to improve humanity. I grew up in Paterson,
 00:08:45 --> 00:08:49: NJ and the projects I grew up with eight family
 00:08:49 --> 00:08:52: members in a one bedroom apartment and.
 00:08:53 --> 00:08:56: Came to Indiana, went to Ball State, went to school,
 00:08:56 --> 00:09:00: went two years without being enrolled because I didn't have
 00:09:01 --> 00:09:04: the money, but continued and persevered through in order to
 00:09:05 --> 00:09:08: complete my dream and my vision of becoming an architect.
 00:09:08 --> 00:09:12: And that's a lot of the foundation that drives me
 00:09:12 --> 00:09:15: to care about people and the process that they go
 00:09:15 --> 00:09:19: through and on this life journey to make an impact
 00:09:19 --> 00:09:20: and one of the.
 00:09:21 --> 00:09:26: Most critical aspects of going into any community in relating
 00:09:26 --> 00:09:28: to people is building trust.
 00:09:30 --> 00:09:33: It doesn't matter what your skin color is. I've been
 00:09:33 --> 00:09:36: in rooms where the people skin color look like mine.
 00:09:36 --> 00:09:39: But as I stood there, they did not trust me
 00:09:39 --> 00:09:43: because they didn't know me, because I'm an outsider
 coming
 00:09:43 --> 00:09:46: into a community and they have been sick and tired
 00:09:46 --> 00:09:49: of people coming in telling them what's best for them.
 00:09:50 --> 00:09:53: So you have to immediately begin to break down those
 00:09:53 --> 00:09:56: barriers and let people know that what they what we
 00:09:56 --> 00:09:59: are doing is it has to come from you and
 00:09:59 --> 00:10:00: you begin to build that.
 00:10:00 --> 00:10:03: Trust and once you build that trust in that relationship,
 00:10:03 --> 00:10:06: then you can go on a journey together to build
 00:10:06 --> 00:10:07: equitable development.

00:10:08 --> 00:10:10: Thank you, Aaron.

00:10:11 --> 00:10:14: Hi everyone, Aaron champs and again chief policy officer with

00:10:14 --> 00:10:18: the departments of Metropolitan Development and Business and neighborhood services

00:10:18 --> 00:10:19: with the City of Indianapolis.

00:10:21 --> 00:10:25: You know, public allies, Indianapolis and Vista, both the programs

00:10:26 --> 00:10:29: that Jen mentioned really have a focus on social justice.

00:10:30 --> 00:10:32: And I was very privileged to be a part of

00:10:32 --> 00:10:36: those programs and be trained over time and those programs and so.

00:10:36 --> 00:10:37:

00:10:38 --> 00:10:41: That has been something that I have been able to

00:10:41 --> 00:10:44: bring into my work at the city and in you

00:10:44 --> 00:10:50: know, previous roles with nonprofit organizations serving Indianapolis. And something

00:10:50 --> 00:10:54: that we focus on was asset based community development and

00:10:54 --> 00:10:58: being trained in appreciative inquiry. And I think that those

00:10:58 --> 00:11:02: are, you know, kind of jargony terms. But I think

00:11:02 --> 00:11:06: what's really important about that is that you listen 1st

00:11:06 --> 00:11:08: and that you are willing to.

00:11:08 --> 00:11:11: Learn from the people that you are working with in

00:11:11 --> 00:11:14: the community and that you may think that you have

00:11:15 --> 00:11:17: a great idea and that you have a lot of

00:11:17 --> 00:11:22: experience and knowledge and expertise that you bring. But those

00:11:22 --> 00:11:26: individuals also bring knowledge and experience and expertise, and they

00:11:27 --> 00:11:31: bring lived experiences that contribute value to whatever you're working

00:11:31 --> 00:11:33: on together. And so.

00:11:34 --> 00:11:37: Making sure that you honor and value that in a

00:11:37 --> 00:11:41: really meaningful way. You know, making sure that folks don't

00:11:42 --> 00:11:45: just have a seat at the table, but that they

00:11:45 --> 00:11:49: have power and that they have influence in decision making, and not just.

00:11:49 --> 00:11:50:

00:11:51 --> 00:11:54: Get to give you an opinion. It means that their

00:11:54 --> 00:11:58: opinion matters and something that I've been really excited about

00:11:58 --> 00:11:59: at the city.

00:11:59 --> 00:12:03: Is that we are now, I think, as staff empowered

00:12:03 --> 00:12:07: to actually go out and work hand in hand with

00:12:07 --> 00:12:12: the Community and to listen to those those people who
00:12:12 --> 00:12:16: bring so much value to whatever we are doing.
00:12:19 --> 00:12:22: Good morning, Travis. Sheridan Jin already said a lot of
00:12:22 --> 00:12:25: nice things about me. So I want to tell you
00:12:25 --> 00:12:27: a bit more about why I do the work that
00:12:27 --> 00:12:30: I do at Wexford and within innovation districts. I started
00:12:30 --> 00:12:34: working within the Cortex Innovation District in around June
of
00:12:34 --> 00:12:36: 2014, and we were going to launch a lot of
00:12:36 --> 00:12:40: our meaningful, substantial programming in October of 2014
and in
00:12:40 --> 00:12:43: August of 2014 was when Michael Brown was murdered in
00:12:43 --> 00:12:46: Ferguson, MO. And I was going to events like this
00:12:46 --> 00:12:49: talking about innovation and my favorite phrase is innovation.
00:12:49 --> 00:12:51: The process to improve the human condition.
00:12:52 --> 00:12:55: But after August 9th of 2014, I was really challenged
00:12:55 --> 00:12:58: with that statement because the question is for whom?
Whose
00:12:58 --> 00:13:01: human condition is really being improved as a result of
00:13:01 --> 00:13:05: this investments and development happening? And so that
really shaped
00:13:05 --> 00:13:07: a lot of the work that I was doing at
00:13:07 --> 00:13:11: that point. The second meaningful point was Memorial Day
weekend
00:13:11 --> 00:13:14: of 2020 when George Floyd was murdered and I was
00:13:14 --> 00:13:17: working for Wexford at the time. I was really honored
00:13:17 --> 00:13:20: to be there first, you know, Chief Community Officer,
whatever
00:13:20 --> 00:13:22: that meant, it was, it was good and I got
00:13:22 --> 00:13:23: to shape it.
00:13:23 --> 00:13:25: But I went into the office and fired up my
00:13:25 --> 00:13:28: laptop and sent an e-mail to our President and our
00:13:28 --> 00:13:30: CEO of what I thought our response should be following
00:13:30 --> 00:13:33: George Floyd's murder. And it was a lengthy e-mail and
00:13:33 --> 00:13:35: I knew that at that point I was going to
00:13:35 --> 00:13:37: get a response that either confirmed I was in the
00:13:37 --> 00:13:39: right spot or they could have said slow your roll,
00:13:39 --> 00:13:42: man. Like we know it's important but not that important.
00:13:42 --> 00:13:45: And within 5 minutes they had both responded. Push harder.
00:13:45 --> 00:13:48: I know, yes, that's and I thought I pushed and
00:13:48 --> 00:13:51: they said push harder. And so the ability to put
00:13:51 --> 00:13:54: these types of activities and interventions into our business
model
00:13:54 --> 00:13:57: is really what made this the right choice for me.

00:13:57 --> 00:14:00: And I know that several folks mentioned trust as being

00:14:00 --> 00:14:02: the number one thing, a big barrier that we have

00:14:03 --> 00:14:05: to get through. For me, the biggest barrier, I think

00:14:05 --> 00:14:08: if we're really going to do this meaningful work, we

00:14:08 --> 00:14:11: have to fund the work equity work has to be

00:14:11 --> 00:14:13: part of your business model and we'll talk a little

00:14:13 --> 00:14:16: bit more about that and thanks for having me today.

00:14:17 --> 00:14:21: Thanks a lot, Travis. You know, one of the other

00:14:21 --> 00:14:25: things that came up in our introduction conversation was the

00:14:25 --> 00:14:29: idea that there are scars from past land uses that

00:14:29 --> 00:14:32: our communities still suffer from and as we start to

00:14:32 --> 00:14:35: transition from this, this question of.

00:14:36 --> 00:14:39: Of what is it that we're facing to what are

00:14:39 --> 00:14:42: people doing about it? Aaron, could you talk a little

00:14:42 --> 00:14:45: bit about what some actions that the city government is

00:14:46 --> 00:14:50: taking to promote economic equity, recognizing that some of

00:14:50 --> 00:14:53: these

00:14:53 --> 00:14:56: communities do have physical scars from what used to

00:14:56 --> 00:15:00: happen

00:15:00 --> 00:15:03: there that no longer supports the Community?

00:15:03 --> 00:15:06: Yeah, absolutely. So in my prior role with the city,

00:15:06 --> 00:15:10: I focused a lot on industrial redevelopment and so we

00:15:10 --> 00:15:14: always, you know, kind of joke at the city.

00:15:14 --> 00:15:20: That we are the landowner of last resort in many

00:15:20 --> 00:15:24: cases. So we get some of the more challenged sites,

00:15:24 --> 00:15:29: especially brownfields in in Indianapolis. And so they have

00:15:29 --> 00:15:30: many,

00:15:30 --> 00:15:34: many barriers to redevelop and really there's not a lot

00:15:34 --> 00:15:37: of market activity until the city does something to intervene

00:15:37 --> 00:15:41: and you know.

00:15:41 --> 00:15:46: I know we're going to talk or I will talk

00:15:46 --> 00:15:51: a little bit more about build back better, but one

00:15:51 --> 00:15:54: of the things that's really exciting about that initiative is

00:15:54 --> 00:15:58: that it proposes what large scale redevelopment of those

00:15:58 --> 00:16:01: sites

00:16:01 --> 00:16:05: that includes job creation and site enabling infrastructure and

00:16:05 --> 00:16:09: removing

00:16:09 --> 00:16:13: things that are on this site. Sherman Park, which is

00:16:13 --> 00:16:16: located on the Near East side of Indianapolis at Michigan

00:16:16 --> 00:16:19: and Sherman has what we call Tope Mountain.

00:16:19 --> 00:16:22: It is 8 acres of material that was illegally dumped

00:16:22 --> 00:16:25: there overtime. It is 20 feet high in some places

00:16:25 --> 00:16:28: in the city right now is removing it. We moved

00:16:13 --> 00:16:18: about 1000 truckloads last week. So that is incredible for
00:16:18 --> 00:16:23: that site and it's incredible for that community because when
00:16:23 --> 00:16:28: these brownfields when these employers left RCA was there, they
00:16:28 --> 00:16:31: burned Elvis Presley records there.
00:16:32 --> 00:16:36: And there were 8200 jobs at that site at one
00:16:36 --> 00:16:36: time.
00:16:37 --> 00:16:40: And it is 50 acres of nothing right now. And
00:16:40 --> 00:16:44: these sites, it was like a neighborhood was hit by
00:16:44 --> 00:16:47: a meteor. It is just a crater in the middle
00:16:47 --> 00:16:52: of this community. And now recycle force, an amazing nonprofit
00:16:52 --> 00:16:57: based here in Indianapolis that does workforce development, focusing with
00:16:57 --> 00:17:03: justice involved, focused on justice, involved individual doing, workforce training
00:17:03 --> 00:17:07: and supportive skills. We have some folks who are affiliated
00:17:07 --> 00:17:08: with.
00:17:08 --> 00:17:09: Cycle for us right here.
00:17:11 --> 00:17:15: They're building their headquarters and they are going to be
00:17:15 --> 00:17:18: able to serve more individuals because of that. And they're
00:17:18 --> 00:17:21: also going to be able to have space for nonprofits.
00:17:22 --> 00:17:25: We are going to build an affordable housing development there.
00:17:25 --> 00:17:28: It is going to become the new animal Care services
00:17:28 --> 00:17:32: facility and will provide veterinary services to the Near East
00:17:32 --> 00:17:36: side residents and and others. And then we're working to
00:17:36 --> 00:17:39: to do other things to bring employers there and to
00:17:39 --> 00:17:41: get the site enabling infrastructure.
00:17:41 --> 00:17:44: That we need. So it is, it will train, it
00:17:44 --> 00:17:49: will transform this community, it will change everything there in
00:17:49 --> 00:17:52: terms of this 50 acre site. And so we have
00:17:52 --> 00:17:55: many other sites like that. The former carrier Brian on
00:17:55 --> 00:17:59: the northwest area, it's a 19 acre site that's a
00:17:59 --> 00:18:02: part of our build back better proposal as well. 16
00:18:02 --> 00:18:05: tech is a part of it. And so we have
00:18:05 --> 00:18:09: these sites all over Indianapolis and we want to redevelop
00:18:09 --> 00:18:12: them so that we can get jobs to the people.
00:18:12 --> 00:18:16: In those neighborhoods because it has just changed the fabric
00:18:16 --> 00:18:22: of those neighborhoods overtime with historic disinvestment, and our goal
00:18:22 --> 00:18:24: is to bring those back to life.

00:18:26 --> 00:18:29: Wonderful. And I'm going to, let's go to the left

00:18:29 --> 00:18:32: here to to Damon. So what are some of the

00:18:32 --> 00:18:35: the tools that you're seeing in your work related to

00:18:35 --> 00:18:39: increasing equity in real estate development, whether it's from a

00:18:39 --> 00:18:43: design perspective during the development, what happens after everyone leaves

00:18:44 --> 00:18:47: and people are just operating and living in this neighborhood?

00:18:48 --> 00:18:48: Sure.

00:18:49 --> 00:18:52: One, we and we were actually a part of the

00:18:52 --> 00:18:56: Recycle force project and I'll just piggyback briefly on that.

00:18:57 --> 00:19:00: Please do one of the the recycle forces just a

00:19:00 --> 00:19:05: large factory, essentially precast walls and we communicated during the

00:19:05 --> 00:19:08: design process that you just can't.

00:19:09 --> 00:19:13: Insert this massive concrete box into a community and expect

00:19:13 --> 00:19:17: there to be a hope and livelihood for people being

00:19:17 --> 00:19:21: energized about future development. So to the best of your

00:19:21 --> 00:19:26: ability, make beautiful work and beautiful doesn't mean extravagant and

00:19:27 --> 00:19:31: expensive, but take care to help people see that there's

00:19:31 --> 00:19:35: hope and there's a catalyst in a community that other

00:19:35 --> 00:19:39: people would want to come and develop around, but other.

00:19:39 --> 00:19:43: Tools on the Far East side of Indianapolis meticulous as

00:19:43 --> 00:19:47: well as Tammy and and several Trinity and several others.

00:19:47 --> 00:19:50: We are part of a team working with the city

00:19:50 --> 00:19:53: for development on the Far East side of 19 plus

00:19:53 --> 00:19:57: acre site and we had great engagement with the community.

00:19:58 --> 00:20:01: Everything that we develop came from the voice and the

00:20:01 --> 00:20:05: heart of the people from that community and we were

00:20:05 --> 00:20:09: intent on making sure all of the outcomes and solutions.

00:20:09 --> 00:20:13: Propose came from the people, from the community. However, we

00:20:14 --> 00:20:17: realize without the tool of the city going to the

00:20:17 --> 00:20:21: developers to develop this site, all the great work that

00:20:21 --> 00:20:25: we did could be wiped away. If we didn't utilize

00:20:25 --> 00:20:28: the tool of the city and the contract to have

00:20:28 --> 00:20:32: parameters put in the contract for. If there's an outside

00:20:32 --> 00:20:35: of the city or state developer to come in to

00:20:36 --> 00:20:39: Indy, all they're going to be looking at is the

00:20:39 --> 00:20:40: bottom line.

00:20:40 --> 00:20:43: So we had to put some teeth to those parameters

00:20:43 --> 00:20:48: in the contract to make sure that they're held accountable.

00:20:48 --> 00:20:49: That's one tool.

00:20:50 --> 00:20:55: Meticulous is also engaged in a project in Los Angeles

00:20:55 --> 00:20:59: where a developer, me, let me back up. There's one

00:20:59 --> 00:21:02: element to wanting to have.

00:21:03 --> 00:21:06: Transformational change in communities, and that's having a

heart and

00:21:06 --> 00:21:07: a passion for it.

00:21:08 --> 00:21:12: The developers, the people with the tools, the resources, the

00:21:12 --> 00:21:15: finances, they have to have a heart to want to

00:21:15 --> 00:21:20: create catalysts and transformational type projects in these

communities. So

00:21:21 --> 00:21:25: this one particular developer we're working with in Los

Angeles.

00:21:25 --> 00:21:29: Came in very successful and he said.

00:21:30 --> 00:21:34: OK, we wanna make sure we're just not coming in

00:21:34 --> 00:21:36: here to do a project.

00:21:37 --> 00:21:41: This is about the idea of transformation and about people.

00:21:41 --> 00:21:45: So what tool can we implement in this project that

00:21:45 --> 00:21:49: can make sure that the people who live here, work

00:21:49 --> 00:21:53: here and they, this is their community, have an opportunity

00:21:53 --> 00:21:56: to see beyond the current conditions?

00:21:57 --> 00:21:59: So he said, this is what we're going to do.

00:21:59 --> 00:22:02: We're going to create an escrow account that the renters

00:22:02 --> 00:22:06: can contribute to, that would contribute to going towards a

00:22:06 --> 00:22:07: home ownership program.

00:22:08 --> 00:22:11: And that way they're investing in their future. They see

00:22:12 --> 00:22:15: a hope they will appreciate and take care of because

00:22:15 --> 00:22:19: part of those covenants is taking care of and maintaining

00:22:19 --> 00:22:22: the conditions that you live in and the surroundings so

00:22:22 --> 00:22:25: that they take pride in it. You you help broaden

00:22:25 --> 00:22:29: the perspective of this isn't the end all, be all.

00:22:29 --> 00:22:32: We'll be here and every generation after me will be

00:22:32 --> 00:22:35: here, but to give hope, a spark of hope.

00:22:36 --> 00:22:40: Broaden the perspective and allow people to realize there is

00:22:40 --> 00:22:43: a tool in place that was done by the developer

00:22:43 --> 00:22:47: to help them have a better future and then change

00:22:47 --> 00:22:50: the trajectory of the future generations.

00:22:52 --> 00:22:55: You know, on that topic of of perspective.

00:22:55 --> 00:22:58: Let's take a moment on that and then we're going

00:22:58 --> 00:23:00: to come back to tools because again, we want to

00:23:00 --> 00:23:03: make sure that folks are able to take ideas back

00:23:03 --> 00:23:05: with them. I'm curious whether any of you others have

00:23:05 --> 00:23:08: ideas about this perspective that you have to bring to

00:23:08 --> 00:23:11: this sort of work, because what I have found is

00:23:11 --> 00:23:13: that it's it doesn't happen naturally. It it. If it

00:23:13 --> 00:23:16: did, it'd be happening, right? And we wouldn't have to

00:23:16 --> 00:23:19: have a conference like this. We wouldn't be facing the

00:23:19 --> 00:23:21: challenges we've been talking about all day.

00:23:22 --> 00:23:25: What are your thoughts on the sort of perspective that

00:23:25 --> 00:23:28: you've, you either have or that you've seen in people

00:23:28 --> 00:23:30: who are successful in this space making change?

00:23:32 --> 00:23:35: I will just go. I'm in that regard. It's very

00:23:35 --> 00:23:38: important to make sure that people understand that you are

00:23:38 --> 00:23:41: planning with them and not for them. And that was

00:23:42 --> 00:23:45: something that was all the projects that we've been involved

00:23:45 --> 00:23:49: in and particularly most recently the Far East side Economic

00:23:49 --> 00:23:53: Inclusion agenda project, the Oak Tree Project, the Douglas

00:23:53 --> 00:23:56: Park

00:23:56 --> 00:24:00: project. There was one time I joined a a meeting

00:24:00 --> 00:24:02: or got ready to actually started a meeting getting ready

00:24:02 --> 00:24:05: to facilitate and one of the residents.

00:24:05 --> 00:24:08: Came on and said we don't need a facilitator. We're

00:24:08 --> 00:24:10: good. And I was like, well, what if we partner

00:24:10 --> 00:24:13: on this? What's your name? Tell me a little bit

00:24:13 --> 00:24:16: about you. We're on zoom. It's Karen was out. I

00:24:16 --> 00:24:19: couldn't even really see him at the time. And before

00:24:19 --> 00:24:23: we know it, before you know it, we became Co

00:24:23 --> 00:24:27: facilitators. Jenny shaking her head. She participated in that

00:24:27 --> 00:24:31: meeting.

00:24:31 --> 00:24:35: We became Co facilitators through the rest of it. We

00:24:35 --> 00:24:39: had prep meetings in advance, sitting down, having

00:24:39 --> 00:24:43: conversations because

00:24:43 --> 00:24:47: it's absolutely important for sustainability for any project that

00:24:47 --> 00:24:51: the

00:24:51 --> 00:24:55: recipients, the owners of that work are able to be

00:24:55 --> 00:24:59: the leaders of that work. So that it continues on

00:24:59 --> 00:25:03: when we think about some of the tools that even

00:25:03 --> 00:25:07: exist here in Indianapolis, like the People's Academy and for

00:25:07 --> 00:25:11: people to be able to be trained to understand the

00:25:11 --> 00:25:15: jargon sometimes we have been in.

00:25:15 --> 00:25:19: Planning a long time in the architecture, a long time

00:25:19 --> 00:25:23: and we don't translate those terms so that people understand

00:25:23 --> 00:25:27: them in a very clear and succinct way. And so

00:25:27 --> 00:25:31: those are things that we thought were very important. In

00:25:09 --> 00:25:12: addition to that, that as a part of our consulting

00:25:12 --> 00:25:17: team that we brought on Resident consultants, resident consultants that

00:25:17 --> 00:25:21: were identified by the community based organizations that existed in

00:25:22 --> 00:25:26: the various areas and they actually encourage people to apply.

00:25:26 --> 00:25:29: They filled out an application. We interviewed them, hired them,

00:25:29 --> 00:25:32: paid them to be a part of our consulting team

00:25:32 --> 00:25:36: and gave them assignments that became early action assignments. Once

00:25:36 --> 00:25:40: again, going back to that sometimes where there's planning fatigue

00:25:40 --> 00:25:43: because things take several months to get done. And so

00:25:43 --> 00:25:46: they were checking off those early actions along the way

00:25:46 --> 00:25:50: and working collaboratively. And in many of those communities, they're

00:25:50 --> 00:25:51: still doing that work.

00:25:53 --> 00:25:56: I would say that regardless of how many Community meetings

00:25:56 --> 00:25:59: you have, how many stakeholder engagements you do, how many

00:25:59 --> 00:26:02: flip charts you fill out, your perspective is always going

00:26:02 --> 00:26:05: to be limited and your perspective is going to change

00:26:05 --> 00:26:07: over time. And I think being that, being willing to

00:26:07 --> 00:26:10: know that you will always have an incomplete picture helps

00:26:10 --> 00:26:13: present a lot of trust or create trust with the

00:26:13 --> 00:26:16: broader community. Because you never go in thinking that one

00:26:16 --> 00:26:19: last meeting and I will finally understand everything about the

00:26:19 --> 00:26:23: the community. That being said, knowing that perspectives change.

00:26:23 --> 00:26:26: Another piece that's important for the community to to work

00:26:26 --> 00:26:29: when we work with the community is understanding that their

00:26:29 --> 00:26:32: needs are going to change overtime. And so when we

00:26:32 --> 00:26:35: are negotiating things like a Community benefit agreement, we don't

00:26:35 --> 00:26:38: want to codify something that meets the needs of the

00:26:38 --> 00:26:41: Community today and make it so inflexible that if the

00:26:41 --> 00:26:44: needs of the Community change in five or seven years,

00:26:44 --> 00:26:46: we can no longer address those needs because we had

00:26:46 --> 00:26:50: negotiated something too early on. So keeping things a little

00:26:50 --> 00:26:51: bit flexible yet.

00:26:52 --> 00:26:52: Accountable.

00:26:53 --> 00:26:56: Is a very difficult dance, but I think a lot

00:26:56 --> 00:26:58: of it comes back to being willing to to share

00:26:59 --> 00:27:03: an incomplete perspective and letting the community members help fill

00:27:03 --> 00:27:05: in any voids that might exist.

00:27:06 --> 00:27:09: That idea of accountability is is a really important one.

00:27:09 --> 00:27:11: And, Damon, you were hitting on this too. In fact,

00:27:11 --> 00:27:13: I'm going to put you on the spot for a

00:27:13 --> 00:27:15: minute and see, I'm going to test your memory. Do

00:27:15 --> 00:27:17: you recall any of the provisions that were included that

00:27:17 --> 00:27:20: added teeth to those contracts to make sure that the

00:27:20 --> 00:27:22: Community continued to be served? I'm seeing a smile. I'm

00:27:22 --> 00:27:25: guessing your memory might not be perfect, but let's check.

00:27:26 --> 00:27:33: Definitely one of them was to incorporate an incubator component

00:27:33 --> 00:27:35: which would allow.

00:27:36 --> 00:27:40: One, one of the elements the community wanted and just

00:27:40 --> 00:27:44: to back up a little bit so you understand this

00:27:44 --> 00:27:48: element is they didn't want a handout, they wanted to

00:27:48 --> 00:27:51: have opportunity to learn and grow. So it was to

00:27:51 --> 00:27:56: make sure that there was flexibility built in that Travis

00:27:56 --> 00:28:02: was just mentioning that incorporated in this overall mixed-use development

00:28:02 --> 00:28:06: was a component that related to training and education for.

00:28:06 --> 00:28:11: Business opportunities and to allow this space to not get

00:28:11 --> 00:28:14: pulled out because it might not make money for the

00:28:15 --> 00:28:19: developer but that this space is allocated to ensure you

00:28:19 --> 00:28:23: can bring in a potential, you know panels or potential

00:28:23 --> 00:28:29: business owners to create and incubate businesses within that community.

00:28:29 --> 00:28:32: So that was one of the the parameters that was

00:28:32 --> 00:28:33: put in place.

00:28:35 --> 00:28:36: Perfect. Thank you.

00:28:40 --> 00:28:42: There might be another quiz later, I'm not sure yet.

00:28:43 --> 00:28:43: We'll see. We'll see.

00:28:45 --> 00:28:46: OK, so.

00:28:47 --> 00:28:50: I think we've we've talked about quite a few of

00:28:50 --> 00:28:55: the actions that are happening through government, industry and even

00:28:55 --> 00:28:59: community organizations. Let's shift gears a little bit, you talked

00:28:59 --> 00:29:04: about the businesses being incubated and entrepreneurship is such a

00:29:04 --> 00:29:05: huge piece of.

00:29:06 --> 00:29:09: Development like we we do this to create communities. We

00:29:09 --> 00:29:11: do this to create economic opportunity, too. And I'd like

00:29:12 --> 00:29:15: to spend a minute talking about entrepreneurship and seeing how

00:29:15 --> 00:29:18: that fits into some of these developments. I think you're

00:29:18 --> 00:29:21: doing some pretty interesting stuff in your work, right, Aaron?

00:29:22 --> 00:29:25: Yeah. So I know that we talked a little bit

00:29:25 --> 00:29:30: about the entrepreneurship work through the build back better initiative

00:29:30 --> 00:29:33: and the industry focus that we have for that is

00:29:33 --> 00:29:38: actually food processing and manufacturing. And the reason why we

00:29:38 --> 00:29:42: selected that is because we worked with mass economics and

00:29:42 --> 00:29:46: through six lenses focused on pre COVID strength, post COVID

00:29:46 --> 00:29:51: strength, long term growth opportunity, diversity and inclusion and really

00:29:51 --> 00:29:52: job quality.

00:29:53 --> 00:29:57: And I feel like I've missed one, but that's OK.

00:29:57 --> 00:30:00: So these six lenses, it really proved to be a

00:30:00 --> 00:30:04: sector that showed a tremendous amount of opportunity to not

00:30:05 --> 00:30:08: only grow the economy but also do so equitably. And

00:30:08 --> 00:30:12: we are very much in the business of, you know,

00:30:12 --> 00:30:15: growth for the sake of growth is is not enough,

00:30:15 --> 00:30:18: it is, it is just not enough and so.

00:30:18 --> 00:30:22: We want to support entrepreneurs through an urban business Resource

00:30:22 --> 00:30:25: Center that's led by Flanner House as well as a

00:30:25 --> 00:30:29: food services building that would allow entrepreneurs who are doing

00:30:29 --> 00:30:33: things. So it's a Co packing facility, so someone maybe

00:30:33 --> 00:30:36: they make an amazing salsa and right now they're doing

00:30:36 --> 00:30:39: it in a small commercial kitchen and they want to

00:30:39 --> 00:30:42: get that to scale, but they're not quite ready to

00:30:42 --> 00:30:45: go to a larger manufacturing facility. So this will help

00:30:45 --> 00:30:49: that kind of missing middle for entrepreneurs in that space.

00:30:49 --> 00:30:52: We also have a revolving loan fund that will get

00:30:52 --> 00:30:55: working capital to entrepreneurs and all of this has an

00:30:55 --> 00:31:00: emphasis on bipac and female entrepreneurs. Obviously with this industry

00:31:00 --> 00:31:02: focus, but the city in a lot of what we're

00:31:02 --> 00:31:06: doing, we have the grow Indianapolis fund with a similar
00:31:06 --> 00:31:09: focus, which is a small business revolving loan fund. And
00:31:09 --> 00:31:13: a lot of the work that we're doing around supporting
00:31:13 --> 00:31:17: entrepreneurs and small to medium sized businesses has that focus.

00:31:17 --> 00:31:20: Our partners at the Indy Chamber are doing incredible.
00:31:20 --> 00:31:23: Work in this space and they could tell you a
00:31:23 --> 00:31:28: lot about their business owners initiative and the loans that
00:31:28 --> 00:31:32: they're making and working with small businesses. And we just,
00:31:32 --> 00:31:37: we know that small businesses and supporting entrepreneurs is really
00:31:37 --> 00:31:40: how we get to job growth. I mean we can
00:31:40 --> 00:31:43: chase you know an Amazon warehouse as as much as
00:31:44 --> 00:31:47: we want to, but that's not where we're going to
00:31:47 --> 00:31:50: grow high quality jobs and that's not going to be.
00:31:51 --> 00:31:54: Our homegrown jobs that are more likely to stay and
00:31:54 --> 00:31:56: so that is that's a really big focus for the
00:31:57 --> 00:31:59: city and it's a big focus for our partners at
00:31:59 --> 00:32:03: the Chamber and we're really excited about the the possibilities.

00:32:04 --> 00:32:06: Other thoughts on entrepreneurship.
00:32:07 --> 00:32:10: One of the pieces I wanted to add on entrepreneurship
00:32:10 --> 00:32:13: is that as you have projects that are happening in
00:32:13 --> 00:32:17: the Community, making sure that you're identifying entrepreneurs that are
00:32:17 --> 00:32:20: there and can support the project. So if there is
00:32:20 --> 00:32:24: printing needs that occur, being able to identify those entrepreneurs
00:32:24 --> 00:32:27: that are there, if you're going to serve food, to
00:32:27 --> 00:32:31: be able to make sure that residents that are participating
00:32:31 --> 00:32:34: in a focus group discussion or taking that's taking place.
00:32:34 --> 00:32:39: Being able to identify and uplift those entrepreneurs because particularly
00:32:39 --> 00:32:42: when you think about Black and Latinx and brown communities,
00:32:43 --> 00:32:47: generational wealth is what happens through mostly entrepreneurship. And so
00:32:47 --> 00:32:50: being able to support and uplift and then help them
00:32:50 --> 00:32:53: to be able to scale their business is very, very
00:32:53 --> 00:32:56: important. And I think it's up to us to be
00:32:56 --> 00:33:00: able to make those contributions as it relates to entrepreneurs
00:33:00 --> 00:33:03: in our community and and being able to cultivate them,

00:33:03 --> 00:33:05: one of the pieces that is happening.

00:33:05 --> 00:33:08: On the Far East side is this business committee that

00:33:08 --> 00:33:12: exists and through that committee those entrepreneurs are able to

00:33:12 --> 00:33:15: get some coaching and mentorship that is happening and training

00:33:15 --> 00:33:18: that is coming out of the work that's happening at

00:33:18 --> 00:33:21: CAFE. And I think that's something that we should continue

00:33:21 --> 00:33:22: to cultivate.

00:33:23 --> 00:33:24: And I would add that you know a lot of

00:33:24 --> 00:33:27: it starts during the construction phase. I know we heard

00:33:27 --> 00:33:30: some conversation this morning about procurement, but the ability to

00:33:30 --> 00:33:33: help small firms become larger firms is really critical that

00:33:33 --> 00:33:36: those that's job creation. It's not trying to attract the

00:33:36 --> 00:33:39: next Amazon. It is working with the smaller firms so

00:33:39 --> 00:33:42: they can scale. And then because we build innovation districts

00:33:42 --> 00:33:44: we always include some element of either coworking space or

00:33:44 --> 00:33:47: flexible labs space that has easy terms for early stage

00:33:47 --> 00:33:50: companies, sometimes as early as you know 30 day terms,

00:33:50 --> 00:33:52: move in, scale up, move out if necessary, but also

00:33:52 --> 00:33:53: creating.

00:33:53 --> 00:33:57: Opportunities for young people to experience entrepreneurship and even changing

00:33:57 --> 00:34:00: the language sometimes, right? Like I, I mistype, there's a

00:34:00 --> 00:34:02: weird east and you at the end of entrepreneur every

00:34:02 --> 00:34:05: single time. But let's call it hustling. Let's use the

00:34:05 --> 00:34:08: language that might resonate with some of our younger folks.

00:34:08 --> 00:34:11: And what I love about getting young people engaged is

00:34:11 --> 00:34:14: helping them take this journey from consumer to producer. And

00:34:14 --> 00:34:17: it happens a lot in the black community where you

00:34:17 --> 00:34:19: you might consume music, listen to music, and you want

00:34:19 --> 00:34:22: to become a producer and you start making beats and

00:34:22 --> 00:34:23: or you do it with.

00:34:23 --> 00:34:25: Food your grandma has a good BBQ sauce, you start

00:34:25 --> 00:34:27: selling it at the church or you you make a

00:34:28 --> 00:34:30: T-shirt line or something along these lines. But we don't

00:34:30 --> 00:34:32: do it with tech all the time. We don't do

00:34:32 --> 00:34:35: it with the gaming community where we're young black and

00:34:35 --> 00:34:38: brown kids are spending a lot of time playing games,

00:34:38 --> 00:34:40: but how do we help them move from the consumption

00:34:40 --> 00:34:43: to the production? I think our first panel when we

00:34:43 --> 00:34:46: are looking backward talked a lot about the self sustainability

00:34:46 --> 00:34:49: of the black community, buying from each other, supporting each

00:34:49 --> 00:34:52: other and so how do we create opportunities, especially for

00:34:52 --> 00:34:54: young black and brown entrepreneurs?

00:34:54 --> 00:34:57: To turn that side hustle into something that can be

00:34:57 --> 00:35:00: a thriving enterprise and how do we provide support to

00:35:00 --> 00:35:03: them? And then the last thing I'll say around this

00:35:03 --> 00:35:06: is we have to recognize that really cool startups don't

00:35:06 --> 00:35:09: have to involve technology, that there are people creating amazing

00:35:10 --> 00:35:13: businesses, scaling businesses that are both blue collar and white

00:35:13 --> 00:35:16: collar, analog and digital. And we have to support all

00:35:16 --> 00:35:19: of them so that we just don't become enamored with

00:35:19 --> 00:35:23: the the Cambridge startups or the San Francisco startups that

00:35:23 --> 00:35:24: are creating apps.

00:35:24 --> 00:35:26: That we are creating opportunities for all people to move

00:35:26 --> 00:35:27: into this entrepreneurial world.

00:35:28 --> 00:35:31: Jen, I want to add a couple of points as

00:35:32 --> 00:35:35: well. There's there are two words that I want to

00:35:35 --> 00:35:40: utilize and in relating to this subject, which is exposure.

00:35:41 --> 00:35:42: And collaboration.

00:35:44 --> 00:35:47: It is pointless for us to continue to have entrepreneurs

00:35:47 --> 00:35:51: to go out, start up a business, struggle, fizzle and

00:35:51 --> 00:35:52: then die.

00:35:53 --> 00:35:57: And that's what happens, especially and it's about context when

00:35:57 --> 00:35:58: you have the context of.

00:36:00 --> 00:36:04: People who come from underserved underprivileged communities that have this

00:36:05 --> 00:36:07: spark and passion to go out and do something to

00:36:07 --> 00:36:10: change the world, and they launch out and they hang

00:36:10 --> 00:36:13: their shingle out and they go out and realize they

00:36:13 --> 00:36:17: don't have the business acumen. They don't have the resources.

00:36:17 --> 00:36:21: They don't have the venture capitalist to support enough payroll

00:36:21 --> 00:36:24: to cover building and growing a firm until it can

00:36:24 --> 00:36:25: sustain on its own.

00:36:26 --> 00:36:29: It's it ultimately becomes wasted effort.

00:36:30 --> 00:36:34: Not for them, because they'll learn and grow from it,

00:36:34 --> 00:36:37: but it won't be legacy. We have to get to
00:36:37 --> 00:36:40: the point of legacy meticulous right now. So we we
00:36:40 --> 00:36:43: are a 7 1/2 year old company. We started with
00:36:43 --> 00:36:47: three people before COVID we had 17 people. As of
00:36:47 --> 00:36:50: today we're at 42 people. We have offices in Abu
00:36:50 --> 00:36:53: Dhabi, Indianapolis, Elkhart, Chicago, Atlanta.
00:36:54 --> 00:36:59: And it's because of intentional exposure, it's because of
having
00:36:59 --> 00:37:03: connections and networks and resources to begin to grow
and
00:37:04 --> 00:37:08: do something that will change the course of how business
00:37:08 --> 00:37:13: is even being done for minority architecture firms. Right?
Right
00:37:13 --> 00:37:17: now we are literally going around the world, and yesterday
00:37:17 --> 00:37:21: I was corrected on this. We're collecting X people, not
00:37:21 --> 00:37:24: X-Men X people. That can add value.
00:37:24 --> 00:37:28: Have talent, global talent to come together instead of being
00:37:28 --> 00:37:32: fragmented in architecture. There are less than 2% of Black
00:37:32 --> 00:37:37: registered architects and we're scattered all over the place.
Our
00:37:37 --> 00:37:40: country has a demographic of 13% of people of color
00:37:41 --> 00:37:44: here in this in this country. But in each profession
00:37:44 --> 00:37:48: we're less than anything that would have any critical mass.
00:37:48 --> 00:37:53: We have architecture firms, we're we're partnering right now
with
00:37:53 --> 00:37:55: the firm that's a 40 year old.
00:37:55 --> 00:37:58: Firm in Los Angeles, the two partners are dog tired
00:37:59 --> 00:38:02: and ready to retire and there was no secession plan
00:38:02 --> 00:38:05: they they were gonna just hang it up and say
00:38:05 --> 00:38:08: we're done all of this 40 years of work and
00:38:08 --> 00:38:12: I'm about to get passionate here 40 years of work
00:38:12 --> 00:38:15: is about was that was about to go down the
00:38:15 --> 00:38:15: toilet.
00:38:17 --> 00:38:21: We said no, you're not gonna land this plane. We're
00:38:21 --> 00:38:24: going to mid flight, refuel and we're going to keep
00:38:24 --> 00:38:28: this thing going. Let's bring together and collaborate to keep
00:38:28 --> 00:38:32: what you're doing there with legacy and what we're doing
00:38:32 --> 00:38:36: is meticulous with the global perspective on this practice to
00:38:36 --> 00:38:38: be able to be on par with the world's best
00:38:38 --> 00:38:43: firms. When you mention HOKSOM Frank, you will hear
Meticulous's
00:38:43 --> 00:38:46: name, but we need that kind of exposure in the
00:38:46 --> 00:38:47: communities so that those.

00:38:47 --> 00:38:50: Who are passionate about wanting to go out and do
00:38:50 --> 00:38:53: something to change the world that they have somebody that
00:38:53 --> 00:38:56: they can connect to now. Meticulous also and I don't
00:38:56 --> 00:38:58: want to take up all the time, but.
00:38:59 --> 00:39:02: We're not doing it on our own. We have relationships
00:39:02 --> 00:39:05: with majority firms that are I can pick up and
00:39:05 --> 00:39:08: call and say I need to learn this and they're
00:39:08 --> 00:39:11: willing to have a conversation and share deep insights that
00:39:11 --> 00:39:14: they've said. Well, I've never told my partners this, so
00:39:15 --> 00:39:18: you just keep this between yourself, but to understand the
00:39:18 --> 00:39:19: process of growth.
00:39:20 --> 00:39:24: And then there's the support. How do we support
entrepreneurs
00:39:24 --> 00:39:27: so that they we have the venture capital. Venture capital
00:39:27 --> 00:39:30: primarily goes to tech and things that can make you
00:39:30 --> 00:39:34: money. But how can you spread this? I believe there's
00:39:34 --> 00:39:37: \$68 billion in venture capital available. How can we share
00:39:37 --> 00:39:41: that and distribute it so that these companies that are
00:39:41 --> 00:39:44: growing and coming out during this season can thrive and
00:39:44 --> 00:39:46: create legacy? And I'll, I'll stop.
00:39:47 --> 00:39:48: Can I just add one more thing on this topic?
00:39:48 --> 00:39:50: I know I already spoke to it, but.
00:39:50 --> 00:39:54: What you're highlighting I think is so important in terms
00:39:54 --> 00:39:58: of the exposure and the networking that is just an
00:39:58 --> 00:40:00: intrinsic part of entrepreneurship and.
00:40:01 --> 00:40:06: So many deals, business deals are made, so many
commitments
00:40:06 --> 00:40:10: are made on a golf course over cocktails in a,
00:40:10 --> 00:40:15: I don't know, Smokey rooms with cigars, right, like that's
00:40:15 --> 00:40:18: that's where these deals are made and if.
00:40:19 --> 00:40:22: Those deals are often made with people who look like
00:40:22 --> 00:40:26: one another, who maybe their families know each other, or
00:40:26 --> 00:40:29: at least they've had a similar background. Maybe they went
00:40:29 --> 00:40:32: to the same school or they know the same people.
00:40:32 --> 00:40:35: And unless, and this is, you know, in terms of
00:40:35 --> 00:40:39: a real estate conversation, unless we create spaces where
that
00:40:39 --> 00:40:43: can happen, where these folks are together, people who
don't
00:40:43 --> 00:40:47: look like one another, people who have access to capital
00:40:47 --> 00:40:49: and people who don't, and we are.
00:40:49 --> 00:40:55: Intentional, you know, talking about intentionality, we are
intentional about

00:40:55 --> 00:41:00: creating. You know, a term in entrepreneurship is like serendipitous

00:41:00 --> 00:41:04: collisions. It is not serendipity. It is not.

00:41:04 --> 00:41:05: It's engineered.

00:41:05 --> 00:41:09: It's engineered. It is by design that these people are

00:41:09 --> 00:41:13: in spaces and places where they interact with one another.

00:41:13 --> 00:41:16: So we need to think about that when we are

00:41:16 --> 00:41:19: building places if we want to support.

00:41:19 --> 00:41:22: Entrepreneurs, and we want to give folks who have not

00:41:22 --> 00:41:26: historically had access to those networks and resources we have

00:41:26 --> 00:41:29: to create the opportunities for that to happen.

00:41:31 --> 00:41:34: You know, that's a really great segue to some of

00:41:34 --> 00:41:37: the work that I know Travis is doing because though

00:41:37 --> 00:41:41: it is primarily in the innovation space, you're absolutely right,

00:41:41 --> 00:41:45: it is engineered. There are there's a lot of intentionality

00:41:45 --> 00:41:48: in creating those places and they haven't always been the

00:41:48 --> 00:41:50: most equitable places in the world.

00:41:50 --> 00:41:53: No, they have. Are we able to throw throw our

00:41:53 --> 00:41:55: slides up or is there a will one quad slide

00:41:55 --> 00:41:56: that we put together?

00:41:57 --> 00:41:59: Maybe, maybe so if it can come up and if

00:42:00 --> 00:42:02: not I'll speak to it. But I wanna, I wanna

00:42:02 --> 00:42:06: give a Christina Garmendia who's here a big shout out.

00:42:06 --> 00:42:09: Christina is a friend from Saint Louis and she did

00:42:09 --> 00:42:12: a lot of work creating really was the author for

00:42:12 --> 00:42:16: the equity indicators for the City of Saint Louis, which

00:42:16 --> 00:42:19: like any good project gets a lot of good investment

00:42:19 --> 00:42:23: and support and then lacks long term funding for implementation.

00:42:23 --> 00:42:26: So not due to Christina's fault, just due to how

00:42:26 --> 00:42:27: bureaucracies.

00:42:27 --> 00:42:30: Work unfortunately. But one of the things that we building

00:42:30 --> 00:42:33: off of that work and the work done at City

00:42:33 --> 00:42:36: University in New York who really oversaw a lot of

00:42:36 --> 00:42:39: this equity indicator model is we developed an equity and

00:42:39 --> 00:42:43: inclusive indicators for innovation districts so that we can measure

00:42:43 --> 00:42:45: how well we are doing at these promises that we

00:42:46 --> 00:42:48: make. And there you can see it. It's looks like

00:42:48 --> 00:42:51: because I like science and bright colors, it's the one

00:42:51 --> 00:42:54: that looks like a periodic table, but I'll just spend

00:42:54 --> 00:42:57: maybe 3 minutes, 4 minutes talking about this.

00:42:57 --> 00:43:00: Because this is where we move away from serendipity and
00:43:01 --> 00:43:04: we move directly into specific and strategic design. And so
00:43:04 --> 00:43:08: there are eight elements that we look at Community
partnership
00:43:08 --> 00:43:12: and planning. Let's see employment and procurement
pipeline and pathways
00:43:12 --> 00:43:16: that's for young people moving into this world. Employment
and
00:43:16 --> 00:43:18: procurement is workforce training.
00:43:20 --> 00:43:23: Like health outcomes and public HealthEquity, because we
do a
00:43:23 --> 00:43:26: lot of our work with innovation districts that are associated
00:43:26 --> 00:43:29: with medical centers. And So what role does public health
00:43:29 --> 00:43:33: play in that housing, access to capital designated spaces and
00:43:33 --> 00:43:36: design standards and then the design standards is inclusive
of
00:43:36 --> 00:43:39: things like public art and that type of thing. But
00:43:39 --> 00:43:42: the reason we identified these and the reason I put
00:43:42 --> 00:43:45: it together like a periodic table is not all communities
00:43:45 --> 00:43:48: are going to need the same interventions, but how do
00:43:48 --> 00:43:50: you pull the right pieces together?
00:43:50 --> 00:43:53: Right. Elements together based on deep, deep
understanding what the
00:43:53 --> 00:43:57: community to develop interventions and solutions that really
meet that
00:43:57 --> 00:44:01: community's unique and specific needs. The needs and
Charlotte are
00:44:01 --> 00:44:03: not the same as the needs in Saint Louis and
00:44:03 --> 00:44:05: aren't the same as the needs in Seattle, but a
00:44:06 --> 00:44:08: lot of these elements still take place. And then we
00:44:08 --> 00:44:11: look from an evaluation standpoint, we ask if we are
00:44:11 --> 00:44:14: committed to this, are we resourcing it, heavily implemented
it?
00:44:15 --> 00:44:17: Do we measure impact and then do we codify it?
00:44:17 --> 00:44:19: And just as an example of codification.
00:44:20 --> 00:44:22: You know one of the things that we put in
00:44:22 --> 00:44:25: place related to community participation and planning is we
do
00:44:25 --> 00:44:28: an assessment that's additional rent on our all of our
00:44:28 --> 00:44:31: projects. It works out to about \$150,000 a year in
00:44:31 --> 00:44:34: the initial phase and then as we add more buildings
00:44:34 --> 00:44:36: that goes on as well. But we put that in
00:44:36 --> 00:44:38: the ground lease so that if for some reason we
00:44:38 --> 00:44:41: were to move on from a project which we usually

00:44:41 --> 00:44:43: don't, but if we were, it carries with that ground
00:44:44 --> 00:44:46: lease. And So what I've said to some communities when
00:44:46 --> 00:44:49: they've said well \$150,000 a year that's not that much
00:44:49 --> 00:44:51: I said but when it's tied to a 65 year
00:44:51 --> 00:44:52: ground lease.
00:44:52 --> 00:44:55: And that's \$10 million. And if you were a nonprofit
00:44:55 --> 00:44:58: and you knew on every January 1st for the next
00:44:58 --> 00:45:01: 65 years, you had 150K with escalators, you could do
00:45:01 --> 00:45:04: something with that, right? And so the like the ability
00:45:04 --> 00:45:07: to put that into the business model, now that money
00:45:07 --> 00:45:10: comes out of development fees, it comes out of profits,
00:45:11 --> 00:45:14: which means it comes out of corporate bonuses, executive
bonuses
00:45:14 --> 00:45:17: and compensation. But it is part of the business model
00:45:17 --> 00:45:20: that is an investment we have to make in order
00:45:20 --> 00:45:22: to have long term success.
00:45:22 --> 00:45:23: For these projects.
00:45:26 --> 00:45:29: So you mentioned the the distrust that sometimes
Community partners
00:45:30 --> 00:45:33: can have which is understandable and the the concept of
00:45:33 --> 00:45:35: trust has come up time and time again not just
00:45:35 --> 00:45:39: in this panel, but throughout discussions today. And we we
00:45:39 --> 00:45:42: promised that we would talk a little bit about The
00:45:42 --> 00:45:44: Who, who is at the table and who is actually
00:45:44 --> 00:45:48: doing things and these concepts are really, really blended.
So
00:45:48 --> 00:45:50: I'd like to shift gears to that for a moment
00:45:50 --> 00:45:52: and and ask you know.
00:45:52 --> 00:45:52: How?
00:45:53 --> 00:45:56: How is trust being rebuilt? What steps are being taken?
00:45:56 --> 00:45:58: And we've heard some of it, but I think there's
00:45:58 --> 00:46:00: there's probably more that we can uncover.
00:46:03 --> 00:46:05: Anyone feel free to jump in.
00:46:06 --> 00:46:09: I think that one of the ways they trust is
00:46:09 --> 00:46:15: being rebuilt is communicating and having very transparent
conversations and
00:46:15 --> 00:46:20: everybody being willing to be authentic in those
conversations. And
00:46:20 --> 00:46:23: so when it comes down to sitting at the table
00:46:23 --> 00:46:28: and beginning to walk through processes, you're walking
through that
00:46:28 --> 00:46:32: together and each person is hearing the other person,
allowing

00:46:32 --> 00:46:36: a space for people to be able to exchange ideas.

00:46:36 --> 00:46:39: Without there being a right or a wrong idea that

00:46:39 --> 00:46:42: is being brought to the table. In addition to that,

00:46:42 --> 00:46:45: it's really being able to say, OK, I've heard the

00:46:45 --> 00:46:50: qualitative information, I've heard the quantitative information. What does that

00:46:50 --> 00:46:53: really mean for people that live in this community and

00:46:53 --> 00:46:56: how does it impact them? For example, when we were

00:46:56 --> 00:47:00: working on the Far East, Far East side economic inclusion

00:47:00 --> 00:47:03: agenda, one of the things that we found out is

00:47:03 --> 00:47:06: that most you have that whole 30th St corridor full

00:47:06 --> 00:47:06: of robust.

00:47:06 --> 00:47:10: Employers that exist there and then when we began to

00:47:10 --> 00:47:14: look at the high unemployment rate that exists with on

00:47:14 --> 00:47:17: the Far East side. The most of those jobs did

00:47:17 --> 00:47:20: not require that you have a bachelor's degree, did not

00:47:20 --> 00:47:24: require any type of certification. But on the people that

00:47:24 --> 00:47:28: lived in the community were not able to access those

00:47:28 --> 00:47:32: jobs. Very, very high unemployment but instead they were driving

00:47:32 --> 00:47:35: outside of the Community to go access a job and

00:47:35 --> 00:47:37: then the people that.

00:47:37 --> 00:47:40: The employers had employees that worked for them, were driving

00:47:40 --> 00:47:43: into the community, so people were literally passing each other

00:47:44 --> 00:47:47: and the residents that lived there weren't connected to the

00:47:47 --> 00:47:50: jobs. We started having conversations. Tell us a little bit

00:47:50 --> 00:47:53: more about what's happening. Why haven't you applied for a

00:47:53 --> 00:47:56: job? First of all, I don't have Wi-Fi and everything

00:47:56 --> 00:47:58: is required online and so how am I able to

00:47:58 --> 00:48:02: access that job next? I don't have transportation even though.

00:48:02 --> 00:48:05: And so we're really excited about the, the Purple line

00:48:05 --> 00:48:08: and the expansion that's going to be happening on the

00:48:08 --> 00:48:08: Far East.

00:48:08 --> 00:48:12: Right. And so even though there is transit that might

00:48:12 --> 00:48:15: exist there on the Far East side, the times of

00:48:16 --> 00:48:19: day did not align with the shifts of the employers

00:48:19 --> 00:48:23: that existed there. And so it's really about having those

00:48:23 --> 00:48:28: conversations and understanding and not assuming what is really happening

00:48:28 --> 00:48:33: that is creating these divides between populations of people that

00:48:33 --> 00:48:36: are all trying to improve and grow and then be
00:48:36 --> 00:48:39: able to come back and reinvest.
00:48:39 --> 00:48:39: In their community.
00:48:41 --> 00:48:41: I would.
00:48:42 --> 00:48:42: At.
00:48:43 --> 00:48:46: It's a matter of also it. Here's a quote. It's
00:48:47 --> 00:48:51: insanity to expect different results of doing the same thing.
00:48:52 --> 00:48:55: And a lot of times, majority of the times, a
00:48:55 --> 00:48:58: lot of the decisions about what's going to happen has
00:48:58 --> 00:49:01: already been made. It's already been discussed in the cigar
00:49:02 --> 00:49:04: lounge and on the Golf course, golf course and.
00:49:05 --> 00:49:08: You come in with the ideas already solved in your
00:49:08 --> 00:49:12: head, and you're just placating and listening with no intent
00:49:12 --> 00:49:14: to really implement change.
00:49:15 --> 00:49:18: So a part of what will help change is to
00:49:18 --> 00:49:22: have some of the voices of people from these communities
00:49:22 --> 00:49:27: and businesses from these communities engaged in those
front end
00:49:27 --> 00:49:32: discussions in order to have a broader perspective, a deeper
00:49:32 --> 00:49:36: understanding of some of the nuances and intricacies of what
00:49:36 --> 00:49:39: we desire for the communities.
00:49:40 --> 00:49:44: Ultimately, you know, we've, as I mentioned earlier, it's not
00:49:44 --> 00:49:46: about skin color.
00:49:47 --> 00:49:49: But sometimes it is a matter of when you walk
00:49:50 --> 00:49:53: into a room, if you're going into a community and
00:49:53 --> 00:49:56: the people come in bringing the ideas and the and
00:49:56 --> 00:49:59: everything else, and the resources don't look like you, there's
00:50:00 --> 00:50:02: a big question mark of can I trust you?
00:50:03 --> 00:50:07: So we can begin to breakdown barriers by starting to
00:50:07 --> 00:50:10: engage in that front end process.
00:50:11 --> 00:50:15: More diversity of people who can represent the communities
that
00:50:15 --> 00:50:19: are being worked in, and just that simple gesture will
00:50:19 --> 00:50:23: begin the process. It won't. It won't destroy the the
00:50:23 --> 00:50:27: lack of trust I mentioned earlier before we were coming
00:50:27 --> 00:50:30: up here for a project we're working on for a
00:50:30 --> 00:50:35: new Community Center, Martin Luther King Community
Center in South
00:50:35 --> 00:50:36: Bend.
00:50:37 --> 00:50:40: We had a community meeting and they were introducing the
00:50:40 --> 00:50:44: architect. They've rarely if ever had a black art and
00:50:44 --> 00:50:48: black-owned architecture firm to do work up in South Bend,

00:50:48 --> 00:50:51: which was rare. I mean it was quite shocking. However,

00:50:51 --> 00:50:54: I stood at the podium, they introduced me and I

00:50:54 --> 00:50:58: was getting ready to start and someone in the audience

00:50:58 --> 00:51:01: said, wait a minute, I want to get something off

00:51:01 --> 00:51:04: of my chest. I couldn't even say 2 words. They

00:51:04 --> 00:51:07: didn't know Damon. They didn't trust me.

00:51:07 --> 00:51:11: I had to build a relationship and breakdown. So even

00:51:11 --> 00:51:15: though you might think, well, let me bring in the

00:51:15 --> 00:51:20: token and then we can break down barriers, even that

00:51:20 --> 00:51:25: doesn't work because you're still an outsider. So you have

00:51:25 --> 00:51:29: to go in open, humble, respectful to that community and

00:51:29 --> 00:51:33: allow them to welcome you in, bring you in to

00:51:33 --> 00:51:37: Mama's home cooking and Thanksgiving dinner and.

00:51:37 --> 00:51:40: Allow you to become a part of their family and

00:51:40 --> 00:51:42: then they will trust you and that takes time. So

00:51:42 --> 00:51:45: if you're coming in for a quick hit to hit

00:51:45 --> 00:51:48: the bottom line and do a development and make some

00:51:48 --> 00:51:51: it's you're always going to have conflict and tension.

00:51:52 --> 00:51:57: And that relationship piece is so important in establishing

00:51:57 --> 00:52:02: relationship,

00:51:57 --> 00:52:02: taking time outside of the Community meetings that are

00:52:02 --> 00:52:07: happening,

00:52:02 --> 00:52:07: sitting one-on-one with individuals that are in the Community

00:52:07 --> 00:52:11: understanding.

00:52:07 --> 00:52:11: Their pain points, their things that they celebrate, they love

00:52:11 --> 00:52:14: about their community and then they become long lasting

00:52:14 --> 00:52:17: friends.

00:52:14 --> 00:52:17: There are people from some of our very first projects

00:52:17 --> 00:52:21: on the Northeast Corridor, quality of Life plan. I think

00:52:21 --> 00:52:23: I saw Ashley here earlier that still I have coffee

00:52:23 --> 00:52:26: with. We still go to Lincoln Pancake House and hang

00:52:26 --> 00:52:29: out a little bit. And so it's very important to

00:52:29 --> 00:52:33: establish true relationships because people know when

00:52:29 --> 00:52:33: you're just here

00:52:33 --> 00:52:36: to get information from them, check the list and walk

00:52:36 --> 00:52:38: away and are you really vested in that?

00:52:38 --> 00:52:41: Community, as I go back to my very opening statement

00:52:41 --> 00:52:44: that talked about planning fatigue, a lot of that comes

00:52:44 --> 00:52:48: from the fact that people, especially in distressed

00:52:44 --> 00:52:48: communities, underrepresented

00:52:48 --> 00:52:51: communities, planning has happened over and over again

00:52:48 --> 00:52:51: and the

00:52:51 --> 00:52:54: investment never comes. And so they're like, OK, we're now

00:52:54 --> 00:52:57: going, what was different from what I already told you

00:52:57 --> 00:53:00: to what I'm now going to be telling you because
 00:53:00 --> 00:53:02: I have the same story that I had three years
 00:53:02 --> 00:53:05: ago when you were here facilitating this meeting. And so
 00:53:05 --> 00:53:08: it's just very important for those relationships to be built
 00:53:08 --> 00:53:09: and in order for trust.
 00:53:10 --> 00:53:13: To really occur, there has to be action, and so
 00:53:13 --> 00:53:17: that's why early action is very important in making sure
 00:53:17 --> 00:53:20: that before you go to the table. It's not just
 00:53:20 --> 00:53:23: a plan, but it's a plan that you intend to
 00:53:23 --> 00:53:23: fund.
 00:53:25 --> 00:53:28: So I would offer, I mean I am a white
 00:53:28 --> 00:53:31: blonde lady who works at the city. I am not
 00:53:31 --> 00:53:35: trustworthy when I go into a community that doesn't know
 00:53:35 --> 00:53:39: me immediately. And so know who you are, know where
 00:53:39 --> 00:53:43: you sit, have some self-awareness. When you go into a
 00:53:43 --> 00:53:47: room, that's maybe the first thing. And so just be
 00:53:47 --> 00:53:51: aware of that. Be aware of what you are representing
 00:53:51 --> 00:53:55: to people you know. The city has earned some distrust.
 00:53:55 --> 00:53:58: In the community and we work on a daily basis
 00:53:58 --> 00:54:01: to earn it back. So we think that's a really
 00:54:01 --> 00:54:04: big part of it is just be aware of who
 00:54:04 --> 00:54:08: you are and what you are to the individuals you
 00:54:08 --> 00:54:11: may be interacting with. I think the second thing is
 00:54:12 --> 00:54:15: to just basically like have a lot of humility and
 00:54:15 --> 00:54:19: assume you know nothing and that you have a lot
 00:54:19 --> 00:54:23: to learn about this community and or or this individual
 00:54:23 --> 00:54:25: depending on the circumstances.
 00:54:25 --> 00:54:29: And be willing to learn and anytime you have an
 00:54:29 --> 00:54:34: opportunity to incorporate feedback that you receive, do it.
 Don't
 00:54:34 --> 00:54:38: go in with a plan thinking it's the best plan
 00:54:38 --> 00:54:42: and that there's no way that any change could make
 00:54:42 --> 00:54:45: it better. I have never been a part of a
 00:54:45 --> 00:54:49: process where it wasn't better because of that, because of
 00:54:49 --> 00:54:54: a collaboration with with people who know way more about
 00:54:54 --> 00:54:55: their community and.
 00:54:56 --> 00:55:00: You know they, they know what they need and so
 00:55:00 --> 00:55:05: always, always take the opportunity to change your plans, be
 00:55:05 --> 00:55:09: flexible and consider yourself a student, a sponge. Be a
 00:55:09 --> 00:55:14: sponge in those interactions and and learn as much as
 00:55:14 --> 00:55:15: you can from people.
 00:55:16 --> 00:55:18: And that makes a really good point that I'll, I'm

00:55:18 --> 00:55:20: going to touch on before I go into the couple
 00:55:20 --> 00:55:23: of things that I wanted to also add. All too
 00:55:23 --> 00:55:25: often when we engage the Community in the design process
 00:55:25 --> 00:55:28: or soliciting their feedback, we are really, really bad at
 00:55:28 --> 00:55:31: representing it to them and saying look at the lighting.
 00:55:31 --> 00:55:33: This was so and so's idea. Thank you so much.
 00:55:33 --> 00:55:36: Like giving people credit where credit is due, like close
 00:55:36 --> 00:55:39: that communication loop because they will be really excited
 about
 00:55:39 --> 00:55:41: that. They would love to see that the muralist that
 00:55:41 --> 00:55:44: they voted for is the one that's doing the work
 00:55:44 --> 00:55:46: on the outside and we're just, we're bad at that.
 00:55:46 --> 00:55:49: Get the information we implement and we just like, don't
 00:55:49 --> 00:55:52: say anything and we need to say something because it
 00:55:52 --> 00:55:55: helps show that we're following through with that. The two
 00:55:55 --> 00:55:58: things that I will mention as it relates to building
 00:55:58 --> 00:56:00: trust, one, we had to get our House in order
 00:56:00 --> 00:56:03: in 2016. Wexford was a company of about 25 people.
 00:56:03 --> 00:56:06: Fewer than 10% were people of color or women. The
 00:56:06 --> 00:56:09: women that work, the women that worked there were mostly
 00:56:09 --> 00:56:12: on the administrative staff, and they had one woman, one
 00:56:12 --> 00:56:15: woman that was in senior management. As of 2022, we're
 00:56:15 --> 00:56:16: now 50 people.
 00:56:16 --> 00:56:19: 45% of the population of our company is would be
 00:56:19 --> 00:56:23: historically underrepresented. So women and or people of
 color and
 00:56:23 --> 00:56:27: 1/3 of senior management. Now it makes up that mix.
 00:56:27 --> 00:56:31: So we have better lived experiences within the company
 because
 00:56:31 --> 00:56:34: it intentionality is great, but we have to actually show
 00:56:34 --> 00:56:38: and have lived experiences and I'm really happy to report
 00:56:38 --> 00:56:41: that eight of the last 10 hires have fallen into
 00:56:41 --> 00:56:45: historically underrepresented. So we did hire 2 white dudes
 out
 00:56:45 --> 00:56:47: of the last 10. They're great.
 00:56:47 --> 00:56:50: I love him a lot, but it's amazing how much
 00:56:50 --> 00:56:53: easier it is to hire diverse population and diverse talent
 00:56:53 --> 00:56:57: when they see that talent working within the company. We've
 00:56:57 --> 00:57:01: also launched an HBCU internship program that we're rolling
 out
 00:57:01 --> 00:57:04: next year where we will partner with Hbcus. I remember
 00:57:04 --> 00:57:07: I got some pushback because I built in the budget
 00:57:07 --> 00:57:09: to pay our interns 20 bucks an hour and my

00:57:09 --> 00:57:12: team wanted to go for 15 and I said the
 00:57:12 --> 00:57:15: delta on that is a company lunch. So no, we're
 00:57:15 --> 00:57:17: not going to, we're not going to minimize the.
 00:57:17 --> 00:57:19: The the the amount that we want to pay. I
 00:57:19 --> 00:57:22: simply said, hey, if you don't want to pay brown
 00:57:22 --> 00:57:24: and black people, that's fine. Just let me know. And
 00:57:24 --> 00:57:27: that wasn't it. It wasn't it. We just wanted to
 00:57:27 --> 00:57:29: work in the budget. The last thing about building trust
 00:57:29 --> 00:57:31: has to do with that that fund that I say
 00:57:31 --> 00:57:34: we set up in every market. We also put together
 00:57:34 --> 00:57:36: a Community Advisory Board and they get to dictate and
 00:57:36 --> 00:57:39: prioritize how those dollars are spent because I think it's
 00:57:39 --> 00:57:42: one that we talk a lot about bringing people to
 00:57:42 --> 00:57:44: the table and giving them power. I think we need
 00:57:44 --> 00:57:46: to give them agency and we need to give them
 00:57:46 --> 00:57:47: resources, right. Power.
 00:57:48 --> 00:57:50: And money is a meaningful seat at the table. Power
 00:57:50 --> 00:57:53: and money. And when we set up these community advisory
 00:57:53 --> 00:57:57: boards, the institutions like the developer and the universities
 might
 00:57:57 --> 00:58:00: have a couple of seats, but we're always outnumbered by
 00:58:01 --> 00:58:04: community seats. So if it's five community seats, one youth
 00:58:04 --> 00:58:07: seat, and three institutional seats, so be it. But they
 00:58:07 --> 00:58:10: they will always have a stronger voice and more power
 00:58:10 --> 00:58:11: than the institutions.
 00:58:14 --> 00:58:17: What other tools are you seeing or or what other
 00:58:17 --> 00:58:20: trends are you seeing to help increase diversity within the
 00:58:20 --> 00:58:23: industry? We've talked a lot about the community and getting
 00:58:23 --> 00:58:26: folks at the table. But to your point, Damon, if
 00:58:26 --> 00:58:28: you walk in the room and you don't have anyone
 00:58:28 --> 00:58:31: that looks like who is there and beyond that has
 00:58:31 --> 00:58:34: experiences that are similar to those who you're speaking
 with,
 00:58:34 --> 00:58:37: you could fall on deaf ears. I mean, have you
 00:58:37 --> 00:58:39: seen any? You described some great ones and the HBC's
 00:58:39 --> 00:58:42: internship is an impressive one, but are there others that
 00:58:43 --> 00:58:44: you're seeing as well?
 00:58:46 --> 00:58:48: Ohh go ahead.
 00:58:50 --> 00:58:53: OK. We're going back and forth. You can go, you
 00:58:53 --> 00:58:56: can go. So one of the pieces that we're really
 00:58:56 --> 00:58:58: trying to do right now is when we are in
 00:58:58 --> 00:59:03: the community and connecting and facilitating meetings,
 identifying young people

00:59:04 --> 00:59:08: that are participating in those meetings and having conversations with

00:59:08 --> 00:59:12: them, letting them understand our role, our job, what do

00:59:12 --> 00:59:15: we do so that we can recruit more urban planners

00:59:15 --> 00:59:19: into the field. Damon talked about there being 2% architects,

00:59:19 --> 00:59:20: it's 3% when you think about.

00:59:21 --> 00:59:24: Urban planners and so how do we bring in more

00:59:24 --> 00:59:27: diverse talent to be able to come in also establishing

00:59:27 --> 00:59:32: internship programs as they were already talked about, but also

00:59:32 --> 00:59:36: being giving money to those colleges and universities and being

00:59:36 --> 00:59:40: very descriptive about how those dollars are to be utilized.

00:59:40 --> 00:59:43: And so that's one of the things that we are

00:59:43 --> 00:59:48: doing at our organization is that we're investing back into

00:59:48 --> 00:59:51: this profession and as we invest back into that.

00:59:51 --> 00:59:54: Profession, we're making sure that we're also diversifying it at

00:59:54 --> 00:59:54: the same time.

00:59:57 --> 01:00:01: Additionally, it's it's hard work of giving exposure.

01:00:02 --> 01:00:06: We have to have more exposure starting at the younger

01:00:06 --> 01:00:09: ages. By the time you're an adult, you're most people

01:00:09 --> 01:00:13: aren't going back to architecture school takes five years, six.

01:00:13 --> 01:00:17: If you're going to get as masters and associate in

01:00:17 --> 01:00:20: the masters. Then there's three years of work hours before

01:00:20 --> 01:00:23: you can even sit to take the seven tests. I

01:00:23 --> 01:00:26: took nine when I took mine 20 years ago, but.

01:00:27 --> 01:00:31: And the expense of doing that, you know, there's a

01:00:31 --> 01:00:34: saying, you know, money talks and BS walks, so we

01:00:34 --> 01:00:39: have to put resources into providing opportunities and scholarships. I

01:00:39 --> 01:00:42: mentioned how I ran out of money in college. It

01:00:42 --> 01:00:46: is rare for anybody to stay going to college every

01:00:46 --> 01:00:50: day for two years without being enrolled and being embarrassed

01:00:50 --> 01:00:54: every day going in front of your professor saying, damn,

01:00:54 --> 01:00:57: I don't see your name on the list and the

01:00:57 --> 01:00:57: stick.

01:00:57 --> 01:01:01: About that process, because they love it so much and

01:01:01 --> 01:01:05: want to change the world that that that's rare. So

01:01:05 --> 01:01:08: we have to ensure that there are more reasons. There

01:01:08 --> 01:01:12: is more than enough money in this world, in this

01:01:12 --> 01:01:16: country to make a significant impact if we really wanted

01:01:16 --> 01:01:20: to, if we really want to change this world. People
 01:01:20 --> 01:01:23: who have access in each of our States and connections
 01:01:24 --> 01:01:27: to people of influence that have connections and.
 01:01:27 --> 01:01:31: Relations to with six degrees of separation to people to
 01:01:31 --> 01:01:34: really make a change if we really wanted to, we
 01:01:34 --> 01:01:38: can get those resources distributed to the point where we
 01:01:38 --> 01:01:41: can start making a difference in the outcomes of those
 01:01:41 --> 01:01:46: having opportunity for the education and those career
 opportunities.
 01:01:52 --> 01:01:55: I I would just add one thing that we're trying
 01:01:55 --> 01:01:57: to do to increase and this is a challenge for
 01:01:57 --> 01:02:00: all of you, when you want to have more people
 01:02:00 --> 01:02:02: that are historically not part of this field into this
 01:02:03 --> 01:02:06: field change what you're looking for, right. We worked really
 01:02:06 --> 01:02:09: hard on crafting a good statement. Just wanted to pull
 01:02:09 --> 01:02:11: it up a little bit, says education and experience tell
 01:02:12 --> 01:02:14: part of the story but there might be candidates that
 01:02:14 --> 01:02:18: possess attributes that are atypical or initially outside of our
 01:02:18 --> 01:02:18: framework.
 01:02:18 --> 01:02:21: At Wexford, it's all about impact and we consider three
 01:02:21 --> 01:02:24: important elements. What you know, what you can do in
 01:02:24 --> 01:02:26: the difference you can make. Feel free to tell us
 01:02:26 --> 01:02:29: about yourself. One of the reasons why I appreciated Jen
 01:02:29 --> 01:02:31: mentioning my stand up comedy, you know, failed career is
 01:02:31 --> 01:02:34: because we look for people that have these atypical
 backgrounds
 01:02:34 --> 01:02:37: to join our company. There aren't enough people going
 through
 01:02:37 --> 01:02:40: MBA programs focusing on real estate. There aren't enough
 people
 01:02:40 --> 01:02:43: going to architecture school. So we have to find people
 01:02:43 --> 01:02:45: that have a passion and other areas that that we
 01:02:45 --> 01:02:48: can mold into this field and it actually makes the
 01:02:48 --> 01:02:48: work we do more.
 01:02:48 --> 01:02:50: Fun and better.
 01:02:51 --> 01:02:53: And I feel like it's necessary at this moment to
 01:02:53 --> 01:02:56: put a plug in also for you I's urban plan
 01:02:56 --> 01:02:59: program. If you're not familiar with it, if you're not
 01:02:59 --> 01:03:02: volunteering in your city, check it out. It's incredible. And
 01:03:02 --> 01:03:06: in Saint Louis, ours is very much focused on
 underrepresented
 01:03:06 --> 01:03:09: youth and community leaders trying to bridge gaps and and
 01:03:09 --> 01:03:12: improve the way that people communicate with each other.

It's a great exposure tool and something that you can do directly starting tomorrow. Now, I know we are. We have 39 seconds left, but I offered you all.

If you could provide one piece of advice or one idea that you would want folks here to take back to their communities, what would that one thing be?

Well, let's start with Travis and we'll come back.

Alright, uh, don't look for grants for things that should be part of your business model. Fund that shit.

So I would say listen more and be a continuous learner.

I would say.

Let's treat each other like humans.

Let's let's focus on humanity, have a broader perspective about life and the impact we have with our fellow humans, and have those conversations that can transform communities and the work that we do day-to-day. And I can guarantee you, there will be some transformational change in how we live, how we develop, how we provide opportunities, how we educate, because we care about each other, because we're humans.

I would say let's make sure that we are walking what we talk and making sure that we allow residents to be able to lead while uplifting them at the same time and also just making sure that at the end of the day that we are planning with and not for.

And with that, thank you so much for your time this afternoon and thank you to our panelists, big round of applause for them all of their insights.

Thank you, Jennifer. Ohh, phone down. Phone down. Thank you, Jennifer. Tammy. Damon. Travis. Aaron.

Very, very insightful.

Alright, before everybody jumps up out of their chairs ready to make a mad dash for a restroom break or snacks, I hear there are snacks out there. We have a few housekeeping things that we must run through. So before we dismiss for curated conversations, first, if you're pre

01:05:34 --> 01:05:39: registered for the curated conversation, it's also going to be
 01:05:39 --> 01:05:42: on the back of your name tag if for any
 01:05:42 --> 01:05:45: reason you don't have one there or you missed the
 01:05:45 --> 01:05:46: registration.
 01:05:46 --> 01:05:49: Process please feel free to go back out to the
 01:05:49 --> 01:05:52: front desk again and they will slot you in where
 01:05:52 --> 01:05:56: there are spaces. Curated conversations by nature are
 meant to
 01:05:56 --> 01:05:58: be kind of a small room format, so once it's
 01:05:58 --> 01:06:01: maxed out, it's maxed out. But if there's room, they
 01:06:02 --> 01:06:04: will let you know where that out. You know where
 01:06:04 --> 01:06:09: there's opportunities are there are three full hour sessions,
 there
 01:06:09 --> 01:06:12: are six half hour sessions. So depending on what you
 01:06:12 --> 01:06:15: chose, you're either going to stay put for an hour
 01:06:15 --> 01:06:16: or you're going to shift.
 01:06:17 --> 01:06:20: Or maybe not shift, but the speaker is going to
 01:06:20 --> 01:06:23: shift for you, so just take note of that. There'll
 01:06:23 --> 01:06:26: be signs and volunteers out there to help you get
 01:06:26 --> 01:06:26: to those rooms.
 01:06:27 --> 01:06:31: After the conversations, then the bus and walking tours
 begin,
 01:06:32 --> 01:06:35: so I hope you all have your tennies and comfortable
 01:06:35 --> 01:06:38: shoes. The bus. The buses are going to depart at
 01:06:38 --> 01:06:41: 4:00 PM on the Illinois St side, so be ready
 01:06:41 --> 01:06:46: for that. Following The Walking tours, we have our
 networking
 01:06:46 --> 01:06:49: reception. It begins at 6:30 at the Indiana State Museum.
 01:06:49 --> 01:06:53: Couple of options of getting there. You can again take
 01:06:53 --> 01:06:57: a bus and they'll be parked under the bridge again
 01:06:57 --> 01:06:58: on the Illinois St.
 01:06:58 --> 01:07:02: Entrance beginning at 6:15. Those are round trip buses. I
 01:07:02 --> 01:07:05: think they'll they'll get you back here in time this
 01:07:05 --> 01:07:08: evening or it's only a 20 minute walk. So if
 01:07:08 --> 01:07:11: it's not raining and maybe you didn't do The Walking
 01:07:11 --> 01:07:14: part of The Walking tour and you want to walk
 01:07:14 --> 01:07:17: again, 20 minutes will get you there. Buses come back
 01:07:17 --> 01:07:20: about 8:15. Dinner is on your own. And what have
 01:07:20 --> 01:07:24: we learned today? People, people, people. So we encourage
 you
 01:07:24 --> 01:07:27: to make a new friend, take somebody to dinner, talk
 01:07:27 --> 01:07:29: about what's been going on.
 01:07:29 --> 01:07:33: Today, come early, stay late. The QR code for that

01:07:33 --> 01:07:37: is on your table that will give you directions to
01:07:37 --> 01:07:43: the favorite restaurants, shopping, etcetera to enjoy our fine city.
01:07:43 --> 01:07:48: And most importantly, we'll see you back here tomorrow morning
01:07:48 --> 01:07:52: for day two. Day three breakfast begins at 7:30. So
01:07:52 --> 01:07:54: thank you very much.

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