

# 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,

00:02:57 --> 00:02:58: but 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? Who is leading development and who should be at the

00:03:34 --> 00:03:34: table?

00:03:35 --> 00:03:38: And how can we take the tools that people are

00:03:38 --> 00:03:41: using effectively back to our own communities?

00:03:41 --> 00:03:44: So with that, I am thrilled to introduce you briefly

00:03:44 --> 00:03:47: to this esteemed panel and then we're going to have

00:03:47 --> 00:03:51: them describe their work and their efforts a bit more

00:03:51 --> 00:03:54: when they start talking. But I'll provide a little brief

00:03:54 --> 00:03:57: 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

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 estate planning and development and Tammy will start with you.

00:07:42 --> 00:07:45:

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,  
00:15:31 --> 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  
located on the Near East side of Indianapolis at Michigan  
and Sherman has what we call Tope Mountain.  
It is 8 acres of material that was illegally dumped  
there overtime. It is 20 feet high in some places  
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  
Park  
00:23:53 --> 00:23:56: project. There was one time I joined a a meeting  
00:23:56 --> 00:24:00: or got ready to actually started a meeting getting ready  
00:24:00 --> 00:24:02: to facilitate and one of the residents.  
00:24:02 --> 00:24:05: Came on and said we don't need a facilitator. We're  
00:24:05 --> 00:24:08: good. And I was like, well, what if we partner  
00:24:08 --> 00:24:10: on this? What's your name? Tell me a little bit  
00:24:10 --> 00:24:13: about you. We're on zoom. It's Karen was out. I  
00:24:13 --> 00:24:16: couldn't even really see him at the time. And before  
00:24:16 --> 00:24:19: we know it, before you know it, we became Co  
00:24:19 --> 00:24:23: facilitators. Jenny shaking her head. She participated in that  
meeting.  
00:24:24 --> 00:24:27: We became Co facilitators through the rest of it. We  
00:24:28 --> 00:24:32: had prep meetings in advance, sitting down, having  
conversations because  
00:24:32 --> 00:24:36: it's absolutely important for sustainability for any project that  
the  
00:24:36 --> 00:24:39: recipients, the owners of that work are able to be  
00:24:39 --> 00:24:42: the leaders of that work. So that it continues on  
00:24:42 --> 00:24:45: when we think about some of the tools that even  
00:24:45 --> 00:24:49: exist here in Indianapolis, like the People's Academy and for  
00:24:49 --> 00:24:52: people to be able to be trained to understand the  
00:24:52 --> 00:24:54: jargon sometimes we have been in.  
00:24:54 --> 00:24:58: Planning a long time in the architecture, a long time  
00:24:58 --> 00:25:02: and we don't translate those terms so that people understand  
00:25:02 --> 00:25:05: them in a very clear and succinct way. And so  
00:25:05 --> 00:25:09: 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  
00:52:33 --> 00:52:36: 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  
00:52:48 --> 00:52:51: communities, underrepresented  
00:52:48 --> 00:52:51: communities, planning has happened over and over again  
00:52:51 --> 00:52:54: 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  
00:55:39 --> 00:55:41: about  
00:55:41 --> 00:55:44: that. They would love to see that the muralist that  
00:55:44 --> 00:55:46: they voted for is the one that's doing the work  
00:55:46 --> 00:55:49: on the outside and we're just, we're bad at that.  
00:55:49 --> 00:55:52: Get the information we implement and we just like, don't  
00:55:52 --> 00:55:55: say anything and we need to say something because it  
00:55:55 --> 00:55:58: helps show that we're following through with that. The two  
00:55:58 --> 00:56:00: things that I will mention as it relates to building  
00:56:00 --> 00:56:03: trust, one, we had to get our House in order  
00:56:03 --> 00:56:06: in 2016. Wexford was a company of about 25 people.  
00:56:06 --> 00:56:09: Fewer than 10% were people of color or women. The  
00:56:09 --> 00:56:12: women that work, the women that worked there were mostly  
00:56:12 --> 00:56:15: on the administrative staff, and they had one woman, one  
00:56:15 --> 00:56:16: woman that was in senior management. As of 2022, we're  
00:56:16 --> 00:56:19: now 50 people.  
00:56:19 --> 00:56:23: 45% of the population of our company is would be  
00:56:23 --> 00:56:27: historically underrepresented. So women and or people of  
00:56:27 --> 00:56:31: color and  
00:56:31 --> 00:56:34: 1/3 of senior management. Now it makes up that mix.  
00:56:34 --> 00:56:38: So we have better lived experiences within the company  
00:56:38 --> 00:56:41: because  
00:56:41 --> 00:56:45: it intentionality is great, but we have to actually show  
00:56:45 --> 00:56:47: and have lived experiences and I'm really happy to report  
00:56:47 --> 00:56:50: that eight of the last 10 hires have fallen into  
00:56:50 --> 00:56:53: historically underrepresented. So we did hire 2 white dudes  
00:56:53 --> 00:56:57: out  
00:56:57 --> 00:57:01: of the last 10. They're great.  
00:57:01 --> 00:57:04: I love him a lot, but it's amazing how much  
00:57:04 --> 00:57:07: easier it is to hire diverse population and diverse talent  
00:57:07 --> 00:57:09: when they see that talent working within the company. We've  
also launched an HBCU internship program that we're rolling  
out  
next year where we will partner with Hbcus. I remember  
I got some pushback because I built in the budget  
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  
01:03:12 --> 01:03:15: a great exposure tool and something that you can do  
01:03:15 --> 01:03:18: directly starting tomorrow. Now, I know we are. We have  
01:03:18 --> 01:03:20: 39 seconds left, but I offered you all.  
01:03:21 --> 01:03:23: If you could provide one piece of advice or one  
01:03:24 --> 01:03:26: idea that you would want folks here to take back  
01:03:26 --> 01:03:30: to their communities, what would that one thing be?  
01:03:31 --> 01:03:33: Well, let's start with Travis and we'll come back.  
01:03:33 --> 01:03:36: Alright, uh, don't look for grants for things that should  
01:03:36 --> 01:03:38: be part of your business model. Fund that shit.  
01:03:45 --> 01:03:51: So I would say listen more and be a continuous  
01:03:51 --> 01:03:52: learner.  
01:03:55 --> 01:03:56: I would say.  
01:03:56 --> 01:03:58: Let's treat each other like humans.  
01:04:00 --> 01:04:04: Let's let's focus on humanity, have a broader perspective  
about  
01:04:04 --> 01:04:07: life and the impact we have with our fellow humans,  
01:04:07 --> 01:04:12: and have those conversations that can transform  
communities and the  
01:04:12 --> 01:04:15: work that we do day-to-day. And I can guarantee you,  
01:04:15 --> 01:04:19: there will be some transformational change in how we live,  
01:04:19 --> 01:04:23: how we develop, how we provide opportunities, how we  
educate,  
01:04:24 --> 01:04:27: because we care about each other, because we're humans.  
01:04:30 --> 01:04:33: I would say let's make sure that we are walking  
01:04:33 --> 01:04:37: what we talk and making sure that we allow residents  
01:04:37 --> 01:04:40: to be able to lead while uplifting them at the  
01:04:40 --> 01:04:44: same time and also just making sure that at the  
01:04:44 --> 01:04:47: end of the day that we are planning with and  
01:04:47 --> 01:04:47: not for.  
01:04:49 --> 01:04:52: And with that, thank you so much for your time  
01:04:52 --> 01:04:56: this afternoon and thank you to our panelists, big round  
01:04:56 --> 01:04:58: of applause for them all of their insights.  
01:05:04 --> 01:05:09: Thank you, Jennifer. Ohh, phone down. Phone down. Thank  
you,  
01:05:09 --> 01:05:11: Jennifer. Tammy. Damon. Travis. Aaron.  
01:05:12 --> 01:05:14: Very, very insightful.  
01:05:15 --> 01:05:19: Alright, before everybody jumps up out of their chairs ready  
01:05:19 --> 01:05:22: to make a mad dash for a restroom break or  
01:05:22 --> 01:05:26: snacks, I hear there are snacks out there. We have  
01:05:26 --> 01:05:30: a few housekeeping things that we must run through. So  
01:05:30 --> 01:05:34: 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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