

# Webinar

## ULI British Columbia: Coffee and Conversations: The Construction Industry in 2022 & Beyond with Debbie Johansen, Director of Construction at Leducor

Date: February 23, 2022

00:00:00 --> 00:00:04: Like previous like previous time, just let me know.

00:00:04 --> 00:00:06: Give me a thumbs up so I know when to

00:00:06 --> 00:00:06: get started.

00:00:37 --> 00:00:41: OK. Uhm? Thank you everyone for joining us in another

00:00:41 --> 00:00:45: edition of coffee and conversations hosted by the Urban Land

00:00:45 --> 00:00:49: Institute and generously sponsored by Onnit.

00:00:49 --> 00:00:51: My name is Randolph Lee with UL Ibc's,

00:00:51 --> 00:00:55: Young leaders group and I'm joined by my team members

00:00:55 --> 00:00:57: Chris Cuno and Oliver tenant.

00:00:57 --> 00:01:00: I would like to give a special thanks to Shannon

00:01:00 --> 00:01:04: Patterson and ULIBC's Young Leaders Group for the

00:01:04 --> 00:01:04: continued support

00:01:04 --> 00:01:08: and guidance.

00:01:08 --> 00:01:13: Now for new new new viewers joining us coffee and

00:01:13 --> 00:01:17: conversations is ULIBC's monthly early morning speaker

00:01:17 --> 00:01:20: event where students

00:01:21 --> 00:01:24: and professionals can drop in to meet other like minded

00:01:24 --> 00:01:28: colleagues. And here in new thoughts and ideas surrounding

00:01:28 --> 00:01:30: real

00:01:30 --> 00:01:34: estate development we will continue to be having the next

00:01:34 --> 00:01:36: few coffee and conversation events online until in person

00:01:36 --> 00:01:41: gatherings

00:01:41 --> 00:01:41: are consistently and fully permitted.

00:01:41 --> 00:01:41: We have one other exciting ULI event for your attention

00:01:41 --> 00:01:41: that's coming up on March 31st.

00:01:41 --> 00:01:41: The event is titled. Development partnership housing for

00:01:41 --> 00:01:41: women by

00:01:41 --> 00:01:41: women.

00:01:41 --> 00:01:45: You can find out about this event and many others  
00:01:45 --> 00:01:46: on UL IBX website.  
00:01:46 --> 00:01:49: The links will be posted in the chat.  
00:01:49 --> 00:01:53: Some housekeeping items please keep your microphones muted.  
00:01:53 --> 00:01:55: Use of your web camera is optional,  
00:01:55 --> 00:01:57: but we encourage you to turn it on.  
00:01:57 --> 00:02:00: There will be a Q&A session towards the end of  
00:02:00 --> 00:02:00: the talk,  
00:02:00 --> 00:02:03: so please feel free to send me a more Chris  
00:02:03 --> 00:02:06: Cuno a message with any questions that you may have  
00:02:06 --> 00:02:07: for our speaker today.  
00:02:07 --> 00:02:10: We will select them in the order that they are  
00:02:10 --> 00:02:13: received and then mute you so you can ask her  
00:02:13 --> 00:02:15: directly around 8:40.  
00:02:15 --> 00:02:17: For our speaker today, we are very fortunate to have  
00:02:18 --> 00:02:19: Debbie Johannsen join us.  
00:02:19 --> 00:02:22: Debbie is the director of construction at Ledcor,  
00:02:22 --> 00:02:26: one of North America's most diversified construction companies.  
00:02:26 --> 00:02:29: CS overseen and managed from beginning to end,  
00:02:29 --> 00:02:31: some of Ledcor's largest projects,  
00:02:31 --> 00:02:37: including the \$146 million expansion of YVR Airport.  
00:02:37 --> 00:02:41: It was a highly complex construction site that included a  
00:02:41 --> 00:02:44: round the clock operation with over 600 workers.  
00:02:44 --> 00:02:48: Her main focus now is the expansion and development of  
00:02:48 --> 00:02:51: Ledcor's own projects like Belmont in Langford,  
00:02:52 --> 00:02:55: BC, which is a 24 acre master planned community.  
00:02:55 --> 00:02:59: Interviewing Debbie today will be my colleague Oliver tenant.  
00:02:59 --> 00:03:03: Oliver is currently an assistant development manager as St  
00:03:03 --> 00:03:04: Side  
00:03:04 --> 00:03:06: Developments.  
00:03:06 --> 00:03:07: And with Debbie and Oliver,  
00:03:07 --> 00:03:09: and now turn the floor over to you.  
00:03:09 --> 00:03:09: Thanks Randall,  
00:03:10 --> 00:03:14: yeah thanks Renouf. Appreciate that and welcome everybody.  
00:03:14 --> 00:03:17: Good morning. Hope everyone is enjoying their sunny day so  
00:03:17 --> 00:03:17: far.  
00:03:17 --> 00:03:20: Thank you for joining us.  
00:03:20 --> 00:03:23: Debbie and thank you so much for taking your time  
00:03:23 --> 00:03:26: and and donating it to all of us this morning.  
00:03:26 --> 00:03:29: Maybe where we can start off in this conversation this

00:03:29 --> 00:03:32: morning is how you began your career kind of fresh  
00:03:32 --> 00:03:35: out of UBC and your first job can we?  
00:03:35 --> 00:03:36: Can you tell everybody a little bit about that?  
00:03:37 --> 00:03:40: Yeah no. I absolutely so I went to university at  
00:03:41 --> 00:03:43: BC and I got a Bachelor of Arts and I  
00:03:43 --> 00:03:49: majored in Internet International relations with a minor in  
psychology.  
00:03:49 --> 00:03:50: So I finished UBC and.  
00:03:50 --> 00:03:54: And I didn't have a job and my dad is  
00:03:54 --> 00:03:58: in construction and he was extremely busy.  
00:03:58 --> 00:04:00: So he said, hey do you wanna help me out  
00:04:00 --> 00:04:01: in the office and you know,  
00:04:01 --> 00:04:04: just you know, typing up letters and I don't think  
00:04:04 --> 00:04:05: there was a lot of.  
00:04:05 --> 00:04:08: There's we're doing email but it was mostly like letters  
00:04:08 --> 00:04:11: that that kind of stuff handing out rolls of of  
00:04:11 --> 00:04:14: drawings and just kind of keeping the office going.  
00:04:14 --> 00:04:17: And so then he dropped me.  
00:04:17 --> 00:04:18: Continue on with the story.  
00:04:18 --> 00:04:21: So I worked for him for six years.  
00:04:21 --> 00:04:25: So probably probably after a couple of years,  
00:04:25 --> 00:04:27: you know one day he says meet me in Bentall  
00:04:27 --> 00:04:29: Center so I met him there and it was little.  
00:04:35 --> 00:04:36: Sorry, so as an empty space,  
00:04:36 --> 00:04:39: right? So he he hands me roll a dry and  
00:04:39 --> 00:04:39: he goes here.  
00:04:39 --> 00:04:41: You're doing this job and it was a.  
00:04:41 --> 00:04:43: It was like a chiropractic office and stuff,  
00:04:43 --> 00:04:46: right? I'm like what you know and so I remember  
00:04:46 --> 00:04:48: I had to get a I had to get a  
00:04:48 --> 00:04:51: building permit and it was a tips process.  
00:04:51 --> 00:04:54: So you met the building inspector on site and he  
00:04:54 --> 00:04:57: says to me is there any trenching and I'm like  
00:04:58 --> 00:04:58: I don't.  
00:04:58 --> 00:05:00: I didn't know what that was I'm like can I  
00:05:00 --> 00:05:01: get back to you and stuff right?  
00:05:01 --> 00:05:04: I think that building inspectors game was sore and Dave  
00:05:04 --> 00:05:05: and I I still remember that,  
00:05:05 --> 00:05:06: so that's kind of how things started.  
00:05:06 --> 00:05:09: So I fumble my way through and I did that  
00:05:09 --> 00:05:13: office and then probably a couple years later.  
00:05:13 --> 00:05:16: One morning, my dad calls me and he was finished

00:05:16 --> 00:05:20: off a building downtown that he inherited from another general contractor that had just kind of left the job and abandoned it and stuff. So it was six story building.

00:05:20 --> 00:05:23: I don't know probably about.

00:05:23 --> 00:05:27: Probably about 40 or 50 units and stuff,

00:05:27 --> 00:05:29: right? About 60% complete, so he calls me up 1 morning and he says put your boots on.

00:05:29 --> 00:05:31: I fired Douglas so Douglas was his brother who was Superintendent stuff so I end up actually going there and and finishing off the job.

00:05:31 --> 00:05:34: So I'm like young girl walking around in it in a big colorful coat and stuff,

00:05:34 --> 00:05:36: directing trades and so I end up getting the occupancy on that job.

00:05:36 --> 00:05:39: And that's just kind of how things kind of evolved end up meeting my husband on that.

00:05:39 --> 00:05:43: Project actually, so yeah. So after a couple of years and stuff I just decided it was time for a change and then I started at my core.

00:05:43 --> 00:05:45: Yeah, definitely a lot of a lot of learning as you as you go.

00:05:45 --> 00:05:47: I'm sure when you're starting off and just jumping right into it.

00:05:47 --> 00:05:49: Hey,

00:05:49 --> 00:05:52: yeah, I think you know it's a lot of construction. You know you learn the technical aspects and stuff, right? But it's a lot of common sense.

00:05:52 --> 00:05:53: It's kind of like putting a puzzle together.

00:05:53 --> 00:05:57: It's very logical and stuff, right? Just kind of, you know, if you can organize a trades and and.

00:05:57 --> 00:05:59: Yeah, it's it's. You know it's it's takes a very logical mind.

00:06:00 --> 00:06:03: It's tough and and and I think this that's just how it evolved for me,

00:06:03 --> 00:06:05: right?

00:06:05 --> 00:06:08: So having worked for the family for five or six years and then moving on to lead core to what was that transition like for you and and how did you first get involved in like corn?

00:06:08 --> 00:06:09: Maybe? What was ledcor like back then?

00:06:55 --> 00:06:57: Well, I mean when I when I was looking for  
00:06:57 --> 00:06:59: a job I I actually didn't even know what you  
00:06:59 --> 00:07:01: know what my job was called when I when I  
00:07:01 --> 00:07:04: worked for my dad so when I was looking for  
00:07:05 --> 00:07:07: a job you know I saw I think I had  
00:07:07 --> 00:07:10: a interview with Polygon stuff.  
00:07:10 --> 00:07:12: I had actually I applied for a job at LabCorp  
00:07:12 --> 00:07:14: and it was four executive assistant stuff.  
00:07:14 --> 00:07:18: Actually, to that to the CEO CEO and I had  
00:07:18 --> 00:07:21: an interview and stuff right and.  
00:07:21 --> 00:07:23: Anyway, sorry my brother may end up getting passed down  
00:07:23 --> 00:07:25: to the building division and but I didn't know that  
00:07:25 --> 00:07:28: there was titles like Project administrator or Project  
Coordinator and  
00:07:28 --> 00:07:31: Stuff. So I I got hired as a project administrator.  
00:07:31 --> 00:07:33: So that's almost it'll be 25 years next month.  
00:07:36 --> 00:07:40: Very exciting, so starting on there is a project in  
00:07:40 --> 00:07:44: Administrator Quien pack kind of maybe your first like 4  
00:07:44 --> 00:07:47: or 510 years there in terms of projects you were  
00:07:47 --> 00:07:50: involved in and and and how that unfolded for you.  
00:07:50 --> 00:07:54: Yeah, so I started a project ministrator on a job  
00:07:54 --> 00:07:58: at Broadway and Gravel so it was called Black 350  
00:07:58 --> 00:08:01: and you know back then I mean that the jobs  
00:08:01 --> 00:08:03: back then the stuff in Val has gone up in  
00:08:03 --> 00:08:04: value by a lot more.  
00:08:04 --> 00:08:07: Probably today, today is probably \$100 million job.  
00:08:07 --> 00:08:10: So that was block 350 and it consisted of a  
00:08:10 --> 00:08:12: commercial building,  
00:08:12 --> 00:08:15: a school board building and and a park and and  
00:08:15 --> 00:08:17: a parkade and stuff.  
00:08:17 --> 00:08:19: So on that job as a project administrator.  
00:08:19 --> 00:08:22: So I was responsible for.  
00:08:22 --> 00:08:28: The trade contracts the Billings during the meeting minutes  
setting  
00:08:28 --> 00:08:30: out RF eyes just.  
00:08:30 --> 00:08:32: Basically there was. It was a lot of administrative work  
00:08:32 --> 00:08:34: 'cause a lot of the trades actually had three or  
00:08:34 --> 00:08:35: four different contracts and stuff,  
00:08:35 --> 00:08:39: right? So so for every contract you had different sets  
00:08:39 --> 00:08:40: of change orders,  
00:08:40 --> 00:08:43: so there was a coordinator and the coordinator did.  
00:08:43 --> 00:08:44: He did all the submittals and he did.

00:08:44 --> 00:08:45: He did that. You know,  
00:08:45 --> 00:08:48: the brain work behind the RF eyes and stuff like  
00:08:48 --> 00:08:49: that.  
00:08:49 --> 00:08:51: So after that job I did a.  
00:08:51 --> 00:08:54: I worked on a small shopping center.  
00:08:54 --> 00:08:57: In Richmond and stuff so and then after that?  
00:08:57 --> 00:09:02: I think that's when I got that Project Coordinator title.  
00:09:02 --> 00:09:05: And so I worked as a project coordinator,  
00:09:05 --> 00:09:08: so I worked on the Terra Nova.  
00:09:08 --> 00:09:12: Yep, I started working on dental 5 then I got  
00:09:12 --> 00:09:15: asked to work on a software implementation.  
00:09:15 --> 00:09:19: So I did that for a couple years and then  
00:09:19 --> 00:09:22: after that they put me on the shot tower.  
00:09:22 --> 00:09:25: Downtowns that that was like the tallest job at the  
00:09:25 --> 00:09:25: time.  
00:09:25 --> 00:09:29: So I I just worked on the during excavation and  
00:09:29 --> 00:09:30: started out.  
00:09:30 --> 00:09:32: You know, with some of the contracts and stuff,  
00:09:32 --> 00:09:35: and then I got pregnant with my first kids and  
00:09:35 --> 00:09:37: my daughter Alyssa.  
00:09:37 --> 00:09:39: So I went on mat leave for a year.  
00:09:39 --> 00:09:43: So then I came back and after the first week  
00:09:44 --> 00:09:45: they asked,  
00:09:45 --> 00:09:46: they asked me to go downtown.  
00:09:46 --> 00:09:48: And and Dad kind of help.  
00:09:48 --> 00:09:51: Closeout a high rise downtown.  
00:09:51 --> 00:09:53: So I did that and after the first week that's  
00:09:53 --> 00:09:56: you know that's when I realized I kind of really  
00:09:56 --> 00:09:58: needed to have the work life balance,  
00:09:58 --> 00:09:59: but I still, you know,  
00:09:59 --> 00:10:01: I still wanted to have a career and stuff and  
00:10:01 --> 00:10:02: there was there.  
00:10:02 --> 00:10:06: There had always kind of been an opportunity at the  
00:10:06 --> 00:10:08: airport and it had interested me,  
00:10:08 --> 00:10:11: but I always always kind of positioned it to,  
00:10:11 --> 00:10:14: you know, different different projects and stuff.  
00:10:14 --> 00:10:17: So after the first week we had our company golf  
00:10:17 --> 00:10:21: tournament and so I saw someone that that that oversaw  
00:10:21 --> 00:10:24: the airport and I happened expressed my interest.  
00:10:24 --> 00:10:27: To go out there and maybe to back it up,  
00:10:27 --> 00:10:29: I should say we were living in Richmond at the  
00:10:29 --> 00:10:30: time,

00:10:30 --> 00:10:31: so I kind of just figured you know,  
00:10:31 --> 00:10:33: if I was able to work close to home,  
00:10:33 --> 00:10:34: I could. I could work,  
00:10:34 --> 00:10:37: you know, a really good day and not not feel  
00:10:37 --> 00:10:39: like I was the first last one in first one  
00:10:39 --> 00:10:41: out and stuff right?  
00:10:41 --> 00:10:44: So anyway? Yeah that opportunity that that happened so I  
00:10:44 --> 00:10:47: went to the airport and I said to my husband  
00:10:47 --> 00:10:48: I said,  
00:10:48 --> 00:10:50: you know it's probably you know could be a step  
00:10:50 --> 00:10:51: backwards and stuff.  
00:10:51 --> 00:10:53: You know at the time I thought we were just  
00:10:53 --> 00:10:55: doing little jobs out there.  
00:10:55 --> 00:10:56: So I like. I started off doing a little wash  
00:10:57 --> 00:10:57: and renovation,  
00:10:57 --> 00:11:01: which is probably half \$1,000,000 and stuff right,  
00:11:01 --> 00:11:03: but I ended up being out there for 15 years  
00:11:04 --> 00:11:07: so I started off doing small projects and over the  
00:11:07 --> 00:11:09: 15 year period I I started,  
00:11:09 --> 00:11:11: you know, running some major projects so I did two  
00:11:11 --> 00:11:12: major projects,  
00:11:12 --> 00:11:15: two or three major projects out there and stuff and  
00:11:15 --> 00:11:18: so during that time of the airport I went from  
00:11:18 --> 00:11:22: Project coordinator to project manager to senior project  
manager and  
00:11:22 --> 00:11:23: then to project Director.  
00:11:25 --> 00:11:26: For sure,  
00:11:26 --> 00:11:29: yeah, no, that that's awesome and with such an amazing  
00:11:29 --> 00:11:32: create like car you've touched on so many different types  
00:11:32 --> 00:11:34: of projects right from the chart.  
00:11:34 --> 00:11:37: How are to the software implementation too?  
00:11:37 --> 00:11:40: Obviously moving out to the airport and one of the  
00:11:40 --> 00:11:43: things we had talked with offline and was the ability  
00:11:43 --> 00:11:46: to say yes to everything and kind of just taking  
00:11:46 --> 00:11:47: it as it comes. Do you want to maybe expand  
00:11:48 --> 00:11:48: on that a little bit?  
00:11:49 --> 00:11:53: Yeah, you know, I remember I feel fortunate that I've  
00:11:53 --> 00:11:55: had some I've been able to work.  
00:11:55 --> 00:11:57: For some, some good people,  
00:11:57 --> 00:12:01: right? You know. Like if I was working for a  
00:12:01 --> 00:12:02: project manager.  
00:12:02 --> 00:12:03: You know, I I just I always felt like I

00:12:03 --> 00:12:05: had people looking out for me and you know they  
00:12:05 --> 00:12:06: would ask me.  
00:12:06 --> 00:12:07: Hey, can you do this?  
00:12:07 --> 00:12:09: Can you do that? And I always said yes and  
00:12:09 --> 00:12:11: I had people say to me why do you always  
00:12:11 --> 00:12:14: say yes to everything I'm like well you know he's  
00:12:14 --> 00:12:16: been pretty good to me and stuff as well right?  
00:12:16 --> 00:12:19: It goes both ways but you know I think sometimes  
00:12:19 --> 00:12:23: sometimes you can get offered something that doesn't look  
like  
00:12:23 --> 00:12:24: an opportunity.  
00:12:24 --> 00:12:26: It just kind of looks like another grind.  
00:12:26 --> 00:12:29: But I think sometimes it's it's and I've had some  
00:12:29 --> 00:12:31: really hard projects and stuff,  
00:12:31 --> 00:12:34: right? But some it's the difficult stuff that you actually  
00:12:34 --> 00:12:35: probably grow the most.  
00:12:35 --> 00:12:39: Learn the most and evolve.  
00:12:39 --> 00:12:42: So yeah, I think I think a key thing is  
00:12:42 --> 00:12:47: sometimes it just try to recognize what an opportunity is.  
00:12:47 --> 00:12:49: You know, sometimes you could get asked.  
00:12:49 --> 00:12:51: Like I said, when I did the software implementation that  
00:12:51 --> 00:12:53: wasn't construction stuff,  
00:12:53 --> 00:12:55: right? It was related to a construction,  
00:12:55 --> 00:12:59: but it wasn't construction, but it's still an opportunity to  
00:12:59 --> 00:13:02: show my project management skills and which you can  
translate  
00:13:02 --> 00:13:03: into,  
00:13:03 --> 00:13:05: you know, back into construction and stuff,  
00:13:05 --> 00:13:06: right? It shows you're versatile,  
00:13:06 --> 00:13:06: I think.  
00:13:07 --> 00:13:12: For sure, yeah, definitely. So having moved on to the  
00:13:12 --> 00:13:13: YVR airport,  
00:13:13 --> 00:13:17: yeah. How did the projects work at the YVR airport?  
00:13:17 --> 00:13:20: Maybe compared to a typical downtown high rise in terms  
00:13:20 --> 00:13:23: of process and in terms of project type and that  
00:13:23 --> 00:13:24: sort of stuff  
00:13:25 --> 00:13:27: so you know you have it's it's.  
00:13:27 --> 00:13:30: It's a lot more complicated because a lot of projects  
00:13:30 --> 00:13:31: in some way,  
00:13:31 --> 00:13:34: even if you're doing a doing a washroom,  
00:13:34 --> 00:13:36: you're affecting operations of the airport.  
00:13:36 --> 00:13:38: So one time I did it.  
00:13:38 --> 00:13:40: I did a white spot which seems you know damn



00:13:40 --> 00:13:41: got a different.

00:13:41 --> 00:13:45: Got a restaurant and renovated but we're having to do

00:13:45 --> 00:13:49: coring and put front pipes down below that that are

00:13:49 --> 00:13:51: over top of the bacle underneath right?

00:13:51 --> 00:13:56: So you you deal with you've got different security.

00:13:56 --> 00:14:00: You got the security sides groundside versus airside where you

00:14:00 --> 00:14:01: actually can't.

00:14:01 --> 00:14:04: Cora whole going into a bag call without having to

00:14:04 --> 00:14:08: guard down below watching everything right and then you have

00:14:08 --> 00:14:09: to patch up the.

00:14:09 --> 00:14:15: Rules if you're working on a doing welding near near

00:14:15 --> 00:14:15: agate.

00:14:15 --> 00:14:17: If there's an airplane fueling,

00:14:17 --> 00:14:19: you have to be so many feet away you have

00:14:20 --> 00:14:21: to have all your processes in place,

00:14:21 --> 00:14:25: right? And just you working around the public and stuff

00:14:25 --> 00:14:25: as well.

00:14:25 --> 00:14:30: You did that. That huge safety factor with the public.

00:14:30 --> 00:14:33: You can't do anything that'll affect operations if you do

00:14:33 --> 00:14:35: something that causes an error,

00:14:35 --> 00:14:40: an airline to have a delayed flight or cancel flight,

00:14:40 --> 00:14:42: it's huge money as well,

00:14:42 --> 00:14:45: so your so it's all that planning on top of

00:14:45 --> 00:14:49: what you would normally do in a project and stuff.

00:14:49 --> 00:14:51: It's a huge big added safety factor.

00:14:52 --> 00:14:56: Definitely for sure. And for those who don't know about

00:14:56 --> 00:14:57: the AB connector,

00:14:57 --> 00:15:00: can you maybe highlight that project is that was a

00:15:00 --> 00:15:02: major major major addition to the YBR apart?

00:15:03 --> 00:15:07: So yeah, the AB connector we we demo like 3

00:15:07 --> 00:15:12: existing buildings so we had to do demo and abatement.

00:15:12 --> 00:15:17: We had to relocate some huge telecommunications services and stuff.

00:15:17 --> 00:15:22: He added, I think we added like 7 or 8

00:15:22 --> 00:15:23: gates.

00:15:23 --> 00:15:26: We did it. It was probably about I think we

00:15:26 --> 00:15:26: did it.

00:15:26 --> 00:15:30: There's six phases I think overall so six different occupancy

00:15:30 --> 00:15:33: so we we expanded the backhaul.

00:15:33 --> 00:15:36: We extended that expanded the pre board screening.

00:15:36 --> 00:15:40: The whole job took. I think it took about three  
00:15:40 --> 00:15:40: years to do.  
00:15:41 --> 00:15:43: And yeah, it's an amazing project.  
00:15:43 --> 00:15:46: So that's the one where you're taking West Jack and  
00:15:46 --> 00:15:47: you go through the.  
00:15:47 --> 00:15:50: Miss screening now you come out and there's a glass  
00:15:50 --> 00:15:52: totem poles with a waterfall and stuff.  
00:15:52 --> 00:15:55: It's 'cause it was incredible project to work on and  
00:15:55 --> 00:15:58: that we we want a silver VRC award for the  
00:15:58 --> 00:16:00: major project there.  
00:16:00 --> 00:16:00: Very  
00:16:00 --> 00:16:05: cool, very cool, so I know recently you've transitioned your  
00:16:05 --> 00:16:07: career at LabCorp,  
00:16:07 --> 00:16:10: so you've had been involved some amazing projects last  
2025  
00:16:10 --> 00:16:11: years,  
00:16:11 --> 00:16:14: and for those who don't know about the Ledcor properties  
00:16:14 --> 00:16:15: division and what you're involved in,  
00:16:15 --> 00:16:18: can you maybe explain that and what that transition was  
00:16:18 --> 00:16:19: like for you?  
00:16:19 --> 00:16:23: Yeah, so I there's an opportunity.  
00:16:23 --> 00:16:27: There is a job posting for a director of construction  
00:16:27 --> 00:16:30: for the lead core properties group.  
00:16:30 --> 00:16:32: So I I was fortunate I applied for it and  
00:16:33 --> 00:16:34: was successful in getting it.  
00:16:34 --> 00:16:37: So I started that in July.  
00:16:37 --> 00:16:42: So now instead of actually overseeing internal teams that  
people  
00:16:42 --> 00:16:45: with the project I I oversee,  
00:16:45 --> 00:16:49: you know contractors and stuff were building their projects for  
00:16:49 --> 00:16:49: us.  
00:16:49 --> 00:16:51: So it's different the way that I'm not.  
00:16:51 --> 00:16:53: I don't have my hands and all the different pieces  
00:16:53 --> 00:16:53: and stuff,  
00:16:53 --> 00:16:57: so just just overseeing it and I'm and I'm also,  
00:16:57 --> 00:17:00: you know, overseeing the consultants and and you know,  
00:17:00 --> 00:17:02: different like authorities and stuff as well.  
00:17:02 --> 00:17:04: Just just to ensure that that the contractor has everything  
00:17:04 --> 00:17:06: they need to be successful and stuff.  
00:17:07 --> 00:17:10: Yeah, and making those changes.  
00:17:10 --> 00:17:13: I think in your career is important and becoming a  
00:17:13 --> 00:17:15: bit uncomfortable is important.  
00:17:15 --> 00:17:17: I know that was one of the lessons that we

00:17:17 --> 00:17:18: had talked about previous.

00:17:18 --> 00:17:20: You know, like you get,

00:17:20 --> 00:17:22: you have some music projects and later in your career

00:17:22 --> 00:17:24: you're starting to make a big change.

00:17:24 --> 00:17:29: So was that. To provide advice for others like making

00:17:29 --> 00:17:31: yourself uncomfortable.

00:17:31 --> 00:17:32: Like for you and how did you deal with it?

00:17:32 --> 00:17:34: Yeah, that's what I said to you.

00:17:34 --> 00:17:37: You know, I think I I felt like I still

00:17:37 --> 00:17:41: wanted to grow and and and keep keep learning and

00:17:41 --> 00:17:43: this opportunity presented.

00:17:43 --> 00:17:45: And and I I've you know I do self help

00:17:46 --> 00:17:48: books and stuff as well right?

00:17:48 --> 00:17:51: And one thing I keep reading over and over is

00:17:51 --> 00:17:54: that to grow you have to put yourself in these

00:17:54 --> 00:17:58: uncomfortable situations and stuff and you know I think you

00:17:58 --> 00:18:00: know like I was I was at.

00:18:00 --> 00:18:02: Construction for 25 years right?

00:18:02 --> 00:18:05: With that division and making that change even though I'm

00:18:05 --> 00:18:07: still with the same company,

00:18:07 --> 00:18:09: it still felt like I went to a new company.

00:18:09 --> 00:18:10: You know, new people and stuff.

00:18:10 --> 00:18:13: Just getting to know new processes and probably one of

00:18:13 --> 00:18:15: the hardest things I've done.

00:18:15 --> 00:18:17: Actually just one of these big life changes,

00:18:17 --> 00:18:20: but I'd say probably one of the best things I've

00:18:20 --> 00:18:20: done as well,

00:18:20 --> 00:18:23: yeah. Yeah, I think I.

00:18:23 --> 00:18:26: I also read that it's it's harder to do these

00:18:26 --> 00:18:27: things the older you get.

00:18:27 --> 00:18:28: Yeah.

00:18:29 --> 00:18:32: Totally, totally I. I think that's a really neat through

00:18:32 --> 00:18:34: line as you're growing your career,

00:18:34 --> 00:18:37: reminding yourself not to become too comfortable,

00:18:37 --> 00:18:40: right? For sure. Yeah, absolutely.

00:18:40 --> 00:18:42: So when it comes to ledcor properties division,

00:18:42 --> 00:18:44: are there any projects you'd like to specifically highlight that

00:18:44 --> 00:18:45: you're involved

00:18:45 --> 00:18:45: in?

00:18:46 --> 00:18:50: I I'm overseeing the the Belmont.

00:18:50 --> 00:18:53: Living at Belmont, so if anyone is interested,

00:18:53 --> 00:18:55: if you go on the lake or development website you

00:18:55 --> 00:18:56: can see everything we do there.

00:18:56 --> 00:18:59: So we're just finishing off the 3rd and 4th phases

00:18:59 --> 00:19:01: of that master plan community.

00:19:01 --> 00:19:04: It's a fantastic project, and that's in Langford,

00:19:04 --> 00:19:06: right? It's in Langford. So

00:19:06 --> 00:19:09: what's it like dealing with a project on the island

00:19:09 --> 00:19:12: in Langford in terms of the market in terms of

00:19:12 --> 00:19:15: trades in terms of public process may be compared to

00:19:15 --> 00:19:16: a Vancouver project.

00:19:17 --> 00:19:20: I I don't think like so I'm not having to

00:19:20 --> 00:19:23: deal with the subtrees and stuff right?

00:19:23 --> 00:19:26: So we've got a good partner with the general contractor

00:19:26 --> 00:19:28: that we're using and stuff right?

00:19:28 --> 00:19:31: And so I think the key is is finding a

00:19:31 --> 00:19:35: partner that has those relationships and stuff.

00:19:35 --> 00:19:37: You know, a lot of what we do is is

00:19:37 --> 00:19:40: is based on relationships right maintaining them,

00:19:40 --> 00:19:42: so it's kind of like what you know what we

00:19:42 --> 00:19:43: do,

00:19:43 --> 00:19:44: what I did when I worked in the construction of

00:19:45 --> 00:19:45: stuff,

00:19:45 --> 00:19:47: right? You build your relationships with your key trades.

00:19:47 --> 00:19:51: And you keep looking for successful projects to work on

00:19:51 --> 00:19:52: together and stuff.

00:19:52 --> 00:19:55: And so I think we've got that with who we're

00:19:55 --> 00:19:56: working with.

00:19:56 --> 00:19:58: But on the island and stuff and and the you

00:19:58 --> 00:19:58: know,

00:19:58 --> 00:20:01: the key is finding someone that's got those relationships right

00:20:01 --> 00:20:03: to to ensure we have a successful project.

00:20:05 --> 00:20:10: Very cool, very cool. Now shifting gears a little bit

00:20:10 --> 00:20:14: to advice as I know I'm always looking for it.

00:20:14 --> 00:20:16: I'm sure many people in the audience are so start

00:20:17 --> 00:20:17: your career.

00:20:17 --> 00:20:20: You've probably seen a lot of young professionals come

00:20:20 --> 00:20:21: through

00:20:20 --> 00:20:21: LabCorp,

00:20:21 --> 00:20:24: and what types of advice would you offer people who

00:20:24 --> 00:20:27: are maybe at the beginning of their career or just

00:20:27 --> 00:20:29: taking their second job in the industry?

00:20:29 --> 00:20:33: Whether it be interviews or how to be prepared or

00:20:33 --> 00:20:34: just general advice?

00:20:35 --> 00:20:39: So I would say you know it's it's OK to  
00:20:39 --> 00:20:40: take a risk.  
00:20:40 --> 00:20:43: The I think the opportunities is is a big one.  
00:20:43 --> 00:20:46: Like when I've been overseeing teams of people you know,  
00:20:46 --> 00:20:48: a lot of projects. They're very rewarding,  
00:20:48 --> 00:20:51: but they can be really difficult and stuff right?  
00:20:51 --> 00:20:53: I think you all know that from from doing development  
00:20:54 --> 00:20:56: and if you've had if you've touched on construction.  
00:20:56 --> 00:21:00: And I I feel like the jobs are getting bigger  
00:21:00 --> 00:21:02: and more complicated and.  
00:21:02 --> 00:21:04: It's a, it's a huge workload and stuff,  
00:21:04 --> 00:21:07: right? And that's something I've coached people,  
00:21:07 --> 00:21:10: right? Like you know. No,  
00:21:10 --> 00:21:14: I've I've I've I've been overseeing people sometimes they're  
kind  
00:21:14 --> 00:21:16: of losing their gumption and stuff,  
00:21:16 --> 00:21:17: right? And they you know,  
00:21:17 --> 00:21:19: it's hard to see the light at the end of  
00:21:19 --> 00:21:20: the tunnel and I'm like,  
00:21:20 --> 00:21:21: just, you know, just hold on right.  
00:21:21 --> 00:21:23: It'll all be worth that and stuff right?  
00:21:23 --> 00:21:26: And you know it. Like you're working really hard and  
00:21:26 --> 00:21:29: you're going to get recognized and stuff,  
00:21:29 --> 00:21:31: right? It's it's the difficult projects,  
00:21:31 --> 00:21:35: the difficult situations. I think that you learn and grow  
00:21:35 --> 00:21:35: the most.  
00:21:35 --> 00:21:39: You don't learn as much on a easy project and.  
00:21:39 --> 00:21:42: It's yeah, it's it's. There's something to be said for  
00:21:42 --> 00:21:43: that,  
00:21:43 --> 00:21:44: I think. But you know,  
00:21:44 --> 00:21:47: I I can speak. I can speak about myself for  
00:21:47 --> 00:21:47: that,  
00:21:47 --> 00:21:50: right? You know, just the difficult projects and and it  
00:21:50 --> 00:21:52: can be a lot of blood,  
00:21:52 --> 00:21:53: sweat and tears. And there,  
00:21:53 --> 00:21:54: you know, there's some tears,  
00:21:54 --> 00:21:58: right? But you know, you finish a project and and  
00:21:58 --> 00:22:00: then you look at it after.  
00:22:00 --> 00:22:02: And it's it's so rewarding.  
00:22:02 --> 00:22:07: And and I remember when we unveiled the AB connector  
00:22:07 --> 00:22:10: I I look back at it and you know,  
00:22:10 --> 00:22:11: I was down at the pre board screening,

00:22:11 --> 00:22:14: looked looking at the project after we unveiled it to  
00:22:14 --> 00:22:15: the public and.  
00:22:15 --> 00:22:16: I got teary right. Like you know,  
00:22:16 --> 00:22:20: I was so proud of myself and the team and.  
00:22:20 --> 00:22:24: Yeah, just just just keep going right and.  
00:22:24 --> 00:22:29: Take the opportunities, recognize them and it'll it'll all be  
00:22:29 --> 00:22:29: worth it.  
00:22:31 --> 00:22:34: Yeah, I guess that's what's especially neat about  
construction,  
00:22:34 --> 00:22:36: is like the AB connector.  
00:22:36 --> 00:22:38: Whatever you're taking a flight,  
00:22:38 --> 00:22:39: you can go revisit it.  
00:22:39 --> 00:22:41: You know it'll, it'll always be there and have a  
00:22:41 --> 00:22:44: have a special space for you to experience.  
00:22:44 --> 00:22:46: Yeah, I'd also say you know,  
00:22:46 --> 00:22:50: kind of be patient like don't don't worry about trying  
00:22:50 --> 00:22:51: to grow so fast.  
00:22:51 --> 00:22:54: Don't don't worry about trying to get that next title  
00:22:54 --> 00:22:56: in year 2 like try not to put a time  
00:22:56 --> 00:22:57: on things and stuff,  
00:22:57 --> 00:23:01: right? Try to get the experiences because you need the  
00:23:01 --> 00:23:02: experiences.  
00:23:02 --> 00:23:05: To be to be confident,  
00:23:05 --> 00:23:09: right? So I I find that some people are too  
00:23:09 --> 00:23:14: too much in a hurry to advance and stuff right?  
00:23:14 --> 00:23:16: But I I think when you advance you want to  
00:23:16 --> 00:23:18: be good at what you do as well.  
00:23:18 --> 00:23:18: You know,  
00:23:18 --> 00:23:22: definitely for sure, for sure.  
00:23:22 --> 00:23:27: And then moving around to the technology side of things  
00:23:28 --> 00:23:28: so.  
00:23:28 --> 00:23:32: Being involved in, you know the first Renault with your  
00:23:32 --> 00:23:36: dad way back in the day or that building and  
00:23:36 --> 00:23:37: that building downtown.  
00:23:37 --> 00:23:39: Conception Industries changed a lot.  
00:23:39 --> 00:23:43: Where do you see it going in the next 5-10  
00:23:44 --> 00:23:44: years?  
00:23:44 --> 00:23:47: 15 and. How can we be best prepared?  
00:23:48 --> 00:23:52: I think in my experiences I I think that that.  
00:23:52 --> 00:23:56: You know, like there's, there's so many large and  
complicated  
00:23:56 --> 00:23:58: projects nowadays.  
00:23:58 --> 00:24:01: I remember when you know when I was first started

00:24:01 --> 00:24:02: out,  
00:24:02 --> 00:24:04: I think we do two big projects and then we  
00:24:04 --> 00:24:07: did a lot of special projects at medium sized projects.  
00:24:07 --> 00:24:09: Now it seems you look around like look at our  
00:24:09 --> 00:24:10: communities.  
00:24:10 --> 00:24:12: They're huge projects and stuff,  
00:24:12 --> 00:24:16: right? And those huge projects takes a lot of resources  
00:24:16 --> 00:24:19: and just all the materials and and but I don't  
00:24:19 --> 00:24:20: you know,  
00:24:20 --> 00:24:24: there's still a lot of high expectations and stuff.  
00:24:24 --> 00:24:27: So I think we need to take use technology to  
00:24:27 --> 00:24:29: gain efficiencies and stuff,  
00:24:29 --> 00:24:34: right? Whether it's to use clash detection technology to look  
00:24:34 --> 00:24:39: for conflicts ahead of time so we reduce the amount  
00:24:39 --> 00:24:40: of RF eyes on the job,  
00:24:40 --> 00:24:45: right? Yeah, and maybe they'll be technologies with  
surveying and  
00:24:45 --> 00:24:47: and scanning and stuff,  
00:24:47 --> 00:24:51: right that you can. Do you know during your pores  
00:24:51 --> 00:24:52: and stuff,  
00:24:52 --> 00:24:54: right? To cut down the time of your pores and  
00:24:54 --> 00:24:56: I I think it's going to be a technology to  
00:24:56 --> 00:24:58: digging efficiencies is what I think,  
00:24:58 --> 00:25:01: right? Prefab in as much as we can do.  
00:25:04 --> 00:25:06: That that's what I think.  
00:25:06 --> 00:25:07: What do you think, Oliver?  
00:25:07 --> 00:25:10: No, I I agree with you completely.  
00:25:10 --> 00:25:13: I'm the one here learning from you.  
00:25:13 --> 00:25:16: But I still like crazy in regards to the pre  
00:25:16 --> 00:25:19: fabbing for sure you see all sorts of third parties  
00:25:19 --> 00:25:22: popping up in the prefab part of the world,  
00:25:22 --> 00:25:24: but I believe it lead cores involved in prefab as  
00:25:24 --> 00:25:25: well.  
00:25:25 --> 00:25:26: You were mentioning in Alberta right?  
00:25:26 --> 00:25:28: How exactly does that work?  
00:25:28 --> 00:25:31: We've got a pre fab shop that that prefab slab  
00:25:31 --> 00:25:32: pipe and stuff.  
00:25:32 --> 00:25:34: So it's like we don't it doesn't?  
00:25:34 --> 00:25:37: We don't use it with their other divisions and stuff.  
00:25:37 --> 00:25:40: But yeah, I think pre fab is the key.  
00:25:40 --> 00:25:42: I think look having emails we all get as well  
00:25:42 --> 00:25:43: right?

00:25:43 --> 00:25:45: How can we cut down on the number of emails  
00:25:46 --> 00:25:49: so we're actually spending more time doing doing our work  
00:25:49 --> 00:25:50: as well?  
00:25:50 --> 00:25:54: Yeah, so you see all these platforms that.  
00:25:54 --> 00:25:55: You know, like you know,  
00:25:55 --> 00:25:58: I think we use like chopped pot forms and Luxor  
00:25:58 --> 00:25:59: team and stuff right?  
00:25:59 --> 00:26:02: And you know you were constantly looking for ways to  
00:26:02 --> 00:26:03: be efficient,  
00:26:03 --> 00:26:05: right? To cut down on the emails,  
00:26:05 --> 00:26:07: right? So if we can use a chat platform,  
00:26:07 --> 00:26:09: a cut down on, you know it could be cutting  
00:26:09 --> 00:26:12: down on 2030 emails on one topic and stuff,  
00:26:12 --> 00:26:14: right? You know stuff like that,  
00:26:14 --> 00:26:18: right? Yeah, I think the key is is.  
00:26:18 --> 00:26:22: Is we want to keep people focused on putting our  
00:26:22 --> 00:26:24: attention on the job and.  
00:26:26 --> 00:26:29: So that we're not just spending our time migrating through  
00:26:29 --> 00:26:30: emails and stuff,  
00:26:30 --> 00:26:34: right? We want people to actually think and focus and  
00:26:34 --> 00:26:36: and get the work done and.  
00:26:36 --> 00:26:38: Try to try to clear the way of these these  
00:26:38 --> 00:26:41: other things right that that need to be done right.  
00:26:41 --> 00:26:43: It's a. It's a it's a way of communicating.  
00:26:43 --> 00:26:47: But how can we communicate more efficiently and not have  
00:26:47 --> 00:26:49: to put in an extra couple hours in each day  
00:26:49 --> 00:26:50: and stuff,  
00:26:50 --> 00:26:53: right? So it's it's it's really hard to find a  
00:26:53 --> 00:26:53: balanced life.  
00:26:53 --> 00:26:56: I think right? And and we need to do that  
00:26:56 --> 00:26:58: and still meet our obligations and stuff.  
00:26:59 --> 00:27:02: Are there any specific softwares or programs you found  
especially  
00:27:02 --> 00:27:04: helpful for your team or your personal workflow?  
00:27:05 --> 00:27:08: Yeah, and we use. You know we use like teams  
00:27:08 --> 00:27:09: and stuff,  
00:27:09 --> 00:27:13: right? I use one note to to keep myself organized  
00:27:13 --> 00:27:14: and stuff.  
00:27:16 --> 00:27:18: You know, even you know we have team meetings and  
00:27:18 --> 00:27:19: stuff,  
00:27:19 --> 00:27:22: right? So you can deal with a lot of stuff  
00:27:22 --> 00:27:23: in a in a sit down meeting.



00:27:23 --> 00:27:26: It could be virtual, it could be live.

00:27:26 --> 00:27:29: Yeah, we use this construction programs.

00:27:32 --> 00:27:36: So that that contacted the island uses Procore.

00:27:36 --> 00:27:38: You know we use other software in-house and stuff as

00:27:38 --> 00:27:39: well,

00:27:39 --> 00:27:39: right?

00:27:40 --> 00:27:45: Gotcha very cool nice so we are reaching 8:30 for

00:27:45 --> 00:27:47: our Q&A period.

00:27:47 --> 00:27:48: But I do just want to hand over the floor

00:27:48 --> 00:27:49: to you,

00:27:49 --> 00:27:51: Debbie. We've talked about a lot of stuff from your

00:27:51 --> 00:27:52: credit history lessons learned,

00:27:52 --> 00:27:54: that kind of stuff, so anything we haven't touched on

00:27:54 --> 00:27:55: that you wanna highlight for everybody here.

00:27:57 --> 00:28:01: Uhm? I think probably one one question is what it's

00:28:01 --> 00:28:05: like being a a female in the construction industry and

00:28:05 --> 00:28:08: I get asked that a lot and you know for

00:28:08 --> 00:28:11: any females that are interested in going into it and

00:28:11 --> 00:28:11: stuff.

00:28:11 --> 00:28:14: And I think my my advice there 'cause I just

00:28:14 --> 00:28:18: thought that asked that yesterday is if it's something that

00:28:18 --> 00:28:19: really interests you.

00:28:19 --> 00:28:23: Go for it. And if if you're good at what

00:28:23 --> 00:28:24: you do,

00:28:24 --> 00:28:26: you'll get recognized and it doesn't.

00:28:26 --> 00:28:29: It doesn't matter whether you're a male or female and

00:28:29 --> 00:28:30: just just be yourself.

00:28:30 --> 00:28:32: You know, just be yourself right.

00:28:32 --> 00:28:34: Don't try to be something you're not trying to fit

00:28:34 --> 00:28:35: in and and and do the role.

00:28:35 --> 00:28:37: Just just be yourself and and I think that's just

00:28:38 --> 00:28:39: about that's the best approach.

00:28:41 --> 00:28:44: Very cool, I appreciate you mentioning that for sure.

00:28:44 --> 00:28:46: That way I know that ties into one of the

00:28:46 --> 00:28:49: future ULI events as well in regards to women in

00:28:49 --> 00:28:50: the industry and whatnot.

00:28:50 --> 00:28:53: Yeah, yeah. Chris passing the floor off to you in

00:28:53 --> 00:28:57: regards to questions that we've received so far are able

00:28:57 --> 00:28:59: to highlight some of them.

00:29:02 --> 00:29:03: Yeah, right

00:29:03 --> 00:29:05: off so the first question you had was from.

00:29:10 --> 00:29:11: Yes, I had a question,

00:29:11 --> 00:29:14: a question from one of the listeners.  
00:29:14 --> 00:29:17: Believe their name is Zeca Zeca.  
00:29:17 --> 00:29:19: If you could unmute yourself you could ask them.  
00:29:19 --> 00:29:21: You could ask Debbie directly right now.  
00:29:31 --> 00:29:32: I just wanted to  
00:29:32 --> 00:29:35: get a little bit of your experience working on federal  
00:29:35 --> 00:29:35: level.  
00:29:35 --> 00:29:36: We end up working  
00:29:36 --> 00:29:40: a lot with the province or municipality and I just  
00:29:40 --> 00:29:43: like to get a feel of how is it working  
00:29:43 --> 00:29:45: on federal level and what  
00:29:45 --> 00:29:46: are the challenges there.  
00:29:47 --> 00:29:49: I haven't worked at any federal projects.  
00:29:49 --> 00:29:53: The closest thing to that would have been the airport  
00:29:53 --> 00:29:54: and stuff and.  
00:29:54 --> 00:29:58: They're like the airport is run like a private,  
00:29:58 --> 00:29:59: like a private company and stuff,  
00:29:59 --> 00:30:02: right? They still have a reporting structure and stuff,  
00:30:02 --> 00:30:05: but I haven't done any federal projects and stuff,  
00:30:05 --> 00:30:05: yeah?  
00:30:10 --> 00:30:13: The next questions from Samson Tam gonna meet you  
00:30:17 --> 00:30:18: Thanks for your time today.  
00:30:18 --> 00:30:21: Did it was nice to hear from all your experiences  
00:30:21 --> 00:30:22: and  
00:30:22 --> 00:30:24: just a just a high level question to see what  
00:30:25 --> 00:30:28: kind of trends you see in the construction industry.  
00:30:28 --> 00:30:30: And there were a lot of work that you do  
00:30:30 --> 00:30:30: as it relates to  
00:30:31 --> 00:30:33: carbon emissions and body carbon.  
00:30:35 --> 00:30:37: Got that realm of the project,  
00:30:37 --> 00:30:37: I think where  
00:30:37 --> 00:30:40: maybe a decade ago it was more of a I  
00:30:40 --> 00:30:42: mean P systems was more on the on the back  
00:30:42 --> 00:30:43: corner if anything.  
00:30:45 --> 00:30:48: Yeah, no, a lot of the like projects nowadays we're  
00:30:48 --> 00:30:48: looking,  
00:30:48 --> 00:30:51: trying to trying to be as green as we can  
00:30:51 --> 00:30:51: be,  
00:30:51 --> 00:30:54: and definitely a lot of our major clients.  
00:30:54 --> 00:30:58: They've got these requirements right without with by using a  
00:30:58 --> 00:31:02: different materials for the all the green types of initiatives

00:31:02 --> 00:31:04: and we've actually got it.  
00:31:04 --> 00:31:07: Even though we've we've got a committee and stuff in  
00:31:07 --> 00:31:10: LabCorp that looks and stuff like that.  
00:31:10 --> 00:31:14: So I think you know different municipalities as well are  
00:31:14 --> 00:31:17: starting to have these requirements.  
00:31:17 --> 00:31:20: Like when I worked on the residential Richmond,  
00:31:20 --> 00:31:23: these projects were LEED silver equivalent and stuff,  
00:31:23 --> 00:31:25: right? So it may not be a lead job,  
00:31:25 --> 00:31:29: but it's part of the building permit process that we  
00:31:29 --> 00:31:31: have to meet these requirements.  
00:31:31 --> 00:31:33: And and even work at YVR,  
00:31:33 --> 00:31:35: stuff was starting to go that way as well,  
00:31:35 --> 00:31:38: so the projects at YVR weren't lead but we were  
00:31:38 --> 00:31:43: always looking for initiatives to reduce their carbon footprint  
and  
00:31:43 --> 00:31:43: stuff so.  
00:31:46 --> 00:31:47: Thank you Sir.  
00:31:49 --> 00:31:52: OK, the next question is from Alan Hart Allen.  
00:31:52 --> 00:31:54: You can unmute yourself now.  
00:31:54 --> 00:31:58: Debbie, I'm just wondering, is labcore seeing  
00:31:58 --> 00:32:02: more? Design build in P3 and you  
00:32:03 --> 00:32:04: getting more involved  
00:32:04 --> 00:32:06: in that and you see that as being part of  
00:32:06 --> 00:32:07: the the construction industry  
00:32:07 --> 00:32:08: moving forward.  
00:32:09 --> 00:32:12: I'm not, I'm not involved in the business development stuff,  
00:32:12 --> 00:32:15: so I can't really speak to that.  
00:32:15 --> 00:32:17: You know, we have done some P threes.  
00:32:17 --> 00:32:21: We did that. The BC Women and Children's Hospital stuff,  
00:32:21 --> 00:32:24: but I'm not part of that so I can't speak  
00:32:24 --> 00:32:25: to that unfortunately.  
00:32:26 --> 00:32:28: Thank you. What  
00:32:29 --> 00:32:31: is it like working on a public private partnership compared  
00:32:31 --> 00:32:32: to a typical project?  
00:32:32 --> 00:32:33: Just a bit curiosity.  
00:32:34 --> 00:32:39: I again I haven't. I actually haven't had the opportunity  
00:32:39 --> 00:32:41: to work on one of those.  
00:32:41 --> 00:32:44: I think it's again. I think it'd be a very  
00:32:44 --> 00:32:46: complicated process.  
00:32:46 --> 00:32:50: Just trying to navigate that the partnerships and trying to  
00:32:50 --> 00:32:52: meet all the other obligations and stuff.  
00:32:52 --> 00:32:55: And I just know that for my team worked on

00:32:55 --> 00:32:56: the hospital,  
00:32:56 --> 00:32:59: it was a really rewarding process.  
00:32:59 --> 00:33:02: You know, challenging but very rewarding and stuff as well  
00:33:02 --> 00:33:05: and different dynamic and a good way to grow their  
00:33:05 --> 00:33:06: careers and stuff.  
00:33:08 --> 00:33:11: Well. Randorf  
00:33:11 --> 00:33:13: requests, do you have any other questions?  
00:33:15 --> 00:33:20: Yes. We have a question from Manuel Gomez,  
00:33:20 --> 00:33:23: but he's driving so ask on their behalf.  
00:33:23 --> 00:33:25: What can be done at,  
00:33:25 --> 00:33:28: in your opinion, to open the construction field to warm  
00:33:28 --> 00:33:31: women and would you recommend a construction field to your  
00:33:31 --> 00:33:32: daughter?  
00:33:33 --> 00:33:36: Actually, it's funny that you asked that my daughter is  
00:33:36 --> 00:33:39: taking sciences right now at Langara and she's not really  
00:33:39 --> 00:33:42: sure if that's the avenue she wants to continue,  
00:33:42 --> 00:33:47: so she's actually been talking to me about maybe following  
00:33:47 --> 00:33:48: in my footsteps so.  
00:33:48 --> 00:33:50: So I've been talking to her about that and and  
00:33:50 --> 00:33:51: you know,  
00:33:51 --> 00:33:53: see maybe if she can kind of get a summer  
00:33:53 --> 00:33:55: job at one of our projects there.  
00:33:55 --> 00:33:59: There's so many opportunities you know we hire a lot  
00:33:59 --> 00:33:59: of women.  
00:33:59 --> 00:34:05: I see other other construction companies hiring women and  
it's  
00:34:05 --> 00:34:08: it's a really rewarding career,  
00:34:08 --> 00:34:10: male or female and stuff there's.  
00:34:10 --> 00:34:13: There's female going into the female going into the trades  
00:34:13 --> 00:34:14: and stuff as well.  
00:34:14 --> 00:34:17: And no, I just think it's it's one of these  
00:34:17 --> 00:34:19: careers you can do anywhere as well.  
00:34:19 --> 00:34:21: And maybe it's something we should have touched on,  
00:34:21 --> 00:34:25: right? And there's, you know there's a shortage of trades  
00:34:25 --> 00:34:28: and professionals in this career and all the different lot  
00:34:28 --> 00:34:30: of different locations and stuff,  
00:34:30 --> 00:34:34: right? So I think it's something that you can.  
00:34:34 --> 00:34:35: You can grow your career.  
00:34:35 --> 00:34:37: You can start it here in Vancouver.  
00:34:37 --> 00:34:39: You can really much do it anywhere,  
00:34:39 --> 00:34:41: right? If you decide to move to the Okanogan,  
00:34:41 --> 00:34:43: move to Alberta and stuff right?

00:34:43 --> 00:34:46: And it's certainly something I really encourage.

00:34:46 --> 00:34:50: I think it's I think it's one of those careers.

00:34:50 --> 00:34:51: And you know it can.

00:34:51 --> 00:34:53: It can be. It can be a.

00:34:53 --> 00:34:55: You could, you know, has good earning potential,

00:34:55 --> 00:34:58: is what I was trying to say and it's just

00:34:58 --> 00:35:00: a very it's one of these jobs.

00:35:00 --> 00:35:01: I said to my daughter.

00:35:01 --> 00:35:02: I said, you know, you gotta think about it.

00:35:02 --> 00:35:04: Do you want to sit at a desk all day

00:35:04 --> 00:35:05: and do the same thing?

00:35:05 --> 00:35:08: Same repetition over and over?

00:35:08 --> 00:35:11: Or do you want something that's you know,

00:35:11 --> 00:35:13: you know every day is different.

00:35:13 --> 00:35:16: Every day is different. You get to meet with so

00:35:16 --> 00:35:19: many different people and to me like that's this thing

00:35:19 --> 00:35:21: I really love about it is all the different people

00:35:21 --> 00:35:23: I get to meet and.

00:35:23 --> 00:35:27: Deal with everyday and just all the friendships and relationships

00:35:27 --> 00:35:30: I've made over the years and stuff.

00:35:30 --> 00:35:32: And you know, I I,

00:35:32 --> 00:35:34: I keep in contact with many of these people on

00:35:34 --> 00:35:37: a personal level and I use them professionally and stuff

00:35:37 --> 00:35:38: as well.

00:35:38 --> 00:35:41: It's I. I just love it.

00:35:41 --> 00:35:44: I I just think that anyone that has an interest

00:35:44 --> 00:35:46: should try to find out more about it.

00:35:46 --> 00:35:50: And you know, there's you know BCIT puts on a

00:35:50 --> 00:35:52: really great program.

00:35:52 --> 00:35:56: Or if they decide to go into engineering and stuff.

00:35:56 --> 00:35:58: Yeah. OK, yeah

00:35:58 --> 00:36:01: I totally agree with what you've mentioned about how there's

00:36:01 --> 00:36:05: a lot of opportunity out there in the construction industry.

00:36:05 --> 00:36:06: Chris, you have a question,

00:36:06 --> 00:36:07: I believe.

00:36:07 --> 00:36:10: Yeah, and this one is for me.

00:36:10 --> 00:36:13: What's been the biggest kind of profound shift you've observed

00:36:13 --> 00:36:15: from when you first started your career to to now

00:36:15 --> 00:36:17: in the industry as a whole?

00:36:18 --> 00:36:20: I think I I really think it seems to be

00:36:20 --> 00:36:22: that technology component.

00:36:22 --> 00:36:25: You know when when I started like we're using fax

00:36:25 --> 00:36:28: machines to to fax out RF eyes and submittals and

00:36:28 --> 00:36:29: stuff right?

00:36:29 --> 00:36:32: And I think the emails was just like just ascending.

00:36:32 --> 00:36:33: And you know, I note and stuff,

00:36:33 --> 00:36:35: right? But we didn't have attachments,

00:36:35 --> 00:36:38: this stuff, right? You know I when I started we

00:36:38 --> 00:36:41: sent an RFI and we'd have to get the confirmation

00:36:41 --> 00:36:43: slip and attach it to the RFI.

00:36:43 --> 00:36:47: It was very transactional stuff and now I because it's

00:36:47 --> 00:36:49: it's the technology and stuff.

00:36:49 --> 00:36:53: Right, I mean with with COVID and working from home.

00:36:53 --> 00:36:56: Just amazing how we can keep things running with with

00:36:56 --> 00:36:58: virtual meetings and stuff right?

00:36:58 --> 00:37:02: Whereas everything like our meetings were in person and

stuff

00:37:02 --> 00:37:02: right?

00:37:02 --> 00:37:05: When Dad dies, I don't even.

00:37:05 --> 00:37:09: I think I've printed off 1 stud in my drawings

00:37:09 --> 00:37:09: and paper.

00:37:09 --> 00:37:11: You know, six months ago,

00:37:11 --> 00:37:13: I don't I I shouldn't have done that.

00:37:13 --> 00:37:15: I don't even look at them right.

00:37:15 --> 00:37:18: Everything is electronic. We don't even need to carry around

00:37:18 --> 00:37:20: A roll of drawings anymore.

00:37:20 --> 00:37:22: You know you carry your iPod to the site and

00:37:22 --> 00:37:25: you you take pictures and you make notes on it.

00:37:25 --> 00:37:27: And then you email them out and stuff.

00:37:27 --> 00:37:29: It's it's. It's a technology,

00:37:29 --> 00:37:33: right? And? You know using you know using BIM for

00:37:33 --> 00:37:37: class detections and you know even the prefab and stuff,

00:37:37 --> 00:37:41: right? Just stop. You you know you can,

00:37:41 --> 00:37:44: you can you don't have to really field measure as

00:37:44 --> 00:37:45: much as it used to write.

00:37:45 --> 00:37:47: You can. It's it's amazing,

00:37:47 --> 00:37:48: right? What we can do.

00:37:53 --> 00:37:53: Very cool

00:37:54 --> 00:37:56: Randolph for Chris. Any other questions?

00:37:58 --> 00:38:01: Uhm yeah I have one for Debbie.

00:38:01 --> 00:38:04: It's from someone in the audience.

00:38:07 --> 00:38:10: How are costs being managed on the projects that you

00:38:10 --> 00:38:11: are responsible for?  
00:38:11 --> 00:38:16: This these days is costs rising is the common topic  
00:38:16 --> 00:38:20: among people on construction projects and  
00:38:20 --> 00:38:21: are there specific strategies?  
00:38:22 --> 00:38:25: That you have implemented at a company like Ledcor due  
00:38:25 --> 00:38:29: to its size that you probably wouldn't be able to  
00:38:29 --> 00:38:29: add a,  
00:38:29 --> 00:38:33: say a smaller builder. Oh,  
00:38:33 --> 00:38:34: that's that's  
00:38:34 --> 00:38:39: an interesting question. So how are costs we managed  
today?  
00:38:39 --> 00:38:42: I I think the key is to try to procure  
00:38:42 --> 00:38:44: stuff as early as you can,  
00:38:44 --> 00:38:48: right? And try to lock down the prices,  
00:38:48 --> 00:38:51: but I guess also if you think that the prices  
00:38:51 --> 00:38:52: could come down,  
00:38:52 --> 00:38:54: you could maybe take a gamble and try to delay  
00:38:54 --> 00:38:57: it a little bit to find out what the materials  
00:38:57 --> 00:38:58: are on stuff,  
00:38:58 --> 00:39:02: right? You know, and I guess with or without working  
00:39:02 --> 00:39:04: for a larger company,  
00:39:04 --> 00:39:07: if you wanted to pre purchase some stuff it could  
00:39:07 --> 00:39:08: provide those opportunities.  
00:39:08 --> 00:39:11: You know, having that, having that buying power,  
00:39:11 --> 00:39:14: but you know traditionally it's done on a project by  
00:39:14 --> 00:39:14: project basis.  
00:39:14 --> 00:39:17: I think like like most other companies and stuff,  
00:39:17 --> 00:39:21: right? So yeah, I mean the key for me is  
00:39:21 --> 00:39:23: whenever I run a job is to,  
00:39:23 --> 00:39:26: you know you get the stuff tendered and you you  
00:39:26 --> 00:39:30: need to lock down that price before it expires and  
00:39:30 --> 00:39:30: stuff,  
00:39:30 --> 00:39:33: right? Yeah. 'cause you don't want that risk of of  
00:39:33 --> 00:39:36: losing out on that on that cost.  
00:39:36 --> 00:39:37: I mean you know that that's a risk,  
00:39:37 --> 00:39:39: right? So you're always trying to reduce your risk rate  
00:39:39 --> 00:39:40: and minimize stuff.  
00:39:44 --> 00:39:47: Angry thank you Chris. I believe you have something.  
00:39:49 --> 00:39:51: I have a quick question just 'cause Oliver and I  
00:39:51 --> 00:39:52: were discussing this before.  
00:39:52 --> 00:39:53: How in  
00:39:53 --> 00:39:56: university we're both working various construction develops

00:39:57 --> 00:40:00: and I was just working on single family homes and  
00:40:00 --> 00:40:02: I was wondering what the if there's been a big  
00:40:02 --> 00:40:04: transition in life.  
00:40:04 --> 00:40:07: Safety Insight, insight, safety in the industry.  
00:40:07 --> 00:40:11: Just 'cause speaking from personal experience on two family  
homes,  
00:40:11 --> 00:40:14: there was none pretty much whatsoever so.  
00:40:15 --> 00:40:18: Yeah yeah, safety is probably lead.  
00:40:18 --> 00:40:22: Core is number 1 core value.  
00:40:22 --> 00:40:24: If you go to our if you go to our  
00:40:24 --> 00:40:27: website you can find out more about that but you  
00:40:27 --> 00:40:31: know I have seen safety involved and it's always been  
00:40:31 --> 00:40:32: the number one core value.  
00:40:32 --> 00:40:37: But again with technology actually it's really helped the safety  
00:40:37 --> 00:40:42: process just with all the different trainings and and just  
00:40:42 --> 00:40:45: the site management stuff.  
00:40:45 --> 00:40:48: Yeah, I think when you're a larger contractor as well.  
00:40:48 --> 00:40:50: Like I see home builders,  
00:40:50 --> 00:40:52: I walk by and they're not tide off and stuff  
00:40:52 --> 00:40:53: right?  
00:40:53 --> 00:40:56: And I guess you know.  
00:40:56 --> 00:40:58: It's hard for them to look at everybody and stuff  
00:40:59 --> 00:41:00: that they're doing right,  
00:41:00 --> 00:41:03: but I I definitely notice a difference between single family  
00:41:03 --> 00:41:07: residential just when I'm walking around and then our big  
00:41:07 --> 00:41:08: projects and stuff.  
00:41:08 --> 00:41:10: I think you know, I'd say nowadays,  
00:41:10 --> 00:41:14: like every most contractors are really safety conscious,  
00:41:14 --> 00:41:16: and I think that's what's changed as well from back  
00:41:17 --> 00:41:17: in the day.  
00:41:17 --> 00:41:19: When I started, you know,  
00:41:19 --> 00:41:22: like like 31 years ago and stuff right?  
00:41:22 --> 00:41:26: This that that's the the focus on safety is is.  
00:41:26 --> 00:41:27: It is really grown right.  
00:41:33 --> 00:41:35: Well, thanks for everybody's questions.  
00:41:35 --> 00:41:37: Really appreciate everyone time this morning.  
00:41:37 --> 00:41:40: Especially appreciate your time Debbie.  
00:41:40 --> 00:41:42: I know it's coming up at 8:45 so I want  
00:41:42 --> 00:41:45: to be respectful of everybody's time and also your own.  
00:41:45 --> 00:41:49: Any last comments you want to make before we sign  
00:41:49 --> 00:41:50: off for?  
00:41:50 --> 00:41:53: Any any any links you want to promote to for



00:41:53 --> 00:41:55: people to find out more information?  
00:41:56 --> 00:41:59: No, I I think I just want to stress that  
00:41:59 --> 00:42:01: you know construction.  
00:42:01 --> 00:42:05: It's it's a really wonderful and rewarding career.  
00:42:05 --> 00:42:07: And if people are interested in it.  
00:42:09 --> 00:42:14: I would highly recommend it and stuff right and to  
00:42:14 --> 00:42:14: grow.  
00:42:14 --> 00:42:16: It's good to be uncomfortable.  
00:42:16 --> 00:42:19: That's when you grow the most and take those risks  
00:42:19 --> 00:42:20: and stuff right?  
00:42:20 --> 00:42:21: It's it's it's well worth that.  
00:42:23 --> 00:42:26: Very cool, well, I definitely learned a lot this morning.  
00:42:26 --> 00:42:28: I'm sure everyone else here did so.  
00:42:28 --> 00:42:30: Thank you very much Debbie.  
00:42:30 --> 00:42:33: Again, a virtual round of applause.  
00:42:33 --> 00:42:36: It's a sure there's many 9:00 AM meetings out there  
00:42:36 --> 00:42:38: that we're all having to jump to,  
00:42:38 --> 00:42:40: and I know you're off on a plane yourself back  
00:42:40 --> 00:42:41: to the airport.  
00:42:43 --> 00:42:44: Thank you very much,  
00:42:44 --> 00:42:45: of course. Yeah, thank you Debbie.  
00:42:45 --> 00:42:49: And thank you everybody for joining and again this Randolph  
00:42:49 --> 00:42:53: mentioned the beginning coffee in conversations is a monthly  
event  
00:42:53 --> 00:42:56: so stay tuned to your email inbox as well as  
00:42:56 --> 00:42:59: the ULIBC website for it for it.  
00:42:59 --> 00:43:01: For the coughing conversation event as well,  
00:43:01 --> 00:43:04: many more that our colleagues plan.  
00:43:04 --> 00:43:06: So thank you everyone for your time this morning and  
00:43:06 --> 00:43:07: big thanks to you,  
00:43:07 --> 00:43:07: Debbie.  
00:43:07 --> 00:43:08: Thank you so much.

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