

# 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  
 continued support  
 00:01:04 --> 00:01:04: and guidance.  
 00:01:04 --> 00:01:08: Now for new new new viewers joining us coffee and  
 00:01:08 --> 00:01:13: conversations is ULIBC's monthly early morning speaker  
 event where students  
 00:01:13 --> 00:01:17: and professionals can drop in to meet other like minded  
 00:01:17 --> 00:01:20: colleagues. And here in new thoughts and ideas surrounding  
 real  
 00:01:21 --> 00:01:24: estate development we will continue to be having the next  
 00:01:24 --> 00:01:28: few coffee and conversation events online until in person  
 gatherings  
 00:01:28 --> 00:01:30: are consistently and fully permitted.  
 00:01:30 --> 00:01:34: We have one other exciting ULI event for your attention  
 00:01:34 --> 00:01:36: that's coming up on March 31st.  
 00:01:36 --> 00:01:41: The event is titled. Development partnership housing for  
 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  
Side  
00:03:03 --> 00:03:04: Developments.  
00:03:04 --> 00:03:06: And with Debbie and Oliver,  
00:03:06 --> 00:03:07: 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

00:05:20 --> 00:05:23: contractor that had just kind of left the job and

00:05:23 --> 00:05:27: abandoned it and stuff. So it was six story building.

00:05:27 --> 00:05:29: I don't know probably about.

00:05:29 --> 00:05:31: Probably about 40 or 50 units and stuff,

00:05:31 --> 00:05:34: right? About 60% complete, so he calls me up 1

00:05:34 --> 00:05:36: morning and he says put your boots on.

00:05:36 --> 00:05:39: I fired Douglas so Douglas was his brother who was

00:05:39 --> 00:05:43: Superintendent stuff so I end up actually going there and

00:05:43 --> 00:05:45: and finishing off the job.

00:05:45 --> 00:05:47: So I'm like young girl walking around in it in

00:05:47 --> 00:05:49: a big colorful coat and stuff,

00:05:49 --> 00:05:52: directing trades and so I end up getting the occupancy

00:05:53 --> 00:05:53: on that job.

00:05:53 --> 00:05:57: And that's just kind of how things kind of evolved

00:05:57 --> 00:05:59: end up meeting my husband on that.

00:06:00 --> 00:06:03: Project actually, so yeah. So after a couple of years

00:06:03 --> 00:06:05: and stuff I just decided it was time for a

00:06:05 --> 00:06:08: change and then I started at my core.

00:06:09 --> 00:06:11: Yeah, definitely a lot of a lot of learning as

00:06:11 --> 00:06:12: you as you go.

00:06:12 --> 00:06:15: I'm sure when you're starting off and just jumping right

00:06:15 --> 00:06:15: into it.

00:06:15 --> 00:06:15: Hey,

00:06:16 --> 00:06:19: yeah, I think you know it's a lot of construction.

00:06:19 --> 00:06:22: You know you learn the technical aspects and stuff,

00:06:22 --> 00:06:24: right? But it's a lot of common sense.

00:06:24 --> 00:06:27: It's kind of like putting a puzzle together.

00:06:27 --> 00:06:28: It's very logical and stuff,

00:06:28 --> 00:06:29: right? Just kind of, you know,

00:06:29 --> 00:06:33: if you can organize a trades and and.

00:06:33 --> 00:06:35: Yeah, it's it's. You know it's it's takes a very

00:06:35 --> 00:06:36: logical mind.

00:06:36 --> 00:06:38: It's tough and and and I think this that's just

00:06:39 --> 00:06:40: how it evolved for me,

00:06:40 --> 00:06:40: right?

00:06:41 --> 00:06:45: So having worked for the family for five or six

00:06:45 --> 00:06:48: years and then moving on to lead core to what

00:06:48 --> 00:06:51: was that transition like for you and and how did

00:06:51 --> 00:06:53: you first get involved in like corn?

00:06:53 --> 00:06:54: 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  
 00:07:28 --> 00:07:31: Coordinator and  
 00:07:31 --> 00:07:33: Stuff. So I I got hired as a project administrator.  
 00:07:36 --> 00:07:40: So that's almost it'll be 25 years next month.  
 00:07:40 --> 00:07:44: Very exciting, so starting on there is a project in  
 00:07:44 --> 00:07:47: Administrator Quien pack kind of maybe your first like 4  
 00:07:47 --> 00:07:50: or 510 years there in terms of projects you were  
 00:07:50 --> 00:07:54: involved in and and and how that unfolded for you.  
 00:07:54 --> 00:07:58: Yeah, so I started a project ministrator on a job  
 00:07:58 --> 00:08:01: at Broadway and Gravel so it was called Black 350  
 00:08:01 --> 00:08:03: and you know back then I mean that the jobs  
 00:08:03 --> 00:08:04: back then the stuff in Val has gone up in  
 00:08:04 --> 00:08:07: value by a lot more.  
 00:08:07 --> 00:08:10: Probably today, today is probably \$100 million job.  
 00:08:10 --> 00:08:12: So that was block 350 and it consisted of a  
 00:08:12 --> 00:08:15: commercial building,  
 00:08:15 --> 00:08:17: a school board building and and a park and and  
 00:08:17 --> 00:08:19: a parkade and stuff.  
 00:08:19 --> 00:08:22: So on that job as a project administrator.  
 00:08:22 --> 00:08:28: So I was responsible for.  
 00:08:28 --> 00:08:30: The trade contracts the Billings during the meeting minutes  
 00:08:30 --> 00:08:32: setting  
 00:08:32 --> 00:08:34: out RF eyes just.  
 00:08:34 --> 00:08:35: Basically there was. It was a lot of administrative work  
 00:08:35 --> 00:08:39: 'cause a lot of the trades actually had three or  
 00:08:39 --> 00:08:40: four different contracts and stuff,  
 00:08:40 --> 00:08:43: right? So so for every contract you had different sets  
 00:08:43 --> 00:08:44: of change orders,  
 00:08:44 --> 00:08:46: so there was a coordinator and the coordinator did.  
 00:08:46 --> 00:08:48: 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  
 00:11:22 --> 00:11:23: 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  
00:16:10 --> 00:16:11: 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  
00:16:42 --> 00:16:45: 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

00:20:21 --> 00:20:24: LabCorp,

00:20:24 --> 00:20:27: and what types of advice would you offer people who

00:20:27 --> 00:20:29: are maybe at the beginning of their career or just

00:20:29 --> 00:20:33: taking their second job in the industry?

00:20:33 --> 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  
00:22:34 --> 00:22:36: construction,  
00:22:36 --> 00:22:38: is like the AB connector.  
00:22:38 --> 00:22:39: Whatever you're taking a flight,  
00:22:39 --> 00:22:41: you can go revisit it.  
00:22:41 --> 00:22:44: You know it'll, it'll always be there and have a  
00:22:44 --> 00:22:46: have a special space for you to experience.  
00:22:46 --> 00:22:50: Yeah, I'd also say you know,  
00:22:50 --> 00:22:51: kind of be patient like don't don't worry about trying  
00:22:51 --> 00:22:54: to grow so fast.  
00:22:54 --> 00:22:56: Don't don't worry about trying to get that next title  
00:22:56 --> 00:22:57: in year 2 like try not to put a time  
00:22:57 --> 00:23:01: on things and stuff,  
00:23:01 --> 00:23:02: right? Try to get the experiences because you need the  
00:23:02 --> 00:23:05: experiences.  
00:23:05 --> 00:23:09: To be to be confident,  
00:23:09 --> 00:23:14: right? So I I find that some people are too  
00:23:14 --> 00:23:16: too much in a hurry to advance and stuff right?  
00:23:16 --> 00:23:18: But I I think when you advance you want to  
00:23:18 --> 00:23:18: be good at what you do as well.  
00:23:18 --> 00:23:22: You know,  
00:23:22 --> 00:23:27: definitely for sure, for sure.  
00:23:27 --> 00:23:28: And then moving around to the technology side of things  
00:23:28 --> 00:23:32: so.  
00:23:32 --> 00:23:36: Being involved in, you know the first Renault with your  
00:23:36 --> 00:23:37: dad way back in the day or that building and  
00:23:37 --> 00:23:39: that building downtown.  
00:23:39 --> 00:23:43: Conception Industries changed a lot.  
00:23:43 --> 00:23:44: Where do you see it going in the next 5-10  
00:23:44 --> 00:23:47: years?  
00:23:47 --> 00:23:52: 15 and. How can we be best prepared?  
00:23:52 --> 00:23:56: I think in my experiences I I think that that.  
00:23:56 --> 00:23:58: You know, like there's, there's so many large and  
00:23:58 --> 00:24:01: complicated  
00:23:58 --> 00:24:01: 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

00:24:45 --> 00:24:47: surveying and

00:24:47 --> 00:24:51: and scanning and stuff,

00:24:51 --> 00:24:52: right that you can. Do you know during your pores

00:24:52 --> 00:24:54: and stuff,

00:24:54 --> 00:24:56: right? To cut down the time of your pores and

00:24:56 --> 00:24:58: I I think it's going to be a technology to

00:24:58 --> 00:25:01: digging efficiencies is what I think,

00:25:01 --> 00:25:04: 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

00:27:02 --> 00:27:04: 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: yeah?

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

00:31:43 --> 00:31:43: 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

00:37:02 --> 00:37:02: 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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