

# Webinar

## ULI BC | Economic Mobility and Housing Resiliency: Jobs and Housing

Date: November 15, 2023

00:00:20 --> 00:00:22: Shannon, how are we doing for waiting room?

00:00:23 --> 00:00:25: Yes, feel free to to to give us.

00:00:25 --> 00:00:27: Get going here, get going.

00:00:27 --> 00:00:28: OK, Yeah.

00:00:28 --> 00:00:32: Good afternoon everybody and welcome to the third and last part of our HealthEquity Partnerships series, looking at how we

00:00:32 --> 00:00:35: can include and what Indigenous and Indigenous communities and walk

00:00:35 --> 00:00:39: in this spirit of reconciliation that we're all trying to live and understand, I'd first like to start off with a land acknowledgement if I may.

00:00:39 --> 00:00:43: ULIBC is committed to the process of decolonization and reconciliation

00:00:43 --> 00:00:46: with First Nations and urban indigenous communities.

00:00:46 --> 00:00:48: We acknowledge ULIBC is on unseated traditional indigenous and 1st

00:00:48 --> 00:00:53: nation territories and in particular many of us are coming from the unseated traditional territories of the Muskim, Swahamish and

00:00:53 --> 00:00:56: Selebutic Nations.

00:00:56 --> 00:01:00: We recognize that everyone participating today on this virtual call

00:01:00 --> 00:01:04: may be on a different territory.

00:01:04 --> 00:01:08: And this acknowledgement is a reminder of the discriminatory, discriminatory,

00:01:08 --> 00:01:09: racist and colonial practices that had a lasting legacy and

00:01:09 --> 00:01:13: continue to create barriers for indigenous peoples and communities today.

00:01:13 --> 00:01:14: So in that, and I will, I will introduce our

00:01:14 --> 00:01:18: esteemed panel members today.

00:01:18 --> 00:01:21: So in that, and I will, I will introduce our

00:01:21 --> 00:01:24: esteemed panel members today.

00:01:24 --> 00:01:26: So in that, and I will, I will introduce our

00:01:26 --> 00:01:28: esteemed panel members today.

00:01:28 --> 00:01:30: So in that, and I will, I will introduce our

00:01:30 --> 00:01:30: esteemed panel members today.

00:01:30 --> 00:01:33: Today we're here to talk about the linkage between economic mobility and housing resiliency.

00:01:33 --> 00:01:35:

00:01:35 --> 00:01:38: How does jobs and jobs accessibility?

00:01:39 --> 00:01:40: What does that mean for housing resilience?

00:01:40 --> 00:01:43: Knowing that we have, if we look at the data

00:01:43 --> 00:01:46: of homelessness, at risk of homelessness or even those who

00:01:46 --> 00:01:50: are trying to find accessible and attainable housing, there is

00:01:50 --> 00:01:53: an over representation of Indigenous all over the province and

00:01:53 --> 00:01:56: most acutely here in what we call the urban environment

00:01:56 --> 00:01:58: in the Lower Mainland region.

00:02:00 --> 00:02:02: We're looking here today and we have panel members from

00:02:02 --> 00:02:04: McCullough Group of Companies.

00:02:04 --> 00:02:07: Kayla Shram give us a little way of Kayla Macola

00:02:07 --> 00:02:11: has many services, many aspects of the affordable housing community

00:02:11 --> 00:02:16: both as a consultant, developer, indigenous advocate, community and capacity

00:02:16 --> 00:02:17: builder.

00:02:17 --> 00:02:20: As far as housing operator and housing developer as well,

00:02:20 --> 00:02:23: Next up we've got Steve Johnson from series Community Impact

00:02:23 --> 00:02:27: Real Estate Society where we think about the connection again

00:02:27 --> 00:02:29: between employment and housing.

00:02:30 --> 00:02:32: Steve has a very unique niche in our market where

00:02:32 --> 00:02:35: we look at social enterprise and the connections of those

00:02:35 --> 00:02:37: who are trying to they're on their journey of either

00:02:37 --> 00:02:40: recovery or re entry to the job market and how

00:02:40 --> 00:02:41: we might link those two.

00:02:42 --> 00:02:43: And then we've got Gary.

00:02:43 --> 00:02:45: Joan from Blade Runners, Ambers I'm not sure how many

00:02:45 --> 00:02:48: of our audience today might be familiar with Blade Runners.

00:02:48 --> 00:02:51: I hope you are been long standing, at least a

00:02:52 --> 00:02:56: couple decades if not more, where we link Indigenous employment

00:02:56 --> 00:03:00: in the how we build, in the creation of housing.

00:03:00 --> 00:03:03: So we're looking at trades employment, we're looking at labour

00:03:03 --> 00:03:06: employment in the construction arenas.

00:03:06 --> 00:03:09: And then we're also flanked here today by another one

00:03:09 --> 00:03:13: of our committee members, Don Elliott from the Capital Regional

00:03:13 --> 00:03:15: District over on the island to help us with some

00:03:15 --> 00:03:19: of this indigenous content and indigenous way of thinking as  
00:03:19 --> 00:03:23: far as procurement opportunities, economic development  
opportunities, job creation and  
00:03:23 --> 00:03:26: how we can stabilize just the work environment so that  
00:03:26 --> 00:03:29: housing is, is, is continues to be attainable.  
00:03:30 --> 00:03:31: So maybe I will take it.  
00:03:31 --> 00:03:34: I'll hand it off to maybe our, our first panel  
00:03:34 --> 00:03:38: member, Kayla, and maybe I'll start off with a question  
00:03:38 --> 00:03:40: for you and you know, big question.  
00:03:40 --> 00:03:41: I want to, I want to send it to all  
00:03:41 --> 00:03:42: of you.  
00:03:42 --> 00:03:45: How does job resiliency tied back to housing resiliency and  
00:03:45 --> 00:03:47: the stability for an indigenous person?  
00:03:47 --> 00:03:48: Do you have any examples of success?  
00:03:50 --> 00:03:53: Yeah, that's a really great question.  
00:03:53 --> 00:03:56: I think that you know at the end of the  
00:03:56 --> 00:03:59: day having a a job equals the money that you  
00:03:59 --> 00:04:01: need in order to pay rent.  
00:04:02 --> 00:04:07: Being how sustainable housed so that you're stabilized helps  
you  
00:04:07 --> 00:04:11: be a more effective employee, for example.  
00:04:12 --> 00:04:16: So big question, maybe a small example of a group  
00:04:16 --> 00:04:20: that we work with in Prince George, an urban indigenous  
00:04:20 --> 00:04:21: group.  
00:04:22 --> 00:04:26: They worked really hard to incorporate job opportunities into  
their  
00:04:26 --> 00:04:29: builds and we're actually able to do a bit of  
00:04:29 --> 00:04:34: an apprenticeship underneath their general contractor for one  
of their  
00:04:34 --> 00:04:34: bills.  
00:04:34 --> 00:04:37: It happened to, it went through a competitive process.  
00:04:38 --> 00:04:40: There was a focus on on sort of an indigenous  
00:04:40 --> 00:04:41: apprenticeship.  
00:04:41 --> 00:04:43: It happened to go to one of their residents who  
00:04:43 --> 00:04:46: at the end of the apprenticeship got a job and  
00:04:46 --> 00:04:49: no longer needs the subsidized housing that he was living  
00:04:49 --> 00:04:49: in.  
00:04:49 --> 00:04:52: So really interesting sort of opportunity to kind of have  
00:04:52 --> 00:04:56: a feedback loop that stable housing opportunity, you know,  
was  
00:04:56 --> 00:04:59: able to help lever that into, you know, a bit  
00:04:59 --> 00:05:02: of an apprenticeship and now full time job and stability.  
00:05:03 --> 00:05:05: So in that and you know I I do want

00:05:05 --> 00:05:06: to highlight Macola.

00:05:06 --> 00:05:09: Macola as an entity and you know, a representative of

00:05:09 --> 00:05:12: of a consultant sector, just I know that you do

00:05:12 --> 00:05:14: way more than that, but how did Macola as a

00:05:15 --> 00:05:18: service provider in the sector create that segue, facilitate that?

00:05:19 --> 00:05:21: How did, how did Macola and your expertise facilitate that

00:05:21 --> 00:05:22: to comfort fruition?

00:05:24 --> 00:05:24: Oh, yes.

00:05:24 --> 00:05:29: So the way that we facilitate those types of opportunities,

00:05:29 --> 00:05:33: you know it it comes down to the way that

00:05:33 --> 00:05:37: we sort of manage the projects from the start.

00:05:37 --> 00:05:41: So we work with our organizations to understand their particular

00:05:41 --> 00:05:46: priorities and build that into the overall development process.

00:05:46 --> 00:05:50: So it's it's something that leads the way when we

00:05:50 --> 00:05:52: reach out to consultants.

00:05:52 --> 00:05:55: So you know another the example would be a Macola

00:05:56 --> 00:05:56: project.

00:05:56 --> 00:06:01: We really wanted to prioritize hiring firms that were partnered

00:06:01 --> 00:06:05: with the local First Nation that we had a relationship

00:06:05 --> 00:06:06: with.

00:06:07 --> 00:06:09: And so we made an effort to reach out to

00:06:09 --> 00:06:13: some joint venture partners around a couple of the consultants

00:06:13 --> 00:06:15: that started off just at that schematic phase.

00:06:16 --> 00:06:19: But by putting that forward, making that decision at the

00:06:19 --> 00:06:20: front end, we're able to build it in.

00:06:21 --> 00:06:24: We also build it into the process of of choosing

00:06:24 --> 00:06:28: either a construction manager or general contractor and making it

00:06:28 --> 00:06:31: clear that either we have a set of priorities that

00:06:31 --> 00:06:34: we want them to utilize when going out to tender.

00:06:34 --> 00:06:37: Or we have sometimes actually gone out and said work

00:06:37 --> 00:06:41: with us to develop a process that will work best

00:06:41 --> 00:06:45: for you where we can prioritize indigenous owned companies and

00:06:45 --> 00:06:48: firms in sort of that tender and procurement.

00:06:48 --> 00:06:49: Process.

00:06:49 --> 00:06:50: Awesome.

00:06:50 --> 00:06:50: Thanks.

00:06:50 --> 00:06:51: Kayla.

00:06:51 --> 00:06:52: I think I'm going to ask the same question.

00:06:52 --> 00:06:55: And in that asking that question, I'm also going to  
00:06:55 --> 00:06:59: segue as I have with you, Mikayla, how your business  
00:06:59 --> 00:07:01: facilitates the answer to the question.  
00:07:01 --> 00:07:04: So I'm going to pick on Steve Johnson Mr.  
00:07:04 --> 00:07:05: Series.  
00:07:06 --> 00:07:09: In your experience, in your opinion, how does your work  
00:07:09 --> 00:07:12: inspire tie back job resiliency to housing stability and what  
00:07:12 --> 00:07:14: does series do to facilitate that?  
00:07:15 --> 00:07:15: Yeah, great.  
00:07:15 --> 00:07:17: Question and and thanks for having us as part of  
00:07:18 --> 00:07:21: this panel for community impact real estate, we manage  
commercial  
00:07:21 --> 00:07:22: real estate.  
00:07:22 --> 00:07:24: So we're not a developer, but we are engaged in  
00:07:24 --> 00:07:29: a process of building inclusive local economies through  
maintaining affordability  
00:07:29 --> 00:07:30: and commercial real estate.  
00:07:31 --> 00:07:35: And we think about income generation opportunities or work  
opportunities  
00:07:35 --> 00:07:36: in a bit of a different way.  
00:07:38 --> 00:07:41: We are unique in how we structure our leases with  
00:07:41 --> 00:07:42: our tenants.  
00:07:43 --> 00:07:46: We include social benefit covenants on lease.  
00:07:46 --> 00:07:49: So legally binding covenants that work with a business or  
00:07:49 --> 00:07:53: a tenant to better understand how they can create additional  
00:07:53 --> 00:07:56: community value through their tenancy in our portfolio.  
00:07:57 --> 00:08:01: It's meant to be a collaborative, cooperative process that  
creates  
00:08:01 --> 00:08:05: opportunities for low income residents to find employment,  
food security  
00:08:05 --> 00:08:07: or other types of stability.  
00:08:07 --> 00:08:10: So one of the ways that we do that is  
00:08:10 --> 00:08:14: to to come alongside tenants, A lot are in the  
00:08:14 --> 00:08:20: hospitality industry and help them identify employment  
opportunities within their  
00:08:20 --> 00:08:24: business and then connect them with service providers that  
can  
00:08:24 --> 00:08:30: facilitate engagement with the local Indigenous community of  
job seekers,  
00:08:30 --> 00:08:32: with prospective employers.  
00:08:33 --> 00:08:37: Again, that's meant to be a collaborative and cooperative  
process,  
00:08:37 --> 00:08:39: but because we put those covenants on lease, we do  
00:08:39 --> 00:08:42: have the hammer if needed to hold them accountable to

00:08:42 --> 00:08:44: fulfilling those obligations.

00:08:45 --> 00:08:48: In the end, it's not something we've ever had to

00:08:48 --> 00:08:52: do because there's such a need for employment, particularly in

00:08:52 --> 00:08:56: certain sectors of the economy, the hospitality sector being one

00:08:56 --> 00:08:59: where if you can help identify sources of Labor and

00:08:59 --> 00:09:04: facilitate the introduction, the connection and the onboarding of our

00:09:04 --> 00:09:08: prospective worker to a business, there's a tremendous amount of

00:09:08 --> 00:09:09: value there.

00:09:09 --> 00:09:12: So we we use our lease and our lease structure

00:09:12 --> 00:09:16: as a tool to identify and create employment opportunities for

00:09:16 --> 00:09:21: residents in Vancouver's downtown peninsula and particularly Indigenous residents.

00:09:22 --> 00:09:23: Awesome.

00:09:23 --> 00:09:23: Thanks, Steve.

00:09:23 --> 00:09:26: I've got follow up questions for you too, but let

00:09:26 --> 00:09:27: me go to our friend Gary.

00:09:28 --> 00:09:28: Gary, you there?

00:09:29 --> 00:09:32: Gary's on the phone today guys, so he's a voice.

00:09:33 --> 00:09:36: Gary, same question to you for Blade Runners and you

00:09:36 --> 00:09:39: know Blade Runners again for for my business, Blade Runners

00:09:39 --> 00:09:41: is a is a sector leader in this work.

00:09:41 --> 00:09:44: Could you talk about a little bit what job resiliency

00:09:44 --> 00:09:47: means for housing resiliency for your community and those that

00:09:47 --> 00:09:47: you serve?

00:09:48 --> 00:09:51: How does Blade Runners and Embers support that?

00:09:53 --> 00:09:56: Well, how we support it is is is training the

00:09:56 --> 00:09:59: kids 90 percent, 95% of our kids come in into

00:09:59 --> 00:09:59: our program.

00:10:00 --> 00:10:05: They don't have housing, they're staying in shelters, they're couch

00:10:05 --> 00:10:07: surfing, staying door to door.

00:10:07 --> 00:10:09: So if we have one kid per intake that has

00:10:09 --> 00:10:12: their own self-contained housing, that's a bonus for us.

00:10:12 --> 00:10:14: So what we're going to do is we have, you

00:10:14 --> 00:10:16: know we've been around since 1994.

00:10:16 --> 00:10:19: We have a lot of contacts in the construction industry

00:10:19 --> 00:10:22: in all levels, developers, general contractors, sub trades.

00:10:22 --> 00:10:25: We've got procurement agreements with the city and I like

00:10:25 --> 00:10:28: to talk about those procurement agreements in in, in, in  
00:10:28 --> 00:10:29: time.  
00:10:29 --> 00:10:32: But what we do is that we train the kids,  
00:10:32 --> 00:10:33: find the kids jobs.  
00:10:33 --> 00:10:35: It's not a work practicum or anything like that.  
00:10:35 --> 00:10:38: They go right onto the contractor's payroll.  
00:10:38 --> 00:10:41: We bring them to work the 1st morning, we'll get  
00:10:41 --> 00:10:44: up at 6:00 in the morning, bring them to work,  
00:10:44 --> 00:10:47: get them orientated, introduce them to their foreman.  
00:10:48 --> 00:10:50: The company showed them where their lock up is, make  
00:10:50 --> 00:10:53: sure they got their form and cell number and then  
00:10:53 --> 00:10:55: we just make check in with them, make sure they're  
00:10:55 --> 00:10:57: getting to work every day and all that.  
00:10:57 --> 00:10:59: Their bank accounts are set up cause a lot of  
00:11:00 --> 00:11:03: the contractors are going to a direct deposit, but we're  
00:11:03 --> 00:11:04: on call 24/7.  
00:11:04 --> 00:11:07: So if there's issues in the evening, issues on the  
00:11:07 --> 00:11:10: weekend, kid gets paid one day, not at work the  
00:11:10 --> 00:11:13: next day, contractor calls us, we come up, we get  
00:11:13 --> 00:11:14: out and deal with that.  
00:11:14 --> 00:11:17: So we're on the sites quite a bit.  
00:11:17 --> 00:11:20: We got some kids in in training right now already.  
00:11:20 --> 00:11:24: Three of them are going to start on Tuesday morning  
00:11:24 --> 00:11:28: at the Synap project with Coastal Estella, 100% owned  
Indigenous  
00:11:28 --> 00:11:32: Rebar Company owned by Brandon Joseph and Squamous  
Nation.  
00:11:32 --> 00:11:35: And we're just on those sites supporting them, making sure  
00:11:35 --> 00:11:37: they're getting to work, helping them with housing.  
00:11:37 --> 00:11:39: That's what we're mostly dealing with now.  
00:11:39 --> 00:11:42: We're very fortunate we have our own housing at 250  
00:11:43 --> 00:11:43: Powell St.  
00:11:43 --> 00:11:46: That means Jim Green, the founder of Blade Runners.  
00:11:46 --> 00:11:48: We worked on this housing for years.  
00:11:48 --> 00:11:50: We started it in 1994.  
00:11:50 --> 00:11:53: We initially wanted to put it at the old Four  
00:11:53 --> 00:11:56: Corners Bank at Main and Hastings, and that fell through.  
00:11:56 --> 00:11:58: And so the old remand center was going to come  
00:11:58 --> 00:12:01: to, we knew was going to be, you know, coming  
00:12:01 --> 00:12:02: to housing about 10 years ago.  
00:12:02 --> 00:12:06: We talked with designer Gregory Enriquez and the city and  
00:12:06 --> 00:12:08: the province, all of that.  
00:12:08 --> 00:12:11: So we have 39 units here, but you've had to

00:12:11 --> 00:12:13: graduate the program.

00:12:13 --> 00:12:16: You have to be working and have free paychecks before you.

00:12:16 --> 00:12:16: you.

00:12:16 --> 00:12:18: You can apply your self-contained housing.

00:12:18 --> 00:12:20: Units are beautiful.

00:12:20 --> 00:12:22: There's a basketball court downstairs.

00:12:22 --> 00:12:24: A lot of our kids are into sports and we

00:12:24 --> 00:12:25: just come in to support the kids.

00:12:25 --> 00:12:27: So they're ready to stand on their own 2 feet.

00:12:27 --> 00:12:30: And the contractor as well, kids not showing up, not

00:12:30 --> 00:12:34: calling us, not checking in with the contractor, well, we

00:12:34 --> 00:12:36: don't check them out of the program.

00:12:36 --> 00:12:38: We'll lay them off and get a new new Blade

00:12:38 --> 00:12:40: Runner to that contractor.

00:12:40 --> 00:12:43: So it's more being a a support system, you know,

00:12:43 --> 00:12:46: for the industry, for the contractors and until these two

00:12:46 --> 00:12:49: kids can stand on their own 2 feet and it's

00:12:49 --> 00:12:51: worked out really, really well.

00:12:51 --> 00:12:53: I mean we've got kids that you're standing up, meaning

00:12:53 --> 00:12:56: haste and sling selling drugs or whatever and they come

00:12:56 --> 00:12:59: into Blade Runners and you know six months, you know,

00:12:59 --> 00:13:02: a year later, they're trades people and all that.

00:13:02 --> 00:13:05: So it's been a very, very successful program and it's

00:13:05 --> 00:13:06: been a pleasure to be part of it.

00:13:08 --> 00:13:10: Gary, I have so many questions I want to ask

00:13:10 --> 00:13:11: you, but I I know it it for those of

00:13:11 --> 00:13:13: you in the audience, we we the panel here is

00:13:13 --> 00:13:16: sectioned off our discussion into we're going to talk about

00:13:16 --> 00:13:18: employees and experience first and then we're going to talk

00:13:18 --> 00:13:21: about career pathing and then we'll get into some

00:13:21 --> 00:13:23: procurement

00:13:21 --> 00:13:23: strategies and some ideas to keep the mind flowing for

00:13:23 --> 00:13:25: all of those of you in the sector that you

00:13:25 --> 00:13:27: might be able to do for your organizations.

00:13:28 --> 00:13:30: Gary, can I going the other way now on the

00:13:30 --> 00:13:33: panel, can I ask you a question about stigmatization, right.

00:13:33 --> 00:13:36: You know, recognizing many of the indigenous that, you

00:13:36 --> 00:13:38: know,

00:13:36 --> 00:13:38: all of us in the panel are working with, some

00:13:38 --> 00:13:40: of them are either traumatized, intimidated.

00:13:41 --> 00:13:44: There's based on the systems that we have, whether it

00:13:44 --> 00:13:45: be education or health.



00:13:45 --> 00:13:49: There's always, there has been a history of disincentive to  
00:13:49 --> 00:13:51: put yourself forward and look for a job, right.  
00:13:52 --> 00:13:54: How do we as an industry get past some of  
00:13:54 --> 00:13:59: the stigmatization and really encourage and invite indigenous  
persons to  
00:13:59 --> 00:13:59: to apply?  
00:14:00 --> 00:14:01: How do we get past some of that?  
00:14:02 --> 00:14:04: I think are getting out in the community and giving  
00:14:04 --> 00:14:05: presentations.  
00:14:05 --> 00:14:07: We have the, you know, we have contractors and that  
00:14:07 --> 00:14:09: come in to speak to the kids.  
00:14:09 --> 00:14:13: The ANI group comes in many LMS, many contractors come  
00:14:13 --> 00:14:15: in, speak to the kids.  
00:14:15 --> 00:14:18: All of that about what their expectations are when they're  
00:14:18 --> 00:14:20: hiring, what what they're looking for in an employee.  
00:14:22 --> 00:14:24: Again, a lot of it's our job coaches and all  
00:14:24 --> 00:14:26: that meet with the employers that let them know that,  
00:14:26 --> 00:14:28: you know, there could be some trips and bumps along  
00:14:28 --> 00:14:30: the way, but we're going to be here to work  
00:14:30 --> 00:14:31: with this.  
00:14:31 --> 00:14:34: But I think it's more getting out in the community  
00:14:34 --> 00:14:37: meeting with the, I would say meeting with the local  
00:14:37 --> 00:14:40: band, Squamish and Squamish and you know Muskie and  
Sway,  
00:14:40 --> 00:14:41: Latus and all that.  
00:14:41 --> 00:14:43: But I think having the what's worked for us is  
00:14:44 --> 00:14:46: having the employees come in and talk to the kids  
00:14:46 --> 00:14:48: before they get onto the sites.  
00:14:48 --> 00:14:50: And then when they get to the sites they say  
00:14:50 --> 00:14:52: OK, I remember her talking or this forum and talking  
00:14:52 --> 00:14:53: and all of that.  
00:14:53 --> 00:14:55: So you know, I I can approach them if I  
00:14:55 --> 00:14:58: haven't, you know, if I'm not, if I have questions  
00:14:58 --> 00:14:59: or anything like that.  
00:14:59 --> 00:15:01: That's worked really, really well for us.  
00:15:02 --> 00:15:02: Awesome.  
00:15:02 --> 00:15:04: I'm going to ask a similar question like Gala.  
00:15:04 --> 00:15:05: Oh, it totally helps, Gary.  
00:15:05 --> 00:15:05: Thank you.  
00:15:05 --> 00:15:07: I'm going to ask a similar question to Kayla, but  
00:15:07 --> 00:15:09: in a slightly different context.  
00:15:09 --> 00:15:11: So Kayla, I know you work on really complex partnerships.

00:15:11 --> 00:15:15: You know some of them with you got indigenous group,  
00:15:15 --> 00:15:17: say a non profit housing group and you've got a  
00:15:17 --> 00:15:21: non indigenous entity, maybe private developer or a  
municipality.

00:15:22 --> 00:15:25: And they're still stigma, right, how to either partner with  
00:15:25 --> 00:15:26: a group or encourage employment.

00:15:27 --> 00:15:29: And we're going to get to that because there's a  
00:15:29 --> 00:15:31: difference between job creation and career pathing, right?  
00:15:32 --> 00:15:34: So how do, how do you as a facilitator, project  
00:15:34 --> 00:15:38: manager, development facilitator, bridge that we all came up  
with

00:15:38 --> 00:15:41: an education that was different from what drippa tells us  
00:15:41 --> 00:15:45: and what the reconciliation path that we're on today, How  
00:15:45 --> 00:15:47: does, how does Mccola do it when we have these  
00:15:47 --> 00:15:50: two worlds that we're kind of living in?  
00:15:51 --> 00:15:55: That's a really good question, and I don't think that  
00:15:56 --> 00:15:58: there is like 1 easy answer to that.

00:15:58 --> 00:16:02: But I think one of the biggest things that we  
00:16:02 --> 00:16:05: try to do in the work that we do is  
00:16:05 --> 00:16:09: be be thoughtful and purposeful about who we partner with  
00:16:09 --> 00:16:14: and really\_the time that it's take that it requires or  
00:16:14 --> 00:16:17: that it takes to build a relationship.

00:16:17 --> 00:16:22: Someone doesn't have the patience to sort of maybe work  
00:16:22 --> 00:16:26: with us on a process that's a little bit slower.

00:16:28 --> 00:16:29: BC Housing is a great partner.

00:16:29 --> 00:16:30: We love partnering with them.

00:16:30 --> 00:16:33: Sometimes those processes are a little slow and it can  
00:16:34 --> 00:16:37: be frustrating, especially maybe our first time partnering with  
a

00:16:37 --> 00:16:40: with a a market developer who's, you know, kind of  
00:16:40 --> 00:16:42: stepping into that affordable realm.

00:16:43 --> 00:16:46: You know, it's really important that there's the patience there  
00:16:46 --> 00:16:48: around those processes.

00:16:48 --> 00:16:52: And then often times when we represent either urban  
indigenous

00:16:52 --> 00:16:57: groups or even First Nations who are developing affordable  
housing

00:16:57 --> 00:17:02: on reserve, there's an extra layer then of relationship building  
00:17:02 --> 00:17:06: and you know criteria outreach to tenants or members.

00:17:07 --> 00:17:10: And so it's really about making sure that we're able  
00:17:10 --> 00:17:12: to we then on our side try to be very  
00:17:12 --> 00:17:16: transparent and put that out there at the front end.

00:17:16 --> 00:17:18: This is not going to be a quick win.

00:17:18 --> 00:17:21: I will say I have noticed a lot of contractors  
00:17:21 --> 00:17:23: and builders go let's go on reserve it.  
00:17:23 --> 00:17:26: They don't have municipal process quick win false.  
00:17:27 --> 00:17:32: There are other pieces to consider that take time and  
00:17:32 --> 00:17:35: it is not necessarily that quick win.  
00:17:35 --> 00:17:38: And so sort of a respect for that process and  
00:17:38 --> 00:17:42: understanding that it's not your typical municipal process but  
there  
00:17:42 --> 00:17:46: are still approvals and and steps and and structures and  
00:17:46 --> 00:17:48: layers of of review.  
00:17:48 --> 00:17:50: It just might not look the the same.  
00:17:51 --> 00:17:54: So it might not be a two year rezoning process  
00:17:54 --> 00:17:56: with the City of Vancouver, but it is you know  
00:17:56 --> 00:18:00: something, something else that might, you know, achieve in  
council  
00:18:00 --> 00:18:03: review, a land use designation and a lot of nations  
00:18:04 --> 00:18:07: do have development permit permit approvals and planners  
on staff  
00:18:07 --> 00:18:09: like it doesn't just not exist.  
00:18:09 --> 00:18:13: So that's starting to go down another path but to  
00:18:13 --> 00:18:14: come back.  
00:18:14 --> 00:18:17: I think that that sort of that relationship, building that  
00:18:17 --> 00:18:20: patience and making sure that it's a true partnership, both  
00:18:20 --> 00:18:24: parties acknowledge that there's sort of an opportunity to  
gain  
00:18:24 --> 00:18:27: from that is really important in sort of facilitating moving  
00:18:27 --> 00:18:28: forward as a as a team.  
00:18:30 --> 00:18:31: Thanks for that, Kayla.  
00:18:31 --> 00:18:33: I think, I think I'm going to move to Steve  
00:18:33 --> 00:18:35: and I'm going to ask a similar question related.  
00:18:35 --> 00:18:39: But knowing that Steve, your business is diverse.  
00:18:39 --> 00:18:41: I mean you you do you do work with Indigenous  
00:18:41 --> 00:18:44: groups, but you also work with the social enterprise sector  
00:18:44 --> 00:18:44: overall.  
00:18:45 --> 00:18:47: And in this call to action either from DRIP or  
00:18:47 --> 00:18:49: UN DRIP or TRC, however you want to look at,  
00:18:49 --> 00:18:52: but this call to reconciliation, you know we we live,  
00:18:52 --> 00:18:54: we're trying to write a history that goes back hundreds  
00:18:54 --> 00:18:57: of year, couple, 100 years to bring back time and  
00:18:57 --> 00:18:57: memorial, right.  
00:18:58 --> 00:18:59: The respect for culture.  
00:18:59 --> 00:19:03: How does working with Indigenous for job creation,  
Indigenous groups

00:19:04 --> 00:19:04: to create jobs?

00:19:05 --> 00:19:07: How does this fit into your corporate reconciliation strategy for

00:19:07 --> 00:19:08: you, Steve?

00:19:10 --> 00:19:12: You know that's a really good question and and to

00:19:13 --> 00:19:16: be quite honest, I think we're still figuring you know

00:19:16 --> 00:19:16: it.

00:19:16 --> 00:19:18: It's been a bit of a process for us at

00:19:18 --> 00:19:22: community impact real estate to better understand what reconciliation looks

00:19:22 --> 00:19:23: like in the context of our work.

00:19:24 --> 00:19:28: And and we think as property management having space available,

00:19:28 --> 00:19:32: what does economic reconciliation look like and how do we

00:19:32 --> 00:19:35: kind of embody those values in our day-to-day work.

00:19:35 --> 00:19:38: And I think we're coming to a realization, one that

00:19:38 --> 00:19:42: it's important in our governance structure as a not-for-profit to

00:19:42 --> 00:19:46: have indigenous representation on our board and embedded in our

00:19:46 --> 00:19:48: governance structure.

00:19:48 --> 00:19:55: Some from a holistic oversight perspective, our strategic plans, our

00:19:55 --> 00:20:01: work plans, our operations are being not just receiving oversight

00:20:01 --> 00:20:05: from from our Indigenous community and partners.

00:20:06 --> 00:20:09: And actually informing the creation and execution of those strategies.

00:20:10 --> 00:20:13: So it presses starting with governance and ensuring that we

00:20:13 --> 00:20:18: have a diversified board that prioritizes indigenous knowledge and representation.

00:20:18 --> 00:20:22: And when it comes to the day-to-day activities, I think

00:20:22 --> 00:20:25: we're taking a a greater look at what we do

00:20:25 --> 00:20:30: with our vacant properties as they become vacant and understanding

00:20:30 --> 00:20:34: better how to make them available to indigenous organizations or

00:20:35 --> 00:20:39: small business owners, startups first, so that we're approaching that

00:20:39 --> 00:20:42: community with an opportunity first.

00:20:42 --> 00:20:46: It doesn't mean that we would change our vetting practices

00:20:46 --> 00:20:50: or how we evaluate prospective tenants, but that we're thinking

00:20:50 --> 00:20:53: more intentionally about how to market those spaces and who

00:20:53 --> 00:20:56: to market them to from a first right of refusal

00:20:56 --> 00:20:58: standpoint to kind of use that language.

00:20:59 --> 00:21:02: I was in a meeting a month ago with an

00:21:02 --> 00:21:07: indigenous elder and kind of raised a philosophical question about

00:21:08 --> 00:21:11: how do you work in real estate on stolen land.

00:21:12 --> 00:21:15: You're you're in the practice of of of land policy

00:21:15 --> 00:21:19: and zoning and land usage and you know it's unseeded

00:21:19 --> 00:21:21: territory How do you do that?

00:21:21 --> 00:21:24: And I I took that message away and I've been

00:21:24 --> 00:21:27: thinking about it quite a bit and and trying to

00:21:27 --> 00:21:31: better understand how to how to incorporate that

00:21:31 --> 00:21:32: thoughtfulness into

00:21:31 --> 00:21:32: the work.

00:21:32 --> 00:21:34: And I think for us it would start by by

00:21:34 --> 00:21:37: saying we have space, it's based on unseeded land.

00:21:38 --> 00:21:40: So who do we make it available to first?

00:21:40 --> 00:21:42: Who do we, who do we seek out from the

00:21:42 --> 00:21:44: outset to occupy that space.

00:21:44 --> 00:21:48: So again for community impact real estate, it's it's really

00:21:48 --> 00:21:53: being intentional about having Indigenous representation in our governance and

00:21:53 --> 00:21:57: informing our governance and then from an execution standpoint recognizing

00:21:57 --> 00:22:00: the assets we have, who's land they're on and how

00:22:00 --> 00:22:03: we, how we market them and who we market them

00:22:03 --> 00:22:04: to most.

00:22:05 --> 00:22:05: That's interesting.

00:22:05 --> 00:22:08: You should talk about leadership and how that, I'll call

00:22:08 --> 00:22:11: it trickle down effect happens when you're creating the space

00:22:11 --> 00:22:14: for the Indigenous lens to be a decision making table

00:22:14 --> 00:22:16: and how it Peters out into your business, right.

00:22:16 --> 00:22:18: And this, this is a great segue for me to

00:22:18 --> 00:22:21: ask Gary the next question about creating safe spaces for

00:22:21 --> 00:22:24: Indigenous persons within an employed employment environment.

00:22:24 --> 00:22:24: Right.

00:22:24 --> 00:22:27: Whether it be in leadership or in staff level kind

00:22:27 --> 00:22:30: of positions recognizing indigenous persons come from All Stars and

00:22:30 --> 00:22:32: walks of life and experiences.

00:22:32 --> 00:22:35: Many we know have are trauma informed, are still in

00:22:35 --> 00:22:39: recovery for for a multitude of things, it could be

00:22:39 --> 00:22:40: many barriers.

00:22:41 --> 00:22:43: How do we as employers recognizing that?  
00:22:43 --> 00:22:46: I think there's many that are following the same suit  
00:22:46 --> 00:22:49: as Steve, bringing in decision making with an indigenous land.  
00:22:49 --> 00:22:51: Maybe there's an elder member of the board, there's some  
00:22:51 --> 00:22:53: governance piece that has an indigenous land.  
00:22:54 --> 00:22:57: How can we be doing better, creating a safe environment  
00:22:57 --> 00:23:01: for indigenous persons that are in our in our employee?  
00:23:02 --> 00:23:06: I think I've always thought that what was black and  
00:23:06 --> 00:23:10: is I would have an indigenous job, job coach, work  
00:23:10 --> 00:23:15: within the within the company or organization, connect to connect  
00:23:15 --> 00:23:19: to the wrap around services, connect to the community, the  
00:23:19 --> 00:23:21: community agencies.  
00:23:21 --> 00:23:23: Although I've often said, I thought, I always thought that,  
00:23:23 --> 00:23:25: you know, that's what's lacking English.  
00:23:25 --> 00:23:29: A lot of these companies is there's no engaging this  
00:23:29 --> 00:23:31: you know HR person or job coach.  
00:23:32 --> 00:23:34: Some of our, a lot of our people need support  
00:23:34 --> 00:23:35: when they first start right.  
00:23:36 --> 00:23:37: All of that and a lot of the issues are  
00:23:37 --> 00:23:39: work's not the problem like you were saying.  
00:23:39 --> 00:23:41: A lot of them are traumatized or dealing with issues.  
00:23:41 --> 00:23:43: There's a lot of the issues are outside the workplace  
00:23:43 --> 00:23:46: where that job coach much like Blade Runners can come  
00:23:46 --> 00:23:46: in and work.  
00:23:46 --> 00:23:49: And I always thought that's been lacking and I'd like  
00:23:49 --> 00:23:50: to.  
00:23:50 --> 00:23:52: I'd like to see more of that within you know  
00:23:52 --> 00:23:56: companies and and or and organizations as you know how  
00:23:56 --> 00:23:59: many community liaison work, work work rate within the  
00:23:59 --> 00:24:03: company  
00:23:59 --> 00:24:03: with the employer and then with the employees, the  
00:24:03 --> 00:24:07: indigenous  
00:24:03 --> 00:24:07: employees and dealing with trauma or dealing with issues.  
00:24:07 --> 00:24:09: You know, a lot of time when there's a death  
00:24:09 --> 00:24:11: or something, our community's affected.  
00:24:11 --> 00:24:13: One way or another it's affected.  
00:24:13 --> 00:24:16: And although a lot of times our Blade owners have  
00:24:16 --> 00:24:18: to go back to Prince Rupert or William's Lake or  
00:24:18 --> 00:24:21: Prince George for you know, they're going to be gone  
00:24:21 --> 00:24:23: for a week or 10 days and a lot of  
00:24:23 --> 00:24:25: the contractors sometimes don't understand that, right.

00:24:25 --> 00:24:27: We've got to, we've got to you know talk to  
00:24:28 --> 00:24:30: them about it and this is how our community is  
00:24:30 --> 00:24:32: and that and they've gotten a lot better let's be  
00:24:32 --> 00:24:35: honest, they've gotten so much better from when I started  
00:24:35 --> 00:24:36: in 96.  
00:24:36 --> 00:24:39: But I always thought that you know, having an indigenous  
00:24:39 --> 00:24:43: liaison or job coach within the company organization could you  
00:24:43 --> 00:24:47: know that has the skills, has the knowledge, experience working  
00:24:47 --> 00:24:49: in the community and all of that.  
00:24:49 --> 00:24:53: And plus like I said, know the agencies in the  
00:24:53 --> 00:24:54: community.  
00:24:54 --> 00:24:56: Because if there is an issue or something like that,  
00:24:56 --> 00:24:59: you usually know the agency that can help and deal  
00:24:59 --> 00:25:02: with that issue or whether whether it's in this or  
00:25:02 --> 00:25:05: native health or native housing, whoever and all of that.  
00:25:05 --> 00:25:07: And I, you know, that's well aware of the community  
00:25:07 --> 00:25:09: and I think that would be a big help.  
00:25:10 --> 00:25:11: That's interesting.  
00:25:11 --> 00:25:12: You should talk about that.  
00:25:12 --> 00:25:15: We talk about meeting people where they're at and you  
00:25:15 --> 00:25:17: know if we're, if we're borrowing language from Jedi or  
00:25:17 --> 00:25:21: EDIB language about inclusivity and meeting people where they're at.  
00:25:21 --> 00:25:23: And Kayla, so kindly put a suggestion in in the  
00:25:24 --> 00:25:26: chat that you know we come from, in the business  
00:25:26 --> 00:25:27: culture we come from.  
00:25:27 --> 00:25:29: If it if it's not written down, it's not, it's  
00:25:29 --> 00:25:31: not, it's not there, it's not real.  
00:25:31 --> 00:25:34: But what we understand is many times when we're  
00:25:34 --> 00:25:37: interacting  
00:25:37 --> 00:25:40: with indigenous groups, storytelling or oral tradition is very  
00:25:40 --> 00:25:44: much  
00:25:40 --> 00:25:44: how that business is conducted with indigenous groups.  
00:25:44 --> 00:25:46: So you know, sometimes job application or job initiation is  
00:25:44 --> 00:25:46: orally and that's got to be OK.  
00:25:46 --> 00:25:48: Maybe you meet them where they're at and maybe I  
00:25:48 --> 00:25:50: could talk if I could partly add to my next  
00:25:50 --> 00:25:53: question, Gary about and we're getting into career pathing  
00:25:53 --> 00:25:56: now.  
00:25:53 --> 00:25:56: It was interesting, we had another discussion with Ian  
00:25:56 --> 00:25:58: Campbell  
00:25:56 --> 00:25:58: TV and Campbell a little while ago and we were

00:25:58 --> 00:26:01: asking about what is the unemployment rate if you walk  
00:26:01 --> 00:26:04: down to Nation Today and what is the unemployment rate.  
00:26:04 --> 00:26:06: I think for us non indigenous, we're really surprised to  
00:26:06 --> 00:26:08: hear that the jobless rate is actually quite low.  
00:26:09 --> 00:26:10: Unemployment's actually quite low.  
00:26:11 --> 00:26:11: But that's not the issue.  
00:26:12 --> 00:26:14: Getting getting a job is not the issue.  
00:26:14 --> 00:26:17: Getting a career is the issue, right.  
00:26:17 --> 00:26:20: And so when you think about the pathways to, yeah,  
00:26:20 --> 00:26:23: OK, entry level, everybody has to start from somewhere.  
00:26:23 --> 00:26:26: But is there opportunities for growth for that person that  
00:26:26 --> 00:26:29: could really flourish into something that, you know, we all  
00:26:29 --> 00:26:31: want to, you know, have a, a starter abode and  
00:26:31 --> 00:26:34: then we move on to something bigger as, you know,  
00:26:34 --> 00:26:36: we accumulate family or we have a significant other.  
00:26:36 --> 00:26:39: And you know, that kind of goes along with what  
00:26:39 --> 00:26:43: many people want in life, you know, job growth, family  
00:26:43 --> 00:26:44: growth, How do we do better?  
00:26:45 --> 00:26:46: How did how did Blade Runners do it?  
00:26:46 --> 00:26:49: In fostering this idea of an individual who, say, enters  
00:26:49 --> 00:26:51: it, say as a laborer, as a trade.  
00:26:52 --> 00:26:54: And in this idea of we hear the sector screaming  
00:26:54 --> 00:26:57: that we don't have enough trades, we don't have enough  
00:26:57 --> 00:27:00: engineers, we don't have enough coordinators, how do we  
help  
00:27:00 --> 00:27:03: those individuals move along a career path as opposed to  
00:27:03 --> 00:27:04: just giving them a job?  
00:27:06 --> 00:27:07: Well I think I well, well it always.  
00:27:07 --> 00:27:10: I always go back to when I I when they  
00:27:10 --> 00:27:13: come in for an interview and you know if you  
00:27:13 --> 00:27:15: want to be, you know work in tech or be  
00:27:15 --> 00:27:19: in the hospitality industry, this isn't, this isn't the program  
00:27:20 --> 00:27:20: for you.  
00:27:20 --> 00:27:24: These jobs are construction and construction only and we  
want  
00:27:24 --> 00:27:26: to see you with the career, right.  
00:27:26 --> 00:27:27: We want to see you with the two about a  
00:27:27 --> 00:27:29: long five years down the road.  
00:27:29 --> 00:27:33: But we're fortunate here at you know with Access Blade  
00:27:33 --> 00:27:36: Runners and our kids is we can bring in Access  
00:27:37 --> 00:27:39: Trace to foster those careers.  
00:27:39 --> 00:27:41: They can take care of the apprenticeships and what's the



00:27:42 --> 00:27:44: employer likes because it doesn't cost the employer anything.

00:27:45 --> 00:27:47: All we need from the employer is the hours.

00:27:47 --> 00:27:50: So when a lot of our kids become entry level

00:27:50 --> 00:27:52: workers as a glacier or plumber and all that, after

00:27:52 --> 00:27:55: three months, we'll do an evaluation with the contractor.

00:27:56 --> 00:27:58: We'll look at their punctuality.

00:27:58 --> 00:28:00: How do they work on supervisors?

00:28:00 --> 00:28:01: Are they there every day?

00:28:01 --> 00:28:02: Are they?

00:28:02 --> 00:28:03: How's their communication skills?

00:28:03 --> 00:28:05: They're a good fit for construction.

00:28:05 --> 00:28:08: And if that goes well, we bring in access trace

00:28:08 --> 00:28:10: to push the apprenticeship.

00:28:10 --> 00:28:13: So they take care of everything to school in our

00:28:13 --> 00:28:16: our blade runner's hours, all of that.

00:28:16 --> 00:28:18: We've had, you know, a kid that started to do

00:28:18 --> 00:28:20: it as a laborer at the Trump Tower.

00:28:20 --> 00:28:22: And by the time the Trump Tower was done, he

00:28:22 --> 00:28:25: was a third year Carpenter apprentice, right so and a

00:28:25 --> 00:28:26: couple of how many?

00:28:26 --> 00:28:28: But people have gone on to get their red Seal

00:28:28 --> 00:28:28: and all that.

00:28:28 --> 00:28:32: So I think having an organization like Access and Access

00:28:32 --> 00:28:35: trades to help at least in the trades help us

00:28:35 --> 00:28:37: get our kids apprentice old.

00:28:37 --> 00:28:38: It's just not a job.

00:28:38 --> 00:28:40: You're getting a queer and that's our whole goal here

00:28:40 --> 00:28:42: is to see you with the tool belt on five

00:28:42 --> 00:28:43: years down the road.

00:28:43 --> 00:28:45: That's the whole goal of Blade Runners.

00:28:46 --> 00:28:46: That's interesting.

00:28:46 --> 00:28:49: I think what I heard there was there's a mix

00:28:49 --> 00:28:52: between, there's the skill set and the application of

00:28:52 --> 00:28:57: competency

00:28:52 --> 00:28:57: and that competency development, whether it's teamwork,

00:28:57 --> 00:29:01: whether it's communications,

00:28:57 --> 00:29:01: whether it's assertiveness and project management, those

00:29:01 --> 00:29:04: are transferable outside

00:29:01 --> 00:29:04: of the entry level skill set application, right.

00:29:04 --> 00:29:06: And that's the career path that we look to foster.

00:29:06 --> 00:29:08: And if I'm talking to the audience here, we've got

00:29:08 --> 00:29:10: a mixture of providers here.

00:29:10 --> 00:29:12: You've got Blade Runners that looks at the construction side,  
00:29:12 --> 00:29:15: I would say predominantly, although I hear there's there's  
pieces  
00:29:15 --> 00:29:16: for consultancy as well.  
00:29:16 --> 00:29:20: You've got commercial leasing, social enterprise with Steve  
and you've  
00:29:20 --> 00:29:23: got development consultant sector, right or development  
management sector.  
00:29:23 --> 00:29:26: So Caleb, I could turn to you similar question thinking  
00:29:26 --> 00:29:29: about those competencies and training, right.  
00:29:29 --> 00:29:30: And I, I know you've got a Co-op program, This  
00:29:30 --> 00:29:31: is why I'm picking on you.  
00:29:32 --> 00:29:35: How do you Foster and I guess nurture this idea  
00:29:35 --> 00:29:38: specifically for Indigenous employees, right?  
00:29:38 --> 00:29:42: Creating a safe space, honoring where they're at, wanting to  
00:29:42 --> 00:29:44: encourage them to find a career, not just a job?  
00:29:45 --> 00:29:49: What kind of training strategies does Macola employ to  
facilitate  
00:29:49 --> 00:29:49: that?  
00:29:51 --> 00:29:52: Yeah.  
00:29:52 --> 00:29:53: So I mean, I think there's a few things that  
00:29:53 --> 00:29:54: I can speak to.  
00:29:54 --> 00:29:57: And some are like directly employed with us and others  
00:29:57 --> 00:29:58: are directives from our board.  
00:29:58 --> 00:30:03: So we have a fully indigenous Board of directors that  
00:30:03 --> 00:30:08: values sort of build, giving, giving back and building into  
00:30:08 --> 00:30:11: our process which is for service consultancy.  
00:30:13 --> 00:30:17: You know having that come back into indigenous community  
and  
00:30:17 --> 00:30:20: that happens in a variety of ways, everything to back  
00:30:20 --> 00:30:24: to school picnics and you know fully resourced backpacks  
and  
00:30:24 --> 00:30:28: supply kits for kids in all of our residential complexes  
00:30:28 --> 00:30:32: and units across the province to a set of scholarships.  
00:30:32 --> 00:30:35: So we have a trades bursary that we offer every  
00:30:35 --> 00:30:36: year.  
00:30:36 --> 00:30:40: We have a scholarship for post secondary that we offer  
00:30:40 --> 00:30:45: every year and we have now connected scholarship  
opportunity with  
00:30:46 --> 00:30:51: the internship program that MD's Development Services  
offers every year.  
00:30:52 --> 00:30:56: So basically it is covering one year of graduate level  
00:30:56 --> 00:31:00: or sort of like you know past that post secondary  
00:31:00 --> 00:31:05: level education and then it's directly tied to our internship

00:31:05 --> 00:31:09: which would be then coming into the office and gaining  
00:31:09 --> 00:31:13: some of that direct skill and training and that is  
00:31:13 --> 00:31:17: an indigenous only focused program for the direction of our  
00:31:17 --> 00:31:18: board.  
00:31:18 --> 00:31:22: So we have several interns currently on staff with us  
00:31:23 --> 00:31:23: now.  
00:31:23 --> 00:31:26: So taking advantage of that opportunity of you know going  
00:31:27 --> 00:31:30: to school, building up sort of that knowledge base but  
00:31:30 --> 00:31:34: then getting some actual experience you know in the office  
00:31:34 --> 00:31:38: at construction sites from a a management perspective less  
of  
00:31:38 --> 00:31:39: a trades perspective.  
00:31:40 --> 00:31:43: And then the thing that's been really great for us  
00:31:43 --> 00:31:46: is you know it might, it might sound like it  
00:31:46 --> 00:31:49: is you know about empowering that that individual but it's  
00:31:49 --> 00:31:51: really benefited the organization.  
00:31:51 --> 00:31:53: It's a win win.  
00:31:53 --> 00:31:57: We we have several excellent staff that that are with  
00:31:57 --> 00:32:00: us now full time and we're doing some work now  
00:32:00 --> 00:32:01: within the organization.  
00:32:02 --> 00:32:04: We are just, I think we just put the final  
00:32:04 --> 00:32:09: touches on our Macola development services EDIV vision  
statement which  
00:32:09 --> 00:32:11: our entire staff worked on.  
00:32:11 --> 00:32:15: We're now working on taking a very measured specific  
approach  
00:32:15 --> 00:32:17: to continuing to do the work that we've done, which  
00:32:17 --> 00:32:20: is we've always done pieces of it, but we're trying  
00:32:20 --> 00:32:23: to be a bit more structured and and intentional with  
00:32:23 --> 00:32:25: how we approach those things.  
00:32:25 --> 00:32:28: So little things like adding an indigenous lens to all  
00:32:28 --> 00:32:31: of our HR policies which are quite colonial and legal  
00:32:31 --> 00:32:32: and that kind of stuff.  
00:32:32 --> 00:32:35: But what sort of the rationale as to why there  
00:32:35 --> 00:32:38: are hours of service of, of work that you're supposed  
00:32:38 --> 00:32:40: to be in the office for, right.  
00:32:40 --> 00:32:42: It's about being available to our clients.  
00:32:42 --> 00:32:46: So just trying to add some of that rationale and  
00:32:46 --> 00:32:50: understanding, but one of the other other pieces that we're  
00:32:50 --> 00:32:52: going to to do in all of that is work  
00:32:52 --> 00:32:56: on sort of we have, we have positions here, we  
00:32:56 --> 00:33:00: have some structure, but we're actually working to do some  
00:33:00 --> 00:33:01: career pathing.

00:33:01 --> 00:33:03: In terms of what does that path look like if  
00:33:04 --> 00:33:07: you're sort of maybe starting as a junior position and  
00:33:07 --> 00:33:10: how do you get to be that project manager, development  
00:33:11 --> 00:33:14: manager, senior person, what does, what is the time, what  
00:33:14 --> 00:33:15: is the skill set?  
00:33:15 --> 00:33:18: We have all the competencies, we have all of the  
00:33:18 --> 00:33:21: job requirements, but but sort of trying to lay that  
00:33:21 --> 00:33:24: out as a path so that it's really clear to  
00:33:24 --> 00:33:26: someone what is it that we need to do to  
00:33:26 --> 00:33:28: kind of get to that next level.  
00:33:28 --> 00:33:30: And they can see that sort of they can set  
00:33:30 --> 00:33:32: that target and they can see that.  
00:33:32 --> 00:33:35: And I think that that's helpful for for anybody.  
00:33:35 --> 00:33:37: But I think our interns are a great example of  
00:33:37 --> 00:33:40: sort of starting off, you know, fresh out of school  
00:33:40 --> 00:33:42: and working your way up.  
00:33:43 --> 00:33:44: And if I may, if I could share, I think  
00:33:44 --> 00:33:46: you and I has been a beneficiary of the bedrock  
00:33:46 --> 00:33:49: that you've laid down for some of this intern work.  
00:33:49 --> 00:33:52: Recognizing just like with any other Co-op or any young  
00:33:52 --> 00:33:55: person that's coming into organization, I think leadership,  
there's an  
00:33:55 --> 00:33:58: obligation to foster their curiosity and keep them engaged.  
00:33:58 --> 00:34:00: And so you give them network opportunities.  
00:34:00 --> 00:34:03: And so you alive, this particular committee that put together  
00:34:03 --> 00:34:06: this series, we actually employed one of your interns, right?  
00:34:06 --> 00:34:09: And so that in turn it actually is exposed to  
00:34:09 --> 00:34:12: our network now and looking at various where she could  
00:34:12 --> 00:34:16: insert not necessarily you know Macola, but the greater  
sector  
00:34:16 --> 00:34:17: overall, right.  
00:34:17 --> 00:34:20: So now you see this longevity or this long term  
00:34:21 --> 00:34:24: ability to to to flex and to work excellent.  
00:34:24 --> 00:34:25: So Steve, over to you.  
00:34:26 --> 00:34:26: Question for you.  
00:34:28 --> 00:34:30: How do, how do you do it job versus career  
00:34:30 --> 00:34:33: path and what kind of training strategies do you have  
00:34:33 --> 00:34:34: for for your staff?  
00:34:36 --> 00:34:36: Yeah.  
00:34:36 --> 00:34:38: So we're not a big team and we don't do  
00:34:38 --> 00:34:39: a lot of frontline hiring.  
00:34:39 --> 00:34:41: So it's a little bit different for me to answer

00:34:41 --> 00:34:44: this question, I think through the context of community impact  
00:34:44 --> 00:34:44: real estate.  
00:34:45 --> 00:34:47: But I I think I'd like to pivot just a  
00:34:47 --> 00:34:49: little bit and think about some form of work that  
00:34:49 --> 00:34:52: I've done in municipal policy development in both Toronto  
and  
00:34:52 --> 00:34:56: Vancouver, specifically on community benefit agreement  
policy that ties into  
00:34:56 --> 00:34:57: development.  
00:34:58 --> 00:35:03: Always been passionate about the opportunity for the  
development cycle  
00:35:03 --> 00:35:06: to create a range of job opportunities for job seekers  
00:35:06 --> 00:35:09: and facilitating those types of connections.  
00:35:10 --> 00:35:14: So through that policy development and work with with  
groups  
00:35:14 --> 00:35:19: like ULI or the Urban Development Institute or other  
construction  
00:35:19 --> 00:35:23: and trades associations is helping those partners see beyond  
the  
00:35:24 --> 00:35:28: physical construction of a building to understand the breadth  
of  
00:35:28 --> 00:35:31: opportunity that the development sector offers.  
00:35:32 --> 00:35:37: And not just putting folks into construction trades because  
that's  
00:35:37 --> 00:35:39: what we've always done.  
00:35:40 --> 00:35:42: And not that that's a bad thing, because it's a  
00:35:42 --> 00:35:43: great, viable career path.  
00:35:44 --> 00:35:44: But.  
00:35:44 --> 00:35:47: Thinking about all the other areas in a development that  
00:35:47 --> 00:35:51: create employment opportunities and almost breaking it  
down into a  
00:35:51 --> 00:35:56: pre construction construction and post construction  
occupancy way of looking  
00:35:56 --> 00:36:00: at development and saying where can we create employment  
opportunities  
00:36:00 --> 00:36:01: and pre construction.  
00:36:02 --> 00:36:05: So is it an internship with your architect to better  
00:36:05 --> 00:36:06: understand building design?  
00:36:07 --> 00:36:12: Is it integrating opportunities and planning and land use and  
00:36:12 --> 00:36:14: then moving into construction?  
00:36:14 --> 00:36:18: The trades are obviously the most immediate, but think about  
00:36:19 --> 00:36:23: accounting, HR, all of the site support services, whether it's  
00:36:23 --> 00:36:28: site security, catering, there's a laundry list of of occupations  
00:36:28 --> 00:36:28: there.

00:36:29 --> 00:36:32: And then in post construction occupancy, if you're an owner  
00:36:33 --> 00:36:35: operator, what does property management look like?  
00:36:36 --> 00:36:38: What about comprehensive janitorial services.  
00:36:40 --> 00:36:42: So again, I think we've we've started to do a  
00:36:42 --> 00:36:46: really great job with groups like Blade Runners really focused  
00:36:46 --> 00:36:49: on the trades portion of the development space.  
00:36:50 --> 00:36:53: But I think there's ways to think differently about the  
00:36:53 --> 00:36:55: development sector and the the the array of job opportunities  
00:36:55 --> 00:36:57: that are really represented.  
00:36:57 --> 00:37:03: And then engaging really fulsomely with community partners  
like Access,  
00:37:03 --> 00:37:07: like Blade Runners to identify those other types of career  
00:37:07 --> 00:37:11: pathways that that open up longer term sustainable good  
jobs  
00:37:11 --> 00:37:15: for folks that are not always hammer in hand, but  
00:37:15 --> 00:37:17: maybe a computer and a pen.  
00:37:18 --> 00:37:19: You're funny, Steve.  
00:37:19 --> 00:37:21: You totally set me up for the segue into procurement  
00:37:21 --> 00:37:22: strategies.  
00:37:22 --> 00:37:24: But you know if we wanted I think you and  
00:37:24 --> 00:37:27: I here if we wanted the audience to understand is  
00:37:27 --> 00:37:29: just like any when you think about the young persons  
00:37:29 --> 00:37:32: or people entering the job market, we want to look  
00:37:32 --> 00:37:35: at opportunities across the life cycle as as Steven said  
00:37:35 --> 00:37:37: the life cycle of a quote UN quote project pre  
00:37:37 --> 00:37:41: construction design development, construction execution and  
then the living of  
00:37:41 --> 00:37:44: the building right, project management administration  
etcetera.  
00:37:46 --> 00:37:49: But in that we have direct employment of Indigenous  
persons,  
00:37:50 --> 00:37:53: we have access to programs that act as a segue  
00:37:53 --> 00:37:56: like Gary's program, right, to those individuals.  
00:37:57 --> 00:37:59: But let's talk about you know some, I think some  
00:37:59 --> 00:38:01: of our audience members and sorry Tim, I'm going to  
00:38:01 --> 00:38:01: pick on you.  
00:38:01 --> 00:38:04: We got PCI here, we've got Gordon Easton, Easton here.  
00:38:04 --> 00:38:08: We've got some big, big develop big development mines  
here  
00:38:08 --> 00:38:11: where we're looking to procure a vendor service, right.  
00:38:12 --> 00:38:15: Let's talk about you know professional services or big  
construction  
00:38:15 --> 00:38:17: contracts at that level.  
00:38:18 --> 00:38:20: Let's talk about what kind of procurement strategies when

you  
00:38:20 --> 00:38:21: do that.  
00:38:21 --> 00:38:23: And I as a public sector, I know I have  
00:38:23 --> 00:38:25: to, I have to all my all my contracts are  
00:38:25 --> 00:38:28: publicly let, they're publicly tendered, right BC bid.  
00:38:29 --> 00:38:34: What kind of strategies, policies, scorecards if you will, do  
00:38:34 --> 00:38:38: you guys put up to encourage vendors to include indigenous  
00:38:38 --> 00:38:42: minded lenses when they're offering services for those of us  
00:38:42 --> 00:38:46: who are looking for to employ them, maybe I'll go  
00:38:46 --> 00:38:50: to Steve first what, what kind of procurement strategies if  
00:38:50 --> 00:38:55: you're procuring or if you're looking to submit a tender  
00:38:55 --> 00:38:58: right responding to an RFP, what would you be looking  
00:38:58 --> 00:38:59: for?  
00:39:00 --> 00:39:01: Yeah, that's a great question.  
00:39:02 --> 00:39:07: As a not-for-profit social enterprise, our financial policies and  
procedures  
00:39:07 --> 00:39:10: prioritize and privilege social enterprise spend.  
00:39:11 --> 00:39:13: So right from the outset, if we're looking for services  
00:39:14 --> 00:39:16: or support our, our policy framework directs us to the  
00:39:16 --> 00:39:18: social enterprise sector.  
00:39:18 --> 00:39:21: And within that there are a number of Indigenous owned  
00:39:21 --> 00:39:24: and managed businesses that can kind of meet our needs.  
00:39:25 --> 00:39:28: So it's actually baked into our policies and procedures from  
00:39:28 --> 00:39:29: the outset.  
00:39:29 --> 00:39:33: And then in addition, we work with some trade or  
00:39:33 --> 00:39:37: some sector organizations like by Social Canada for  
example, which  
00:39:37 --> 00:39:41: is a procurement partner that certifies social enterprises and  
has  
00:39:41 --> 00:39:45: a really great list of indigenous owned businesses that would  
00:39:45 --> 00:39:49: qualify with their bias Social Canada certification.  
00:39:50 --> 00:39:52: So we'll we'll use kind of that third party betting  
00:39:52 --> 00:39:55: as well when we look at potential partners in our  
00:39:55 --> 00:39:56: procurement practices.  
00:39:57 --> 00:40:00: So it's it's kind of prioritizing it within our own  
00:40:00 --> 00:40:01: spend, but then also.  
00:40:02 --> 00:40:07: Working with other types of certification bodies or or umbrella  
00:40:07 --> 00:40:10: organizations to help us better tap into the the the  
00:40:11 --> 00:40:15: wealth of social enterprise and indigenous own business that  
is  
00:40:15 --> 00:40:16: out there.  
00:40:18 --> 00:40:20: Maybe I'll flip it over to Gary, similar question and  
00:40:20 --> 00:40:23: and I know this just because in most of BC

00:40:23 --> 00:40:26: Housing's procurement we actually say you know employment with blade

00:40:26 --> 00:40:28: runners is highly encouraged, right.

00:40:28 --> 00:40:31: And in some cases depending on the project we will

00:40:31 --> 00:40:34: we'll we'll set it out more explicitly with a score.

00:40:35 --> 00:40:38: What from your side has been really successful in the

00:40:38 --> 00:40:42: sector targeting indigenous employment as part of a procurement process

00:40:42 --> 00:40:45: in a tender for example, what what are some examples

00:40:45 --> 00:40:46: of of success for you?

00:40:48 --> 00:40:51: Wow, that's a good, that's a great question.

00:40:51 --> 00:40:55: I think where it's been successful, I can give you

00:40:55 --> 00:40:58: a couple of examples is one was with One Pacific,

00:40:58 --> 00:41:03: Concord Pacific where they were building 1 Pacific and so

00:41:03 --> 00:41:07: there was procurement greens to hire, you know 10% blade

00:41:07 --> 00:41:11: runners or whatever because that's usually the work we go

00:41:11 --> 00:41:12: for is 10%.

00:41:13 --> 00:41:16: But a lot of those procurement agreements with the general

00:41:16 --> 00:41:19: contractor and that's where a little bit of the hiccup

00:41:19 --> 00:41:20: is.

00:41:20 --> 00:41:23: The general contractor doesn't have many jobs at all.

00:41:24 --> 00:41:26: They have a foreman, they have a project manager, they

00:41:26 --> 00:41:28: have a general labour.

00:41:28 --> 00:41:30: They might be able to hire a couple labours or

00:41:30 --> 00:41:32: a hoist operator when the site gets moving along.

00:41:33 --> 00:41:36: What Concorde procedure gave in the Centreville is the first

00:41:36 --> 00:41:39: when that project started coming out of the ground, in

00:41:39 --> 00:41:42: the beginning we were with the Iron workers and all

00:41:42 --> 00:41:44: of that and porn slabs and stuff like that.

00:41:44 --> 00:41:48: And when that when that project started coming out of

00:41:48 --> 00:41:51: the ground as the floors and as the tradespeople were

00:41:51 --> 00:41:54: coming on, sub trades were coming on, I would e-mail

00:41:55 --> 00:41:57: Concorde, Pacific, Centreville once a month.

00:41:58 --> 00:42:01: They knew what sub trades were on site.

00:42:01 --> 00:42:04: And so, you know, if there was a sub trade

00:42:04 --> 00:42:06: that wasn't hiring, trust me, I got a phone call

00:42:06 --> 00:42:09: because it came down from the top to get a

00:42:09 --> 00:42:10: hold of Blade Runners.

00:42:11 --> 00:42:13: So I believed, you know, they were going to hold

00:42:13 --> 00:42:16: back some of their budget and that and I had

00:42:16 --> 00:42:18: a call from contractors I didn't even know existed when

00:42:19 --> 00:42:19: I met with them.



00:42:20 --> 00:42:22: They got on board, hired our kids.  
00:42:22 --> 00:42:23: To this day.  
00:42:24 --> 00:42:25: One of them is Star Line Windows.  
00:42:25 --> 00:42:28: What's your program about all of that?  
00:42:28 --> 00:42:29: The first thing I was asked, are they going to  
00:42:29 --> 00:42:30: steal from the sites?  
00:42:31 --> 00:42:31: Right.  
00:42:31 --> 00:42:32: I said no, they're not.  
00:42:32 --> 00:42:33: We're going to Beyonc???.  
00:42:33 --> 00:42:36: We're going to, you know, if there's any problem with  
00:42:36 --> 00:42:38: issues with our kids, we'll come out and deal with  
00:42:38 --> 00:42:38: it.  
00:42:38 --> 00:42:40: To this, to this stage.  
00:42:40 --> 00:42:41: They're still hiring.  
00:42:41 --> 00:42:45: When that project was completed, they still hired from our,  
00:42:45 --> 00:42:49: from our program actually one of our female blade runners  
00:42:49 --> 00:42:50: named Rebecca her.  
00:42:50 --> 00:42:53: She became the first crew boss in the history of  
00:42:53 --> 00:42:56: the company, female crew boss in the history of the  
00:42:56 --> 00:42:57: company, all of that.  
00:42:57 --> 00:42:58: To this day they're still hiring.  
00:42:58 --> 00:42:59: So that worked.  
00:42:59 --> 00:43:02: Well it was like I said sending the 1st of  
00:43:03 --> 00:43:06: every month to center rail construction.  
00:43:06 --> 00:43:08: They will look at what sub trades hadn't been hiring.  
00:43:08 --> 00:43:12: They got on them they contacted me they hired another  
00:43:12 --> 00:43:15: one was with that was Don on on on Park  
00:43:15 --> 00:43:19: Vancouver where they brought in the community liaison to  
work  
00:43:19 --> 00:43:23: with the community and were both indigenous and non  
indigenous  
00:43:23 --> 00:43:26: to to buy into the sub trades hiring from the  
00:43:26 --> 00:43:30: community and that and that that went you know that  
00:43:30 --> 00:43:33: went pretty good as well too but not as well  
00:43:33 --> 00:43:35: as it went with Concord Pacific.  
00:43:35 --> 00:43:38: So I thought with these procurement agreements we got to  
00:43:38 --> 00:43:40: get the sub trades to buy in more and hire  
00:43:40 --> 00:43:43: and being part of these procurement agreements because I  
don't  
00:43:43 --> 00:43:45: know legally they have to hire, they can just say  
00:43:45 --> 00:43:47: we're, you know we're not hired.  
00:43:47 --> 00:43:48: You know we haven't got any room enough.  
00:43:49 --> 00:43:51: You know we have no jobs available and stuff like

00:43:51 --> 00:43:53: that and put a little bit more pressure on the  
00:43:53 --> 00:43:56: sub trades to higher and that's where it worked for  
00:43:56 --> 00:43:58: Centerville Construction at 1:00 Pacific.  
00:43:59 --> 00:44:00: Awesome.  
00:44:00 --> 00:44:01: And and I'm not quite sure if this is a  
00:44:01 --> 00:44:03: Gary question or if this is a Kayla question.  
00:44:04 --> 00:44:09: Let's talk about connection to Indigenous Devcos for  
example.  
00:44:09 --> 00:44:12: And or for when we look at First Nation groups,  
00:44:12 --> 00:44:15: we think about their economic development office, I think it's  
00:44:15 --> 00:44:16: what it's called.  
00:44:16 --> 00:44:20: And in that economic development office, when we think  
about  
00:44:20 --> 00:44:24: the different divisions in construction site works, excavation,  
which now  
00:44:24 --> 00:44:27: you know Heritage Conservation Act is law, we have to  
00:44:27 --> 00:44:28: go through archaeology now, right?  
00:44:29 --> 00:44:30: And there's a process for that.  
00:44:31 --> 00:44:35: Is there, if you were advising your audience, is there  
00:44:35 --> 00:44:38: a way that they can approach the active office to  
00:44:38 --> 00:44:42: encourage direct employment as well as economic positive  
movement for  
00:44:42 --> 00:44:45: the nation itself knowing that that JV out of that  
00:44:45 --> 00:44:48: economic development office reports directly to the nation.  
00:44:48 --> 00:44:50: How might someone do that?  
00:44:50 --> 00:44:52: Like a developer, how might someone just call, how, how,  
00:44:52 --> 00:44:55: how can they make that part of the procurement process?  
00:44:55 --> 00:44:56: Maybe, maybe.  
00:44:56 --> 00:44:58: Gary, I'll give you a break, I'll, I'll, I'll send  
00:44:58 --> 00:44:58: it over to Kayla first.  
00:45:00 --> 00:45:01: Yeah, yeah, she'd be good with that.  
00:45:04 --> 00:45:05: That's a good question.  
00:45:05 --> 00:45:06: Yes.  
00:45:06 --> 00:45:10: I think some type of of contact like yes, out  
00:45:10 --> 00:45:14: of the blue is a little bit tough.  
00:45:14 --> 00:45:18: I think we have found you know mixed success sending  
00:45:18 --> 00:45:19: you know cold emails.  
00:45:20 --> 00:45:23: We have often visited sort of banned offices or sort  
00:45:23 --> 00:45:28: of head offices, introduced ourselves, explained who we are,  
what  
00:45:28 --> 00:45:31: we're doing, try to not go with an ask but  
00:45:31 --> 00:45:34: sort of lay the groundwork for a bit of a  
00:45:34 --> 00:45:35: relationship piece.

00:45:35 --> 00:45:39: So you know, hey, our offices are here or hey,  
00:45:39 --> 00:45:42: we're just on the brink of starting to plan a  
00:45:42 --> 00:45:47: development sort of like on traditional territories that may or  
00:45:47 --> 00:45:49: may not be seated or under treaty.  
00:45:50 --> 00:45:53: And you know we, we just want to understand where  
00:45:53 --> 00:45:56: you guys are AT and you know we've gotten a  
00:45:56 --> 00:46:00: mix of, hey, we're focusing on building units on reserve  
00:46:00 --> 00:46:02: in our on our territories for our people.  
00:46:02 --> 00:46:05: We'd love to know what you're up to but we  
00:46:05 --> 00:46:08: just don't have the capacity to be involved all the  
00:46:08 --> 00:46:11: way to well let let's talk partnership.  
00:46:11 --> 00:46:15: We, you know, we want you to hire our companies,  
00:46:15 --> 00:46:17: our nation owned businesses.  
00:46:17 --> 00:46:21: We want units for our members in the community and  
00:46:21 --> 00:46:25: so that whole range you know leads to a variety  
00:46:25 --> 00:46:30: of different ways of of responding but we always look  
00:46:30 --> 00:46:35: to try and you know balance out those interests and  
00:46:35 --> 00:46:39: find a good way to to partner moving forward.  
00:46:39 --> 00:46:42: So if I may I do have an example of  
00:46:42 --> 00:46:46: a nation, I think this is this is specific to  
00:46:46 --> 00:46:49: sort of a nation development.  
00:46:49 --> 00:46:51: But I think that there are pieces that you that  
00:46:51 --> 00:46:53: we could pull from this for other projects.  
00:46:54 --> 00:46:59: But for them it was really important to encourage the  
00:46:59 --> 00:47:04: hiring of nation owned businesses and they actually broke  
down  
00:47:04 --> 00:47:08: sort of the the the tender process for a larger  
00:47:08 --> 00:47:12: project into pieces and laid out a specific a process  
00:47:12 --> 00:47:16: 'cause I think it does, it does take time.  
00:47:16 --> 00:47:18: If we want to be, you want to take the  
00:47:18 --> 00:47:20: time to be thoughtful, you want to think through the  
00:47:20 --> 00:47:23: process and you want to make sure that there are  
00:47:23 --> 00:47:25: good options to still move forward.  
00:47:25 --> 00:47:28: So just saying that you prioritize hiring indigenous or nation  
00:47:28 --> 00:47:29: owned businesses is one thing.  
00:47:29 --> 00:47:32: What does it actually look like on the ground?  
00:47:32 --> 00:47:35: So you know it's having a good list of of  
00:47:35 --> 00:47:39: businesses, having those contacts, making it clear that they  
get  
00:47:39 --> 00:47:43: first notification of the opportunity, it's open for a certain  
00:47:43 --> 00:47:47: number of days and then your general contractor moves on  
00:47:47 --> 00:47:49: to whatever is next on the list.  
00:47:49 --> 00:47:52: They did that work and broke out sort of all

00:47:52 --> 00:47:56: of the jobs under the general conditions which are smaller  
00:47:56 --> 00:48:00: in nature, maybe our are not necessarily tendered but as  
00:48:00 --> 00:48:04: as construction goes on they're sort of brought in.  
00:48:04 --> 00:48:07: So that might be somebody to do some cleaning up  
00:48:07 --> 00:48:09: on the site or it could be those types of  
00:48:09 --> 00:48:09: things.  
00:48:09 --> 00:48:12: So those you know were were to be put out  
00:48:12 --> 00:48:16: to member owned businesses or interested members first.  
00:48:17 --> 00:48:20: We did have a another group take that approach and  
00:48:20 --> 00:48:24: actually there was a number of youth that were the  
00:48:24 --> 00:48:27: target of the housing that they were building.  
00:48:27 --> 00:48:29: They actually came in and did all of the the  
00:48:29 --> 00:48:31: site cleanup and light work.  
00:48:31 --> 00:48:35: So an interesting opportunity to sort of be involved in  
00:48:35 --> 00:48:36: the project.  
00:48:36 --> 00:48:40: They helped on the planning stage, they helped during  
00:48:40 --> 00:48:42: construction  
00:48:42 --> 00:48:46: all the way through and then sort of broke it  
00:48:46 --> 00:48:48: up into another stage of member owned businesses would  
00:48:48 --> 00:48:53: sort  
00:48:48 --> 00:48:53: of be next in their tender.  
00:48:54 --> 00:48:59: So for the those larger divisions of your construction contract.  
00:48:59 --> 00:49:03: And then after that it was the connections a partnership.  
00:49:03 --> 00:49:07: So there might be some joint venture companies, there might  
00:49:07 --> 00:49:10: be some partnerships where there is, you know, firms that  
00:49:10 --> 00:49:11: prioritize hiring nation members or perhaps indigenous.  
00:49:11 --> 00:49:14: And so that was next.  
00:49:14 --> 00:49:18: And then once we've kind of gone through that list,  
00:49:18 --> 00:49:21: whatever was sort of leftover where they had not identified  
00:49:21 --> 00:49:23: or appropriately gotten a bid, then that became part of  
00:49:23 --> 00:49:28: the more competitive tender process.  
00:49:28 --> 00:49:32: So sort of breaking that down, laying out that option,  
00:49:32 --> 00:49:36: being clear around you know notice and you know who  
00:49:36 --> 00:49:38: gets contacted in what order allowed us.  
00:49:38 --> 00:49:41: This was ABC housing project that they did this for,  
00:49:41 --> 00:49:44: allowed us to present something to a government that has  
00:49:44 --> 00:49:47: rigorous procurement requirements that was acceptable.  
00:49:47 --> 00:49:48: So sort of it sort of fit both the nation's  
00:49:48 --> 00:49:52: needs and government needs.  
00:49:52 --> 00:49:56: So an interesting opportunity to sort of break that into  
00:49:56 --> 00:50:00: pieces and actually competitively provide and it to provide  
00:50:00 --> 00:50:00: that  
00:50:00 --> 00:50:00: option to members first, but still sort of keep that

00:50:00 --> 00:50:02: project competitively tendered.

00:50:03 --> 00:50:05: So when you know in listening to Gary, some, some

00:50:05 --> 00:50:08: of the, I'll say challenges or things that we need

00:50:08 --> 00:50:11: to overcome to really set Indigenous individuals up for success

00:50:11 --> 00:50:14: is you know one, creating a safe environment, workplace environment

00:50:14 --> 00:50:17: for them, right, Recognizing, trying to meet them where they're

00:50:17 --> 00:50:17: at.

00:50:18 --> 00:50:20: But the flip side as well, when we think about,

00:50:20 --> 00:50:23: I mean how many hands touch a single building, thousands

00:50:23 --> 00:50:26: of hands when you think about it right, how?

00:50:26 --> 00:50:31: And so but in that interface with whether it's consultants,

00:50:31 --> 00:50:37: engineers, contractors, inspectors, city folk, whoever their stigma, right.

00:50:37 --> 00:50:39: So how do we take care of those folks.

00:50:39 --> 00:50:42: So when you when going back to the question of

00:50:42 --> 00:50:45: interfacing with say either a dev Co that's related to

00:50:45 --> 00:50:49: a nation whether it's in the territory or not right

00:50:49 --> 00:50:51: or or their economic development office.

00:50:52 --> 00:50:55: Are you guys finding that when an individual needs that

00:50:55 --> 00:50:58: say that other support that piece that Gary was saying

00:50:58 --> 00:50:59: is blacking in the sector right.

00:50:59 --> 00:51:03: That whether it's emotional encouragement career pathing that just that

00:51:04 --> 00:51:06: that that you know that hand that guides a little

00:51:07 --> 00:51:07: bit.

00:51:07 --> 00:51:11: Does connecting directly with nations help do that with their

00:51:11 --> 00:51:11: dev office.

00:51:11 --> 00:51:14: Does it provide individuals who may need that little extra,

00:51:14 --> 00:51:16: You know, you see them on the job site, they're

00:51:16 --> 00:51:18: showing up later and later every day.

00:51:18 --> 00:51:21: How do we get them, encourage them to, you know,

00:51:21 --> 00:51:21: stay on their path?

00:51:23 --> 00:51:25: Is that, is that, is that a, is that a

00:51:25 --> 00:51:27: helpful connection to have like are we seeing that or

00:51:27 --> 00:51:29: is it is it still still early days?

00:51:30 --> 00:51:32: Yeah, That's a good question.

00:51:32 --> 00:51:35: Yeah, I'm not sure that I have a great answer

00:51:35 --> 00:51:35: to that.

00:51:35 --> 00:51:38: But I think that you know when you hear Gary

00:51:38 --> 00:51:41: talk about what Blade Runners does, I think that's the

00:51:41 --> 00:51:44: value of being in touch with organizations by like Blade  
00:51:44 --> 00:51:44: Runners.  
00:51:44 --> 00:51:48: I think you know some nations, you know active companies  
00:51:48 --> 00:51:51: will be able to provide that extra component.  
00:51:51 --> 00:51:55: But again it depends on what projects you're talking about  
00:51:55 --> 00:51:58: where if you're not necessarily you know sort of single  
00:51:58 --> 00:52:01: sourcing from a a nation or maybe you're hiring somebody  
00:52:02 --> 00:52:05: that is urban indigenous and they're they don't necessarily  
have  
00:52:05 --> 00:52:07: their nation isn't local right.  
00:52:07 --> 00:52:11: They're they're maybe from the East Coast or or the  
00:52:11 --> 00:52:14: the Prairies, you know that's where I think it's a  
00:52:14 --> 00:52:17: little bit, it might not be quite as simple as  
00:52:17 --> 00:52:21: being in touch with that ecdev organization, but yeah.  
00:52:23 --> 00:52:24: I'm just cognizant of time.  
00:52:24 --> 00:52:26: We've got about 6 minutes left in the session and  
00:52:26 --> 00:52:27: I think we've got one question.  
00:52:27 --> 00:52:30: I encourage the all anybody in the audience have any  
00:52:30 --> 00:52:32: questions you can put in the chat or put up  
00:52:32 --> 00:52:34: your hand, we'll we'll make sure we get to you.  
00:52:35 --> 00:52:37: But Don apparently has a question for the panel.  
00:52:37 --> 00:52:39: Don, can I can I open up to you?  
00:52:40 --> 00:52:43: Yes, thank you so much panelists and thank you Cheryl.  
00:52:43 --> 00:52:45: Though I am on the committee, I promise this is  
00:52:45 --> 00:52:46: not a planted question.  
00:52:46 --> 00:52:50: It actually came from I was feverishly sort of scribbling  
00:52:50 --> 00:52:51: down notes.  
00:52:51 --> 00:52:53: So I really appreciate the the approach and and the  
00:52:53 --> 00:52:54: response from all the panelists.  
00:52:55 --> 00:52:57: My question is a little bit and just for context.  
00:52:57 --> 00:53:00: So I'm 1/2 indigenous person working in regional  
government.  
00:53:00 --> 00:53:03: So I myself am on my own kind of journey  
00:53:03 --> 00:53:06: and path around, you know, efforts around reconciliation as  
is  
00:53:06 --> 00:53:08: the corporation that I work for.  
00:53:08 --> 00:53:12: Now what's been really interesting about this is we went  
00:53:12 --> 00:53:16: into this work starting in sort of 2015, sixteen, really  
00:53:16 --> 00:53:17: afraid of failure.  
00:53:17 --> 00:53:19: It was always about, you know, it's got to be  
00:53:20 --> 00:53:22: successful if we're going to do something, it's got to  
00:53:22 --> 00:53:22: work.  
00:53:23 --> 00:53:26: And I think what we've learned and what I've learned

00:53:26 --> 00:53:28: over the years is that, you know, a lot of

00:53:28 --> 00:53:31: the efforts, a lot of the, the energies, the input

00:53:31 --> 00:53:35: isn't necessarily going to create the immediate results that we're

00:53:35 --> 00:53:37: all hoping for, right?

00:53:37 --> 00:53:39: We create positions and and then there's no applicants.

00:53:39 --> 00:53:44: We create, you know, all of these different tools, but

00:53:44 --> 00:53:48: we don't necessarily see wholesale success in those areas.

00:53:48 --> 00:53:52: So my question is to the panelists to help us

00:53:52 --> 00:53:55: all understand that it's OK to try and then learn

00:53:55 --> 00:53:57: and then try again.

00:53:57 --> 00:54:00: I'm wondering if you can sort of help us understand

00:54:00 --> 00:54:03: what some of the maybe failures have looked like, what

00:54:03 --> 00:54:06: they felt like, but I think more importantly, how you

00:54:06 --> 00:54:10: overcame those challenges, how you were able to continue building

00:54:10 --> 00:54:14: that relationship or continue delivering that service or or whatever

00:54:14 --> 00:54:16: it may be depending on the context.

00:54:23 --> 00:54:24: Really good question Don.

00:54:24 --> 00:54:27: And I think it's a helpful for the group that

00:54:28 --> 00:54:32: yeah, just committing to sort of incorporating you know some

00:54:32 --> 00:54:35: of these practices and some of this work is not

00:54:35 --> 00:54:39: necessarily going to immediately lead to you know a a

00:54:39 --> 00:54:40: success story.

00:54:41 --> 00:54:44: You know I think it's helpful to be reminded that

00:54:44 --> 00:54:47: all of there is a lot of focus on reconciliation

00:54:47 --> 00:54:50: right now and there are a lot of requests going

00:54:50 --> 00:54:53: to nations and there may not always be the capacity

00:54:53 --> 00:54:56: to to partner on your project to provide you know

00:54:56 --> 00:54:57: those resources.

00:54:58 --> 00:55:01: You know I'm trying to think of you know some

00:55:01 --> 00:55:04: of the some of the you know failures and and

00:55:04 --> 00:55:07: and I do say that you know hopefully with the

00:55:07 --> 00:55:09: best of intentions in that we we've had a lot

00:55:10 --> 00:55:13: of you know misfires or moments that didn't work out

00:55:13 --> 00:55:15: the way that we wanted them to.

00:55:16 --> 00:55:19: You know, I think one of the one of the

00:55:19 --> 00:55:24: more challenging requests that we sometimes get is Macola Housing

00:55:24 --> 00:55:27: Society and urban Indigenous provider.

00:55:27 --> 00:55:30: I want my nation's members to be housed in your

00:55:30 --> 00:55:33: development and that's not how the agreements with BC

Housing  
00:55:33 --> 00:55:33: work.  
00:55:34 --> 00:55:38: So how do we work together to try and answer  
00:55:38 --> 00:55:43: that request And and sometimes that has come back to  
00:55:43 --> 00:55:47: us as we didn't ask that question early enough to  
00:55:47 --> 00:55:51: to build that into the process from the get go.  
00:55:51 --> 00:55:54: So that's a learning for us next time because we  
00:55:54 --> 00:55:58: do serve urban indigenous but there's still that local nation  
00:55:58 --> 00:55:59: component.  
00:55:59 --> 00:56:01: So how do you kind of weigh those two pieces  
00:56:01 --> 00:56:01: together?  
00:56:02 --> 00:56:06: It's definitely tricky but you know finding ways.  
00:56:06 --> 00:56:08: So one of the things that we just worked with  
00:56:08 --> 00:56:12: a nation on is just doing information sessions on reserve,  
00:56:12 --> 00:56:15: on territory with members who are interested in housing.  
00:56:16 --> 00:56:19: Sometimes the income requirements will mean that those  
units are  
00:56:19 --> 00:56:22: not attainable for members and that's disappointing.  
00:56:22 --> 00:56:25: But we're there to help work get on the BC  
00:56:25 --> 00:56:29: Housing registry to understand what that process looks like,  
what  
00:56:29 --> 00:56:32: the, what the rental structures are, you know.  
00:56:32 --> 00:56:34: So that's something where we're not guaranteeing units, but  
we're  
00:56:35 --> 00:56:37: still trying to build that relationship and that partnership and  
00:56:38 --> 00:56:39: provide that opportunity.  
00:56:39 --> 00:56:42: So that might be a recent example.  
00:56:43 --> 00:56:46: We have dealt with that many forms across the province  
00:56:46 --> 00:56:49: in in and we're continuing to try and and and  
00:56:49 --> 00:56:51: improve it as we work on different.  
00:56:51 --> 00:56:53: Projects, thanks, Kayla.  
00:56:53 --> 00:56:56: I'm, I'm gonna address the last question and then I'll  
00:56:56 --> 00:56:57: close for the for the afternoon.  
00:56:58 --> 00:57:01: Questions from Muscan Capital Court about, you know, we  
talk  
00:57:01 --> 00:57:03: about trays and construction, job creation, but what are we  
00:57:03 --> 00:57:06: doing to promote office and consulting projects?  
00:57:06 --> 00:57:07: Sorry jobs.  
00:57:07 --> 00:57:10: And I can say for BC Housing, BC Housing, in  
00:57:10 --> 00:57:13: our HR recruitment, we actually have, we have an  
Indigenous  
00:57:13 --> 00:57:14: relations department.  
00:57:15 --> 00:57:16: That is what the expectation is.



00:57:16 --> 00:57:19: Many, if not all of those persons that are employed

00:57:19 --> 00:57:22: there are all Indigenous providing that lens to the full

00:57:22 --> 00:57:24: contingent of the Commission.

00:57:24 --> 00:57:25: Well, we also have roles.

00:57:25 --> 00:57:28: So we have the typical development management role with like

00:57:28 --> 00:57:29: 50 of them in in our branch.

00:57:30 --> 00:57:33: And there are ones that are specifically Indigenous development manager,

00:57:34 --> 00:57:37: right, With the expectation again for those programs that we

00:57:37 --> 00:57:40: offer to the community, having an Indigenous development manager at

00:57:40 --> 00:57:43: the helm, the hub really means something to really push

00:57:43 --> 00:57:46: those projects along either for cultural values or the way

00:57:46 --> 00:57:48: that they make decisions.

00:57:48 --> 00:57:50: And then we take those learnings and we try to

00:57:50 --> 00:57:52: spread that across Commission wide.

00:57:52 --> 00:57:54: So that's an example of how we're doing it.

00:57:54 --> 00:57:57: I would also suggest part of our procurement strategies in

00:57:57 --> 00:57:59: asking when we go up for vendors and I'll say

00:57:59 --> 00:58:02: our lead consultants for example, when we try to find

00:58:02 --> 00:58:05: an architect or an urban designer that might have a

00:58:05 --> 00:58:08: a series of sub consultants and have their own employment

00:58:08 --> 00:58:09: practices, we provide scores.

00:58:09 --> 00:58:13: If they have persons who identify as indigenous within that

00:58:13 --> 00:58:17: contingent of engineers, even engineers and training coordinators, whoever's on

00:58:17 --> 00:58:20: their team, they get additional points for that.

00:58:21 --> 00:58:22: So hopefully that helps.

00:58:22 --> 00:58:25: So there's one more question and oh, it's already 1:00.

00:58:25 --> 00:58:28: I'm just going to plug our resource hub that I

00:58:28 --> 00:58:32: know Shannon is diligently pulling together that resource hub for

00:58:32 --> 00:58:36: our audience as we close out the series on HealthEquity

00:58:36 --> 00:58:38: and how we build, how we build better in the

00:58:39 --> 00:58:42: era of reconciliation, well, we're hoping to keep adding.

00:58:42 --> 00:58:45: It'll be a living resource where you can find things

00:58:45 --> 00:58:46: like Indigenous business.

00:58:47 --> 00:58:49: You might be able to find some clauses and some

00:58:49 --> 00:58:52: procurement policies that are being used within the sector.

00:58:52 --> 00:58:53: I know some Crowns are already up there.

00:58:53 --> 00:58:56: BC High does procurement policies pertains to Indigenous employment is

00:58:56 --> 00:58:57: already up there.  
00:58:57 --> 00:58:59: We're hoping to get some case studies as well.  
00:59:00 --> 00:59:03: Both of our Indigenous projects or Indigenous employment projects will  
00:59:03 --> 00:59:04: be up there.  
00:59:04 --> 00:59:06: So please come back and visit our website.  
00:59:06 --> 00:59:09: I think, I think Shannon put the link into the  
00:59:09 --> 00:59:11: the chat, Please come and visit.  
00:59:11 --> 00:59:13: I encourage you all to to take a look.  
00:59:13 --> 00:59:15: And I wanted to thank all of those who are  
00:59:16 --> 00:59:18: joining us today and all those who joined any of  
00:59:18 --> 00:59:19: the three series.  
00:59:19 --> 00:59:21: This was, this is a bit of a labor of  
00:59:21 --> 00:59:21: love.  
00:59:21 --> 00:59:24: I think we're all passionate here on the committee to  
00:59:24 --> 00:59:26: try to do better and think differently than maybe how  
00:59:27 --> 00:59:28: we originally came up.  
00:59:28 --> 00:59:30: I won't say my age, but 20 odd years a  
00:59:30 --> 00:59:32: year ago when we first entered the sector, we're in  
00:59:32 --> 00:59:33: a different era.  
00:59:33 --> 00:59:35: And you know, when you think about the private sector,  
00:59:35 --> 00:59:38: the public sector, the nonprofit sector, we now have an  
00:59:38 --> 00:59:40: indigenous sector as well that we can work with and  
00:59:40 --> 00:59:41: we should be working with.  
00:59:42 --> 00:59:46: So in closing, I will thank the panelist, Kayla, Steve  
00:59:46 --> 00:59:50: Gary for your time and your energy in presenting the  
00:59:50 --> 00:59:52: series to our to our audience.  
00:59:52 --> 00:59:56: Shannon in the background for being administrator  
extraordinaire and Don  
00:59:56 --> 00:59:59: being a committee support for this session.  
00:59:59 --> 01:00:01: I will send everybody off in a good way and  
01:00:01 --> 01:00:04: thank you very much for attending and have a great  
01:00:04 --> 01:00:05: rest of the week.  
01:00:06 --> 01:00:07: Thank you for having me.  
01:00:08 --> 01:00:09: H Game set.

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