

0:00:09.916,0:00:10.791

Welcome, everybody,

0:00:10.791,0:00:14.250

to The Ogden Way,
a podcast where we talk about Ogden.

0:00:14.583,0:00:17.750

We talk about the stories of Ogden
by telling the stories of Ogden's people.

0:00:18.208,0:00:21.208

And today we're joined
by someone who doesn't live in Ogden,

0:00:21.583,0:00:25.583

but has come and visited Ogden
and is bringing a breadth and a wealth

0:00:25.583,0:00:30.541

of experience and background
in the topic of sustainability.

0:00:31.416,0:00:34.375

But we're going to talk about it in a way
that we hope makes sense and helps

0:00:34.375,0:00:38.291

resonate with more people, all people,
and in a way that makes it more human

0:00:38.291,0:00:41.166

and more essential
to human life. Right? Right.

0:00:41.166,0:00:42.958

So we're here today with Bill Reed.

0:00:42.958,0:00:45.291

Bill, welcome to Ogden.
And thanks for everything you're doing.

0:00:45.291,0:00:47.666

The message that you're sharing.

0:00:47.666,0:00:50.208

Your message resonated so much with me
today.

0:00:50.208,0:00:53.208

Up at Weber State
at the sustainability conference

0:00:53.250,0:00:54.666

and resonated with my entire staff.

0:00:54.666,0:00:55.750

I had 15 people there

0:00:56.875,0:00:57.875

that really span

0:00:57.875,0:01:02.291

the spectrum of of political ideology
and the words that you share,

0:01:02.291,0:01:05.291

the way you frame and discuss

0:01:05.375,0:01:08.375

sustainability resonated with everybody.

0:01:08.583,0:01:10.250

It's remarkable actually.

0:01:10.250,0:01:12.125

It is remarkable. Right?

0:01:12.125,0:01:13.958
And that's why I asked you to be here.

0:01:13.958,0:01:15.625
So thanks for taking me up on this.
I love it.

0:01:15.625,0:01:17.416
Thanks. Yeah. Appreciate to be here.

0:01:17.416,0:01:21.958
So when we talk about the Ogden Way,
we talk about a framework

0:01:21.958,0:01:25.625
for everybody to participate
and contribute into our community. And.

0:01:25.791,0:01:27.166
And you and I have talked about it
a little bit.

0:01:27.166,0:01:30.166
It has a it's a it's an ethos and a spirit
that drives our city.

0:01:30.833,0:01:31.875
It's also a mission

0:01:31.875,0:01:35.041
for the 700 employees and a vision
for our 90,000 community members.

0:01:35.625,0:01:39.583
But it also lays out seven
fundamental pillars for human success.

0:01:40.375,0:01:43.666
And those pillars
are the things that everybody needs.

0:01:43.833,0:01:45.750
They represent
everything that everybody needs in order

0:01:45.750,0:01:48.750
to have a successful,
fulfilling life here in Ogden.

0:01:48.916,0:01:51.000
And that's
what frames the work that we do here.

0:01:51.000,0:01:52.416
So take them off for me.

0:01:52.416,0:01:53.458
So yeah. Absolutely.

0:01:53.458,0:01:57.000
So safety you have to have a safe
community, whether it's public

0:01:57.000,0:02:00.083
safety or safe
from environmental toxicants for example.

0:02:00.125,0:02:00.875
Right.

0:02:00.875,0:02:04.666
Education, access to education,
not just K through 12.

0:02:04.666,0:02:08.666
But what about continued education
for workforce development and making sure

0:02:08.666,0:02:12.166
that you are prepared for opportunities
to participate in the workforce, right.

0:02:12.875,0:02:14.000
Infrastructure.

0:02:14.000,0:02:15.000
Have to have a safe

0:02:15.000,0:02:18.416
and stable and strong infrastructure
that delivers efficiently and safely.

0:02:18.958,0:02:22.625
The things that we need, including roads,
sidewalks, connects us as people.

0:02:24.125,0:02:25.791
Access to an economy,

0:02:25.791,0:02:28.875
an economy is something that is

0:02:28.916,0:02:31.916
the number one way for leveling up in life
in terms of wealth.

0:02:32.375,0:02:35.708
But we have to have an economy
that works for everybody, regardless

0:02:35.708,0:02:37.916
of where you are. Right?

0:02:37.916,0:02:40.583
And then we talk about,

0:02:40.583,0:02:43.583
safe or,
sorry, healthy and active lifestyles.

0:02:43.875,0:02:46.083
And that can include,

0:02:46.083,0:02:49.083
parks, recreation, open space, etc..

0:02:49.416,0:02:52.416
But also,
how do we recreate within those spaces?

0:02:52.708,0:02:54.208
With each other?

0:02:54.208,0:02:56.083
Youth recreation?

0:02:56.083,0:02:58.083
Mountain biking in our mountains, etc..

0:02:58.083,0:03:00.958
Recreate. Recreate. Right.

0:03:00.958,0:03:04.875
But I think the most important piece
of the Ogden way and really what

0:03:04.916,0:03:08.958
I think that your work focuses on is,

0:03:10.458,0:03:13.083
having meaningful connections
with one another.

0:03:13.083,0:03:15.458
Meaningful social connections
with each other.

0:03:15.458,0:03:18.500

And that's something that we at the city,

0:03:19.166,0:03:23.250

really, I think that's where we can really thrive as a community of people,

0:03:23.916,0:03:26.666

is when we have meaningful social connections with each other.

0:03:26.666,0:03:29.166

And I think that's the thing that's often forgotten

0:03:29.166,0:03:31.291

because we're so focused at the project scale.

0:03:31.291,0:03:32.125

Yeah, right.

0:03:32.125,0:03:36.250

And I would I would add, for what purpose do we have meaningful social connections?

0:03:36.666,0:03:40.083

They don't just exist for themselves to have that developed.

0:03:40.458,0:03:44.083

People need to feel a common purpose to begin to bring them together.

0:03:44.250,0:03:44.916

Correct.

0:03:44.916,0:03:49.083

And you often find that common purpose when you work together, right?

0:03:49.416,0:03:51.333

It's almost like a circular for it.

0:03:51.333,0:03:52.291

Yep, yep.

0:03:52.291,0:03:55.708

And so we find that we are a really welcoming community.

0:03:56.041,0:03:57.833

We're really diverse community.

0:03:57.833,0:04:01.875

And when we bring our people together, you find a lot of commonality, right?

0:04:02.500,0:04:04.333

Almost always, almost always.

0:04:04.333,0:04:06.541

If you give each other that kind of a chance.

0:04:06.541,0:04:09.083

Give some space for it and invite it. Right.

0:04:09.083,0:04:12.083

And that's that's the essence of becoming a community.

0:04:12.375,0:04:13.541

So to me,

0:04:13.541,0:04:17.041

and so when you talk about sustainability,
you talk in terms of community

0:04:17.416,0:04:20.666
and in terms of the
the whole system, the whole, not the one.

0:04:20.958,0:04:23.958
What I talk about is
how do we sustain life?

0:04:24.125,0:04:26.375
So sustainability is this abstract term.

0:04:26.375,0:04:28.500
I don't know
if you want me to jump in here.

0:04:28.500,0:04:28.791
Yeah.

0:04:28.791,0:04:31.375
So sustainability
is kind of an abstract term.

0:04:31.375,0:04:34.291
What does it mean? It means all sorts
of different things to people.

0:04:34.291,0:04:37.625
And, the real question
is what are we sustaining?

0:04:38.916,0:04:40.708
We're not sustaining green buildings.

0:04:40.708,0:04:44.166
We're not sustaining
particular political positions.

0:04:44.166,0:04:47.166
What we're talking about is
how do we sustain life

0:04:47.750,0:04:48.416
and life?

0:04:48.416,0:04:53.041
The stuff out there, the soil, the worms,
the critters, the trees, the animals,

0:04:53.416,0:04:54.458
they contribute.

0:04:54.458,0:04:58.083
They are they are
they more do more than contribute.

0:04:58.125,0:05:02.041
They are the reason we have oxygen
and fish

0:05:02.083,0:05:05.083
and food and, beauty.

0:05:05.833,0:05:06.916
So what we

0:05:06.916,0:05:10.500
what we what gives us what helps us thrive
in life is there's the beauty of life.

0:05:10.916,0:05:15.041
And, without that, we cease to exist.

0:05:15.083,0:05:17.500
So what we're sustaining
with sustainability is life.

0:05:17.500,0:05:18.666

Then the question is, is

0:05:18.666,0:05:21.666

how do we work most effectively with life
and not ignore it,

0:05:21.666,0:05:23.458

which is really what we're doing
right now.

0:05:23.458,0:05:26.458

The reason why I'm in this business
is because we've basically ignored life

0:05:26.833,0:05:32.375

and we extract from it, we abuse it, and,
we don't allow it to thrive.

0:05:32.583,0:05:33.541

It thrives.

0:05:33.541,0:05:34.958

We thrive. So.

0:05:34.958,0:05:37.958

So when you say life,
what about our lives? Our.

0:05:38.791,0:05:41.250

And here that's a it's a whole system.

0:05:41.250,0:05:44.916

When we talk about life,
we mean all living entities.

0:05:45.416,0:05:47.583

We don't separate humans from nature.

0:05:47.583,0:05:50.541

When we talk about place,
we talk about each place

0:05:50.541,0:05:53.375

being unique, a unique living organism.

0:05:53.375,0:05:55.666

And so people think
about place as being. This

0:05:57.125,0:05:58.541

table of

0:05:58.541,0:06:01.750

soil that we live in, or dirt
that we live in,

0:06:02.958,0:06:08.041

place has all the energies of life,
the social structures, the habitat,

0:06:08.375,0:06:12.125

the hydrological structure,
the geology, the economy,

0:06:12.583,0:06:17.666

all those, the consciousness, the spirit,
all of those things

0:06:17.666,0:06:21.416

that are part of our lives
make up the quality of place.

0:06:21.916,0:06:25.416

So when we use the term place,
we mean the whole system of life.

0:06:25.625,0:06:28.250

The question is, is
how do we become part of that again?

0:06:28.250,0:06:31.083

Because we've removed ourselves from it
as a culture.

0:06:31.083,0:06:33.416

We say humans and nature.

0:06:33.416,0:06:35.416

No other culture does that.

0:06:35.416,0:06:38.416

Western culture separates
humans from nature, right?

0:06:39.000,0:06:42.000

So that's a major
that's an indicator of a problem.

0:06:43.083,0:06:45.916

Our work is about
bringing that back into coherence.

0:06:45.916,0:06:46.291

Okay.

0:06:46.291,0:06:49.541

So when you and I have talked
at the conference today,

0:06:51.666,0:06:53.375

I share with you that

0:06:53.375,0:06:57.125

to me, when we start,
when we talk about the system,

0:06:57.583,0:07:01.708

the system starts with us as human beings
and the we're the activators.

0:07:01.708,0:07:04.708

We are we are the activators, but also

0:07:05.250,0:07:07.791

how do we how do we work within the system

0:07:07.791,0:07:12.208

to help us and provide for us
and and support and sustain us?

0:07:12.583,0:07:13.250

Right.

0:07:13.250,0:07:15.958

Is that a fair way
to think about sustainability?

0:07:15.958,0:07:17.708

How do we say that again?

0:07:17.708,0:07:22.125

How do we like when I talk about the Ogden
Way it always starts with people.

0:07:22.916,0:07:23.083

Okay.

0:07:23.083,0:07:26.625

So all of our policy approach
in the in the framework and really the

0:07:26.625,0:07:30.750

the political message I shared to get to
this was about investing in people.

0:07:30.958,0:07:33.333
And, and the question is
how do you invest in people.

0:07:33.333,0:07:36.166
You put everything
that begins with people.

0:07:36.166,0:07:37.916
So if we're looking at what
what do we want

0:07:37.916,0:07:40.875
to build in our environment,
what infrastructure we need

0:07:40.875,0:07:42.250
kind of economy we want to build?

0:07:43.833,0:07:45.458
What kind of access to open space?

0:07:45.458,0:07:49.291
The question for me is, well,
what do people need in order to thrive?

0:07:50.041,0:07:50.791
Right, right.

0:07:50.791,0:07:53.375
And so that's a that's a big question.

0:07:53.375,0:07:55.500
What do people need in order to thrive.
Right.

0:07:55.500,0:07:57.125
Is it just money.

0:07:57.125,0:07:58.250
No it's not just money.

0:07:58.250,0:07:58.916
No it isn't.

0:07:58.916,0:08:01.458
It's part
money is part of the. Absolutely.

0:08:01.458,0:08:04.000
But it's a bigger system
than that, isn't it? Yeah.

0:08:04.000,0:08:08.375
I mean, so what gives us
quality of life is the question.

0:08:09.458,0:08:12.333
And I don't know
how many of us would agree

0:08:12.333,0:08:16.583
the quality of life is a bunch of big
box stores on a on a boulevard.

0:08:17.250,0:08:18.666
I don't think that's quality of life.

0:08:18.666,0:08:20.458
It is a life, right?

0:08:20.458,0:08:21.875
But I think when we,

0:08:21.875,0:08:25.750
When all, I bet you every listener here,
when we go talk about going on vacation

0:08:25.750,0:08:28.750
or holiday, we're not talking about
going to Walmart, right?

0:08:29.208,0:08:32.333
We're talking about getting out of here
and spending it in nature.

0:08:32.791,0:08:36.541
Nature is ultimately what we long for.

0:08:37.541,0:08:39.625
It's why we vacation in nature.

0:08:39.625,0:08:42.166
And so, as one of my clients

0:08:42.166,0:08:45.166
says, nature is the last luxury.

0:08:45.875,0:08:48.875
It's it is rare now.

0:08:49.000,0:08:53.416
So if that's what we value, why don't
we bring it into our communities?

0:08:53.458,0:08:56.041
Right. And there's the opportunity.

0:08:56.041,0:08:59.041
So how do we make our communities
a place to vacation?

0:08:59.458,0:09:00.875
That's what I want. My community.

0:09:00.875,0:09:02.916
Well, you you might be surprised.

0:09:02.916,0:09:05.875
We were actually a tourism destination.
Know we have world class skiing.

0:09:05.875,0:09:08.875
We also have world class people and world
class community.

0:09:08.875,0:09:13.583
And I spent 23 years in that in nature,
actually.

0:09:13.666,0:09:14.416
Yeah.

0:09:14.416,0:09:17.416
And when I was in that world
and that work,

0:09:17.875,0:09:20.333
we called it natural resource management.

0:09:20.333,0:09:22.708
That's not very different
than environmental.

0:09:22.708,0:09:24.833
Same thing. Sustainability. Same thing.

0:09:24.833,0:09:27.541
It's it's not right
if we use different terms

0:09:27.541,0:09:31.125
and we kind of look at it differently,
but we're not really that different.

0:09:31.166,0:09:33.625
We're stewards of our environment
around us.

0:09:33.625,0:09:34.833
Right. Yep.

0:09:34.833,0:09:36.083
And here as the mayor.

0:09:36.083,0:09:37.625
I'm trying to be a steward
of the environment

0:09:37.625,0:09:39.416
of the entire city that provides.

0:09:39.416,0:09:42.125
And we really do summarize it this way.

0:09:42.125,0:09:45.125
We say we need to create an environment

0:09:45.375,0:09:48.375
that allows people to have access
to opportunities to thrive.

0:09:48.708,0:09:52.291
And it's the
the environment is a complex system

0:09:52.291,0:09:53.916
of all of those pillars. Yeah.

0:09:53.916,0:09:57.750
And that's that's just is it how do you
work on all of this at the same time

0:09:58.833,0:09:59.375
as what we do

0:09:59.375,0:10:02.375
in our culture is we say, well,
now I'm going to focus on nature.

0:10:02.375,0:10:03.875
I'm going to focus on jobs.

0:10:03.875,0:10:06.250
I'm going to focus on housing.

0:10:06.250,0:10:07.666
We have to focus on all of it.

0:10:07.666,0:10:11.375
So I'm going to focus on all of it
because our our society is

0:10:11.833,0:10:15.791
kind of hard wired for reductionism,
dividing everything into smaller

0:10:15.791,0:10:16.458
and smaller pieces.

0:10:16.458,0:10:19.458
So it's manageable, manageable uniformity.

0:10:19.875,0:10:25.250
And that's how we're destroying
the quality of life in our communities.

0:10:25.541,0:10:30.000
What makes Ogden
unique versus Salt Lake versus Provo?

0:10:30.958,0:10:32.750
If we don't understand that

0:10:32.750,0:10:35.750
because these places are living organisms,
they're alive.

0:10:36.041,0:10:39.625
We make it alive for the critters,
and the trees make it alive.

0:10:39.875,0:10:41.458
And it's it's a unique organism.

0:10:41.458,0:10:44.000
Just like in our gut, we have bacteria.

0:10:44.000,0:10:46.166
Well, that's alive too.

0:10:46.166,0:10:48.708
And so I mean all these different critters

0:10:48.708,0:10:51.708
make it a live dynamic system

0:10:51.708,0:10:54.166
and we've forgotten how to work with that.

0:10:54.166,0:10:57.166
So what we do is we look for

0:10:57.208,0:11:01.625
what makes each
place on the planet unique.

0:11:02.916,0:11:03.875
Because once we tap

0:11:03.875,0:11:06.875
into that,
you've tapped into what people care about.

0:11:06.958,0:11:09.791
But we've forgotten
that we've genericized that we've made

0:11:09.791,0:11:12.833
in the in the,
in the for the sake of economics.

0:11:13.083,0:11:16.375
We try to replicate things like a machine
and we end up with,

0:11:16.375,0:11:19.375
as James
Kunstler says, a geography of nowhere.

0:11:20.375,0:11:23.625
And so how do we bring back
the uniqueness of each place?

0:11:23.666,0:11:25.666
And I think that's what you're working
on, right.

0:11:25.666,0:11:30.250
Because if we try to create ourselves
into something that's not us, not true.

0:11:30.458,0:11:31.125
It's not true.

0:11:31.125,0:11:33.333
We're creating something that we aren't.

0:11:33.333,0:11:34.458
And you're.

0:11:34.458,0:11:39.833

And you said in your talk today, you can't force nature, I think is what you said.

0:11:39.916,0:11:40.500

Yeah.

0:11:40.500,0:11:44.791

Like, we can't we can't undo the physics of a river.

0:11:45.791,0:11:46.708

We can only work with them.

0:11:46.708,0:11:47.625

And you can.

0:11:47.625,0:11:52.541

Let's take let's take a human being as a as a metaphor for our places.

0:11:52.916,0:11:57.291

So with your children, you want to fan the flames of their uniqueness.

0:11:57.875,0:11:59.916

You don't want to make them generic.

0:11:59.916,0:12:02.916

You know, if your daughter wants to be a dancer, you want her to be a dancer.

0:12:03.583,0:12:06.750

You don't want to force her into being a tennis pro

0:12:07.083,0:12:08.125

because she's not going to be happy.

0:12:08.125,0:12:10.708

She'll be in a psychologist couch forever, right?

0:12:10.708,0:12:13.583

And at some point in our lives, you know, there's a

0:12:13.583,0:12:15.041

there was a famous study done by.

0:12:15.041,0:12:17.166

I think it was done by NASA in the 60s.

0:12:17.166,0:12:20.958

I think they hired George Lan to do this, that

0:12:21.750,0:12:26.291

and I'm going to butcher the numbers, but they're generally right at four years

0:12:26.291,0:12:31.083

old by the criterion that they were measuring 98% of people are geniuses

0:12:32.333,0:12:32.750

by the time

0:12:32.750,0:12:35.750

they reach six years old, it goes down to 80%,

0:12:36.125,0:12:39.125

but then they're 12 years old, goes down to 40%.

0:12:39.875,0:12:43.541

And the high school 20%,

and the college 2%.

0:12:45.291,0:12:47.250
So what we do is we beat it out.

0:12:47.250,0:12:51.250
We beat the uniqueness of every individual
out of it to become more like,

0:12:51.708,0:12:54.708
so you get grades and you can get a job.

0:12:55.125,0:12:59.250
It isn't until we're in our mid 30s or
late 30s that we say, what am I missing?

0:12:59.458,0:13:01.875
This is what midlife crises are all about.

0:13:01.875,0:13:05.458
If I take this as a premise, folks,
but I think it's kind of interesting.

0:13:05.791,0:13:08.791
Midlife crisis are a result of us
trying to find our essence,

0:13:09.875,0:13:11.583
and then we spend the rest of
if we're good,

0:13:11.583,0:13:13.708
we spend the rest of our life
looking for our essence.

0:13:13.708,0:13:15.458
That's really important to us.

0:13:15.458,0:13:17.041
Well,
it's the same way with our communities.

0:13:17.041,0:13:20.250
We genericize our communities,
and right now

0:13:20.375,0:13:25.291
we find a hunger for people saying, well,
who who am I in this place?

0:13:25.291,0:13:26.666
Who is my community?

0:13:26.666,0:13:28.791
What is my community? Who is my community?

0:13:28.791,0:13:32.250
And how do we fan
those flames of uniqueness and potential?

0:13:32.875,0:13:34.958
That's
what really make our cities flourishing.

0:13:34.958,0:13:36.666
That's what will give us quality of life.

0:13:36.666,0:13:37.833
And that's what we long for.

0:13:39.416,0:13:42.416
I love
how you say that, because to me, that

0:13:43.750,0:13:45.333
that's an individual choice

0:13:45.333,0:13:48.333

of my uniqueness, my essence.

0:13:49.375,0:13:51.958
What I might call my purpose.

0:13:51.958,0:13:54.333
Yeah. My. Why. Yeah. Your essence.

0:13:54.333,0:13:55.375
Your purpose. Yeah.

0:13:55.375,0:13:56.625
And so in this, in this job

0:13:56.625,0:13:59.625
I really feel like I'm actually aligned
with my purpose.

0:13:59.791,0:14:02.500
We talked on the way here about.

0:14:02.500,0:14:04.166
I'm not after fundamental fulfillment.

0:14:04.166,0:14:05.208
That's what. Yeah.

0:14:05.208,0:14:07.791
So that's what I'm feeling.
You figured that out after a while? Yeah.

0:14:07.791,0:14:09.916
And you're doing.
You're stepping in. You're feeling whole.

0:14:09.916,0:14:12.250
You're feeling real. Yes. Well, very much.

0:14:12.250,0:14:14.791
Same thing. Does the same thing
for communities? Correct.

0:14:14.791,0:14:18.291
And I want that for everybody
that that wants it for themselves.

0:14:18.708,0:14:21.291
And in that regard
they have to have the ownership

0:14:21.291,0:14:23.208
and the accountability
to step in to their own greatness.

0:14:23.208,0:14:23.833
That's right.

0:14:23.833,0:14:27.750
Because who we are in terms of the
community is I've used this this morning.

0:14:27.750,0:14:31.000
If I'm a jerk, you know,
we get things done by groups of people.

0:14:31.000,0:14:33.958
We don't get things done as individuals in
our culture. It takes a team.

0:14:35.333,0:14:37.125
It takes an organization.

0:14:37.125,0:14:37.916
It takes a church.

0:14:37.916,0:14:38.916
Whatever.

0:14:38.916,0:14:41.916
So if I'm a jerk,

0:14:42.291,0:14:45.541
I'm not going to be very effective
in that team or that group.

0:14:45.875,0:14:49.166
So I need to actually be developing,
improving myself

0:14:49.500,0:14:52.083
to be have less jerkness, if you will.

0:14:52.083,0:14:53.583
And that will allow.

0:14:53.583,0:14:56.916
And if all of us are doing that,
that means we're all striving to actually

0:14:57.583,0:15:00.625
work on potential, work on flourishing.

0:15:01.083,0:15:02.375
And then as an effective team.

0:15:02.375,0:15:04.708
This is why organizational development
exists in corporations,

0:15:04.708,0:15:07.000
because we do need to learn
how to work together.

0:15:07.000,0:15:11.000
So part of this work is helping ourselves
understand how to effectively work

0:15:11.000,0:15:15.166
together in service of the larger system,
that we're part of, the system of life.

0:15:15.458,0:15:16.083
Ogden.

0:15:16.083,0:15:18.916
The mountains, this valley.

0:15:18.916,0:15:21.666
That's what helps us to help.

0:15:21.666,0:15:22.708
Quality of life.

0:15:22.708,0:15:24.916
In service is what you said.

0:15:24.916,0:15:25.625
In service.

0:15:25.625,0:15:29.333
In service,
which is the fundamental value of Ogden.

0:15:29.375,0:15:31.833
We are a service oriented people.

0:15:31.833,0:15:35.041
What we say is we are as a service,
a city of service

0:15:35.541,0:15:37.375
and a community of opportunity.

0:15:37.375,0:15:40.375
We we have a workforce of 700 employees.

0:15:40.916,0:15:45.375
And we try to push a service mindset, an abundance mindset, not a scarcity mindset

0:15:46.083,0:15:49.250
that we are here to help serve and facilitate success for others.

0:15:49.291,0:15:51.708
Oh, I want to pick up this facilitation idea.

0:15:51.708,0:15:54.750
I'm just reminded about this in this class,

0:15:54.750,0:15:56.583
and I was just teaching that we did a project

0:15:56.583,0:16:00.166
in Auckland, New Zealand, with the Community recycling center,

0:16:00.541,0:16:03.541
3500ft, a small little place where people would bring

0:16:04.208,0:16:07.083
old goods to be repaired and recirculated into the community.

0:16:08.041,0:16:08.791
And we did

0:16:08.791,0:16:12.833
an integrated approach where we invited the community to actually understand

0:16:12.833,0:16:16.083
what the who, how they could be in service to this mission.

0:16:16.416,0:16:18.208
They all wanted to be. We had more people

0:16:18.208,0:16:21.208
coming out of the woodwork because they wanted to help.

0:16:21.875,0:16:24.541
So but the City of Auckland Council,

0:16:24.541,0:16:27.750
which is their bureaucratic 2000 person bureaucracy,

0:16:29.375,0:16:30.916
they are overworked.

0:16:30.916,0:16:33.916
They don't have the budget for what they need and way too much to do.

0:16:34.000,0:16:37.625
And they saw that this because of 17 community recycling centers in Auckland.

0:16:37.625,0:16:40.708
They saw this one community recycling center took away

0:16:41.416,0:16:44.416
all the work they thought they had to do.

0:16:44.458,0:16:46.916
They realized, oh my goodness,

0:16:46.916,0:16:50.791

we can help guide these folks
to do what they're already wanting to do.

0:16:51.416,0:16:55.416

It makes our work so much more effective
to be leaders instead of managers,

0:16:56.625,0:16:59.625

and to
teach people how to actually be in service

0:16:59.916,0:17:02.666

and to find out
where people want to be in service,

0:17:02.666,0:17:04.833

because that's
what a community is all about.

0:17:04.833,0:17:06.583

So I thought that was a pretty cool. So.

0:17:06.583,0:17:07.291

So as a result,

0:17:07.291,0:17:10.291

we were invited to actually
teach the people at the Auckland Council

0:17:10.708,0:17:15.041

how to work this way because it makes
their work go so much more easily, easily.

0:17:15.625,0:17:18.250

By engaging the community
in what they already want to do

0:17:18.250,0:17:21.125

and say, no, it's our job,
don't bother. It's our job.

0:17:21.125,0:17:23.416

And you and I could talk for hours.

0:17:23.416,0:17:26.416

I don't know if you're very interested
in the conversation, but I really am.

0:17:26.625,0:17:29.541

Yeah, because you just said
the city of Auckland.

0:17:29.541,0:17:32.166

It's not that different
than the city of Ogden.

0:17:32.166,0:17:35.125

In the sense
that when we talk about the seven pillars

0:17:35.125,0:17:38.375

and the the framework for contributing
and participating in Ogden

0:17:38.375,0:17:42.541

and finding a way for everybody to serve
and to give and help lift each other,

0:17:43.708,0:17:45.250

I mean, that's what drives a community.

0:17:45.250,0:17:48.250

But what we find is when you start to

0:17:48.583,0:17:51.416

look at the work that the city is doing

0:17:51.416,0:17:54.416
with the taxpayers dollars,

0:17:54.541,0:17:57.541
we cover some of those pillars.

0:17:58.041,0:18:01.416
And when you start to set the table
and invite nonprofit partners and other

0:18:01.416,0:18:02.291
anchor institutions

0:18:02.291,0:18:06.208
like our school district, in the county,
in the state and federal partners, etc.,

0:18:06.583,0:18:09.291
you find that they're actually achieving,
they're actually working toward

0:18:09.291,0:18:12.458
and they exist in order to implement
and execute on one mission,

0:18:13.250,0:18:14.666
and they are already resourced

0:18:14.666,0:18:17.666
from other dollars,
not from the pockets of my people. Yup.

0:18:18.208,0:18:22.875
And so I actually see opportunities here
that we can remove ourselves

0:18:22.875,0:18:27.083
from that service and engage
with a partner that compliments us.

0:18:27.875,0:18:28.333
And that's

0:18:28.333,0:18:31.625
where we find organizational and community
wide alignment across the pillars.

0:18:32.458,0:18:35.083
And saves our people money,
which then can be

0:18:35.083,0:18:38.083
saved for their economic benefit
of their own.

0:18:38.250,0:18:39.125
Right. Yeah.

0:18:39.125,0:18:40.083
The problem is

0:18:40.083,0:18:43.416
if I could just jump in here, the problem
is that we work in silos, right?

0:18:43.833,0:18:45.916
This is our
this is this fragmented approach,

0:18:45.916,0:18:49.208
this reductionist approach that has been
in our culture for at least 400 years.

0:18:49.458,0:18:51.666
We're kind of hard wired for it now.

0:18:51.666,0:18:55.125
This work is about bringing people

out of their silos, so they're actually

0:18:55.125,0:18:58.125
talking with one another
and not protecting their funding source

0:18:58.166,0:18:59.708
or their egos.

0:18:59.708,0:19:01.208
That's part of our development.

0:19:01.208,0:19:03.958
Maybe my ego is a little too sensitive.
Yeah.

0:19:03.958,0:19:06.750
How do I grow up? So,

0:19:07.708,0:19:08.708
so by actually helping

0:19:08.708,0:19:12.500
people to put people together around
common purpose, this larger purpose.

0:19:12.500,0:19:15.000
What is Ogden's unique role?

0:19:15.000,0:19:18.000
Because Ogden has a unique role
to play in this valley.

0:19:18.125,0:19:18.750
What is that?

0:19:18.750,0:19:21.750
I don't know what that is,
but it'd be good to find out.

0:19:22.166,0:19:24.666
Ecologically, socially, politically,

0:19:24.666,0:19:27.666
economically,
economically as a unique role to play.

0:19:27.708,0:19:30.708
I don't know what it is, but it's unique
because it's different than Salt Lake.

0:19:30.833,0:19:32.166
But the uniqueness is different.

0:19:32.166,0:19:34.375
Okay, so you talk about silos. Yeah.

0:19:34.375,0:19:36.500
Each one of my pillars could be a silo.

0:19:36.500,0:19:38.375
It could be.
And it should not be. Correct.

0:19:38.375,0:19:41.166
Which is why
if we don't look at the whole system

0:19:41.166,0:19:43.708
of all the pillars
that contribute to human success

0:19:43.708,0:19:46.333
and creating an environment for people
to have access to opportunities,

0:19:46.333,0:19:49.416
if we're not doing all of those and we're

doing them in concert with each other,

0:19:49.833,0:19:52.166
and we're mindful
of what one another are doing

0:19:52.166,0:19:56.083
and where are we investing our resources
toward executing our mission?

0:19:56.125,0:20:00.416
Is it helping people, or is it helping
to build the environment for success?

0:20:00.666,0:20:03.791
Those pillars are sitting on a foundation
of that foundation.

0:20:03.791,0:20:07.500
Is this unified
look at how life works right?

0:20:07.833,0:20:10.916
So by inviting people to,

0:20:11.166,0:20:14.333
interact and exchange funding for

0:20:14.375,0:20:17.875
creating opportunities for people
to learn from each other, you find out.

0:20:17.875,0:20:20.916
And I love this was an example from
one of our projects where somebody said,

0:20:21.208,0:20:24.208
wait a minute,
I didn't know you were working on that.

0:20:24.500,0:20:26.333
We're kind of working on that
too. Exactly.

0:20:26.333,0:20:28.708
But in a different way.
Maybe we should collaborate.

0:20:28.708,0:20:31.500
Now that's when you???re off to the races.
That's.

0:20:31.500,0:20:33.333
That's
what I mean by setting the table. Yeah.

0:20:33.333,0:20:36.791
So we have 800 nonprofits or so
in this county area.

0:20:37.500,0:20:40.833
And what we find is that
there are nonprofits and government

0:20:41.291,0:20:45.750
and even private, enterprise
that are doing the same things.

0:20:46.083,0:20:47.041
Yeah. Okay.

0:20:47.041,0:20:47.750
And so writing

0:20:47.750,0:20:52.541
and fighting for different pots of money,
which then creates a scarcity.

0:20:52.750,0:20:55.416
That's right. Mindset
and single mindset. Right.

0:20:55.416,0:20:57.541
So when I'm talking about
setting the table,

0:20:57.541,0:21:00.541
what I'm talking about
is bringing those partners in and saying,

0:21:00.875,0:21:03.375
what are you doing with your mission
and your work?

0:21:03.375,0:21:04.166
Right.

0:21:04.166,0:21:06.666
And is that at odds with one
another? Right.

0:21:06.666,0:21:09.666
And can you take this part
and you take that part

0:21:09.916,0:21:12.666
in order to execute
for this pillar for our people?

0:21:12.666,0:21:14.500
But to do that, I should say.

0:21:14.500,0:21:18.375
But and to do that effectively,
everybody needs to be aligned

0:21:18.375,0:21:21.375
around this larger purpose
that we're working towards.

0:21:21.375,0:21:24.375
And that's understanding
this unique essence of Ogden.

0:21:24.666,0:21:26.916
And how do we support that? Right.

0:21:26.916,0:21:28.166
And I don't have an answer for that.

0:21:28.166,0:21:30.833
That's
so you keep driving me to answer that.

0:21:30.833,0:21:33.250
And I can give you the answer
for each one of those pillars.

0:21:33.250,0:21:33.875
Yeah.

0:21:33.875,0:21:37.166
But if you said environment we
our uniqueness

0:21:37.166,0:21:40.958
is our proximity to our
the mountains that are behind us.

0:21:40.958,0:21:44.125
There's two rivers that run through and
converge into the confluence of our city.

0:21:44.458,0:21:46.958
I'm talking about something
even deeper than that. Okay.

0:21:46.958,0:21:50.958
That this essence, that actually
all those pillars are in service to.

0:21:52.375,0:21:55.291
And that becomes this coherent,

0:21:55.291,0:21:58.708
role that Ogden can play
and that will actually help

0:21:58.708,0:22:01.708
motivate people to say,
now I know what I'm working towards,

0:22:01.958,0:22:04.833
not just what they're working towards,
but what we are working toward.

0:22:04.833,0:22:05.208
Okay.

0:22:05.208,0:22:08.208
So I think the essence

0:22:08.916,0:22:11.541
and the uniqueness of Ogden is us.

0:22:11.541,0:22:13.583
Well, that's I think so. That's true.

0:22:13.583,0:22:15.541
What is who is us?

0:22:15.541,0:22:18.541
And that's there's
there's a reason you live here.

0:22:19.041,0:22:20.541
What is what is why is that?

0:22:20.541,0:22:22.291
There's a reason you stay here.

0:22:22.291,0:22:25.291
So it is us, but it helps to name it.

0:22:26.375,0:22:29.583
I came here and I stay here
because I feel like I'm a part of it.

0:22:30.250,0:22:31.083
Okay.

0:22:31.083,0:22:35.000
I've never been to a place where I feel
like I need to contribute to the future.

0:22:35.000,0:22:38.000
And the. And the the beauty of a place.

0:22:38.208,0:22:41.000
I have a sense of place here
that I've never had anywhere else.

0:22:41.000,0:22:41.541
Okay.

0:22:41.541,0:22:44.250
So let's identify that sense of place.

0:22:44.250,0:22:45.583
Okay. Name it.

0:22:45.583,0:22:47.458
And I don't think
we're going to do it here,

0:22:47.458,0:22:49.416
but I think that's where maybe we can.

0:22:49.416,0:22:52.416
But it's actually take some work. Yeah.

0:22:52.625,0:22:56.166
But if you can identify
that sense of place.

0:22:56.666,0:23:00.125
But, the resonates with 98% of the people.

0:23:00.541,0:23:03.291
You're off.
You're off to the races. Right?

0:23:03.291,0:23:06.291
And that would help then cohere
those pillars.

0:23:06.458,0:23:08.833
I'm just expressing the way we work
in community.

0:23:08.833,0:23:09.458
Right.

0:23:09.458,0:23:12.125
I'm not trying to tell you
how to do your job well, but.

0:23:12.125,0:23:15.000
But part of the challenge is
I can answer that question for myself.

0:23:15.000,0:23:17.291
And that's an important question
for the mayor to answer for

0:23:17.291,0:23:18.958
on behalf of the people that I represent.

0:23:18.958,0:23:22.500
They put me here, but
I also want to represent what they want

0:23:22.500,0:23:26.083
and what they need
and what makes this place special to them.

0:23:26.291,0:23:27.041
Right.

0:23:27.041,0:23:29.666
And that's actually kind of
how the pillars came about is

0:23:29.666,0:23:33.000
those are all of the things
that people are relying on in our city

0:23:33.708,0:23:37.041
that they love about this place
that they want to see us invest in.

0:23:37.625,0:23:40.708
But but at the same time, they're saying,
no, I don't spend more of my money

0:23:40.708,0:23:43.083
to do it,
you know, necessarily. No, we don't.

0:23:43.083,0:23:43.833
We really don't,

0:23:43.833,0:23:47.458
because we have so many partners here
that are begging to participate.

0:23:47.708,0:23:49.750
Yeah. Begging to. Wonderful.

0:23:49.750,0:23:53.208
And so I have a responsibility
to lead and orchestrate,

0:23:53.250,0:23:56.250
to make sure that we're not wasting space
or wasting resources, tripping

0:23:56.250,0:23:58.125
over each other
and competing with each other. Right.

0:23:58.125,0:23:58.291
Yeah.

0:23:58.291,0:24:01.291
I well, you're on the right track
as far as we're concerned.

0:24:01.583,0:24:02.500
Because what we

0:24:03.458,0:24:06.416
what we do when we work with communities,
we work all around the world

0:24:06.416,0:24:09.958
the same way in every city
we've ever worked in is that people

0:24:09.958,0:24:13.208
are in these silos, don't communicate
with each other, don't understand.

0:24:13.833,0:24:16.833
And, and as a result, they battle

0:24:17.291,0:24:20.291
right, as opposed to saying,
how can I help

0:24:21.208,0:24:24.250
and how can I support what you're doing
so you can support what I'm doing?

0:24:24.833,0:24:27.833
Not so,
but just it's a natural occurrence.

0:24:28.500,0:24:31.500
And when we when developers hire us,

0:24:31.916,0:24:35.500
there's typically a lot of enmity
in the community.

0:24:35.791,0:24:37.083
It's a development.

0:24:37.083,0:24:40.083
And we try to find out
what is, as the developer

0:24:40.541,0:24:42.125
and all the stakeholders in the community,

0:24:42.125,0:24:45.125
or at least the significant
the stakeholders that have a voice.

0:24:45.333,0:24:46.708

What are they all saying?

0:24:46.708,0:24:49.916

And we find out
that when we get down to the

0:24:50.000,0:24:54.375

the core issues of what they really care
about, it's the same for everybody.

0:24:54.666,0:24:56.166

But it's getting to that core

0:24:56.166,0:24:59.875

that takes some time,
not a lot of time a month or two. But,

0:25:01.125,0:25:01.583

once you

0:25:01.583,0:25:04.916

find that people start, then you have
then we find

0:25:04.916,0:25:08.375

is that you need to bring people
around the table to learn from each other.

0:25:09.250,0:25:13.000

And it takes about a year
at the pace of community development,

0:25:13.000,0:25:16.000

like a meeting every month
or every six weeks for people to say,

0:25:16.166,0:25:20.375

to realize that maybe
we're working on the same thing right now.

0:25:20.375,0:25:22.416

How do we support each other?

0:25:22.416,0:25:25.958

And that's that's good governance.

0:25:26.541,0:25:29.541

So when when you describe it that way,

0:25:29.583,0:25:31.958

isn't that essentially what

0:25:31.958,0:25:34.666

our indigenous ancestors were doing
when they were here,

0:25:34.666,0:25:37.916

as they were working together
as a community, working within the

0:25:38.250,0:25:41.250

the landscape, using it

0:25:41.375,0:25:44.375

in a way that helps them,
but in a sustainable way that provides

0:25:44.375,0:25:45.125

for them again.

0:25:45.125,0:25:47.708

Because they understood
how the landscape worked.

0:25:47.708,0:25:49.625

They understand
they're part of a system. Yeah.

0:25:49.625,0:25:51.958

And they understand how this system works.

0:25:51.958,0:25:54.500

They've observed it and they observe it.

0:25:54.500,0:25:58.916

Is not that hard, but we've we've removed ourselves from that.

0:25:59.333,0:25:59.833

We have,

0:26:01.416,0:26:03.208

story of,

0:26:03.208,0:26:05.666

very, very wealthy family in new Jersey

0:26:05.666,0:26:08.666

who hired us and

0:26:08.833,0:26:11.750

I explained to them about how the north eastern

0:26:11.750,0:26:14.750

native peoples who burned the forest every year

0:26:15.083,0:26:18.083

in the spring, in the fall, to actually increase the productive

0:26:18.166,0:26:21.166

of the plants, the diversity renewal system renew.

0:26:21.750,0:26:25.000

And one of the daughters, one of the one of this guys

0:26:25.041,0:26:28.041

sister said, well, how did they figure out how do they know that?

0:26:28.208,0:26:31.666

And the son who has two Lear jets in his garage and that kind of,

0:26:33.500,0:26:36.166

wealth, said, I knew that when I was eight years old.

0:26:36.166,0:26:37.166

Oh, that's cool.

0:26:37.166,0:26:39.333

You did not, you know, brothers, sisters. So you said.

0:26:39.333,0:26:43.750

No, seriously, we have the lower 40 acres of our hayfield burn one year,

0:26:44.041,0:26:47.708

and we had the best crops and the next three years, he said.

0:26:47.833,0:26:51.333

And if a guy with a silver spoon in his mouth can figure that out after one

0:26:51.666,0:26:55.125

couple of years, you can bet native peoples were paying really close

0:26:55.125,0:26:56.666

attention, right?

0:26:56.666,0:26:58.250
That's all we need to do these days.

0:26:58.250,0:27:01.375
And what a great
what a great thing to pay attention.

0:27:01.375,0:27:04.250
Pay attention. Yeah, really
what what I think you're explaining is,

0:27:05.250,0:27:07.166
yeah, we
have kind of divorced ourselves of that.

0:27:07.166,0:27:09.958
And we've divorced ourselves
of our connectivity with each other.

0:27:09.958,0:27:10.666
Right. Oh, yeah.

0:27:10.666,0:27:12.583
We look at cars and our. Yeah.

0:27:12.583,0:27:13.708
And when do we interact?

0:27:13.708,0:27:17.458
We've walled ourselves off and we talk to
each other through our phones and on the,

0:27:18.208,0:27:21.916
in these social media platforms
instead of, like, talking to each other.

0:27:22.208,0:27:25.625
And we we've removed ourselves from life
and we're going to pay the price.

0:27:25.833,0:27:26.333
Right.

0:27:26.333,0:27:29.333
And it's really we're taking away
fulfillment,

0:27:29.666,0:27:31.833
the essence of, of our existence.

0:27:31.833,0:27:34.625
Why do we work anyway? To go?
What's that old?

0:27:34.625,0:27:35.750
You've probably heard this story.

0:27:35.750,0:27:39.875
Many people have the the fisherman
standing on the beach and the Harvard MBA

0:27:39.875,0:27:42.083
coming along and saying,
you know, I could actually help you,

0:27:42.083,0:27:44.791
help you fishermen
unite and develop a business.

0:27:46.416,0:27:47.166
And so this guy

0:27:47.166,0:27:50.166
is observing the sunset and having
just relaxing at the end of the day, and

0:27:50.916,0:27:53.916
they go through all sorts of machinations
and sets up the business.

0:27:54.416,0:27:57.541
And the guy's so busy
doing all the kind of stuff

0:27:57.541,0:28:01.250
that an unnecessary that I said,
why am I doing this?

0:28:01.250,0:28:04.291
So I can also
you can sit on the sunset, on the beach

0:28:04.291,0:28:05.208
and look at the sunset, he said.

0:28:05.208,0:28:07.375
I was doing that before.

0:28:07.375,0:28:10.500
So this I told the story poorly.

0:28:10.791,0:28:14.250
But, what's the purpose?

0:28:14.416,0:28:16.833
Why are we actually working

0:28:16.833,0:28:18.833
to work

0:28:18.833,0:28:21.833
to to have to do what?

0:28:21.875,0:28:24.666
Why don't we bring that quality of life
that we want to experience

0:28:24.666,0:28:27.666
when we retire into our communities?

0:28:27.875,0:28:31.833
We can absolutely
no need to go anywhere right now.

0:28:31.833,0:28:35.000
We do, because it's frankly not a very
pleasant environment that we've created.

0:28:36.125,0:28:37.083
So it's time to

0:28:37.083,0:28:40.125
change that long past,
time to change long past time.

0:28:40.125,0:28:43.583
You know, one of the things that we talk
about, my CAO, Mara Brown, you met her

0:28:43.583,0:28:46.583
today, earlier when I introduced
to my team at the conference.

0:28:47.250,0:28:49.541
She's a really thoughtful person, and she,

0:28:49.541,0:28:54.208
she and I always reflect on how Ogden is,
a perfect size of a city.

0:28:54.208,0:28:55.416
It's interesting.

0:28:55.416,0:28:58.625

We're big enough to be considered
kind of a big city here in this area.

0:28:58.708,0:29:02.416
We're not a big city compared to Boston
or LA or New York or whatever, right?

0:29:03.000,0:29:06.000
But for this area, we're the big city,
but we're

0:29:06.041,0:29:09.041
small enough
that we know a lot of each other here.

0:29:09.208,0:29:10.750
Right. And so I can sense that.

0:29:10.750,0:29:11.000
Yeah.

0:29:11.000,0:29:14.000
So we're like, we're really we're pretty
well resourced as a big city,

0:29:14.250,0:29:18.125
but we're small enough that
we can really care about each other a lot.

0:29:18.541,0:29:20.958
And we don't just care
for the sense of caring.

0:29:20.958,0:29:24.000
We care
because we know who we are. We know

0:29:25.083,0:29:25.916
each other as neighbors

0:29:25.916,0:29:29.000
and friends
and people that we worship with, etcetera.

0:29:29.041,0:29:30.916
Go to school with an

0:29:30.916,0:29:33.041
the people that we live with,
we're raising our families with, you know,

0:29:33.041,0:29:33.750
I mean, yeah,

0:29:33.750,0:29:35.916
there's just this really strong
sense of community here,

0:29:35.916,0:29:37.833
and that's a strong sense of of belonging.

0:29:37.833,0:29:40.416
And I think it's a competitive advantage
that we have.

0:29:40.416,0:29:41.583
There you go.

0:29:41.583,0:29:43.291
Now you're beginning to touch
on some uniqueness.

0:29:43.291,0:29:44.541
Right? Right.

0:29:44.541,0:29:46.333
And people feel it when they're here.

0:29:46.333,0:29:48.583

And the more you're here
the more you live it.

0:29:48.583,0:29:49.541

You don't just feel you.

0:29:49.541,0:29:52.541

I've been here a day and I feel that.

0:29:52.750,0:29:55.041

So that

0:29:55.041,0:29:56.541

that means
that might be the happiest I've.

0:29:56.541,0:29:58.166

I've felt all day
long is when you said that.

0:29:58.166,0:29:59.833

And I've been happy all day.

0:29:59.833,0:30:04.416

But to hear you say that, you feel it in
a day, it means that we are.

0:30:05.708,0:30:08.625

We're sharing
with you our true sense of who we are.

0:30:08.625,0:30:10.500

We're being our ourselves.

0:30:10.500,0:30:13.500

Yeah, we are an authentic city, right?

0:30:14.208,0:30:15.375

And and

0:30:15.375,0:30:19.083

that is the start of an environment
where people have opportunities to thrive.

0:30:19.166,0:30:19.583

Yeah.

0:30:19.583,0:30:24.208

And and what does that mean to then
live into that promise and promise?

0:30:25.208,0:30:26.708

I think it means something different
for everybody.

0:30:26.708,0:30:28.416

I think that's for themselves to define.

0:30:28.416,0:30:31.791

It does. And yet, yes, it does.

0:30:31.791,0:30:32.291

And what is

0:30:32.291,0:30:35.583

what is there particular unique role
and supporting that uniqueness about it.

0:30:36.166,0:30:37.875

Yeah I don't know.

0:30:37.875,0:30:41.166

I think it yeah, I think they have
a responsibility and a role

0:30:42.000,0:30:44.250

to take ownership of themselves,

0:30:44.250,0:30:49.333
to own their own circumstances
and to put in their own work to make sure

0:30:49.333,0:30:52.458
that they step into their own greatness
and their achieving their success.

0:30:52.541,0:30:54.000
However they define it. And

0:30:54.958,0:30:57.333
I think that we have a responsibility
to each other

0:30:57.333,0:30:59.750
to make sure that as we're doing the work
to lift ourselves,

0:30:59.750,0:31:02.750
that we are looking to the side
and helping to lift others around us

0:31:03.166,0:31:05.791
and riding the armature to support that.

0:31:05.791,0:31:06.333
Sorry.

0:31:06.333,0:31:10.041
Providing the armature
to support that development.

0:31:10.375,0:31:12.416
So by development
I don't mean real estate development.

0:31:12.416,0:31:14.291
Correct development. Right.

0:31:14.291,0:31:17.500
Because we all have to grow up where
we've been.

0:31:18.250,0:31:21.750
That's going to sound
that sounds arrogant, but I

0:31:22.833,0:31:25.250
we've forgotten so much.

0:31:25.250,0:31:28.250
Our culture has allowed us
to forget so much.

0:31:28.666,0:31:31.583
We aren't
we aren't part of the environment anymore.

0:31:31.583,0:31:32.791
We don't pay attention to it.

0:31:32.791,0:31:35.791
I'm not going to speak for the hunters
and the fishermen and the farmers,

0:31:36.375,0:31:39.208
but all of us
have somehow abstracted this.

0:31:39.208,0:31:42.666
And if we're not taking care
from our particular

0:31:42.875,0:31:45.708
standpoint,
I don't use the term sustainability

0:31:46.666,0:31:48.166
much anymore.

0:31:48.166,0:31:50.625
But, I do use the term to regenerate.

0:31:50.625,0:31:53.291
To regenerate relationship to rebirth.

0:31:53.291,0:31:56.291
Our company is called Regenesi Rebirth.

0:31:56.666,0:31:58.750
And how do we rebirth?

0:31:58.750,0:32:01.625
This energy and care

0:32:01.625,0:32:04.625
that we have kind of, outsourced

0:32:05.583,0:32:09.083
to oh we???ll take care of it,
the politicians will take care of it.

0:32:09.958,0:32:12.958
Know the politicians are here to help us
organize ourselves.

0:32:13.125,0:32:15.333
We're not here to do it right.

0:32:15.333,0:32:17.791
And, we need government.

0:32:17.791,0:32:19.625
We need governance.

0:32:19.625,0:32:21.916
Governance.
Yeah. Yeah, that's a good point.

0:32:21.916,0:32:24.916
But and, and we also need us

0:32:26.375,0:32:26.750
gone.

0:32:26.750,0:32:28.541
And he said, you know, what's your role?

0:32:28.541,0:32:30.875
Basically you can't quote them,
but you tell them,

0:32:30.875,0:32:32.666
what have you done for your country
kind of thing.

0:32:32.666,0:32:35.666
Yeah. So,

0:32:35.708,0:32:39.750
that's the opportunity,
the role of a politician and the council

0:32:39.750,0:32:43.500
and the staff is to help
support the community to help itself.

0:32:43.500,0:32:47.833
Getting back to what I said earlier,
that it's our role with a service mindset

0:32:47.833,0:32:51.625
and our mission for some of our staff
to facilitate success for people.

0:32:51.875,0:32:54.666

Yeah, other people for each other
and for for everyone else who lives here.

0:32:54.666,0:32:56.541

How do we invite that change to happen?

0:32:56.541,0:33:00.916

I think we actually need to inspire people
to fall in love with life again.

0:33:02.333,0:33:02.666

And I

0:33:02.666,0:33:05.708

think that just telling people to do that
isn't enough.

0:33:05.708,0:33:09.583

I know
we actually have to create the scenario

0:33:09.583,0:33:12.750

of living into, well,
how does life want to work here?

0:33:12.958,0:33:14.166

What can we do?

0:33:14.166,0:33:16.708

What are small steps that move us?
What's the end state?

0:33:16.708,0:33:18.208

The end?

0:33:18.208,0:33:22.500

The outcome, this North star that we
really want to see from this place.

0:33:22.500,0:33:24.750

And then how
what are the steps to get there

0:33:24.750,0:33:27.375

and actually spelling that out
and showing that there's a way to get

0:33:27.375,0:33:30.375

there is what leadership
I think needs to do.

0:33:30.541,0:33:30.916

Okay.

0:33:30.916,0:33:34.125

So you get to see the whole form of life.

0:33:34.958,0:33:36.333

Yeah. Will you. Yeah, yeah.

0:33:36.333,0:33:38.750

Come on, hurry up.
You got until the end of the day, right?

0:33:38.750,0:33:40.250

Live a life again.
It doesn't work that way.

0:33:40.250,0:33:43.666

That's like saying
people, have faith in Christ.

0:33:43.666,0:33:46.250

Yeah, have faith in the creator.

0:33:46.250,0:33:46.833

Okay. Yeah.

0:33:46.833,0:33:49.416
By the end of the day,
it doesn't work that way. It's a journey.

0:33:49.416,0:33:50.458
It's a process. It's.

0:33:50.458,0:33:51.916
It's unique to yourself. Right?

0:33:51.916,0:33:52.666
Right.

0:33:52.666,0:33:55.333
Well, so stepping into your own greatness

0:33:55.333,0:33:58.708
and taking responsibility for what
your greatness is, having a vision

0:33:58.708,0:34:00.166
and a dream for yourself,

0:34:00.166,0:34:02.833
and living in a place
where you feel like you can become that.

0:34:02.833,0:34:03.333
Yeah, okay.

0:34:03.333,0:34:07.208
And so to me, the the Ogden Way is
rooted in a paradigm shift of

0:34:08.583,0:34:11.125
a lot of cities.

0:34:11.125,0:34:14.583
We've sort of degenerate ourselves
by building this.

0:34:14.583,0:34:16.708
The hard, this first

0:34:16.708,0:34:19.708
we build the structure and we think
that we're developing and redeveloping.

0:34:19.708,0:34:20.541
Right?

0:34:20.541,0:34:23.166
We're really just building buildings
and we're building stucco and concrete.

0:34:23.166,0:34:25.291
And you're avoiding the issue. Correct.

0:34:25.291,0:34:27.458
But if we build people

0:34:27.458,0:34:31.416
and we create energy within our ourselves
and each other,

0:34:32.083,0:34:35.208
and then they are
we are the people that build

0:34:35.375,0:34:38.291
the structures
that they need in order to be our best.

0:34:38.291,0:34:39.541
And that makes sense. Yeah, yeah.

0:34:39.541,0:34:42.250
And so, so development
and stepping into our own greatness

0:34:42.250,0:34:44.791
as a community starts with our people.
It doesn't start with our buildings.

0:34:44.791,0:34:45.666
That's right.

0:34:45.666,0:34:46.833
And so when we talk about it,

0:34:46.833,0:34:49.625
but we have to put this into structures
like a general plan.

0:34:49.625,0:34:49.916
Right.

0:34:49.916,0:34:52.416
Because we're a city that has to operate
under different governance.

0:34:52.416,0:34:53.791
We have to bring governance well,

0:34:53.791,0:34:56.083
you need guidance,
we need guidance, and we need policies

0:34:56.083,0:34:57.833
and guidance documents
around these things.

0:34:57.833,0:35:00.833
And so that's where those plans
come together.

0:35:00.958,0:35:03.208
And we build the physical environment.

0:35:03.208,0:35:06.208
Or when people want to step
into their greatness, we have their

0:35:06.333,0:35:09.333
we have the physical environment
plan armature.

0:35:09.416,0:35:10.333
Right. That's the armature.

0:35:11.458,0:35:12.791
And so

0:35:12.791,0:35:14.500
I have to think for people listening to

0:35:14.500,0:35:17.708
you and I talk, they're like, okay, these
guys are enjoying each other's company.

0:35:17.708,0:35:20.708
But how does this relate
to sustainability?

0:35:20.750,0:35:22.250
Because they're thinking
about sustainability

0:35:22.250,0:35:24.125
the way I was
when I went to this conference morning.

0:35:24.125,0:35:26.041
So how are you? So describe that.

0:35:26.041,0:35:29.041

I was thinking about it in a way that was
I was defensive.

0:35:29.250,0:35:32.416

I'm a I'm a politician right.

0:35:32.708,0:35:35.333

I actually never
I don't like to refer to myself as that.

0:35:35.333,0:35:37.750

I'm a, I'm a man, I'm a father, a husband.

0:35:37.750,0:35:38.458

Yeah.

0:35:38.458,0:35:41.458

You're in politics but but I'm in politics
so I'm a politician.

0:35:43.291,0:35:46.291

I was expecting a lot of political
rhetoric.

0:35:46.750,0:35:49.166

I was expecting partizanship

0:35:49.166,0:35:49.625

partizanship.

0:35:49.625,0:35:52.916

That doesn't align with my own party,
my own, political viewpoints.

0:35:54.041,0:35:54.833

And I

0:35:54.833,0:35:57.833

introduce
to you I welcome to everybody to the dog.

0:35:58.166,0:36:00.541

And then I introduce you.

0:36:00.541,0:36:02.625

And I didn't hear that at all from you.

0:36:02.625,0:36:05.291

I actually heard a message around us,

0:36:05.291,0:36:08.916

a message around people and, and community

0:36:09.708,0:36:12.291

and that that was the message
about sustainability.

0:36:12.291,0:36:15.291

And I was like that,

0:36:15.416,0:36:18.000

that is

0:36:18.000,0:36:19.041

a priority for me.

0:36:19.041,0:36:20.958

Yeah. Well, how do we sustain life?

0:36:20.958,0:36:22.000

It isn't building buildings.

0:36:22.000,0:36:23.500

It isn't building green buildings.

0:36:23.500,0:36:25.375

Of that helps.

0:36:25.375,0:36:28.375

How do we sustain life
is that we learn to sustain each other.

0:36:28.541,0:36:29.041

Right.

0:36:29.041,0:36:32.958

And the living systems, living systems, as
people have a tripping hazard over that.

0:36:32.958,0:36:36.333

The life that supports this, life
that makes the water clean, life

0:36:36.333,0:36:37.916

that makes the air clean.

0:36:37.916,0:36:41.000

Life that gives us fish and ducks and elk.

0:36:41.583,0:36:45.041

Right.

That's that's the stuff

0:36:45.041,0:36:49.666

that creates our quality of life
that actually sustains us.

0:36:49.666,0:36:53.791

That's what sustainability
means is not technology, not photovoltaic

0:36:53.791,0:36:57.041

panels, not Leed buildings,
although they all help.

0:36:57.708,0:37:00.458

But is what we're sustaining
with sustainability is life,

0:37:01.708,0:37:03.208

and we're life.

0:37:03.208,0:37:05.708

Yes we are. So let's go with the program.

0:37:05.708,0:37:08.041

It's all connected.

So you got disconnected.

0:37:08.041,0:37:11.291

So have you ever gone to okay,
you travel the world and you give

0:37:11.416,0:37:13.708

you give guest lectures
and you work with cities.

0:37:13.708,0:37:15.416

You're a consultant as well, right?

0:37:15.416,0:37:17.000

Have you ever found a city or community

0:37:17.000,0:37:20.000

that speaks in the same vernacular
that you do around these things?

0:37:20.416,0:37:23.208

That's a good question,

0:37:23.208,0:37:25.083

because I really feel like
that's the only difference

0:37:25.083,0:37:26.916
between what you're the message
you shared this morning

0:37:26.916,0:37:30.916
and the message that I share here
every day is the way we talk about it.

0:37:30.916,0:37:33.916
Well, I think you talk about
a very uniquely, that's for sure.

0:37:33.916,0:37:37.791
Not in the way that I typically see.

0:37:38.250,0:37:41.250
So, kudos to you for that.

0:37:41.250,0:37:42.000
Thank you.

0:37:42.000,0:37:45.750
And, the most famous city in the world

0:37:46.125,0:37:49.708
that lived into this is Curitiba, Brazil.

0:37:51.125,0:37:54.833
That city is that it's 50 years old now.

0:37:54.833,0:37:57.083
Jamie Lerner, the planner.

0:37:57.083,0:38:00.416
Then he became mayor and governor
because of the work that he did

0:38:00.416,0:38:04.416
to bring people together,
to support life in that place.

0:38:04.833,0:38:08.666
Now it's since gone downhill because of
leadership that didn't understand that.

0:38:09.250,0:38:13.166
But if you read about Curitiba, C
U R I T I B A,

0:38:13.750,0:38:17.000
that's
that's the poster child for this work.

0:38:18.125,0:38:20.791
And I'm not going to blow

0:38:20.791,0:38:24.166
smoke here,
but I think that you're working on that.

0:38:24.500,0:38:28.208
I think you have the fact
that you're so resonant to that,

0:38:28.250,0:38:29.541
the way you're structuring,

0:38:29.541,0:38:33.750
your pillars and the conversation
we're having indicates to me that.

0:38:34.083,0:38:36.375
Yeah, we're you're not here, right?

0:38:36.375,0:38:37.791
We're onto something here on something.

0:38:37.791,0:38:40.166

And I would love to stay tuned and,

0:38:41.208,0:38:42.875
and follow the progress.

0:38:42.875,0:38:43.791
Thank you. Please do.

0:38:43.791,0:38:45.916
And I actually hope
you come back to Ogden again.

0:38:45.916,0:38:47.666
And we continue the discussion.

0:38:47.666,0:38:50.375
We talked about our progress and

0:38:50.375,0:38:56.750
because when we talk about sustainability
we should be talking about regeneration.

0:38:57.208,0:38:57.666
That's right.

0:38:57.666,0:38:58.333
We should.
You can't

0:38:58.333,0:39:01.333
you can't have a sustainable condition
without regenerating life

0:39:01.583,0:39:04.291
and regenerating our relationship
with each other and life.

0:39:04.291,0:39:05.166
Right. So

0:39:05.166,0:39:08.916
this is about human to human relationship
and human to nature relationship.

0:39:09.208,0:39:11.583
How do we co evolve.

0:39:11.583,0:39:13.458
Meaning how do we co develop?

0:39:13.458,0:39:17.458
How do we improve life for ourselves,
for others and for the living systems

0:39:17.750,0:39:18.416
that support us?

0:39:18.416,0:39:20.666
That's what coevolution means, right?

0:39:20.666,0:39:24.666
And so when we talk about development, we
mean how do we actually continue to grow.

0:39:25.916,0:39:26.833
And that's what

0:39:26.833,0:39:29.750
that's what gives us
that's what that's what motivates us.

0:39:29.750,0:39:32.291
That's what we
that's what excites us generally in life.

0:39:32.291,0:39:35.291
Not sitting on the couch
drinking a beer, watching the ballgame.

0:39:36.333,0:39:37.208

I mean, that's nice too.

0:39:37.208,0:39:38.541

I mean, I'm it's March Madness.

0:39:38.541,0:39:40.833

I'm like, yeah,
I just for a minute, you know, for sure.

0:39:40.833,0:39:42.541

I mean, absolutely.

0:39:42.541,0:39:45.541

But my point is, is that you don't
just vegetate there, right?

0:39:45.791,0:39:48.791

That when we really are
thriving is when we're offering.

0:39:49.333,0:39:52.666

So giving, serving and serving

0:39:52.708,0:39:56.375

them is what we're naturally attuned to.

0:39:56.500,0:39:57.291

That's right.

0:39:57.291,0:40:00.291

So what you just explained

0:40:00.583,0:40:02.875

are universal human values.

0:40:02.875,0:40:03.833

They are.

0:40:03.833,0:40:06.291

Those are things that we should
all agree on,

0:40:06.291,0:40:09.250

that neither political party has

0:40:09.250,0:40:11.416

the answer to. Right?

0:40:11.416,0:40:15.416

Frankly, neither political party
has any answers to that answers.

0:40:15.416,0:40:17.083

Right? Right. And so

0:40:18.041,0:40:19.083

yet I arrived

0:40:19.083,0:40:22.083

at the sustainability conference

0:40:22.166,0:40:24.958

with a bias and admitted bias.

0:40:24.958,0:40:27.875

Because of my world experience and my role

0:40:27.875,0:40:30.583

that I'm standing in a room of people,

0:40:30.583,0:40:33.583

many of whom, frankly,
and I know this for a fact,

0:40:33.958,0:40:37.000

are looking at me and saying,

this guy doesn't support sustainability.

0:40:39.000,0:40:40.666

But then when we actually break down

0:40:40.666,0:40:43.666

what it ought to mean to all of us,

0:40:43.916,0:40:45.000

I very much am.

0:40:45.000,0:40:48.791

I have structured my entire vision
and framework for my tenure here

0:40:48.791,0:40:50.916

as mayor around sustainability. Frankly.

0:40:50.916,0:40:53.500

Sounds like way to me, right? Yep,
I would say so.

0:40:53.500,0:40:57.125

And so can we as a community
leave behind our

0:40:57.125,0:41:00.125

and suspend our biases,

0:41:00.875,0:41:03.375

but long enough to listen,

0:41:03.375,0:41:07.291

drop the words or be very precise
in what you mean by those words,

0:41:07.500,0:41:12.083

because sustainability as it's defined
right now is not sustainability,

0:41:13.416,0:41:14.041

right?

0:41:14.041,0:41:17.625

When you hear the
term just to make the ground that point,

0:41:17.625,0:41:20.916

when you hear the term sustainable
buildings, there's no such thing.

0:41:20.916,0:41:22.708

No building can sustain life.

0:41:22.708,0:41:23.583

That's what we're talking about

0:41:23.583,0:41:26.791

with sustainability and sustaining life,
not more buildings.

0:41:27.541,0:41:29.916

Now, buildings
that have a tendency towards

0:41:29.916,0:41:32.916

that we call green buildings,
but not sustainable buildings.

0:41:33.041,0:41:37.041

So our language is actually distorted
understanding of what this is.

0:41:37.166,0:41:39.458

I think sustainability
is a perfectly good term,

0:41:39.458,0:41:43.083

but it's been so abused and vandalized
that we've lost meaning.

0:41:43.083,0:41:45.208
So no wonder people aren't
excited about it.

0:41:45.208,0:41:47.208
You mean I'm going to die more slowly?

0:41:47.208,0:41:47.833
I mean,

0:41:47.833,0:41:51.583
the only thing is famous expression is
sustainability is a slower way to die.

0:41:51.750,0:41:54.166
Why would anybody be motivated by that?

0:41:54.166,0:41:58.083
They may not understand that on
the surface, but but subliminally people.

0:41:58.083,0:42:00.416
So this is the way it's talked about.

0:42:00.416,0:42:01.583
It doesn't make sense to me.

0:42:02.916,0:42:05.833
And I think the
reason why this movement hasn't taken off

0:42:05.833,0:42:08.875
is because we're using wrong terminology
and wrong understanding.

0:42:09.833,0:42:13.083
Meaning sustaining buildings
doesn't make sense.

0:42:13.208,0:42:15.000
Regenerative buildings don't.

0:42:15.000,0:42:16.291
There's no such thing.

0:42:16.291,0:42:19.541
What we're doing is regenerating
our relationships and life.

0:42:20.791,0:42:24.875
And so I think that's
what sounds like that's what you're about.

0:42:25.291,0:42:28.291
It is what I'm about
sounds pretty good to me.

0:42:28.333,0:42:29.791
You know, you can call it Fred.

0:42:29.791,0:42:32.166
Doesn't matter.
Call it whatever you want to call it.

0:42:32.166,0:42:34.958
But don't call it sustainability anymore
because it ain't.

0:42:34.958,0:42:36.125
Beautiful.

0:42:36.125,0:42:39.833
And if we as a community can do that,
I think we have a lot better chance

0:42:39.833,0:42:43.916
of actually recreating the connections
with each other and regenerating our lives

0:42:45.000,0:42:46.291
together. Yeah.

0:42:46.291,0:42:50.166
So I don't know that we're using
the wrong terms as long as as much

0:42:50.166,0:42:53.166
as we're just allowing other people
to wrongly define them for us.

0:42:53.250,0:42:54.833
I think that's right.
And then we latch on to them.

0:42:54.833,0:42:58.250
And then now we're wrongly using the wrong
terms, you know, and or we're

0:42:58.375,0:43:01.375
we're upset by those terms
and don't do anything. Yes.

0:43:01.666,0:43:04.291
So, again,

0:43:04.291,0:43:07.458
I might from my perspective,
from a limited perspective of knowing you,

0:43:07.458,0:43:10.916
I think that it would be super
helpful to have this kind of

0:43:12.000,0:43:13.291
deepening

0:43:13.291,0:43:16.916
understanding of the
the essence, the intrinsic nature,

0:43:16.916,0:43:20.250
the the patterns of life
that are unique to this place.

0:43:20.375,0:43:22.916
How does life work here?

0:43:22.916,0:43:24.208
What's the process of life?

0:43:24.208,0:43:26.333
Every hard process, a different process.

0:43:26.333,0:43:28.416
That process serves a purpose.

0:43:28.416,0:43:30.916
Every place adds
value to the larger system.

0:43:30.916,0:43:32.416
It's part of in a unique way.

0:43:32.416,0:43:34.166
So what's the purpose of all of that?

0:43:34.166,0:43:36.208
And therefore, what unique value is it?

0:43:36.208,0:43:37.666
Offer the world?

0:43:37.666,0:43:41.125

If you can help define that,
you can actually then structure it.

0:43:41.125,0:43:43.666
Just give some coherence
for what you're doing.

0:43:43.666,0:43:46.541
Is it necessary? No. Does it help?

0:43:46.541,0:43:48.333
Yes. Right.

0:43:48.333,0:43:51.333
Well you know what else helped
you coming to Ogden.

0:43:51.333,0:43:52.416
Yeah, delighted.

0:43:52.416,0:43:54.083
And you know what else helps

0:43:54.083,0:43:58.083
is when we suspend our beliefs and
we give each other a chance to listen.

0:43:58.416,0:44:01.833
Well, to understand,
you know, I mentioned Tyson Yunkaporta,

0:44:02.458,0:44:05.458
Australian Aborigine and PhD as well.

0:44:05.625,0:44:10.625
He talks about four criteria
in working with community respect,

0:44:11.375,0:44:14.375
connect, reflect and then direct.

0:44:15.208,0:44:18.166
What we do in the West is we direct,
we tell people

0:44:18.166,0:44:21.166
how great we are, what kind of great plans
we're doing, or master plans.

0:44:21.416,0:44:24.625
Then people are angry because that isn't
what we thought we were getting.

0:44:25.291,0:44:28.291
And so then, then we have to take years

0:44:28.750,0:44:32.000
to reflect with one another
what really went on here?

0:44:32.000,0:44:33.750
What do we do? Where do we screw up?

0:44:33.750,0:44:37.000
Then through that process, we connect with
each other saying, oh, I kind of know.

0:44:37.041,0:44:38.250
I understand what you're talking about.

0:44:38.250,0:44:41.125
I didn't even listen before,
but now I'm understanding.

0:44:41.125,0:44:43.416
So we connect and then we,

0:44:44.458,0:44:46.833

we we, respect them.

0:44:46.833,0:44:48.416
So I understand.

0:44:48.416,0:44:52.166
Well, that took five years
and a lot of lawyers and a lot of money.

0:44:53.125,0:44:56.125
Why don't you start with respect first

0:44:56.208,0:44:58.500
and then connect to understand
and then reflect?

0:44:58.500,0:45:01.291
What are we learning from each other?
And then you're correct. Right?

0:45:01.291,0:45:03.000
Is that too much I mean, I hear this.

0:45:03.000,0:45:04.375
Oh, well, it takes too much time.

0:45:04.375,0:45:08.583
No, it doesn't it takes a lot less time
because you avoid the lawyers.

0:45:08.583,0:45:11.375
No offense, lawyers,
but you get in the way.

0:45:11.375,0:45:14.458
Lawyers. And we let our egos

0:45:14.458,0:45:16.833
get in the way
and the also the impulse to win.

0:45:16.833,0:45:19.083
I want to win. I'm in charge.
I'm in power.

0:45:19.083,0:45:23.375
So get rid of your damn ego
and start learning to care

0:45:23.375,0:45:27.083
and love and understand
one another and and learn from each other.

0:45:27.250,0:45:29.541
We human beings are smart critters.

0:45:29.541,0:45:32.541
We just don't give ourselves a chance
to express that right?

0:45:33.333,0:45:35.125
So go for it.

0:45:35.125,0:45:36.416
Go for it. Right?

0:45:36.416,0:45:39.041
So I love to win,

0:45:39.041,0:45:43.541
but I've as I've gotten older,
I've learned that winning is not winning.

0:45:43.541,0:45:45.583
Meaning
if someone else loses, it's a power trip.

0:45:45.583,0:45:46.833

That's a zero sum contract

0:45:46.833,0:45:50.875
that is a zero sum thinking that is
that is a reductionist mindset.

0:45:51.375,0:45:53.416
We are after a an abundance mindset.

0:45:53.416,0:45:53.875
Winning.

0:45:53.875,0:45:58.916
Winning means we all win, meaning
we all thrive and succeed together.

0:45:59.375,0:46:02.250
And I talked about the Law of Three
this morning.

0:46:02.250,0:46:02.458
You know,

0:46:02.458,0:46:06.208
it sounds kind of abstract, but we've
also we live in a world of duality, right?

0:46:06.208,0:46:08.916
Wrong. Republican Democrats heart. Mind.

0:46:08.916,0:46:10.625
Quantity. Quality.

0:46:10.625,0:46:11.625
Right? Right. Good. Yeah.

0:46:11.625,0:46:14.458
And we think that well, it's a battle.

0:46:14.458,0:46:17.458
And then the best we think we can do
is compromise.

0:46:17.625,0:46:20.750
And so compromise we think is the height
of political sophistication.

0:46:21.291,0:46:23.625
Compromise is death.

0:46:23.625,0:46:26.916
If we compromise then we compromise again
and we compromise again

0:46:27.083,0:46:29.041
and we drive ourselves
right into the ground.

0:46:29.041,0:46:30.416
Nature doesn't work that way.

0:46:30.416,0:46:31.625
Nature is a model for us.

0:46:31.625,0:46:34.291
Nature actually harmonizes and reconciles.

0:46:34.291,0:46:37.708
As long as you understand that
death is part of life because we all die.

0:46:37.875,0:46:41.958
Birth, life, death, rebirth,
the systems of life actually harmonize,

0:46:42.291,0:46:45.416
and we have never seen that fail
in 30 years of practice,

0:46:45.708,0:46:48.750
where if you give people the time to sit
down, get to know each other,

0:46:48.750,0:46:52.000
what's at the core, what's it
the essence of this activating force?

0:46:52.000,0:46:53.375
I want to build a building.
What's at the core?

0:46:53.375,0:46:55.416
The restraining force. NIMBYism.

0:46:55.416,0:46:58.041
Why? Let's get get to the core.

0:46:58.041,0:47:02.458
This is a deeper, deeper reason
than just this, ideology that we promote.

0:47:03.125,0:47:05.166
If you do that
and take the time to do that,

0:47:05.166,0:47:08.250
you will find out that
we're aligned around so much, so much.

0:47:08.458,0:47:11.583
So get rid of duality and right and wrong

0:47:11.583,0:47:14.583
and winning and losing
and try to actually find harmony.

0:47:14.583,0:47:17.125
And it sounds so idealistic, I know,

0:47:17.125,0:47:20.125
but it really works.

0:47:20.208,0:47:21.833
It really works. Yeah. And it's

0:47:23.541,0:47:25.208
it's the Ogden way, frankly.

0:47:25.208,0:47:27.958
Well, it, it's what we're after.

0:47:27.958,0:47:30.416
It's what makes life worth living.

0:47:30.416,0:47:33.333
It's what makes life fulfilling. Right.

0:47:33.333,0:47:36.250
And so, Bill Reed
thanks for coming to Ogden.

0:47:36.250,0:47:37.458
Thanks for coming to Weber State.

0:47:37.458,0:47:40.583
Yeah, thanks for sharing your message
this morning as the keynote speaker.

0:47:40.583,0:47:43.583
And thanks for sitting at a table
with community leaders over lunch

0:47:43.791,0:47:48.375
and breaking down partizan barriers
with us to talk about the essence of us.

0:47:49.250,0:47:54.291
That's such an impactful thing
that you've done today, and I hope that

0:47:54.291,0:47:58.458
the viewers and listeners are picking up
some of what we're talking about.

0:47:58.458,0:48:00.041
This conversation is not over,

0:48:00.041,0:48:02.666
but it's also not just a conversation
between me and Bill.

0:48:02.666,0:48:05.458
This is a conversation between all of us.

0:48:05.458,0:48:08.458
So we end every episode
with a call to action.

0:48:08.625,0:48:09.750
What's that going to be?

0:48:09.750,0:48:13.291
Well, I think that for you
there, for everybody here

0:48:13.291,0:48:15.041
in Ogden who's listening and

0:48:15.041,0:48:17.958
and watching our conversation,
let's make our call to action,

0:48:19.375,0:48:20.125
giving each other the

0:48:20.125,0:48:23.125
grace to suspend our bias and our belief,

0:48:23.166,0:48:26.166
and to look to give each other a chance.

0:48:26.708,0:48:29.916
Right.
Great work. Grace, grace.

0:48:29.916,0:48:32.458
Offer grace and get grace back

0:48:32.458,0:48:35.416
so that we can actually listen
to each other and understand each other.

0:48:35.416,0:48:39.125
And when we do, 99 times out of 100,

0:48:39.375,0:48:42.125
we are going to find so much unity.

0:48:42.125,0:48:43.583
Yeah, right.

0:48:43.583,0:48:46.583
And care and care and kindness and

0:48:47.291,0:48:49.708
all of the people at lunch today.

0:48:49.708,0:48:52.708
I think I might have been the only
Republican at the table, frankly, who.

0:48:52.708,0:48:53.416
I don't think so.

0:48:53.416,0:48:55.458
No, no, I might have been maybe a 1 or 2.

0:48:55.458,0:48:57.166
Okay.

0:48:57.166,0:49:00.333
But at the end of that lunch,
no one cared.

0:49:00.833,0:49:02.083
No. Right.

0:49:02.083,0:49:02.791
It doesn't matter.

0:49:02.791,0:49:05.791
It didn't matter
because we're talking about contributing

0:49:06.458,0:49:08.833
to the essence of who we are. Right?

0:49:08.833,0:49:11.583
And those are human values,
human relations, human connection.

0:49:11.583,0:49:12.083
Right.

0:49:12.083,0:49:14.791
And Ogden's
the kind of place that you get to do that.

0:49:14.791,0:49:16.916
So that is the Ogden Way.

0:49:16.916,0:49:18.333
So sounds great to me.

0:49:18.333,0:49:20.666
Thanks for
thanks for being here, Bill. Thanks. Bill.

0:49:20.666,0:49:22.416
Thanks for sticking with us today.

0:49:22.416,0:49:25.416
If you want to learn more, go to YouTube,

0:49:25.791,0:49:29.083
search Bill Reed and you're going
to see all kinds of lectures.

0:49:29.083,0:49:31.833
And he he shares this stuff openly.

0:49:31.833,0:49:32.333
Yeah.

0:49:32.333,0:49:33.333
Excitingly.

0:49:33.333,0:49:35.250
He wants people to to learn and to listen.

0:49:35.250,0:49:40.708
So get out there, learn
more, be more, live the Ogden Way.