

## tons

By VanderWolf Images



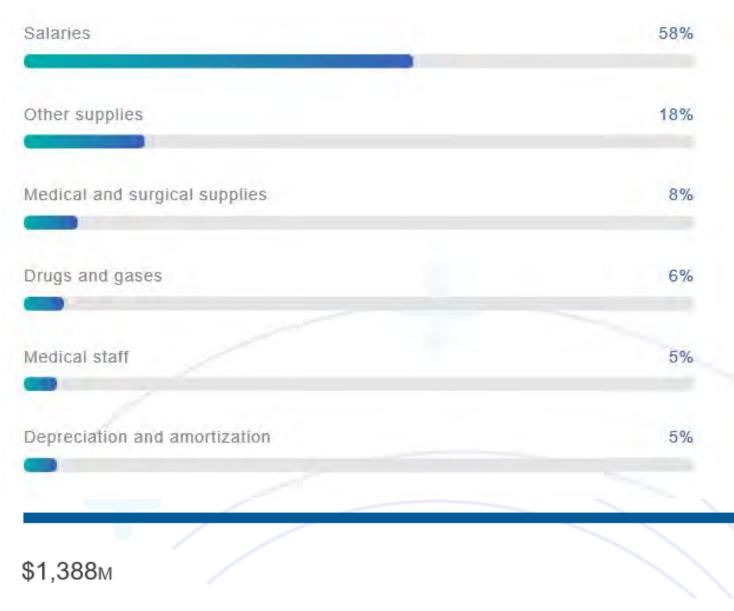


#### **\$1.3B Total Operating Budget**

#### \$819M on Staff

## **\$182M** on Supplies and Drugs

**\$2M** energy savings



## **STAFF** HEALTH & PRODUCTIVITY

2-3 day decrease in sick leave down from 14 days

1% more productive

\$15.4M



#### **PATIENT** HEALTH & PRODUCTIVITY

1 day decrease in LOS22% fewer pain killers21% decrease in medication costs

\$56M

#### SOIL BUILDING AND CARBON SINKS TO COMBAT FLOODING

1 Maria



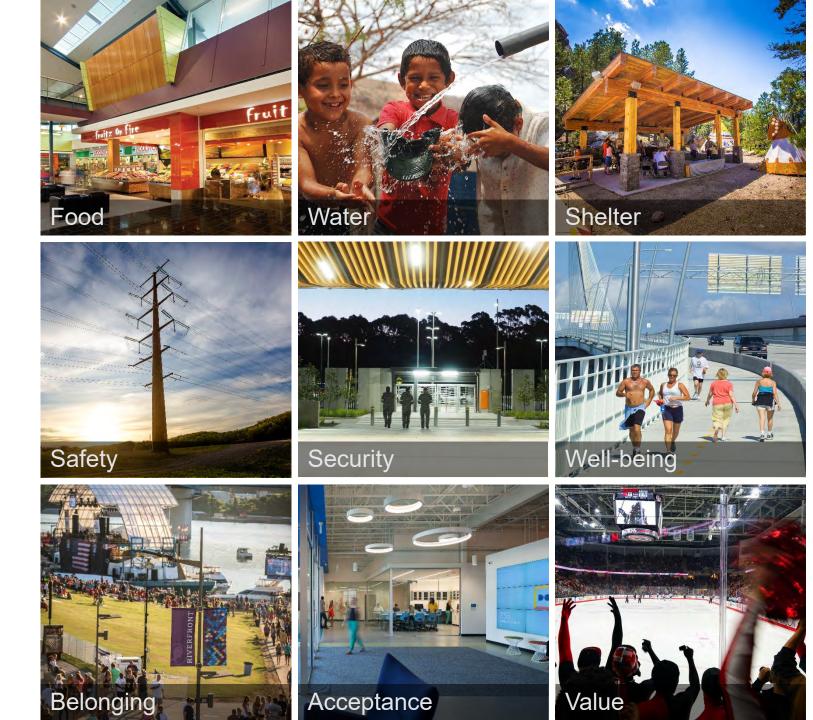
#### REDUCTION IN DISEASE + DEATH

10 less heart attacks 15 less strokes 30 less cases of asthma in children

.....5 less deaths

#### Design to Improve the Human Condition.....

## LIFE



#### 5000 DEAD 1200 children in Libya

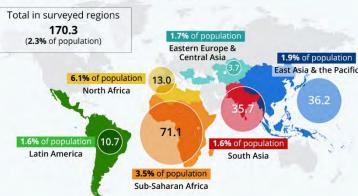
NYPD

#### Insurance stoppage in Florida

Colorado Yangtze Rhine Po Loire Danube

Mississippi

Climate Change, the Great Displacer 8.7M people



#### \$237B in the US is under risk

ANTARCTICA 3 FEET

THWAITES

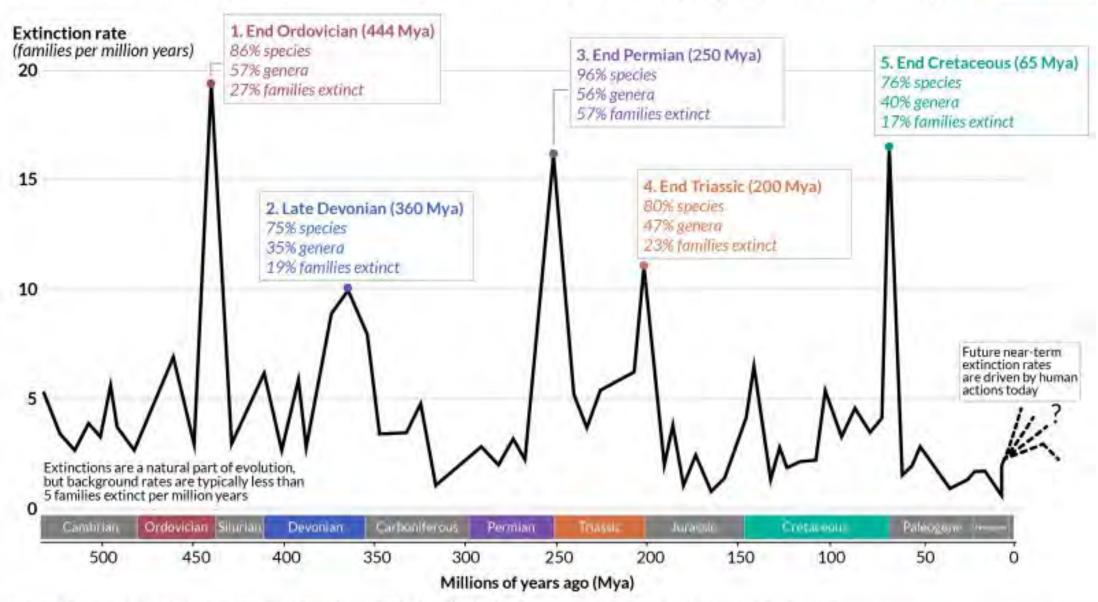
Canada, Spain, Portugal, South Korea, Australia, Italy, Hawaii

#### 'Big Five' Mass Extinctions in Earth's History

A mass extinction is defined by the loss of at least 75% of species within a short period of time (geologically, this is around 2 million years).

Our World

in Data



Sources: Bimosky et al. (2011), Howard Flughes Medical Institute: McCallon (2015). Vertebrate biodversity losses point to askillumics extinction.
OurWorldinData.org - Research and data to make progress agained the world's largest problems.
The medium of CC BY pyrite and the bioduce of the second second

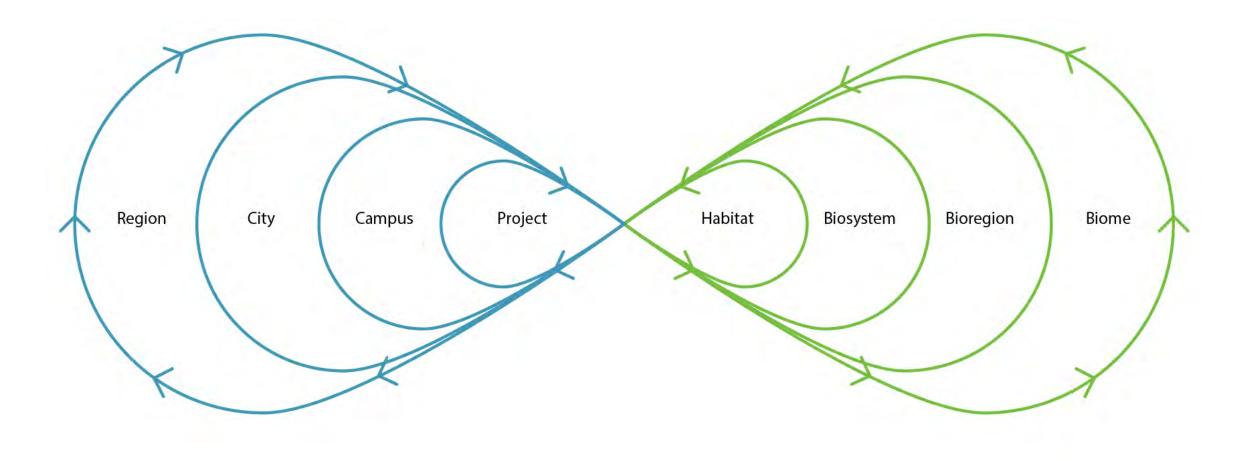
# "Nothing has more strength than dire necessity".

### - Euripides

## *"The project is not the project." The project is the SYSTEM."*

-Bill Reed Regenesis

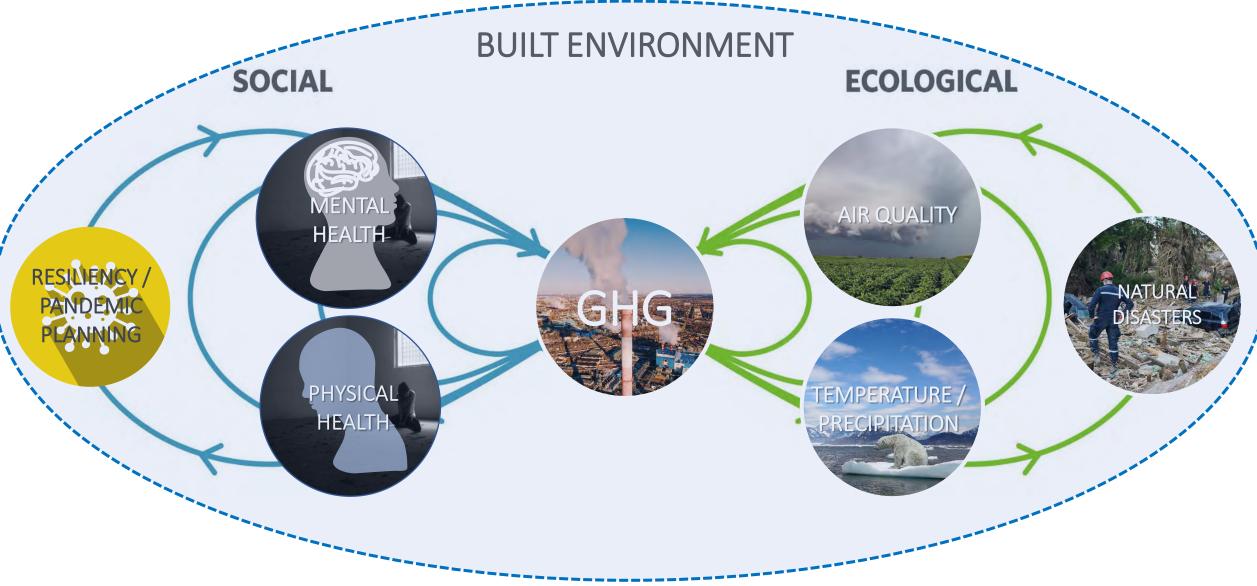
#### **Broader Interconnected Systems**



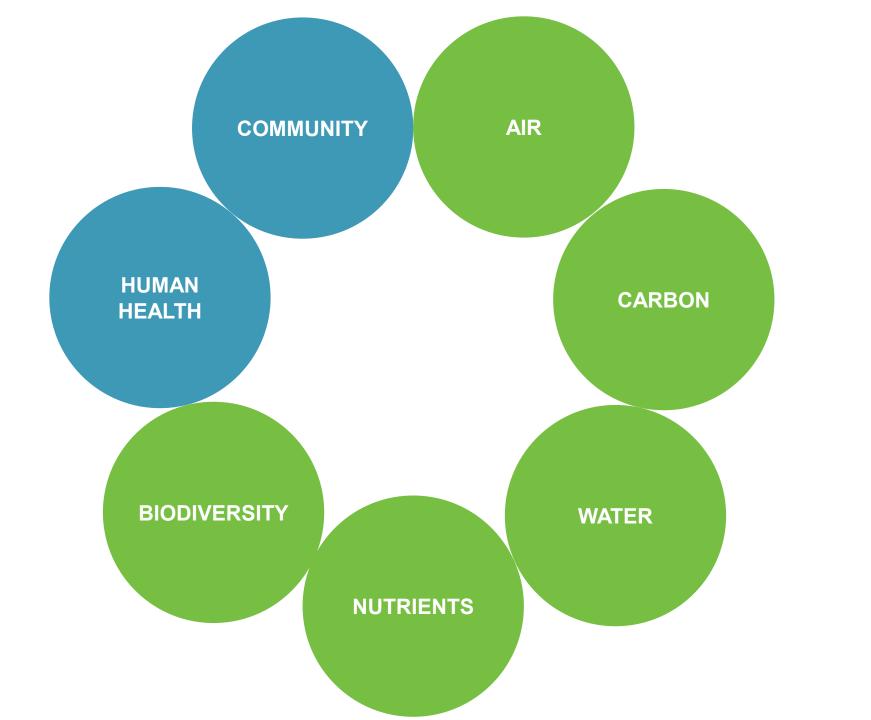
Community	Health	Carbon	Water	Air	Biodiversity	Nutrients
 SOCIAL		ECOLOGICAL				

#### **INTERCONNECTED AND NESTED SYSTEMS:**

**Greater Whole** 



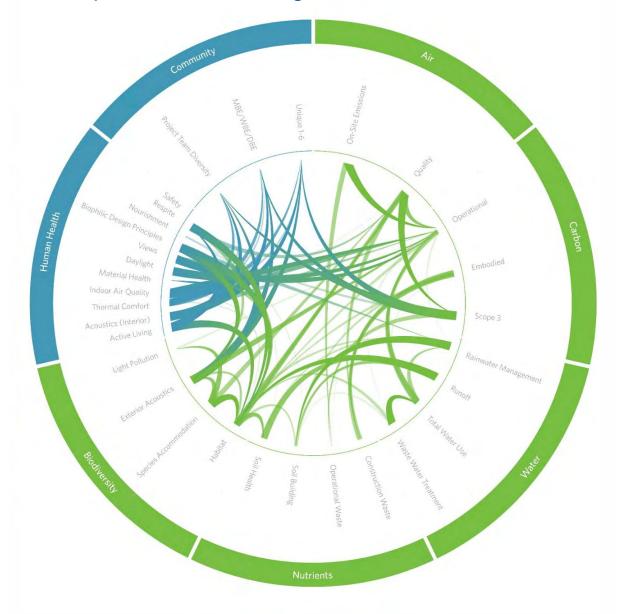
Health care climate risks adapted from WHO climate resilience report

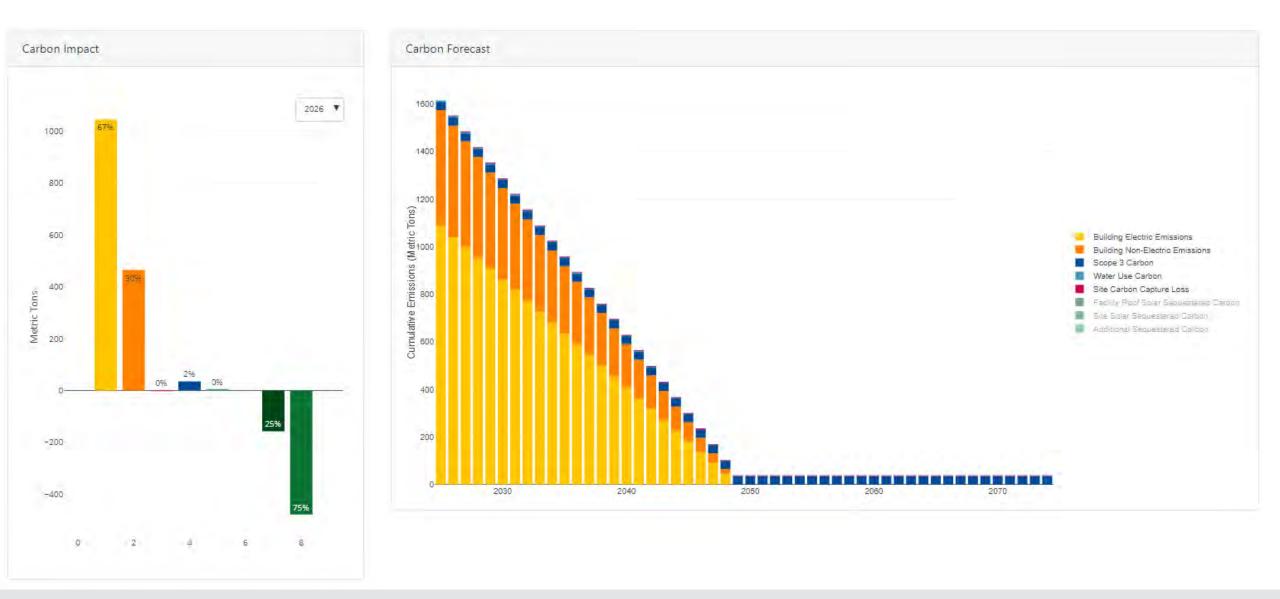


FS

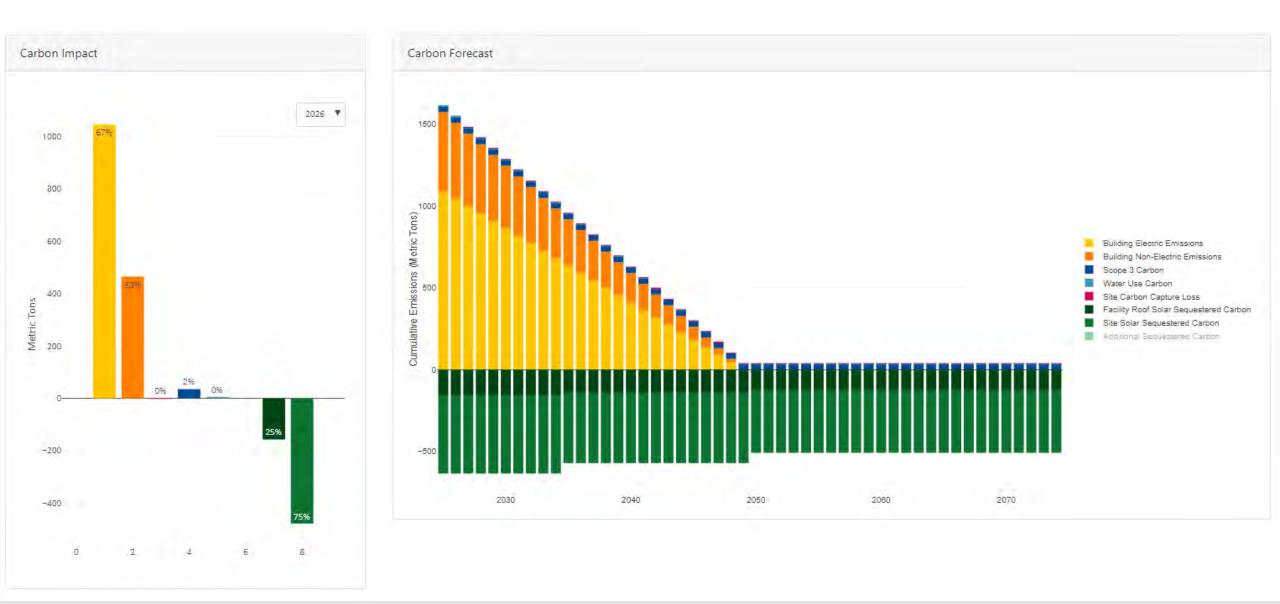
#### **Nested System Connections**

Understanding these relationships allows for the generation of value across scales and systems



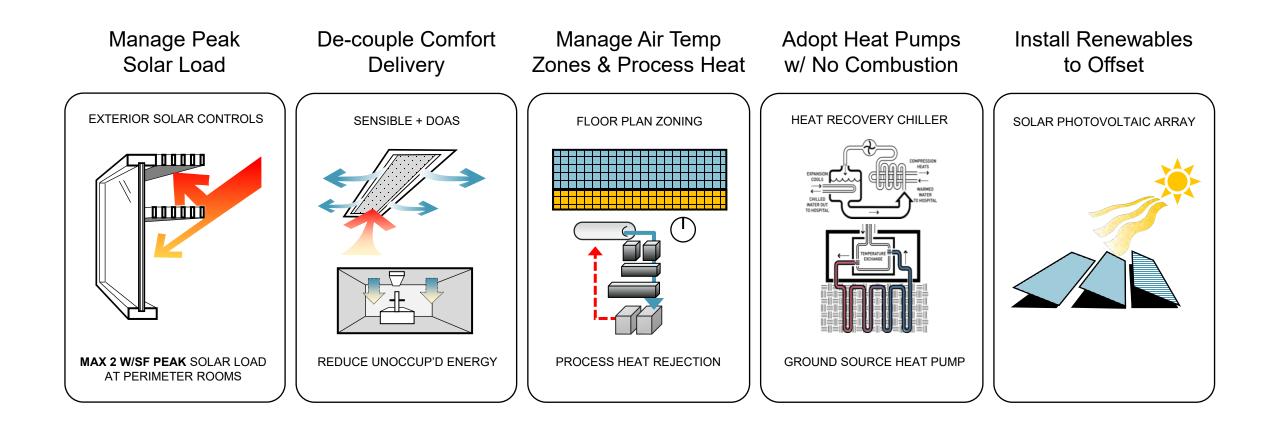


OPERATIONAL CARBON (water included) – low energy building



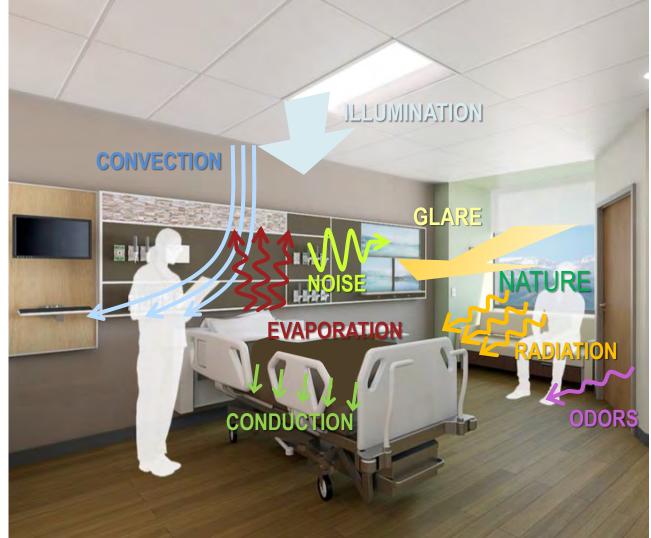
OPERATIONAL CARBON BUDGET - Not enough to offset on-site with a 50% EUI reduction

#### Pathway to Decarbonization



#### PRIORITIES FOR PATIENT COMFORT Comfort Parameters

- Thermal Perception
  - Radiation
  - Convection
  - Evaporation
  - Conduction
- Visual Perception
  - Glare
  - Illumination
  - Connection to Nature
- Acoustical Perception
  - Alarms
  - Noise
- Air Quality
  - Smell
  - CO2
  - Freshness
- Mental State
  - Confusion/Clarity
  - Loneliness/ Companionship
  - Optimism/Pessimism
  - Physical Discomfort/Pain Management



#### PATIENT ROOM COMFORT Relationship Of Peak Solar Load & Comfort Delivery

25

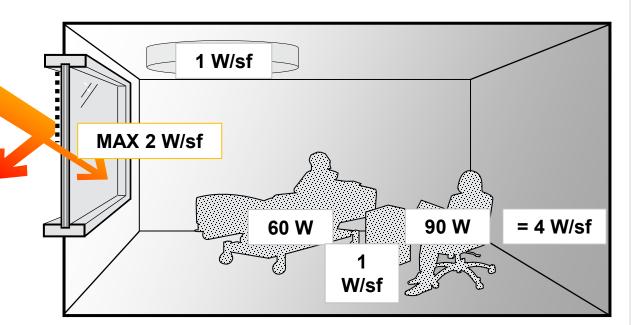
20

15

10

5

W/sf



Building Skin, Users / Equipment and Lighting drive Cooling Load and Capacity

#### **BASELINE COOLING LOAD DRIVERS**

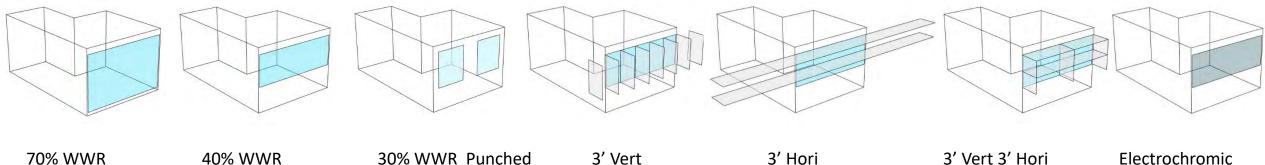
Variable Air Volume/ Constant Air Volume but embeds **Reheat** @ ~45% Energy Costs

#### Alternative Mechanical systems (DV, ACB) Maximum Solar Peak (2 W/sf)

Users, Lighting and Equipment

To maximize flexibility, stay below System capacity limits

#### **PEAK SOLAR LOAD**, SW PATIENT ROOM



70% WWR

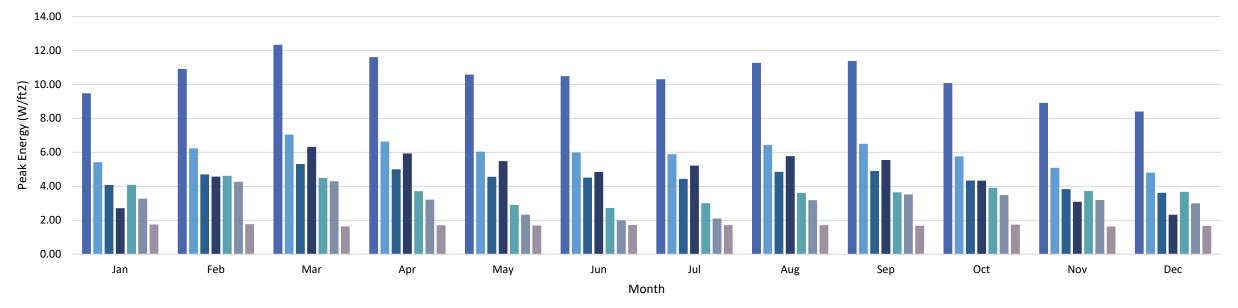
30% WWR Punched 3' Vert

3' Hori

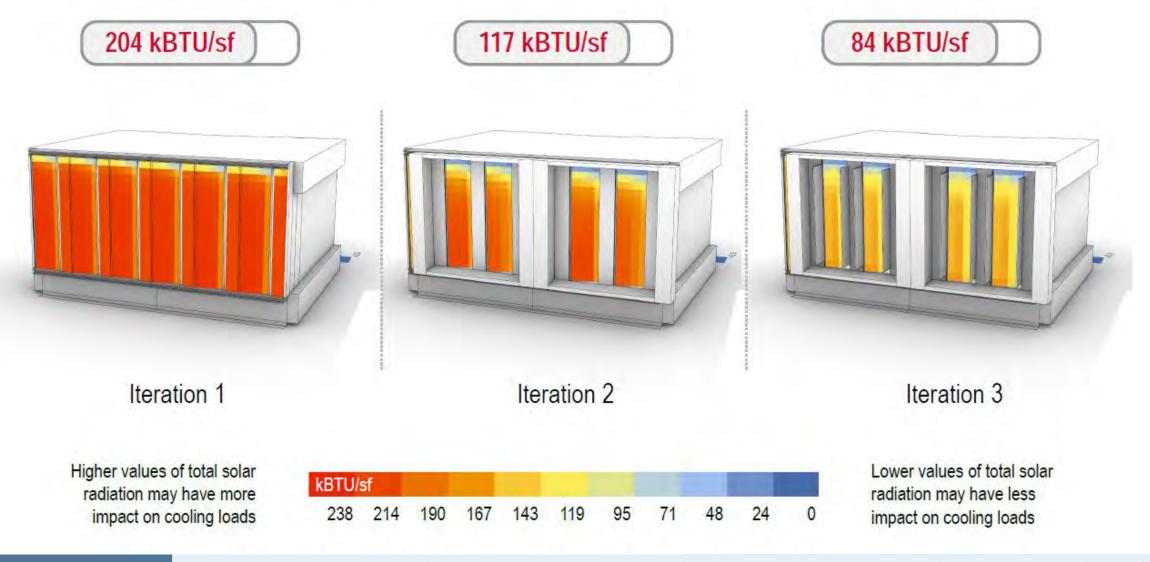
3' Vert 3' Hori

Electrochromic

#### Monthly Peak Solar Gain For Glazing - TOH - SouthWest Façade - Inpatient



#### **Total Solar Radiation on Glass**



#### **1** Energy

**2** Si

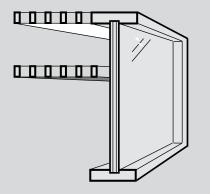
Water

4 Experien

#### **ENERGY REDUCTION** Façade Systems

#### CURRENT PRACTICES OPTIONS TO CONSIDER

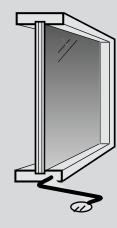
#### HORIZONTAL SHADING



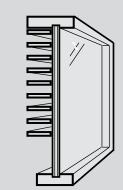


#### **OPERABLE WINDOWS**

#### **ELECTRO CHROMIC**



OPERABLE LOUVERS



THERMO CHROMIC



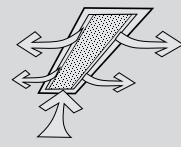
#### **ENERGY REDUCTION** Comfort Delivery Systems

#### CURRENT PRACTICES OPTIONS TO CONSIDER

VARIABLE AIR VOLUME (VAV) @ 6 ACH



ACTIVE CHILLED BEAMS (ACB)



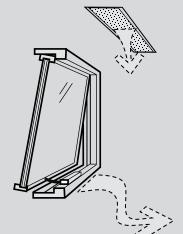
VARIABLE AIR VOLUME WITH LARGER DUCTS, ZONED PER EXPOSURE

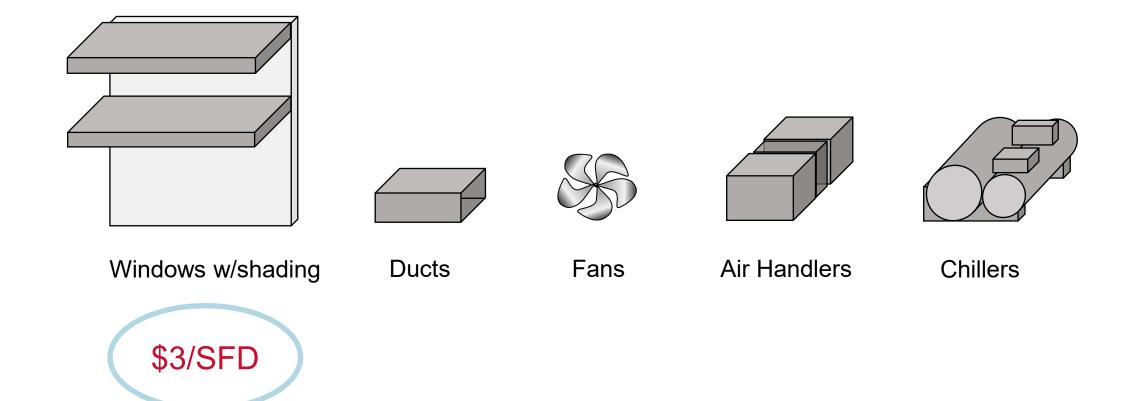


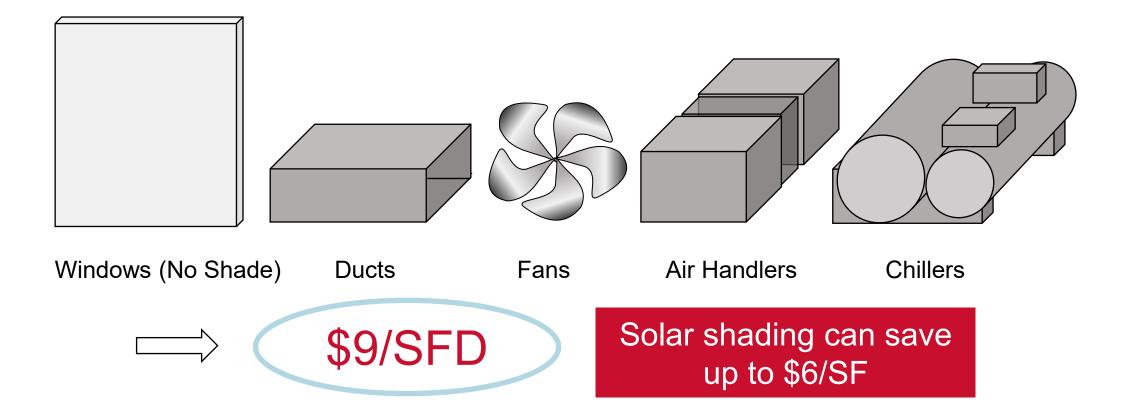
DISPLACEMENT VENTILATION (DV)



MIXED MODE VENTILATION

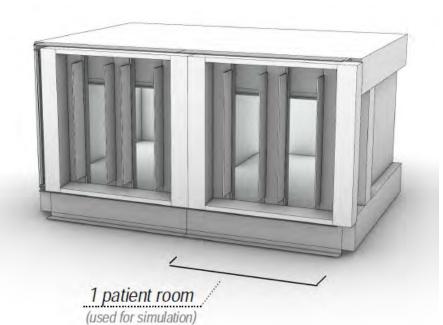




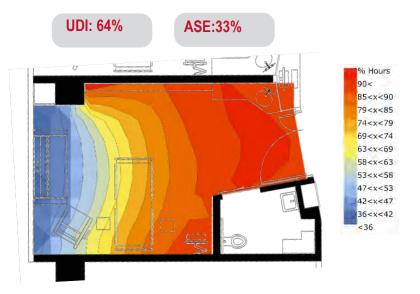


#### GLARE + THERMAL COMFORT

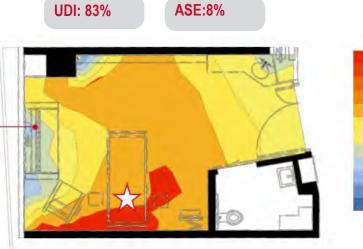




#### Direct sunlight hours on patient's bed: 1123 hrs/ year



#### Direct sunlight hours on patient's bed: 171 hrs/ year



% Hours 90< 85<x<90 79<x<85 74<x<79 69<x<74 63<x<69 58<x<63 53<x<58 47<x<53 42<x<47 36<x<42 <36

#### HUMBER RIVER HOSPITAL



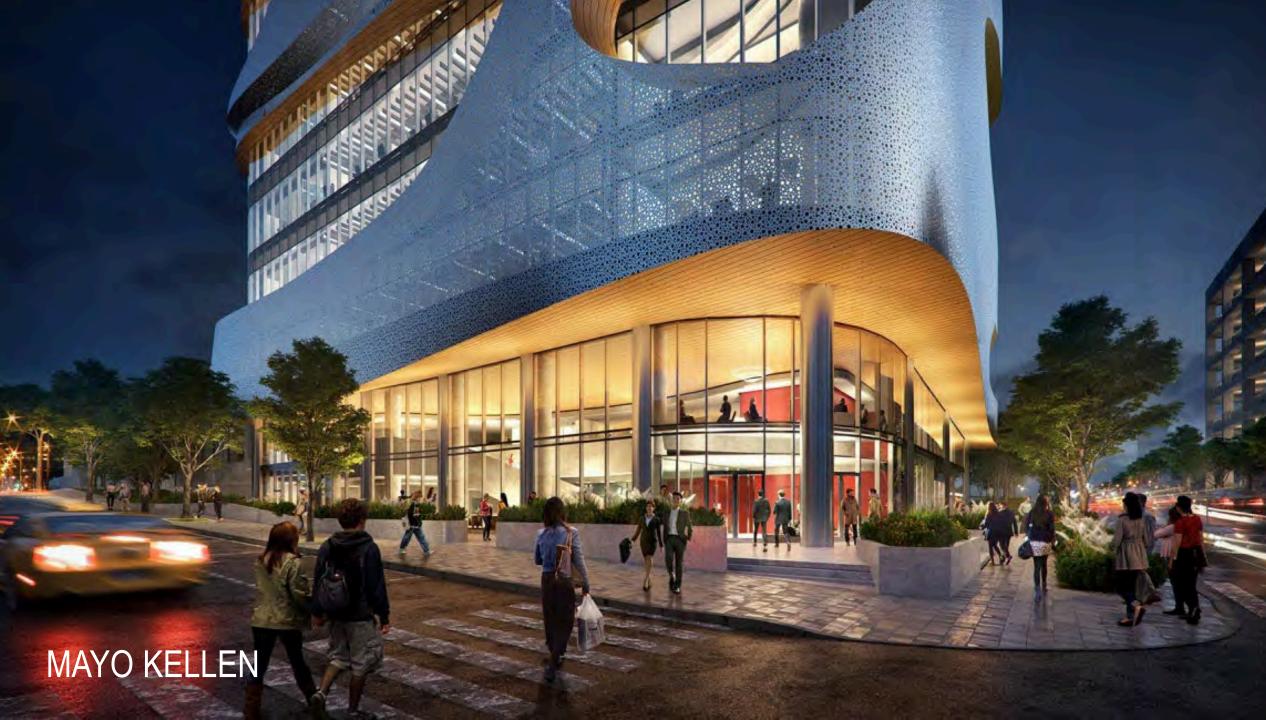
**Humber River Hospital** Toronto, Canada 2015 (Climate Zone 6) **Canadian Healthcare Project Type** Acute Care Hospital **Project Area** 1,800,000 sf **Energy Intensity** 145 -> 107 Kbtu/sf/yr **Designed vs Current** % below 2007 40% **ASHRAE Baseline Utility Incentives** \$2.4 Million **Annual Savings** \$3 Million (Canadian)

#### CONTROLS

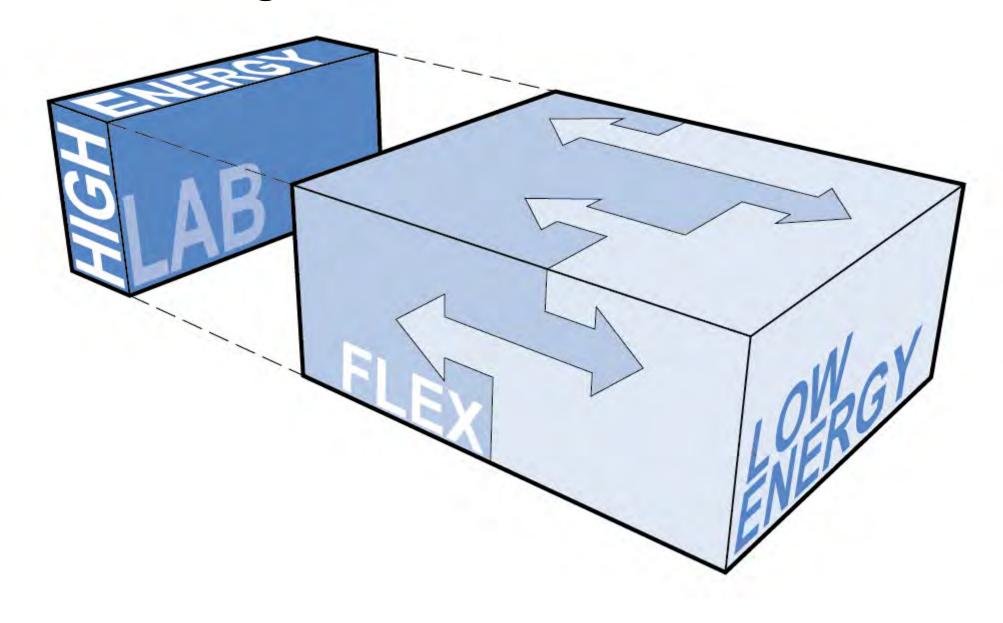


**USERS** 

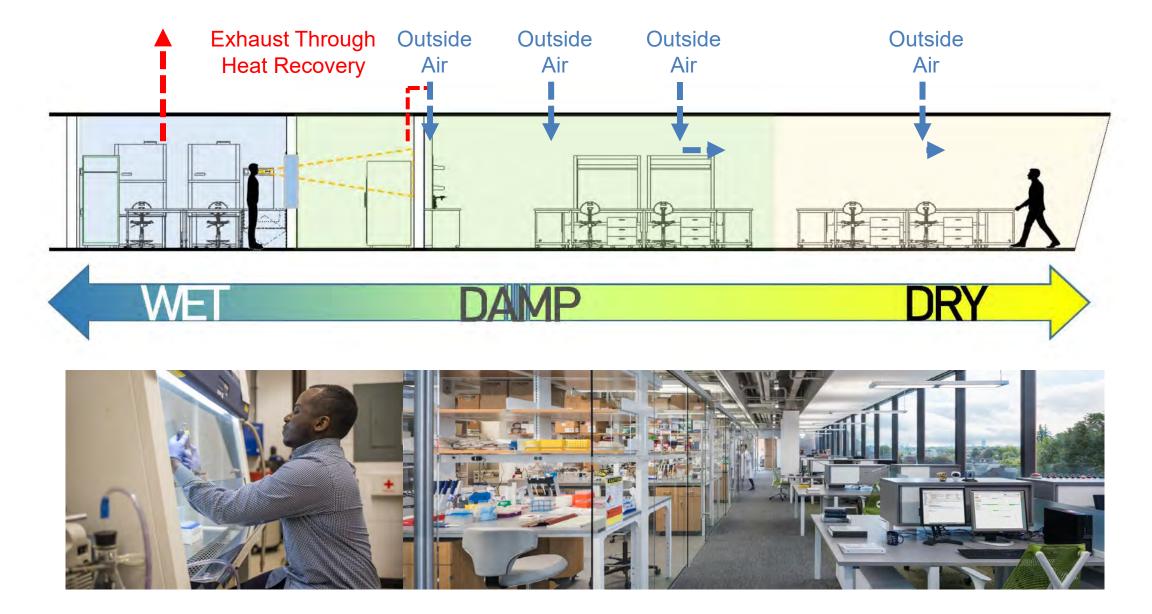
 Occupancy based Lighting Systems



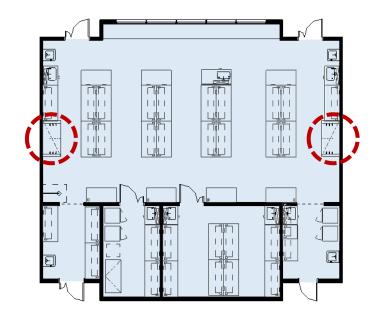
#### **Risk-based Zoning**

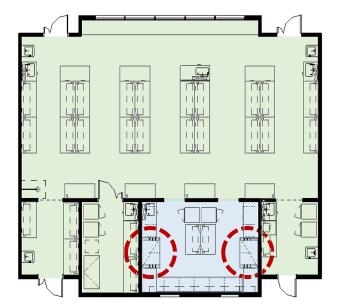


#### Lowered Risk.... and Carbon



#### Lowered Risk.... and Carbon

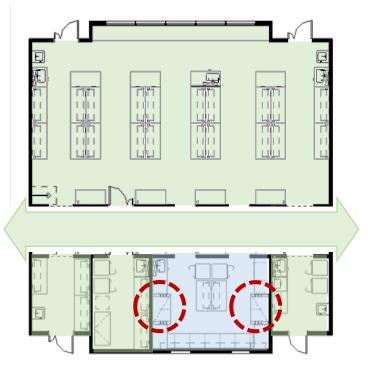




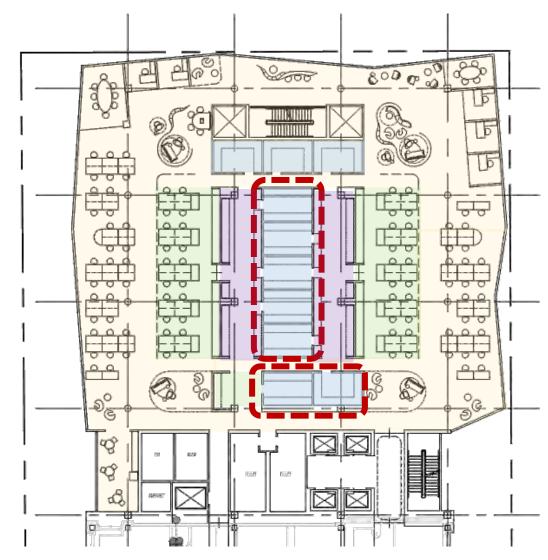
6-12 ACH

#### 2-4 ACH

By relocating FH's to an alcove, the risk to general lab users reduces significantly. The main lab can be "downgraded" to a "damp" lab since not as much risk, energy or utilities will be needed.



By relocating the FH alcove from the lab to an access corridor transport of chemicals and chemical waste through the open lab is also eliminated.



#### Wet - Enclosed Spaces Fume Hoods, Tissue Culture, Histology, Microscopy, Isotope



# **Pushing the Envelope:**

### **Active Chilled Beams**

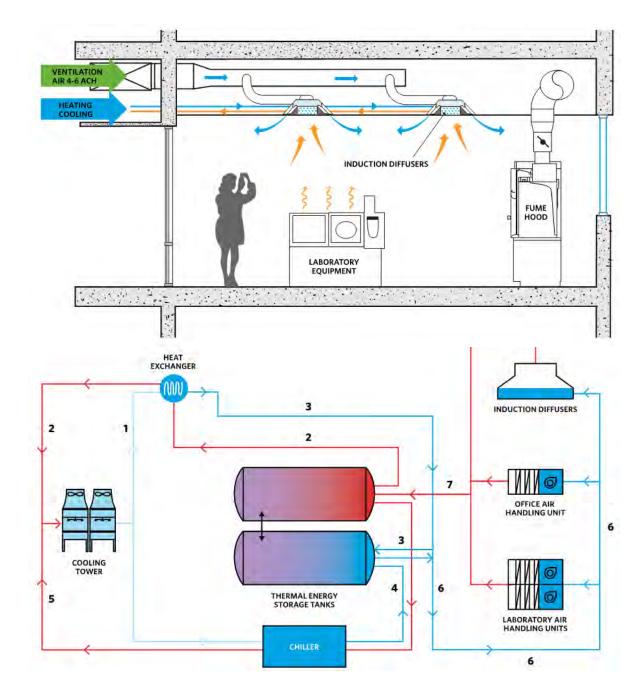
# Dedicated Chilled Water loop for process loads

### **Heat Recovery Chiller**

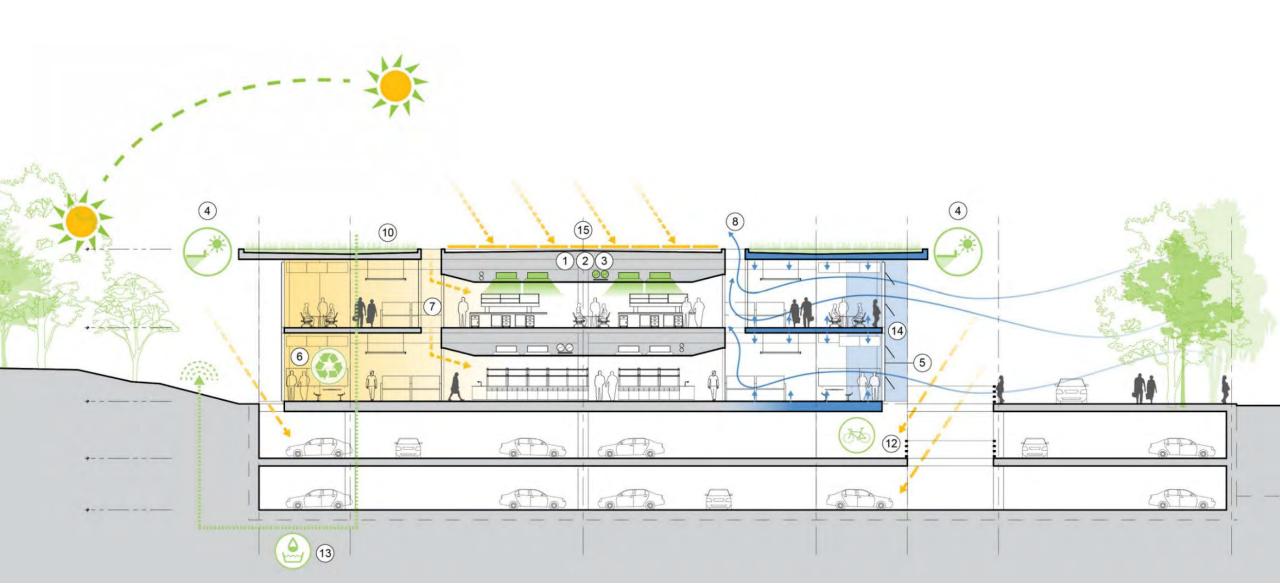
 Dependent on simultaneous heating and cooling demand

### **Thermal Energy Storage**

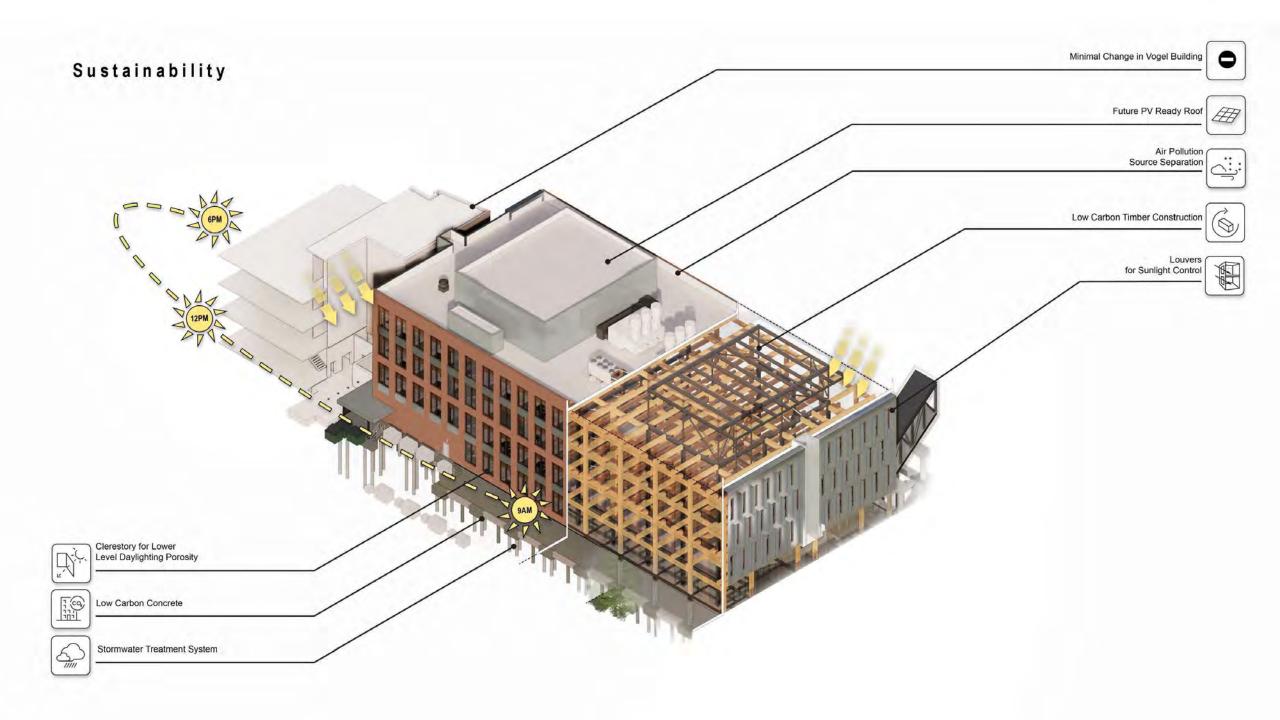
 Thermal energy storage tanks can be charged at night when temps allow for free cooling, can discharge during the day during peak electricity periods to reduce chiller electrical consumption



# **Naturally Ventilated Lab Building**

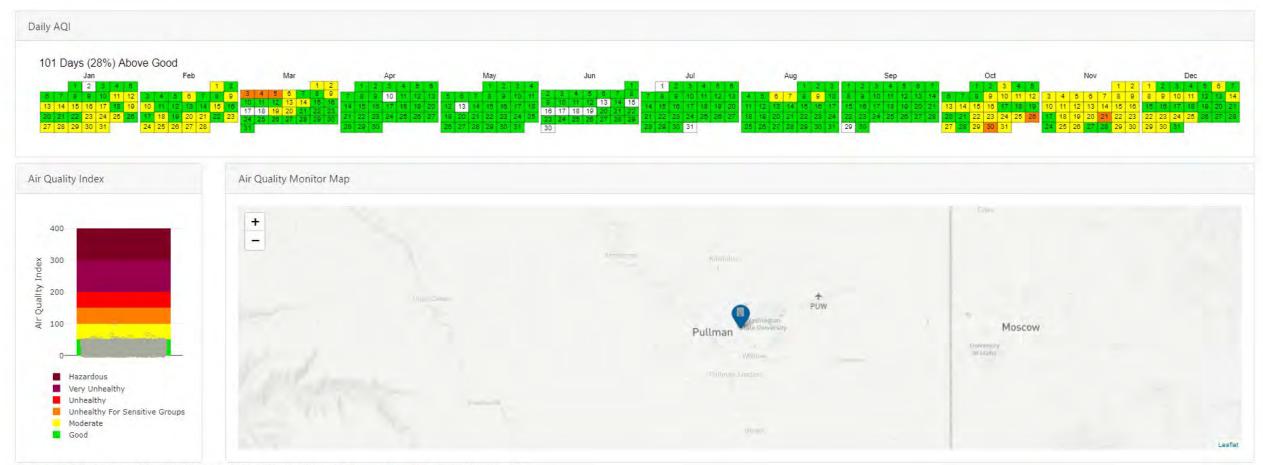


# WSU USDA



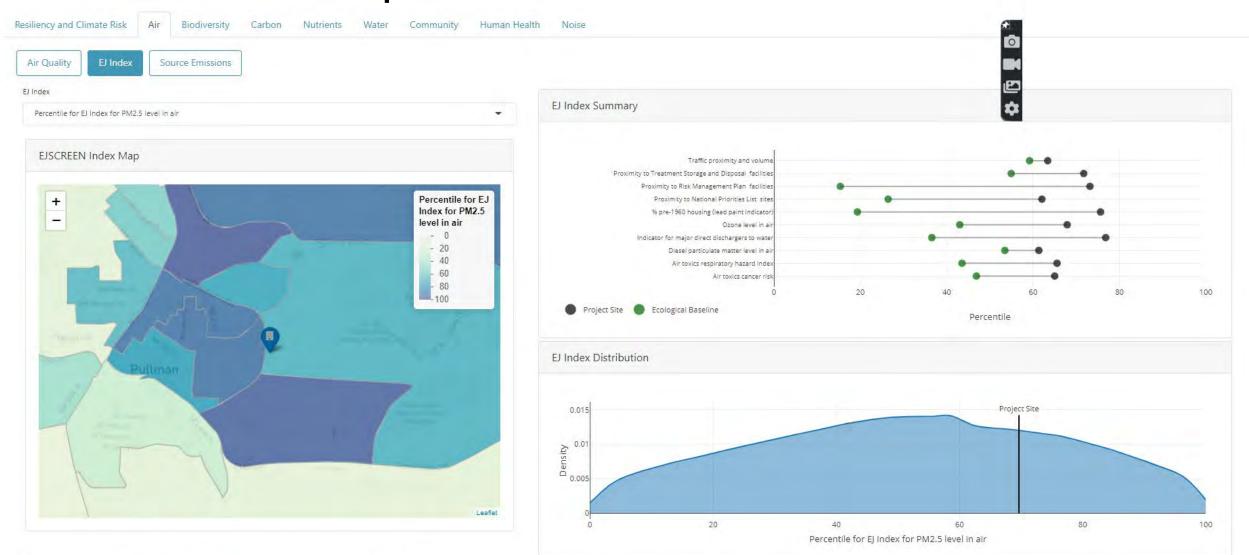
# **Site Indicators and Nested Connections**

Air Quality / Community Health / Social Equity

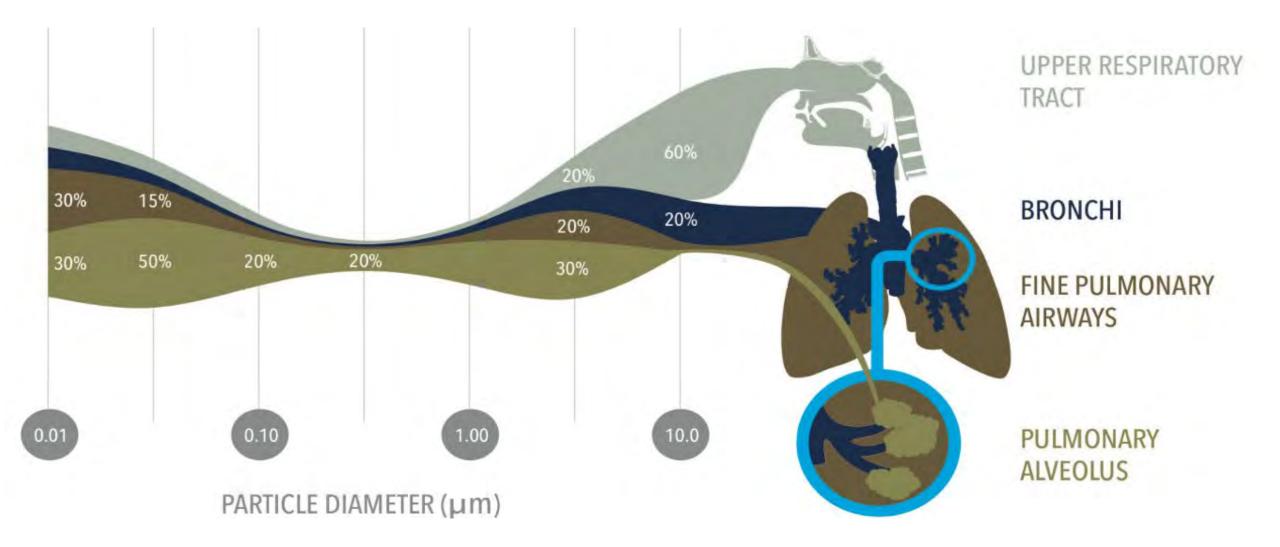


US Environmental Protection Agency. Air Quality System Data Mart Tables of Daily AQI available via https://www.epa.gov/airdata. Accessed September 03, 2020.

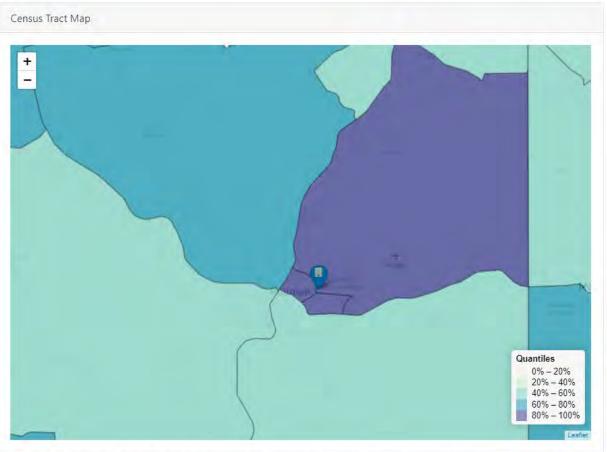
# PM 2.5 = 92<sup>nd</sup> percentile

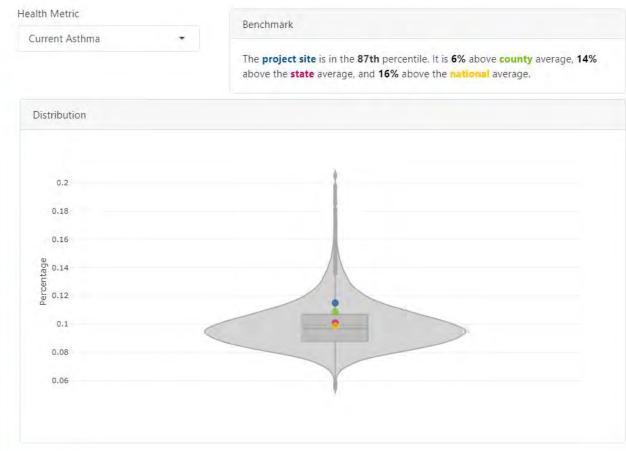


US Environmental Protection Agency, EJSCREEN available via https://www.epa.gov/ejscreen, Accessed March 17, 2021.



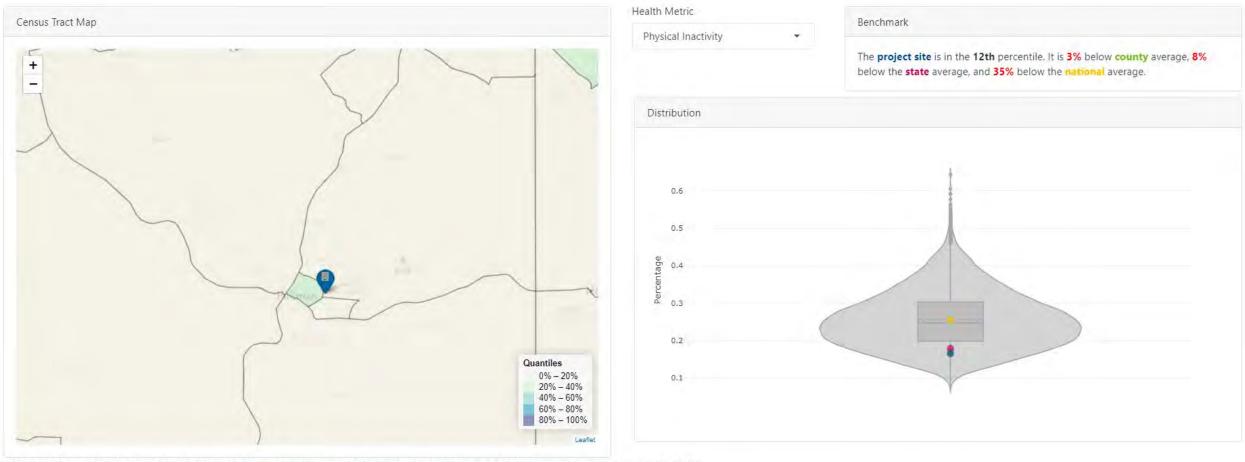
#### Asthma (87-98%)





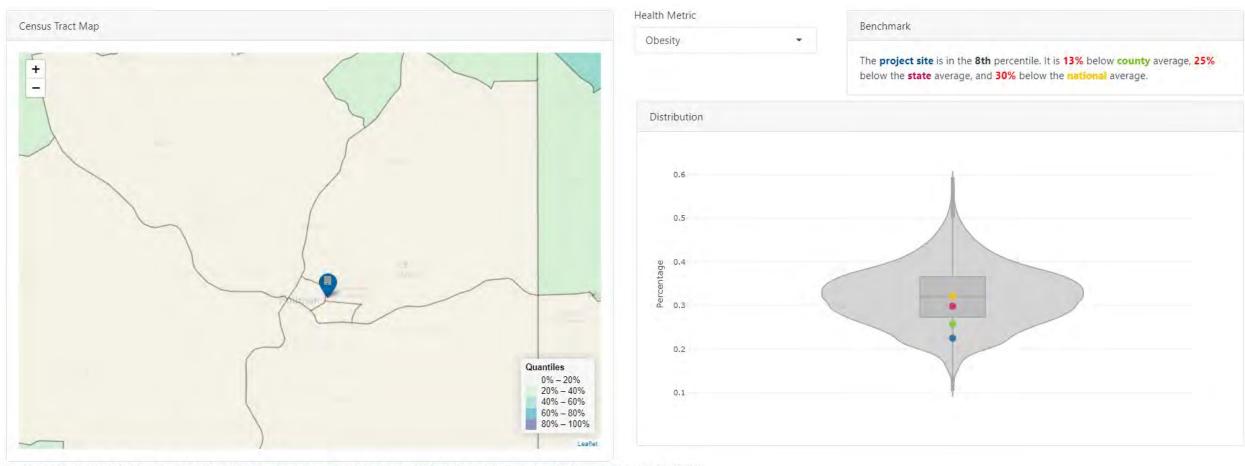
PLACES. Local Data for Better Health, Census Tract Data 2020. available via https://chronicdata.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsq-ngmh. Accessed April 16, 2021.

#### Physical Inactivity (3-8<sup>th</sup> percentile)



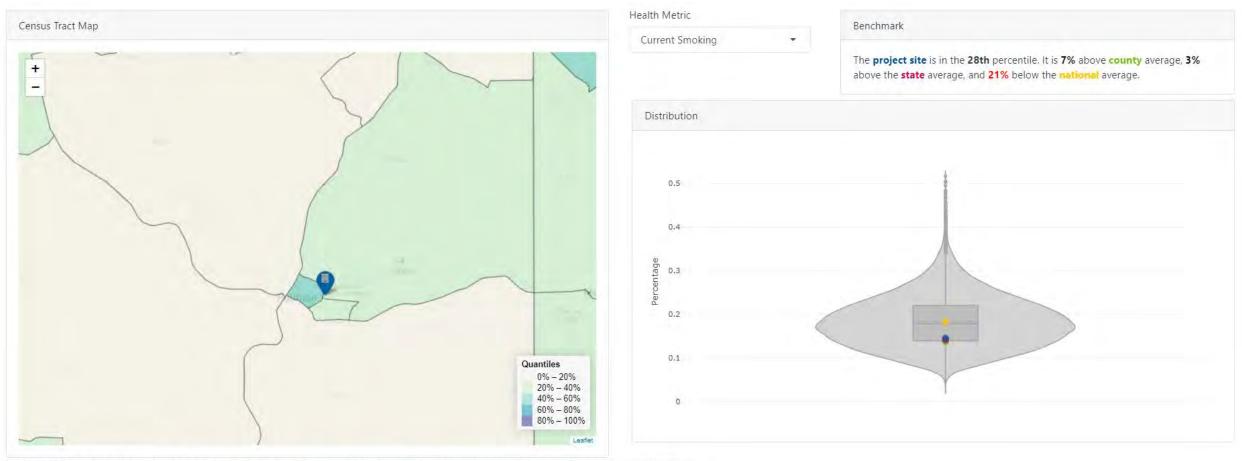
PLACES. Local Data for Better Health, Census Tract Data 2020. available via https://chronicdata.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsg-ngmh. Accessed April 16, 2021.

#### Obesity (8-14<sup>th</sup> percentile)



PLACES. Local Data for Better Health, Census Tract Data 2020. available via https://chronicdata.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsg-ngmh. Accessed April 16, 2021.

### Smoking (7-29<sup>th</sup> percentile)



PLACES. Local Data for Better Health, Census Tract Data 2020. available via https://chronicdata.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsq-ngmh. Accessed April 16, 2021.





# DEPARTMENT OF AGRICULTURE

JAMIE L. WHITTEN FEDERAL BUILDING

USDA VISITORS CENTER MALL ENTRANCE ->



*Historic and Current Tribes: Nez Perce, Palouse, and Walla Walla* 

#### Related Curriculum at Northwest Indian College

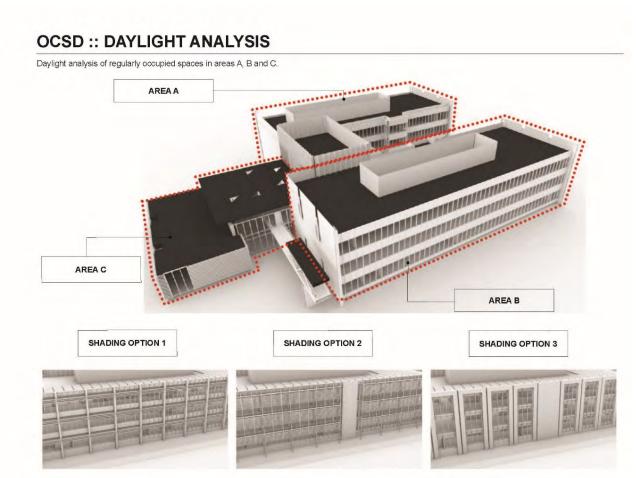
- Native Environmental Science

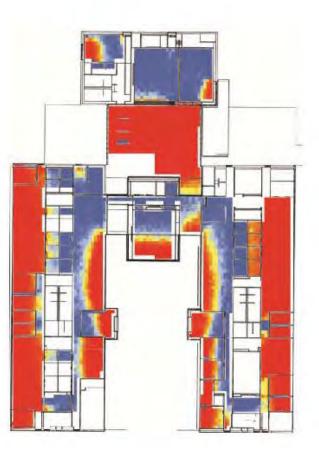
#### Climate Adaptation, Loss of Biodiversity and Crops

- An increase in wildfire intensity and severity
- An increase in the number and distribution of invasive/destructive plant and insect species
- Loss of productivity in key timber species
- Higher summer water temperatures, and a decrease in water quality
- A change in habitat types for fish and wildlife
- Negative impact to non-irrigated farmland, from drier conditions in summer

SOCIAL CONTEXT – "Advance Placed Based Education and Outreach"



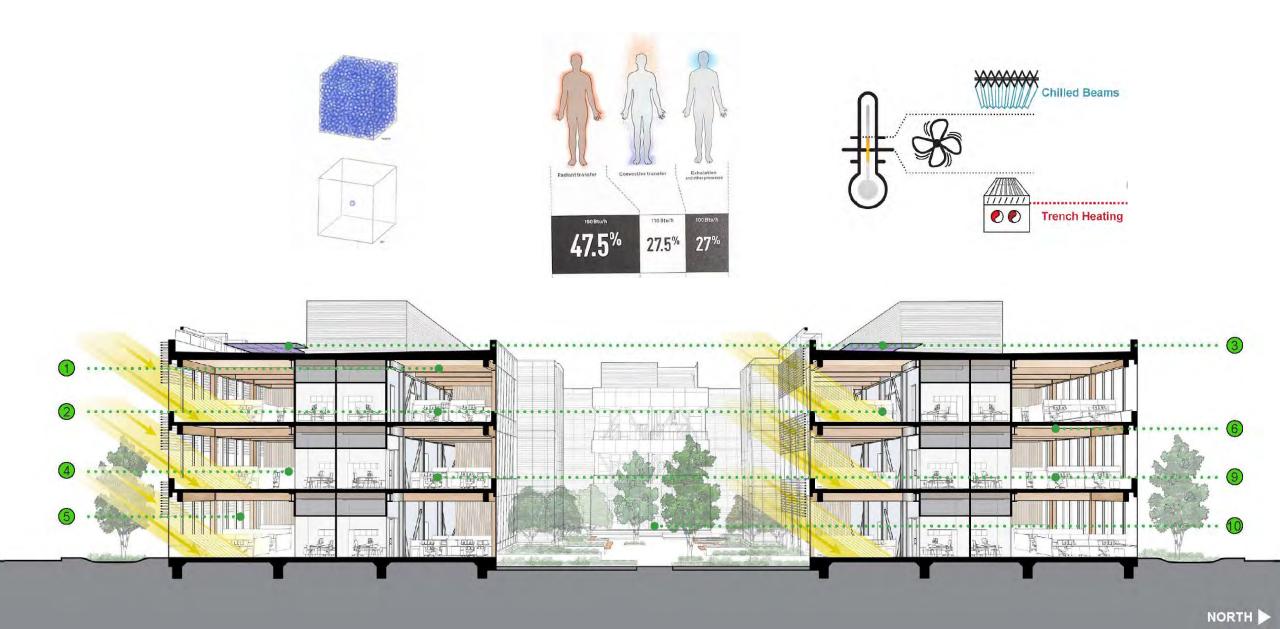


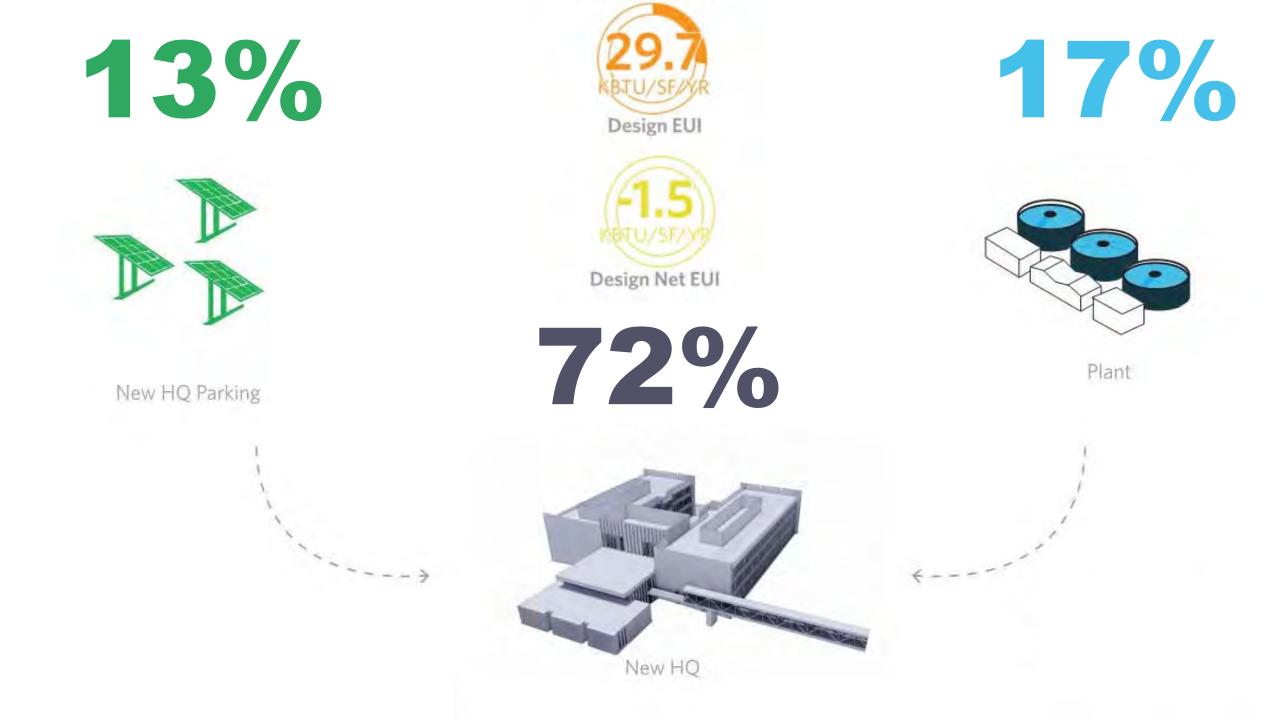


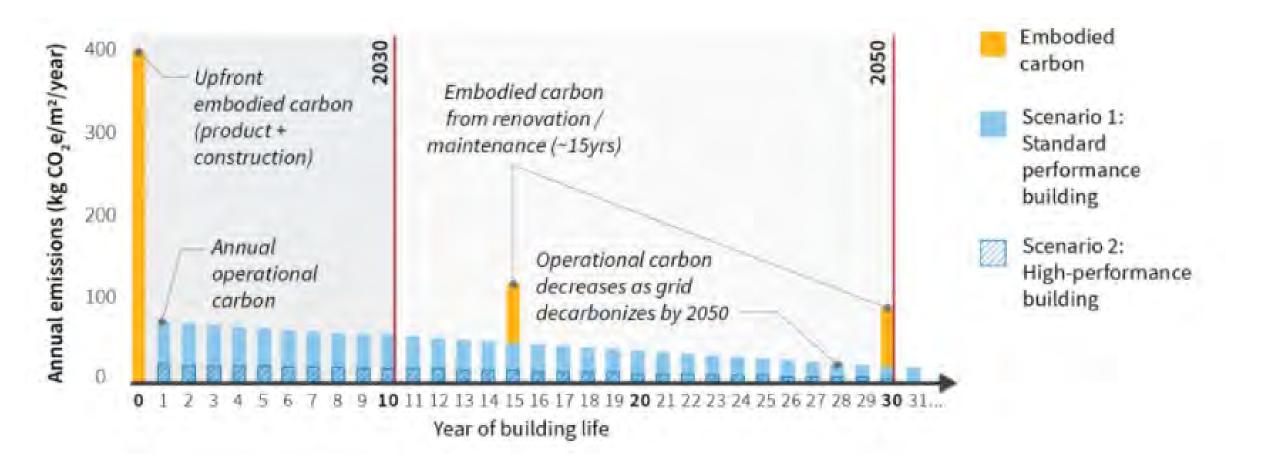




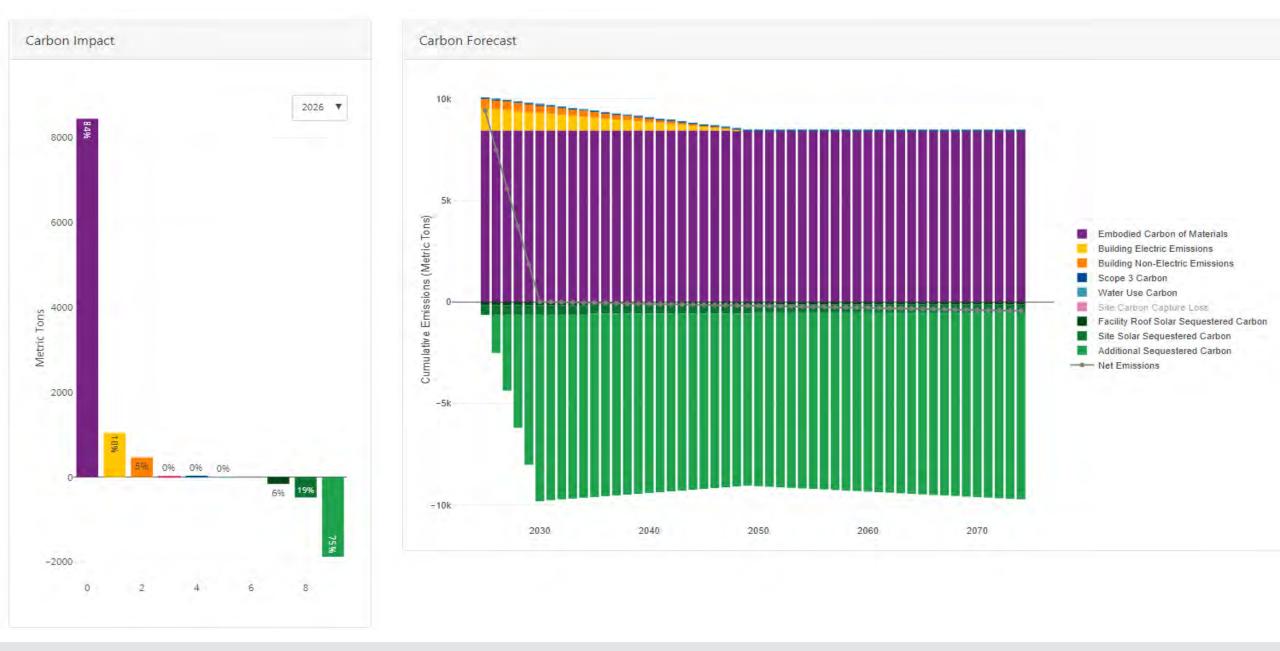




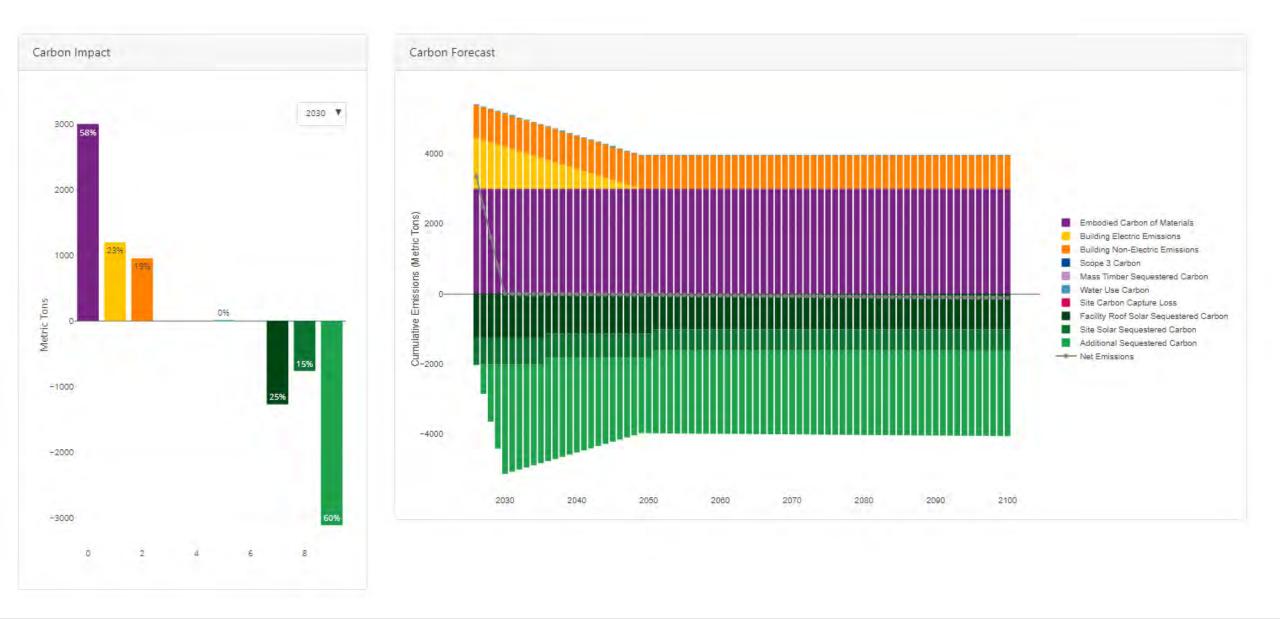




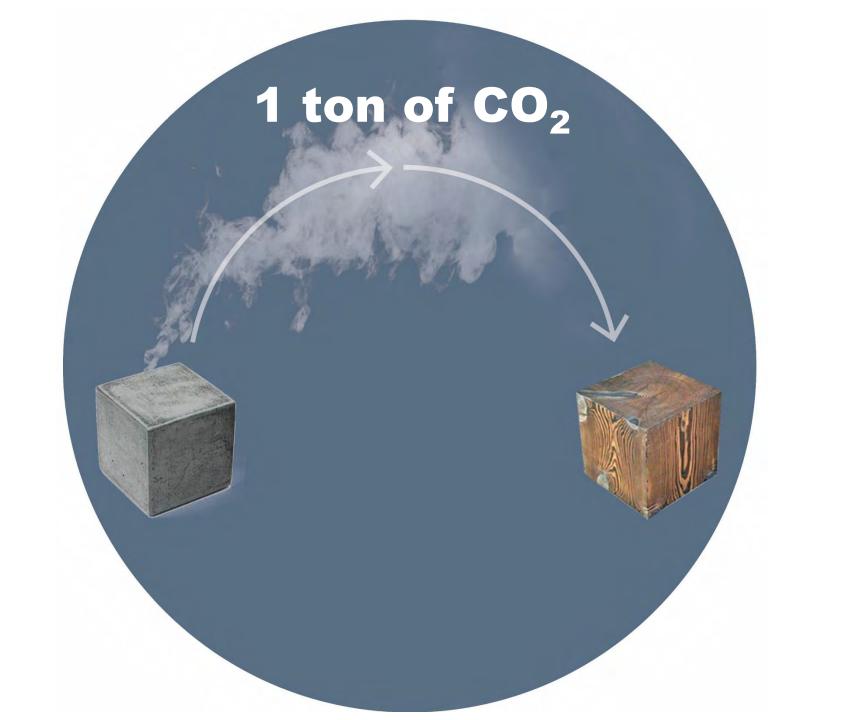
**Figure 2:** Relative impact of embodied carbon of a new building from 2020-2050. Data Sources: *Embodied Carbon Benchmark Study* and *Commercial Buildings Energy Consumption Survey (CBECS),* assuming a medium-sized commercial office building. Assumes a gradual grid decarbonization to zero by 2050.

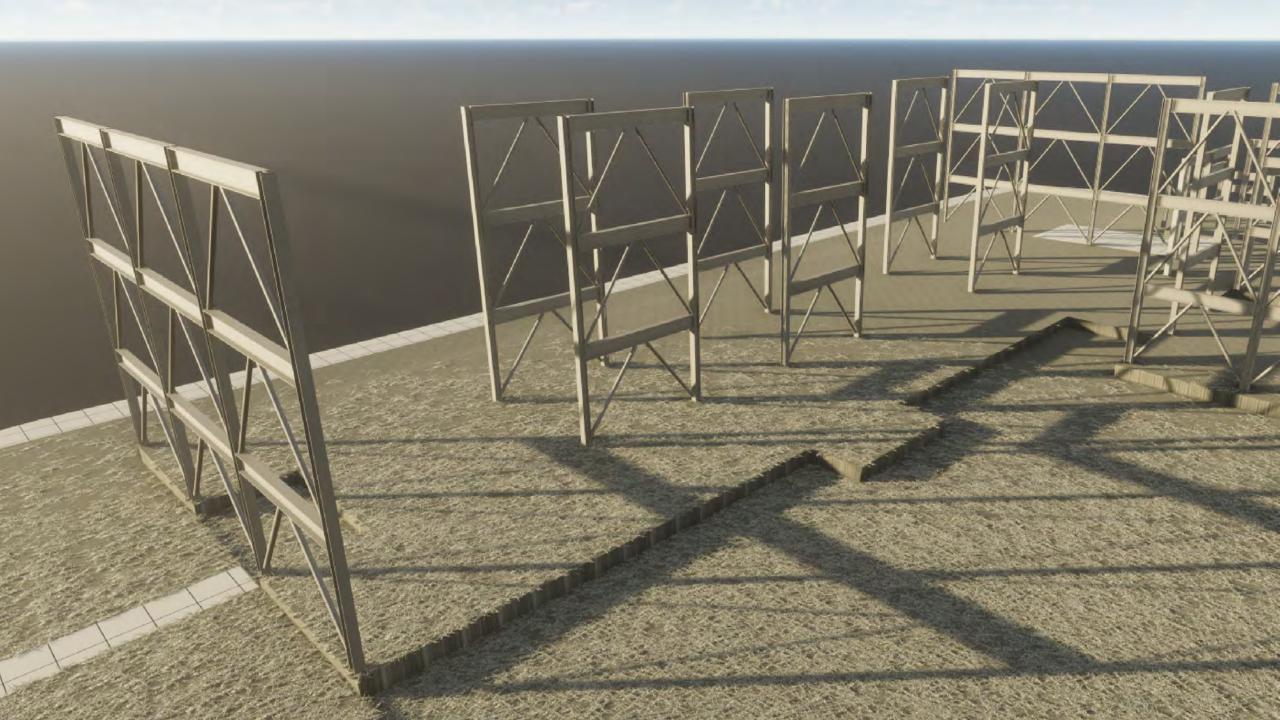


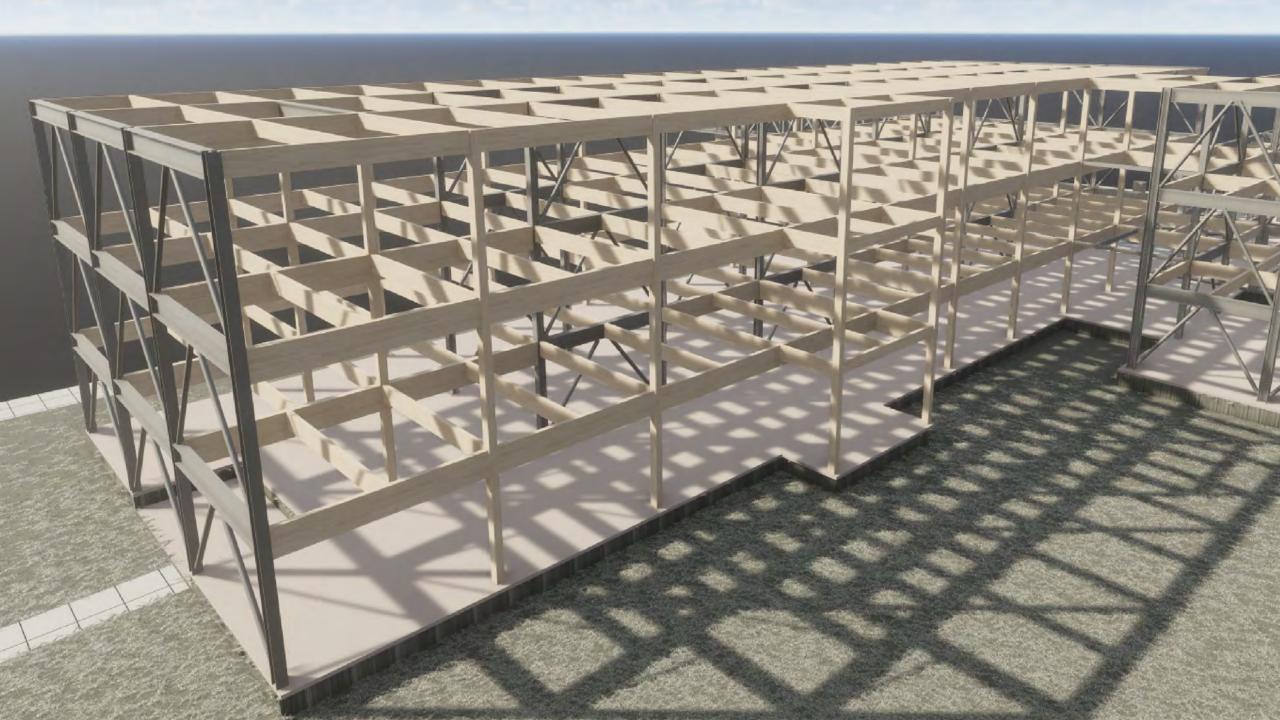
EMBODIED CARBON – 10-15X Operational for a low energy building



EMBODIED CARBON – 2-4X Operational for a high energy building







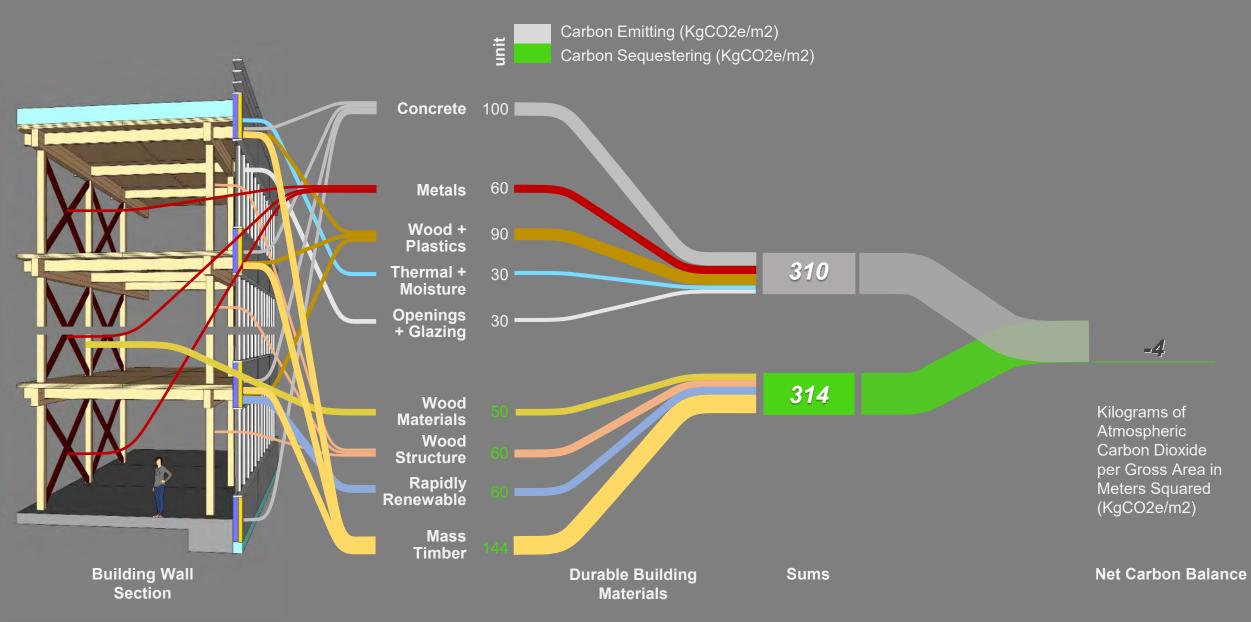






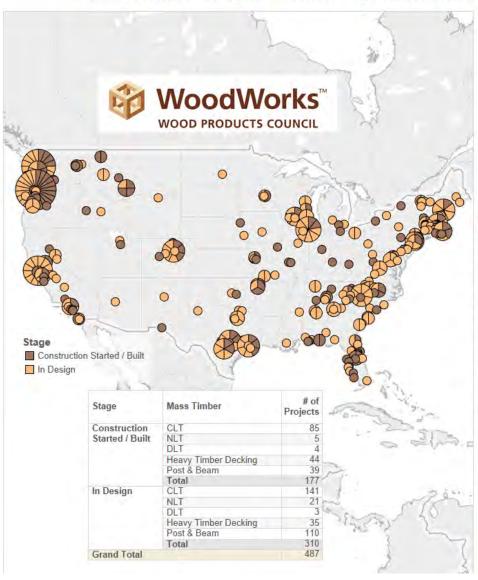


### CARBON BALANCE GOAL (SCHEDULE A1-A5 + D)



# ~500 Mass Timber Projects

#### Mass Timber Projects In Design and Constructed in the US (December 2018)

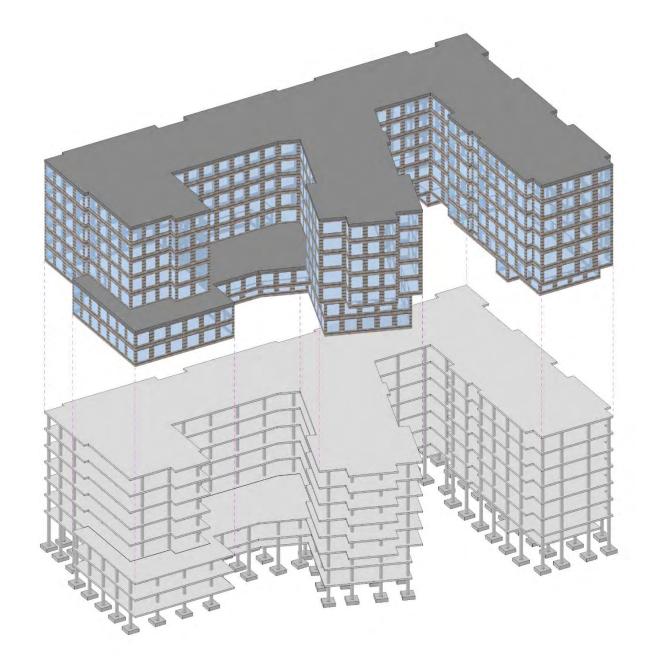


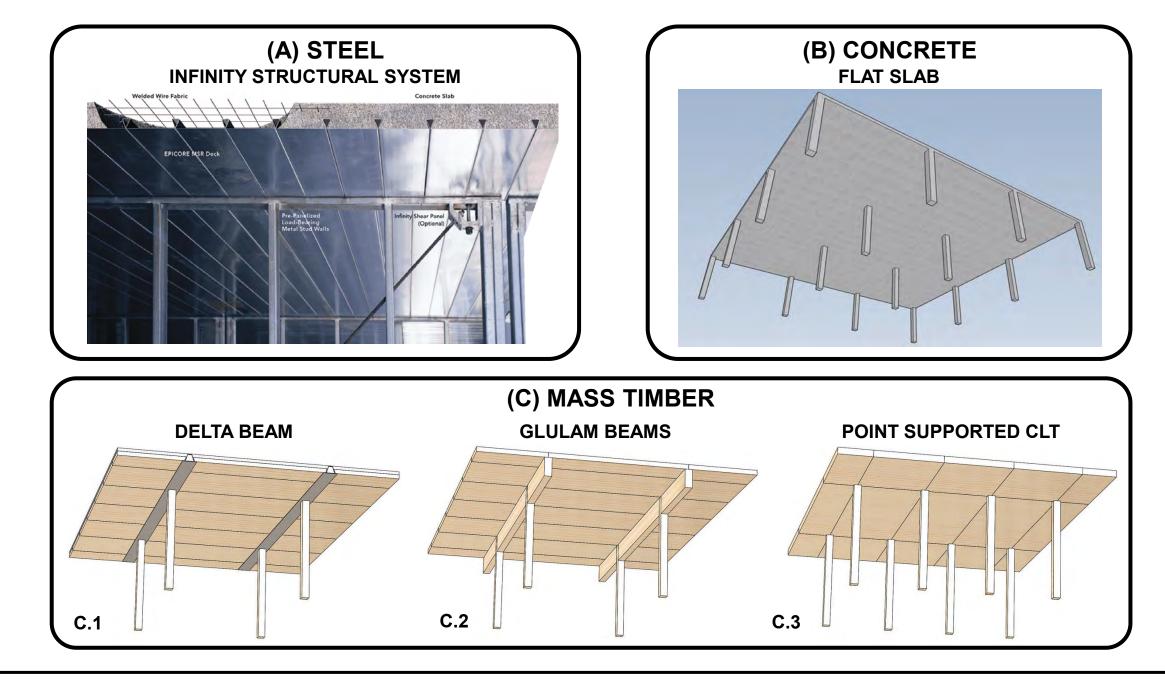
State	Stage		State	Stage	
AL	Construction Started / Built	2	MS	In Design	1
	In Design	6	MT	Construction Started / Built	6
AR	Construction Started / Built	3		In Design	3
	In Design	3	NC	Construction Started / Built	10
AZ	In Design	1		In Design	22
CA	Construction Started / Built	26	ND	In Design	1
	In Design	40	NE	Construction Started / Built	1
со	Construction Started / Built	9		In Design	1
	In Design	7	NH	In Design	1
СТ	Construction Started / Built	3	NJ	In Design	3
	In Design	5	NM	In Design	1
DC	Construction Started / Built	2	NY	Construction Started / Built	5
DC	In Design	1		In Design	10
DE	In Design	1	OH	Construction Started / Built	1
FL	Construction Started / Built	15	-	In Design	3
	In Design	13	OK	Construction Started / Built In Design	1
GA	In Design	11	OR	Construction Started / Built	16
HI	In Design	1		In Design	20
IA	In Design	1	PA	Construction Started / Built	2
ID	Construction Started / Built	1		In Design	2
	In Design	2	RI	Construction Started / Built	1
IL	Construction Started / Built	4		In Design	1
	In Design	10	SC	Construction Started / Built	5
IN	Construction Started / Built	1		In Design	7
KS	In Design	1	TN	Construction Started / Built	3
KY	Construction Started / Built	1		In Design	2
LA	In Design	1	TX	Construction Started / Built	12
MA	Construction Started / Built	15		In Design	29
	In Design	21	UT	Construction Started / Built	1
MD	Construction Started / Built	1		In Design	1
	In Design	6	VA	Construction Started / Built	1
ME	Construction Started / Built	1		In Design	9
	In Design	9	VT	Construction Started / Built In Design	1
MI	Construction Started / Built	1	WA	Construction Started / Built	17
	In Design	2		In Design	23
MN	Construction Started / Built	1	WI	Construction Started / Built	2
	In Design	2		In Design	13
MO	Construction Started / Built	4	WV	Construction Started / Built	2
	In Design	4	WY	In Design	1

#### Considering mass timber for a project? Ask us anything.

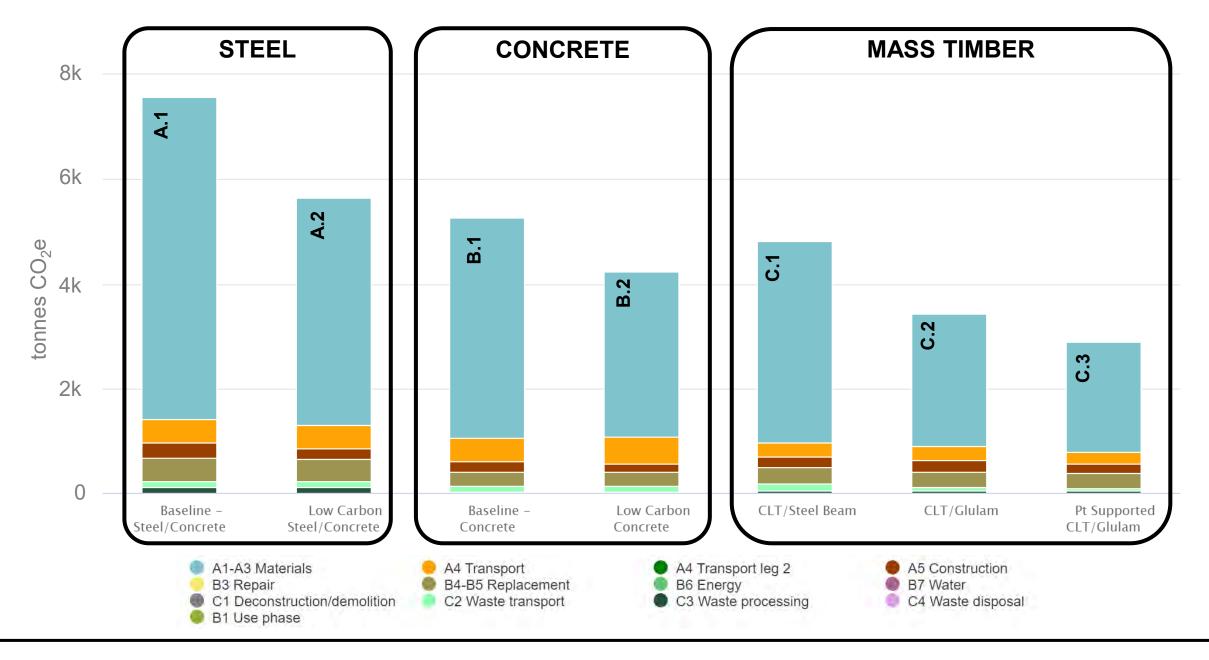
For free project support, contact: help@woodworks.org woodworks.org/project-assistance





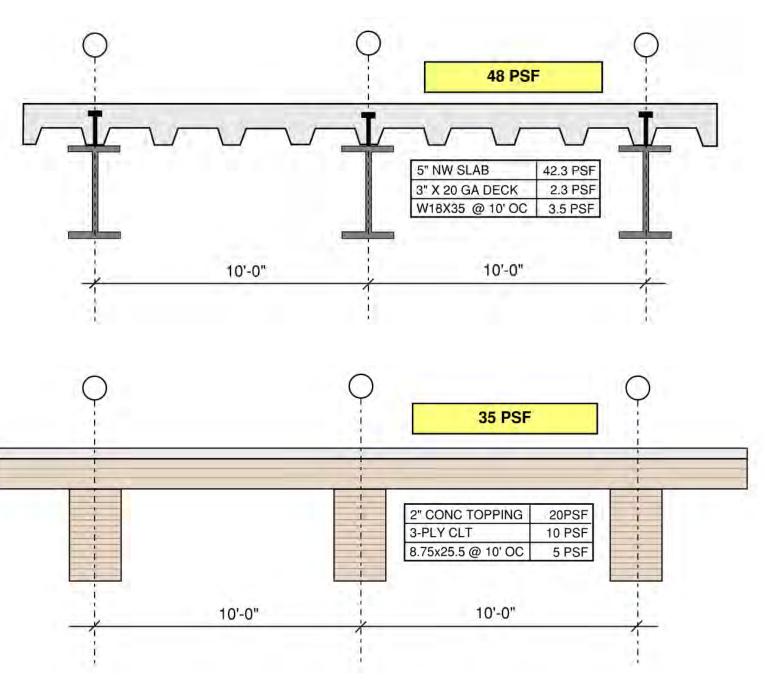


**OPTIONS** 



### **60% Carbon Savings**



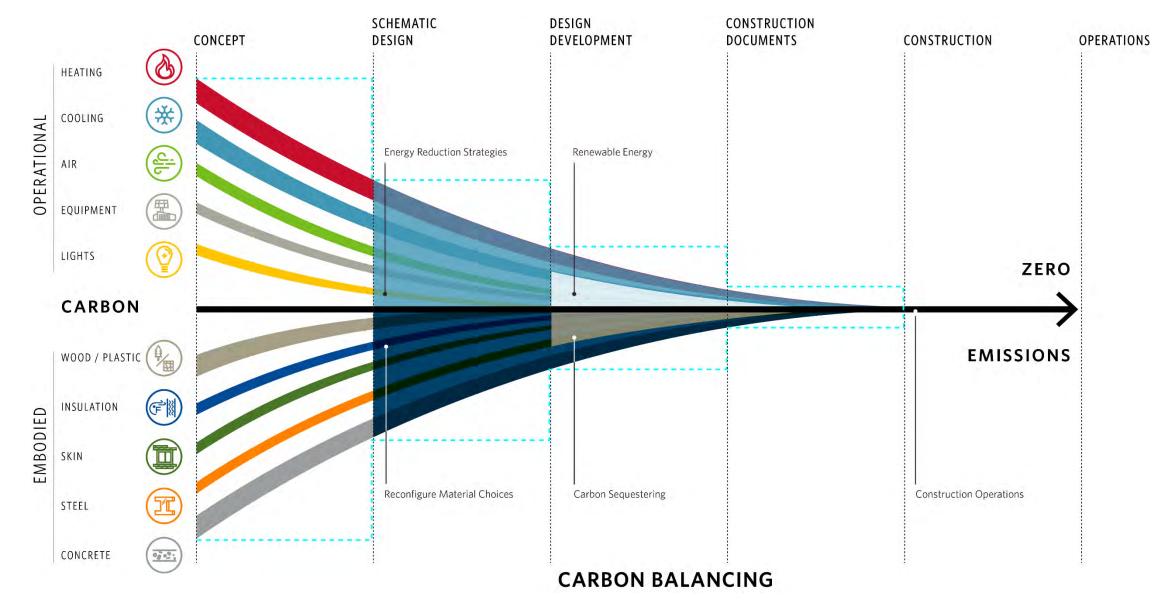




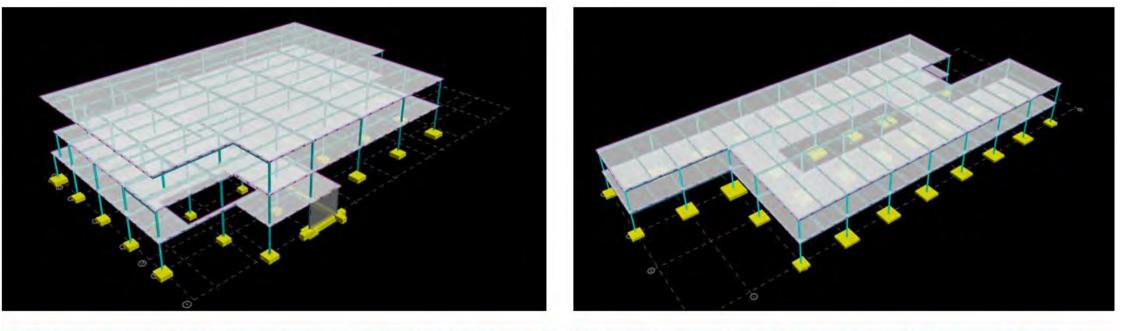
Item	Mass Timber Structure	Steel Structure	
Structural Costs	\$2.9M	\$2.9M	
Foundation Changes (additional	+\$125K		
piles)			
Foundation Changes (Weight		+\$125K	
difference of structure)			
concrete slab topping	+175K	+\$310K	
Pour stop + membrane	+80K		
Intumescent paint + fire proofing		+130K	
Drywall column wraps		+200K	
Ceilings and Bulkheads		+350K	
Temporary protective measures	+85K		
Schedule Impact		+225K	
TOTAL	\$3.36M	\$3.84M	



# **Carbon Balanced Building**



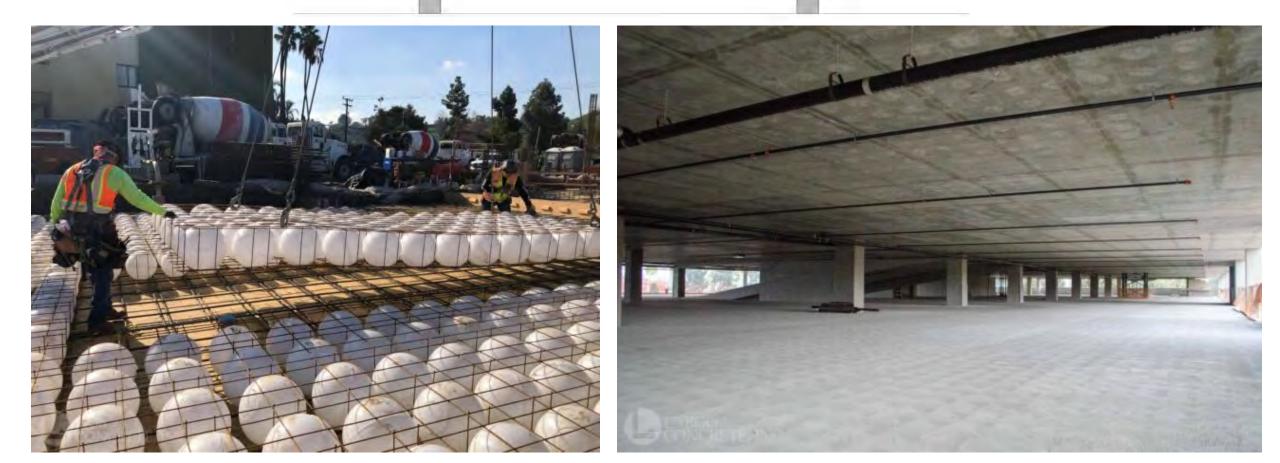
## SIMPLIFIED CONSTRUCTION

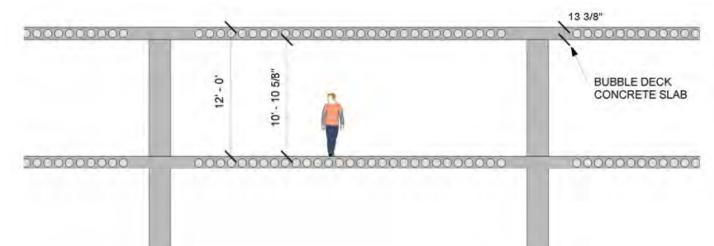


Number of Columns	Number of Beams	Number of Footings	Steel Tonnage	
46	245	39	±110	
	1.1.1			

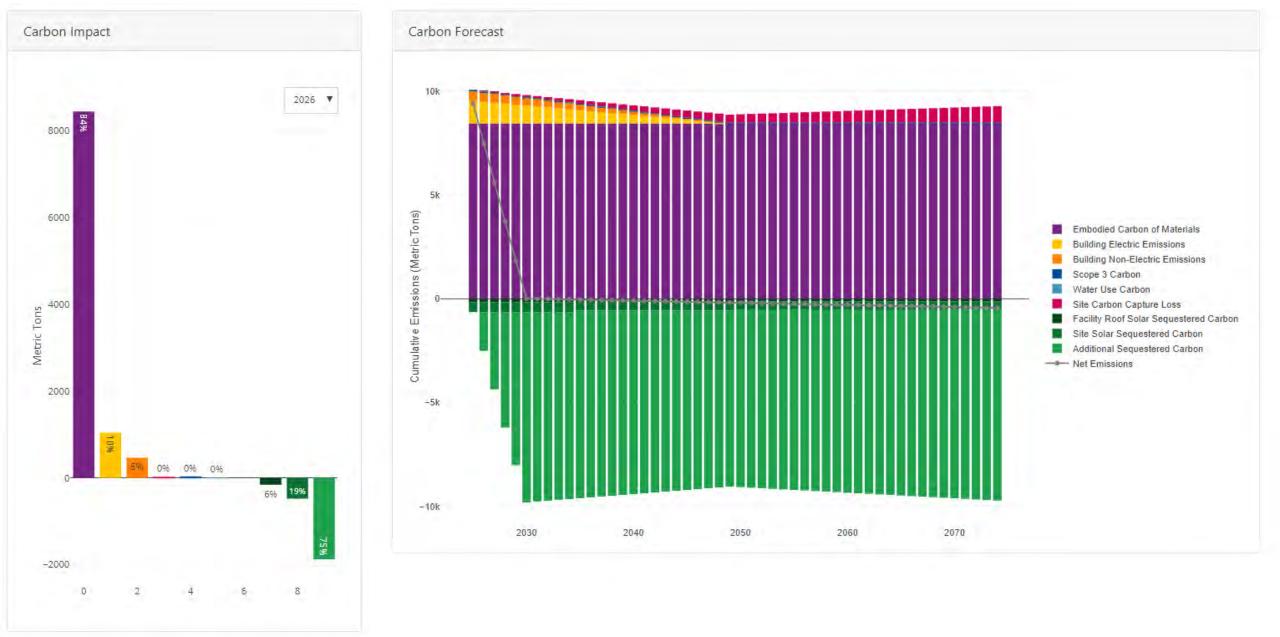
Number of Columns	Number of Beams	Number of Footings	Steel Tonnage
34	141	34	±120
•	•		
<b>V</b>			

BMS Jump Business Center, Bothell, WA

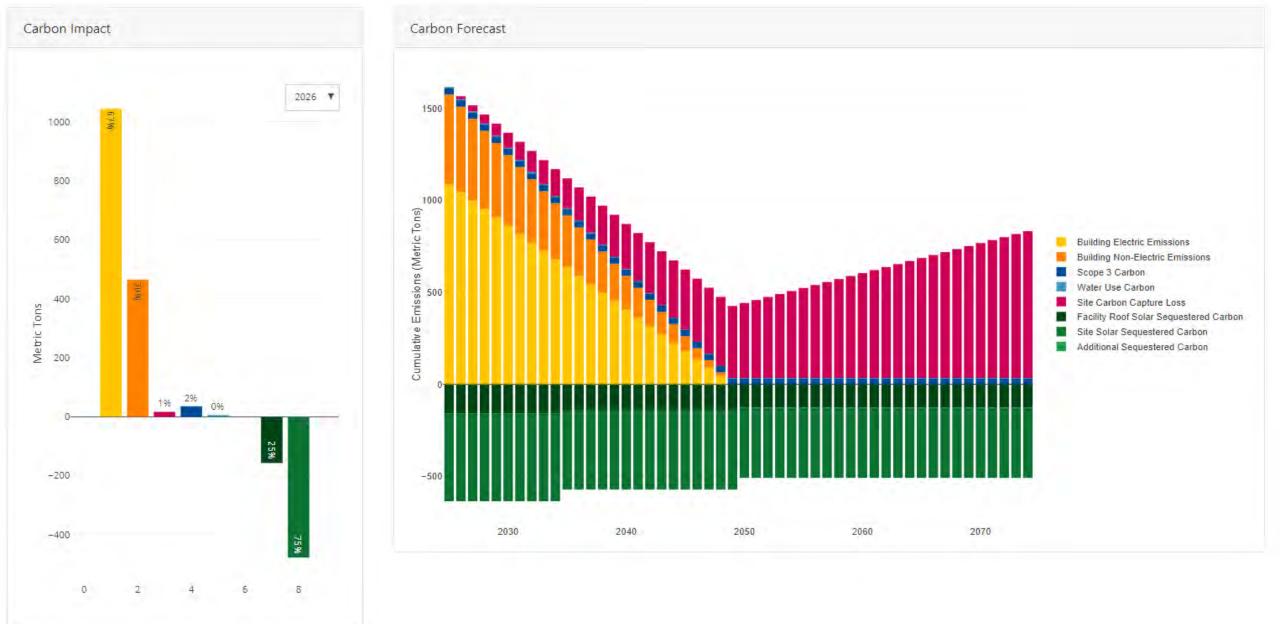




#### **BIOMASS CARBON STOCK**



#### **BIOMASS CARBON STOCK**

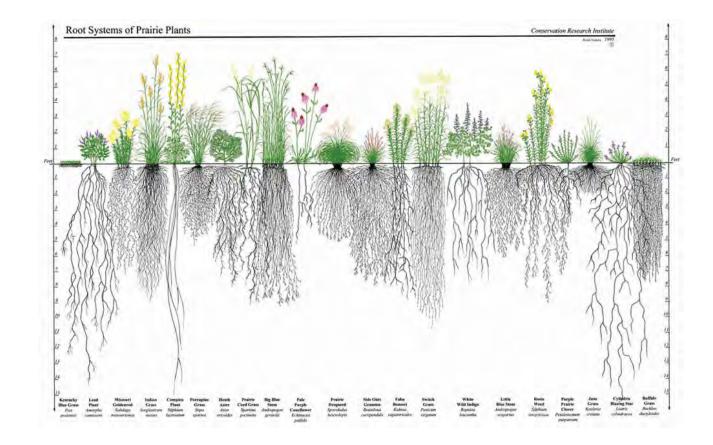


# **Diagram of Carbon Stocks**

**Biomass Carbon Stock** = C Above Ground + Carbon Below Ground

**Soil Organic Carbon Stock** = Soil Organic Matter x 0.55 (CF from SOM to SOC)

**Total Land Cover Carbon Stock** = Biomass Carbon Stock + Soil Organic Carbon Stock

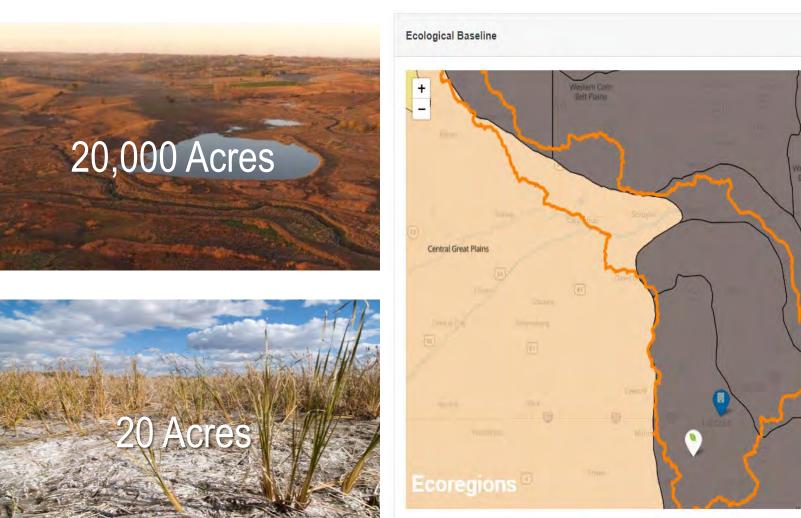




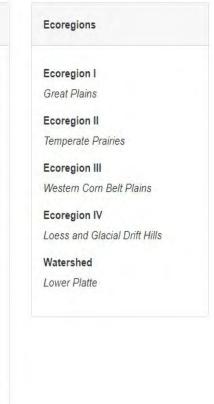
**VIEW FROM NORTH** 



### **Ecological Baseline and Regenerative Identity** Discover, don't decide



1. US Environmental Protection Agency, Ecoregions available via https://www.epa.gov/eco-research/ecoregions, Accessed September 03, 2020,



Recommended Area

Climate Zone

Class 1 Areas

Watershed

5 D.

NEBR

United States

10W/

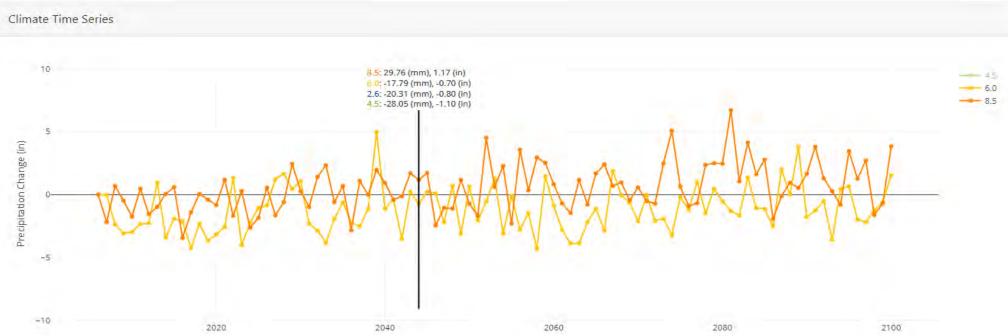
SOIL LOSS

Midwestern topsoil is eroding at an average rate of 1.9 millimeters per year.

57.6 billion metric tons of topsoil since farmers began tilling the soil, 160 years ago.

Another dust bowl may happen by 2050.





Representative Concentration Pathway 4.5 (Emissions peak around 2040, then decline) 6.0 (Emissions peak around 2080, then decline) 8.5 (Emissions continue to rise through 2100)

## **Flash Flooding**



Community

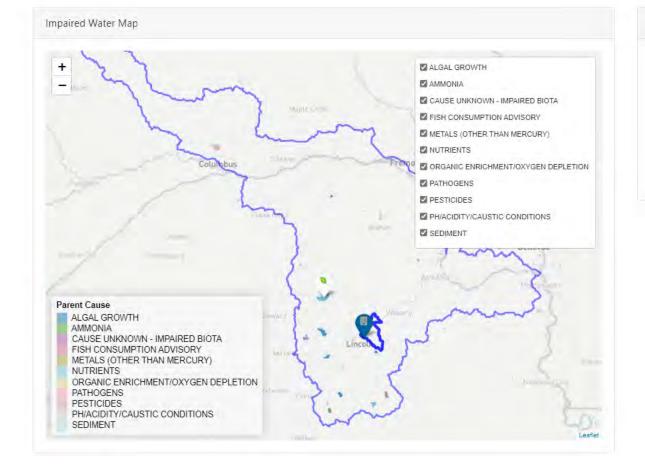
Human Health

Noise

Resiliency and Climate Risk Air Biodiversity Carbon Nutrients Water

#### Water Use Water Indicators

- Water Indicator
- Impaired Waters
- O Water Risk (2019)
- O Future Water Risk
- Flood Hazard
- O EJSCREEN



ECOLOGICAL CONTEXT – Salt Creek Water Shed

	Receiving Impaired Waters Causes	
	Water Name	
		AMMONIA, BIOLOGICAL INTEGRITY,
1	Unidentified	CHLORIDE, CONDUCTIVITY, FISH
		CONSUMPTION ADVISORY
2	Deadmans Run	None
3	Oak Creek	CHLORIDE, FISH CONSUMPTION ADVISORY

An 1861 account of Salt Creek noted its salinity, the smell of which he described as akin to "the morning breezes at the ocean beach." Cox also reported that "<u>elk</u> and <u>antelope</u> were plentiful," and that the river was "wonderfully supplied with fish."

Salt Creek was <u>channelized</u> in an effort to reduce flooding in the city, which causes the stream to discharge water at a much faster rate. The change of flow combined with the dumping of <u>treated sewage</u> and <u>urban</u> <u>runoff</u> create a stream that is essentially devoid of life after it leaves the city of Lincoln.

#### SOCIAL CONTEXT – CLIMATE RISK AND VUNERABILITY

Earthquake

Copy CSV Excel

Annual Frequency is imputed for some cases where no events were recorded.

Wildfire

### NRI Map Very High + **Relatively High** -**Relatively Moderate** Relatively Low Very Low Leafiet

20 40 60 80 100 Annual Frequency Expected Annual Loss Hazard Lightning 61.9 1,633 Hail 23,6 22,868 Strong Wind 15.7 22,652 15,2 Drought Tornado 9.66 96,635,398 Winter Weather 2.88 73,305 2.06 2,094 Heat Wave **Riverine Flooding** 1.41 251,389 Ice Storm 1.13 135,104 Cold Wave 0.329 Landslide 0.02

0.0000922

6.83e-7

**RISK Score** 

FEMA National Risk Index The project site Census Tracts have a score of 50.3. It is in the

Biodiversity Carbon Nutrients Water Community Human Health Noise

Regenerative Design PROJECT SITES ECOLOGICAL BASELINE SITE INDICATORS CORRELATIONS REGENERATIVE METRICS REFERENCE

Resiliency and Climate Risk

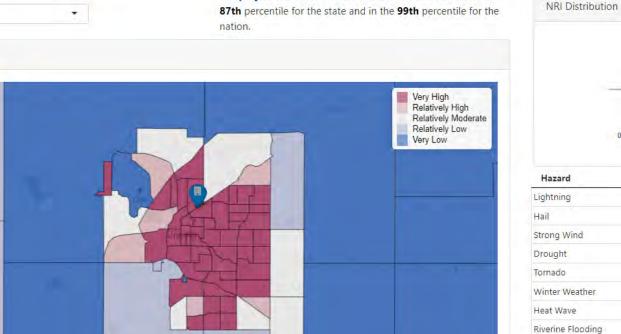
Climate Change

National Risk Index Metric

Risk Index

Air

Global Tide Surge





43.9

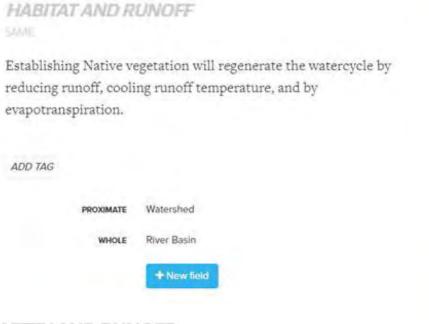
447

954

0

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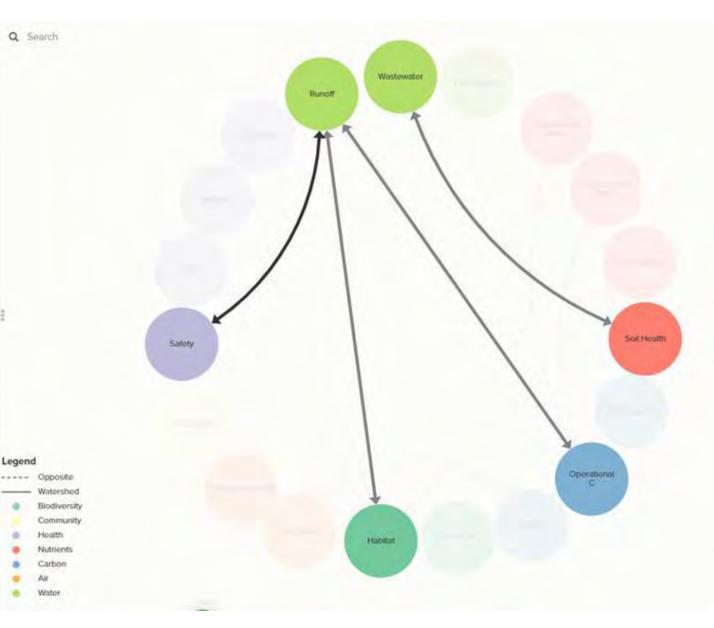
## **Regenerative Correlations**



SAFETY AND RUNOFF ADD CONNECTION TYPE

Bioretention or bioswale areas can serve as snow and ice storage during harsher winter months. This provides increased safety for students and staff using impervious surfaces while also allowing the snow to melt into the stormwater feature, recharging groundwater.

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### **Regenerative Identity** – "What the project is a part of"

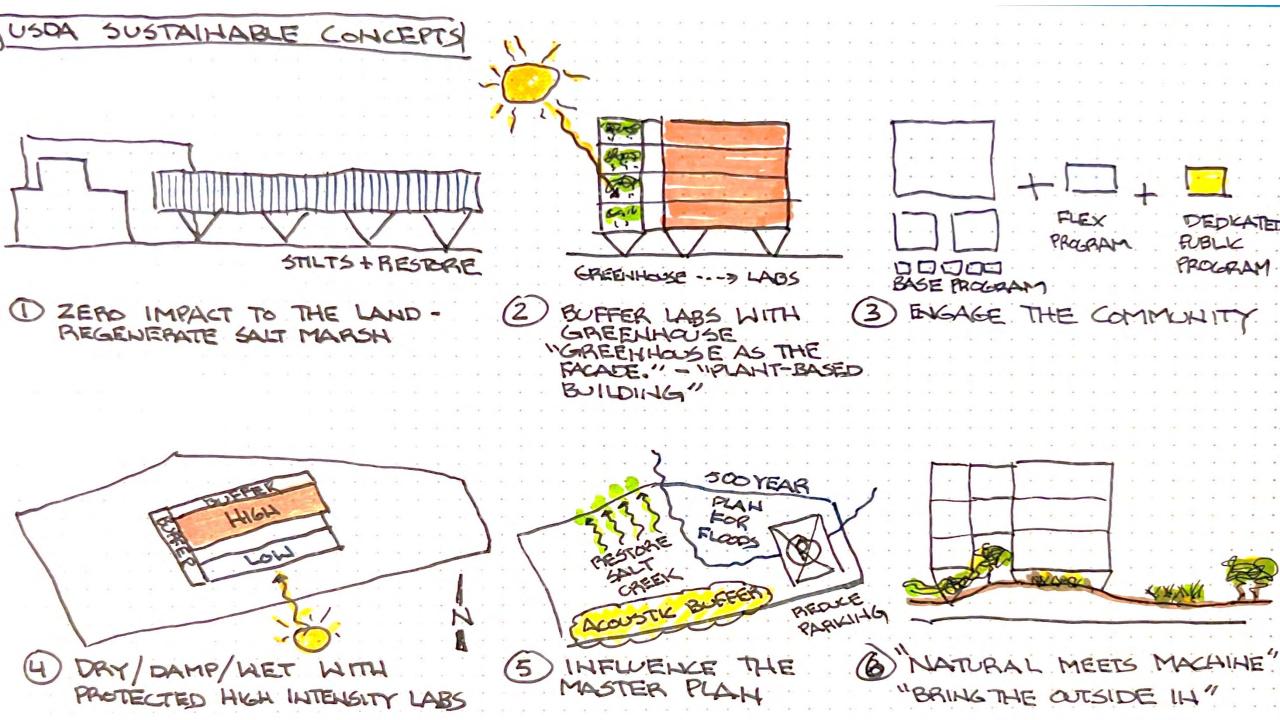


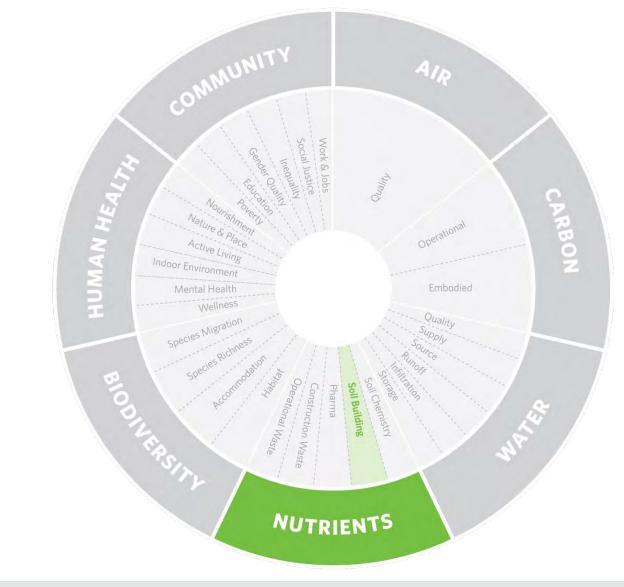
An INTERTWINED SYSTEM of research and academics which has a DEEP IMPACT on the DAMAGED NESTED ECOLOGICAL AND SOCIAL SYSTEMS in which it exists.

A history of MECHANICAL SOLUTIONS AND DEGRADATION to provide nourishment.

**Regenerative Vocation** – "What the project should and could do"

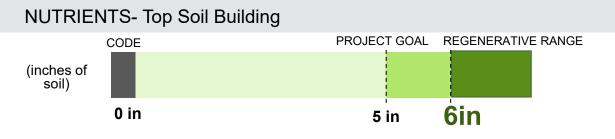
EMPOWERING / UNLOCKING / HONORING the "abilities" of soil and use the POWER OF PLANTS to support the NOURISHMENT AND WELL-BEING OF ALL PEOPLE.





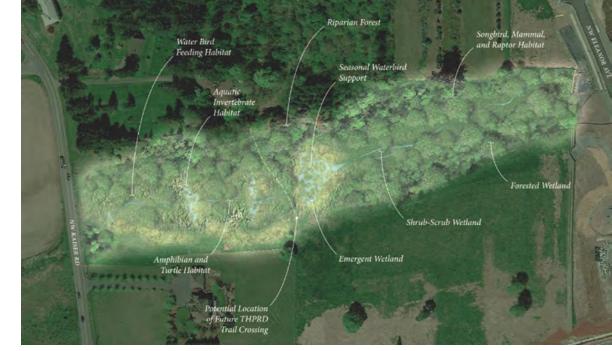


#### GIS / DATABASE / STANDARD

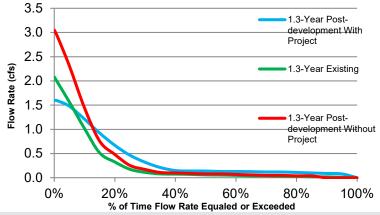


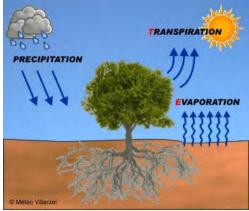


#### GIS / DATABASE / STANDARD



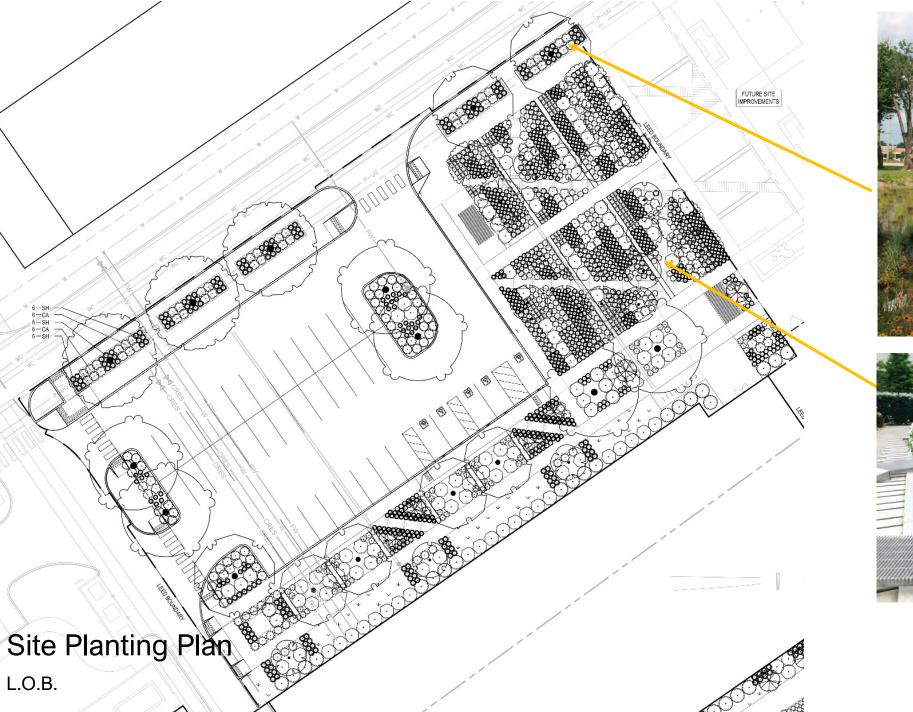
Flow Rate Exceedance Comparison





#### WATER- Runoff







FC

#### 66% DROP IN PERFORMANCE WHEN EXPOSED TO DISTRACTING NOISE.



Banbury SP. and Berry DC. (1998) Disruption of Office-related Tasks by Speech and Office Noise. British Journal of Psychology 89:3, pp. 499–517.





# LOB

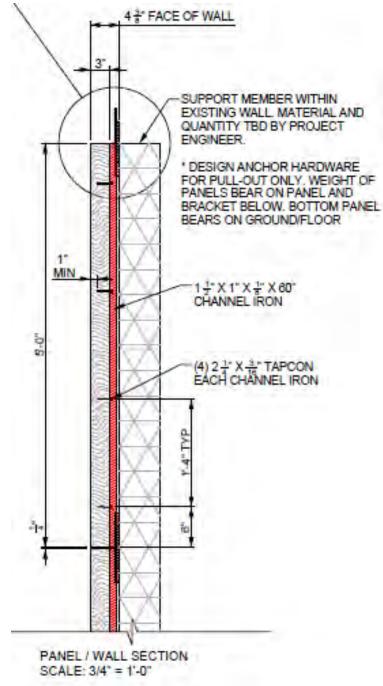
Rendering of collab hub corridor



Rendering of lobby

OB





# Effects on Public Health Air pollution, a preventable risk

SLCPs, particularly  $0_3$  and BC and co-pollutants, which are important parts of PM2.5 air pollution, are harmful to human health. Globally, PM2.5 is the leading environmental cause of poor health and premature death.

8

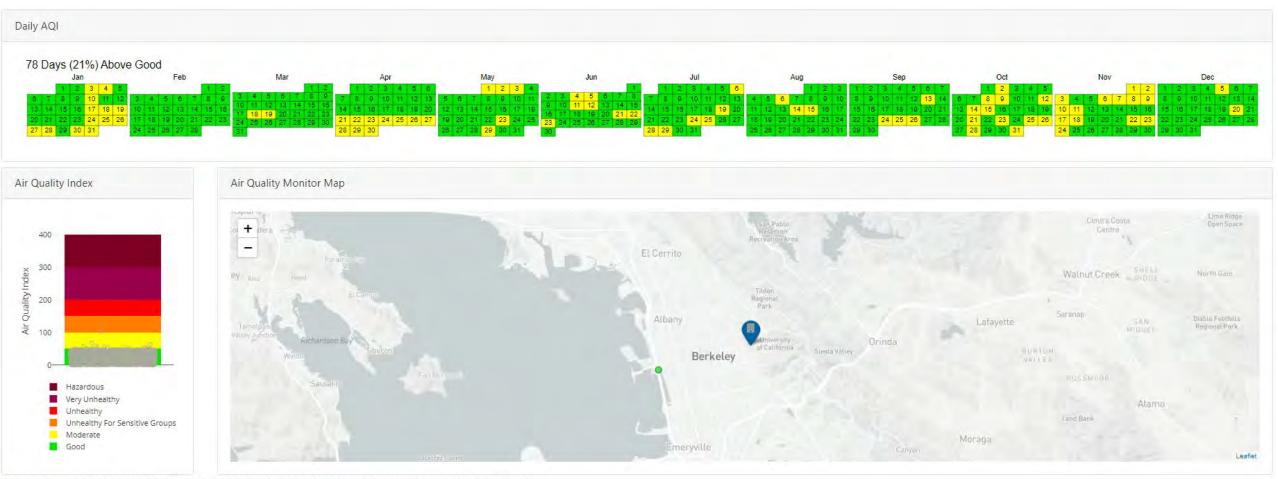
#### DISEASES DUE TO: PM2.5 AIR POLLUTION 0 Heart attacks 10% Strokes, heart disease Congestive heart failure 35% Lung cancer Chronic bronchitis 45% Asthma Emphysema 2% 9% Scarred lung tissue Low birth weight Globally, air pollution is the Approximate 2<sup>nd</sup> leading risk factor for the share of premature global burden of disease in 2010, deaths from behind high blood pressure, and AIR POLLUTION together with tobacco smoking, including second hand smoke. Latin America N. America Africa S, W, and Central Asia year 2010 and Pacific and Caribbean and Europe

**PREMATURE DEATHS** YEAR 2010 GLOBALLY, AIR POLLUTION IS RESPONSIBLE FOR:

3,500,000 From indoor PM2.5 pollution 3,200,000 From outdoor PM2.5 pollution 150,000 From ozone pollution

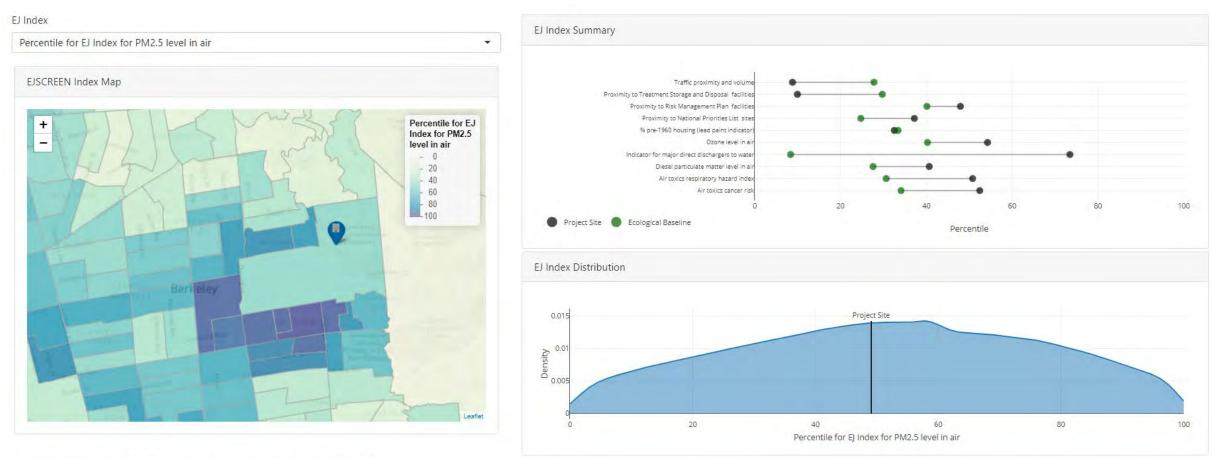


## Air Quality Index potentially harmful 21% of the year



US Environmental Protection Agency. Air Quality System Data Mart Tables of Daily AQI available via https://www.epa.gov/airdata. Accessed September 03, 2020.

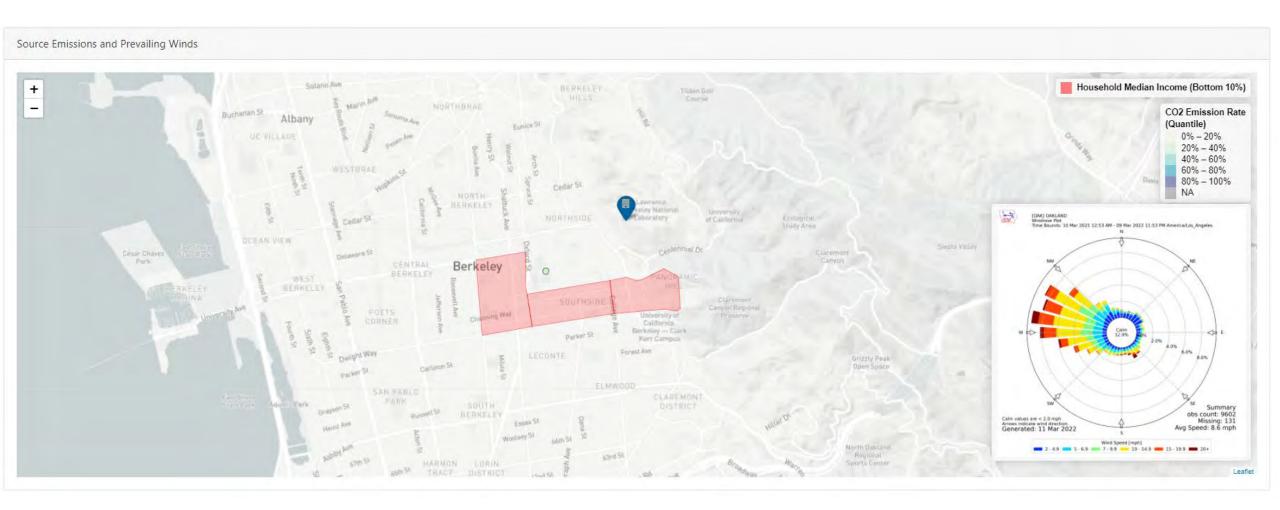
## PM 2.5 levels 96th -100th percentile



US Environmental Protection Agency, EJSCREEN available via https://www.epa.gov/ejscreen. Accessed March 17, 2021.

## **Disadvantaged Communities**

#### Down-wind of Campus Cogen Plant



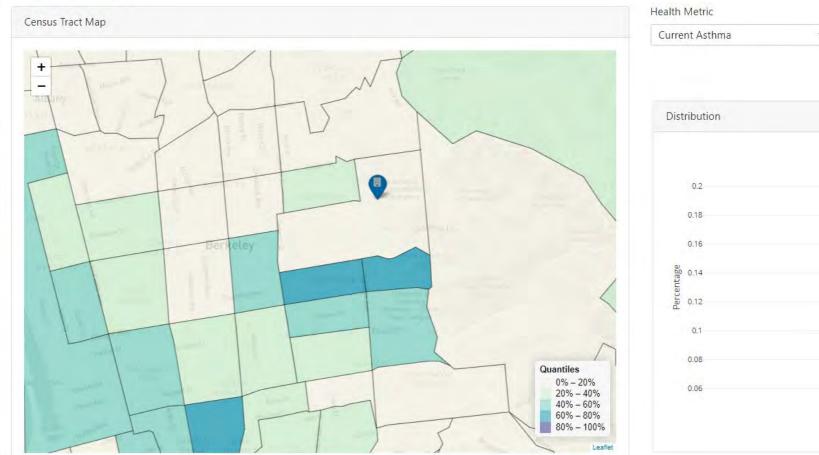
# **Community Health**

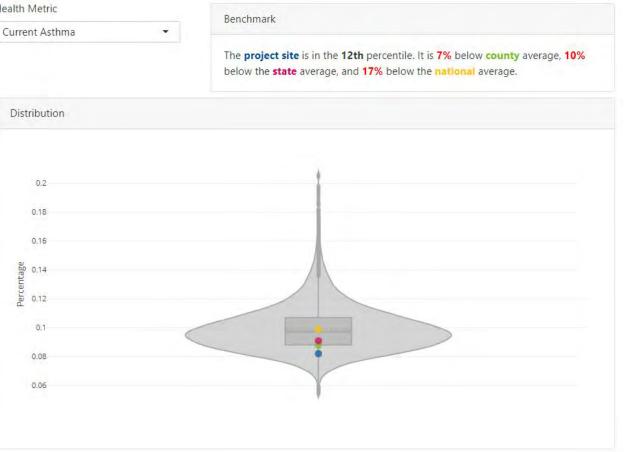
EJSCREEN

Health Outcomes

### 79<sup>th</sup> percentile for Asthma

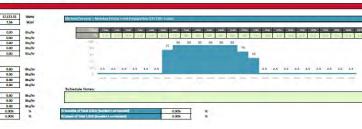
### Children have 3X higher rates than the National Average





# LBNL Welcome Center | Project Spotlight





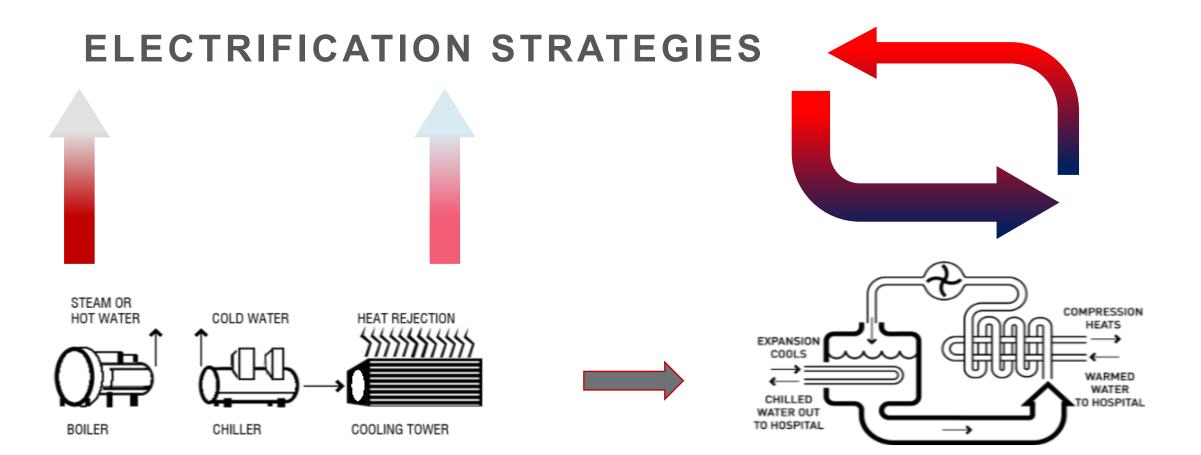
**Induction Cooking** 



Berkeley became the first city in the state of California and the nation to ban installation of natural gas lines in new low-rise buildings. In July, the Berkeley city council unanimously passed an







#### **Combustion / Evaporation**

#### **Resource intensive**

- Creates greenhouse gasses from fossil fuel
- Consumes huge quantities of fresh water
- Pollutes local communities
- Creates risk of legionella

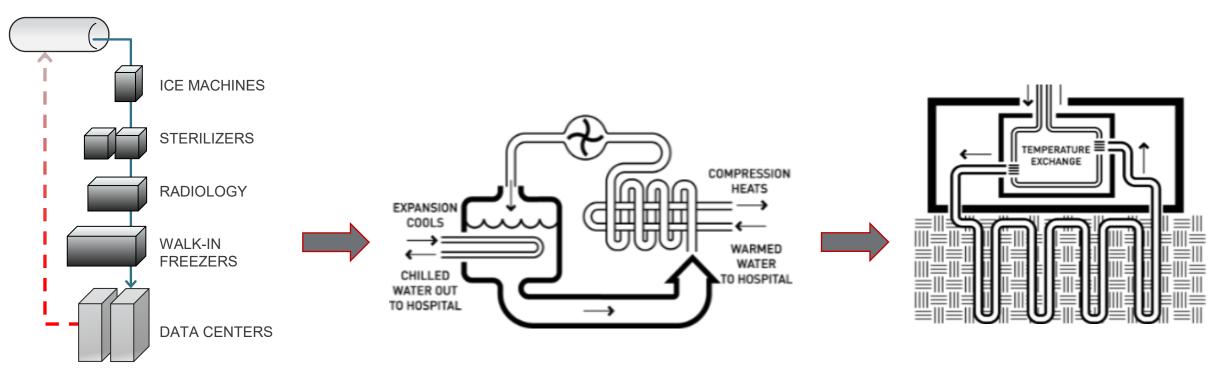
### Heat Pumping Technology

#### **Conserves resources**

- High efficiency heating and cooling
- No water consumption
- Requires balanced loads across seasons
- Uses electrical energy

## **ELECTRIFICATION STRATEGIES**

#### CHILLED WATER LOOP



#### PROCESS LOAD HEAT REJECTION

- Provides winter cooling demand
- Avoids waste heat management

#### HEAT RECOVERY CHILLERS

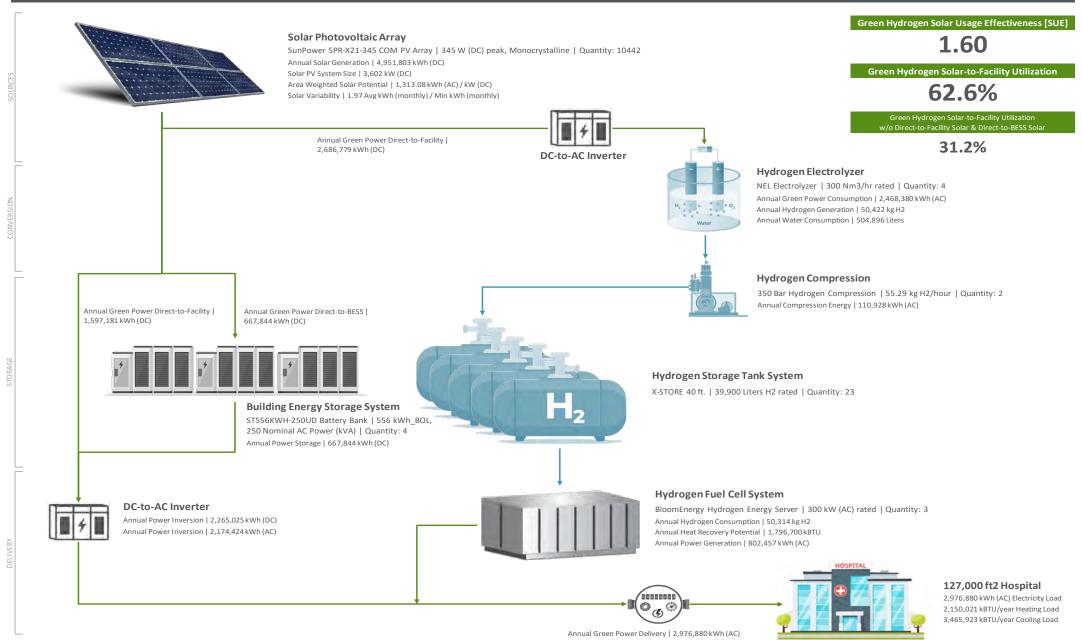
- Provides simultaneous thermal resources
- Manages thermal needs for 80-90% of year

#### GROUND SOURCE HEAT PUMPS

- Meets seasonal extremes
- Stores thermal resources from summer to winter

#### HDR ZERO ENERGY SOLAR HYDROGEN TOOL | POWER & HYDROGEN CYCLE

#### Zero Energy Solar Hydrogen Hospital [Omaha, NE]



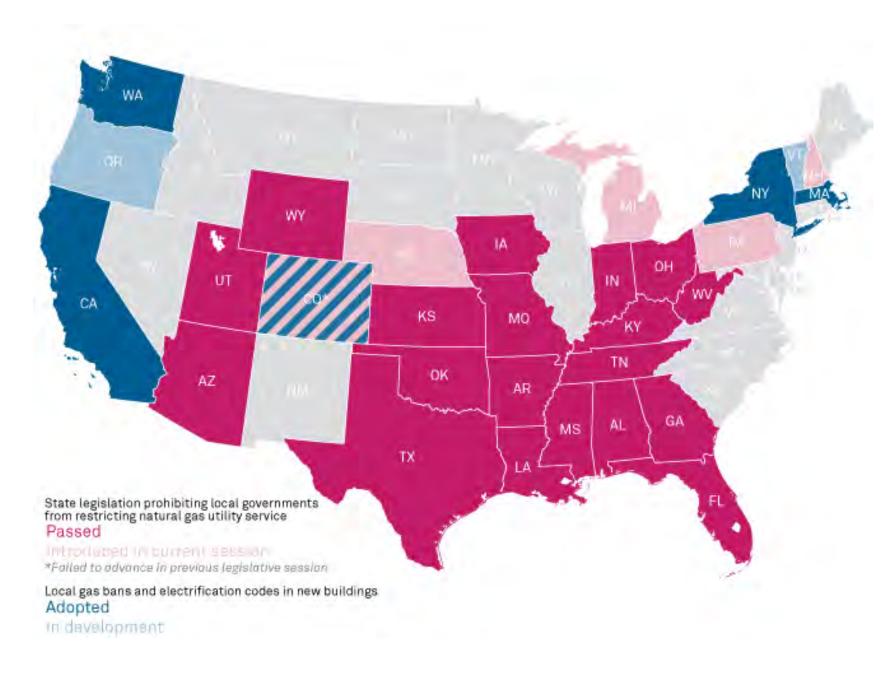




States ADVANCING or PROHIBITING

Building Gas Bans and Electrification Codes

[As of January 2022]



FC

#### Electric Utility & Power Gen Companies | Carbon Neutrality Target Dates



#### Equity Engagement



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78 1 24

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## **Social Context**

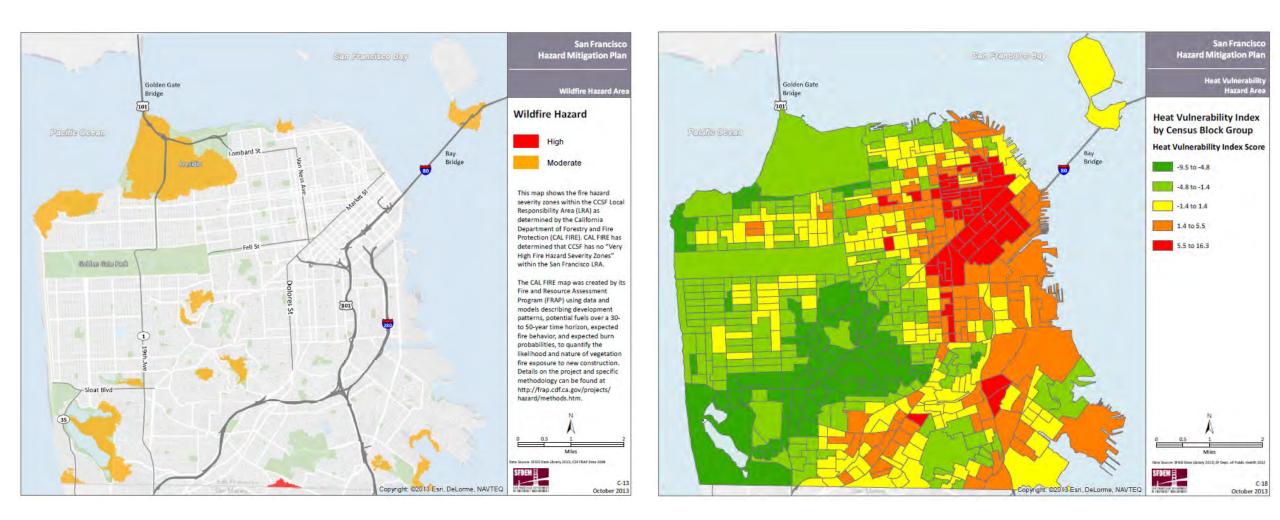
## **400%** increase in disasters in the last 10 years disproportionally impact disadvantaged communities

#### \*FEMA / UN

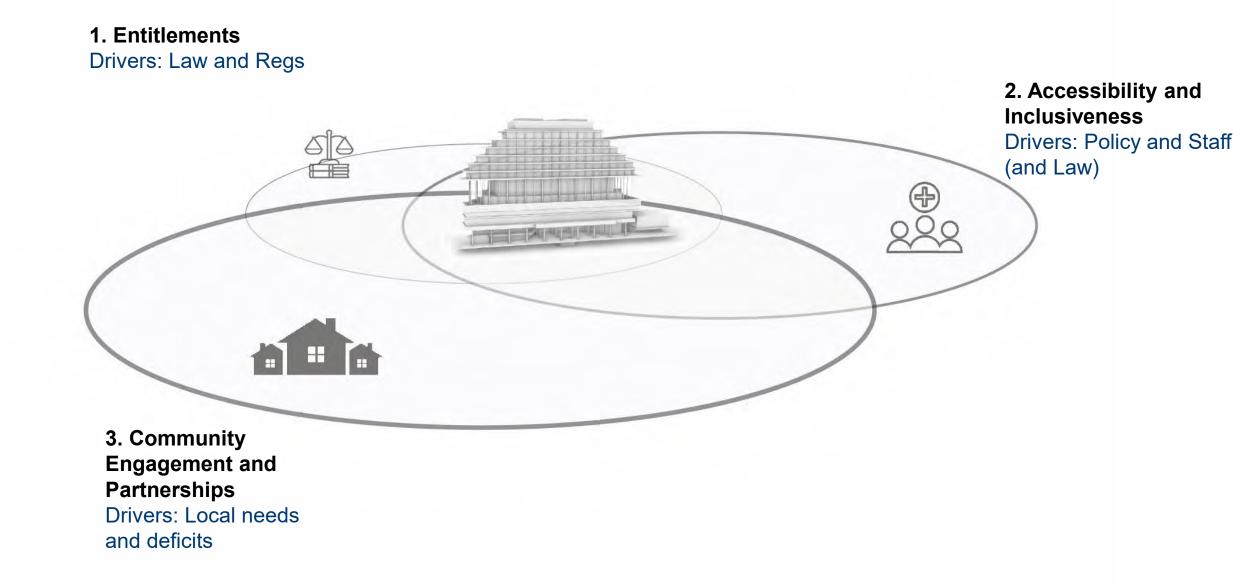


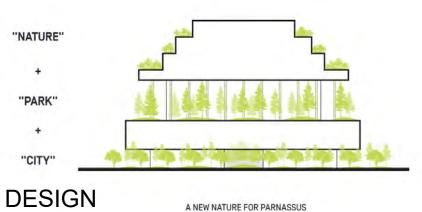
### **Social Context**

#### Natural Disaster and Heat Stress Impacts



## **Ongoing Partnerships**







#### **Design Equity**

- Public Access to Nature, Ecosystem Biodiversity
- Scale Reduction
- Additional Services Daycare, Child Care, Disaster Relief and Heat Island Shelter, Homeless

#### **Construction Equity**

- Local hiring and Business Inclusion
- High School internship program
- Air and Noise Pollution Mitigation

#### **Operational Equity**

- Local Retail partners
- Job Training and apprenticeships
- Security De-escalation training

### Community Equity Park to Peak



#### Park to Peak



#### **Community Equity** Park to Peak



# *"The project is not the project." The project is the SYSTEM."*

-Bill Reed Regenesis

# Organizations don't change... people do.