

Chapter 1
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The Pattern: An Overview of NewVistas

A NewVista is a 144-square-mile, 50-community megalopolis that reclaims urban and rural sprawl, lowers cost of living, improves quality of life, and fosters equal economic opportunity for as many as five million individuals. Designed to be replicated throughout the Earth, the NewVista megalopolis implements community and building plans created by Joseph Smith, Sidney Rigdon, and Frederick G. Williams and recorded by Williams in 1833 in Kirtland, Ohio. Individual NewVistas communities of up to 92,160 people start with a single apartment building for about 96 residents. These buildings are designed to be disassembled, moved, and reassembled as they grow into villages, districts, full communities, and ultimately into 50-community megalopolises. The NewVistas concept reduces humanity's ecological footprint while providing sustainable housing and agriculture. The plans also prescribe a nonhierarchical organizational matrix that optimizes each community socially and economically while safeguarding against manipulations that cause inequality.

The Earth is full and abundant, but we humans are not yet doing a good job of utilizing the Earth's abundance equitably and sustainably. The NewVistas project is developing new community approaches to reclaim suburban and rural sprawl and enable all living creatures of the Earth, regardless of species, to fully enjoy the Earth's abundance equitably and sustainably.¹

NewVistas is a modern interpretation and extrapolation of the community plot² (see figure 1-1) and building plan³ created in the early 1830s by a religious community in Kirtland, Ohio, whose leaders stated that the pattern was designed for all humanity, regardless of religion.⁴ NewVistas has found that the two documents enable the world's first and only community pattern that is scalable and sustainable for all humans planetwide, with ample unspoiled land remaining for natural wildlife. These 1830s documents are not self-contained plans that will work on their own—they are matrixes designed to be filled in with humanity's most advanced technology and social progress, which have only recently become advanced enough for us to begin comprehending the community pattern and adapting our emerging knowledge into it.

The 1830s documents provide a precise pattern for establishing the highest quality of life possible for all people worldwide without overtaxing natural resources or the environment and at a fraction of the ecological footprint that humanity currently inhabits unsustainably. The pattern accomplishes this by recalibrating all aspects of human living at the most efficient, productive scales and proximities, including a nonhierarchical, corruption-resistant organizational matrix and an economic system built on individually owned enterprise rather than collective ownership. While the NewVistas system ultimately results in autonomous communities of up to 92,160 individuals, with 50 such communities forming a megalopolis, the

¹"[F]or the earth is full, & there is enough & to spare; yea, I have prepared all things, & have given unto the children of men to be agents unto themselves. Therefore if any man shall take of the abundance which I have made, & impart not his portion according to the law of my gospel unto the poor & the needy, he shall [. . .] lift up his eyes in hell, being in torment" (Revelation, 23 April 1834).

²Plat of the City of Zion, circa Early June–25 June 1833.

³Plan of the House of the Lord, between 1 and 25 June 1833.

⁴For example, Brigham Young stated that the community pattern "grows out of the Church of Jesus Christ of Latter-day Saints, but it is not the church; for a man may be a legislator in that body which will issue laws to sustain the inhabitants of the earth in their individual rights and still not belong to the Church of Jesus Christ at all" (History of the Church 7:351).

pattern allows a community to begin at a micro scale, with a single apartment building housing its first residents. These buildings combine to form villages, with 10 buildings to a village, four villages forming a district, and 24 districts forming a community. The pattern's flexible, universal adaptability allows each community to develop organically and incrementally, gradually replacing the obsolete infrastructures of today's human sprawl.

The comprehensive community pattern allows NewVistas to fully integrate all community aspects into one cohesive whole, with the latest digital-proof, artificial-intelligence, and verification technologies embedded into energy, transportation, agriculture, education, finance, housing, and all other systems serving a community. Instead of change through piecemeal, uncoordinated efforts, NewVistas with its DNA-style community pattern enables humanity to reset how it occupies land, consumes resources, handles waste, and applies engineering, technological, economic, organizational, and social advances. The pattern provides an essential matrix for synergizing human science and technology in a manner that undoes humanity's past and current errors of infrastructure, organization, and economics.

What Is NewVistas?

As an independent, privately funded, nonreligious project that began late Saturday afternoon, April 14, 1973,⁵ NewVistas uses science and engineering to apply, with precise discipline, the 1830s community prescriptions, which we've proven and embraced as the Earth's most suitable human community blueprint. We've found remarkable efficacy in strictly following these prescriptions to design the community campus, adapt and create necessary technologies, and organize the community's organizational matrix and economic system. The NewVistas pattern establishes a physical, social, and economic system that applies to all humans and can accommodate any culture willing to function within the basic pattern. Rather than spoil undeveloped land, NewVistas communities begin in areas of urban blight and spread outward to reclaim suburban sprawl, allowing areas of rural sprawl to return to a natural wilderness state. Each full NewVista megalopolis of 50 communities occupies 144 square miles and is surrounded by about 288 square miles of wilderness buffer.

At 2.88 square miles in size, individual NewVistas communities function as what we call "the world's largest mansions," providing up to 92,160 individuals with an optimal, sustainable mix of personal and public amenities. With all buildings connected via covered glass breezeways, participants can comfortably walk anywhere within the community, or use a shared cargo mule for goods and luggage, regardless of weather conditions. They can easily get not only to work and school but also to a wide variety of sports facilities, cultural events, shops, and restaurants. All residents enjoy equal opportunities to participate in dynamic, supportive social units; take advantage of many labor-saving services; and enjoy more free time and discretionary income. We call the community NewVistas because beautiful, green views are visible from all apartment windows and public community buildings, as well as from other vantage points throughout the campus.

A NewVistas community starts with a single apartment building housing its first residents as renters, then grows building by building—each new building financed by its own signed leases before construction begins—into villages, districts, and ultimately the full community pattern, as follows:

- The NewVistas organizational matrix brings together up to 92,160 individuals to promote cooperation, mutual well-being, and other socially positive relationships, while also ensuring individual privacy. Within a community, each individual belongs to a district, a village, and an apartment building. Each community's organizational matrix seats 1,920 presidents across four co-

⁵On April 14, 1973, David Hall was among ten men in South Brunswick, New Jersey, with whom Harold B. Lee met privately before he held a general meeting. Lee urged the small group to study the writings of Joseph Smith in order to better understand the community organizational matrix described in these writings, which Hall immediately started to do.

ordinate governing courts, with each of the four courts representing one of the four adult demographic groups the pattern recognizes: partnered male, partnered female, single female, and single male. Presidents serve bounded four-year terms, unpaid, and are released on their own birthday—a date the system does not control, so no election season exists for factions to organize around. (See chapter 2.)

- The NewVistas economic system supports tens of thousands of individually owned enterprises within each community, including Enterprise Owner businesses that provide food, education, healthcare, household services, and many other needs and wants. Rather than pooling investor capital for a dividend, the system works through individual stewardship: each Enterprise Owner leases community-owned land, buildings, and equipment, operates a business under their own name, and keeps what residual value they create above their own household's defined needs—residual that becomes the community's own kept capital, used to help the next entrant start a business, restore a struggling one, or preserve one through a temporary setback. All participants are independent owner-operators, with no traditional employee/employer relationships and no hired staff. Community bylaws and a governed origination process discourage businesses from growing too large or creating monopolies that threaten the community's economic equality. (See chapter 3.)
- The physical NewVistas campus consists of villages, districts, and public areas. The pattern is designed so that each campus consumes only the amounts of land, energy, building materials, and natural resources that are sustainable for everyone in the world to consume equally. Each green, fully walkable campus produces food in a sustainable manner for its residents, using intensive techniques such as vertical farms and rooftop greenhouses. Assembled using mass-produced, high-tech elements, public buildings and apartment buildings transform for a wide variety of uses, and the buildings can be disassembled and/or moved into correct alignment as a full community plot takes shape. Inside apartment buildings, private suites function as bedrooms, bathrooms, kitchenettes, and workstations, each handling its own share of the building's own on-site power, water, and waste systems. (See chapters 5, 6, and 10.)

Rather than try to build a community from the ground up, NewVistas is adapting many existing and emerging technologies into individual products that can be employed now and later integrated into the community pattern. As people start using these inventions, they can gradually understand how the inventions synergistically amplify each other within a fully optimized NewVistas community campus. Thus, NewVistas functions as an integrator of ideas from all over the world, adapting products and systems that eventually will enable a full-fledged NewVistas community. In the meantime, these products and systems help improve today's existing homes, businesses, and communities.

Where the Pattern Comes From

In the early 1830s, members of a community in Kirtland, Ohio, became interested in the ancient City of Enoch⁶ and wondered how they could build a modern version. In the early 1830s, Joseph Smith, Sidney Rigdon, and Frederick G. Williams received the community plot and multipurpose building plan by vision, with Williams recording the text and diagrams for both documents. For more details about how the pattern came forward, refer to the supplementary NewVistas article titled "A Worldwide Community Vision: The 'City of Zion' and 'New Jerusalem.'"

"Fill Up the World"

According to the plot text, this community pattern is intended for "all" and is to "fill up the world" so all people can live in these communities, regardless of location, ethnicity, or religion. However, early

⁶See "City of Enoch" search results.

community members didn't have the capability to fully understand and implement the pattern documents. They did not understand the need to triangulate other revealed community prescriptions with the plot and building plans, and they did not possess the technology or resources needed to fully realize the community pattern, as humanity does today. Some early community members dismissed the original 1830s documents as having been "drawn in haste"⁷ and revised them according to their own understanding. Thus, they failed to recognize the remarkable solutions to human problems that the original documents embody.

For more than a century, the 1830s plot and building plans have been held in the LDS Church History Department in Salt Lake City, Utah, where they have remained with little in-depth analysis until NewVistas began taking them seriously as the worldwide community pattern for humans. In 1996, the plot received the American Planning Association's National Planning Landmark Award. "You have a Ferrari in the garage, and you have never taken it for a drive—you have never shown what it could really do," said architect and urban planner Andrés Duany to the Utah League of Cities and Towns. "I am pretty convinced that however beautifully this plat of Zion worked—and remember, it did work—it has lost its way. Many of the things that make your suburban sprawl so easy were not the intention."⁸

Regardless of their source, these revelations comprise a remarkable world treasure. The plot and building plan together are the key foundational documents, and additional revelations⁹ flesh out the full community pattern. With the Joseph Smith Papers now publicly available online, anyone can examine and attempt to solve this intricate, complex, detailed, and all-encompassing puzzle by putting the pieces together within the plot and building plans to accomplish the full community design. The pattern makes complete sense, but it is impossible to determine without using the plot and building plans, alongside the further documents that fix rotation, succession, and the daily calendar. Recovering and cross-checking the complete set against each document's own exact wording is the method behind every chapter that follows.

Discovering the Pattern's Ancient Language

Most historians have viewed the 1830s community plot as simply another version of the mile-square town grids popular in early America. When analyzing the documents starting in April 1973, however, David Hall found that the dimensions and patterns did not line up with those commonly used in 1830s America.

The plot text states that the community is "one mile square." The statute mile used in 1830s America—as today—measures 5,280'. However, Hall's early analysis of the plot drawing and text showed that the plot square measures 6,336', which is equivalent to 1.2 statute miles. Before Great Britain's Queen Elizabeth I standardized the mile at 5,280' in 1593, people in the British Isles used many different mile sizes. The 6,336' mile was the average of the pre-modern Scotch and Irish miles. When cartographer Christopher Saxton (1540–1610) published the first atlas of England in 1579,¹⁰ he used the 6,336' mile as the standard throughout his maps.¹¹ Two additional features indicate the plot's connection with antiquity: the plot is oriented with east at the top rather than north,¹² and the plot's grid is based on the perch, an old English unit equal to 16.5 feet.

⁷Revised Plan of the House of the Lord, circa 10 August–circa 4 September 1833.

⁸Quoted in <https://transformplace.wordpress.com/plat-of-zion-recognized/>.

⁹In addition to the plot and building plans, key supporting revelations include Revelation, 2 August 1833–B (the date indicated in the document title is incorrect; the actual date of this revelation is May 6, 1833); Revelation, 1 June 1833; Instruction on Priesthood, between circa 1 March and circa 4 May 1835; and Minutes and Discourses, 27 February 1835.

¹⁰See *An Atlas of England and Wales: The Maps of Christopher Saxton, Engraved 1574–1578*. London: Collectors Library of Fine Art, 1979.

¹¹Ferrar, Michael J. "The Saxton Map, 1579: An Investigation." 2008.

¹²See, for example, <https://www.geolounge.com/map-orientation/>.

Recent linguistic studies confirm that the plot text is connected to the time and language of the 16th century, rather than to 1830s America.¹³ According to linguist Stanford Carmack, "The language of the plot may indicate its Early Modern English character in a number of ways: by its semantics, morphology, and syntax."¹⁴ In the 16th century, there was little or no concept of separation of church and state. Therefore, words that have become primarily religious terms, such as elder and temple, held broader meanings in the 1500s. NewVistas has translated the pattern's 16th-century terms into modern English business and governance terms to facilitate compatible, beneficial relationships that can be scaled worldwide regardless of cultural or religious context. In subsequent chapters of this book, we use only these modern terms.

For a glossary of how NewVistas has translated key terms from the 1830s documents into present-day meanings, refer to the supplementary NewVistas document titled "16th-Century Early Modern English/21st-Century Business English."

NewVistas Groupings & Organization

According to the 1830s documents, the community pattern prescribes specific groupings for residents and a nonhierarchical organizational structure through which presidents help residents to flourish.

Population Groupings

The NewVistas system enables people to participate in several groupings with specific purposes, ranging from worldwide coordination down to the individual apartment building:

- **NewVistas**—Worldwide system for up to 2,400 NewVista megalopolises inhabited by up to 12 billion people.¹⁵
- **NewVista**—Megalopolis of 50 adjacent communities inhabited by up to 5 million people.
- **Community**—Living and working campus with 24 districts, "the world's largest mansion," housing up to 92,160 individuals.
- **District**—24 in a community, each containing four villages.
- **Village**—96 in a community, each containing 10 apartment buildings.
- **Apartment building**—960 in a community, each with breezeways in front and gardens behind, each housing up to 96 residents across private suites.
- **Suite**—Each private suite provides bedroom, bathroom, kitchenette, and workstation space for one to two residents, joined into apartments large enough for a full household.

Organizational Structure

Central to NewVistas' effectiveness is its nonhierarchical organizational structure. At the worldwide level, general advisors help establish NewVistas communities and maintain system integrity. At the megalopolis level, representatives of 50 adjacent communities coordinate on issues that affect the entire megalopolis through a body called the Council of Fifty. Within each NewVistas community, an organizational matrix

¹³Many early LDS revelations, including the plot explanation, are written in language similar to the Early Modern English used by Bible translator William Tyndale. Tyndale's early-1500s translations comprised more than 80% of the subsequent King James Version, with similar language also used in the Book of Mormon and other LDS scripture.

¹⁴Carmack, Stanford. Unpublished paper. October 2014.

¹⁵The United Nations predicts that the world population will reach 11.2 billion in 2100 and stabilize soon thereafter. See *World Population Prospects*.

enables 1,920 presidents to cooperate in strictly defined roles to support the community's operations and progress, seated across four co-ordinate courts—one for each of the four adult demographic groups the pattern recognizes.

At all levels, NewVistas president positions are unpaid, part-time, and volunteer. Reflecting the four adult demographic groups—single male, single female, partnered female, partnered male—governance is built from triads and quads of these representatives working together, so that no decision of consequence is ever made by one person alone. The 1830s pattern breaks down all functions into defined duties that presidents can accomplish part-time, working from the same building where they live.

Worldwide Coordination

While no central NewVistas headquarters will ever exist, general advisors help coordinate the NewVistas system at a worldwide level, by setting up or reorganizing local community governance and replacing personnel on an established rotation. As volunteers, worldwide coordinators possess no legal authority beyond that just described, and they don't control or have access to any financial resources. Rather, these volunteers are based in their own homes around the world and provide their own computer equipment for online collaboration.

NewVista Megalopolises

Up to 50 NewVistas communities are built adjacent to each other with their easements lining up as straight thruway corridors. Fifty adjacent communities comprise a complete NewVista megalopolis of up to five million individuals. Worldwide, up to 2,400 such megalopolises could accommodate 12 billion residents within a total human-developed area of 345,600 square miles, much smaller than what today's sprawl has consumed.

While each individual community remains independent and autonomous, a megalopolis's 50 communities coordinate through a limited body called the Council of Fifty. This council cannot dictate what an individual community does within its own borders, but its decisions are binding for the megalopolis's shared transportation easements, utility corridors, and surrounding wilderness area—including, notably, coordinating the pipelines that return captured carbon to the shared gas field each community's energy system draws from.

Ultimately, humans will no longer use energy-consuming, polluting cars, trucks, ships, and airplanes. Transport of people and cargo between megalopolises could ultimately be via high-speed transit.¹⁶

Community Organizational Matrix

At the community level, the 1830s layout of the 24 public buildings physically illustrates a community's organizational matrix. Extrapolating positions and duties from text written on the back of the 1833 plot and elsewhere,¹⁷ NewVistas has found that a community needs an organizational matrix of 1,920 presidents to coordinate necessary community functions, seated four hundred eighty to a court, across four co-ordinate courts held in two of the 24 public buildings.

Each public building contains offices for the bureau that corresponds to the building, with 1,920 offices of the same size fitting perfectly across all 24 buildings—eighty offices to a building, matched exactly to the community's 1,920 presidents. In a public building's assembly court, each of the 480 seats provides a place

¹⁶See, for example, "A Real Tube Carrying Dreams of 600-M.P.H. Transit," *New York Times*, Feb. 18, 2019.

¹⁷Page 2, Plat of the City of Zion, circa Early June–25 June 1833.

for one president, with the seating arranged not to signify hierarchy but simply so each president can be seen and heard.

This organizational matrix eliminates the inefficiencies and corruptions inherent in hierarchical structures, in which officials tend to strive for ever-increasing position, power, and money. In a NewVistas community, each president's role is narrowly predefined, and terms are bounded to four years with release on the president's own birthday, so no full-time, long-term public career is possible. The focus stays on each defined office rather than on the individual serving in it, so every community participant always knows exactly which office to consult for a particular need, even when the individual serving in that office has changed.

For more details on the NewVistas population groupings and organizational structure, see chapter 2.

NewVistas Economic System

For individuals, families, and communities, following a worldwide pattern will provide many benefits attainable in no other way. By prescribing how to organize communities at the optimal scale and configuration "according to wisdom," the plat enables people to coordinate their enterprises and use space, energy, and resources far more efficiently, resulting in fewer business failures, lower cost of living, and more capital available to grow individually owned businesses. Participants are freer to pursue a variety of work and activities they truly desire, rather than trap themselves in a single career to support a lifestyle in today's expensive, wasteful, polluting urban sprawl.

Based on the 1830s documents,¹⁸ the NewVistas economic system rests on two ideas held together: the community retains title to the productive base—land, buildings, equipment—while each Enterprise Owner holds custody by lease and operates a business entirely their own. An owner's first claim on their own business's earnings is their household's Owner's Draw, discovered through a governed Life Plan process rather than assigned by formula; everything a business earns above that draw becomes residual, which is kept as permanent community capital rather than distributed or spent. That kept capital is what funds the next entrant's business, restores a struggling owner's plan, or preserves an owner through a temporary setback—the same three-part administration named in the earliest recovered economic text.

Rather than today's typical employee/employer relationships, community participants have their own enterprises and are independent owner-operators; no one hires wage labor, and no business partnerships or absentee ownership are permitted. Enterprises provide for community needs and wants, including general labor, agriculture, restaurants, education, healthcare, engineering, research and development, and a wide variety of personal services, goods, recreations, and conveniences. The community coordinates enterprise formation "according to wisdom," as the plot states, through a governed origination process, and enterprises compete for customers and clients. A communitywide administrative platform handles accounting, title records, and proof for everyone, enabling owners to easily collaborate, move from one enterprise to another, or lease additional space as their business grows. While individuals own personal items,¹⁹ the community collectively owns all land, buildings, commercial equipment, and intellectual property, which individuals lease or license from the community.

Each NewVistas community attracts self-interested participants using normal marketing principles, including competing with other communities to offer participants a better situation. A NewVistas economic

¹⁸See especially Revelation, 9 February 1831.

¹⁹At various times in history, people have misinterpreted scriptural descriptions of communities in which participants have "all things common" (Acts 2:44; Acts 4:32; Book of Mormon, 1830, pp. 506, 513). NewVistas is not a utopian communalist society in which participants share personal clothes, meals, and implements.

system draws participants because of real advantages in business formation, housing, cost of living, and other economic areas—not because of altruistic sacrifice.

While the NewVistas economic system works without a physical campus, the system achieves its greatest results within the physical campus pattern, which maximizes efficiency, proximity, market relationships, and other key factors. In chapter 3, the NewVistas economic system is discussed in more detail.

NewVistas Physical Campus

Owning a freestanding house on as large a lot as possible has unfortunately become the dream for many. However, the costs and debts of owning a house—including cars to travel across suburban and rural sprawl—force people to work long hours for income, rather than focusing on personal fulfillment. In addition to requiring constant use of expensive, polluting vehicles,²⁰ single-family houses consume land, energy, water, and resources at too high a rate to be sustainable and scalable worldwide. Additionally, many suburbanites feel increasingly isolated and time-poor, facing constant demands of commuting to work, driving children around, and maintaining large homes and ornamental yards.²¹

The 1830s documents show how humans can live abundantly and sustainably in closer proximity with more efficient use of technology, transportation, and agriculture and with better social and economic relationships. By drastically reducing the role of the automobile and eliminating counter-productive sprawl in its many forms,²² the pattern shows us how to live in green, socially dynamic communities with attractive high-yield gardening instead of unproductive, unsustainable decorative landscaping. While a NewVistas community is as densely populated as many of the world's denser cities, it's also extremely green because buildings occupy only a small fraction of land within the community boundaries, with building rooftops containing gardens and greenhouses.

The community's high density is key to the pattern's worldwide scalability and sustainability, as well as its social and organizational effectiveness. With the right building technology, spaces transform to fulfill multiple functions, which is more efficient than today's sprawling, single-use rooms and buildings, which often sit idle. The community's prescribed density decreases the cost of living, places more opportunities and amenities within easier reach of more people, and replaces modern society's social fragmentation with a better balance of privacy and public interaction.

The 1830s documents state that the community should be built "not after the manner of the world" but "after the manner which I shall show."²³ The plot and other 1830s documents provide detailed, exact prescriptions that must be precisely followed to realize the complete community pattern, which is scalable and sustainable for all humanity. Just as each human body follows the same skeletal structure but is unique, each human community is unique in look, feel, and culture while following the same basic pattern.

As shown in figure 1-4, a single NewVistas community takes a diamond shape. A full NewVista megalopolis is composed of 50 of these interconnected diamond-shaped communities, housing and feeding from 3.5 million to 5 million individuals.

²⁰"Considering the constant fatalities, rampant pollution, and exorbitant costs of ownership, there is no better word to characterize the car's dominance than insane. . . . As an investment, the car is a massive waste of opportunity—the world's most underutilized asset,' the investment firm Morgan Stanley calls it." Edward Humes, "The Absurd Primacy of the Automobile in American Life," *The Atlantic*, 12 April 2016.

²¹See, for example, Amy Morin, "Want to Be Happier? Change Your Commute or Change Your Attitude," *Forbes*, 7 Dec. 2014.

²²"Sprawl costs the U.S. economy roughly \$1 trillion a year: \$600 billion in direct costs related to inefficient land usage and car dependency, and another \$400 billion in indirect costs from traffic congestion, pollution, etc." Richard Florida, "The New Suburban Crisis," *CityLab*.

²³Revelation, 1 June 1833.

Getting Around: The Breezeway and the Mule

Before looking at how buildings and land function in a NewVistas community, it's first necessary to understand how residents actually move through one, and what moves with them. Distances within a NewVistas community are easily walkable, with only about two miles of walking distance separating the opposite corners of the community's neighborhood grid area. Residents are encouraged to walk to get from place to place whenever possible, both for the sake of health and sociability and for energy efficiency, using a network of enclosed, climate-controlled breezeways that connect every building in the community regardless of outside weather.

The community's mule carries the M²ULE's original ambition forward, even if the shape it takes today is more modest than a personal robotic vehicle. Rather than a device each resident owns outright, the mule is a shared platform: one base unit, leased from the community, onto which interchangeable apps attach depending on what the moment calls for—a seat, a bed, a trolley for hauling groceries or luggage, or other fittings still being developed. The same base that helps an older resident move comfortably through a building can be reconfigured, minutes later, into cargo transport for a business receiving a delivery. Mules move freely through breezeways, elevators, and apartments themselves, so the same platform that gets a resident from one building to another can just as easily bring a bed, a desk, or a bench right into the room where it's needed.

This app-based approach means the mule's usefulness grows over time without residents having to buy a new device for every new function—a new app for the same base unit, rather than an entirely new machine. It also keeps the mule squarely a shared community asset rather than a private one: leased like everything else in the physical campus, maintained by the community, and available to whoever needs that particular function at that particular moment, rather than sitting idle in one resident's storage most of the day the way a personal vehicle would.

Gasoline-powered vehicles are not permitted within the community; for travel beyond it, residents rent vehicles or use public transportation as needed.

NewVistas Building Basics

To understand the two kinds of NewVistas community buildings—the 24 public buildings located in the plot's two central blocks, and the roughly 960 apartment buildings located in the surrounding blocks—it's important to know several basic NewVistas building concepts. These overall communitywide concepts include mass-produced buildings, durable buildings, movable buildings, transforming spaces, and the perch-based grid.

Mass-Produced Buildings. To enable advanced engineering and worldwide scalability, all NewVistas community buildings are assembled using modular, stackable, mass-produced elements—the same standardized components, whether the building under construction is a public building or an apartment building.

Durable Buildings. The plot and building plans prescribe using "brick and stone" in construction, which NewVistas interprets as materials that will last longer and withstand damage. In each NewVistas community, buildings are constructed to resist earthquake, fire, pests, mold, hurricanes, tornadoes, and other threats, with a target design life measured in centuries rather than decades. NewVistas has found that the best construction materials to meet these requirements are stainless steel and glass.

Movable Buildings. Building an entire NewVistas community all at once would be impractical, so the pattern enables a community to initially disburse buildings across an already-developed area and later realign them into the correct plot pattern. A community can start with just one licensed apartment building,

its first residents entering as renters on signed leases; only once that building has proven itself does a second, third, and fourth building follow. Eventually, all the buildings would be moved to adjoin each other in plot-prescribed formation as a village, and other villages would form nearby until a district was created.

Transforming Spaces. Rather than inefficient, single-purpose buildings and rooms, NewVistas buildings feature technology that allows one space to be used for numerous purposes, including subdividing the space as needed. The original 1833 building plan prescribes the transformational function of community buildings with statements such as, "A curtain is to drop at right angles, and divide the house into four parts" and "You will be careful to have hooks and rings to suspend your [curtains] on so they can be let down or raised up at any time, at pleasure."²⁴

Perch-Based Grid. As mentioned earlier, the plot's grid for all campus land and buildings is based on the perch, an old English unit equal to 16.5 feet, though NewVistas' current construction standard resolves this same historic grid into a metric 0.625-meter working module. Key measurements include multiples and fractions of this base unit throughout every building on the campus.

Expanding or reducing any prescribed dimension even just a little would throw off the entire community grid. Strictly following the prescribed grid has prompted NewVistas to develop, for example, thin, unbreakable, liftable glass walls that help keep building elements lighter in weight and less expensive. Thus, the pattern provides the right amount of space for each person, which allows it to be scalable and sustainable for the entire human population.

The 24 Public Buildings

Like the community plot, the plan for the community's 24 public buildings was drawn up on both sides of a large sheet of paper.²⁵ Early on, people wondered why so many identical public buildings would be needed in a community. The plot text states that 24 buildings in two central squares are required to supply adequate space for community functions such as governance offices and courts; social and cultural events, including theater, dance, and banquets; workshops and labs; indoor sports and swimming; and many other uses. Transforming technology allows a building's interior space to be quickly, automatically reconfigured for numerous community uses around the clock. A community's 24 districts each take responsibility for one of the 24 public buildings.

Each public building rises five occupied stories above its ground floor, with two of its floors—the second and fourth—each holding one of the community's four governing courts, seating 480 presidents apiece. The floors above and below the courts hold offices, and the roof holds the building's own utility plant: a fuel cell, water reclamation, waste processing, cooling, and data infrastructure, along with an open deck for recreation. For more details about public buildings, see chapter 6.

Storehouse Block

Around the storehouse block's perimeter, community enterprises use buildings for storing and distributing imports and exports, including food and many other products and commodities. Centrally coordinated storage enables community businesses to manage inventories "according to wisdom," as the plot states, including avoiding overproduction or underproduction—one pooled inventory the whole community draws from, rather than each business holding its own uncoordinated stockroom.

In addition, the center of the storehouse block provides a flat, open area for larger outdoor events such as sporting matches, farmers markets, and concerts. This open area can host a significant percentage of the entire community at once or accommodate smaller groups.

²⁴Plan of the House of the Lord, between 1 and 25 June 1833.

²⁵Plan of the House of the Lord, between 1 and 25 June 1833.

Apartment Blocks

For hundreds of years in Europe and elsewhere, row houses have accommodated multiple households living densely, with walkable access to nearby shops, public squares, and other facilities. A NewVistas campus incorporates this time-tested approach, profoundly modernized with the latest technology. In place of freestanding, grass-surrounded houses in residential-only suburbs, NewVistas features denser, mixed-use communities with apartment buildings that integrate living, work, commerce, and agriculture. The unique configuration, modern technology, interconnected buildings, and enclosed breezeways make living in NewVistas feel like living in "the world's largest mansion." Personal living space transforms to meet many uses, from private bedrooms to workspaces to larger common areas for use by the entire household.

With a NewVistas community's walkable scale, no cars are needed within the community. Food, jobs, shopping, services, education, and recreation are located within walking distance of apartments. When a resident desires to travel beyond the community, he or she uses mass transit or rents a vehicle to fit specific needs. Thus, individuals no longer bear the costs of owning and maintaining vehicles, and the community is free of traffic, pollution, parking lots, asphalt roads, car accidents, gas stations, and other car-related undesirables. NewVistas reclaims this space for gardens, orchards, public squares, and other desirable features.

Suites

The basic building block of a NewVistas apartment is the private suite—compact, fully equipped space for one or two residents, including bedroom space, a bathroom, a kitchenette, and a workstation. Suites join together into larger apartments for couples, families, or roommate groups, while each occupant keeps a suite's private bathroom and workstation as their own. Furniture is not an issue in these suites, since transforming fixtures fold away when not needed, freeing the same floor space for sleeping, working, or gathering at different times of day.

Like a motorhome, each apartment building is equipped to handle its own utilities, including energy, water, and waste, drawing on the building's own rooftop plant—power, water reclamation, and waste processing sized to that one building's residents, not a shared municipal grid.

The NewVistas Vision

To solve human problems sustainably on a worldwide scale, humanity must combine efforts in more efficient, productive ways. The pattern defined by the 1830s documents acts as an amplifying matrix for numerous initiatives of human progress. In the view of NewVistas, solving problems requires a standardized, comprehensive pattern so attractive that participants voluntarily seek it out and commit to follow it. Otherwise, progress is erratic and inconsistent, with innovations building on obsolete legacies, scattering in many different directions, and ultimately failing to become scalable and sustainable.

As stated earlier, the NewVistas system is designed to accommodate all future expected human population growth. With communities co-owning major assets, living sustainably, and practicing enterprise at the optimal scale, all humans can access what they need in life, as opposed to enabling aggressive or privileged individuals to overconsume. NewVistas fosters real community, as opposed to today's growing isolationism driven by selfishness and individualism. Communities that promote social satisfaction and happiness naturally foster families that practice sustainable procreation.

We compare the NewVistas community pattern to the human body pattern. The body's structure and function are determined by DNA that's nearly 100% uniform across our species. We all share the same basic system of bones, organs, and tissues, yet we are all unique in appearance and personality. The 1830s pattern

teaches us that a similarly basic, universal system exists for human communities. As in a human body, this fundamental community pattern places all essential resources and functions in the most efficient proportions and proximities. After all, a human community functions much like a human organism, taking in raw materials, metabolizing them into structures, tissues, and energy, and processing wastes.

NewVistas is not a commune or utopia for small, exclusive groups. It is a practical, large-scale pattern that combines Joseph Smith's community revelations with the latest, most applicable human technology to create scalable, sustainable communities that work better than any other community pattern in human history. The Reverend Dr. Martin Luther King famously told us, "I have a dream." Many have accepted and worked hard to fulfill Dr. King's dream of equality without necessarily approving other parts of his life or teachings, including his religion. Similarly, we invite all to examine with us the recorded community "vision" of Joseph Smith and his partners.²⁶

²⁶According to George Q. Cannon, Joseph Smith taught that the community pattern "will not be for the protection of the Church of Jesus Christ of Latter-day Saints alone, but for the protection of all men, whatever their religious views or opinions may be. Under its rule, no one will be permitted to overstep the proper bounds or to interfere with the rights of others" (*History of the Church* 7:382).