

NewVistas Econosystem

A NewVistas econosystem amplifies free-market opportunities for individual contractors and entrepreneurs and makes productivity, investing, and prosperity maximally attainable by all. Participants invest their surplus in the community-owned capital bank and in return receive a 12% annual dividend. The community banks leverage the invested capital by loaning it out to build the community infrastructure and help participants fund their business stewardships. Each community deploys capital as efficiently and fairly as possible, with checks and balances in place to promote competition, reduce loan defaults, and discourage monopolies, wealth hoarding, and other economic manipulations.

In a NewVistas economic community or “econosystem,” the managing of capital shifts from the individual to the community, which enables much greater efficiency, productivity, and fairness. A NewVistas community is not communalistic; it does not simply redistribute funds from a central pool. Rather, participants invest a minimum of \$20,000 in the community-owned capital bank, and they are incentivized to also invest any surplus funds beyond \$20,000. Participants receive a 12% annual cash dividend paid monthly on all their community investments, to which they retain a timed redeemable deed. By signing housing leases, getting business loans and leases, and paying for goods and services, participants take on responsibility and accountability for everything they acquire through the community.

A community’s banks leverage the participants’ invested capital by loaning it out to build the community infrastructure and help participants grow their individually owned business stewardships. As members of federal banking systems, community banks can leverage the community capital by a factor of 10 or more, using \$20,000 in capital to create \$200,000 in community loans. All participants prosper because rents, interest rates, and other community-managed costs decrease as the economy improves, freeing up more personal time and money.

Rather than perpetuating today’s widespread employment model, a community econosystem amplifies free-market opportunities for individual contractors and entrepreneurs and makes productivity, investing, and prosperity maximally attainable by all participants. To this end, all participants function as sole proprietors or single-member LLCs, with no employees, partnerships, or stock corporations within a NewVistas community econosystem. Within their community, participants invest only in the community-owned capital bank, which provides capital to the commercial bank and venture bank so they can leverage this capital and provide loans for campus construction

and participant businesses. As described in chapter two, 24 participant-staffed community agencies ensure that the community deploys its capital as efficiently and fairly as possible, with checks and balances to promote competition, reduce loan defaults, and discourage monopolies, wealth hoarding, and other economic manipulations.

Community goods and services are provided by participants through their contracts and businesses. A community does not collectively own or operate any businesses within the community, all of which are owned and operated by individual participants. However, the community collectively owns all community capital and all physical and intellectual assets, which it leases to participants, thus promoting individual responsibility, accountability, and productivity. Assets owned by the community include land, housing and commercial space, equipment and fixtures, vehicles, and intellectual property, which the community licenses to different individuals for different fields of use. For greater efficiency, synergy, and security, all businesses use the community's administrative system for payments, contracts, insurance, accounting, and so forth. Individuals live in private apartments, own personal items, and use personal bank accounts. They are attracted to invest their excess funds into the community capital bank because it pays a 12% dividend on any investment by participants.

Like the rest of the NewVistas model, this economic system is based on fundamentals outlined in the community plot¹ and building plan² recorded in 1833 by Frederick G. Williams, as well as additional contemporary documents from the [Joseph Smith Papers](#). Interpreted and expanded in a 21st-century economic context, NewVistas economic communities are designed to be scalable and sustainable worldwide.

Community Capitalism and Individual Stewardship

To appreciate the NewVistas economic system, it's vital to understand two foundational principles: community capitalism³ and individual stewardship.

Most human economic systems have overemphasized either communalism or individualism at too large or too small of a scale. However, an economy can't be sustainable or scalable unless community capitalism and individual stewardship are balanced together



Figure 3-1: Through its banking system, the community leverages participants' combined capital to enable prosperity for the entire community.

¹ Williams, Frederick G. 1833 community plot. <http://www.josephsmithpapers.org/paperSummary/plat-of-the-city-of-zion-circa-early-june-25-june-1833>

² Williams, Frederick G. 1833 multipurpose building plan. <http://www.josephsmithpapers.org/paperSummary/plan-of-the-house-of-the-lord-between-1-and-25-june-1833>

³ "Community capitalism is an approach to capitalism that places a priority on the well-being and sustainability of the entire community, not just the lucky few" (https://en.wikipedia.org/wiki/Community_capitalism).

in the right proportions and at the right scale of 75,000 to 100,000 participants, with a fully integrated community platform to facilitate the economy. The 1830s documents upon which NewVistas is based provide a unique, unprecedented pattern for doing so.

Community Capitalism

Capitalism comes in many forms.⁴ The current U.S. system of individually based capital works well for many high-income individuals. However, individual capitalism allows too much gaming of the system and always eventually polarizes wealth. In America, the middle class is shrinking as more capital is consolidated by those who are already wealthy.⁵ Globally, the trend is even worse. According to Oxfam, “New estimates show that just eight men own the same wealth as the poorest half of the world.”⁶

NewVistas provides an effective, market-driven alternative to individual capitalism. By enabling contractors and small businesses to concentrate their financial and intellectual capital at an effectively sized community level, a community’s banking system leverages the combined capital as a larger, more diverse, maximally efficient portfolio for the benefit of all participants. All participants benefit equally from community capital, based on their actual efforts and investments.⁷ Everyone earns the same premium dividend on their investments. No one gains an exclusive insider advantage by being more connected or fortunate than others.⁸

Instead of individuals acting as solo capitalists, an entire NewVistas community of up to 100,000 participants acts as “the” capitalist. Each NewVistas community invests primarily in the community’s own infrastructure and, as needed, in helping grow the community’s diversified, individually owned small businesses. Each individual focuses on his or her own productivity instead of trying to manipulate the system to make money on inflation, timing, insider knowledge, or the labor of others. The entire community benefits from everyone’s increased productivity. By participating in a NewVistas community, participants become more prosperous than they could on their own.

Another benefit of leveraging capital at the right scale is that more capital stays within a community and enriches it. In today’s economy, insurance companies, banks, venture capitalists, lawyers, accountants, and landlords extract tremendous value out of individuals for their own benefit. This is avoided through the efficiencies and safeguards of community aggregation of capital. By focusing capital at the size of 75,000–100,000 participants, an economic community becomes large enough to manage its own risks and leverage its own assets, so capital stays within the community rather than leaking to outside expenses and investments.

⁴ For a useful overview on capitalism, see <https://www.youtube.com/watch?v=Y0aJe68C-bU>.

⁵ See <http://www.pewsocialtrends.org/2015/12/09/the-american-middle-class-is-losing-ground/> and <http://www.nytimes.com/2016/12/06/business/economy/a-bigger-economic-pie-but-a-smaller-slice-for-half-of-the-us.html>

⁶ Oxfam, “An economy for the 99 percent,” January 15, 2017, <https://www.oxfamamerica.org/explore/research-publications/an-economy-for-the-99-percent/>

⁷ <http://www.josephsmithpapers.org/paper-summary/revelation-26-april-1832-dc-82/2?highlight=equal>

⁸ <http://www.josephsmithpapers.org/paper-summary/revelation-1-march-1832-dc-78/1?highlight=equal#full-transcript>

Individual Stewardship

With leveraging of capital at the community level, what is the role of individuals in NewVistas? The answer is that individual participants are stewards.⁹ The word *stewardship* means “the careful and responsible management of something entrusted to one’s care.”¹⁰ Stewardship doesn’t just mean taking a share of the pot; it means taking personal responsibility for community assets in the form of a lease or business loan. A NewVistas community’s goal is to help all participants multiply their individual-contractor or business stewardships by as much as a hundredfold.¹¹ All participants succeed through their own ingenuity, hard work, and efficient operations.

Coordinated by 5,760 part-time public servants fulfilling highly specific roles (see chapter 2), a community uses the leveraged capital of its participants to acquire and develop land, buildings, intellectual assets, and equipment. The community entrusts management of business resources to individual participants, who act as stewards in the roles of individual contractors and business owners:

- **Individual contractors**—Most NewVistas community participants work as individual contractors, providing services or goods to one or more businesses and/or individuals.¹² Contractors lease their own tools, software, and workstations. They set their own rates, control their own work schedules, and can subcontract work to other individual contractors. Contractors cover all startup business expenses through their personal savings accounts; they are not allowed to do so by cashing in any of their invested community capital or getting loans from the community banks.
- **VistaBiz owners**—Some participants become entrepreneurs, risking at least some of their invested community capital to launch a “VistaBiz,” defined as any business requiring five or more contractors and/or loans from the community’s venture bank (and, if the VistaBiz is far enough along in its growth curve, from the commercial bank as well). One person owns 100% of each VistaBiz, including the business name¹³ in its field of use or territory, business relationships and goodwill,



Figure 3-2: The word *stewardship* means “the careful and responsible management of something entrusted to one’s care.”

⁹ <http://www.josephsmithpapers.org/paper-summary/revelation-9-february-1831-dc-421-72/3?highlight=steward#full-transcript>

¹⁰ <http://www.merriam-webster.com/dictionary/stewardship>

¹¹ <http://www.josephsmithpapers.org/paper-summary/revelation-1-march-1832-dc-78/2?highlight=hundred%20fold#full-transcript>

¹² Per the *Wall Street Journal*, “A mix of technology, economic necessity and adventure is leading more Americans to found companies that plan to stay very small. The number of businesses classified as manufacturers with no employees has been rising steadily since the depths of the recession.” <http://www.wsj.com/articles/big-growth-in-tiny-businesses-1482953786>

¹³ <http://www.josephsmithpapers.org/paper-summary/revelation-23-april-1834-dc-104/13?highlight=name>

inventory, accounts receivable, work in progress, tooling, and fixtures. One steward must run each business, with no business partners, other investors, or absentee ownership.¹⁴ If a successful VistaBiz grows bigger than an individual owner can manage, it splits into two or more separate businesses, each owned by participants who compete or cooperate via contractual agreements.

NewVistas places limits on businesses hiring contractors because, when a VistaBiz gets larger than 50 contractors, additional layers of management and overhead become necessary and the VistaBiz's flexibility and efficiency decrease.¹⁵ An oversized organization can't effectively make operational decisions on a localized basis.¹⁶ Limiting contractors also helps ensure that opportunities for owning businesses are spread throughout a community, rather than monopolized by a few individuals.¹⁷ Larger outside companies can participate in the community by breaking up their operations into several small VistaBizses owned by NewVistas participants or into contracts with one or more VistaBizses.

In addition to participating as individual contractors or as VistaBizses, all individual stewards invest their surplus from operations in the community and receive the premium 12% dividend. At the same time, all participants fulfill additional stewardship responsibilities to the community. They help protect and care for community resources. They assign to the community all intellectual assets created within the scope of their services to VistaBizses. They are encouraged by the high 12% return to reinvest all their surplus funds back into the community, for which they receive a deed that they can later redeem, if desired. They act as mentors to help each other improve. They rotate through responsibilities of community public service (for details on the community organizational structure, see chapter 2).

As part of their community stewardships, NewVistas participants agree to allow the community, in a responsible, confidential manner, to monitor their personal footprint (especially their carbon footprint¹⁸) and release this data to community agencies. If a participant or their dependents go over a certain level of consumption, pollution, or waste, the participant pays an extra fee to the community. The community uses these participant fees to fund the community's environmental sustainability.

¹⁴ While only one participant can own and be fully responsible for each VistaBiz, a business can grant certain contractual rights to other participants as a way of incentivizing them to help the business succeed. For instance, a contractor could agree to provide discounted labor in exchange for a percentage of the business's future revenues. In other words, a business can pay other contractors not only a contracted fee or hourly rate but also an effective percentage of the company's revenues. However, such a contracted right is not an investment or stock ownership, and businesses cannot contract away more than 25% of future revenues. All such agreements are transparent, must be approved by the 24 community agencies, and are administered within the community's block-chained financial system.

¹⁵ See, for example, Gary Hamel, "First, Let's Fire All the Managers," *Harvard Business Review*, December 2011, <https://hbr.org/2011/12/first-lets-fire-all-the-managers> (accessed 5 December 2016).

¹⁶ See, for example, "When is a company too big to manage?" *Financial Times*, <https://www.ft.com/content/87395500-bdd2-11e4-8cf3-00144feab7de>.

¹⁷ See, for example, "Monopoly Power and the Decline of Small Business: The Case for Restoring America's Once Robust Antitrust Policies," The Institute for Local Self-Reliance (ILSR), <https://ilsr.org/wp-content/uploads/downloads/2016/08/MonopolyPower-SmallBusiness.pdf>.

¹⁸ See, for example, "Carbon Footprint Calculator," U.S. Environmental Protection Agency, <https://www3.epa.gov/carbon-footprint-calculator/>.

Joining a NewVistas Ecosystem

A NewVistas participant is defined as any individual who is recruited and approved by a village presidency, agrees to the community bylaws, passes the credit standards of the community banks, and invests \$20,000 in the community's capital bank, for which he or she receives a redeemable deed and 12% annual dividend. In a NewVistas community, every able-bodied, able-minded participant age 12 and up owns and operates a business of some kind, whether as an individual contractor or a VistaBiz. Participants also include children and retired or disabled people, whose \$20,000 investments can be made by family members or other sponsors, as explained below. For a strong economy, at least half of a community's 75,000–100,000 participants need to be active contractors or business owners.

Participants build up net worth in the community by accumulating funds in their community bank account and investing surplus funds into the capital bank in \$10,000 increments. As explained below, all participants pay a 10% welfare tax on the investment dividends they receive, which is used exclusively to help the poor and needy of that community. The community does not tax business income; participants use it to repay business loans and cover their housing, food, recreation, education, health services, and so forth. In the NewVistas system, consumer and personal debts are unproductive and thus not part of the community ecosystem; participants use debit cards and other ways of paying vendors and others directly from their bank accounts, but they don't have mortgages, car loans, student loans, or credit cards. Beyond reasonable needs and wants, people invest their money back into the community, which keeps the economy growing and prospering.

The NewVistas cost of living is low because all household apartments are a standard high-density size and people don't own vehicles or other big-ticket assets, though they can easily rent such things for occasional use. If desired, new participants can transition into the community by leasing living space inside the community while keeping their outside home. However, most participants will eventually be enticed to divest themselves of their outside homes and invest the capital into the community for the 12% dividend. Most participants will learn over time to prefer the community's lower cost of living and the availability within walking distance of all amenities in the "world's largest mansions."

With no traditional employment or wage slavery, NewVistas views all participants as independent business owners, including participants who work solo as individual contractors. Community agencies train participants how to optimize their businesses, find more clients, seek new opportunities, and otherwise flourish. With the low cost of living and the community's financial umbrella, NewVistas participants face fewer barriers to entry and less financial risk than contractors and entrepreneurs do in today's society. NewVistas participants enjoy more flexibility to try different lines of work and diversify their careers without worrying about financial upheaval and losing the traditional benefits large companies commonly use to retain employees.

With a \$20,000 investment required of each community participant, a community of 100,000 participants thus has a \$1 billion capital base. Over time, the most successful communities could leverage their \$1 billion of capital by a hundredfold to \$100 billion.¹⁹

Community Sponsorships

Individuals can raise their initial \$20,000 community investment in several ways, listed below in preferred order. Individuals must first be accepted by the community and agree to its bylaws before they can make their investment and become a participant.

- Ideally, individuals and families invest their own \$20,000 per person (including dependents) to enter the community, with funds from savings, proceeds from the sale of a home, and other personal sources. When an able-bodied child turns 12, he or she starts buying out the \$20,000 investment made by his or her parents, so the child can earn the 12% dividend. This process trains teens to work, save, and invest.
- The next best scenario is for several VistaBizzes that need an individual's part-time contracted services to recruit and sponsor the individual as a community participant, along with his or her family if applicable, by investing \$20,000 per person as a sponsorship loan. The participant repays the sponsorship at a minimum rate of 10% of his or her weekly revenue, and the sponsor receives the 12% community dividend until the loan is repaid in full. If needed, just one VistaBiz can invest the full \$20,000 for an individual, but it is better for participants to work part-time with several VistaBizzes, in case one VistaBiz no longer needs the participant's services.
- If not recruited by a VistaBiz, a prospective participant can take the initiative to market himself or herself to one or more VistaBizzes, in hopes of convincing one or more VistaBizzes to sponsor him or her.
- Prospective participants can ask friends and family members inside or outside the community to loan them \$20,000 for their NewVistas investment and to receive the 12% dividend until the participant repays the sponsorship loan.
- Prospective participants who have exhausted the above options can seek sponsorship through an outside foundation or institution. NewVistas incentivizes outside sponsors by paying them the 12% dividend. However, a community's economy is stronger when the 12% dividends circulate within the community rather than being paid to outside investors, so sponsorships are loans that sponsored participants must repay at a minimum rate of 10% of their weekly revenue, at which point they take over receiving the 12% dividend.²⁰

¹⁹ See, for example, [Matthew 13:8,23](#) in the New Testament.

²⁰ Outside organizations will see sponsorship not only as a solid investment but also as a worthy endeavor, helping needy people enter a green NewVistas community. Such organizations cannot provide sponsorships as gifts, only as loans that participants must pay off. An app will enable individuals and organizations to connect for possible sponsorship, streamline the application process, and facilitate pass-through of community dividends to the sponsor. This system allows outside sponsors to process their sponsorship investments quickly and at high volume. Their main risk is that participants might buy out their sponsorships more quickly than the sponsor desires, so the sponsor has to keep sponsoring new participants in order to achieve the desired profit. Beyond receiving the 12% dividend, outside sponsors do not own any share or have any rights in or claims on a NewVistas community. No more than 30% of a community's total participants can be sponsored by outside investors, and no single investor can sponsor more than 5% of a community's total participants. If these maximums are reached, outside investors can continue to profit from the NewVistas system by sponsoring participants in newer communities where need is greater during the startup stage.

After participants repay their sponsorship loan, they can keep saving 10% of their revenue, investing in the community in \$20,000 increments, and receiving the 12% dividend, which helps them learn the value of investing as they build their net worth. If they want to move beyond being an individual contractor and launch a business that requires startup funds, they use a portion of their own net worth to begin and then, if the business proves viable, get community loans to help expand it. All along the way, the 24 community agencies help guide and train participants on how to maximize their skills, plan and build their businesses, and otherwise flourish in the community ecosytem.

Community Welfare

NewVistas welfare provides a safety net for participants who are experiencing temporary problems or permanently unable to work. A NewVistas community does not tax regular income, but it levies an automatic 10% tax²¹ on dividends paid to its participant investors.²² This tax is used solely to help the community's poor with needs such as rent, food, clothing, healthcare, and business training.

Welfare funds are administered primarily by villages to meet basic needs and also by districts and other community agencies to help participants become productive as a contractor or in a business.²³ Assuming a community's total capital is, for example, \$5 billion and annual dividends are paid out at 12%, the annual tax collected would be \$60 million, an average of \$600 per individual. For comparison, the U.S. spends about \$1 trillion per year on welfare, which averages \$3,000 in tax paid per individual. Thus, NewVistas communities must be more efficient than today's national welfare in taking care of the poor among them.

If a village develops a surplus of charitable funds, they give the excess back to the general community fund. If an entire community builds up excess welfare funds, they can grant the funds to needier communities.

Economic Structure of a NewVistas Community

Each NewVistas economic community is organized as a separate, independent trust with its own banking system. The trust holds the community's combined capital and real property for the benefit of all the community's participants. A community ecosytem is designed to be ultra-productive and ultra-efficient, which enables greater leverage with less risk of defaults and inflation. Each NewVistas community is run by a revolving, unpaid bureaucracy that involves 5,760 part-time community participants, who serve in well-defined, service-oriented positions (as detailed in chapter 2).

²¹ According to the 1830s documents, community participants "shall pay one tenth of all their interest annually" ([Revelation, 8 July 1838–C](#)).

²² Participants pay the welfare tax on their dividends, but outside organizations that sponsor participants do not. In addition, the welfare tax is paid by any community agency that sponsors a participant, by banks on interest earned from loans, and by community companies.

²³ Ideally, NewVistas communities have "no poor among them" ([Old Testament Revision, John Whitmer First Copy](#)).

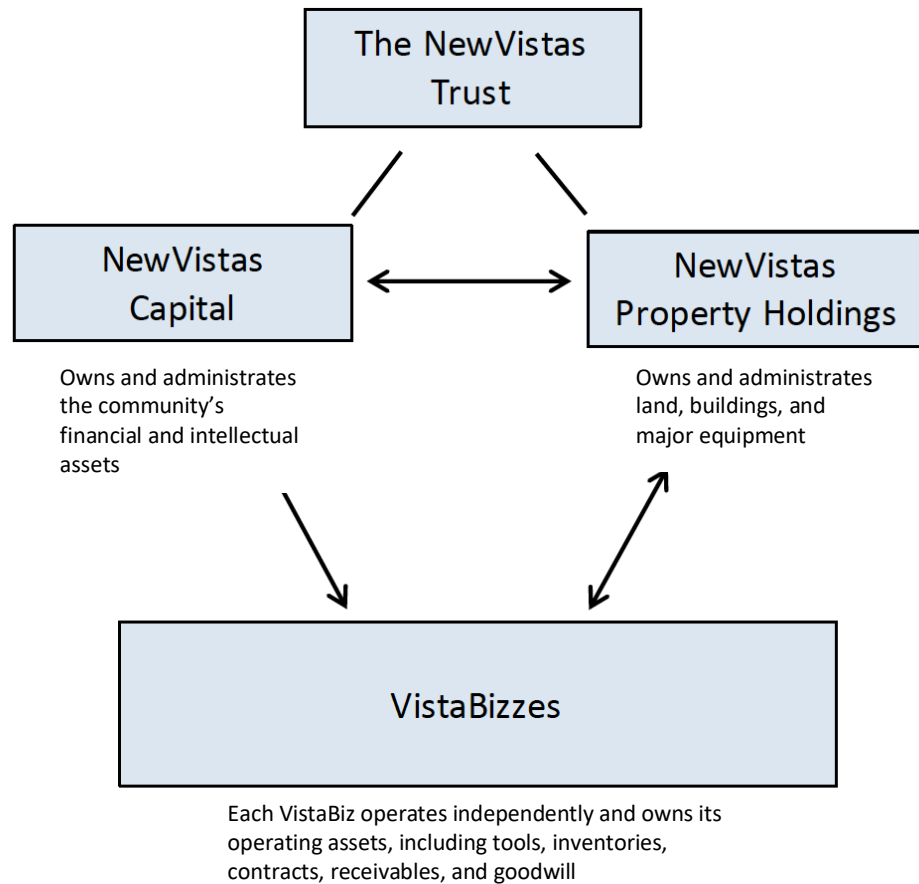


Figure 3-3: The NewVista economic structure includes a trust, two divisions, and thousands of individual VistaBizzes owned and operated by participants.

Led by a volunteer board of trustees selected from among the community's participants and confirmed by majority vote of participants, a NewVistas trust has no owners, so it is under no pressure to pursue profit or liquidate assets. Instead, the trust is dedicated to the interests of the entire economic community, including maximally employing community resources, promoting productivity and sustainability, and making sure the community works efficiently so it can reduce cost of living while also paying the 12% dividend to all participants who have invested in the community.

As shown in figure 3-5, a NewVistas trust operates through two for-profit divisions through which 24 agencies provide services directly to contractors and VistaBizzes. NewVistas Capital oversees the community's combined financial and intellectual assets and helps participants establish their stewardships, with three of its agencies functioning together as the community's banking system. In addition, NewVistas Capital helps participants grow in knowledge, skills, and well-being, thus adding value to their "human capital."²⁴ NewVistas Property Holdings oversees the community's land and infrastructure

²⁴ Human capital is "the collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their employers, or their community" (<http://www.dictionary.com/browse/human-capital>).

and leases housing to individuals and space and equipment to contractors and VistaBizzes. This division also provides administrative services and oversight.

NewVistas Capital:

Financial, Intellectual, and Human Value

Participants aggregate their financial capital by individually investing in the community itself through its banking system. NewVistas Capital manages the community's leveraged capital as a productive portfolio for the benefit of all. All participants purchase a minimum of \$20,000 in limited partnership interests in the community, on which they are paid a 12% annual premium, far above today's average 3–5% annual appreciation on a house, for example.²⁵ If someone decides to leave the community, they can withdraw their investments and dividends on a pre-agreed timetable. If they amass more net worth than required for their needs and wants, they can keep investing their excess in the community and receive the 12% dividend on it.



Figure 3-4: By managing the community's financial and intellectual capital at the scale of 75,000–100,000 participants, NewVistas Capital maximizes the value of assets for the benefit of all participants.

Community Banking System

A NewVistas community banking system consists of three of the NewVistas Capital division's 12 agencies, which work together as the capital bank, the community bank, and the venture bank. Rather than pooling money and dividing it among participants with little accountability on their part, the NewVistas banking system leverages participants' combined capital by a factor of 10 or more, creating new money to build the community campus, lease space and equipment to participants, and make business loans to participants. As discussed earlier, the community pays participants a 12% dividend on capital they invest in the community, which incentivizes additional investment.

Many people think a bank can only loan out what it receives in deposits, but deposits make up only a small percentage of the money a bank loans out. Banks create new money whenever they make a loan, backed up by a central banking system (such as the U.S. Federal Reserve) that "prints" or creates new money for banks to loan out.²⁶ Banks repay this new money to the government bank at a low interest rate, and they charge higher interest on the loans they issue. As part of the modern banking system, a NewVistas community banking system follows this same process, with an additional 21 agencies to

²⁵ <http://www.zillow.com/research/zillow-home-value-appreciation-5235/>. See also, for example, "The Experts: Should You Think of Your House as an Investment?" *Wall Street Journal*, <http://www.wsj.com/articles/SB10001424127887323949904578538012957595402> and "Why Falling Home Prices Could Be a Good Thing," *The New York Times*, <https://www.nytimes.com/2017/02/10/upshot/popping-the-housing-bubbles-in-the-american-mind.html>

²⁶ For more insights on how banks create new money by making loans, see, for example, "[How Banks Create Money](#)."

provide extra safeguards and foster participant success so they can keep current on their payments. By this means, a community bank leverages \$1 billion capital provided by 100,000 community investors into \$10 billion, which enables the community campus to be fully built out even as all participants receive 12% on their investments.

NewVistas community leverage is similar to what already happens in today's economy, but it remains focused at the community level and is equally accessible to all participants. The ecosystem keeps all the right incentives in place for individuals, but the capital is owned and managed by the community as a whole, through its two divisions and 24 agencies. NewVistas community capital increases opportunities and decreases rents and interest rates for the benefit of all participants.

Capital Bank

A community's capital bank receives investments from all participants and pays them a 12% dividend. The capital bank uses these investments solely to capitalize the community bank, venture bank, and additional 21 agencies as needed. All 23 of these agencies pay 15% interest on capital they use, which enables the capital bank to pay the 12% dividend to investors and cover other costs, including services from other agencies such as audits and legal services.

Community Bank

The community bank is where community participants maintain their personal checking and savings accounts. In addition, the community bank gives loans at 4–7% interest to community agencies and mature participant businesses for things like tooling and fixtures, leasehold improvements, work in progress, finished inventory, and accounts receivable. To construct a NewVistas campus, a community's physical-plant agency borrows a 20% down payment from the capital bank at 15% interest, and the community bank leverages this down payment to finance the other 80% via loans to the physical-plant agency.

Venture Bank

The venture bank makes loans to newer participant businesses that are growing but not yet profitable, charging from 8% to 18% interest according to risk. However, the venture bank never funds an initial business startup, which must be funded with the

Leveraging Community Investments

When a NewVistas participant invests \$20,000, the community banks can leverage these funds by a factor of at least 10 to create \$200,000.

Within the community banking system, participants invest in the capital bank, which then provides capital to the community bank and venture bank so they can make loans for community infrastructure and businesses. These two banks pay 15% interest to the capital bank, so receiving \$20,000 in capital costs the community bank or venture bank \$3,000 a year. This is a high rate, but the capitalization allows the bank to borrow from the Federal Reserve at low interest. As of December 2020, banks pay the Fed only 0.05% interest on newly created money. At this rate, the annual interest paid by a bank to the Fed on \$180,000 is only \$90.

Thus, it costs the community bank or venture bank a total of \$3,090 annually to borrow \$200,000, whereas lending out the \$200,000 at, for example, 5% interest yields \$10,000, thus netting the bank a \$6,910 profit. This benefits everyone in the community because, instead of spending profits on big salaries and elaborate buildings, community banks lower the interest rates they charge to agencies and participants, which reduces rents and other costs for all.

individual participant's own capital. If an individual has already invested their personal capital into the community, they can reappropriate some or all of this capital²⁷ to start their own business. If a participant doesn't have enough community investment to launch their business idea, they keep investing and receiving the 12% dividend until their investment grows large enough to finance their business startup. Thus, startup speculations are common, but any losses come from the individual participant's own surplus. Once a business opportunity is further along, the community's venture bank can loan that business the growth capital that is needed.

Intellectual Property

In addition to managing the community's financial capital, NewVistas also administers the community's intellectual assets and property (IP), which are another kind of capital. In today's hyper-competitive economy, businesses waste IP by being secretive, possessive, or disorganized about proprietary processes, products, and inventions.²⁸ When a company discovers or invents something, they usually either bring it to market or lock it in a vault. Very seldom do companies utilize all the value of their IP by employing it in a variety of fields. According to Henry Chesbrough of the University of California, Berkeley, "Besides being expensive, corporate innovation has also historically been insular. This closed approach carries an opportunity cost. Most large companies do not use or license most of their patents, save their 'crown jewels.'"

NewVistas takes a different approach to intellectual property. Each community commonly owns and manages all IP brought into or created within that community. In addition to benefitting the whole community, this approach helps contractors and VistaBizzes leverage and protect IP better than the original creators could do on their own.²⁹ The community digitizes and synergizes IP on the scale of 75,000–100,000 participants, which is small enough to manage well yet large enough for the IP to reach its full potential. The central NewVistas platform allows all the community's contractors and VistaBizzes to search and apply for a field-of-use license to the community's common IP, including patents, copyrights, inventions, code, drawings, systems, processes, and information developed by other contractors and VistaBizzes. Thus, businesses that join the economic community can build value much faster than they could on their own.

The NewVistas approach to intellectual property motivates individual incentive to create while also promoting common ownership. While all IP is held in common, inventors and creators receive an exclusive license from the community to use the IP they (or their contractors) develop within a specific field of interest and build a business around that use. This field of business could be a technology sector, an industry, a customer market, or even a geographical location. In most cases, if the community spins off other businesses based on a creator's IP or licenses the IP for use in other fields of business, the IP creator receives a percentage of the net profits or proceeds generated by that IP.

²⁷ All participants must always maintain at least a \$20,000 investment in the community capital bank.

²⁸ See, for example, David M. Katz, "A Company's Mind is a Terrible Thing to Waste," <http://www2.cfo.com/risk-compliance/2001/07/a-companys-mind-is-a-terrible-thing-to-waste/>

²⁹ For an interesting viewpoint on "The Importance of Intellectual Property Valuation and Protection," visit <https://www.marsh.com/us/insights/research/importance-of-intellectual-property.html>

In addition to administering the community's financial and intellectual capital, enabling existing small businesses to become VistaBizzes, and helping individuals identify their stewardships within the community, NewVistas Capital helps community participants continually develop their human capital.³⁰ Public servants coordinate training, education, arts, recreation, and other opportunities to help individuals grow, prosper, and reach their full potential. For more about the NewVistas approach to lifelong education, see chapter 8.

NewVistas Property Holdings: Infrastructure and Administration

While NewVistas Capital works to enhance the community's financial, intellectual, and human capital, NewVistas Property Holdings purchases or leases all the community's physical capital, including land, infrastructure, buildings, housing, and equipment. Before building a full NewVistas campus, a property division can build standalone NewVistas-patterned buildings or buy or lease existing buildings for the use of contractors and VistaBizzes.

Contractors and VistaBizzes lease or sublease space and equipment from the community at rates that enable NewVistas Property Holdings to profit at a level beneficial for the whole community. The community uses physical assets more efficiently by leasing out space and equipment by the week or hourly instead of requiring longer terms with upfront deposits. This increases efficiency by allowing assets to be rapidly coordinated among many people. Some assets can be used by more than one business in more than one field, which maximizes value. The dynamic NewVistas property system allows contractors and VistaBizzes to quickly, easily increase or decrease the space and equipment they lease.

Two additional roles of the property division are encouraging participant compliance with NewVistas bylaws and providing a communitywide administrative umbrella for contractors and VistaBizzes. Public servants of NewVistas Property Holdings look after the efficiency and profitability of all contractors and VistaBizzes and help participants understand the community's systems and rules. In addition, the property division orchestrates numerous services needed to manage operations and profitability, such as accounting, billing, and payables; legal; information technology (IT); insurance; and quality, health, safety, and environment.



Figure 3-5: In addition to managing the community's physical infrastructure, NewVistas Property Holdings provides administrative services to all businesses and supports their efficiency and profitability.

³⁰ According to Forum for the Future, "Human capital incorporates the health, knowledge, skills, intellectual outputs, motivation, and capacity for relationships of the individual. Human capital is also about joy, passion, empathy, and spirituality." When a society sustainably develops human capital, "Individuals are adept at relationships and social participation, and throughout life they set and achieve high personal standards for their development and learning. There is access to varied and satisfying opportunities for work, personal creativity, and recreation." <https://www.forumforthefuture.org/project/five-capitals/overview>

The community has the responsibility to provide higher-quality services at a lower cost than small businesses typically pay for professional services on their own. In today's world, many small businesses don't get all the professional services they need, but as NewVistas contractors or VistaBizzes they will have affordable access to these services.

Cooperative Platform

As mentioned above, one main responsibility of NewVistas Property Holdings is creating and maintaining the community's common administrative umbrella.

In today's economy, small businesses often find it difficult, time-consuming, and expensive to connect with vendors, customers, contractors, investors, and consultants and to cooperate efficiently with negotiations and transactions. These complex processes typically require the assistance of third-party professionals such as bankers, accountants, employment recruiters, lawyers, and brokers.

The reality is that business owners shouldn't waste their time on managing capital and administering their business. However, some businesspeople tend to fill their time with administration rather than staying focused on the harder work of producing, performing, and selling products and services. NewVistas improves productivity by motivating contractors and VistaBizzes to focus on their individual or business productivity rather than on administration.

For community capitalism and individual stewardship to dovetail at the right scale, stewards within a community must be able to efficiently communicate and cooperate. To operate effectively, NewVistas economic communities need a technologically and bureaucratically optimized platform that enables contractors and VistaBizzes to find out relevant information about each other quickly, easily, and inexpensively and interact with each other, including financial transactions. By naturally encouraging and facilitating business relationships within a focused ecosysystem, an optimized community platform strengthens all participants.

The NewVistas community platform does the following to maximize the community economy's efficiency and success, while maintaining each participant's privacy and autonomy:

- Provide standard communitywide agreements, terms, rules, and business documents, with effective vetting to ensure that new participants qualify to join the community and with reasonable monitoring to ensure ongoing compliance
- Provide a comprehensive, easy-to-search, transparent system in which all owners and contractors centrally publicize their specialties and skills, what they're selling, what they're buying, how much they charge, what their availability is, how others rate and rank them, and so forth



Figure 3-6: PayZoom provides the entire community with a seamless, dynamic platform for transactions, administration, information, and communication.

- Connect everyone to a communitywide accounting and calendaring system that allows negotiations and transactions to be seamlessly automated among all participant contractors and VistaBizzes, including scheduling, timekeeping, and payments, without the need for credit checks, billing, or collections, thus ensuring timely payments and availability of funds
- Enable individuals to easily change clients or move among multiple clients and activities throughout each day and week, allowing more personal variety and flexibility than most people experience in today's world
- Provide communitywide administrative functions and services at the most efficient scale, so all contractors and VistaBizzes receive consistent, professional support for bookkeeping, payroll, and taxes; information technology; legal services; physical and intellectual property management; human resources; logistics and supply chain; quality and safety; cash-flow and financing management; insurance, including health, disability, property, workers' compensation, and liability; and other back-office functions that often distract stewards from their core productivity

NewVistas is currently building a communitywide, networked business-accounting system called PayZoom, which will utilize existing best-practice, cloud-based systems. This smartphone-based platform will facilitate an entire community's overhead functions, including transactions, administration, communication, and guidance provided by community agencies to participant contractors and VistaBizzes. The prescribed size of 75,000–100,000 participants is vital; with fewer, the platform wouldn't achieve enough synergy or economy of scale, and with more, the system wouldn't be manageable. PayZoom will enable a NewVistas community to function as a single large, interconnected, streamlined, flexible entity in which each participant contractor and VistaBiz maintains autonomy.

Advantages for Already-Existing Businesses and Contractors

The NewVistas economic model is primarily about attracting existing businesses into the community and setting them up to grow and spin off additional businesses. Small businesses that are already underway, including solo contractors, gain many advantages when they join a NewVistas community:

- By using the community's networks and communication tools, small businesses can access the entire community as already-vetted clients, customers, consultants, and collaborators.
- Instead of diverting time and attention to less-productive back-office functions like accounting, paying bills, invoicing, property management, and IT support, small businesses allow the community's administrative system handle these functions.
- As part of a larger community group, small businesses can get access to various forms of insurance more cheaply and effectively than they could on their own.

- Instead of leaving excess cash flow in the bank earning low interest, small businesses and individual participants can invest it in the community's investment program, which pays a 12% premium.
- The community helps existing businesses maximize the value of their intellectual property and, when appropriate, increase their success by spinning off additional businesses.
- Instead of owning land and buildings, small businesses lease space and equipment from the community by the week with no deposits required, thus freeing up capital and enabling much greater flexibility to grow, shrink, and move as needed.

VistaBiz Growth and Spinoffs

While community agencies can help individuals determine if their VistaBiz idea is viable and, if so, how to best execute it, some people have gotten the idea that NewVistas will fund any new business if they just come to the community with an idea and a plan. Regarding capital-intensive VistaBizzes, NewVistas says: "Put your plan together, and use your own capital to get it going—including capital you've invested in the community, if the community approves your plan. If your first stage is successful, the community will consider loaning you additional capital to help you keep going."

VistaBizzes are encouraged to grow in revenue and profitability by subcontracting services from other contractors and VistaBizzes and by purchasing parts and materials from other companies inside or outside the community. A VistaBiz can cooperate contractually with up to 50 contractors and other VistaBizzes. Additionally, a VistaBiz can split into two or more businesses, each owned by an individual participant. VistaBiz ownership is structured so ownership can readily transfer among community participants, allowing participants to build their individual net worth and enjoy more career variety and fulfillment.

As mentioned above, if a VistaBiz has already made progress on pursuing an excellent business plan, the community's venture bank can provide loans to help the VistaBiz grow, including helping the company get operating capital for things like raw materials, inventory, and works in progress.³¹ Before a community bank loans to a VistaBiz, its owner must first invest personally, using a substantial portion of his or her net worth. Personal investment helps ensure that the owner believes in the VistaBiz and is fully committed to making it work; if a participant wants to start a VistaBiz but doesn't yet have net worth to invest, he or she should work as a contractor to other VistaBizzes, invest in the community fund, and save enough start-up funds. If an established VistaBiz experiences cash-flow problems, the community can loan money to temporarily cover its bills, subject to oversight by the community's portfolio managers. If a VistaBiz fails, the community reduces losses, minimizes disruption, and maximizes value by efficiently redeploying resources elsewhere among the community's thousands of businesses.

³¹ <http://www.josephsmithpapers.org/paper-summary/revelation-23-april-1834-dc-104/21?highlight=treasurer>

To promote a community's free market and avoid inefficient monopolies,³² the community fosters competition between more than one contractor or VistaBiz in specific areas. Further, the community's administrative services and resources make it easier and less risky to spin off new businesses. For example, consider a successful restaurant. As this VistaBiz approaches growth maturity, an experienced cook contracted by the VistaBiz puts together a compelling business plan for spinning off his or her own restaurant. The community's portfolio managers consider whether the community's restaurant market needs more competition. If the answer is yes, the cook invests a substantial portion of his or her net worth into the startup, and the community agrees to make growth loans when the new business reaches a certain stage.

If a service or industry is needed in a NewVistas community, the community will seek to attract an existing outside company rather than sponsor someone to start a business from scratch. Whenever a community innovates a new idea, the invention will probably arise within an existing VistaBiz and then spin off. For example, in a current VistaBiz called myLIFTER, a contractor is working on a related invention called SmartWinch. At the right time, he can approach the community, risk a substantial portion of his own net worth, and propose that SmartWinch spin off as a separate VistaBiz, potentially aided soon by growth loans from the community. Any participant can qualify to own or spin off a VistaBiz, if the community accepts the business plan and the participant invests a substantial portion of his or her own net worth.

NewVistas for Midsize Businesses

A company with, for example, 1,000 employees is caught in the middle between small and large. It's too big to run efficiently but not big enough to compete effectively in the world of large companies. As they grow, midsize companies must scale themselves by adding costly layers of management and overhead. At some point, many midsize companies realize their growth is stymied unless they sell out to a larger company or go public.

NewVistas gives midsize businesses an opportunity to keep growing dynamically by restructuring into several smaller entities. Rather than employees, work is performed by individual contractors, which allows businesses to pay only for the work they need instead of maintaining a payroll overhead.³³ Upon entering a NewVistas community, a business with 1,000 employees would become 20 individually owned VistaBizzes, each with a maximum of 50 contractors. Previous employees would become individual contractors who can also service additional VistaBizzes and clients outside the community, giving these contractors more career variety, flexibility, and autonomy, including opportunities to maximize the rates they charge and increase their overall productivity.

NewVistas gives midsize companies a way to shed their long-term capital assets. For many businesses, considerable amounts of capital are tied up in assets they've purchased over time, especially buildings and equipment. With NewVistas, a business can sell its assets to the community and then lease space and equipment from the community only as

³² See, for example, "Inefficiencies of Monopolies," Investopedia, <http://www.investopedia.com/exam-guide/cfa-level-1/microeconomics/inefficiencies-monopolies.asp>.

³³ For an employer-centric report on this trend, see "The End of Employees," *Wall Street Journal*, February 2, 2017, <https://www.wsj.com/articles/the-end-of-employees-1486050443>.

needed. Moving to a lease model frees up capital for the business to put toward its growth, with any excess invested back into the community for the 12% dividend.

By restructuring into several leaner, nimbler VistaBizzes, a midsize business can grow faster and better without having to sell out to a larger company. In a NewVistas community, administration is handled as a communitywide system for all VistaBizzes, giving them professionalism and stability without slowing down their innovation and operations. As discussed above, the community helps VistaBizzes split and spin off when appropriate, thus promoting growth and providing opportunities to more individual participants.

The Power of Self-Insuring

At the scale of 75,000–100,000 participants, a NewVistas community is large enough to self-insure for healthcare and other needs³⁴ without becoming bloated and impersonal like national insurance companies. The community passes on its self-insurance savings to all contractors, VistaBizzes, and other participants.

The NewVistas philosophy behind self-insuring at a properly scaled community level is that participants are motivated to help control costs because unnecessary expenses directly affect everyone's bottom line, including the community's ability to pay the 12% dividend. When insurance is provided at too broad a scale, people tend to view the insurance as an entitlement to exploit rather than as a cost to carefully manage. It's not sustainable for every 85-year-old who could use a hip replacement to get one. A community's self-insurance will cover emergencies and urgent needs, but participants will cover most of their own medical costs, for which they can cash in part of their community investments if needed. All participants in a NewVistas community have access to catastrophic insurance coverage.

As part of pioneering the NewVistas model, the first economic community will assume the risk of self-insuring early in its formative process, long before it reaches the full minimum scale of 75,000 participants. For more on the NewVistas approach to healthcare, see chapter 8.

The Economic Power of a Full Physical Community

A NewVistas economic community can boost its credibility and growth by starting to construct NewVistas-patterned buildings at any stage of the community's economic development. Standalone NewVistas buildings are possible because all NewVistas buildings are movable. This means an economic community can initially put an apartment building or multifunction building anywhere and later move it to the correct location inside a full-sized community grid. (For more on NewVistas buildings, see chapters 5 and 6.)

When the first NewVistas economic community reaches over 75,000 participants, it will split into three new economic communities of about 25,000 participants each. This early growth stage is the only time when a NewVistas community can have fewer than 75,000 participants. When these three economic communities each reach 100,000 participants, 25,000 from each community will join to form another economic community,

³⁴ For more about self-insurance, see, for example, <http://www.sjia.org/i4a/pages/index.cfm?pageid=4451>.

allowing each community to maintain the required minimum of 75,000 participants. Going forward, additional communities will form by similar means.

Participants from several economic communities can form a full-sized, physical NewVistas campus of 75,000–100,000 participants. In a full physical community, proximity, walkability, and lower cost of living make the economic system even more powerful, as discussed below.

Funding a Complete Physical Community

NewVistas estimates it will cost about \$10 billion to construct a complete community campus (as shown in figure 3-8) and another \$10 billion to help grow 40,000–50,000 businesses. If each of a community's 100,000 participants invests \$20,000, the community banks can leverage that \$2 billion into loans totaling \$20 billion via the federal banking system. Once the physical community is constructed, the community will charge participants enough rental fees to meet the funding obligations and pay for other costs, including repairs, maintenance, and amortization.

Full community infrastructures will usually come together in phases, not unlike a patchwork quilt. Most communities will gradually acquire land and construct buildings, eventually moving buildings into place in the complete community pattern. A bird's-eye, time-lapse film of a NewVistas community forming might initially show a few buildings popping up here and there across an area of urban or rural sprawl. Over time, these buildings begin to cluster into villages and districts (for more information on these units, see chapter 4). Eventually the grid and blocks of a full NewVistas community would become visible.

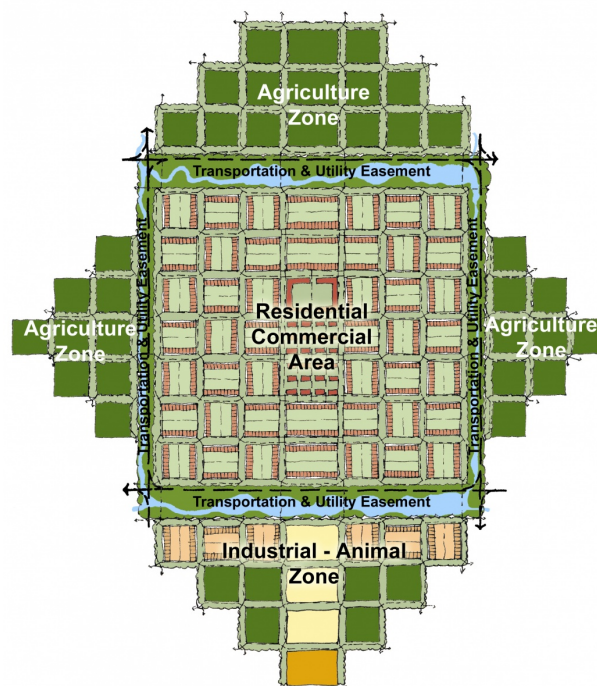


Figure 3-7: A full community infrastructure fills 2.88 square miles with buildings, agriculture, and other community needs.

Synergies at Full Scale

While the NewVistas economic system is effective without a physical campus, the economy becomes turbocharged when placed within its prescribed physical setting. Key sources of this economic power include walkability, job and activity proximity and variety, and low cost of living. In a megalopolis of 50 adjacent physical communities, the economy goes supersonic.

A physical NewVistas community can produce economic value sufficient to support its population.³⁵ More than half of a community's economic activity happens within the community itself, from working to shopping. Many needed and wanted goods and services

³⁵ See Book of Mormon, Helaman 6:7–8.

inside a NewVistas community are made or provided by that community's contractors and VistaBizzes, including food, energy, and education. However, a physical community is not a self-sufficient island isolated from the rest of the world. Communities also import and export goods, license intellectual property to and from outside companies, and provide services to other NewVistas communities and to people and companies outside the NewVistas system.

A full physical NewVistas economy is built primarily on services. In today's economy, many people avoid paying others for personal or household help because it's too expensive. However, from a NewVistas perspective, today's do-it-yourself approach ultimately wastes time and money instead of saving it. People lose time trying to figure out how to repair or upgrade their home, appliances, and vehicles, and they devalue these assets by doing substandard, amateur work. In a full NewVistas community, participants do less of their own cooking, cleaning, laundry, remodeling, and repairs. By paying contractors and VistaBizzes to provide these services, participants enjoy more free time, improve their living standard, protect the quality of their physical assets, and help energize the community economy.

Scalable Cost of Living

One key tenet of the NewVistas system is that it must sustain a prosperous living standard at a cost that's scalable to the entire world. In developed Western society, this means reducing the cost of living to one quarter of today's average cost. In more impoverished parts of the world, it means providing more and better jobs and creating a superior economic system so the standard of living can increase to support the NewVistas approach.

In Western society, housing, transportation, and health costs are three of today's main cost-of-living drivers. Per the U.S. Bureau of Labor Statistics, over half of average U.S. household expenditures go toward housing and transportation. Counting utilities and other housing-related expenses, housing eats up an average 33% of household income, and transportation takes another 17.5%.³⁶ Most households must get loans for homes and automobiles, so these expenses include financing costs.

By standardizing and administering housing at the scale of 75,000–100,000 participants, a community can maximize housing efficiency and minimize costs. In NewVistas, housing is much cheaper because houses are smaller and mass-produced, with no wasted space and more efficient utilities. All participants pay flat lease rates, with no additional mortgage, insurance, tax, repair, or maintenance costs. These short-term leases cover all utilities, including digital services.

Transportation in NewVistas costs less because participants primarily walk or rent small, personal, robotic "mules" to get places. Participants don't continually pay for car loans, fuel, insurance, maintenance, and repairs. When they want to leave the community, they occasionally spend money to use conveyances such as public transportation, bicycles, taxi services featuring self-driving pods, or car rentals. The NewVistas system will eventually include fast, efficient vacuum tubes for continental and even worldwide travel.

³⁶ U.S. Bureau of Labor Statistics, "Consumer Expenditures – 2015," <https://www.bls.gov/news.release/pdf/cesan.pdf>.

Healthcare is another area where a physical NewVistas community reduces cost of living. With increased walking, clean air, and healthy, locally grown food, NewVistas residents generally enjoy better health. The community's excess-footprint fees discourage consumption of sugar, flour, red meat, tobacco, alcohol, and recreational drugs, which not only cost money to consume but also contribute to health and social costs for both the individual and the community. In addition, community businesses make new medical technologies widely available to help people monitor their own health, prevent potential problems, and get earlier, more effective medical intervention when health problems arise. When it comes to accessing health insurance, NewVistas communities decrease expenses by self-insuring and by enabling consumers to shop wisely for medical services. (For more details about the NewVistas approach to healthcare, see chapter 8.)

NewVistas further reduces cost of living by providing access to amenities that, in today's world, cost too much and are unsustainable for people to own individually. For example, all participants have walkable access to community sports and entertainment, so there's less need to spend money on home entertainment. Rather than people owning luxury items like boats and motorhomes that usually sit idle, VistaBizzes rent these luxuries to community members on an occasional basis. With less housing space, most individuals are less inclined to spend money on unnecessary furniture and items to fill the space.

By reducing pressure to pay for expensive necessities and unsustainable luxuries, the community enables participants to enjoy more disposable income. Households avoid personal and consumer debt while increasing their expenditures on goods and services that enhance the quality of life, including healthier food, personal services, entertainment, education, family activities, and cash contributions to charities. Another benefit of lower cost of living is more time flexibility, so people can do more things and avoid the burnout that comes from doing too much of one thing. With less pressure to earn income, individuals can vary their careers or choose to reduce their business or contractor activities, allowing more time for things like arts and volunteering.

Economic Benefits of Walkability

Many experts affirm the benefits of walkability. "Recent studies show that in addition to the physical benefits associated with healthy communities, walkable communities can also provide economic and environmental benefits," reports the Institute for Public Administration. "Safe, walkable environments can provide opportunities for people of all ages and

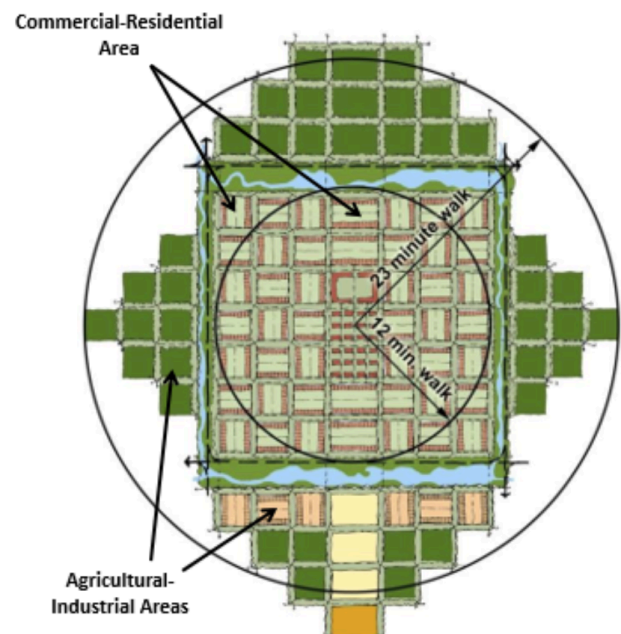


Figure 3-8: NewVistas residents can walk anywhere in the community in a matter of minutes, enjoying the beautiful green campus as they go.

abilities to stay socially connected and engaged.”³⁷ Another scholarly source says, “Walking and walkability provide a variety of benefits, including accessibility, consumer cost savings, public cost savings (reduced external costs), more efficient land use, community livability, improved fitness and public health, economic development, and support for equity objectives.”³⁸

NewVistas takes walkability further than other modern community designs, which invariably overemphasize the automobile. The pattern’s prescribed density makes each physical community 100% walkable, as well as 100% navigable for the disabled. In addition to providing exercise, a walkable system at the right scale of 75,000–100,000 participants saves time, saves money, and opens many economic opportunities for a wide variety of people, including youth, the elderly, and the disabled. One objective of the NewVistas economic system is to provide part-time or full-time contract work for all participants age 12 and up and enable them to keep working in some manner regardless of age or ability, except in rare cases of severe disability.³⁹

Combined with PayZoom, walkability enables flexible work schedules and locations and a bigger variety of part-time work. To allow seamless scheduling, all community activities and space rentals start at the top of the hour and run 45 minutes, allowing 15 minutes for people to walk to their next activity and for spaces to transform to accommodate the next activity. This scheduling pattern applies to work, education, entertainment, and all other activities. If more than 45 minutes are needed, participants can rent additional one-hour blocks of time. However, the NewVistas model encourages participants to accommodate human attention spans and avoid burnout by not scheduling long meetings, classes, and work sessions.⁴⁰

This walkable economic system promotes personal productivity and fulfillment. Combined with lower cost of living, complete walkability makes it possible for participants to enjoy remarkable job flexibility and variety. Many NewVistas participants will work part-time for multiple VistaBizzes rather than full time for just one VistaBiz, which PayZoom makes easy with communitywide scheduling, payroll, and access to community insurance. For parents with children under age 12, childcare is integrated into the walkable community so parents can easily visit and monitor their children between work and activity sessions.

As an example, consider a 14-year-old boy. Instead of being warehoused continuously for hours every day in an institutional school, he can walk to classes, workshops, internships, and apprenticeships at any time all over the community (for more on education, see chapter 8). He can walk to his part-time job at a store or farm. He can walk to activities such as sports, theater, or music lessons. If he wants to run his own small business, he has full access to PayZoom and the community’s administrative services and resources. The boy’s day is extremely flexible, with a much wider range of opportunities

³⁷ “The Benefits of Creating a Walkable Community,” Institute for Public Administration, University of Delaware, <http://www.ipa.udel.edu/healthyDEtoolkit/walkability/benefits.html>. See also “Economic Benefits of a Walkable Community,” Center for Community Economic Development, <http://fyi.uwex.edu/downtowneconomics/files/2012/07/economic-benefits-of-a-walkable-community.pdf>; “Walkability Is Good for You,” CityLab, <http://www.citylab.com/design/2014/12/growing-evidence-shows-walkability-is-good-for-you-and-for-cities/383612/>.

³⁸ “Economic Value of Walkability,” *Transportation Research Record*, <http://trrjournalonline.trb.org/doi/10.3141/1828-01>.

³⁹ <http://www.josephsmithpapers.org/paper-summary/revelation-9-february-1831-dc-421-72/4?highlight=labourer>

⁴⁰ For discussion of these issues, see sources such as <http://meetingking.com/how-long-should-a-meeting-be/> and <http://ideas.time.com/2012/10/02/why-lectures-are-ineffective/>.

than most teenagers get in today's communities. Walking gives him exercise and connects him with people, and no adults must spend time shuttling him around. With a NewVistas community's low cost of living and high economic opportunity, teenage participants can become financially independent earlier in life.

Similarly, imagine a lawyer who, in today's sprawling economy, works all day and often overtime to meet her family's expensive needs and wants. In NewVistas, this participant replaces her commute with pleasant walks of five or ten minutes through a beautiful green campus. With the lower cost of living, she has extra income to invest in the community or do things like travel.⁴¹ Alternatively, she could free up her time by reducing her high-paid lawyering to three hours a day. With transforming technology, she can vary whether she works in her home office or in other offices that she rents by the hour anywhere in the community. At any time during the day or evening, she can easily walk to activities such as basketball or swimming; a concert; a change-of-pace side job working part-time with a farmer, baker, manufacturer, or science lab; lunch or dinner at a deli; a class she's taking or teaching; a group she volunteers with; or a family outing. Walkability gives her freedom to fill her days with variety, exercise, and community interaction.

NewVistas also works for lower-income individuals. Consider, for example, a single mother with three children. With the low cost of living, she can meet her family's basic needs with a part-time contract paying as low as \$15 an hour. Childcare services are closer and cheaper, with more opportunities for mothers or fathers to provide contract childcare services to other participants. In a gated, monitored NewVistas community, the single mother can feel comfortable allowing her older children to play outside and walk to activities without supervision. Once her children turn 12, they start doing part-time work for experience and income. The single mother's lifestyle is improved, and her stress is reduced. NewVistas makes it easier for someone without many skills and resources to enjoy the same basic living standard as someone like the lawyer in the example above.

Fifty Adjacent Communities

NewVistas achieves its most dynamic economy when 50 independent communities are built contiguous with each other, forming a megalopolis of 3.5–5 million participants. While each of the 50 communities remains independent and autonomous, their proximity opens further economic opportunities and synergies. The entire megalopolis can be traveled via personal robotic "mule," and public transportation can run in the easements between communities.

The scale of 50 communities enables large-scale industry, diversified commerce, advanced innovation, and excellence in cultural amenities. Representatives of each

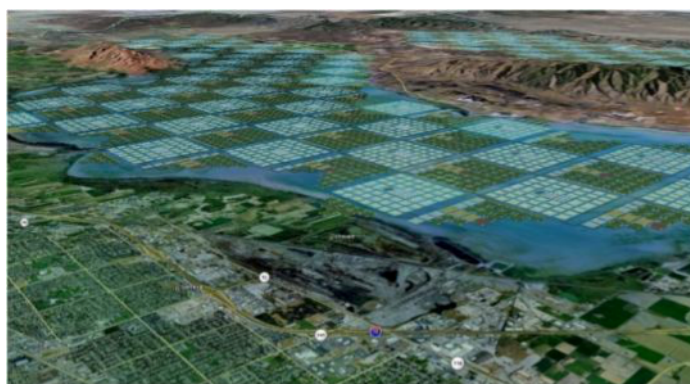


Figure 3-9: NewVistas achieves its most dynamic economy when 50 independent communities are built contiguously.

⁴¹ Luxuries with a high carbon footprint, such as airplane travel, require payment of an extra consumption tax to the community.

community regularly meet in a council of 50 to discuss regional issues, coordinate the activities of their separate communities, and share best practices.

Exiting or Retiring in a NewVistas Ecosystem

While NewVistas follows the basic pattern prescribed by the 1830s plot and accompanying documents, a NewVistas community is all about free markets and competition. With the 12% dividend and other benefits and advantages, the aim of NewVistas is to be better than any other option, so people will want to join and stay in the system. Communities must attract participants and continually entice them to remain in the community, including during their retirement years. This is also true of organizational units within a physical community, including apartment buildings, villages, and districts (for more information on these units, see chapter 2).

Exiting a Community

If participants don't like how things are going, they can vote with their feet by moving elsewhere. In a physical community, instead of being tied to a mortgage or long-term lease, participants rent their housing and commercial space week to week, with no deposit. This makes it easy to move within a NewVistas community, transfer to a different NewVistas community, or exit the NewVistas system. The same principles apply when a NewVistas community is in its economic phase before the physical community is built.

If someone chooses to leave the NewVistas system, terms of leaving will have been negotiated at the outset, so there are no surprises. All participants will have received a deed⁴² for their investments; if an individual is no longer participating in NewVistas, his or her investments and interest are returned to him or her on a previously agreed staggered basis, like certificates of deposit maturing. Exiting participants can take their VistaBiz outside of the NewVistas system, per their loan contract or licensing terms.

Retiring in a Community

Within NewVistas, the ultimate retirement goal is to become an individual benefactor who helps others participate in NewVistas. This gives the concept of retirement more meaning as a time when a participant can use his or her riches to do good in the world and lift others, rather than spending it on material excesses and signifiers of exclusive wealthy status.

The recommended NewVistas retirement age is 72. While a community doesn't pay a retirement pension to participants, retired participants continue to receive the 12% dividend on their community investments. If a retiree desires and has surplus funds beyond their personal needs, they can set up a trust to provide loans to others so they can participate in NewVistas.

If a participant passes away with community investments in place, the deed to these investments can be passed on via a trust or will.

⁴² See "Revelation, 9 February 1831 [D&C 42:1-72]," Joseph Smith Papers, <http://www.josephsmithpapers.org/paper-summary/revelation-9-february-1831-dc-421-72/1?highlight=deed#full-transcript>.

The NewVistas Advantage

The NewVistas community system is designed to be more efficient, productive, and rewarding than any past or present human community system. When capital assets are managed as a community, the assets become much more efficiently accessible to all, as needed. Instead of buildings and equipment sitting idle when the owner doesn't use them, community coordination allows efficient usage and prevents the wasting of money on extra buildings and equipment beyond what the community needs. Participants sign loans or leases for use of any community assets, and they repay loans with interest, which encourages them to be productive.

As individual stewards, children and newcomers to NewVistas learn how to leverage their capital in the community, create a viable business, apply for loans if needed to grow their business, and live up to their agreements with and responsibilities to the community. A community's 24 agencies teach, train, and help all participants. Thus, the market-driven engines of investment and entrepreneurship are integral components for all who grow up in or join a NewVistas community, rather than the province of the privileged as in today's economic system. With capital leveraged at the community level and no traditional employee/employer relationships, NewVistas abolishes wage slavery. Everyone is an individual contractor who can work for or hire other individual contractors.

While NewVistas fulfills altruistic principles, the communities attract participants to join mainly for their own self-interests, including opportunities as contractors or business owners, lower cost of living, healthier living environment, more economic opportunity, and better social interaction. Communities entice participants by employing best practices and paying out high returns. No aggressive selling is used, and everything is transparent, with no surprises for participants after they join. Participants enter into legal agreements and contracts of their own free will, with reasonable termination conditions. Once accepted by a community, participants learn the NewVistas system at their own rate and take initiative for their own progress, with agencies standing by to train and assist as desired.

NewVistas' lower cost of living improves quality of life because participants enjoy more freedom to vary their work schedules and activities and spend more time on unpaid pursuits like art, education, religion, and family. People join because the engineering, math, and science of NewVistas make more sense than any other human system. NewVistas participants don't feel as driven to accumulate wealth, because the community provides fewer opportunities for the rich to set themselves apart. People join because they want to treat others equally and have no poor among them. They want to feel less stress and pressure, and they want to be green and maintain a low carbon footprint. They join for the walkable community lifestyle, the economic opportunity and stability, and the higher rate of return on their investments.