

Yestermorrow

Master Planning - Grounding and Process Report

Dates of Process Planning: 20 November 2010 --- 25 June 2011

Date of Report: 14 July 2011 with additions on 15 October 2011

Regenesis

1219 Luisa Street, Suite 5
Santa Fe, NM 87505
20 Woodland Street
Arlington, MA 02476

Report prepared by:
Bill Reed
Joel Glanzberg
John Boecker

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1. Introduction

The following notes are intended to capture and interpret key concepts generated through working with the Yestermorrow Board, the School community, and the larger Community of Mad River Valley over the course of Regenerative Development and Design classes held at Yestermorrow and the more focused work with the Board from November 2010 through June 2011.

During these classes and meetings, Board Members were introduced to the idea of regenerative development as a distinctive approach to working with the Master Plan as a means for resolving seemingly contradictory issues or forces, and for developing a process to discover new opportunities for Yestermorrow, the Mad River Valley community, and larger field of design/building.

Looking forward: ideas generated through this initial work can serve as a basis for a coherent and holistic school and stakeholder engagement process. The challenge is to articulate, discover, and arrive at common ground. The essence concepts herein are candidate ideas and will evolve as more core thinking develops in the next phase of master planning.

Living Systems Frameworks as a Basis for Thinking Development

Over the last 15 years, Regenesys has been creating or adapting living systems frameworks for the purpose of enabling design and development teams to achieve breakthrough regenerative projects. Such frameworks can be used to serve multiple purposes in a work setting:

- They offer a way of mapping wholeness, allowing the project team to assess and address gaps in its thinking.
- They move intuitive thinking out of the “black box” of personal insight or creative revelation and make it an explicit process that can be shared and understood by all participants.
- They provide a disciplined way to increase the orders of complexity, sophistication, or wholeness that a group is capable of managing.
- They help groups shift out of thinking about things and into thinking about processes—this enables projects to anticipate and respond to emergent or evolving contexts over time.

One of the hallmarks of regenerative thinking is best captured through a distinction, made by philosopher and quantum physicist David Bohm, between *thoughting* and *thinking*. Thoughting, according to Bohm, is the activity of re-stating thoughts that one has had before. Thinking, on the other hand, is the activity of generating new thoughts. The purpose of living systems frameworks is to help people generate new thoughts.

The overall process employed at Yestermorrow during the current master planning stage is based on the “Law of Three” framework, which describes the conditions needed to bring something genuinely new into existence. The rationale for introducing this framework is that if Yestermorrow is to be more than an assemblage of current design/build pedagogical processes, green techniques and technologies, and urban design ideas,, all participants will need to continually deepen their understanding of the following three key forces and how they can be integrated creatively through the ongoing programming and master plan development processes:

- The essence and purpose-based impulse out of which Yestermorrow arose and continues to establish it’s unique role in the field
- The core patterns that uniquely characterize the Mad River Valley as a prime stakeholder linked to Yestermorrow’s essence
- A conceptualization of the core value-adding activities around which the project will be organized.

2. Planning Process

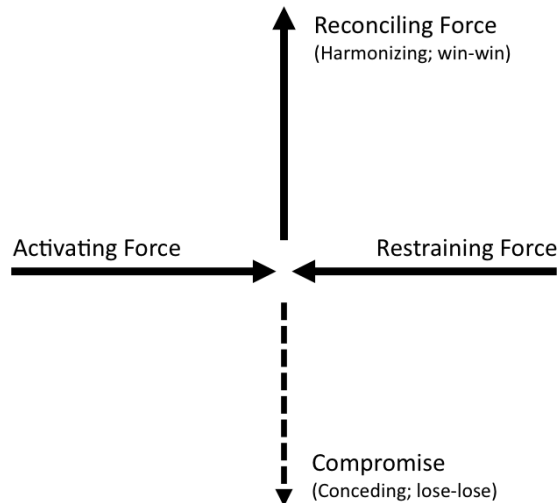
An overview of this Phase of the Master Planning Effort

The overall purpose of this phase of the work is to develop a common understanding of who Yestermorrow is, as well as its potential direction, in order to help order and organize the principles that will guide Board alignment around a master plan design.

A difficulty in any planning and design process is gaining alignment around what defines a successful outcome. When the dynamics of a complex and evolving organism such as Yestermorrow come into play, the opinions and points of view of the many stakeholders often are not easily reconciled, especially when an organization is evolving new offerings and developing a physical plan to realize these offerings. This is why System Frameworks are useful instruments for reconciling complex issues and conflicting opinions.

2.a. “The Law of Three”

As mentioned in Section 1, the law of three serves as a primary basic structure for finding ways to reconcile such seemingly contradictory opinions and to gain alignment around a Master Plan design. Accordingly, all design decision-making can be seen through the framework of the following three forces:



The **ACTIVATING FORCE** comes from the impulse to produce some thing, some thought, or some action.

The **RESTRAINING FORCE** comes from physical realities and the way things function (the way the Mad River Valley works, the nature of the site, past and current cultural and social processes of Yestermorrow and its community). It can come from an impulse to have things a particular way, and it can come from identifying gaps in thinking, or a desire to bring greater understanding to an issue.

The **RECONCILING FORCE** comes from the impulse to increase value or benefit. The process of reconciliation looks at the core issues out of which the activating and restraining issues emerged. By systemically looking at these core issues, new ideas are possible that can embrace and improve the thinking behind the activating and restraining forces – adding value to both in lieu of *compromising* both. Reconciliation has the quality of harmonizing, aligning, or attuning.

To **COMPROMISE** means to modify an existing idea with the acceptance of lower than desirable standards. When compromise occurs, both the activating and restraining forces are downgraded. It results in surrendering or conceding.

The process of reconciling these forces is a source of creativity. By taking the time to truly understand the issues and forces at the core of the activating and restraining forces operating at Yestermorrow and in the Mad River Valley, the master planning process becomes a source of new potential and ideas for Yestermorrow.

We will be treating the Purpose statement as the Activating Force, while the Essence of Yestermorrow and the Valley serve as Restraining Forces (restraints because these basic essence patterns need to be honored as inextricable aspects of Yestermorrow, and its context, as they evolve together).

2.b. ACTIVATING FORCE: The Purpose of Yestermorrow

Yestermorrow is more than a group of buildings and students. It is a dynamic, living system – in actuality, a living being; consisting of many interrelated entities and activities - teachers, students, physical plant, administration, program development, marketing, and so on.

System is the operative term in this work. By definition, a system has to have a *purpose* or it cannot be understood or addressed in any organized manner. Typically we think of a purpose as similar to an *objective*. Because we are engaged with the purpose of Yestermorrow - a living entity – we are necessarily engaged with more than a final arrival point, object, or objective. A purpose, from a living system point of view, addresses the dynamic and continually evolving aspect of systems that are alive. The dimensions of a living purpose can be loosely defined as:

- The transformative function of the organization or activity
- What it is working on, and how it is working, so that it supports the larger field it is influencing (the how and why of our interrelationships)
- The larger field that is influenced by and inspires the transformative work (the deep and driving reasons we are engaged).

The purpose of a system should reflect the interrelationships of all the tasks – the easily seen relationships and those that are not clearly visible and, therefore, not always consciously addressed. If we ignore them we are likely not to achieve long-term success of our effort. The Purpose Statement in the context of this Master Planning effort is the basic touchstone.

The following Purpose Statement is based on work from last summer and winter:

The Yestermorrow Design/Build School's purpose is to learn together, through shared inquiry and hands-on experience, the ways of making human habitat,

In a way that expands our understanding of who we are and how to live in beneficial interrelationship with the earth and each other,

So that we all can thrive in a world with limited resources and unlimited potential

2.c. RESTRAINING FORCE: Essence, Value-Adding Processes, and Guiding Principles

The process of identifying Principles that honor and guide the nature of Yestermorrow and the Mad River Valley consist of identifying the essence of Yestermorrow and the essence of the Place it was born and is linked to – the Mad River Valley.

A principle is a basic truth that directs action; it is an imperative, without which the organization will cease to be who it is and limit its potential to continue to grow in integrity with its essence. The Principles in this Master Planning exercise will be drawn from the Value-adding processes that are, in turn, drawn from the unique Essence and Vocation of this place and business.

These are candidate ideas that may need refining as we deepen our understanding of what is at the core of this Place.

- **Essence**

Everything in the world has an underlying reality, true nature, or distinctiveness – in other words, essence. We know Portland, Maine is different from Burlington, VT, or, the Mad River Valley is different from the Champlain Valley. We know this not only because of geography, population, and climate but something else that is unquantifiable. Just as every person is more than what can be measured, every place has a quality that is difficult to name but can be described.

The essence, or distinctiveness, of a person, an organization, or a community can be articulated in terms of three dimensions that are a set of core organizing patterns that are inherent to and characteristic of a living system.

- Core Process - This has to do with how, at its core, the place really works/functions – how it uniquely transforms energies that flow through it.
- Core Purpose - This has to do with the developmental purpose toward which the collective will of this place and this community always works.
- Core Value – This has to do with the residual/longer-term value that is produced by engaging in a particular core process and toward a particular core purpose. What is the ultimate value that is produced/realized through this? What do people ultimately value in living there?

- **Vocation**

Vocation refers to the distinctive contribution that a living system, given its essence, is called on to make to a larger system. In ecological terms, a vocation represents a niche that, once successfully filled, will contribute to the evolution of higher orders of stability or expression for an ecosystem as a whole. In human terms, a vocation or calling is often experienced as a compelling cause to which a person dedicates his or her life—regardless of the discomforts or sacrifices that may be required—and is thus seen as a source of meaning. Vocation can be singular (as in the case of a tree species, or a human social activist), or it can be collective (as in the case of organizations, cities, or even nations).

Once we understand the essence and vocation of the place and the organization we are working with – it is possible to address the nature of planning required to address the unique issues of place and people.

- **Value-adding processes**

The basic stakeholders in a business are:

- The Customers (students)
- The Co-creators (staff, interns, teachers)
- The Communities within which the business operates and sells
- The Earth's value-adding processes (soil, clean water, clean air)
- The Investors

If any one of these five groups do not receive a continual stream of added value, Yestermorrow will not be viable, or sustainable, for the long run. It is essential to understand the purpose (our functions, the why and how of our interrelationships, and the deep reasons we are engaged) in order to offer the best levels of performance to achieve long-term benefit and effectiveness of the organization.

The Value-adding processes are drawn from the Essence and Vocation of Yestermorrow and the Mad River Valley.

- **Principles based on Value-adding Processes**

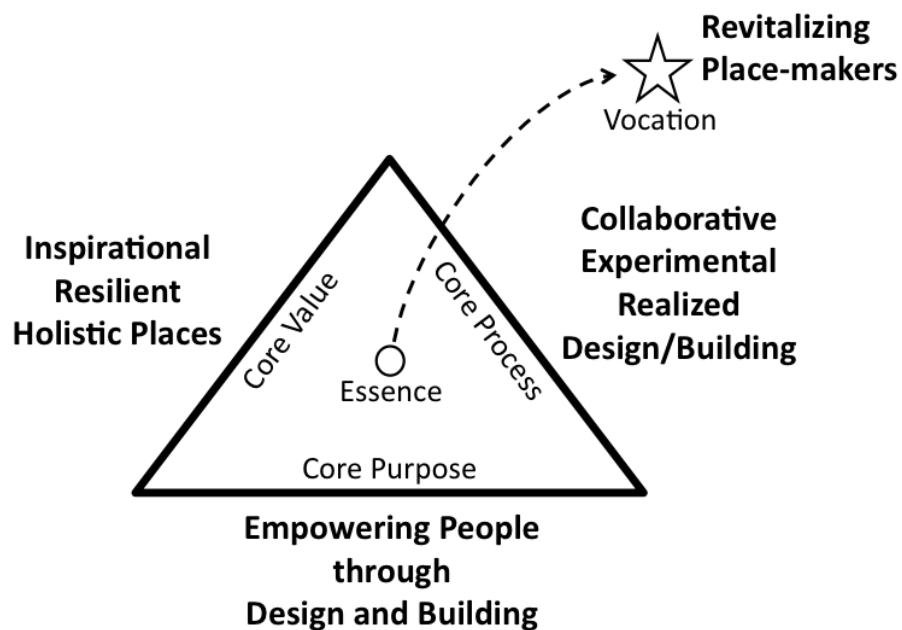
Once agreed upon, the Principles will:

- Support the derivation of the qualitative issues of the master plan program (how to reconcile the various program aspects, e.g., the driveway, the existing building use, parking location, nature of utility infrastructure, etc.)
- Will function as the Restraining Force in relation to the Activating Purpose of Yestermorrow. This will allow for an objective dialogue among the Board to help identify a Reconciling Master Plan design solution.

Essence of Yestermorrow – three aspects that characterize the distinctiveness of Yestermorrow as a unique living entity:

Uniqueness of this Organization:

- Working on an edge
- Freedom with connection
- Linked to this valley – aligned essence
- Diversity of knowledge and study
- Intimate
- Open to mistakes and discovery
- No intimidation of participants in the process of teaching and learning



Core Process: Collaborative Experimental Realized Design/Building

Qualifying Images:

- Design as you build
- Get your hands dirty
- Democratic design
- Exchange of ideas – freedom to explore and make your own discoveries / free thinking
- Exchange and edges
 - New inventions, Extreme activities (Mad River Glen, Mad River)
- Students and Teachers learning together
- Built upon convivial inter-relationships

Core Purpose: Empowering People through Design and Building

Qualifying Images:

- Architecture for the middle class
- Mistakes allowed
- Not playing it safe
- Opportunity to fail (no grades) learn to embrace edges so one learns opportunities and limits

Core Value: Inspirational Resilient Holistic Places

Qualifying Images:

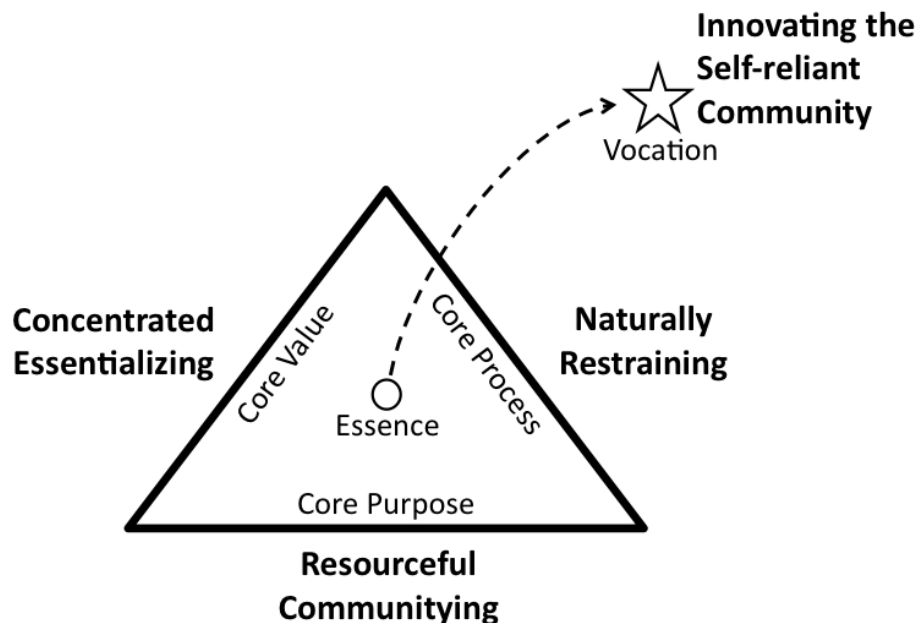
- Concentration of extremes allows incredible freedom
- Empowered by safety of acceptance; facilitating accessibility
- Scale . . . community, intimacy, safe harbor, energized, egalitarian, interacting
- Diverse disciplines integrating as a whole (food, building, design . . .) / community meals=connecting
- Fresh, inspired, fun, experimental, passionate seriousness
- Beautiful environment in “isolated location” at appropriate scale = contemplative
- Participatory collaborative process of exploratory work = minds/spirit/hands-on (not just abstract)
- Approachable confidence / competence-building for developing responsible landscapes and shelter (not threatening, intimidating, perfect)
- Cultivating intentional / meaningful / holistic values-based lifestyle
- Networked group of capable regenerative designers/builders practitioners focused on collaborative/integrative community-building and discovery
- Alternative edge-embracing fearless pioneering community pushing the envelope
- YM is a conduit to the outside world

Vocation: Revitalizing Place-makers

Essence of the Mad River Valley – three aspects that characterize the distinctiveness of the Mad River Valley as a unique living entity:

Uniqueness of this Place:

- Extremes
 - Ruggedness
 - Steep, narrow valley
 - Bedrock near the surface (evidenced by many swimming holes)
- Contained area, concentrated
- Activities generally connected to the landscape
- Amount of moisture
- Surges, waves of activity
- Intense diversity
- Creativity within a small isolated area
- “Community” is necessary: interdependence is necessary



Core Process: Naturally Restraining

Qualifying Images:

- Freedom with Responsibility -
- Having to Answer for Things – ecologically, socially and economically you can't escape or get away from your actions and behavior
- Freedom from Social Artifices/Rules, Can Do Without Being Interrupted – architect colony, Yestermorrow
- Constrained by Natural Forces and Boundaries - the dominant boundaries and forces of the mountains and elements within the concentrated valley

- Pristine Nature of the Valley – not as trashed due to the lack of a railroad.
- Immediacy – (by definition: The quality of bringing one into direct and instant involvement with something) – “you can’t hide”, directly “part of the stream of life”.

Core Purpose: Resourceful Communitying

Qualifying Images:

- Self-Sufficiency/Self-Reliance – individual and cultural goals
- Resourceful Living, Need to Mix-It-Up/Be Creative in Order to Survive – back-to-land folks, architects, old-timers
- One-Community/In-One-Valley Together – bathtub effect
- Need to Rely on One Another – how life responds to the physical remoteness and elemental intensity of the place

Core Value: Concentrated Essentializing

Qualifying Images:

- Compressing – psychologically and geologically
- Contained, Defined - A Super defined-valley
- Clear, Exposed, Polished – water, rock, experientially
- Stripped away, Essential – rock, people
- Extreme, Can’t Hide – water, natural elements, valley configuration,
- Never Static, Constant Movement, little-by-little Metamorphism – water, syrup, craftsmanship

Vocation: Innovating the Self-reliant Community

Qualifying Images:

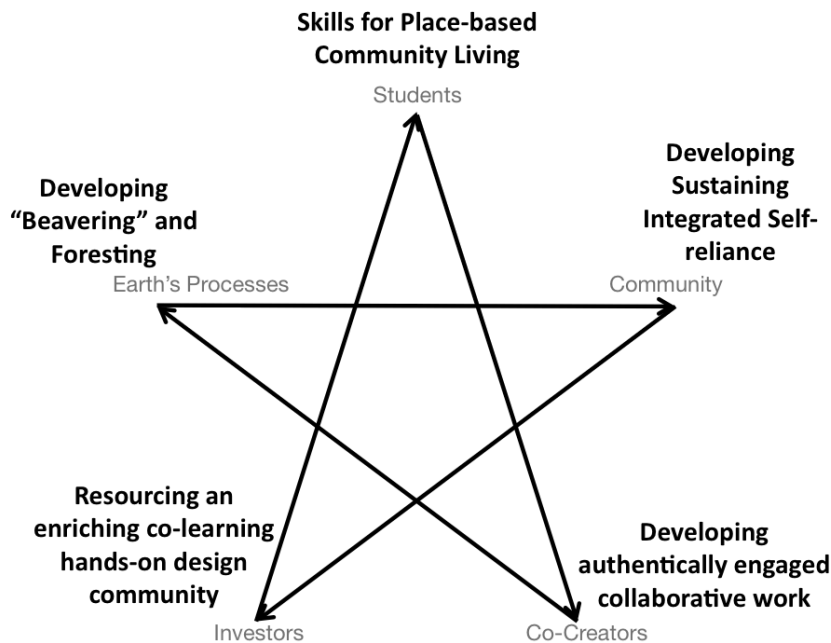
- Self-Sustaining Community
- Creative ways to pool community resources to help support each other
- Localized Crafting
- What happens after the ski slope is gone?

Five Value Adding Processes - what each significant stakeholder needs from Yestermorrow in order to live out what they are trying to do in their work:

For an organization or business to be sustained and evolve over time there are at least five stakeholder groups that need to be served and who serve each other.

The stakeholders in any business (and Yestermorrow in particular) are:

- The Customers (students)
- The Co-creators (staff, interns, teachers)
- The Communities within which the business operates and sells (Mad River Valley, the communities of the Northeast US, the field of Design/Building)
- The Earth's value-adding processes (soil health, clean water, clean air)
- The Investors.



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If any one of these five groups are do not receive a continual stream of added value, the business is not viable, or sustainable, for the long run. Therefore, it is essential to understand the purpose (our functions, our interrelationships, and the deep reasons we are engaged) in order to offer the best levels of performance to achieve long-term benefit and effectiveness of the organization.

*The purpose of a business is to increase the value of the stakes invested with it. A Responsible Business consciously recognizes **all** the stakes that have been invested in it, and works to increase value for **all** the stakeholders. For a Responsible Business, the living entities (like ecosystems and communities) that it affects are not externalities—they are part of the “body of the whole.” A Responsible Business holds a significantly expanded view of what is included within the business.*

*There are so many ways that businesses engage in denying the life and creativity of people—through job descriptions, ideal characteristics for a leader, and procedures for tasks. When management makes decisions—about what work needs doing, how to delegate that work, and how to ensure conformance—it undermines the fundamental decision making capacity of its workforce. When businesses fail to be purpose-oriented—judging performance on the basis of contribution to company profitability or functional efficiency, rather than on improvement in the life of the customer and other stakeholders—they derail the natural human tendency to orient to a better future, shutting down the work of the frontal lobes in the process. Without a meaningful future to aspire to, workers naturally redirect their energies to the best available substitute—daydreaming or finding ways to manipulate the system for their own benefit. From *The Responsible Business*, by Carol Sanford, 2011*

Principles derived from the Value Adding Processes - to hold and guide the planning process:

To Guide Decisions in the Future (in Lieu of Reinventing the Wheel)

These are not intended to be strategies. A principle is a guide for action. A way to validate these principles is to visualize their implications in the development and realization of Yestermorrow’s operations and campus.

The ideas generated from the Principles are to be tested with how value is being added on a continual basis to the five major stakeholders on the pentad points.

Design Principles

1. Plan for evolution
2. Avoid monocultures
3. Reconcile, not compromise
4. The nature of the land, its healthy functioning, its living systems, and physics inform the structuring of human habitat
5. Each building reflects the same principles and processes that support the development of the Master Plan (Holographic – every piece reflects the pattern of the whole)
6. Every aspect of the master plan is serving all of the stakeholders of

Process Principles

1. Ritualize purposeful process and principles
2. Reconcile, not compromise
3. Push decisions to their edge to see new vantage points
4. Start with small experiments – learn from each step of design and implementation
5. Measure and monitor performance – share results and adjust to feedback
6. The Master Plan is a principled gesture – it is to be refined by expert resources, by class work, and instructors in the future
7. Decisions to be made on long term principles not short-term urgency.
8. Everything that is done is part of a central concept and relationships – not tacked on

Concepts / Strategies

1. Beavering: Live and engage in this place as beavers would. Creating opportunities for nutrient exchange at all levels and with all living things.
2. The outside is to be experienced (avoid generic interior corridors as well as the expense)
3. Design for appropriate scale
 - a. Scaled-modules of design to allow a kit-of-parts approach for ease of phasing, budgeting, flexibility, diversity, reuse - at a residential scale, (human scale, modest, “Yestermorrow Scale”, builder scale)
4. Plan for versatility and resilience
5. Develop realms: for automobiles and people; and zones of public, semi-public, and private
6. Phasing: Start the build-out from the “weighted center of the campus (existing building, existing parking, and entrance
7. Create opportunities to integrate student community
8. Design to limit operational expenses

Examples of Master Plan Strategies - based on Principles and Concepts

- (Principles)
 - (Concepts)
1. Move campus uphill
 - (Plan for evolution)
 - (The nature of the land, its healthy functioning, its living systems, and physics inform the structuring of human habitat)

2. Daylight the stream, slowing it down with deep pools, and providing additional streamways to allow site to function as a nutrient net, capturing soils, supplying wetlands with clean water in support of the health of the Mad River.
 - (Plan for evolution)
 - (The nature of the land, its healthy functioning, its living systems, and physics inform the structuring of human habitat)
 - (Beavering: Live and engage in this place as beavers would. Creating opportunities for nutrient exchange at all levels and with all living things)
3. Relatively small modular buildings – to address the flexibility and scale that will permit reasonable financial resources, flexibility in style issues, and education programs
 - (Plan for evolution)
 - (Avoid monocultures)
 - Provides the opportunity so that (Each building reflects the same principles and processes that support the development of the Master Plan)
 - (Plan for versatility and resilience)
4. Layer outdoor spaces from more public to more private
 - (Create opportunities to integrate student community)
 - (Develop realms: for automobiles and people; and zones of public, semi-public, and private)
5. Transparent campus – ability to see through the layering of buildings and public spaces to see campus life, shop activities, and interrelationship of human and natural systems
 - (Every aspect of the master plan is serving all of the stakeholders of Yestermorrow: Students, Co-creators, Earth, Community, Investors)
 - (The outside is to be experienced (avoid generic interior corridors as well as the expense)
 - (Create opportunities to integrate student community)
6. Maximize solar exposure - considering the context of the whole system of life
 - (Each building reflects the same principles and processes that support the development of the Master Plan (Holographic – every piece reflects the pattern of the whole)
 - (Every aspect of the master plan is serving all of the stakeholders of Yestermorrow: Students, Co-creators, Earth, Community, Investors)
7. Parking lot embraces multiple uses and stakeholder engagement potential since we have to have parking lot how we can do it in the healthiest way possible
 - (Avoid monocultures)
 - (Every aspect of the master plan is serving all of the stakeholders of Yestermorrow: Students, Co-creators, Earth, Community, Investors)
 - (Beavering: Live and engage in this place as beavers would. Creating opportunities for nutrient exchange at all levels and with all living things)

- (The outside is to be experienced (avoid generic interior corridors as well as the expense)
 - (Design for appropriate scale)
 - (Plan for versatility and resilience)
8. Open up north south habitat and water corridor by relocating driveway to a more appropriate zone along the key-line (slope and drainage inflection point)
- (The nature of the land, its healthy functioning, its living systems, and physics inform the structuring of human habitat)

More Detailed Strategies derived from Principles (for detail record)

- General Principles:
 - Guide master planning decisions by Principles
 - Make decisions that do not limit evolutionary potential
 - Push decisions to the edge to see new vantage points
 - Reconcile, do not compromise
 - Start small (Permaculture principle: use small and slow solutions)
 - Plan for evolution
 - Plan for versatility and resilience in spaces (long life – loose fit)
 - Adequate storage allows for flexible use of spaces
 - Take the time/effort to Reconcile the Activating and Restraining forces – don't compromise.
 - Develop program ideas in terms of scenario planning – think about the nested systems (students, buildings, site, valley, region) that inform Yestermorrow and YM informs.
- Students: Skills for Place-Based Community Making (Living, Empowering)
 - Everything transparently contributes to education and inspiration
 - Student participation in contributing to the development of the Master Plan, including operations, building, site, and community systems:
 - Issues to address:
 - Scheduling/phasing/time required based on student involvement
 - Structure for implementation – not everyone, but a selected group?
 - Spatial implications
 - Budget and money implications
 - Scale and size of buildings/infrastructure may limit participation?
 - Create learning, mentoring, and administrative structure to direct this participation
 - Create spaces to help develop both community, and self-reflection for, learning activities
 - Create familial context
 - Address noise – moving water can mask noise, noisy workshops closer to road
- Co-Creators: Developing authentically engaged collaborative work (a community)
 - Develop feedback mechanisms and adapt to the feedback
 - Co-creators need to be integrated into the development of the school
 - Develop sufficient facilities that enable exchange – layering of spaces; inviting front office and faculty spaces
 - Become a living model of what is taught; walk the talk
 - Plan for efficient use/layout of spaces to contain ongoing operating costs of staffing.
 - Core Team Development
 - Maintain internal Concept consistency:
 - Out of the Core Team develop a “design committee” to initiate and formulate ongoing processes for development of concepts / strategies for the master plan and its inevitable evolution
 - Architecture, Form, Performance
 - Rating systems are not going to be pursued: YM needs to monitor itself and tell its “Story”
 - No “Hobbit house” styles are acceptable.
 - Hamlet form w/ open space around it – see Jeff S. description
 - Source material as locally as possible
 - Use large overhangs on buildings
 - No gutters and downspouts (unless needed for rainwater catchment)
 - Keep rain away from buildings
 - Parking capacity:
 - Short, long term
 - Provide parking for:
 - 100% of staff and faculty
 - 80% of students
 - 50% of interns

- Incidental event parking – use fields
- Deliveries:
 - Kitchen
 - Wood Shop
 - Service Area
 - Dumpster
 - Linen delivery
 - Handle semi-trucks w/trailers
 - Cushman type vehicles to be used for more distant deliveries
- Keep parking areas small (pockets) surrounded by vegetative swales and plantings
- Planted, structural fire lanes around campus (12')
- Driveway
 - New entrance to the south (a site loop perhaps)
 - Why bring cars into the middle of campus?
 - Reference AOT
 - Contact via Josh Schwartz or Peter Lazorchak (Kinny to follow up)
 - Prioritize pedestrians over vehicular use
 - There was discussion around the pleasant mixing of vehicles if forced to drive slowly on pedestrian oriented surfaces
- Earth's Processes: Developing the processes of "Beaver-ing" and Foresting (delta-ing, meadow-making, capturing permeability, ordering restraints, nutrient exchange, autochthonous,)
 - Make multiple uses of all resources and see everything as a resource (everything is multi-purpose; i.e., water has nutrients, heat, energy)
 - Plan for discovering synergies (between living systems and shelter, infrastructure and tools that we use)
 - Work with and interact with all flows on site
 - Energy
 - Avoid monocultures
 - Demonstrate alternative ideas and technologies at appropriate residential scales
 - Conservation of energy is to be primary focus
 - Human participation in operation is desired (active, experiential, feedback response)
 - Distributed renewable PV and other sources (on and off campus)
 - Roof planes of buildings to be oriented towards solar source (for the most part)
 - Daylighting is critical: Target 90% daylight autonomy (% of time that daylight will provide adequate lighting)
 - There will be no central biomass plant
 - Multiple modalities of heating and cooling systems are possible
 - Use our choices as a learning tool- if we choose not to use a particular technology, explain why
 - Thermal fluctuation is OK: expanded thermal comfort ranges are acceptable.
 - Water:
 - Utilize passive, cascading relationships, natural water systems where possible
 - "Free the water" / "Free the culverts"
 - Restore natural flows
 - Use bioswales to handle storm water run-off
 - Check Paul Stamets for oil treatment funghi
 - Keep parking areas small (pockets) surrounded by vegetative swales and plantings
 - Use (and test first) existing wells (2nd well – need to evaluate pressure relief technology)
 - Public system upgrade required for water supply
 - Design for rainwater collection (future application?)
 - If blackwater treatment is utilized (constructed treatment wetlands) composting toilets are not required for biomass collection – except as demonstration or in isolated structures
 - Research the best system for addressing chemotherapy pollution, heavy metals, antibiotics, etc.
 - Habitat:
 - Support and preserve the wetland
 - Does the pond need some restoration to reduce algal bloom, etc?
 - Consult the forestry plan and maintain it
 - Kate to send
 - Maintain habitat corridors and forest
 - Connect forest to wetland
 - Avoid forest fragmentation
 - Provide adequate riparian buffers
 - Address the Public Pedestrian Path
- Community: Developing Sustaining Integrated Self-reliance (town-gown interaction, mutually nourishing, part of the fabric, inviting)
 - Increase permeability and transparency of campus and operations to the Mad River Valley community (perhaps local representatives on YM's Board?)

- Develop opportunities for financial and educational exchange that are relevant to living in this place
 - become more integrated with the economic and financial viability of the Valley
 - potential community enterprise zone for work and commerce
 - community teachers
 - value the quality of what community members know and produce
 - perhaps engage local farmers to use agricultural land; YM can teach how to “make soil”
- Investors: Resourcing an enriching co-learning hands-on design community (legacy, hope for what human life can be, direction, self-actualization, sustaining over time, healing our relationship with earth)
 - Financial sustainability is a threshold for success, it does not define success; must be sustainable on every level – not a scarcity mentality (generate revenue with community exchange?)
 - YM continues to develop while maintaining integrity and spirit
 - Every decision is made relative to Yestermorrow’s Purpose
 - Hold and steward a coherent vision that develops the whole system (all stakeholders)
 - Wherever possible, resources are reinvested.
 - Master Plan to be developed as a participatory integral process (potentially a design/build process?)

2.d. RECONCILING FORCE: Informing the Master Plan

The Master Plan will reconcile Yestermorrow’s Purpose, Principles, and Site Constraints/Opportunities.

Next Steps - There are four general sets of issues/activities that need to be addressed before the Master Plan design can be manifested and solidified:

- Establish and Clarify a Decision-Making Process
- Develop a Qualitative (and Quantitative) Program
- Identify and Address Site Issues, Questions, and Opportunities
- Clarify Nodes of Leverage, Planning Opportunities, Possible Reconcilers

Suggested Process Arc - an outline for moving forward

- **Establish and Clarify a Decision-Making Process:**
 - Create a Core Team to serve as internal leadership and to manage the project – empowered with decision-making responsibility
 - A managed process is required to address these questions and achieve further alignment
 - Core team should be comprised of approximately 5 people - select members from those present at the 25 June Board workshop
 - Elect a Chairperson to serve as final arbiter
 - Perhaps structure the Core Team to consist of a champion for each of the 5 above stakeholders?
 - To what degree is full buy-in from all stakeholders required?

- **Develop a Qualitative (and Quantitative) Program:**

Before any strategy can be determined and work on the physical Master Plan can proceed, more work needs to be done regarding Yestermorrow’s alignment around Qualitative Program questions (as well as normal quantitative program requirements). Using the above values-based Principles are a powerful way to get us to that point. They need to now be applied to a number of questions.

Examples of qualitative program questions/issues are:

- Determination of building priorities and phasing
 - Implications of student participation in the design and construction;
 - Related curriculum implications from (and influence on) the design;
 - Evaluating worth of existing buildings or how to satisfy seemingly contradictory points of view (e.g., embodied energy vs. habitable space);
 - The core purpose of a driveway;
 - The core purpose of a 'quadrangle';
 - The level of a formal design philosophy to evaluate a successful plan;
 - The level of site and school self-sufficiency (i.e., energy, water, food?);
 - Passive or Active or Hybrid building and infrastructure control;
 - The engagement in the community to realize self-sufficiency and what that means for the master plan;
 - Limits of growth on the campus;
 - Phasing of construction;
 - Is infrastructure built before buildings?;
 - Does a third party design/build this project if collaborative building is the core process?;
 - Acoustics concerns and reconcilers relative to road noise, etc.
 - Air quality concerns and reconcilers
 - Feedback mechanisms required;
 - and so on.
- **Identify and Address Site Issues, Questions, and Opportunities**
 - Site Forces and Considerations*
 - Sun exposure on different areas of site
 - Soil quality – nutrient cycle
 - Surface and ground water flows – water cycle
 - Ground water flows
 - Standing water
 - Flood propensity
 - Creek diverted at one time – implications and opportunities
 - Water running beneath timber frame cabin
 - Road sound
 - Wind direction
 - Key line / forest edges
 - Septic field and potential pollution source
 - Opportunities for constructed wetlands field (no leach field degradation)
 - Restoration possibilities
 - View shed
 - Transparency

- Topography and habitat opportunities and limitations
- Wildlife corridor reestablishment?

Questions and Opportunities

- Flag Area on former agricultural land– soil health and flooding – potential for regeneration? (Soil testing needed)
- Wetland delineation
- Project phasing for Master Plan implementation
- Habitable buildings and seasonal limitations? Hibernation and rebirth each season
- Entitlement process for obtaining municipal/agency approvals
- Incorporation of Master Planning/Building process into curriculum
- Design decision-making process
- Is more coherency desired in the plan or more freedom of expression – a design philosophy question –What is YM’s design philosophy? Will YM live its design philosophy?
- Master plan outcome must be reconciled around principles
- What are the key aspects of the curriculum and teaching philosophy that will want to be manifest in the Master Plan?
- Editing of design strategies and a strategy for how to do so
- Infrastructure is the armature of the Master Plan – natural process infrastructure, water flows, waste, energy sourcing, transportation, fooding – agreement on the nature of these aspects and how far to push towards sustainability is critical to the design.
- Self-sufficient energy? Policies and strategies
- Permaculture / aquaculture / farming components and emphasis?
- Nature of engagement with the community
- Limits of future growth?
- Phasing of Master Plan realization?
- Principle-based program regarding site implications required – not just square footage.

- **Clarify Nodes of Leverage, Planning Opportunities, Possible Reconcilers:**

The following themes and conceptual ideas developed during this phase of the Master Planning process appear to possess particularly viable reconciling capabilities: *Asterisks indicate points generally addressed at the Board Meeting

- General concepts:
 - Building configuration – potentially use the existing pond as a primary organizing amenity (e.g., locate dining hall wing oriented on an east-west axis south of the existing building

with outdoor terraces as dining and multi-purpose prefunction gathering areas to the north overlooking the pond).

- *Site processes that were identified as overarching concepts:
 - Evolving Nutrient Net (similar to the beaver)
 - Intersecting network – diffusion of people/water/land
 - Multiple membranes
 - Containment through permeability
- Yestermorrow has been a pioneer; similarly, as pioneer species are meant to support the emergence of the next level of succession habitat, Yestermorrow is evolving to support a new phase of maturity. The work involved in thinking about the Master Plan must address how to do so without losing the essence of that for which Yestermorrow is valued.
- Water Flows: All participants concluded that waterflows (water cycle) are critical drivers for reconciling Yestermorrow with its site (water as ubiquitous), including the following ideas:
 - *Restore the streambed and reestablish outlets for groundwater flow into a restored streambed through the center of campus – there is a possibility this may relieve some ground water pressure on existing main building.
 - *Water flow reestablishment, soil regeneration (capturing of nutrients), and wildlife reestablishment are real possibilities that could make this site extremely noteworthy and serve as an educational and practical resource to the community, as an example of integrative/regenerative site planning and design, and as on-going and evolving experiential educational opportunities.
- Driveway: Most participants identified the current driveway as uninviting, seemingly too formal with no arrival point or “place”.
 - *It could be made more informal by allowing rainwater management processes and potentially creating a recovered streambed with plantings as integral to its edge . . . and perhaps by making it a secondary entrance (see next point).
 - *A primary (or secondary?) drive might be brought into the site south of the flag area and along the key-line edge (also provides hill-to-flat transition). This improved edge condition and a number of very small parking areas could be developed to accelerate succession planting and water management in the service of the agricultural area (at the current flag field?) and serving a potential community enterprise zone.
 - Accordingly, this “circulation loop” could separate this vehicular access zone, thereby allowing the remainder of the

- campus to become entirely a pedestrian zone (with the exception of “pedestrian-paved” service access as required).
- Parking: It appears clear that it would be best to keep pedestrian and non-service vehicular traffic separated – except for temporary drop-off and enterprise zone.
 - As stated above, small “pocket” parking areas could be developed to accelerate succession planting and water management via bioswales along edge conditions and along a possible driveway to the east of the flag area; breaking up the current tennis court paved area would be beneficial in this regard.
 - *The “Flag Area”: This formerly valuable agricultural land (before topsoil was removed) could possibly be restored to function as a food source once again (with potential for being leased to local farmers), in conjunction with soil regeneration (utilizing the nutrient net and “beavering” concepts described above); accordingly, there is strong potential for creating an onsite food resource for both the community enterprise zone and the school.
 - *Enterprise Zone: Strong potential exists for developing the area between flag area and existing main building (current parking/tennis court area to the south of the existing driveway). This location works well, given that it is topographically lower than the primary focus of the main campus and close to agricultural area, trees, and optimized vehicular access zone.
 - Potential use of tennis courts as a pad for parking and enterprise zone as a “hamlet/village” concept; it is critical to break the mass of parking into smaller pockets interspersed with planting for bioretention.
 - *Existing Building: It currently functions as a blocking “dam” to ground water flow, resulting in moisture and mold issues
 - Has embodied energy value of and could potentially provide a useful building shell, although not oriented well relative to solar access, but might serve certain functions well
 - Serves as an acoustic barrier to some degree
 - A reconciling thought is that this building may best be utilized for shop(s) and storage: the open nature and air exchange requirements will minimize the moisture problems. Some of the upper floor can be removed to allow larger frames and assemblies to be built indoors in the resultant double-height space with adjacent outdoor work areas.

- Building Organization / Configuration: Buildings and outdoor functional spaces would benefit from an organizational structure gradating from public to private zones
 - Pond surrounding area and lower topographic zone: primary educational and public access spaces
 - Middle zone: primarily for school use
 - Forest edge and key-line zone: residential and cabin sized buildings
 - This kind of gradation will facilitate the type of transparency critical to the development of integrative exchanges between the school and the Valley community
 - Quiet reflection areas also should be designated (out-of-the-way from pedestrian flows and noise) for more reflective work and writing. (for example, gazebo area along a boardwalk circumnavigating the pond and/or in the forest edge zone, and perhaps additional tree houses).
- *Curriculum Opportunities: The potential exists for utilizing the master plan and buildings as educational opportunities for co-designing and co-building with students – this will require considerations that will impact phasing and course structure/curriculum.
- *Solar exposure: While important to realizing net zero-energy building design techniques, solar orientation may not be as critical to energy efficiency; energy modeling can test the criticality of this issue. However, garden locations should be preferential, given the limited solar exposure throughout the year.
- *Constructed Treatment Wetland(s) can be located below the existing building and/or in one or two smaller cells around the site (e.g., adjacent to agricultural land).
 - These will avoid the need for back-up leach fields (no solids to clog the field); serve as an example for the Valley and State regarding inexpensive ways to clean up water pollution in the Mad River due to inadequate treatment from standard septic systems.
- More concepts from later meetings:
 - Innovative thought through exploration
 - Set up activity / playfulness
 - Stream(s) to play in and see life
 - Basketball net/court
 - Galleria
 - Develop “Zones of Experimentation”
 - Incubation Zone
 - Sandbox

- Need an intentional master plan design (not necessarily “formal”)
 - Define the nature of the intention
 - Campus experiments (that are kept) could indicate that the campus is an “accretion of successes”
- People want to learn to build stuff
 - To validate ...
 - To renovate their lives
- A pattern of “communitying” is replicated wherever YM locates
- How does YM add value to the Community
 - Shared facilities
 - Building structures around the community (“deposits”)
 - Can engage in local education – courses / curriculum
 - New ways of thinking about agriculture and land and interrelationships of the uniqueness of the land in this place.

Yestermorrow Master Plan Phasing - September 30, 2011

1. Pre-Phase Work (Due Diligence)

- Town and State permitting
- Complete Site Survey
- Preliminary cost estimating by phase
- Kitchen Tune-up to meet code (schedule meals for two seatings in existing Dining Room)
- Design and construct Greenhouse (Establish design process for all future development)

2. Phase One

- Implement Initial Site Regeneration (Quadrants 1 and 2)
 - Terracing, cut and fill, bury electric lines, stream courses and step pools, etc.
 - Treatment Wetlands (modular as needed for each phase)
 - Septic design - planned and permitted but not built
 - Internal driveway from elevation 780’ to 798’ (connection to terrace levels and logging road)
 - Relocate Pine Cabin and Yurt (keep Timberframe, Strawbale, and Slate cabins)
- Southernmost 2-1/2 Modules of Spine and associated components/connections:
 - Semester Office, Facilities Office/Conference (24’ square module/entry pavilion)
 - Semester Workshop (32x48 module) with covered construction area #1 (32x32)

- Semester Studio (32x48 module: upper level with workshop storage below)
 - Lodging
 - Intern Housing (8 interns – northernmost 32x32 module at top terrace)
 - Semester Student Housing (16 students @ two other 32x32 top terrace modules)
 - Material Storage Building (north 32x48 unheated module at parking area)
3. Phase Two
- Extended Spine with two more modules:
 - Carpentry Shop (32x48 module) with covered construction area #2 (32x32)
 - Woodworking Shop (32x48 module) with Drafting Loft at upper level + covered construction area #3
 - Gazebo #1/outdoor classroom (24x24)
 - Gazebo #2 (16x16)
 - Lodging
 - Instructor Housing (6 + 2 student singles @ 2 northern 32x32 modules at middle terrace)
 - Dormitory Student Housing (24 students – 2 southern modules at middle terrace)
 - Bath House for cabins/tent platforms near middle terrace
 - Deconstruct existing Chalet
4. Phase Three
- Implement Continued Site Regeneration (in Quadrants 3 and 4)
 - New Curb-cut and main access road (timing not critical except for construction noise/traffic)
 - Core Building:
 - Administrative Offices (lower 32x72 module) & Storage (lower 24x24 module)
 - Dining and new Kitchen w/ service/storage
 - Design Studio (lower level 32x72 module)
 - Multi-purpose / Lecture with Conference @ partial upper level (32x48 module)
 - Library and Computers (24x24 module upper level)
 - Amphitheater
 - Parking and Vehicle Storage Building (south 32x48 unheated module at parking area)
 - Deconstruction of existing Main Building and transformation into Picnic Pavilion
 - Additional grading for stream flow & transformation of driveway into pedestrian path to bus stop

5. Future Long-Term Program

- Build-out of Design Studio above Kitchen
- Add 3 Housing Modules along logging road (not depicted on Master Plan)

Next Steps

1. Core Team to reflect on the gaps (needs; what's missing) in the current governance process. Develop the role of the Core Team in relation to overall governance. Role of the Core Team is to hold the Core of Yestermorrow so that decisions are made with the Whole represented and with the Whole in mind.

2. Board to consider authorizing the Core Team to:

2.a. . . . hold the developmental work already accomplished and guide YM through the evolving structure and process of using the "principle" and "purpose" framework.

2.b. . . . provide guidance for a Design Advisory Committee (Design Amigos); this Committee is to address the developmental understanding / education process around the Master Plan [This will be necessary if they feel it important that everyone in YM is engaged and/or satisfied with the direction AND/OR if they want to establish a thoughtful process to engage people around the work accomplished to date and related design philosophy issues]

2.c. Design Committee ("Design Amigos") to be established . . . see John Connell's memo in the Appendix of the Executive Summary

3. Work with YM community members to understand the process used, purpose, and principles and how the master plan responded to the need to continually add value to all five stakeholder groups.

4. Proceed with survey

5. Apply for approvals of Master Plan: DRB; Wastewater, DOT

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