

THE DYNAMICS OF THE PLANNING PROCESS
DEFINED BY THE CENTER FOR ENVIRONMENTAL STRUCTURE.

In the original proposal for the plan ~~now~~ to be used in Segev H, it has been made clear that the plan is, in essence a participatory planning process, in which the families who will live and work in the Moshav, will have a major input to all phases of planning, design and construction.

It has been made clear that all physical decisions about layout of common land, and buildings, will be based on certain archetypal "patterns", many of them published in the book "A Pattern Language", interpreted by specific groups of families, and individuals, according to their own special needs.

~~However~~ Although this plan will, as a result, be well rooted in functional needs, and carefully thought out, ~~it~~ the essence of ~~which~~ the plan does not lie in its static aspects, but in its dynamic aspects.

If we examine ~~now~~ the particular features of the plan (~~with~~"patterns"), in their ^{the plans of} static aspect, we shall find them very similar to many of the carefully thought out ~~and~~ settlements now being built. For example: houses in clusters, common land for different ~~the~~ clusters, a central public area, parking separated from the central pedestrian areas, ~~houses with their own gardens~~ each house with a small garden, workshops and light industry partly contained in the moshav, some public services mixed among houses, and so on... This in itself ~~is~~, though ~~now~~ functionally important, is not new.

~~Discussion~~ Participation is also not new. In many projects, it is quite common practice to invite continual discussion between "clients" or "users" and the planners. Specifically, it is a normal part of the process of settlement, that the architects and planners gradually reach agreement about the plans and designs of new moshavim, with the garin ~~xxx~~ members who are to live and work there. In our process, too, there is careful discussion and participation, in which the families are able to affect the plans, and able to make sure that the plans really suit their needs, and their way of life.... This also, though very important, is not new.

In order to understand what is new about the planning and construction process which we intend to undertake in Segev H, it is necessary to see the settlement in its dynamic aspect.

In present day planning, and design, plans and buildings are considered mainly in their static aspect. For example, a master plan, is a completely worked out structure, in which houses, gardens, public buildings, roads, services, parking, are all located in their particular place: and as construction proceeds, in the years following the creation of the plan, the construction essentially fills in the various slots on the designated plan. ~~xxxxxx~~ A static plan of this kind, is also compatible with the very advanced level of technology common today, in which houses are all identical, and stamped, like cookies from a cookie cutter, out of the same mould, dropped into place. The buildings too, like the plans, are seen more in their static aspect, than in their dynamic aspect. A building is considered as an object which can be produced from a set of plans, completely, and all at once.

Compare

~~Contrast~~ this static understanding of a settlement, with the ~~dynamic~~ dynamic nature of a historic settlement: for instance, the old city in Jerusalem. This ~~grows~~ grew much more the way an organism grows, ~~incrementally~~. At each day in its history, certain forces are at work. Some construction is undertaken to deal with these forces. Gradually the settlement changes. At each moment, the exact decision about what to do next, depends on the present state of the settlement, and on its present problems. As a result we have a physical structure which is, at any given moment, the end result of thousands of incremental acts of construction, each one done to heal some wound, or solve some problem, or open some opportunity in the fabric which existed just before. Although this kind of physical structure has an outward appearance which we might regard as "unplanned" or even "disorderly", this is a very naive assessment of its structure. In fact, what appears as ^{outwardly} disorderly, actually represents a much deeper level of order, in which each piece fits into place, is perfectly adapted to its place, fully satisfies the needs of its users, and in which there are almost no "dead spots". Above all, this order reflects the living reality of what is happening in the settlement, its human events, its problems, its growth, its economic order.. In all cases it ~~reflects~~ reflects the ^{empirical} reality of what is happening in the settlement. By contrast the order in a planned community, whose plan is laid out in advance, in the static fashion described above, does not conform to the everyday reality of the community as it really is, but instead to some planners ideal image of what it is going to be. Of course, the planners who make such an ideal image, do their best to see the future correctly, they do their best to plan carefully, and intelligently what is going to happen, and to accommodate what they think is going to happen. But even with very much luck and goodwill, these images of the future are always ~~xxxx~~ extremely inaccurate, compared with the ~~mediant~~ reality which actually develops.

Of course, one can say, even master plans and buildings as they are today, do allow for some change. It is typical, for instance, that the second group of houses built in a Moshav, several years after the first group, may be ~~slightly~~ different from the first ones. It is also typical that the location of roads, paths, gardens, public buildings, will all be modified slightly, during the years following the ~~map~~ preparation of a master plan. And it is also true that many houses are built with the idea that families may add on rooms, or an extra storey, some years after initial construction. However, all these kinds of modifications, useful as they are, are very slight modifications indeed, of the fundamentally static nature of the way plans and buildings are ordinarily conceived today.

The process which we propose to use in Segev H, is not ~~dynamic~~ dynamic in this slight way, which proposes a fixed structure, and then makes certain changes. It is conceived as essentially dynamic. Every act of planning, every act of layout, every act of design, and every act of construction, occurs, exactly when it is needed, in response to real forces which are felt at the time, by the people who live in the moshav.

For example, each house cluster is based on some real group of people, ~~xxx~~(4,6,7 families ~~may~~) who decide to establish a group of houses. This real group of ~~people~~ people lay out a cluster of houses, at the moment when they feel themselves clearly established as a stable group. They ~~then~~ lay it out, in the place which seems most appropriate to the overall life of the moshav, at the time, when they consider it. They do not place it in a location fixed, years ~~in~~ earlier, on a master plan, since that would already be obsolete, and not connected with the living reality of the moshav as it actually functions. Instead they place it, with help from

the families who are already settled, in the place which seems best ~~fr~~ for the community, according to the realities which have developed.

In the same way, the individual houses in that cluster, will be laid out by the particular families who are to live in them. This means that although the houses will all be broadly similar, each one will be adapted to the actual place on the land, the actual conditions of sun, wind, neighbors, sounds, grass, trees, slope, and therefore fits its surroundings in a beautiful and satisfying way. Further, since each family has a slightly different understanding of their life, they will make a slightly different arrangement of bedrooms, porch, kitchen.. and so on, according to their most intimate sense of reality as a family. This does not mean that the houses will be "different" in some wild and egocentric way... indeed, they will all be similar, because of course they are all built in the same general way. But each one will have subtle qualities of layout that tie the family who live there, to the land, to their neighbours, to the overall needs of the cluster, to the even larger overall needs of the moshav.

~~Immediate~~ The resulting order is entirely different in quality from that which is possible by present planning methods. It is not merely "nicer". It is different from a static plan, in the same way that a group of people who have adjusted to one another by glance, gesture, tone of voice, gradually become a unity and are whole, are different from a group of ~~immense~~ wazwork dummies arranged in a group in a display window of a department store. The difference is slight - viewed from a geometric point of view. But one is organic, vibrant, alive.. the other is dead. We believe that the political, and economic and emotional life of a community, its success as a community, is intimately tied with this kind of organic order in the physical environment, where, dynamically, each part has been fitted to the rest, and where the whole is growing constantly.

In the planning process we intend, for Segev H, we conceive the settlement entirely, in the dynamic terms which we have described above, ~~not~~ and we hope to escape entirely, from the static kind of plan and construction. This means that we see planning, design and construction as a constant daily part of the life of the Moshav, not as something which happens ~~at the~~ once at the beginning, and then on one or two other scattered occasions five years apart. We ~~intend~~ intend a process in which ~~people~~ the people of the Moshav are so ~~keenly~~ keenly aware of the dynamic interplay of their lives and the ongoing changing form of the environment, that discussions about what to do next, what to build next year, what to repair next month, which area needs a modification, which buildings need a new room... all these are as much a part of the daily ongoing discussion, as questions of social structure and economics are today in any flourishing moshav.

In present planning and construction arrangements, this ~~would be~~ ~~dynamic~~ ~~process~~ ~~is~~ very difficult, because many concepts, legal arrangements and conventions are arranged in a way that is more congruent with the static approach. It is therefore central to the concept of planning which we intend, that certain very fundamental ~~conditions~~ conditions are accepted, from the beginning, as part of the settlement in Segev H. We shall now enumerate ~~these~~ these conditions.

1. The nature of the master plan itself. ~~Through~~ ~~the~~ ~~plan~~ ~~itself~~ ~~is~~ ~~that~~ ~~the~~ ~~plan~~ ~~is~~ ~~not~~ ~~fixed~~ ~~at~~ ~~the~~ ~~beginning~~ ~~but~~ ~~is~~ ~~subject~~ ~~to~~ ~~change~~ ~~because~~ ~~of~~ ~~unforeseen~~ ~~future~~ ~~conditions~~. ~~Even~~ ~~today~~, a master plan is understood in a flexible sense. That is, items which appear in plan, zones, street locations, etc are all subject to change because of unforeseen future conditions. However, our master plan will have this feature as its dominant characteristic. The initial plan will lay down a few key fixed points: for instance, the location of the approach road; the symbolic "head" of the settlement (a holy place); the location of the first main street.

Then, in relation to these fixed points, certain other items will be ~~shown~~ ^{shown} in "typical" locations which are shown merely for example, not as legally binding: for instance the boundaries of typical house clusters, the locations of possible workshops, ~~location~~ location of sports facilities. All these can be shown only in rough, and tentative locations, because in the event, as the families actually located and build these items, they will build each one according to conditions which then obtain, and are now unpredictable.

Further, although the first section of main street, can be shown ~~x~~ as a fixed point on the plan, ~~it~~ and will accommodate house clusters of some 40 families, future streets, needed as the moshav grows from 40 families to 160 families, can also not be shown as fixed, and can again only be indicated as examples, since the actual location of these extensions will depend on the moshav members perception of natural terrain, best places to walk, on their progressive understanding of microclimate, sound, view, and social structure. This implies also that main services (water and ~~xxxxx~~ sewer lines) cannot be indicated in their full final form, but that the first increment can be located now, with the understanding that future increments will be decided later.

2. ~~xxx~~ Gradual construction.

Even within the first increment of 40 families, in order to create the dynamic conditions described above, construction must be piece by ~~piece~~ piece, and relatively slow. Thus, we expect to build one cluster of houses ~~xxxx~~ at a time, as families get ready, and arrive on the site. As soon as there are some 4-8 families ready, they will proceed to define a cluster for themselves, ~~and~~ lay out their houses, and construction on that group of houses will then begin.

The second cluster will not be built, until its families are ready to define it. This might happen at the same time as the first cluster, it might happen a month or two later, or it might happen several months later. In any case, the construction process for the second group of houses is independent, and linked to the social process by which the second group define themselves... and so on throughout the history of the moshav,

3. ~~Family~~ The layout of houses,
 Within this process, individual families will themselves lay out their own houses (of course, subject to the 64 m² condition). This does not mean, that collectively all the families participate in the layout of a standard house. It means that each family actually lay out their own house, on the site allocated to them, at the time they arrive, and that the building is built directly from the layout they ~~provide~~ provide.
 (The architect is present at all times, and responsible for making sure that the design is not faulty - however, the technique we have evolved over the last ~~ten~~ ten years generally guarantees that families themselves lay out sensible and appropriate buildings, without mistakes.).
4. Definition of ~~lot~~ lot lines.
 Since the land is owned collectively, there are ~~not~~ lot lines in a legal sense, anyway. However, even the informal boundaries between different pieces of private territory, will not appear on the master plan, because they are worked out collectively, by the families, ~~at~~ at the time that each cluster forms.
5. Type of construction.
 Of course, all buildings are built in a very simple way, without frills, and in the same materials. The fact that families may have different plans for their houses, does not mean that they can indulge in egocentric excesses ~~in~~ in the architecture, and indeed, the beauty of

the variety which we envisage, will come precisely from the fact that materials and character are the same, so that ~~xx~~ the variety is subtle and low key. However, in order to permit different buildings to be built, in the same way, without increase of cost, the construction system will ~~xxxx~~ need to be adapted specially to this possibility~~x~~.

6. Building plans.

Since each building is ~~xxxx~~ slightly different, we shall seek permission to separate two aspects of the building plans normally submitted for construction approval. On the one hand, we shall have a set of plans showing construction details. These will be standard, submitted once for the moshav, and approved. There may be modifications in future years, but ~~the~~ ~~changes~~ ^{over time} changes will be minor.

On the other hand, we shall have a building plan for each building, which is extremely rudimentary. We shall develop a technique of submission which allows each building to be represented, in essence, by a simple line drawing, that is consistent with the approved manner of construction, but so simple, that it can be prepared very cheaply, and without creating a huge cost in architectural and engineering services.

7. Construction operations.

In order for the dynamic process to work effectively, it is essential that building be controlled directly by the members of the cooperative, not by some externally administered contracting firm. For this reason, we have encouraged the members of the moshav to start a builders coop, as one of their industries. This builders ~~coop~~ coop, will itself contract for ~~xxx~~ all construction operations in the moshav. Since construction is gradual, and ongoing, they will never need the resources or equipment of a large scale contractor, and will undertake all construction at a rate, and scale, compatible

with their capacities.

8. Financing of construction.

In order to allow the dynamic process to occur, it is necessary, above all, that funds for construction can be approved and released with a minimum of red tape. Under present circumstances, it is usual to approve and release funds in rather large "lumps", because the process ~~is~~ is so time consuming and difficult, and even uncertain, that it can only be undertaken a few times, for relatively large sums.

In the process for Segev H, we shall request a revised version of this process with the following features:

- a. ~~xxxxxx~~ When allocations are made, they are made as now, in relatively large lumps, but with an inflation factor attached, so that those funds left "on the shelf" grow with inflation, and are still good at the time used, even if they are used one or two years down the line.
- b. The funds can be released in a continuous stream, compatible with a low rate of continuous construction, and they can be released with an absolute minimum of red tape.

This ~~single recommendation~~ is perhaps the single most important condition in the entire process, ~~is~~ and is required, absolutely, in order to allow the success of the dynamic process in Segev H.

9. Retention of funds for repair.

As part of the previous condition, but worthy of separate mention, it is necessary to realise that each building must be improved, modified, and can only gradually be brought into an environmentally perfect state.

For this reason, all construction work will follow the general rule that initial construction will only consume some 80% of allocated funds, and that the remaining 20% will be spent in the following years, making changes and improvements that reveal themselves, as life in the

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building progresses and develops maturity.

10. Allocation of communal funds for repair of common land.

In the same spirit, we shall require, of the members of the moshav, that they allocate some part of their ~~income~~ ^{income}, every year, to repair and maintenance of common areas. ~~xxxx~~ Repair and modification, as used here, mean more than repair of broken fixtures. We mean that each piece of common land is under constant scrutiny, and that every year, certain funds are set aside, and used, to make changes, improvements, intensifications, in the common land and common structures, according to the problems revealed during the course of daily use.

11. Growth of the moshav.

Since the process envisaged here is dynamic, it is essential that the settlement really does grow, over time. A stagnant settlement, populated only by the first 30-40 families, and not growing over time, would ~~contradict~~ contradict the ~~whole~~ whole spirit and purpose of the dynamic process.

It is also clear that, unlike a rural moshav, which is essentially isolated, the moshavim in the Segev area, have a mutual responsibility to one another, in order to support common services, and must therefore grow to their proper size, in order for the whole Segev experiment to succeed.

We therefore intend to build in very strong incentives or requirements, which require the ~~xxxxxx~~ moshav to grow at a steady rate of 5-6 families per year (perhaps less in the first two years), ~~xxxxxxx~~ We ~~xxxxxxx~~ propose a process in which we require the ~~moshav~~ moshav to accept this condition (with ^{legally} binding penalties or rewards) as part of their contract with the Jewish Agency.

12. Approval of ~~phases~~ building plans.

~~xxxxxxxxxxxx~~ In order to speed up the process of building approval, and release of funds, ~~xxxxxxxxxxxx~~ ~~xxxx~~ for all incremental projects, we propose that ~~xxxxxxxxxxxx~~ the power of approval be placed, in the hands of a local coordinator (perhaps the Center, or perhaps a joint committee consisting of Center and Northern region personnel). We must ~~xxxxxxx~~ emphasise once again, the need for smoothness and speed in the approval process, since if it becomes cumbersome, the incremental piecemeal nature of the dynamic process, will become too burdensome, and will certainly fail.