

Planning the Future Infrastructure of the City

萬佛聖城建設與規劃展望

A Talk Given by John Scroggs on October 14, 2018 at the City of Ten Thousand Buddhas
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The Facilities Group works to keep the physical infrastructure of the City of Ten Thousand Buddhas (CTTB) functioning. We have been doing this for a long time, with varying degrees of success and failures. For the greater part of the last few decades, we have been more successful at not spending money, than we have been at providing a convenient and comfortable living space for the residents here. Hopefully, this will change as our monastic community and our schools continue to grow. Not only do we try to deal with the daily repair and remodeling issues, we also have two committees that meet on a weekly basis.

I. The Utility Committee

The first group, the Utility Committee, is the more technical group that deals with infrastructure, planning, designs, and implementation. We have ongoing projects that deal with upgrading the waste water treatment, drinking water, all of the energy systems (which includes the electrical and natural gas, solar, as well as our communications, especially the internet.) All of these areas are part of a critical path, that enables the future growth of the City of Ten Thousand Buddhas. This group also coordinates ongoing discussions with regulators, consultants, architects, and engineers about these critical items, and it facilitates their management and budgeting with the City of

聖城基礎設施小組負責確保萬佛聖城的各項基礎設施得以順利運行。我們這個小組從事這項工作已經很久了，一路走來，有成功，有失敗，不一而足。在過去幾十年的大部分時間裡，若說有哪些成功之處，與其說我們給聖城住眾提供一個方便舒適的生活空間，不如說我們更多的是在研究如何不花錢。隨着我們的出家眾以及學校不斷成長，希望這種情況可以改變。我們小組不僅負責日常維修以及建築翻新，而且，我們還成立兩個委員會，每週都召集會議。

一、公共設施委員會

公共設施委員會是一個技術性更強的技術小組，負責基礎設施的規劃、設計和實施。我們正在進行的項目涉及廢水處理升級，飲用水升級，能源升級——即電力、天然氣，及太陽能的升級，以及通訊——主要是互聯網——的改進。

所有這些領域都是促使萬佛城未來前途發展的關鍵部分。就關鍵部分的諸多項目，該小組還協調與監管機構、顧問、建築師、和工程師作持續討論。該小組並促使萬佛城總體規劃設施委員會和法界佛教總會董事會對這些項目加以管理與編列預算。

除此之外，我們還在努力解決與萬佛聖城的前一任地主——加州政府所遇到的長期環境問題。該小組還必須處理許多州和聯邦機構的非常複雜的監管規則，如來自：【聯邦】職業安全衛生署、加州職業安全衛生署、美國國家環

Ten Thousand Buddhas Master Plans Facilities Committee and with the Dharma Realm Buddhist Association Board [of Directors].

Additionally, we are working on the resolution of long-standing environmental issues that we have had with the state of California, the original owner of this property. This group also has to deal with the very complex regulatory rules of many state and federal agencies, 'OSHA,' 'Cal OSHA,' 'EPA,' 'Cal EPA,' 'Fish and Wildlife,' 'County Transportation,' 'Cal Fire,' and so forth. This group also provides some consultation and oversight for ongoing projects being done by others on our campus, such as the Earth Store Hall Project, the WEBI Project, and various school remodeling and expansion projects.

II. Buildings and Grounds Committee (B&G)

The second group, the City of Ten Thousand Buddhas Buildings and Grounds staff, is more like an informal think tank for general planning at the City. We like to do research and planning on issues of concern and respond to requests from other City and DRBA user groups. In the past, for example, we have tackled analysis of the City of Ten Thousand Buddhas transportation conditions. Current problems and solutions are all looked at in the context of developing a long range planning solution. This began many years ago, by asking a lot of questions. For example, questions like:

- What is the City of Ten Thousand Buddhas?
- What are its founding principles?
- What is Venerable Master Hua's vision?
- What are we doing to accord with these Dharma guidelines?
- What are we neglecting to do?
- What parts of this City of Ten Thousand Buddhas campus are historic and deserving of preservation?
- What are the most important areas of the campus and which functions should we have occurring in those spaces?
- How should we manage transportation and parking?
- Can and should farming be promoted? If so, how?
- Should it be a commercial enterprise?
- Should it be done as a similar work, skill and means, type of outreach to the local community?
- How do we deal with orphans and the solitary, the sick and the aging?
- Where should we have more family housing?

境保護局，加州環境保護局、魚類與野生動物管理局、郡縣交通局、加州消防署等等機構的管理法規。相信我遺漏了一些機構的名字。

該小組還為聖城內校區其他人正在進行的工程項目提供諮詢和監督，如地藏殿工程，東區建設（妙覺佛教學院）項目、以及各種學校改造和擴建項目。

二、維修（工程）委員會

我們的第二個委員會（工作小組），就是「萬佛城維修」工作人員，更像是一般城市規劃的非正式智囊團。我們喜歡對大家關注的問題進行研究和規劃，並回應聖城以及法總其他用戶羣的請求。例如，在過去，我們已經對萬佛城交通條件做了分析處理。對於聖城現存的問題以及解決方案，我們都會放在長期發展框架下進行考慮。這在許多年前，我們就已經開始了，先從提出許多相關的一系列問題開始——例如：

- 什麼是萬佛聖城？
- 萬佛聖城的宗旨是什麼？
- 上人的長遠願景是什麼？
- 我們現在做的一切是不是全都遵循法的指導原則？
- 哪些是我們疏忽的？
- 聖城校區內還有哪些地方有歷史紀念價值？哪些地方是值得保留的？
- 我們是否應該保留一個老鎮區？
- 我們是否應該有個中心校區？
- 或是有一個聖城的（市）中心？
- 聖城校區內哪裡是最有價值的建築？我們要那些建築作哪些功用？
- 萬佛聖城校區應該如何組織管理？
- 我們應該如何安排交通和停車？
- 我們應不應該提倡小農耕作？
- 如果可以，怎樣提倡？
- 如果耕作，它是否應該成爲學校的一部分？
- 能將自耕作變成商企業模式嗎？
- 或是將農耕變成是一種外展型的相似耕作

Do we need more housing?

Can we have more water features, more landscape, more walkable pathways, less vehicular traffic?

These questions are all agenda questions we have covered in the past. Our staff is mostly composed of members from each of the fourfold assembly, young and old. Everyone is very busy. Some are able to come most of the time, some are newcomers, and some are short-term participants. We value everyone's help that is able to come. We try to leave a space at the table for strangers.

III. Reflections on Planning the City of Ten Thousand Buddhas

In planning, we allow a little bit in a large diversity of ideas and opinions. In order for it to work we ask everyone to be non-judgmental and have no fear of being judged. Creativity is welcomed, and harmony is important. We try not to step on toes because we recognize that the issues that we deal with are not only ours alone and are shared with other groups here in many other ways. We are advisory only, nevertheless, in our work over the years, we have developed some useful tools and approaches to encourage problem solving and we do like to share. If you have been paying attention, most of you know that we have several fairly important projects ongoing on our campus and they will be on-going for the next year or two. When you have that kind of an increase in activity in a Way-place like this, there is a possibility that momentum can build up resulting in the possibility of even more change. In construction, some things are easier to do if they are done earlier rather than later; some things have to be done earlier rather than later, and in planning, we try to not to put

模式、技能與手段，開放給當地社區？

我們如何照顧聖城內的孤兒、獨居者與老、病之人？

我們如何處理金錢以符合短期和長期的計劃？

我們法總作為非盈利組織的彈性尺度有多大？

我們應該在哪裡興建更多的家庭住房？

聖城中是否應該擁有更多水的造景，更多的園藝景觀，更多的步道且同時更少的車輛交通？……

所有這些問題都是我們過去所涉及討論的議程問題。我們的工作人員主要由四眾弟子成員組合的，無論年輕的，年老的。開會時候，因為每個人都很忙，所以出席率往往不穩定：有些人能夠大部分時間與會；有些人則是新人；有些人只是來短期做工的。我們重視每個人的幫助。開會時我們都試著在桌子一邊為新來者預留空間。

三、未雨綢繆——聖城規劃的點滴反思

在規劃聖城的未來中，我們曾在各種各樣的想法和意見泥淖中打滾。為了開會見成效，我們都要求每個人都不要有【先入為主的】批判心態，同時也不要害怕被人批判。我們歡迎創造力；[同時]和諧也是重要的。我們盡量不要踩別人腳趾——不要冒犯別人，因為我們認識到我們處理的問題不僅僅是我們自己的問題，別的羣組也同樣面臨這些問題。

我們從事的是諮詢工作，但是，在多年來的工作中，我們已經發展出了一些有用的工具和方法來解決問題，我們希望將此分享。如果您一直在關注萬佛城，您們的大多數人都知道我們聖城校區內正在同時進行幾項相當重要的工程，它們將在未來一、兩年內繼續進行。當道場內像這樣的活動逐日增加，那麼未來累積出的慣性可能帶來更多的動能；動能帶來聖城更多的變化。

在建築工程中，事都宜早不宜晚，早做比晚做來得容易。而在規劃中，我們盡量不顛倒順序——不要將馬拉的車子放在馬的前面。在美國的歷史上，過去一些著名建築師之所以能夠成功規劃一個都市的未來，都是因為他們在實際城市發展勢頭開始加速之前先注入他們想要的元素；從而成功地影響了城市的發展。

其中一個例子就是由建築師朗芳（Pierre Charles L'Enfant; 8/2/1754 – 6/14/ 1825）。他為我們的首都華盛頓特區城市規劃作了周詳的思考和精湛的佈局。我喜歡的另一個例子是紐約市，其設計師奧姆斯特德（Frederick Law Olmsted; 8/26/1822-8/28/1903）和沃克斯（Calvert Vaux; 12/20/1824 – 11/19/ 1895）。

the cart before the horse. Some of the most famous architects in this country in the past have been able to affect the development of their cities successfully by completing major elements before the actual city development momentum began to accelerate.

One example of this is the thoughtful care and the masterful layout that was done in Washington D.C., our capital city, by Pierre L'Enfant (August 2, 1754 – June 14, 1825). The other example that I like is Central Park in New York City designed by Olmsted and Vaux (Frederick Law Olmsted; April 26, 1822 – August 28, 1903; Calvert Vaux; December 20, 1824 – November 19, 1895). If this park had not been put in place before New York City was really developed, they never would have been able to do it. They had to do this in the beginning before things got totally crazy.

Adding a green space in the middle of the city with no traffic, with all the traffic routed around or underneath it, has an amazing impact on the environment and on the quality of life in a large city. Chicago is another city that this architect Olmsted was able to affect. He put in a very thoughtful, masterful canal system prior to the 1933 Chicago World Fair which was left in place after the fair was over and had a great effect in how the city of Chicago was developed.

As a general rule, as the population becomes more dense, and as the functions within the city become more complex and diverse, everything becomes more difficult and expensive to build. A lot of things that we might have wanted to do, might not ever end up getting done. So we want to at least try to get some things done ahead of time, in the near future at CTTB, before things start to pick up steam. At the very least, we are trying to ensure that the potential for important changes and growth is kept open. Over the years, we have been trying to do these with outside consultants and contractors, and have never had a great deal of success. At this point, I personally do not see any other way to do these works well except by doing them ourselves and continuing to do these works in concert with all of the other user groups of CTTB who are involved. Most of work that is being done by these two committees previously mentioned is not being done at the weekly meetings, but by individual members throughout the week. And there is a lot of work to be done. We are open to help if anyone would like to become involved. We need skilled people who are able to help with graphic design, public relations, etc. Let us know if you want to help. ❀

他們設計了中央公園。如果在紐約市真正開發之前，這座公園設計還沒有到位，那麼就永遠無法出現一座紐約中央公園。在事情變得「瘋狂」之前，他們必須在一開始就著手去做。在城市中心增加一片綠色空間，不允許交通通過——所有交通都須繞道，或是從地下車道通過。這樣的佈局對大城市的生活質量環境產生了驚人的影響。

芝加哥是另一個城市奧姆斯特德建築師能夠影響到的。在1933年芝加哥舉辦世界博覽會之前，他就已經神來一筆的設計好城市運河系統；博覽會一結束，運河系統就原封不動的留下來給後世子孫們，這個對芝加哥市的發展方式產生了很大的影響。

一個通則是，隨著萬佛聖城的人口變得越來越密集，隨著聖城內的功能更加複雜和多樣化，做任何一件事都變得困難重重，費用飆漲。因此許多事情，我們原本希望能完成的，結果「一事無成」。因此，若要為聖城的近期未來真正未雨綢繆地做點事，我們就希望在聖城沒有「萬舸爭流」前把一些事情弄妥，把任務完成。至少我們希望聖城未來的重大變革與成長的潛力是保持開放的。為了完成這些任務，多年來，我們一直在努力試著與外部團體保持合作，卻從未取得過大的成功。所以在此，個人看到的除了擡起袖子自己幹——自己與聖城的其他相關的用戶群通力合作來繼續這些工作，目前是「別無他途」。我們這兩個委員會正在進行的大部分工作，不是在每週會議上完成，而是由整個一周的個別成員去完成。

我們還有很多工作要做。如果任何人願意參與，我們都是開放歡迎的。我們確實需要各方面的人才，如平面設計員，處理公共關係人員。如果您想提供幫助，請告訴我們。❀