



Sweet Home Oregon



Community Strategic Plan

2014

SWEET HOME'S COMMUNITY STRATEGIC PLAN

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2013 Community Vision

Sweet Home is a community
where we live in harmony
with the surrounding environment
supporting a clean,
safe, and economically viable
small town lifestyle
for the benefit of
present and future generations.

2013 Community Goal Summary

The Goals are not in prioritized order.

- Goal I: Sweet Home is a community where well-being is based on a culture of social inclusivity.
- Goal II: Sweet Home provides the skills and experiences for children to have a viable future in our town economically and socially so they will stay or return because of their childhood memories that they want to share with their children.
- Goal III: Sweet Home protects and cares for its open space and natural environment as the foundation of its sustainable small town atmosphere and livability.
- Goal IV: Sweet Home is a community that supports sustainable businesses that provide diverse employment for residents of all skill levels.
- Goal V: Sweet Home makes decisions that maintain a population and urban growth boundary compatible with a sustainably built environment that protects the beauty and function of the natural environment.

Introduction

In the spring of 2013, the City was awarded an Oregon Watershed Enhancement Board grant for the preparation of a Master Plan for Hobart Natural Area. Sweet Home asked Chris Maser to conduct a public process to engage the community in creating a new Vision for the City's Strategic Plan with a focus on the Hobart Park and other City Parks.

The Planning Process

This planning process was initiated in April of 2013 with a series of community workshops. Information was distributed to identified stakeholders prior to the meetings to gain input on what the community values about Sweet Home. At the outset, the first workshop focused on deepening the participants' understanding of the Laws of Thermodynamics and Biophysical Principles that apply to all social decisions making. Working with these principals in mind, the participants reviewed the community values that had been identified from worksheets previously filled out by potential participants.

Creating the Vision for the community was the second focus of the first meeting. The aim was to create a Community Vision that could be expressed in no more than two succinct sentences. After much group discussion and several drafts, a consensus was reached: the Community Vision was crafted into one sentence. The second 2013 workshop focused on the Goals that incorporated the previously identified community values into general goal statements. The Vision was considered as the touchstone for the crafting of all Goal statements. The group continually asked itself, "How would a proposed Goal enhance or detract from the Vision?" The third workshop focused on the Objectives that were needed to meet the Goals developed earlier.

After the community meetings, all participants were invited to work together as a steering committee to move the Strategic Plan out into the community. In order to have the Plan be reflective of the community, it was agreed that individuals would attend various meetings in the community to present the work done to date on the Strategic Plan. The input from these groups focused on developing Objectives that would be included in the Plan, thus making the Plan an effective tool showing community support of these groups work.

On November 20, 2013, a community meeting was held focusing on presentation of the completed draft of the Sweet Home Community Strategic Plan - 2014. Notices of this meeting were included in all City water bills and specific invitations sent to all groups who had been identified as possibly having interest in the Strategic Plan and those who had hosted presentations of the Plan. This meeting November 20th, facilitated by Chris Maser, provided an opportunity for the community to review the Vision, Goals, and Objectives and to add new Objectives for inclusion in the Plan. (As this draft is being completed prior to the

November 20th meeting, additional information may be included in the final Strategic Plan.)
The completed Plan will be presented at a community meeting to be held in early 2014.

Understanding a Vision

The following working definitions of "Vision," "Goal," and "Objective" have been adapted from one of Chris Maser's books entitled *Decision Making for a Sustainable Environment, A Systemic Approach*, 2013.

Vision: A community vision is a statement that describes what our community is striving for in the future. A shared vision addresses what is wanted and why it is wanted.

Goal: A goal is a statement that clarifies the vision by setting a general direction for future actions. A goal remains viable until it is achieved, there is no longer a need for the goal, or the direction has changed.

Objective: An Objective:

1. Starts with an action verb.
2. Specifies a single outcome or result to be accomplished.
3. Specifies a date to be completed.
4. Is framed in the positive.
5. Is specific and quantifiable and can be evaluated.
6. Specifies what, where, and when – avoids why and how.
7. Is product oriented.

Community Profile

Overview

Sweet Home is known as the "Gateway to the Santiam Playground." The community is located in the foothills of the Cascade Mountain Range on the eastern edge of the Willamette Valley. The mild weather and central location in the Santiam Recreation Area are part of the reason that Sweet Home has so many recreational opportunities. Fishing, hiking, and camping are only minutes away from Sweet Home residences.

Green Peter Lake and Foster Reservoir provide great fishing, water skiing, and camping only a few miles from the center of town. Foster Lake Reservoir is at the east edge of the town, and has 13 miles of shore access and three boat ramps. Green Peter Lake is just east of Foster Lake, and has 53 miles of shoreline, with boat access at two places. The South Santiam River has a spring run of Chinook salmon, as well as spring and summer steelhead fishing, and trout fishing throughout the year. Snow skiing is available at Hoodoo, a 45-minute drive. Likewise, snow skiing on Mt. Bachelor or strolling on the beaches of the Pacific Ocean are only a two hour drive away to the east and the west.

The Cascade Mountain Range offers a variety of mountain-related activities. Hiking, climbing, sightseeing, camping, and picnic sites are all located nearby in county, state and federal parks.

Sweet Home is built on the site of a prehistoric forest, which makes it a favorite destination for "rockhounds." In the surrounding streams, forests, and hills, people have found arrowheads, fish-eyed agates, seventy different kinds of petrified wood, fossilized leaves, and crystal geodes.

Civic pride remains high in Sweet Home, as illustrated by the Oregon Jamboree, an annual country music festival that brings thousands of visitors to the community. Hundreds of Sweet Home residents volunteer their time to the Jamboree, which raises funds for the Sweet Home Economic Development Group (SHEDG).

Sweet Home's close proximity to the urban centers of Eugene, Corvallis, Albany, Salem, and Portland, in conjunction with its small town atmosphere create a community that is attractive to new residents looking for a combination of recreational opportunities, civic activities, community services and cultural amenities. Eugene is home to the University of Oregon, and Corvallis is the home of Oregon State University, with all the cultural amenities of university communities; both are less than an hour's drive from Sweet Home.

Community Description

Sweet Home is located at the junctions of Highway 20 and Oregon 228. Highway 20 runs eastward through the Santiam Pass, and westward to Albany and Corvallis. Oregon 228 provides easy access to the Eugene-Springfield area to the southwest. Sweet Home is 1½ hours from Portland (north) or Bend (east), and just 45 minutes from Salem (the state capital).

Sweet Home's school system serves 2,415 students. District students have received statewide recognition for academic and athletic achievements. Linn Benton Community College is located in Albany, 22 miles away, and maintains a branch center in Sweet Home. As noted above, Oregon State University, the University of Oregon and Willamette University (Salem) are all located in nearby cities. In addition, several universities are located in the Portland area.

Sweet Home's proximity to the I-5 corridor makes it attractive to small businesses, industry, and entrepreneurs desiring an environment away from congested population centers. The City of Sweet Home has been designated an Enterprise Zone, providing incentives to qualified businesses.

As Sweet Home makes the transition from a timber dependent economy to a more diversified economic base, the community is pursuing comprehensive economic development strategies that will take advantage of its location, recreational opportunities and civic spirit. The community is actively working to make new social connections to the surrounding natural environment, recognizing the critical role it has in the livability of Sweet Home.

Background of Sweet Home's Strategic Planning Process

The 1989 Planning Process

In 1989, the community identified a crucial need to develop future economic development strategies to maintain and improve the economic health of the community. The community's concerns included the potential impact of Oregon's timber supply shortage and the need for diversification of the economic base.

The Oregon Economic Development Department sponsored an assessment of the Strengths, Weaknesses, Opportunities and Threats (SWOT) for Sweet Home. A community response team was formed to address the findings and recommendations of the assessment, and to implement a process for developing an economic development action plan for the community. At the request of the community response team, Pacific Power and the Economic Development Department staff developed and facilitated an action planning and implementation process.

The purpose of the process was to develop and implement short and long term objectives for the community. Community members who participated in the process concluded that the prosperous future of Sweet Home required organization and direction; therefore, a formal economic development organization was established, the Sweet Home Economic Development Group, Inc. (SHEDG). The participants used the process to identify a mission statement for SHEDG along with strategies, goals and activities to focus the efforts and resources of the group.

Throughout the process a variety of other workshops and resources were made available to the group of participants. The Oregon Economic Development Department sponsored training sessions and technical assistance sessions to participants through the Community Initiatives Program. The Oregon District 4 Council of Governments assisted the group by providing opportunities to develop a strategy summary for the community. Active participation by a wide variety of individuals representing a cross section of the community provided a balanced base for the group process. This process led to the development of the 1990 Strategic Action Plan. The plan was updated in 1991 and 1992 with continued assistance from Pacific Power.

The 1993-1994 Update

Rural Development Initiatives (RDI), formerly the Community Initiatives Program with the Oregon Economic Development Department, provided technical assistance to SHEDG with

their Revitalization Project implementation. RDI also provided leadership training to SHEDG members through the Rural Futures Forum (RFF) leadership program. The RFF graduates, with the assistance of RDI, facilitated SHEDG's development of a Vision and a new Strategic Plan for Sweet Home.

This version of the community's Strategic Plan was developed during five planning sessions from October, 1993 through January, 1994. Community members were able to offer their ideas and support during the strategic plan update process. Sweet Home updated its Strategic Plan by following a planning process that involved several stages, including:

1. Creating a vision statement: a vivid picture of the community's ideal future;
2. Setting specific goals to realize this vision by concentrating on the four building blocks of development: business development, human resources, quality of life and physical infrastructure;
3. Developing strategies to reach these goals; and,
4. Designing a practical action agenda to implement the strategies.

The 1997 Update

In April of 1997, RDI again assisted Sweet Home with the updating of the Strategic Plan. After the critical issues were prioritized, the group revised the vision from the 1994 Strategic Plan. Members of SHEDG and other residents of Sweet Home collaborated during the planning process to revise the vision for the community in the year 1997. The participating citizens considered the unique qualities of Sweet Home, their hopes and wishes for the community, what type of businesses would develop, how to take advantage of their natural resources and how to have a healthy, vital community for themselves and their children. SHEDG created a comprehensive vision statement which describes all aspects of life in Sweet Home in 1997, including job and educational opportunities, physical infrastructure and appearance, community and government services and general quality of life.

The 2001 Update

RDI continued to assist Sweet Home in keeping the Strategic Plan a vital, updated guide for the community. A community-wide assessment was conducted just prior to the initiation of the planning process. Part of the assessment was an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) in Sweet Home.

The 2013 Update

The need for a Master Plan for Hobart Natural Area led to a grant being secured from the Oregon Watershed Enhancement Board (OWEB), which include the visioning for Hobart. The vision for this area is particularly sensitive with the mix of wetlands, endangered species,

forest land, listed species, surrounding residential development, and the need to ensure that people had the full use of the Hobart Natural Area, as required by the donation deed. This grant provided Sweet Home the opportunity to conduct a public process to engage the community in creating a new Vision for the Community's Strategic Plan, with a focus on the Hobart Park and other City Parks.

In the Spring and Autumn of 2013, Chris Maser, from Corvallis, Oregon, facilitated this update of the Sweet Home Community Strategic Plan. Maser was selected for this task based on his extensive environmental and sustainable community work over several decades, both globally and in Oregon. Maser facilitated four community workshop sessions: (1) Vision, (2) Goals, (3) Objectives, and in November of 2013 (4), the community review of the Sweet Home Community Strategic Plan draft. Results of these four workshops are included in this document. A fifth community workshop is planned for early 2014.

A Historical Perspective of Sweet Home: "Memorable Moments" from Workshop Participants, 1989 - 2013

Pre Euro-American Contact - 1800

- Volcanic activity created "gold"
- Volcanic activity created agates/petrified wood which brings rock hounds
- Native Americans

1800 - 1900

- Roads built to connect Sweet Home with Valley
- Pioneer settlement
- Opening the South Santiam Wagon Road
- Agriculture community
- Quartzville mining for gold
- Andrew Wiley - Santiam Wagon Toll Road

1900 - 1940

- Timber industry came
- Forest service began in Cascadia
- Santiam Wagon Trail
- Highway 20 constructed - Santiam Wagon Road no longer the main highway over pass
- Churches - social gathering spots started

1940 - 1960

- World War II
- Lumber boom!
- 7th Avenue paved - first paved street
- Sweet Home famous for knife-fights on Main Street
- A time when the community had a common life style to bring them together

1960 – 1970

- Dams were built
- Columbus Day storm
- Dam builders left
- Schools consolidated

1970 – 1990

- Lumber bust
- SB 100 – Oregon’s Land Use Planning System
- Sweet Home Economic Development Group (SHEDG) formed
- 4 lane highway to Lebanon
- Foster Midway annexation
- Weddle Bridge relocated to Sankey Park

1990 – 2000

- Population growth
- 1992 first Jamboree
- 4 Lane to Lebanon I-5
- Floods of 1991 and 1996
- NW forest plan
- Boys/Girls/Senior Center (Community Center)
- Storm Water Utility created for the conscientious review of best management practices

2000 – Present

- Water Treatment Plant
- Sweet Home Active Revitalization Effort (SHARE)
- Water rights Certification
- Police Services Building
- School District Improvements
 - ▶ Remodel of High School
 - ▶ Covered Play Areas
- Acquisition of Hobart Natural Area
- Skate Park
- Pleasant Valley Restrooms
- Sheq Point Restrooms
- Foster Marina

- Green Peter Quartzville Corridor Recreation Master Plan
- South Santiam Community Forest/Sweet Home All Lands Collaborative
- New City of Sweet Home Public Works Maintenance Facility
- Waste Water System improvements

2013 Community Goals and Objectives

Goal I. Sweet Home is a community where well being is based on a culture of social inclusivity.

Objectives

1. Determine the average number of homeless in Sweet Home on a seasonal basis and residents (complete by June 2015).
2. Identify the needs of Sweet Home homeless population.
3. Identify effective ways to reach out to the commuter population in Sweet Home (complete by June 2014).
4. Engage the commuter population in identifying how they can be active participants in the community (complete by January of 2015).
5. Clarify the ethnic diversity of Sweet Home as compared with the State of Oregon (complete by Spring of 2014).
6. Conduct a survey aimed at identifying the obstacles for ethnic diversity in Sweet Home (complete for implementation in the spring of 2015).
7. Create a capital list of facilities that support the physical well being for all ages (complete by December of 2014).

Goal II. Sweet Home provides the skills and experiences for children to have a viable future in our town economically and socially so they will stay or return because of their childhood memories that they want to share with their children.

Objectives

1. Provide programs that teach the knowledge and experiences needed to become successful citizens for Sweet Home youth (complete development by 2015).
2. Actively involve Sweet Home students and student groups in the activities of the Sweet Home Tree Commission (implement by June of 2014).
3. Encourage enhanced programs in math, science, and other technologies (complete by December 2014).

Goal III. Sweet Home protects and cares for its open space and natural environment as the foundation of its sustainable small town atmosphere and livability.

Objectives

1. Adoption of a revised Parks Master Plan by City Council to be completed by June 2014.
2. Identify and quantify open space utilized as water catchment within the UGB (complete by 2015).
3. Provide opportunities for people to access and enjoy picnic amenities in Hobart Park (complete by Fall 2015).
4. Complete by the Fall of 2014 the Hobart Natural Area Stewardship Plan, that (1) effectively addresses the care of indigenous sensitive species and their habitat, as well as (2) enhances the public's experience of this valued open space.
5. Ensure support for the Sweet Home Urban Forest Program at levels necessary for continued Sweet Home Tree City USA status.
6. Complete by Summer of 2016 the tree planting on Main Street based on the Tree Planting Master Plan.
7. Identify and secure an area for a pine grove within the City and begin tree planting (implement by the fall of 2014).
8. Provide opportunities for children and the community to be acquainted with and reconnect to the natural environment of Sweet Home (complete by December 2014).

Goal IV. Sweet Home is a community that supports sustainable businesses that provide diverse employment for residents of all skill levels.

Objectives

1. Develop a list of questions to ask existing and potential businesses to determine how the business relates to the Vision (complete by 12-31-13).
2. Develop a profile that identifies the desirable attributes of sustainable business for Sweet Home by (complete 12-31-13).
3. Conduct a tourism marketing survey by spring of 2014 for implementation in the summer of 2014.

Goal V. Sweet Home makes decisions that maintain a population and urban growth boundary compatible with a sustainably built environment that protects the beauty and function of the natural environment.

Objectives

1. Define the characteristics of cultural capacity (complete by June 2014).
2. Determine the population level that sustains the cultural capacity (complete by December of 2014).
3. Review and revise land use regulations and other City standards to protect the cultural capacity and open space (complete by June of 2015).

Definitions of Terms as used in the Goals and Objectives

Effectiveness: Outcome bases – must take priority.

Efficiency: Process oriented.

Environmental sustainability: If one protects the process one protects the system, the intrinsic value of the system and thus one protects the product, ie the provision of the goods and services that the community needs.

Homeless: People who do not have a steady home to return to.

Sustainable Business: Economic opportunities that protect the systemic processes and productive capacity of the environment and the cultural capacity of the community.

Well Being: The balance point between an individual's and community's resource pool and the challenges faced socially, spiritually, physically, and economically.

Objective Work Sheets

In order to more effectively facilitate the development of additional community Objectives over time, the following format for an Objective Work Sheet may prove useful by a variety of community groups. As different community groups and organizations fill out such Work Sheets, they will be added to Appendix A of this plan. Once an Objective has been met, the completed Work Sheets will be moved to Appendix B so that progress and successes can be monitored for future updates of the Plan.

The following is an example of an Objective Work Sheet.

Objective Worksheet for Goal # ____
[State Goal Here]

OBJECTIVE # ____: [State Objective Here]

How does this Objective enhance the Vision:

Desired Outcome or Result:

Date to be Completed:

Quantifiable Measures for Evaluation:

Final Product:

In addition to the Work Sheets, groups and organizations may choose to use a Tasks for Implementation sheet. An example of this tool follows:

Goal # _____
Tasks for Implementation

Objective # _____ :

Strategy:

Who is Responsible:

Programs and/or Tasks (What to do) and Steps to be Implemented (How to get it done)			
Task #1	Task #2	Task #3	Task #4
Lead:	Lead:	Lead:	Lead:
Steps:	Steps:	Steps:	Steps:
Completion:	Completion:	Completion:	Completion:

Programs and/or Tasks (What to do) and Steps to be Implemented (How to get it done)

Task #1	Task #2	Task #3	Task #4
Lead:	Lead:	Lead:	Lead:
Steps:	Steps:	Steps:	Steps:
Completion:	Completion:	Completion:	Completion:

Appendix A

Active Objective Work Sheets

These Work Sheets and be inserted as they are developed.

Appendix B

Completed Objective Work Sheets

These Work Sheets and be inserted as they are completed.

Appendix C

Resources and Participants

Facilitator - Chris Maser
www.chrismaser.com

Document Preparation: Community Development Department, City of Sweet Home

Process Notice: 1) Mailed 77, including all property owners within 300 feet of Hobart Natural Area, 2) Five Notices sent Email to 104 people each time, 3) New Era Ads, 4) Notices inserted in the City Water Bills

Strategic Planning Workshop Participants First Three Workshops

Mike Adams	Carol Lewis
Andrew Allen	Terry Lewis
Ken Bronson	Rich Little
Julie Fisher	Craig Martin
Anay Hausner	Jo Ann McQueary
Patty Holk	Sean Morgan
James Goble	Cindi Rice
Joe Graybill	Jeff Rice
Alice Grovom	Patricia Rice
Grant Jones	Bob Waibel
Melanie Jones	Mona Waibel
Lori King	

Community Organizations Represented in the Community Workshops

- ✓ Sweet Home Citizens at-Large
- ✓ City of Sweet Home
 - ✓ Sweet Home City Manager
 - ✓ Sweet Home Parks Board
 - ✓ Sweet Home Community Development Department
 - ✓ Sweet Home Planning Commission
 - ✓ Sweet Home Public Works Department
- ✓ New Era
- ✓ Senior Center
- ✓ Sweet Home Economic Development Group (SHEDG)
- ✓ Sweet Home Evangelical Ministries (SHEM)

Community Groups and Organizations Providing Direct Input to the Process Via Outreach of the Steering Committee Members

- Sweet Home Tree Commission
- Sweet Home Boys and Girls Club
- Rotary
- Sweet Home City Council
- Sweet Home Planning Commission
- Kiwanis
- Sweet Home School Board
- Sweet Home Schools Administration
- Hope Center
- Key Club
- Sweet Home High School Leadership Class

Appendix D

Community Value Input

The following information was developed by participants at the Friday, April 26, 2013 community meeting.

What do you like about Sweet Home?

- Location
 - Close to mountains/rivers/coast
 - Close to I-5 and bigger cities
- Small town
- A nice town
- Community involved/established
- Foster Lake
- People know each other/friendly
- Inexpensive cost of living
- Potential
- Terrain options for recreation
 - Running
 - Cycling
 - Hiking
- Historical aspects
- Sense of stillness

What do you value about Sweet Home?

- Safe place
- Clean
- Friendly people
- Untapped opportunities
- Beautiful
- Community volunteers
- Small town
 - 15,000 to 20,000 within the Sweet Home School District
- Location
- Volunteers/community support
- Trees and Parks
- Natural Resources
- Gateway to new beginnings
- Natural Environment and opportunities
- Community responsible people
- Many outdoor things to be done here

What brings you joy living in Sweet Home?

- Hunting
- No commute
- Simple lifestyle/relaxation
- Flower pots in the median
- Outdoor activities
- Closeness of community/people
- Family friendly town
- Natural amenities
- Knowing friends
- Making a difference
- Many friends here
- Writing about our town
- My home and acreage

Youth Input

The following information was developed by the participating classes on Earth Day, April 22, 2013, facilitated by Chris Maser.

What do you like about Sweet Home? Oak Heights and Charter School Students

- ★ The teachers
- ★ Tree leaf colors
- ★ Snow in the mountains
- ★ My house
- ★ Foster Lake
- ★ Nature
- ★ The mail lady
- ★ The mayor
- ★ Everything
- ★ The people
- ★ The river
- ★ The forest
- ★ The animals
- ★ Friends
- ★ Library
- ★ Boy and Girls Club
- ★ My street
- ★ Trees
- ★ Ponds
- ★ Wildlife
- ★ Historical landmarks
- ★ Edible plants
- ★ Waterway behind park
- ★ It is uncrowded

**What would you like to change?
Oak Heights and Charter School Students**

- ✓ Trash everywhere
- ✓ No arcade
- ✓ Live closer to school - not have to bus to another
- ✓ More BMX parks
- ✓ Help for homeless
- ✓ Convert bullies
- ✓ Teach people to be clean
- ✓ Get the community active in environmental things

**What do you not want?
Oak Heights and Charter School Students**

- More people
- Skate parks - bad people
- Robbers / killers
- Drugs
- Houses
- Stores
- Homeless
- Animals that eat plants in our yards

**What are parks for?
Oak Heights and Charter School Students**

- ☺ Kids to play in
- ☺ Lots of area
- ☺ Nature
- ☺ Picnics
- ☺ Family reunions
- ☺ Relaxation
- ☺ Trees that grow new trees and provide
 - ☺ Oxygen
 - ☺ Shade
 - ☺ Cooling

Appendix E

Meeting Materials

The following materials were utilized by Chris Maser in his work with the community participants.

Help us envision the future of Sweet Home

What do you like about Sweet Home?

What do you value about Sweet Home?

What brings you joy living in Sweet Home?

Please take the time to complete the survey above. The answers to these questions will be an important part of our discussion during our Community Vision and Strategic Plan Development meetings which will be on Friday, April 26th 4pm-8pm, Friday, May 17th 4pm-8pm, and Saturday, May 18th 10am-4pm at the Jim Riggs Community Center.

If you are not able to take part in our meetings, please send your answers to the Community Development Department at 1140 12th Ave. Sweet Home, Or 97386 or email jfisher@ci.sweet-home.or.us.

Biophysical Principles and Sustainability

Laws of Thermodynamics

The Laws of Thermodynamics are special laws that sit above the other laws of physics as laws on which the other laws depend.

<p>First Law That which remains the same</p>	<p>The total amount of energy in the universe is constant, although it can be converted from one form to another. It expresses time-translation symmetry.</p>
<p>Second Law The continuum of change</p>	<p>The amount of energy in forms available to do useful work can only diminish over time. The loss of available energy to perform certain tasks thus represents a diminishing capacity to maintain order at a certain level and so increases disorder or entropy.</p>
<p>Law of Maximum Entropy Production What path to take</p>	<p>A system will select the path out of available paths that maximizes the entropy at the fastest rate given the existing constraints. When any kind of constraint is removed, the flow of energy from a complex form to a simpler form speed up as allowed by the relaxed constraint.</p>

Chris Maser and Rod Swenson

Biophysical Principles

To change our direction for the future we must suspend our conventional notions about change and our ability to learn because there are no problems to resolve other than those we perceive as manifestations of how we think and act. The Biophysical Principles form the underpinnings through which nature operates and the social limitation we must understand.

<p>Principle 1: Everything is a relationship</p>	<p>Everything in the universe is a relationship supporting relationships, thus precluding the existence of an independent variable, absolute freedom, or a constant value beyond the number one. The ongoing process of change is a universal constant over which we have no control.</p>
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Principle 2: All relationships are all inclusive and productive of an outcome	Every relationship is productive of a cause that has an effect, and the effect, which is the cause of another effect, is the product.
Principle 3: The only true investment is energy from sunlight	All energy other than that from sunlight is a recycling of existing energy.
Principle 4: All relationships are a transfer of energy	Every living thing is a conduit for the collection, absorption, transformation, storage, transfer, and expulsion of energy.
Principle 5: All relationships have one or more trade offs	The trade offs may not be readily apparent, or immediately understood. Trade offs can be couched in terms of a decision to change or not, based on some cultural value and emotional criterion of choice and thus a decision to act or not.
Principle 6: Change is a process of eternal becoming - eternal novelty	Change is a constant process which can only produce novel outcomes.
Principle 7: All relationships are irreversible	Relationships are irreversible because all outcomes are novel and we cannot go back in time to recapture a past outcome.
Principle 8: All relationships are self-reinforcing feedback loops	Everything in the universe is connected to everything else in a web of interactive feedback loops that create novel, never ending stories of cause and effect.
Principle 9: All systems are defined by their function	The behavior of a system depends on how its individual parts interact as functional components of the whole, not on what an isolated part is doing. The whole can only be understood through the relationships, the interaction of its part.
Principle 10: All systems are based on composition, structure, and function	Structure is the organization, arrangement, or makeup of a thing - composition - while function is what a particular structure can do or allows to be done to it or with it.

Principle 11: All systems have cumulative effects, lag periods, and thresholds	All systems have cumulative effects, which compound unnoticed through time until a visible threshold is crossed, making the cumulative outcome apparent.
Principle 12: All systems are cyclical, but none is a perfect circle	Systems are coming together in time and space at a specific point, where one "end" of a cycle approximates its "beginning" in a particular time and place.
Principle 13: Systemic change is based on self-organized criticality	Systemic change means that an internal shift in one or more components of the system ultimately caused a dramatic shift of systemic proportions.
Principle 14: Dynamic disequilibrium rules all systems	If change is a universal constant then the "balance of nature" is a figment of the human imagination, something we conjured to fit our hoped for snapshot image of the world in which we live.

Excerpted from *Decision Making for a Sustainable Environment: A Systemic Approach and a Brief Introduction to Biophysical Principles* both by Chris Maser.

Sweet Home Vision Goals and Objectives

The following information was utilized at the May 17, 2013 community meeting.

Word Comparison
"Say what you mean and mean what you say"

Briefly describe what each of the words below means as you understand them. This should be your understanding, not a book definition.		
Effectiveness	vs	Efficiency
Connectivity	vs	Fragmentation
Water Catchment	vs	Watershed
Cultural Capacity	vs	Carrying Capacity
Backup	vs	Redundancy
True Wealth	vs	Momentary Riches