

Shalom Prosperity Framework

Introduction

Shalom is a Hebrew word meaning complete and whole with nothing missing. Our universe, and therefore our Earth (a sub-system of the universe), is a whole with nothing missing. It is a whole that is indivisible (united) but produces an infinite array of diversity that also can and does consist of opposites and extreme polarities. This is the paradox of our complex existence.

Yet, through a synergistic framework these diverse elements of the whole produce greater than the sum of their parts in unpredictable ways. Each part is intimately connected with all other parts and is synergistically integral to the system as a whole. Think of the human body. An eye, by itself without all the connecting parts, doesn't function as it is purposed and attain its potential without the rest of the human body. So, it is the same at all scales of existence from quarks to atoms to plants and animals to ecosystems to planets.

The predominate worldview, however, is that the universe is made of independent parts that can operate in some level of isolation. While you will not often hear discussion in this manner, how things are designed and implemented are strongly influenced by this paradigm, leaving a fragmented, broken world with problems that seem impossible to solve. A significant number of these problems we face today are considered **wicked problems**, those problems that are difficult to solve, or even grasp, because of their complexity and interconnected nature. Rittel and Webber¹ describe the characteristics of wicked problems as:

- Having no definitive formulation.
- Having no rule, or logic, of when the problem stops, or is solved.
- Having solutions that are only good or bad. Cannot achieve states of true or false.
- Having no method of testing of the wicked problem, therefore, every test or trial counts and is irreversible.
- Having innumerable solutions or approaches for resolving a wicked problem.
- Each wicked problem is unique; but, is also a symptom of other problems.
- How a wicked problem is framed results a particular set of solutions to solve it.
- Designers and implementers of solutions to wicked problems are responsible for their result.

Shalom Prosperity Framework Overview

The Shalom Prosperity Framework (SPF) aims to rectify wicked problems by designing and developing prosperous and whole systems. SPF operates in and through the paradigm of wholeness instead of the prevalent paradigm of fragmentation. (See [Wholeness Brief](#) for further details.)

Wholeness as a life-giving order is a process as well. Our goal is to develop and sustain life-giving order and progressively increasing degrees of wholeness by transforming or transcending the current state of materials and situations. Transform means to change (or metamorphose) form, appearance, nature, disposition, character, etc. Transcend means to rise above, go beyond, or

¹ Rittel, H. and Webber, M. (June 1973). *Dilemma in a General Theory of Planning*. Policy Sciences, Vol. 4, No. 2, pp. 155-169.

exceed the normal state which causes disruptions. Transcendence is required for “new” things to come into existence out of seemingly nothing. As transcendent systems gain strength and stability, they infuse other systems with their essence which works as a mutually reinforcing process to cause the transcendent system to become the “new” normal.

Individuals, in the role of creator or entrepreneur operating regeneratively, are regenerative agents operating as strong centers of structures, forces, and qualities that drive progressively toward increasing degrees of wholeness. Regenerative development is the mechanism by which we achieve the goal of increasing degrees of wholeness through the agency of regenerative systems. A regenerative system is one that encapsulates the regenerative agent and the mechanism of regenerative development. This is the underlying premise for our Shalom Prosperity Framework and our Shalom Integrated Development Framework.

SPF is a structured intervention to catalyze large-scale development that results in diversified, but integrated systems of prosperity which can emerge as robust, rich, resilient, restorative, adaptive and regenerative systems over time and space. The **vision** of SPF is to “**Globally deriving² thriving³ societies now for the future.**” The **motto** of SPF is to “**create, catalyze, and cause to thrive systems of prosperity and wholeness everywhere for everyone.**” Our mission is as follows:

Empower people and communities - meaning people and communities have the capacity and capability to drive innovation and change; absorb and adapt to shocks; and catalyze and endure to realize restoration and regeneration from the ashes of devastation and destruction - to perpetually and increasingly improve their holistic well-being, the environment, and other aspects of reality for themselves and others while helping and empowering others to do the same in the present and for the future, resulting in resilient, regenerative, and thriving communities. This is enabled by:

- Appropriate human development, including but not limited to capacity building, entrepreneurial development, responsibility, leadership, and stewardship.
- Appropriate resources are available, accessible, and appropriately utilized and managed throughout and to the ends of the system in such a way as to perpetually support the system of thriving communities for generations to come.
- Appropriate infrastructure and support mechanisms are available, accessible, and appropriately utilized and managed in such a way as to perpetually support the system of thriving communities for generations to come.

² We use the word “derive” since everything is undivided wholeness where systems are not created separately but emerge from, and are individuated within, the whole (the origin).

³ We characterize thriving systems as whole, regenerative, generative, adaptive, restorative, resilient, and self-sustaining.



A shalom execution system starts with the building blocks that contain the energy, or engine, for growth. These building blocks are actually a methodology for catalyzing development and qualitative growth (inclusive of quantitative growth in appropriate spheres of operation). The methodology is then executed within various strata of society – individual, community, state/province/region, strategic projects which span several regions and communities, the nation, and the orchestration unit – Globalstratos™. The methodology and strata serve as the “skeletal structure” upon which all activity occurs. A variety of applications and solutions, which are aligned with the methodology, are developed at each strata or across strata.

The result of the execution system is a shalom structure, which like the human body or society, is a complex adaptive system. A complex adaptive system (CAS) is defined as:

(An) entity consisting of many diverse and autonomous components or parts (called agents) which are interrelated, interdependent, linked through many (dense) interconnections, and behave as a unified whole in learning from experience and in adjusting (not just reacting) to changes in the environment. Each individual agent of a CAS is itself a CAS: a tree, for example, is a CAS within a larger CAS (a forest) which is a CAS in a still larger CAS (an ecosystem). Similarly, a member of a group is just one CAS in a chain of several progressively encompassing a community, a society, and a nation. Each agent maintains itself in an environment which it creates through its interactions with other agents.

Change and surprises are characteristic of a CAS. A CAS environment is volatile, uncertain, chaotic, and ambiguous (VUCA). This is the world we live in today.

A CAS has emergent properties, which means that patterns emerge at the aggregate level or from the interaction of agents not the agents individually. So, patterns emerge among

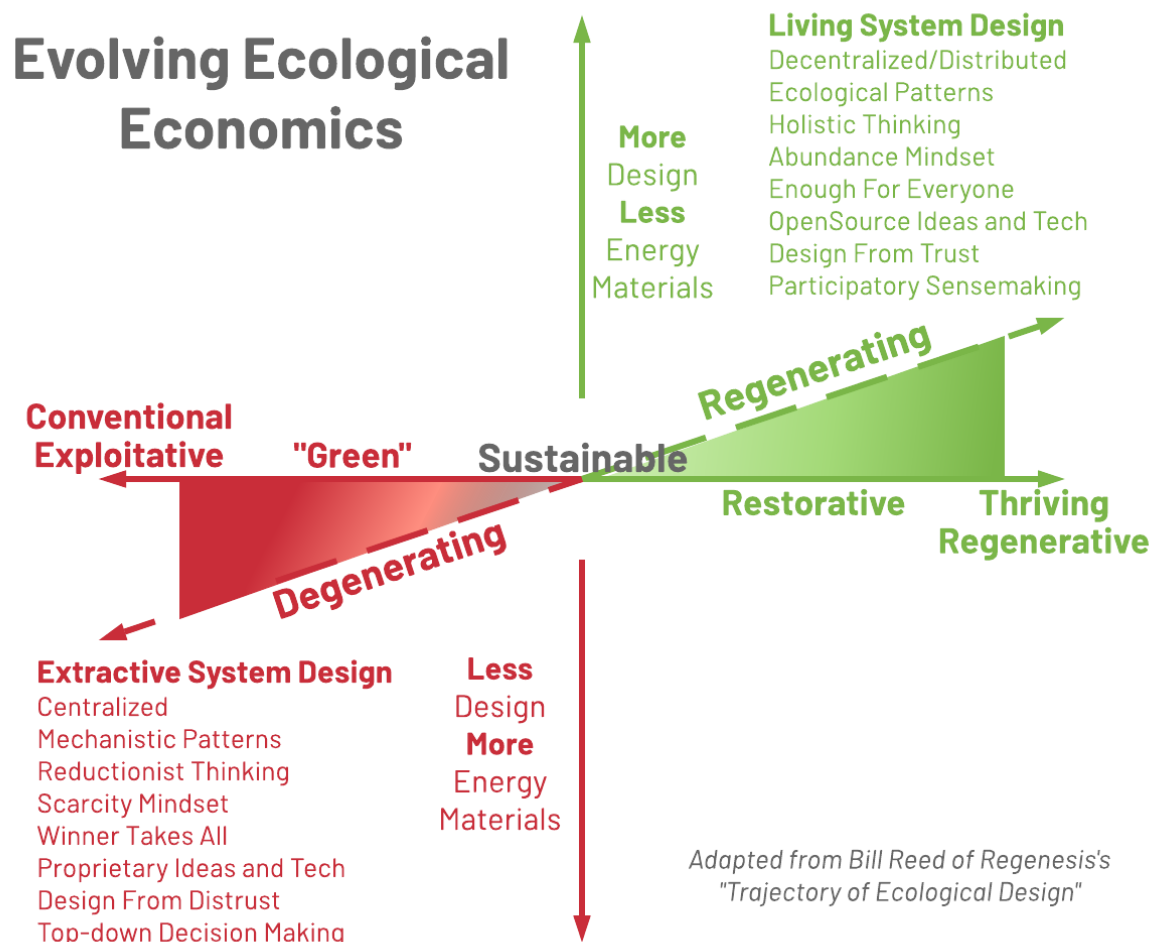
systems and societies as their agents interact. So, in human systems different patterns can emerge within families, communities, regions, nations, and globally. These patterns affect the systems in which they are in and connected to horizontally and vertically.

A thriving CAS requires flexibility and adaptation, not rigidity and stability (although systems also require degrees or orders of stability to maintain their structure), as well as resilience and the power to restore itself to thrive. If it cannot do so, it will either evolve and emerge into a new order (regenerate) or die out.

A shalom structure is a CAS, a socioecological system, taking into account the bio-geo-physical nature, social actors, and institutions that interact in the system. Social actors and institutions include dimensions of economy, built environment, etc. People are considered the foci of a shalom structure, but the interdependence and wholeness of humans and their environment is a central tenet. In other words, you cannot impact or engage one without impacting the other, so there need to be positive feedback loops between them.

To achieve the vision, there must be regenerative and systematic development and growth versus systematic degradation of social, economic, cultural, ecological/environmental, and intellectual factors. This means that the deviation from the ideal state (vision) is not systematically increasing and if there is a large current gap it is being systematically diminished. In practical terms, there are no systematic obstacles that cannot be overcome.

There are key differences in approaches (sustainability, restorative, regenerative) to development and growth. Sustainability tells us to “put back as much as we take or don’t take at all.” Restorative means we place systems (social, ecological, economic) back into a healthy state. Regenerative means systems are empowered to maintain a healthy state and evolve, as well as have a much greater resilience to disturbances than non-regenerative systems. The following illustration, developed by the World Economic Forum, highlights some of the differences in extractive – regenerative continuum.



Within regenerative systems, there are elements that are stable, dynamic or transformative. We should see these as states not as static elements. To do so, means it is very easy for things to become rigid and stagnant. The key is to find the rhythm and harmony between the different states. A healthy ecosystem is a metaphor for a regenerative system. A healthy ecosystem is robust, rich, resilient, and self-sustaining.

Also, important to this mix is integrated, inclusive, and indigenous-empowered systems. Integration means that solutions are not developed with isolated parts but as interconnected, interdependent parts. Inclusive means that everyone is empowered to have access or participate. Indigenous-empowerment means that indigenous knowledge, control, ownership, management and benefit are just as integral to any system being developed as others.

When we look at a more micro level, we find that to achieve all of the above systems will typically need to be modular, flexible, adaptable, and distributed to achieve the vision and objectives. We also need to tap into or design fractal, holographic structures that operate at all scales throughout the entire system.

Landscape Multiplex™

A Landscape Multiplex™ is a shalom structure (a strategic and operational level structure) developed to derive systems of prosperity and causes interactions between social and ecological components such as human settlements, topography, multiple land uses, natural resources, and climate. A landscape approach is an integrated management practice that combines all aspects of a landscape into a single management system. A landscape at the right scale, allowing for multifunctional land uses, and with a landscape approach makes room for different, and even conflicting or competing, interests and uses of stakeholders of a landscape.

The common vision of Landscape Multiplexes™ is “creating and sustaining thriving landscapes that are resilient, restorative, and regenerative quality places.”

We design and analyze a Landscape Multiplex™, according to five dimensions: 1) the structure of the landscape – its whole, parts, their interconnections and interactions 2) the function of the landscape – what does it do? 3) the goods and services the landscape produces, 4) the benefits humans get from the landscape, and 5) the value, measured quantitatively and qualitatively, of the benefits humans receive, directly and indirectly from each of the preceding dimensions.

The structure of a Landscape Multiplex™ has four primary layers, each having its own sublayers as outlined below:

Primary Layer	Sub-Layer	Definition and/or Functions
Placemaking	Placemaking	<p>Placemaking is the process of creating quality places that people want to live, work, play, and learn in.</p> <ul style="list-style-type: none"> ▪ Capture, embed, and vitalize the spirit, essence, and values of people and place. (Anchor) ▪ Strengthen quality of place ▪ Seize green/blue opportunities. ▪ Optimize infrastructure investment. ▪ Enhance transportation connections. ▪ Build innovation, creativity, arts, and culture. ▪ Use tactical activities for civic engagement. ▪ Be pedestrian-oriented.

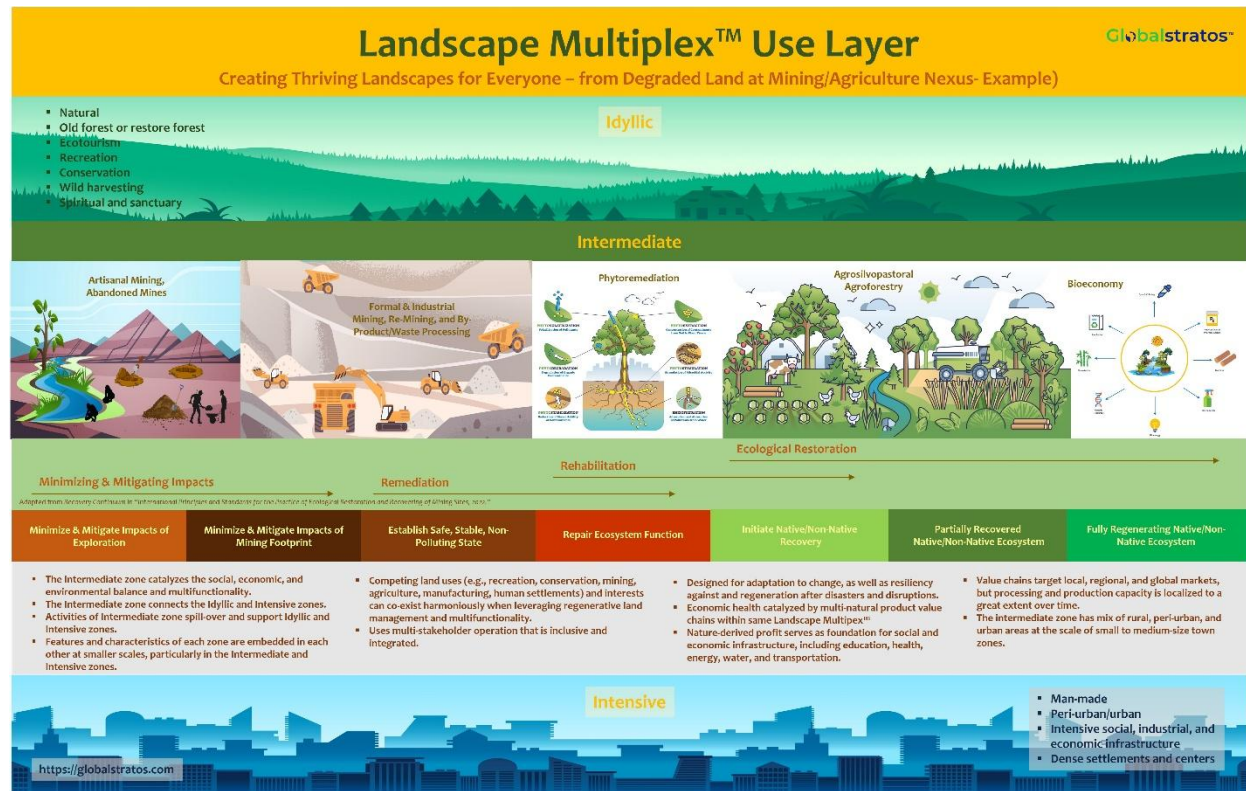
Primary Layer	Sub-Layer	Definition and/or Functions
		<ul style="list-style-type: none"> ▪ Develop mixed-use properties and facilities. ▪ Design and develop for human scale form. ▪ Produce places that are safe, comfortable, sociable, and green. ▪ Provide lots of choices in recreating, housing, transportation, and entertainment. ▪ Respect historic structures and culture.
	Community Development	<p>Community development is the ongoing, continuous process of development within a geographic or social community. The elements of a geo-anchored community includes, but is not limited to:</p> <ul style="list-style-type: none"> ▪ Empower people to make change. (anchor) ▪ Provide human services. ▪ Expand socioeconomic opportunities. ▪ Implement neighborhood conservation, creation, and rehabilitation. ▪ Conduct targeted development/redevelopment
	Economic Development	<p>Economic development is the engine to catalyze the economic and financial resources to support the entire landscape. The elements of economic development include, but are not limited to:</p> <ul style="list-style-type: none"> ▪ Generate economic output to support quality places and people. (anchor) ▪ Promote advancing innovation and technology.

Primary Layer	Sub-Layer	Definition and/or Functions
		<ul style="list-style-type: none"> Conduct marketing and promotion. Attract capital. Diversify business base. Create global connections. Attract and retain business. Provide entrepreneurial support and services. Drive workforce development. Attract and retain talent.
	Infrastructure	<p>Infrastructure to develop and maintain are:</p> <ul style="list-style-type: none"> Infrastructure that technically makes quality places work. (anchor) Roads Transit Sewer Water Stormwater management Garbage collection Recycling, re-furbish, re-use Street lights Schools Police Fire Gas, electric and other utilities
Landscape Functions/Uses and Boundaries	Idyllic	<p>Focused on nature. Some of the functions:</p> <ul style="list-style-type: none"> Maintain natural balance. Provide recreation and ecotourism.
	Intermediate – Rural	<ul style="list-style-type: none"> Develop and operate regenerative extractive rural industry, e.g., mining, agriculture, forestry, fisheries, and aquaculture. Develop and operate other extractive industries or businesses,

Primary Layer	Sub-Layer	Definition and/or Functions
		but in balance with regenerative ones.
	Intermediate – Suburban	<ul style="list-style-type: none"> Develop and operate living, play, and learning facilities near work. Develop and operate supporting sector businesses and facilities.
	Intensive	<ul style="list-style-type: none"> Develop, operate, and maintain urban centers for a variety of purposes.
Landscape Self-Sustenance and Healing	Self-Sustenance	A landscape remains in a state of health and integrity.
	Adaptation	A landscape is able to adapt to changes in its environment while maintaining its health.
	Resilience	A landscape can resist or bounce back to its health and integrity after shocks, disturbances, or perturbations.
	Restoration	A landscape that is not resilience or adaptive enough has the capacity to enter a healing process to restore it to its healthy and integral state.
	Regeneration	When a landscape cannot continue to exist as it has, it emerges in a new form or another one takes its place.
Landscape Element Scales	Geo-bio units: <ol style="list-style-type: none"> 1. Plant/animal 2. Field/plot 3. Farm/site 4. Group of sites 5. Ecosystem 6. Landscape (cluster) 7. Biome 8. Global 	Biophysical functions at the level of geo-bio unit.
	People Units: <ol style="list-style-type: none"> 1. Individual 2. Family/household 3. Neighborhood/village 4. Inter/intra/cross-group 5. Municipality 	Human and social functions at the level of the people unit.

Primary Layer	Sub-Layer	Definition and/or Functions
	6. State/province 7. National 8. Global	

The following image is how the landscape use and boundaries layer fits together.



Shalom Integrated Development Framework™



Landscape Multiplex™ is like a car we own. We use it and enjoy it. When it doesn't work well we take it in for repair. The Shalom Integrated Development Framework™ (SIDF) is the action methodology and platform that brings a Landscape Multiplex™ alive and keeps it working.

We are where we are today in society because most of our systems are severely diseased and breaking down. SIDF is a cross-cutting methodology and platform that focuses on developing, or restoring, wholeness in every aspect of human society. We leverage six foundational pillars to achieve wholeness, they are:

- D – Develop for wholeness
- R – Re(generative)
- I – Inclusive and Integrated
- V – Viable and Flourishing
- E – Equitable and Just

- R – Resilient and Robust

Built on these pillars, we focus on wholeness in people (social, human, culture), planet (environment), and profit (economic and business), using a holistic approach. This focus supersedes outcomes of other popular frameworks, such as the Sustainable Development Goals or Inclusive Infrastructure, because models such as these focus on deficiencies and SIDF focuses on deep transformation in systems. If our human, environment, and economic ecologies (combined as a socioecology) are healthy, or whole, they naturally yield the correct results and can deal with negative externalities and aberrations better.

SIDF Impact Statement	Creating and prospering a system of thriving communities globally, perpetually progressing themselves, others, and the creation towards wholeness.
SIDF Single, Whole Development System Meets and Exceeds Other Systems Focused on Resolving Deficiencies or only Focused on Growth (examples)	<p style="text-align: center;">Sustainable Development Goals 2030 Agenda</p>  <p style="text-align: center;">Inclusive Infrastructure Potential Outcomes</p> 
SIDF End Goals	<ul style="list-style-type: none"> ▪ Empower people and communities to be ready to thrive in any circumstance, as well as create resilient, adaptive, (re)generative, restorative, and self-sustaining systems and solutions for themselves and others by supporting them in the unfolding, development, and flourishing of their individual and collective identities. ▪ Create, establish, and catalyze thriving communities that are resilient, adaptive, (re)generative, restorative, and self-sustaining. ▪ Cultivate, acquire, generate, and sustain resources and information that support people and communities to be ready to thrive in any circumstance and to create resilient, adaptive, (re)generative,

	<p>restorative, and self-sustaining systems and solutions for themselves and others.</p> <ul style="list-style-type: none"> ▪ Develop, deploy, and sustain infrastructure that support people and communities to be ready to thrive in any circumstance and to create resilient, adaptive, (re)generative, restorative, and self-sustaining systems and solutions for themselves and others.
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SIDF is implemented in 10-year project cycles to allow for deep transformation and restoring systems to health. The following image highlights a few key features of SIDF. The seed of SIDF is completed within 18 months and able to show new virtuous cycles of development that supercede existing vicious cycles.

