This paper is the last in a trilogy addressing the role of the Third Sector collaborating with government and the private sector, and nurturing the economic development and renaissance of communities – all in the vanguard of the common quest for human security. The first paper focuses on the role of the Third Sector assisting government by lessening its monumental burden of addressing societal needs. The second paper focuses on the Third Sector’s meeting societal needs by facilitating economic and community development while balancing public benefit and private competition so that benefits to some do not result in unfair advantage or competition to others. The instant paper considers Third Sector-assisted community development with a critical eye on the end game: achievement of social justice and human security.

Part I addresses “community” and “social justice” and the marked difference in consequences resulting from contrasting methodologies or approaches to the structuring of societies. Emphasis is placed on the role of community foundations and other nonprofit entities facilitating economic and community development centered on social justice.

Part II reviews the respective roles of 12 Third Sector entities, each of which, in its own way, figures significantly in the nurturing and perpetuation of social justice. Examined are efforts undertaken by threatened communities - some of them burdened with hundreds, some with thousands of acres of economically depressed neighborhoods, others containing large areas of unused or abandoned governmental property. Urban, suburban, rural, regional, faith-based, and public-private collaborations are reviewed. The focus is on community renaissance sought through the collective efforts of many whose shared interests address common societal needs.

The paper is intended to provide practical approaches to complex societal issues. The reader gains further understanding of opportunities for the Third Sector to participate in successful collaborative efforts to revitalize communities and achieve social justice.

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3 Theodore J. Hopkins Jr., Commercializing the Third Sector: Public Benefit and Private Competition, Conference Abstract Volume, p.93, 2002 ISTR 5th International Conference, University of Cape Town, Cape Town, South Africa.
THE THIRD SECTOR, COMMUNITY DEVELOPMENT AND SOCIAL JUSTICE

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THE THIRD SECTOR, COMMUNITY DEVELOPMENT AND SOCIAL JUSTICE

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THE THIRD SECTOR, COMMUNITY DEVELOPMENT AND SOCIAL JUSTICE

Introduction

halcyon. *n.* 1. A fabled bird, identified with the kingfisher, that was supposed to have had the power to calm the wind and the waves during the winter solstice while it rested on the sea. ---*adj.* 1. Calm and peaceful; tranquil. 2. Prosperous; golden: halcyon years.

No doubt, the halcyon holds powers much like those held by the keeper of the keys to human security – keys to peace, prosperity and tranquility. But, we ask, how much longer will the halcyon years be out of reach for most of society? How many nations will ever bear witness to a simple majority of their people actually experiencing the "golden years" they have worked for all their lives? Answers to these troubling questions will be determined by the success of the collective efforts of many – governmental entities, the Third Sector¹ and the private sector, especially individuals themselves – collaborating through shared interests in meeting common community needs and achieving community renaissance centered on social justice.

This paper is the last in a trilogy addressing the role of the Third Sector collaborating with government and the private sector, and nurturing the economic development and renaissance of communities – all in the vanguard of the common quest for human security. The first paper focuses on the role of the Third Sector assisting government by lessening its monumental burden of addressing societal needs.² The second paper focuses on the Third Sector’s meeting societal needs by facilitating economic and community development while balancing public benefit and private competition so that benefits to some do not result in unfair advantage or competition to others.³ The instant paper considers Third Sector-assisted community development with a critical eye on the elusive end game: achievement of social justice and human security.

¹ The Third Sector is broadly defined as the voluntary or nonprofit sector, including for example: NGOs, nonprofit organizations, voluntary associations, social economy organizations, community organizations, self-help and mutual organizations, civil society organizations, unions, religious organizations and cooperatives.
I

Community Renaissance Centered on Social Justice: It Is About People

The definitions of “community” are as varied as there are dictionaries. A community can be: “a neighborhood, region, vicinity, or locality”; “a society or group of people with similar rights or interests”; “a body of people living near one another and in social relationship”; “a body of people with a faith, profession or way of life in common”; “a collection of common interests that arise from an association”; “a sharing, a community of interests”. The scope or size of communities can vary from small groups, to neighborhoods, to nations, to the “global community”. The sobering truth is that the world has become one great community filled with mutually dependent commerce and cultures.

“Social Justice” is best defined or understood by reading the words of the prophets. The prophetic meaning of “social justice” is illustrated in words articulating nothing less than God’s dream of a world of justice and peace:

More comprehensive than criminal justice and procedural justice, social justice is concerned with the structures of society and their results. Because it is results-oriented, it discerns whether the structures of society – in other words, the social system as a whole – are just in their effects. Do they produce a large impoverished class or result in a more equitable distribution of resources? Do they benefit some at the expense of many, or serve all equally? Do they produce conflict or peace? Do they destroy or nourish a future?

In her book, World on Fire, Amy Chua discusses methodologies and consequences of globalization, especially the structuring of societies by elitists to serve their self-interests. Notwithstanding the often alleged “charitable” motives of such persons, Chua explains the often resulting phenomenon:

This book is about a phenomenon – pervasive outside the West yet rarely acknowledged, indeed often viewed as taboo – that turns free market democracy into an engine of ethnic conflagration. The phenomenon I refer to is that of market dominant minorities: ethnic minorities who, for widely varying reasons, tend under market conditions to dominate economically, often to a startling extent, the “indigenous” majorities around them.

This book is not about blame, but about unintended consequences.

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4 See, e.g., The New Lexicon WEBSTER’S DICTIONARY of the English Language 198 (1988).
5 Marcus J. Borg, Reading the Bible Again for the First Time 139 (2002).
7 Id. at 293.
Despite the conflicts and “unintended consequences” pervading Chua’s “world on fire”, economic development facilitated by community foundations centered on social justice provides an effective way to nurture and perpetuate human stability and security. The 2004 Berlin symposium on the global movement of community foundations recognized this and devoted significant attention to the role of community foundations as social change agents, especially their capacity for promoting social justice. Dr. Emmett D. Carson emphasized this in his keynote address:

…I am here today as a passionate advocate for the role of community foundations in promoting social justice in their local communities. Community foundations embody the values and hold the promise of allowing people from all socio-economic levels within a community to collect and direct resources toward achieving a common vision for their community. Depending on the needs of the community at a given time, community foundations have the unique flexibility and legitimacy to act as partners, catalysts or as counterweights to the government and business sectors as well as to other nongovernmental organizations.

Thus, in contrast to foundations that focus their attention on building funds/assets and serving the interests of those with the most resources in the community, social justice foundations represent the return to the earlier role of accumulating unrestricted endowment funds to address the common good, thereby participating in a collective voice for the shared interests of the community, and generating and directing resources to address common community problems.

Perhaps the quoted language in a recent note of thanks from the staff of Central Carolina Community Foundation, Columbia, South Carolina, expresses best the theme of this Conference – the very bedrock of the social justice element in the mission of community foundations:

The best and most beautiful things in the world
Cannot be seen or even touched.
They must be felt with the heart.

- Helen Keller

---

10 “Civil Society and Human Security: Raum Jai”. (“Raum Jai” meaning “putting our hearts together”).
The Half Full Glass: Challenges and Opportunities

Key dimensions of insecurity, discussed in the Call for Contributions for this Seventh International Conference, are best addressed by the proverbial optimist who views a particular event through a prism that refracts the image not as a mere challenge, but as an opportunity. Whether rebuilding after man-made or natural events, or when fire, hurricane or tsunami expose legions of poor, distressed and underprivileged, the optimist seizes the moment – the opportunity – to leave this a better place than the one where he began.

With opportunity in mind, several nonprofit organizations headquartered in the United States and devoted to community development and social justice strike me as being worthy of global attention, with the prospect of developing strategies to establish or implement similar programs in other nations.

II

Entities Promoting Community Development and Social Justice

The following 12 organizations are brought to your attention because all are recognized for their contributions to a “community renaissance” of sorts; and each, in its own way, has at its core the nurturing of social justice. Most are tax-exempt corporations which participate as an integral part of a collaborative effort involving federal, state and/or local governmental units, public and private universities, nongovernmental organizations, private developers and citizens. Each collaboration is an example of parties working collectively to achieve a larger purpose for the shared interests of the community. Here the term “collaboration” is used in its “purest” sense, i.e., the collective efforts of many whose shared interests address common societal needs. While reviewing these entities, consider how similar efforts might best be applied or most effectively undertaken in other nations.


The Fund for Our Economic Future (the “Fund”), a Section 501(c)(3) public benefit corporation (http://www.futurefundneo.org), is an unprecedented collaboration among 70 philanthropic organizations from across Northeast Ohio. The ultimate goal is to promote economic development in the 15-county, 7,124 square-mile, Northeast Ohio region and to transform the region’s economy, so that the community of four million people will become a place where businesses want to locate, where people – young and old – want to

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11 Unless otherwise provided, citations in the text and footnotes utilizing the term “Section” refer to sections of Title 26, United States Code, Annotated (the Internal Revenue Code of 1986, as amended).
live and build a career and family, and where residents feel proud and sure of their quality of life.

The region’s leaders have concluded that no individual, organization, or institution can single-handedly turn around the region’s economy. Thus, the Fund seeks to involve political, business and community leaders, universities, and economic development entities at every step along the way.

The Fund has concluded that it is the right party to address the economy from a regional perspective because it is neutral. It does not have jurisdictions and does not have turf to own or defend. It does not represent one community more than another and does not represent any particular business entity. At the same time, it has members and input from 13 of the 15 counties in the region, so that it has intimate knowledge of the region.

Through its Voices & Choices Initiative (http://www.voiceschoices.org), the Fund believes it can stimulate an expressed need for change, convene key voices to explore regional solutions, foster a spirit of collaboration, and encourage the creation of a shared regional vision and action agenda. Voices & Choices is being directed by AmericaSpeaks, in partnership with the Universities Collaborative, a consortium of Northeast Ohio universities. AmericaSpeaks is a nonprofit organization, based in Washington, D.C., committed to elevating the role of the people’s voice in public decision-making.

Through a series of public discussions and deliberations, tens of thousands of citizens and leaders across Northeast Ohio have the opportunity to listen to each other; to have their voices heard; and to develop a shared vision for creating jobs and building economic opportunity for families and businesses. In addition, through media programming and the Web, Voices & Choices is educating hundreds of thousands of citizens about the realities facing the regional economy.

This unparalleled civic initiative is one of the largest public deliberations ever convened. Across Northeast Ohio, individuals and groups are hosting conversations about the future of the region in order to develop the action plan to revitalize the entire area. Conversations are taking place in homes, schools, businesses, churches, community centers and libraries. They may be as small as six people or as large as several hundred.

Phase I of the dialogue process – identifying the region’s greatest strengths and most pressing economic challenges – was completed by early 2006, after talking to leaders and citizens through an initial series of public discussions. With the completion of 11 leadership workshops and the first Regional Town Meeting, a set of key challenges have emerged that represent the views of citizens and leaders across the 15 county region. The Voices & Choices Content Committee met in January, 2006 to sort through results of the leadership workshops and Regional Town Meeting. The following six themes were selected for the tough choices framing process:

- Inequitable public school funding;
- Government fragmentation and inefficiency;
- Creating a 21st century workforce, with emphasis on education and training not linked or matched with business needs, and access to / affordability of higher education;
- Income inequality and racial isolation;
- Uncompetitive business environment, with emphasis on high energy costs, tax policy, and labor-management relations; and
- Sustainable land use and development, with emphasis on sprawl and balancing economic development with environmental and natural resource preservation.

Thousands of citizens will have the opportunity to discuss these challenges in greater detail and think about potential solutions through community conversations and online deliberation. Also, while Phase II is in progress, Voices & Choices will work with economic and policy experts to identify realistic choices or options for addressing priority challenges that have emerged through the Voices & Choices process to date. Policy framing committees comprised of policy experts and practitioners will be convened around each challenge area to identify a set of balanced and credible options for addressing the issue. This information will be shared back with the public for further deliberation during Phase III of the Voices & Choices process.

The 18-month public engagement led by Voices & Choices will generate a broad and deep knowledge about the Northeast Ohio region which will lead not only to hope and optimism about the future, but also to a shared sense of regional identity and a collective sense of destiny. Based on a shared vision and a common set of economic priorities created by the people of the region, Voices & Choices will develop an action agenda for transforming the region’s economy.


*USC Research Campus Foundation* (the “Foundation”) is a Section 501(c)(3) public benefit corporation, operating for the benefit of the University of South Carolina, in connection with the development of a major portion of inner city Columbia, South Carolina into a dynamic, research-oriented campus. Five million square feet of labs, office space, mixed-use retail, and affordable residential housing will be combined in a 200-acre “intellectual ecosystem” intertwined in the downtown of the state’s capital city. (See attached “Innovista” illustrations following this paper.) Crucial to the success of this effort is the synergy generated by the collaborative efforts of the University, state and local government, and key interested parties (property owners and leaders in the community). All recognize that higher education is key to economic development and that the leadership provided by the University, city, county and state will bring about lasting benefits to the entire community.
The university’s major research initiatives – Biomedical, Environmental, Nanotechnology, and Future Fuels – are focused on facilitating emerging global technologies highly valued in the world economy. These research initiatives will be located in the university’s new Innovation District and are expected to attract world-class researchers who will dramatically improve the university’s ability to attract world-class companies that rely heavily on research to produce revenue.

In September, 2005, President Andrew Sorensen described the impact of the University’s Innovation District on the entire community when he unveiled its new brand identity, “Innovista” (http://www.innovista.sc.edu), emphasizing: “It was critical for our name to focus on the future and convey that we are creating the research environment for the next 100 years.” Dr. Harris Pastides, Vice President for Research and Health Sciences, addressed the broad and deep reach of the research campus into the city’s river vista community, saying: “The concept of livability will be deeply ingrained in the design of every aspect of the new Innovation District, from the manner in which people move about in the area, to the configuration of the buildings to other amenities.”

Seven structures with commitments valued at $142 million form the first phase of Innovista’s construction which focuses on two projects, Foundation Square and Horizon Center. Foundation Square will be home to a university research building and a privately developed building – both devoted to biomedical research. The public health research block, anchored by the new Arnold School of Public Health, will include a public plaza and a new 1,400-space parking garage.

The second project, Horizon Center, will be home to a university research building and a privately developed building – both devoted to research in connection with the conversion and storage of Future Fuels. These buildings will incorporate an auditorium and an eatery, and Horizon Center will also have its own parking garage.

These buildings could be occupied in 2007, and their construction and operations will produce significant local economic impact estimated as follows:

- 912 construction jobs with a combined payroll of $41 million
- 1,185 additional private sector jobs
- $94.3 million in additional economic impact from construction activity and related job creation
- More than 1,900 jobs in five buildings with an additional annual payroll of $129 million, or about $66,000 per job
- More than 6,500 jobs created or supported by the programs in the buildings, with an additional annual financial impact of $232 million
- More than $5.8 million in new state income taxes (during construction)
- More than $2.6 million in new state sales taxes (during construction)
More than $9.2 million in annual state income taxes (from building operations)

More than $6.7 million in annual state sales tax (from building operations)

But it is not the actual bricks and mortar that are important, according to Dr. Pastides.

Rather it is creating a dynamic environment that allows you to attract and then harness the intellectual capital with which you fill those buildings. So, we’re building the kind of interactive, urban innovation district that researchers and private-sector companies are looking for. One that’s truly unique, but — architecturally and environmentally — virtually indistinguishable from the city of Columbia as it stretches from downtown to the shores of the Congaree River. It’s a place where people can live next to or over where they work and take a short walk to restaurants, entertainment, and recreation.

And as we draw the brightest minds and most innovative companies in the world to our new ‘I-District’ to work with us on developing applications in all these focus areas, the Innovista will become a catalyst for the kinds of high-paying jobs that raise the per capita income for all South Carolinians.

Wherever the collaborative or collective effort may occur, it is precisely this mindset — the concern for an interactive, broad and deep, positive impact on all citizens in the community — that distinguishes economic development centered on social justice from the structuring of societies that leads to the conflicts and consequences described in Chua’s World on Fire. Regardless how successful their several efforts may be, the most significant legacy the University of South Carolina and likeminded institutions will leave to civil society will be the effort itself, to sow and nurture in the community the seeds of innovation, economic development and social justice.12


Central Carolina Community Foundation (“CCCF” or the “Foundation”) is a Section 501(c)(3) public benefit corporation (http://www.yourfoundation.org) incorporated in 1984 to assist a variety of charitable organizations in Columbia and central South Carolina. Today the organization lists its assets at more than $74 million, and it furnishes about 200 nonprofit organizations in an 11-county area with grants, technical expertise and other assistance.

12 For a general discussion on the Innovation Initiative in the United States, see, e.g.: The pending Protect America’s Competitiveness Act (“The [2006] PACE Act”); 2005 Report by the National Academy of Science titled “Rising Above the Gathering Storm”; and December 6, 2005 Statement of the National Summit on Competitiveness – all located at http://www.compete.org/nii/
In 2004, the Foundation was asked by the City of Columbia and the State of South Carolina to coordinate an extensive, community-based, city-state-private sector collaboration and planning effort to convert and redevelop 178 acres of inner city and state government property into a dynamic, residential, business and professional neighborhood (“Bull Street Campus Redevelopment”). See generally: [http://www.bullstreetsc.com](http://www.bullstreetsc.com). In 2005, Duany Plater-Zyberk & Co. (“DPZ”) completed a conceptual master plan of the Bull Street Campus, after which an economic impact analysis was conducted. The plan includes 1,243 residential dwelling units and incorporates nearly 500,000 square feet of commercial and office areas and a 160-room hotel. In addition, the plan includes a church; recreational spaces; hiking and biking trails; community facilities; major off-site roadway improvements; and over 25% of the site in preserved and improved open spaces. It is estimated that there will be an average of 150 to 200 dwelling units built on the campus per year, with over an estimated eight years to sell and build all the dwelling units and the commercial properties.

An additional benefit from the proposed redevelopment of the Bull Street Campus is that many of the additional costs passed on to city, county and school district that result from new residential development will most likely be relatively modest. Since the project is located in a well-established area within the city, most of the infrastructure – such as water and sewer capacity, connecting traffic arteries and school capacity – already exists to serve the area. Most importantly, there is (or will soon be) existing capacity in the school system to serve new children living in the area – and these costs typically represent about two-thirds of the costs on new residential development.

The economic impact analysis of the redevelopment of the Bull Street Campus focuses on two phases of impacts on the greater Columbia metropolitan economy: impacts during the construction phase; and impacts from the permanent Bull Street residents. The following summary of the six to ten year buildout/construction phase as well as the long term, permanent phase of the redevelopment of the Bull Street Campus illustrates the positive economic impacts of the proposed development on the area.

<table>
<thead>
<tr>
<th>Summary of Economic Impacts</th>
<th>Maximum during Construction Phase</th>
<th>Permanent Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>$ 224.9 Million</td>
<td>$ 138.0 Million</td>
</tr>
<tr>
<td>New Jobs</td>
<td>2,600</td>
<td>1,161</td>
</tr>
<tr>
<td>Labor Income</td>
<td>$ 83.4 Million</td>
<td>$ 30.0 Million</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>$ 135.0 Million</td>
<td>$ 405.0 Million</td>
</tr>
<tr>
<td>Local Property Taxes</td>
<td>NA</td>
<td>$ 9.5 M/year</td>
</tr>
<tr>
<td>State Sales and Income Taxes</td>
<td>NA</td>
<td>$ 8.1 M/year</td>
</tr>
</tbody>
</table>
It is timely to emphasize that CCCF’s role in this project is not unlike that of The Fund for Our Economic Future in Northeast Ohio, as discussed earlier: it is objective and neutral and does not have turf to own or defend; it does not represent any particular government or business entity; it does, however, have members and input from the entire eleven county area of study, so that it can act as a knowledgeable, fair and impartial intermediary and an “honest broker” for the benefit of everyone in the community. This is consistent with the role of the nonprofit organization as a consensus builder in the community, whether it be Northeast Ohio or the Central Midlands of South Carolina. Not unlike the role of AmericaSpeaks in Northeast Ohio, CCCF’s participation in the Bull Street Campus project is consistent with the idea of elevating the role of the citizen’s voice in public decision-making…all on the road to social justice.

4. Community Renaissance and Social Justice Centered on Economic Revitalization and Development in the At-Risk Inner City

*The Noisette Foundation* (the “Foundation”) is a Section 501(c)(3) public benefit corporation ([http://www.noisettesc.com](http://www.noisettesc.com)), lessening the burdens of government and facilitating public-private collaboration in North Charleston, South Carolina. The shared mission is the restoration and revitalization of at-risk areas and former federal government property encompassing approximately 3500 acres of inner city.

The primary purpose of the Foundation is to support the establishment and perpetuation of sustainable communities – The “New American City” – and generally to promote economic development and improve substantially the quality of life in North Charleston, particularly within the “at risk” areas of the inner city. The mission of the Foundation includes improving the opportunity for quality education, promoting human growth and literacy and artistic expression, developing new career pathways to success, and sharing an understanding and appreciation of the local environment and sustainable living practices, thereby inspiring deep civic pride and love for all corners of the city. To this end, the Foundation serves as a facilitative, umbrella organization for many of the nonprofit entities in the area and assists in the coordination of various community activities, including the following:

*The Sustainability Institute* – The Institute advocates sustainable living and teaches stewardship of the environment by promoting ecologically friendly development. It fosters the education of builders and residents to understand the environment and the long-range social, economic and environmental consequences of all construction and consumption.

*Michaoux Conservancy and Land Trust* – The Conservancy will restore people’s intuitive connection to nature, restore the natural wetlands along the Noisette Creek and encourage the community’s appreciation for the natural beauty and importance of the environment in North Charleston.
Noisette Research Institute – The Research Institute is made up of many universities that have committed to sending primary researchers, faculty and graduate students to study and to document the natural world in North Charleston and the restorative development of The New American City.

Community Justice Initiatives – Restorative development, to be effective, must work to promote healthy living. A healthy culture nurtures and supports family life, economic opportunity, and a common appreciation of the value of the place and the worth of each citizen.

The statement in Community Justice Initiatives best describes the Foundation’s commitment to social justice and the equitable distribution of resources throughout the social system. The Foundation is a results-oriented organization with an eye towards the assurance that the structures of society – the social system as a whole – are just in their effects.


Rural Crossroads Institute (the “Institute”) is a Section 501(c)(3) public benefit corporation (http://www.ruralcrossroads.org) operating exclusively f/b/o state government (Department of Commerce), in a public-private sector collaboration to empower rural economies and communities to enhance sustainable economic growth and to induce capital investment and job creation in the at-risk rural areas of the State of South Carolina. The Institute was established in 1999, in accordance with federal and state laws enacted to promote rural economic development.

The Institute is proactive in assessing the issues in the underserved, disadvantaged rural population by identifying priorities through local strategic plans and by conducting research on key issues and subsequently assisting in acquiring the resources for the distressed areas to implement sustainable community and economic development. Over the past seven years, 21 South Carolina rural counties have adopted strategic plans and initiatives that have been facilitated by the state Department of Commerce and the Institute, thereby providing these rural areas with an economic and community development blueprint for the future. A significant aspect of the Institute is that resources beyond government programs are targeted, so that corporate foundations, charities and other philanthropic organizations provide meaningful support. Such non-traditional resources are often underrepresented in the rural communities.

The Institute’s first program was to partner in one of the rural counties with the state’s technical education system’s pre-employment training program, “Special Schools”. Through the program, math, reading and “job ready” skills are offered to those with marginal abilities. Several new and existing manufacturers are seeking applicants through the county’s Job Service office for training by Special Schools.
Recently, the Institute worked closely with the SC Department of Commerce to ensure that the Magic Johnson Foundation Community Empowerment Center became a reality in South Carolina. This is the first of five such centers to be located in as many rural counties in the state. The centers will provide youth and adults access to technology and educational resources that will improve academic performance and prepare them for the emerging job market. The centers will significantly impact the lives of more than 200,000 socially and economically disadvantaged South Carolinians. They will join 20 Magic Johnson Technology Centers established and operating in 16 urban markets that include: Atlanta, Bladensburg, Chicago, Cincinnati, Cleveland, DC, Harlem, Houston, Jacksonville, Lansing, Los Angeles, Miami, New Orleans, Oakland, Philadelphia and Seattle.


In largely agricultural states or regions, innovative agricultural techniques have proven to be quite productive and successful. Just as conservation easements and other environmentally protective measures enhance the value of land, the local and organic food movement is proving to be financially rewarding and to individual and community alike. The fastest growing agricultural sector is the organic market, which, driven by consumer demand is increasing at a national rate of 20% a year.

Intervale Foundation (“Intervale”) is a Section 501(c)(3) public benefit corporation (http://www.intervale.org) located on 700 acres of community farms, gardens, wildlife and nature trails – all on the outskirts of Burlington, Vermont. Intervale’s mission is to incubate sustainable businesses in farming, and value-added food, fiber and fuel production, with a focus on economic development and environmental solutions for communities worldwide.

Founded in 1990, the Intervale Farms Program is a business incubator that leases land, equipment, greenhouses, irrigation and storage facilities to small farms that agree to farm organically on Intervale land. One of the great assets of the program is the cooperative spirit of the farmers themselves, the informal mentoring and support they provide to each other.

Today 12 small, local organic farms in the Intervale Farms Program provide the residents of Burlington, including low income and disadvantaged populations, with six percent or 500,000 pounds of their fresh produce needs. This represents $500,000 to the local economy. The Program has resulted in the rejuvenation of 240 acres of historic agricultural land that had fallen into disuse. Over 50 farmers, hired staff, interns and students work the farms each season. The Program creates job opportunities and training for low-skilled and semi-skilled workers, management opportunities for agricultural entrepreneurs and demonstration models for other farmers in the State and Country.
Carolina Farm Stewardship Association (“CFSA”) is a Section 501(c)(3) public benefit corporation ([http://www.carolinafarmstewards.org](http://www.carolinafarmstewards.org)) with offices in North Carolina and South Carolina. It is a membership-based organization of more than 850 farmers, processors, gardeners, businesses and individuals in the Carolinas who are committed to sustainable agriculture and the development of locally-based, organic food systems. Like the Intervale Foundation, CFSA is committed to developing for local farmers opportunities and economic incentives critical to the growth of the sustainable food market, the restoration of agricultural lands, the quality of the environment and the economic health of the community.

The general mission Intervale, CFSA and organizations like them is to develop farm and land-based enterprises that generate economic and social opportunity while protecting natural resources. Given the steadily increasing consumer demand for local and organic food, the outlook for this category of agricultural economic and community development in the United States appears to be very good.


First Steps To School Readiness (“First Steps”) is a statewide educational initiative ([http://www.scfirststeps.org](http://www.scfirststeps.org)) embodied in 47 Section 501(c)(3) public benefit corporations consisting of a governing body and 46 separate corporations (“county partnerships”) operating in each of South Carolina’s 46 counties. First Steps is intended to lessen the burdens of government and to serve as a comprehensive, results-oriented, education initiative to help prepare children to reach first grade healthy and ready to succeed. Signed into law in 1999, First Steps is for children pre-first grade and their families. Public and private support are combined through county partnerships to enable individual communities to address the unmet needs of young children and their families.

 Nearly one in seven South Carolina children are assessed ‘not ready’ for first grade. In some communities, this statistic is as poor as one in four, or greater. Research studies repeatedly show that children who arrive unprepared for first grade’s challenges have a difficult time catching up and succeeding throughout the rest of their school years. Many of these students drop out of school or do not find fulfilling productive jobs after high school as a result of their slow start. These children’s entire lives are adversely affected by their lack of school readiness, and the overall quality of life in the community suffers accordingly.

From 1999 through 2005, First Steps has served 339,046 children through its community-based county partnerships. As the state’s only entity focused exclusively on increasing school readiness outcomes for all children, the county partnerships served more than 56,156 children ages 0-5 and their families during fiscal year 2005. To achieve the goals outlined in First Steps’ legislation, local and regional partnerships focus on five broad strategy areas:
Family Strengthening: Examples of results are as follows:

- 58,729 home visits served 10,820 families for the purpose of increasing parent knowledge and public awareness of the importance of early learning;

- 20,279 children were served through family literacy/learning programs; over 10,000 children were served through book distribution and library-based literacy programs; and more than 141,000 books were given to children – all for the purpose of enhancing the school readiness of children through literacy-based services and programming for families; and

- 7,190 adults were served in family strengthening programs, of which 68 percent were enrolled in Medicaid; and 506 parents achieved a higher education level through First Steps-supported programs.

Better Health Among Young Children: Examples of results are as follows:

- 2,048 referrals made to support services such as doctors and dentists, for 1,535 families; 1,563 families linked to a doctor/medical home; 542 children served through public health promotion programs; and 265 children served through nutrition programs – all intended to increase the reach of school readiness services to Medicaid-eligible families, and to increase referrals of uninsured or underinsured families with children 0-5;

- 2,412 general health screenings, 328 dental screenings, 290 hearing screenings, 255 vision screenings, and 226 home environment assessments – all intended to increase immunization rates, adequate medical care and early referral for learning disability/health issues which impact school performance among families with children 0-5;

- 1,282 children served through home-based health services and 270 prenatal and 556 postnatal assessments/visits, intended to improve parent/caregiver knowledge regarding health and safety issues for young children; and

- 1,043 books distributed through medical providers, intended to increase involvement of pediatric community in family literacy/school readiness referral and guidance.

Child Care Quality: Examples of results are as follows:

- 15,641 children were served through child care quality enhancement programs, 390 child care providers participated in quality enhancement programs, and 150 child care providers became licensed, enhanced or accredited – all with the intent of increasing availability of quality child care choices for parents, as measured by increasing numbers of child care providers operating at a higher rate of care; and
13,599 children were affected through high-quality child care center staff training and development, 1,444 training sessions and workshops for child care workers were held by county partnerships across the state, 2,264 hours of training in literacy techniques offered to 246 early care and education staff and parents – all intended to increase school readiness knowledge and skill of child care professionals.

- **Early Education:** Examples of results are as follows:

  - 533 additional children were served in full-day and half-day, public and private 4-K classes, 182 additional children were served in Head Start programs, and 38 additional children under four years of age were served in early education programs – all intended to increase the number of at-risk children being served in quality 4-K classes, public and private; and

  - 3,412 state Early Childhood Credential Scholarships were awarded from 2001-2005, and 100 percent of 4-K teachers in First Steps-funded classrooms across the state are early childhood certified – all of which is intended to emphasize the number of teachers in public and private 4-K and 5-K whose certification is Early Childhood Education.

- **Helping Students Transition Into School Successfully:** Examples of results are as follows:

  - 1,117 children were served through Countdown to Kindergarten (74% of whom were qualified for free lunch), and 227 children were served by a public summer or evening early education program – all of which was intended to support the successful transition of the state’s most at-risk children into the K-12 school environment;

  - In 2004, the results from the pre- and post-assessment evaluation Home Visit Surveys report that participation in Countdown to Kindergarten resulted in a 95% improvement in families reading to their children, a 78% increase in families telling their children stories and a 93% increase in families teaching their children letters, words and numbers; and of Countdown participants, families were more likely to be single parent families (over 50%) and nearly one of three parents did not graduate from high school (30%) – all of which information was intended to increase attention to the importance of parental involvement in the early grades (particularly among the hard-to-reach, at-risk communities); and

  - Ten weekly sets of school readiness tips were released during summer as companion to Countdown to Kindergarten program, through print or other media (141 total newspaper articles were published in daily and weekly state newspapers with a combined circulation of 936,009 readers); WLTX-TV produced/donated public service announcements and hosted Countdown tips and information on their website; and Countdown articles
First Steps has put in place the administrative structures required by the 1999 legislation and, as a result of the above described successful strategies, has won over lawmakers of all persuasions. The most recent demonstration of legislative approval of the program occurred in March, 2006, when legislation was enacted extending the First Steps program to 2013.


South Carolina National Heritage Corridor (the “Corridor”) is a Section 501(c)(3) public benefit corporation ([http://www.sc-heritagecorridor.org](http://www.sc-heritagecorridor.org)) which is working to advance sustainable development of natural, cultural and historical resources for enhanced quality of life and economic revitalization of communities in a 240 mile, 14-county corridor through rural South Carolina. Designated by Congress in 1966 as a National Heritage Area, the Corridor runs from the mountains to the sea – from the foothills of Oconee County in the northwestern corner of the state, along the Savannah River, through the Edisto River Basin, to the port city of Charleston.

The primary goal is to improve the economic vitality of the Corridor by building on its past and preserving its historic identity. This is being accomplished by building bridges between the preservation and economic development communities. Since its inception, the Corridor has served as a facilitator to generate connections between downtown revitalization and economic growth of rural areas. Much work has been done to preserve old structures and put them into productive use so that they can be utilized by both residents and visitors.

The Corridor also focuses on education. Calhoun Kids Club currently has over 300 members who receive bi-monthly newsletters on history and heritage, as well as information on places where history can be experienced. Camp Calhoun is a week long summer camp program that engages children in learning about and appreciating the historical, cultural and natural wonders of their state.

Heritage tourism development is very challenging for rural areas, and this is especially true for marketing. Regional marketing efforts are more economically and programmatically effective, and the Corridor addresses this by uniting municipalities, businesses and attractions to work collectively on cross promotion and joint marketing programs.

The Heritage Corridor Discovery System defines themes and attractions through visitor’s centers, interpretive signage, travel guides and maps – all of which leads visitors on a self guided journey through the small towns and historic back roads of the regions. Regions contain Discovery Centers, Discovery Stations and Discovery Sites. Visitors can enjoy a
variety of sites in one geographic location or they can follow a niche throughout the entire Corridor.

The Heritage Corridor Farmer’s Association was developed to implement the Corridor’s Agricultural Trail, the first niche trail. This association has successfully united 40 quality “ag-tourism” locations that now work together on joint marketing and cross promotional efforts, including two season-long festivals that highlight individual farms every weekend during the fall and spring. In a recent survey, over 89% of farmers reported a 50% increase in visitation and a 30% increase in revenue since joining the Farmer’s Association.

The Heritage Corridor has been named “Best Practice in Southern Tourism” by the Southern Governor’s Conference; and the Discovery System has brought together diverse groups of people who are working together, with one voice, to advance cultural and heritage tourism across the state. Working with the South Carolina Department of Parks, Recreation and Tourism, the Heritage Corridor has created a blueprint for the development of other heritage areas within the state – all for the benefit of everyone in all communities.


Southeast Richland Neighborhood Master Plan (the “Master Plan”) prepared for Richland County, South Carolina (http://www.richlandonline.com) represents a collaborative effort on the part of county government and hundreds of citizens in a four square mile area near Columbia, South Carolina. The Master Plan is the first of ten such projects to be undertaken by government and citizens in key areas of a rapidly growing urban and suburban area in order to plan prudently and maximize the quality of life for everyone in the community.

The effort began with the establishment of a funding resource to implement County Council’s vision. In 2004, the Neighborhood Improvement Program (the “Program”) was established through the dedication of a portion of the property tax millage. The purpose of the Program is to coordinate and fund neighborhood community master plans and improvement projects. It is a partnership among local government, community organizations, and stakeholders. Later in 2004, the County hired its first neighborhood/community planner whose primary responsibility is to administer the Program.

Then, in early 2005, County Council identified and prioritized ten communities for the development of collaborative master plans over a three-to-four year period. Southeast Richland was selected as the first neighborhood. The boundaries of the study area were defined as the one-mile radius from the major intersection in the center of the

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neighborhood, and the plan process included a number of critical steps. First was a thorough reconnaissance and review of the study area. The team then conducted about thirty one-on-one interviews with neighborhood residents, property owners, business people, and related stakeholders to garner their input into the plan. The interviews were conducted concurrently with four open public input neighborhood meetings. Each of the four meetings covered a distinct phase of the project:

Meeting One: Neighborhood input.
Meeting Two: Analysis presentation.
Meeting Three: Presentation of preliminary designs, and group discussions.
Meeting Four: Final neighborhood presentation prior to formal adoption process.

The Southeast Richland Neighborhood Master Plan was finalized and adopted by County Council and incorporated into the Imagine Richland 2020 Comprehensive Plan (the County’s overall planning guide).

Susan Britt, the neighborhood/community planner for Richland County, expresses well the social justice element of community planning at the local level:

The emphasis of many public planning agencies in South Carolina has traditionally been on the physical realm of land use and capital improvements, often to the exclusion of other often non-physical interests affecting quality of life (human services, education, recreation, crime prevention, and economic development). In Richland County, public and planning officials have recognized the need to focus on a comprehensive strategy for the overall health and vitality of communities through the linkage of land use with a sense of place. To achieve this aim, the Richland County Council has committed to an investment in the sustainability of neighborhoods and rural communities.

These neighborhoods/communities, from suburban areas hoping to revitalize commercial cores to rural communities facing intense growth, are battling a variety of common issues. These evolving areas of consensus include: a need for housing diversity, improved transportation and accessibility, protection of natural resources, additional or refurbished parks and recreational spaces - all of which contribute to community character and design. Creating a Strategic Master Plan unique to each of the ten identified neighborhoods/communities will provide choices in how citizens can make their communities better places to live, work, and play.

The process that Richland County is utilizing for creation of these focused Neighborhood/Community Master Plans is very different from the comprehensive planning for the County as a whole. Whereas the County’s Comprehensive Plan paints a broad picture of the County’s
future based on general principles, Neighborhood Plans contain very specific recommendations and strategies to improve a given area.

Prerequisites for Neighborhood Planning include establishment of a clearly defined area, recognition of all potential partners, and an abundance of public participation. A Neighborhood/Community Plan works best when it is derived from a shared vision approved by consensus of all the participants and partners.

Local government mostly moves in slow, steady, and pre-determined ways even in the face of rapid social changes. However, on occasion, a bold new direction takes hold and a transformation occurs where government responds in concert with the public will. Establishment of the Richland County Neighborhood Improvement Program is just such an occasion. For at least the next three years, Richland County’s focus will be on community.

11 & 12. Community Renaissance and Social Justice Centered on Faith-Based Assistance

On Easter Sunday, March 27, 2005, NBC’s Tim Russert hosted an hour-long special edition: “Faith in America”. There was considerable attention directed to different religious beliefs or perspectives, and the conflicts that grow out of such differences. By the same token, there was general agreement that democracy is grounded upon the absolute freedom to practice the religious beliefs of one’s choice.

Notwithstanding the degree of freedom available to practice one’s religious beliefs, it is fair to say that faith-based assistance is provided by all religions. Following are two illustrations of efforts by members of the Christian religion to provide faith-based assistance and social justice.

**Trinity Housing Corporation**, a Section 501(c)(3) public benefit corporation, was founded in 1989 by the people of Trinity Episcopal Cathedral and operates Saint Lawrence Place ([http://www.trinityepiscopalcathedral.org/ministries/page45.asp](http://www.trinityepiscopalcathedral.org/ministries/page45.asp)), a transitional community that provides family assistance and housing in the inner city. The purposes of Trinity Housing Corporation are in keeping with the mission statement adopted by the Housing Steering Committee of the Cathedral:

> In response to our call to proclaim by word and example the good news of God in Christ, to seek and serve Christ in all persons, and to strive for justice and peace, Trinity Housing Corporation will address the need for housing for low-income people by developing projects which provide decent and safe housing. A vital component of these projects will be the provision and coordination of necessary support services to enable families to become stable and self supporting. [Emphasis supplied.]

Thirty units at St. Lawrence Place provide housing to families coming off the streets of Columbia, South Carolina from various shelters and agencies in the city. An active
professional staff presents programs for family enrichment, educational instruction, job training and interpersonal skills. Volunteers from the Cathedral and community are involved on the Board of Directors, in after school programs and tutoring, maintenance and enrichment programming.

Scarlett A. Benjamin, Executive Director of St. Lawrence Place, aptly describes the mission of St. Lawrence Place and the homeless people it shelters and rehabilitates:

“If you give a man a fish, you have fed him for a day.
If you teach a man to fish, you have fed him…and his family…for a lifetime.”

St. Lawrence Place is a transitional housing program where we teach “families to fish”; to make a change for a lifetime. Today, we find that the homeless population has different faces and needs than those of 20 years ago when St. Lawrence Place began. For starters, fully 40% of homeless people today are children – people who have no choice or power to change their circumstances. Another large segment of today’s homeless population consists of the “working poor”. This is the most rapidly growing segment of poor people in our nation and consists of moms and dads who work full time at low paying jobs. They do not have enough income to pay for housing, transportation back and forth to work, child care and groceries all at the same time. The most basic needs are a constant juggling act, with basic health care out of reach for most of these families. Becoming homeless is a far too common result for these struggling families who find their way to St. Lawrence Place. Our families are also women and children fleeing from domestic violence, moms and dads recovering from substance abuse, and families who have lost everything they owned through fire. Our residents are homeless families with children aged 17 and younger who are looking to make a long term change.

After twenty years of uninterrupted service, St. Lawrence Place continues its commitment to provide family assistance and housing in the inner city.

Bible Baptist Aid Ministries (“BBAM”) is a faith-based Section 501(c)(3) public benefit corporation (http://www.bbam.org) assisting in providing humanitarian aid relief in Northeast Asia. BBAM has operated in South Korea by providing relief to the poor and distressed or underprivileged, especially by providing healthcare services to low income and poverty-stricken individuals. Consistent with its mission to maximize both missionary work and humanitarian aid relief in South Korea, BBAM will endeavor to extend its work to other Northeast Asia countries in order to help under-developed and famine stricken people. Activities may include assistance in the form of medical equipment and supplies, food, residential and related construction materials, and educational support and aid.
BBAM is tiny when placed beside many of the organizations discussed above. Although hardly comparable in numbers, these few dedicated souls have undertaken a mission that is absolutely focused on the delivery of social justice. Sensitive to the needs of others, they typically respond to one or two individuals at a time. Supported by the collective resources of many, they are the personification of man's humanity for man. They are just beginning their mission in Northeast Asia; and with the cooperation and assistance of governmental and nongovernmental organizations, they will, indeed, be an extraordinary purveyor of social justice.

III

Conclusion

So there you have it: 12 examples of different ways the Third Sector engages in community development – urban, suburban, rural, regional, faith-based, public/private – all with an eye towards social justice. For efforts such as these to be successful and significant, however, time is of essence and the abovementioned collaborations and synergies cannot develop fast enough if the majority of civil society is ever to achieve and sustain the elusive halcyon years. Lasting peace, prosperity and tranquility in any given community is becoming more and more difficult to achieve in a rapidly shrinking world crowded with increasingly mutually dependent cultures and needs.

Perhaps the “Red Queen Principle” provides a timely and sobering observation, or caveat, as the Third Sector works to achieve social justice:

...for an evolutionary system, continuing development is needed just in order to maintain its fitness relative to the system it is co-evolving with.  

This principle is addressed by the evolutionary biologist L. van Valen, and is based on the observation to Alice by the Red Queen in Lewis Carroll’s *Through the Looking Glass* that “in this place it takes all the running you can do, to keep in the same place.” The Red Queen Principle emphasizes the stress that necessarily accompanies evolutionary development, how quickly the game can change, and how elusive the goal or objective can be. As soon as you make your move, the Red Queen will make her move. Keep your eyes open, stay focused on the goal, and maintain good peripheral vision...she moves fast.

Notwithstanding the elements of surprise and constant change the Red Queen brings to the table, the innovative and industrious optimist will, surely, share with others the long-sought halcyon years.

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Faculty
Recruit talented and entrepreneurial people

Students
Retain our best and brightest and recruit from other states

Small Business Owners
Nurture environment to support these individuals

Workers
Create opportunities for graduates and enhance per capita income

Citizens
Lead to greater opportunities for all of our citizens
### Project Impact - First 15 Years

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<th>Jobs Creation</th>
<th>Annual Property Tax Revenue</th>
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