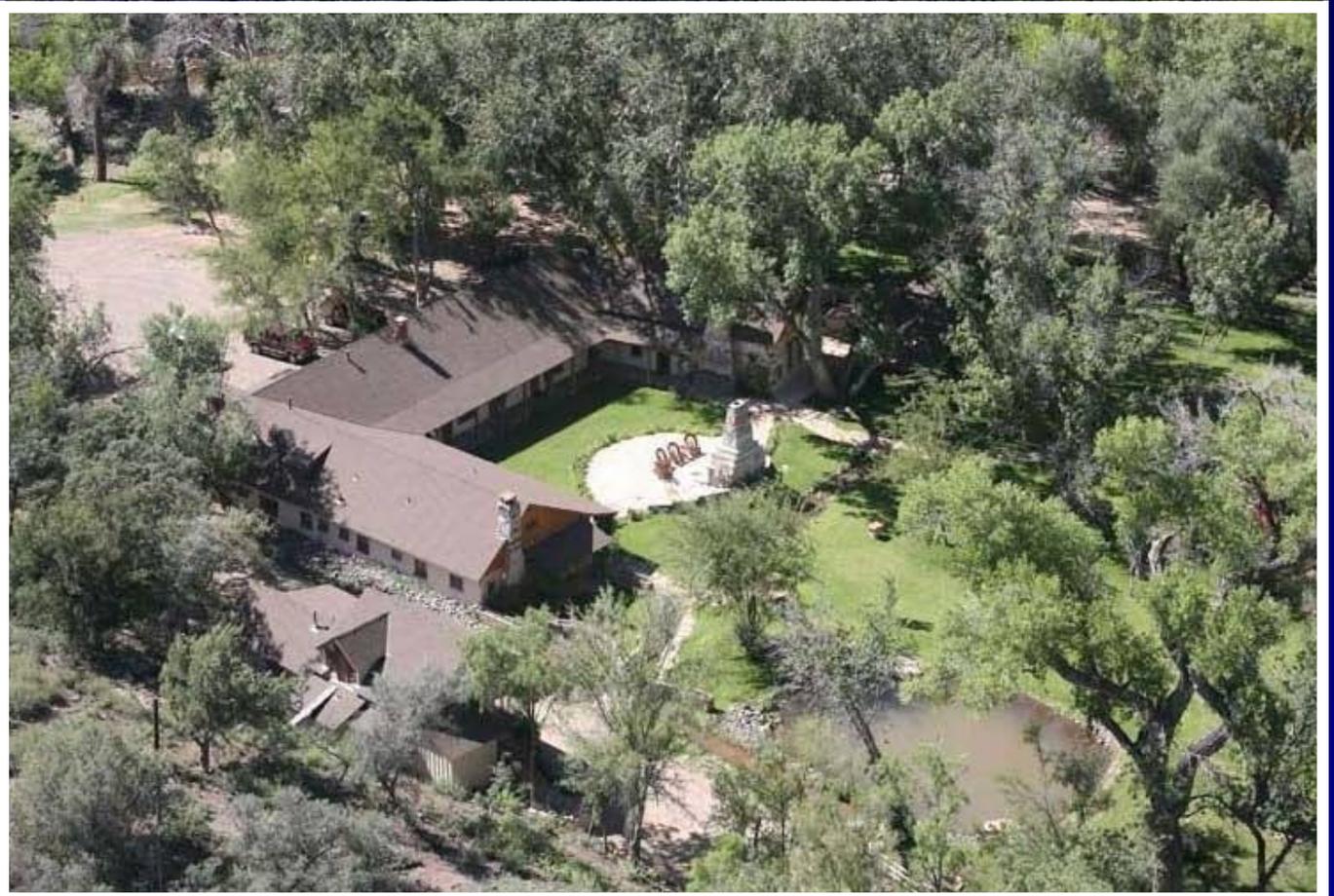


Helping Manifest StewardHeirShip™ of Soda Springs Ranch



**An Invitation to Help Discern
and Fulfill the “Divine Design”
for This Sacred Sanctuary Space**

Helping Manifest StewardHeirShip™ of Soda Springs Ranch!



We invite you to participate in a cocreative visioning process to discern how to manifest StewardHeirShip of this extraordinary 134 acre property with several bodies of water near Sedona, Arizona including a 5,000 square foot lodge (with 10 bedrooms, dining room, commercial kitchen, lounge), 4 houses, pastures, barn, stables, shooting range, pond, etc.

By [Charles Betterton, MSCED](#)

Published by [Community Economic Development Resource Center, Inc.](#)

Version 1.0 April, 2014

<https://www.facebook.com/groups/stewardheirshipcommunities/>

<http://www.pinterest.com/bettertown/stewardheirship-tm-communities-and-centers/>

This material contains elements protected under International and Federal Copyright laws and treaties. Any unauthorized reprint or use of this material is prohibited.

Table of Contents

Foreword.....	5
Introduction	8
Community Economic Development Principles and Practices	17
Wiki and Community Economic Development.....	19
CED Masters Program Graduation Remarks by Charles Betterton.....	20
Intentional Communities	23
Wiki and Intentional Communities	23
Wiki and Sustainable Community.....	25
Community Land Trusts.....	26
Wiki and Community Land Trusts.....	26
Benefit Corporations	32
Wiki and Benefit Corporations.....	32
Crowd Funding.....	37
Wiki and Crowdfunding	37
The Jobs Act.....	48
Wiki and Jumpstart Our Business Startups Act.....	48
Initial Sponsors	55
Ultimate Destiny University for Successful Living.....	55
Community Economic Development Resource Center	56
Universal StewardHeirShip, Inc.....	57
CENTER SPACE	58
Invitation to Collaborate and Cocreate.....	60
Cocreative Visioning	61

Mind/Heart Storming Exercise67

The Three Round Method of Brainstorming.....71

About the Author73

 Community Economic Development and Intentional Communities74

 The Art and Science of Community.....78

Examples of “Green” Housing Resources.....89

Soda Springs Ranch92

Foreword

“Write the vision; make it plain on tablets, so he may run who reads it. For still the vision awaits its appointed time; it hastens to the end—it will not lie. If it seems slow, wait for it; it will surely come; it will not delay. -- Habakkuk 2-2

A beautiful outline of our ultimate vision for this property is presented in the song [Earth by David Roth](#) that we frequently show a video of to set the tone for our live events. If I had to pick one song that best describes my vision of who we are, why we are here and what we came forth to be, do and manifest “StewardHeirShip” over, I would choose this song.

Earth

Dream of a day when we can live without anger.
Dream of a time when we can live without pain.
Dream of a way that we can live without hunger.
Dream of a sign that the earth can be peaceful again.

What can we do to get our people looking higher?
What do you do in the darkness but look for the light?
We can join hands and do whatever we desire.
We'll never fail as long as the reasons are right.

We're gonna' live in peace,
Its our only chance on earth.
Get all that fighting to cease,
And remember what life is worth.

Each of us has the power to bring about changes,
Though society separates us from the time of our birth.
We won't live here much longer if we live as strangers,
No time at all if we don't learn how to live with the earth.

Combining our efforts instead of being parted,
Sharing a vision that we will have a new dawn.
Remember that love is how it all got started and
Don't you know that love will keep going after we're gone.

What can we give the earth
That we haven't given in the past?
A way to live here on earth,
Make it last and last and last.

Dream of a day when we can live in communion.
Dream of a time when we can live without fear.
Awaken a way to get all of us working together.

And know that the time when the earth can be peaceful is near.
And know that our thoughts and actions are honest and clear.
And know that the people on earth can be safe from all fear.
Know that the time when the earth can be peaceful is near.

Copyright David Roth. All rights reserved.

My personal and corporate interests in helping manifest stewardship of Soda Springs Ranch are much broader than this particular property. Our priorities are: (1) to help facilitate the establishment of an international network of **Centers for Conscious Sustainable Living** (including Community Land Trusts, intentional communities and retreat centers); and

(2) to expand the [Community Economic Development Resource Center](#) to provide technical assistance and access to funding to help individuals and organizations acquire and operate these facilities for what Bucky Fuller referred to as "betterment for 100% of humanity".

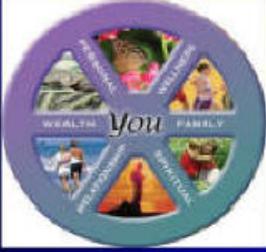
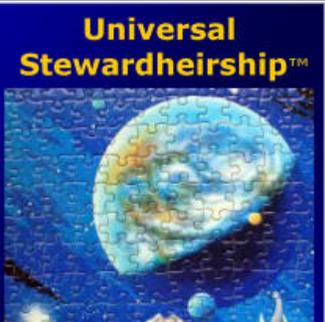
The individuals and organizations we are working with have been sharing our vision for 10 years with fellow members in Social Venture Network, World Business Academy, IONS, HeartMath, Association for Global New Thought, Spirit in Business, the Centers for Spiritual Living, etc.

I have lived in spiritually-oriented intentional communities for over 25 years, (including [Stelle, IL](#)), cofounded several non-profit organizations including the [Fellowship for Intentional Community](#), Community Development Corporations, a Community Action Agency, a Community Foundation, the Illinois Chapter of the National Congress for Community Economic Development (CED) and more recently incorporated a network of CED [Benefit Corporations](#).

I know of many other properties like Soda Springs Ranch that could had fulfilled a much higher purpose if there had been a resource available to help provide technical assistance and funding to acquire and preserve special "sacred sanctuary spaces" like the ranch is to me.

While I dearly love the **Property** and would like to live there, help manage it for the benefit of the larger community, I am more interested in some other **P** words. For example, my **Personal Priorities** include consideration of: the **People** who will be involved; the **Purpose** that ideally encompasses a shared vision that includes a focus on service and stewardship; the **Process** of discerning collaboratively how to help fulfill the lands highest and best use; the **Planet** and how the operations and activities on the property can foster **personal** and **planetary** sustainability; and of course, the **Profitability** that will be required for ongoing stewardheirship.

Following are examples of some forthcoming publications:

<p>Solving Life's Ultimate Destiny Success Puzzles</p>  <p>Which Puzzle Pieces Are Most Important To You? University for Successful Living</p>	<p>Expanding the Circle of Success Successful Living Skills for the 21st Century</p>  <p>Universal Stewardheirship</p>	<p>Solving Life's Ultimate Success Puzzle for Fostering Personal and Planetary Sustainability</p>  <p>University for Successful Living</p>
<p>www.ultimatedestinyuniversity.org</p>	<p>www.expandingthecircleofsuccess.org</p>	<p>www.fosteringustainability.com</p>
<p>Stewardheirship™ The A.R.T. and Science of Successful Living</p>  <p>Awakening. Realization. Transformation</p>	<p>Universal Stewardheirship™</p>  <p>Solving Our Personal, Community and Global Ultimate Destiny Success Puzzles By Charles Betterton, NSCED</p>	<p>What GOOD Will You Do With a Million Dollars A Year?</p>  <p>Discover How Your Company or Non-Profit Can Harness the Power of Equity Crowd Funding</p>
<p>www.stewardheirship.com</p>	<p>www.universalstewardheirship.com</p>	<p>www.whatgoodwillyoudo.com</p>

Introduction

We invite any interested individuals and organizations to participate in a cocreative visioning process to discern how to manifest StewardHeirShip of this extraordinary property that consists of 134 acres with several bodies of water near Sedona, Arizona including a lodge (with 10 bedrooms, dining room, commercial kitchen, lounge), 4 houses, pastures, barn, stables, shooting range, trout pond, etc.

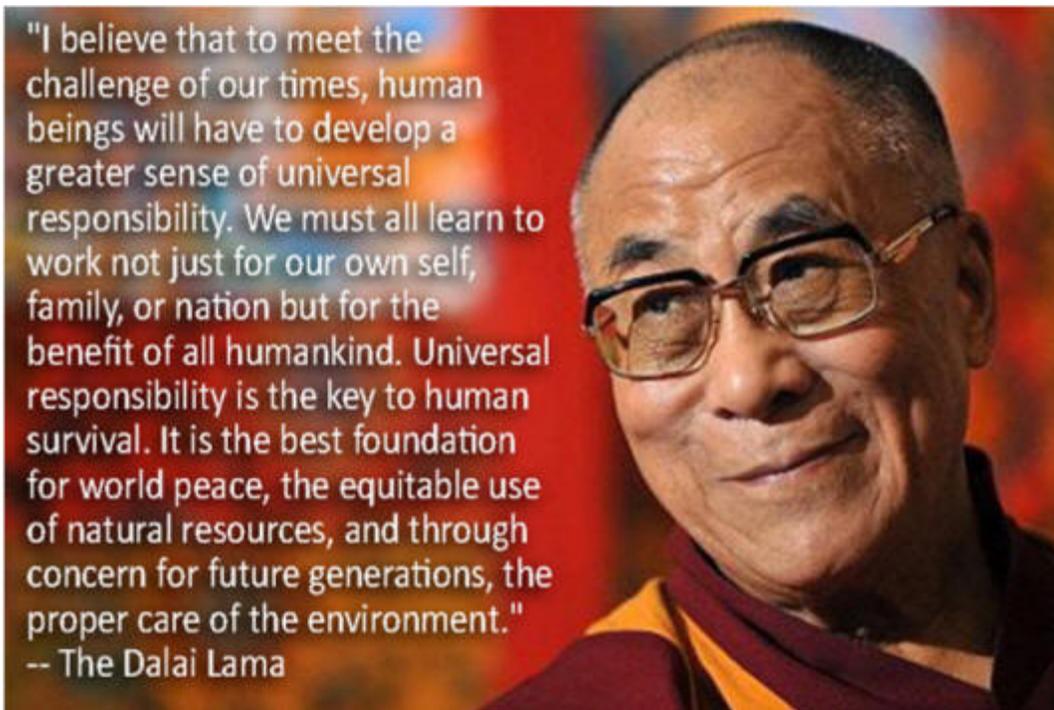
For several years, a collaborative partnership of cause-oriented companies and affiliated non-profit organizations has been seeking property near Sedona, Arizona that could serve many uses such as a retreat center, [intentional community](#), an experiential demonstration Center for Conscious Sustainable Living, perhaps even a [Community Land Trust \(CLT\)](#), etc.

Some of the non-profit organizations in [Sedona Collaborative Enterprises](#) include: [CENTER SPACE](#) (the Center for Spiritual, Personal, And Community Enlightenment), [Ultimate Destiny University for Successful Living](#) and [New Thought University](#). Some of the lead cause-oriented companies and [Benefit Corporations](#) involved include: [Universal Stewardheirship, Inc.](#); [Ultimate Destiny Network, Inc.](#), and the [Community Economic Development Resource Center, Inc.](#)

There are many individuals, non-profit organizations and companies interested in this one-of-a-kind property. We have identified 8 possible ways that could be used to acquire, operate and help fulfill the highest and best use of Soda Springs Ranch.

They include: through a Limited Liability Company (which is how present ownership is structured); by one or more Non-Profit Organizations (NPO) by one or more C Corporations; by a [Benefit Corporation](#); as a [Community Land Trust](#); as a [Cooperative](#) (<http://socialeconomyaz.org/whats-a-cooperative/>); as an [Intentional Community](#) (which could include any combination of the other options); and as an experiential demonstration [Center for Conscious Sustainable Living](#) (which could also include any combination of the other options).

Possible Organizational Vehicle	Observations on Possibilities
Through a Limited Liability Company which is how present ownership is structured.	StewardHeirShip LLC is one of several that could be the vehicle for acquiring the property.
Through a non-profit organization (NPO)	There are several possible NPOs including CENTER SPACE, Inc. (the Center for Spiritual, Personal And Community Enlightenment) through Cornucopia Community Advocates its Fiscal Sponsor.
By a C Corporation	Possible Arizona Corporations that could be used include Community Economic Development Resource Center, Inc. and Ultimate Destiny Network, Inc. (which has an Investment Marketing Memorandum in place that could generate up to \$5 million in equity capital). We could also prepare to generate up to a million dollars a year through the Equity Crowd Funding provisions of the JOBS Act.
As a Benefit Corporation	While Arizona is one of 20 States that have passed legislation to provide this new model for cause-oriented companies, the Act in AZ isn't effective until 12-2014. There are a couple of California based Benefit Corporations established by and owned by Arizona residents that could be used in the interim.
As a Community Land Trust	A community land trust is a nonprofit corporation that develops and stewards affordable housing, community gardens, civic buildings, commercial spaces and other community assets on behalf of a community.
As a Cooperative	At least 2 of the individuals participating in the process of discerning how to bring forth the highest and best use of the property have experience with the Cooperative model.
As an Intentional Community (which could include any combination of the other options)	One of the cofounders of this collaborative process has lived in intentional communities for 25 years, has a Master's in Community Economic Development and he cofounded the Fellowship for Intentional Community .
As an experiential demonstration Center for Conscious Sustainable Living (which could include any combination of the other options)	Several of the individuals and organizations interested in the ranch have credentials, expertise and experience in sustainable practices including permaculture .



This publication is being created as a result of an initial meeting of interested individuals who represent StewardHeirShip, LLC, the Community Economic Development Resource Center, Inc., Universal StewardHeirShip, Inc. and CENTER SPACE, Inc. (the non-profit Center for Spiritual, Personal And Community Enlightenment)

What is being envisioned is a possible "joint venture" among several of the interested parties that would incorporate most if not all of the 8 possible ways listed above. In addition, the proposed project would incorporate the principles and practices of Community Economic Development, coproduction of periodic fundraising events in surrounding cities (such as Sedona, Prescott, Flagstaff and Phoenix); publication of a paperback book inviting cocreative participation in the process of discerning and fulfilling the highest and best use of the property, launching a Crowd Funding campaign on 1 of the major Reward Platforms, and getting positioned to launch a separate Equity Crowd Funding campaign later as soon as those provisions of the JOBS Act are approved by the SEC.

Following are some of the proposed initial Action Steps:

Share this page and concepts with potential collaborators to determine to what extent there is alignment.

Develop a **S.O.P.A.D.A Proposal** (Subject, Objective, Proposal, Advantages; Disadvantages and Action Steps)

Drafting the outline for the **publication inviting cocreative collaboration** that would include chapters on: Overview of Social Entrepreneurship (including the “Quadruple Bottom Line) of Purpose, People, Planet and Profitability); Introduction to StewardHeirShip (which incorporates Service, Stewardship, Sustainability and Spiritual principles, practices and values); Community Economic Development Principles and Practices (which include Self-Help, Empowerment and Capacity-Building); Community Land Trusts; Intentional Communities; Conscious Sustainable Living; Benefit Corporations and B Corps; The JOBS Act and Equity Crowd Funding; Introduction to Soda Springs Ranch as an Exercise; Invitation to Participate in Cocreative Visioning and Strategic Planning; Interest and Participation Survey and Featured Resources.

Develop a **Power Point Presentation** on the proposed project (as well as videos)

Draft a **Executive Summary** of a Business Plan for the proposed project

Revise an existing **Investment Marketing Memorandum** for Ultimate Destiny Network, Inc. that will allow the project to generate up to \$5M in equity investments

Develop a **Master Fundraising Plan** that would explore possible funding via grants, donations, contracts and Program Related Investments from Private Foundations. (We already have agreement from Cornucopia Community Advocates, our 501 (c)(3) Fiscal Sponsor for CENTER SPACE to serve as the lead non-profit).

Create a **Tentative Project Workplan** that would demonstrate how a series of monthly, quarterly and annual events (mostly offsite) could generate 100+% of the operating expenses of the property (and even debt service if a mortgage was taken out. For example, we could coproduce seminars, workshops and conferences in surrounding communities with some of the 50 recipients of the Ultimate Destiny Hall of Fame Award. We already have strategic relationships with all of them and we have produced highly successful events with many of them.

The main events would be held offsite where larger numbers of people could participate and thereby generate greater revenue to support our project. The featured presenter(s) would stay in the Lodge as our guests. In some instances, a small number of participants at the larger event would be invited to spend a day or two onsite with the presenter.

That smaller higher priced event would generate additional revenue. It is entirely possible that we could generate as much as \$100,000 to \$250,000

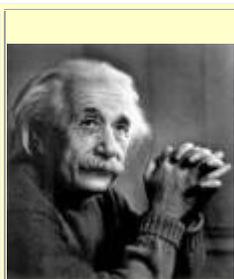
net profit from larger events. (For some examples of past major successes, please view <http://www.candoresourcecenter.com> and <http://www.communityresourcecenters.org>)

We realize that there are several other individuals and non-profit organizations that also have a vision for and interest in this specific property. While we would love to acquire it for our purposes, our overarching interest is to help facilitate the maximum utilization of the property to the benefit of the largest number of individuals, organizations and the extended community. For that purpose, we are inviting anyone who is interested in helping discover the "ultimate destiny" of the property to join us for a cocreative visioning and strategic planning process.

Our team members have cofounded many successful projects (including the [Fellowship for Intentional Community](#), Community Development Corporations, Community Action Agencies, [Community Development Resource Centers](#), etc) and have generated over 100 million dollars in grants, contracts and donations for affiliated non-profit organizations (NPOs). We have also raised several million dollars in equity capital for cause-oriented companies involved in personal, organizational and community development and empowerment.

We have decades of experience developing award-winning [Community Economic Development](#) (CED) programs, projects and organizations including multi-million dollar property redevelopment projects. We have expertise in publishing and marketing and in producing and promoting major development training programs (featuring many of the world's leading experts and best-selling authors) for up to 1,800 participants. We have experience and expertise helping facilitate cocreative visioning and strategic planning for NPOs, Chambers of Commerce, United Ways, cities and counties, etc. (Some examples are available at www.candoresourcecenter.com and www.communityresourcecenter.org)

And we have access to substantial resources for: (1) helping determine the highest and best use of the property; (2) helping create the most appropriate organizational infrastructure for acquiring, operating and maintaining it; and (3) attracting additional strategic alliance partners and the required financial resources.



“The significant problems we have cannot be solved at the same level of thinking (consciousness) with which we created them” -- Albert Einstein

What we are sharing in this publication and have posted so far on our web site at <http://www.stewardheirship.info> is just a first draft that we have shared with a few others interested in the property, a few board members, and prayer/spiritual mind treatment partners. What we envision adding next is content about how we believe this is an opportunity for us to practice and demonstrate a higher level of consciousness and discernment and stewardship. Now we are issuing our invitation to Universal Creative Power to reveal the ways and provide the means for Stewardheirship of the property NOW, through Divine Right Action, Divine Order and Perfect Harmony.

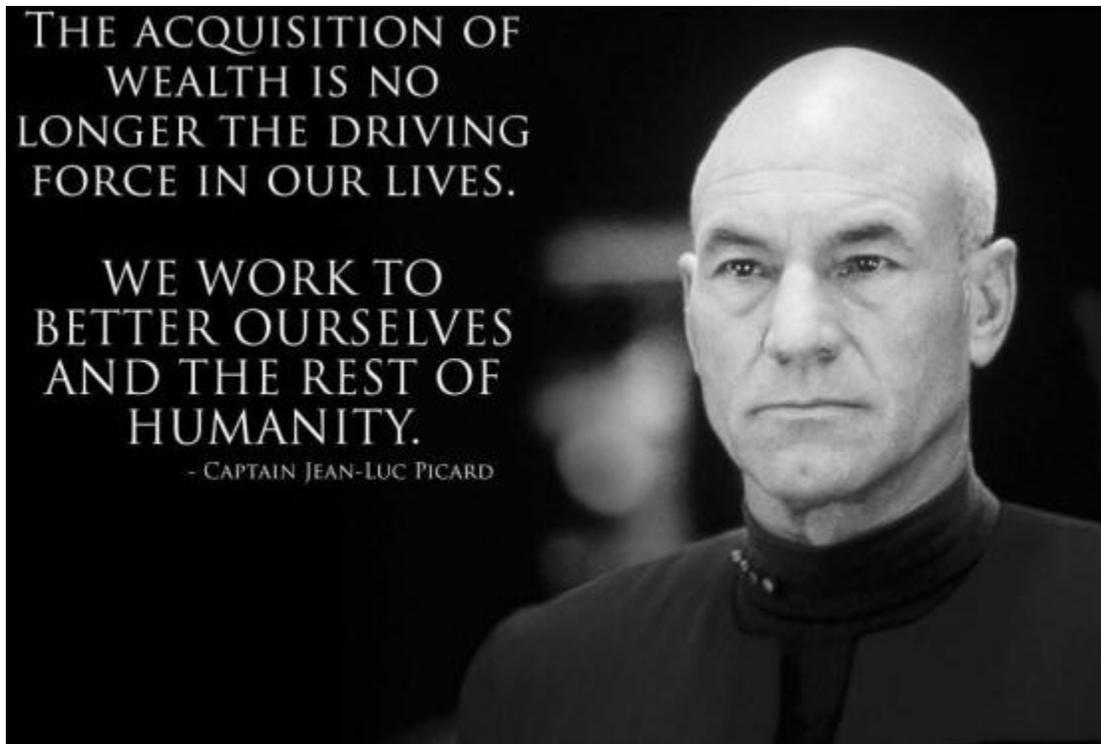
Rather than many individuals and organizations perpetuating the old paradigm of competition by seeking to acquire the property for their own individual use, this is an opportunity to collaborate and seek how we might help manifest the highest and best use and the "ultimate destiny" of Soda Springs Ranch.



“For the first time in history it is now possible to take care of everybody at a higher standard of living than any have ever known. All humanity now has the option to become enduringly successful.”
-- R. Buckminster Fuller

Yes, my heart sings when I envision being blessed to live and serve in the sacred sanctuary setting and my soul feels richly nourished as I see how many ways the property can help humankind **A.R.K.** -- **A**waken to our true identity as immortal spiritual beings having a temporary human experience, **R**ealize more of our inherent potential to express "Godhood" and **K**now how to fulfill our individual and collective purpose and Ultimate Destiny. For me, that is all encompassed in the word Stewardheirship which includes Spirit, Service, Stewardship and Sustainable living. We share Bucky Fuller's vision of "[betterment for 100% of humanity](#)" and his concept of stewardship of spaceship Earth.

To us, this situation with so many light workers/seekers wanting to buy the property for their own use, (especially all those planning to do so with expected windfalls from the global currency revaluation that is believed by many to be part of the shift to the new paradigm), may be the first "test" of the extent to which our consciousness is evolved (or evolving) as we say we seek Awakening, Enlightenment and Ascension.



**Our earlier answer to the question
"How to design a spiritual business?"**

How to design a spiritual business? If you were designing a business from the outset, so that it would embody spirituality within it (NOT religion, but spirituality), what would you do differently from simply launching a new business in the 'normal' fashion? (asked by by Graham Wilson on the Tyson Center for Faith and Spirituality in the Workplace blog site)

A few years ago at a [Social Venture Network](#) annual membership meeting, one of the codirectors invited me to help facilitate a group conversation focused on how to most effectively discuss the initial inclusion of Spirit as one of the core foundational principles of SVN. I don't remember now exactly how I shared an acronym for S.P.I.R.I.T. I said it included components such as: **Stewardship; Purpose; Integrity; Responsibility; Inspiration and True identity** (remembering we are spiritual beings having a spiritual experience temporarily in a human form.) There was a wonderful response.

Of course we had already covered the difference between spiritual and religion in the conversation and I am sure most of us were familiar with Patricia Aburdene's great work in [Mega Trends 2010, Seven Trends That Will Change the Way We Live, Work and Invest](#). She reported in her book that 3 of the 7 trends were spiritual and the most significant trend was spiritual, especially in the world of business.

As a result of the influences of fellow members back then in SVN, Spirit in Business, World Business Academy, Association for Spirit at Work, IONS, the Association for Global New Thought, etc, the cofounders of [Universal StewardHeirShip, Inc.](#) set our intentions on designing a cause-oriented company based on the 4Ps of Purpose, People, Planet and Profitability. We hired Pat Sullivan (VisionPat@aol.com) to help us learn how to apply her powerfully effective innovative model for developing a spiritually-based business plan. We highly recommend Pat's services!

Over the past few years, we have discovered that if we tune into Spirit, Inner Guidance, the Creative Force or Source Energy, whatever one calls the Infinite Power, the "Divine Design" inherent in anything, including a business, will reveal itself rather than our having to DO anything other than BE STILL, LISTEN, LET GO AND LET SPIRIT and take only appropriate ACT//ON.

Now I certainly don't claim that we haven't made mistakes or that we haven't often gotten in the way of that Divine Design unfolding. In fact we have cocreated some fascinating new tools such as Discernment Grids for discerning the difference between what we referred to as a "Divine Appointment" or a "Devilish Distraction" as we attracted and sought alignment and coherence with potential strategic alliance partners.

We became familiar with techniques from [HeartMath®](#) that helped us individually and as a team enjoy the state of "heart-mind coherence". Before our board meetings we frequently would begin with an exercise we learned from HeartMath known as a "heart-lock in" which always magically seemed to produce greater clarity, synergy, alignment and deeper access to Universal Wisdom available from within.

In the past few years, we have steadily made progress in actualizing our shared vision of cocreating a global marketing and distribution infrastructure that would facilitate our mission of helping millions of people **A.R.K.** – **A**waken to our true identity as spiritual beings (having a spiritual experience temporarily in a physical body); **R**ealize more of their inherent potential; and **K**now how to cocreate their ultimate destiny (whatever that means to each individual).

Cocreative Visioning and Strategic Planning

I propose that those of us who resonate with this vision of collaborating explore various resources and techniques for Cocreative Visioning and Strategic Planning. Some of us regularly practice Spiritual Visioning exercises taught in [New Thought Centers](#). For example, we might contemplate and share insights we receive as we turn within for answers to questions such as:

What is Spirit's Vision for our enterprise?

What do we have to be or become to allow Spirit's vision to manifest?

What do we need to let go of to allow Spirit's vision to manifest?

What is the Gift of Spirit that I personally bring?

Is there anything else I could know or receive from Infinite Wisdom?

Then as each individual shares the insights, images and ideas they received in response to the questions, we collectively consider the final question:

“Given this wisdom and inner guidance, what are the next steps we need to take to facilitate Spirit's vision coming forth in, through and as us?”

We invite you to participate in our ongoing Cocreative Visioning and Strategic Planning process to help us discern what the property itself desires for its utilization. The next few chapters provide an overview of the main topics listed in the Table of Contents followed with examples of the exercises and forms we are using.

We also invite you to let us know if and how you might like to contribute your love, light, wisdom and expertise in helping discern the "ultimate destiny" of this extraordinary property by completing our project survey at <http://survey.constantcontact.com/survey/a07e8qc89oqhpsqmltn/start>

For more information on the proposals and suggestions provided in this publication to help discern the highest and best use of this extraordinary property and the ultimate path to manifesting "cocreative collaborative stewardheirship" of it, please contact [Charles Betterton, MSCED](#), at 928-554-4715 or ceo@universalstewardheirship.com

<https://www.facebook.com/groups/stewardheirshipcommunities/>

[http://www.pinterest.com/bettertown/stewardheirship
-tm-communities-and-centers/](http://www.pinterest.com/bettertown/stewardheirship-tm-communities-and-centers/)

Community Economic Development Principles and Practices

The primary goal of community development is to help people improve their economic and social conditions. Community economic development, a subset of community development, is a people-initiated strategy that seeks to develop the economy of a community, region or country for the benefit of its residents. Community economic development strategies seek to develop efficient, productive and profitable ventures and programs within the context of a community's social, cultural and political values. Community Economic Development (CED) is said to consist of three main principles: Self-Help; Empowerment and Capacity Building. CED strategies include issues such as:

- * local ownership of economic resources;
- * citizen participation; and
- * building the capacity of people to participate in and manage the development process.

SELF-HELP DEFINED

The idea of self-help is one of several distinguishing features of community development theory, practice, and ideology. Self-help is based on the premise that people can, will, and should collaborate to solve community problems. In addition to the practical problem-solving utility of this perspective, self-help builds a stronger sense of community and a foundation for future collaboration. It embodies the notion that a community can achieve greater self-determination within constraints imposed by the larger political economy in which it is embedded. Without a commitment to self-help, a community may exist as a place, an organization, or an interest group but be lacking the capacity building strategy. It is a style of planning, decision making, and problem solving which is endemic to the very idea of community, especially that of the small, face-to-face community.

Self-help is emphasized not only as a goal to be achieved in and of itself, but also as a strategy for the accomplishment of broader development objectives. Helping communities achieve a capacity for self-help is fundamental to both the theory and practice of community development. If a spirit of self-help doesn't exist within a community as an extension of the members' dedication to common goals and mutual respect; then, from the perspective of community development or empowerment, a capacity for self-help may be instigated with the assistance of an outside community development practitioner.

"It is this idea of intervention to produce a greater capacity for self-help among residents of a place that is a cornerstone of the community development profession. In community development practice, it is rudimentary that the solution to community problems is sought first within the community, and its

resources and capabilities. While the community development approach does not assume that all important social, economic, or political problems of communities can be resolved by a community's own efforts, the idea of mobilizing broad community participation is prescribed as a goal of any community development effort and most definitions of community development include self-help.

Self-help embodies two interrelated features: (1) it is expected to produce improvements of people's living conditions, facilities, and/or services" and (2) it emphasizes that the process by which these improvements are achieved is essential to development of the community. The "developed community" is both improved and empowered as a result. Of these two features, the self-help perspective emphasizes that the process is more important in the long run than the improvements, because the collaboration that derives from a strong sense of community can be the means to continuing improvement of community services and quality of life.

By contrast; if community services, facilities, or improvements are contributed by an outside agency or organization with little or no community involvement, such "improvements" are likely to be transitory, to increase community dependency, to contribute little to a greater sense of community, and to diminish the community's future capacity to act on its own behalf. Thus a self-help approach not only emphasizes what a community achieves, but more importantly, how it achieves it. Another way of stating this is to distinguish between development in the community (the improvements) and development of the community (how these improvements are achieved)

Excerpts from ***Community Development Perspectives*** edited by James A. Christenson and Jerry W. Robinson, Jr. Iowa State University Press/Ames 1989.

EMPOWERMENT DEFINED

"Empowerment is another concept often discussed but not always practiced. In broad terms, empowerment is enhancing the possibilities for people to influence those persons and organizations that affect their lives. Empowerment involves recognizing and nurturing the unique strengths and competencies of people that derive from the wisdom of their everyday experiences. Empowerment also entails strengthening social networks and community institutions by promoting a diversity for approaches to deal with social life."

"An important route to empowerment is building local capacity. When a community and its people are empowered, they have the capacity to articulate their needs; to identify actions to solve these needs; and, to mobilize and organize resources in pursuit of community defined goals.

“When the people of a community come together to visualize a common future and then work together to achieve it, there develops a recognition that everyone - regardless of education, job, race, background or whatever -- has something important to contribute to that process. Indeed, the greater the diversity of the participants, the richer the vision and the more effective its accomplishments.” -- Excerpts from a speech given by Lorraine Garkovich before the Twentieth Annual Conference of the Community Development Society, July 1989.

LOCAL CAPACITY BUILDING

The rationale for local capacity building bears repeating here: local governments alone simply do not have the human resources to cope effectively with the changing social, political, and economic environments which they now confront. If the base of human resources that local governments can draw upon is not expanded, then communities and people will never achieve the quality of life they want and deserve.

The three general types of strategies for local capacity building are: (1) expanding the base of citizen involvement; (2) enhancing the leadership pool; and (3) enlarging the information base of local communities. While each is important, it is together that they establish a solid foundation for citizen participation in community development. These strategies have multiple purposes and outcomes. They contribute to capacity building by nurturing and strengthening local organizations, by generating citizen interest to participate in community decision making and actions, and by increasing the vehicles for citizen involvement."

Wiki and Community Economic Development

Community Economic Development (CED) is a field of study that actively elicits [community involvement](#) when working with government, and private sectors to build strong communities, industries, and markets. "Community Economic Development is a multifaceted comprehensive approach to community change that is not limited to just poverty programs, nor is it synonymous with industrial recruitment. Community Economic Development is not an attempt to exploit resources to yield the maximum economic return."

Community economic development encourages using local resources in a way that enhances [economic](#) opportunities while improving [social](#) conditions in a [sustainable](#) way. Often CED initiatives are implemented to overcome crises, and increase opportunities for communities who are [disadvantaged](#). An aspect of “localizing economics,” CED is a community-centered process that blends social and economic development to foster the economic, social, ecological and cultural well-being of communities. It may form part of an [ESCED initiative](#). Research indicates that one benefit of community development venture capital may be its effect in bringing traditional venture capital investment to underserved regions.¹

Community economic development is an alternative to [conventional economic development](#). Its central tenet is that: “... problems facing communities—unemployment, poverty, job loss, [environmental degradation](#) and loss of community control—need to be addressed in a holistic and participatory way.”

Community Economic Development is often involved in a process of building [Social Enterprises](#) that are part of the social economy. Sometimes called the [Third Sector](#), a community-based social enterprise is a partnership between government agencies, small to medium enterprises, large national or transnational corporations and the not-for-profit sector, and aims for social, economic and/or environmental outcomes that none of these agencies could achieve for and by themselves.

External links

- [The Canadian CED Network](#)
- [Statement of CED Principles](#)
- [CED Gateway \(index\)](#)
- [Glen C. Pulver "father of community economics"](#)
- [Center for Community Economic Development](#)

CED Masters Program Graduation Remarks by Charles Betterton

Good evening. It is my privilege to continue the CED Program tradition of having the opening remarks given by the class member voted **least** likely to offer remarks, comments and opinions.

During our first class weekend, I introduced myself as a community development specialist for the Kingdom of God on earth and right-use-ness. The response to my statement was understandably as diverse as the make-up of our class. Comments ranged from statements of appreciation from people

¹[Federal Reserve Bank of New York](#), *Doing Well by Doing Good? Community Development Venture Capital*, [September 2012](#)

with a similar orientation to someone asking me if there was a place in my world for atheists and Michael Swack asking if I was a member of some cult.

During later classes with Chuck Turner, we spent time discussing the root causes of the problems that threaten our society. We developed the following list:

- The me generation**
- Getting away from God**
- Lack of spirituality**
- Lack of common vision**
- Absence of wisdom**
- Focus on accumulation versus circulation**
- Spiritual and cultural disintegration and the**
- Lack of an appropriate value system and ways to express it**

The following month we considered potential solutions to these problems by reflecting on the values of community economic development which we described as including:

- Spiritual underpinning, a sense of oneness**
- Application of cooperative principles**
- A focus on human development**
- Retention of wealth in the neighborhoods**
- Valuing community and the larger society**
- Consideration of multicultural differences in religion, values perspectives and communication and**
- Enabling people and communities to empower themselves**

We defined the role of CED as an educational process to help people become empowered and connected with others, thereby becoming the curative process. I am not the same person who entered this program in September of 1990 and neither are any of you. Through the information, exercises and experiences we have shared, we have all completed another upward spiral in our lives and careers. We have acquired skills and techniques and access to resources that can transform our lives, our organizations, our communities and our world.

Over the past 16 months we have become a family and a community. And just like our biological families and our geographic communities, we have varying levels of connectedness with each other member of the group. Even so, I believe we have far more in common than we may have of difference.

When I say I am a community development specialist for the Kingdom of God on earth and right-use-ness, I am sharing my goal of being a positive factor in assisting with the evolution of the world from what and how it now is, into what and how I believe it can be through the application of CED principles.

Just as Abraham Maslow developed a hierarchy of needs and described a fully actualized person, I see a vision of a fully actualizing civilization. I see a world where the widespread practice of community economic development principles fosters the realization of personal, organizational and spiritual potential. I see a world where individuals balance their inclination toward personal objectives and material acquisitions with a broader sense of community, purpose, an attitude of service and stewardship and the practice of cooperative principles.

In an article we read by Mel King and Samantha George entitled "The Future of Community; From Global to Local", the following statements were presented:

"Community development on the material level is necessary, but not sufficient without a complementary development of human consciousness along the spiritual dialectic The point here for community developers is to create structures that stimulate the development of consciousness so that, in transforming their physical communities, people grow into spiritual community.

Community development must embody the process of uncovering our essence as human beings and as co-creators, in order to build a new earthly order reflecting the divine principle of oneness"

I suggest that we are all community development specialists for the Kingdom of God on earth and right-use-ness. Or if you prefer the term, for Heaven on Earth. " We are not human beings having a spiritual experience. We are spiritual beings having a human experience."

I deeply appreciate the opportunity to travel this path with you. I look forward to spending the rest of my life sharing with the world what we have learned through our participation in the CED program. I also appreciate this opportunity to share these thoughts with you this evening.

In closing, and in keeping with the ecumenical nature of this "non-invocation", May the Force be with you. Thank you.

Intentional Communities

Wiki and Intentional Communities

An **intentional community** is a planned [residential community](#) designed from the start to have a high degree of social cohesion and [teamwork](#). The members of an intentional community typically hold a common [social](#), [political](#), [religious](#), or [spiritual](#) vision and often follow an [alternative lifestyle](#). They typically share responsibilities and resources. Intentional communities include [collective households](#), [cohousing communities](#), [ecovillages](#), [communes](#), [survivalist retreats](#), [kibbutzim](#), [ashrams](#), and [housing cooperatives](#). New members of an intentional community are generally selected by the community's existing membership, rather than by real-estate agents or land owners (if the land is not owned collectively by the community).

Characteristics

Purpose

The purposes of intentional communities vary in different communities. They may include sharing resources, creating family-oriented neighborhoods and living ecologically [sustainable](#) lifestyles ([ecovillages](#)). Many intentional communities focus on the importance of living and sharing life together, as opposed to the perceived trend of independence in Western culture.

Types of communities

Some communities are secular; others have a [spiritual](#) basis. One common practice, particularly in spiritual communities, is [communal meals](#). Commonly there is a focus on [egalitarian](#) values. Other themes are [voluntary simplicity](#), [interpersonal growth](#), and [self-sufficiency](#).

Some communities provide services to disadvantaged populations, for example, war refugees, the homeless, or people with [developmental disabilities](#). Some communities operate learning or health centers.

Other communities, such as *Castanea* of [Nashville, TN](#), offer a safe neighborhood for those exiting rehab programs to live in. Some communities also act as a mixed-income neighborhood, so as to alleviate the damages of one demographic assigned to one area. Many intentional communities attempt to alleviate social injustices that are being practiced within the area of residence. Some intentional communities are also [micronations](#), such as [Freetown Christiania](#).^[citation needed]

Types of memberships

Many communities have different types or levels of membership. Typically, intentional communities have a selection process which starts with someone interested in the community coming for a visit. Often prospective community members are interviewed by a selection committee of the community or in some cases by everyone in the community. Many communities have a "provisional membership" period. After a visitor has been accepted, a new member is "provisional" until they have stayed for some period (often six months or a year) and then the community re-evaluates their membership. Generally, after the provisional member has been accepted, they become a full member. In many communities, the voting privileges and/or community benefits for provisional members are less than those for full members.

Christian intentional communities are usually composed of those wanting to emulate the practices of the earliest believers. Using the [biblical](#) book of [Acts](#) (and, often, the [Sermon on the Mount](#)) as a model, members of these communities strive for a practical outworking of their individual faith in a corporate context. These Christian intentional communities attempt to live out the teachings of the [New Testament](#) and practice lives of compassion and hospitality.

A survey in the 1995 edition of the [Communities Directory](#), published by [Fellowship for Intentional Community](#) (FIC), reported that 54% of the communities choosing to list themselves were rural, 28% were urban, 10% had both rural and urban sites, and 8% did not specify.²

Type of governance

The most common form of [governance](#) in intentional communities is [democratic](#) (64%), with decisions made by some form of [consensus decision-making](#) or voting. A [hierarchical](#) or [authoritarian](#) structure governs 9% of communities, 11% are a combination of democratic and hierarchical structure, and 16% do not specify.³ Many communities which were initially led by an individual or small group have changed in recent years to a more democratic form of governance.

Further reading

[Christian, D.](#) (2003) *Creating a Life Together: Practical Tools to Grow Ecovillages and Intentional Communities* New Society Publishers. ISBN 0-86571-471-1

Curl, John (2007) *Memories of Drop City, the First Hippie Commune of the 1960s and the Summer of Love: a memoir.* iUniverse. ISBN 0-595-42343-4. <http://red-coral.net/DropCityIndex.html>

²[Fellowship for Intentional Community](#). 1995. *Communities Directory*. 2nd Edition. Rutledge, Missouri, USA. ISBN 0-9602714-4-9.

³[Fellowship for Intentional Community](#). 2005. *Communities Directory*. 4th Edition. Rutledge, Missouri, USA. ISBN 0-9718264-2-0.

[Kanter, Rosabeth Moss](#) (1972) *Commitment and Community: communes and utopias in sociological perspective*. Cambridge, Mass.: Harvard University Press. ISBN 0-674-14575-5

McLaughlin, C. and Davidson, G. (1990) *Builders of the Dawn: community lifestyles in a changing world*. Book Publishing Company. ISBN 0-913990-68-X

Lupton, Robert C. (1997) "Return Flight: Community Development Through Reneighboring our Cities". Atlanta, GA.: FCS Urban Ministries.

External links

- [Intentional community](#) at [DMOZ](#)
- [Intentional Communities Database](#)
- [Intentional Communities website](#)
- [Intentional Communities Wiki](#)
- [Intentional Community For Media and Spirituality](#)
- [Diggers & Dreamers UK directory & Journal](#)
- [The Twitter Age Embraces Communal Living](#) – slideshow by [The New York Times](#)
- [International Communes Desk](#)

Wiki and Sustainable Community

Sustainable communities are [communities](#) planned, built, or modified to promote [sustainable living](#). This may include sustainability aspects relating to equality, water, transportation, energy, and waste and materials.⁴ They tend to focus on [environmental sustainability](#) (including [development](#) and [agriculture](#)) and [economic sustainability](#). Sustainable communities should focus on [sustainable urban infrastructure](#), social equity, and [sustainable municipal infrastructure](#). The intersection of all four areas of sustainability, economy, environment, and equality, are necessary to the creations of a sustainable community.

⁴[California Sustainability Alliance, Sustainable Communities](#), Received October 28th, 2010

Community Land Trusts

Wiki and Community Land Trusts

A **community land trust** is a nonprofit corporation that develops and stewards affordable housing, community gardens, civic buildings, commercial spaces and other community assets on behalf of a community. “CLTs” balance the needs of individuals to access land and maintain security of tenure with a community’s need to maintain affordability, economic diversity and local access to essential services.

Historic Overview

The community land trust (CLT) is an equitable and sustainable model of affordable housing and community development that has slowly spread throughout the United States, Canada, and the United Kingdom during the past 40 years. The CLT model was originated in the United States by Ralph Borsodi and [Robert Swann](#), drawing upon earlier examples of planned communities on leased land including the [Garden city movement](#) in the United Kingdom, single tax communities in the USA, Gramdan villages in India, and moshav communities on lands owned by the Jewish National Fund in Israel. The prototype for the modern-day community land trust was formed in 1969 near [Albany, Georgia](#) by leaders of the southern civil rights movement seeking a new way to achieve secure access to land for [African American farmers](#).

History

According to the E. F. Schumacher Society website: "Swann was inspired by [Ralph Borsodi](#) and by Borsodi's work with [J. P. Narayan](#) and [Vinoba Bhave](#), both disciples of [Gandhi](#). Vinoba walked from village to village in rural [India](#) in the 1950s and 1960s, gathering people together and asking those with more land than they needed to give a portion of it to their poorer sisters and brothers. The initiative was known as the [Bhoodan](#) or Land gift movement, and many of India's leaders participated in these walks.

Some of the new landowners, however, became discouraged. Without tools to work the land and seeds to plant it, without an affordable [credit system](#) available to purchase these necessary things, the land was useless to them. They soon sold their deeds back to the large landowners and left for the cities. Seeing this, Vinoba altered the Boodan system to a [Gramdan](#) or Village gift system. All donated land was subsequently held by the village itself. The village would then lease the land to those capable of working it. The lease expired if the land was unused. The Gramdan movement inspired a series of regional village land trusts that anticipated Community Land Trusts in the United States.

The first organization to be labeled with the term 'community land trust' in the U.S., called New Communities, Inc., was founded with the purpose of helping [African-American](#) farmers in the rural South to gain access to farmland and to work it with security.

A precursor to this was the [Celo Community](#) in North Carolina, which was founded in 1937 by [Arthur Ernest Morgan](#).⁵

New communities: Robert Swann worked with [Slater King](#), president of the Albany Movement and a cousin of [Martin Luther King, Jr.](#), Charles Sherrod, an organizer for the Student Nonviolent Coordinating Committee, and individuals from other southern civil rights organizations in the South to develop [New Communities, Inc.](#), "a nonprofit organization to hold land in perpetual trust for the permanent use of rural communities".

Their vision for New Communities Inc. drew heavily on the example and experience of the [Jewish National Fund](#) (JNF) in making land available through 99-year ground leases for the development of planned communities and agricultural cooperatives. The JNF was founded in 1901 to buy and develop land in Ottoman Palestine (later Israel) for Jewish settlement. By 2007, the JNF owned 13% of all the land in Israel. It has a long and established legal history of leasing land to individuals, to [cooperatives](#), and to [intentional communities](#) such as [kibbutzim](#) and moshavim. Swann, Slater King, Charles Sherrod, Faye Bennett, director of the National Sharecroppers Fund, and four other Southerners traveled to Israel in the 1968 to learn more about ground leasing. They decided on a model that included individual leaseholds for [homesteads](#) and [cooperative](#) leases for farmland. New Communities Inc. purchased a 5,000-acre (20 km²) farm near Albany, Georgia in 1970, developed a plan for the land, and farmed it for twenty years. The land was eventually lost, but the example of New Communities inspired the formation of a dozen other rural community land trusts in the 1970s. It also inspired and informed the first book about community land trusts, produced by the International Independence Institute in 1972.

Ralph Borsodi, Robert Swann, and Erick Hansch founded the International Independence Institute in 1967 to provide training and technical assistance for rural development in the United States and other countries, drawing on the model of the Gramdan villages being developed in India. In 1972, Swann, Hansch, Shimon Gottschalk, and Ted Webster proposed a "new model for land tenure in America" in *The Community Land Trust*, the first book to name and describe this new approach to the ownership of land, housing, and other buildings. One year later, they changed the name of the International Independence Institute to the Institute for Community Economics (ICE).

⁵Hicks, George L. *Experimental Americans: Celo and Utopian Community in the Twentieth Century*. University of Illinois Press: 2001.

In the 1980s, ICE began popularizing a new notion of the CLT, applying the model for the first time to problems of affordable housing, gentrification, displacement, and neighborhood revitalization in urban areas. From 1980-90, [Chuck Matthei](#), an activist with roots in the [Catholic Worker movement](#) and the [peace movement](#), served as Executive Director of ICE, then based in [Greenfield, MA](#) and now located in [Springfield, MA](#). ICE pioneered the modern community land trust and community loan fund models. During Chuck's tenure, the number of community land trusts increased from a dozen to more than 100 groups in 23 states, creating many hundreds of permanently affordable housing units, as well as commercial and public service facilities. With colleagues Chuck guided the development of 25 regional loan funds and organized the National Association of Community Development Loan Funds, later known as the National Community Capital Association. From 1985-90, Chuck served as a founding Chairman of the Association and from 1983-88 he served as a founding board member of the [Social Investment Forum](#), the national professional association in the field of socially responsible investment. Chuck also launched an effort in the early to mid-1980s to address many of the legal and operational questions about CLTs that were arising as banks, public officials and others encountered the growing effort to create such community based organizations around the country.

The first urban CLT, the Community Land Cooperative of Cincinnati, was founded in 1981 by an ecumenical association of churches and ministries created to prevent the displacement of low-income, African-American residents from their neighborhood. During the 1980s, the number of urban CLTs increased dramatically. They were sometimes formed, as in Cincinnati, in opposition to the plans and politics of municipal government. In other cities, like Burlington, Vermont and Syracuse, New York, community land trusts were formed in partnership with a local government. One of the most significant city-CLT partnerships was formed in 1989 when a CLT subsidiary of the Dudley Neighborhood Initiative was granted the power of eminent domain by the City of Boston.

There are currently over 250 community land trusts in the United States. Fledgling CLT movements are also underway in England, Canada, Australia, Belgium, Kenya and [New Zealand](#). In 2006, a national association was established in the United States to provide assistance and support for CLTs: the National Community Land Trust Network. Also established that year to serve as the Network's training and research arm was the National CLT Academy. Similar country-wide networks for promoting and supporting CLTs have recently been formed in the United Kingdom and in Australia.

Key Features

Since 1992, the defining features of the CLT model in the United States have been enshrined in federal law ([Section 213, Housing and Community Development Act of 1992](#)). There is considerable variation among the hundreds of organizations that call themselves a community land trust, but ten key features are to be found in most of them.

Nonprofit, tax-exempt corporation A community land trust is an independent, not-for-profit corporation that is legally chartered in the state in which it is located. Most CLTs are started from scratch, but some are grafted onto existing nonprofit corporations. Most CLTs target their activities and resources toward charitable activities like providing housing for low-income people and redeveloping blighted neighborhoods, making them eligible to receive [501\(c\)\(3\)](#) designation from the IRS.

Dual ownership A nonprofit corporation (the CLT) acquires multiple parcels of land throughout a targeted geographic area with the intention of retaining ownership of these parcels forever. Any building already located on the land or later constructed on the land can be held by the CLT or can be sold off to an individual homeowner, a [cooperative housing corporation](#), a nonprofit developer of rental housing, or some other nonprofit, governmental, or for-profit entity.

Leased land Although CLTs intend never to resell their land, they can provide for the exclusive use of their land by the owners of any buildings located thereon. Parcels of land can be conveyed to individual homeowners (or to the owners of other types of residential or commercial structures) through long-term ground leases. This two-party contract between the landowner (the CLT) and a building's owner protects the latter's interests in security, privacy, legacy, and equity, while enforcing the CLT's interests in preserving the appropriate use, the structural integrity, and the continuing affordability of any buildings located upon its land.

Perpetual affordability The CLT retains an option to repurchase any residential (or commercial) structures located upon its land, should their owners ever choose to sell. The resale price is set by a formula contained in the ground lease that is designed to give present homeowners a fair return on their investment, while giving future homebuyers fair access to housing at an affordable price. By design and by intent, the CLT is committed to preserving the affordability of housing (and other structures) – one owner after another, one generation after another, in perpetuity.

Perpetual responsibility The CLT does not disappear once a building is sold. As owner of the underlying land and as owner of an option to re-purchase any buildings located on its land, the CLT has an abiding interest in what happens to these structures and to the people who occupy them. The ground lease requires owner-occupancy and responsible use of the premises. Should buildings become a hazard, the ground lease gives the CLT the right to step in and force repairs. Should property owners default on their mortgages, the ground lease gives the CLT the right to step in and cure the default, forestalling foreclosure. The CLT remains a party to the deal, safeguarding the structural integrity of the buildings and the residential security of the occupants.

Community base The CLT operates within the physical boundaries of a targeted locality. It is guided by – and accountable to – the people who call this locale their home. Any adult who resides on the CLT's land and any adult who resides within the area deemed by the CLT to be its "community" can become a voting member of the CLT. This "community" may encompass a single neighborhood, multiple neighborhoods, or, in some cases, an entire town, city, or county.

Resident control Two-thirds of a CLT's board of directors are nominated by, elected by, and composed of people who either live on the CLT's land or people who reside within the CLT's targeted "community" but do not live on the CLT's land.

Tripartite governance The board of directors of the "classic" CLT is composed of three parts, each containing an equal number of seats. One third of the board represents the interests of people who lease land from the CLT ("leaseholder representatives"). One third represents the interests of residents from the surrounding "community" who do not lease CLT land ("general representatives"). One third is made up of public officials, local funders, nonprofit providers of housing or social services, and other individuals presumed to speak for the public interest ("public representatives"). Control of the CLT's board is diffused and balanced to ensure that all interests are heard but no interest is predominant.

Expansionist acquisition CLTs are not focused on a single project located on a single parcel of land. They are committed to an active acquisition and development program, aimed at expanding the CLT's holdings of land and increasing the supply of affordable housing (and other types of buildings) under the CLT's stewardship. A CLT's holdings are seldom concentrated in one corner of a community. They tend, instead, to be scattered throughout the CLT's service area, indistinguishable from other owner occupied housing in the same neighborhood.

Flexible development There is enormous variability in the types of projects that CLTs pursue and in the roles they play in developing them. Many CLTs do development with their own staff. Others delegate development to nonprofit or for-profit partners, confining their own efforts to assembling land and preserving the affordability of any structures located upon it. Some CLTs focus on a single type and tenure of housing, like detached, owner-occupied houses. Other CLTs take full advantage of the model's unique flexibility. They develop housing of many types and tenures or they focus more broadly on comprehensive community development, undertaking a diverse array of residential and commercial projects. CLTs around the country have constructed (or acquired, rehabilitated, and resold) single-family homes, duplexes, condos, co-ops, SROs, multi-unit apartment buildings, and mobile home parks. CLTs have created facilities for neighborhood businesses, nonprofit organizations, and social service agencies. CLTs have provided sites for community gardens and vest-pocket parks. Land is the common ingredient, linking them all. The CLT is the social thread, connecting them all.

Books

[The Community Land Trust: A Guide to a New System of Land Tenure in America](#) original 1972 book authored by Robert Swann et al. in pdf form

The Community Land Trust Handbook, authored by the Institute for Community Economics and published by Rodale Press in 1982.

Street of Hope: The Fall and Rise of an Urban Neighborhood, authored by Peter Medoff and Holly Sklar and published by South End Press in 1994

Starting a Community Land Trust: Organizational and Operational Choices, a 2007 publication authored by John Emmeus Davis and available on line at <http://www.burlingtonassociates.com/resources>

The City-CLT Partnership: Municipal Support for Community Land Trusts, authored by John Emmeus Davis and Rick Jacobus and published by the Lincoln Institute of Land Policy in 2008.

The Community Land Trust Reader, edited by John Emmeus Davis and published by the Lincoln Institute of Land Policy in 2010.

Building sustainable communities from the grassroots: How community land trusts can create social sustainability by Nick Bailey. In T. Manzi, K. Lucas, T. Lloyd-Jones, and J. Allen (eds.) Understanding Social Sustainability, London: Earthscan, 49-64.2010.

Websites

[National Community Land Trust Network](#)

[CLT Resources](#), Burlington Associates in Community Development, LLC

[New Economics Institute in the United States \(formerly E. F. Schumacher Society\) page with information on CLTs](#)

[Equity Trust, Inc.](#) has promoted the use of community land trusts in preserving working farms and securing land for community supported agriculture.

[The Madison Area Community Land Trust](#) is the developer and steward of Troy Gardens, a nationally recognized project that combines affordable housing, community gardens, and urban agriculture.

[The San Francisco Community Land Trust](#)

[The Champlain Housing Trust](#), currently the largest community land trust in the United States, serving a three-county area in northwestern Vermont and managing a portfolio of over 2,000 units of affordable housing.

[The Northwest Community Land Trust Coalition](#)

[CLT East](#), Professional advice and technical support in the East of England for community land trusts.

[Proud Ground](#), the Northwest's largest community land trust, serving the Portland Metropolitan area

[Minnesota Community Land Trust Coalition](#)

[The Northern California Land Trust](#), the oldest CLT in California

[Community Land Trusts](#) Community land trust network in the United Kingdom

[London CITIZENS' East London CLT](#) The UK's first urban Community Land Trust, in London, England

[School of Living](#) Supports the development of community land trusts in the Mid-Atlantic region of the United States

Articles

[Community Land Trusts: An Introduction](#), by Tom Peterson

[Burlington Busts the Affordable Housing Debate"](#) Discussion of community land trust program in [Burlington, VT](#)

[Community Land Trusts: Protecting the Land Commons](#), by David Harper

Benefit Corporations

Wiki and Benefit Corporations

A **benefit corporation** or **B corporation** is a corporate form in the [United States](#) designed for for-profit entities that want to consider society and the environment in addition to profit in their decision making process. Benefit corporations differ from traditional corporations in regards to their purpose, accountability and transparency. The purpose of a benefit corporation is to create general public benefit, which is defined as a material positive impact on society and the environment. A benefit corporation's directors operate the business with the same authority as in a traditional corporation, but where in a traditional corporation shareholders with proper standing judge the company's financial performance, here they judge qualitative performance based on the benefit corporation's stated goals. Shareholders in a benefit corporation determine if the benefit corporation has achieved a material positive impact. If a dispute occurs it is up to the courts to determine if the benefit corporation did achieve a material positive impact. Additionally, through the issuance of an annual benefit report to the public, consumers are provided information to determine if they agree or disagree with the benefit corporation's methods of achieving a material positive impact on society and the environment.

The additional accountability provisions found in a benefit corporation require the director and officers to consider the impact of their decisions not only on shareholders but also on society and the environment. Benefit corporations also provide shareholders with a private right of action, called a benefit enforcement proceeding, that they can use to enforce the company's mission when the business has failed to pursue or create general public benefit.

The added transparency provisions of a benefit corporation require that the company produce an annual benefit report on its overall social and environmental performance using a comprehensive, credible, independent and transparent third-party standard. Benefit corporations do not need to be certified or audited by the third party standard. Instead, benefit corporations utilize third party standards similarly to how the [Generally Accepted Accounting Principles](#) (GAAP) are applied during financial reporting, solely as a rubric a company uses to measure its own performance. A benefit corporation, must also make the annual benefit report available to the public by posting it on the public portion of the company's website and in some states the company must also submit the report to the Secretary of State. However, the Secretary of State has no governance over the annual benefit report. There are around twelve third-party standards that meet the requirements of the legislation.

History

In April 2010, Maryland became the first U.S. state to pass benefit corporation legislation. As of January 2013 California, Hawaii, Illinois, Louisiana, Maryland, Massachusetts, New Jersey, New York, Pennsylvania, South Carolina, Vermont, and Virginia, and Washington had all passed legislation allowing for the creation of benefit corporations. Legislation is also pending in Illinois that establishes a new type of entity called the “benefit LLC,” making available to [limited liability companies](#) the same opportunities afforded to Illinois corporations under the state’s Benefit Corporation Law.⁶ Passage of the bill would make Illinois the first state to offer a social enterprise the opportunity to be a benefit [L3C](#).

Maryland’s legislation was signed into law on April 13, 2010 and became effective on October 1, 2010.

Virginia’s legislation was signed into law on March 26, 2011 and became effective on July 1, 2011.

Vermont’s legislation was signed into law on May 19, 2010 and became effective on July 1, 2011.

New Jersey’s legislation passed on January 10, 2011 and became effective when it was signed into law on March 1, 2011.

Hawaii’s legislation was signed into law on July 8, 2011 and became effective upon signing.

California’s legislation was signed into law on October 9, 2011 and became effective on January 1, 2012.

New York’s legislation was signed into law on December 12, 2011 and became effective on February 10, 2012.

Washington State’s legislation became law on March 30, 2012 and went into effect on July 6, 2012.⁷

Louisiana’s legislation became law on May 31, 2012 and went into effect on August 1, 2012.

South Carolina’s legislation became law on June 6, 2012 and became effective the same day.

Massachusetts’ benefit corporation legislation became law on August 7, 2012 and became effective on December 1, 2012.

Illinois’s legislation was signed into law on August 2, 2012 and went into effect on January 1, 2013.

Pennsylvania’s legislation became law on October 24 and will become effective on January 22, 2013.

Washington, D.C. legislation was signed by the Mayor on February 8, 2013 will go into effect after 30 days of congressional review.

⁶S.B. 2358, 98th Gen. Assem. (Ill. 2013).

⁷Washington State Legislature [H.B. 2239 2011-12](#)

Arkansas's legislation was signed by Governor [Mike Beebe](#) on April 19, 2013 and will go into effect 90 days after [sine die](#).

Colorado's legislation was signed by Governor [John Hickenlooper](#) on May 15, 2013 and takes effect April 1, 2014.

Delaware's legislation became effective on August 1, 2013.

Benefit corporations and corporations contrasted in law

Historically, United States corporate law has not been structured or tailored to address the situation of for-profit companies who wish to pursue a social or environmental mission. While corporations generally have the ability to pursue a broad range of activities, corporate decision-making is usually justified in terms of creating long-term shareholder value. A commitment to pursuing a goal other than profit as an end unto itself may be viewed in many states as inconsistent with the traditional perspective that a corporation's purpose is to maximize profits for the benefit of its shareholders.

The idea that a corporation has as its purpose the maximization of financial gain for its shareholders was first articulated in [Dodge v. Ford Motor Co.](#) in 1919. Over time, through both law and custom, the concept of "shareholder primacy" has come to be widely accepted. This point was recently reaffirmed by the case [eBay Domestic Holdings, Inc. v. Newmark](#), in which the Delaware Chancery Court stated that a non-financial mission that "seeks not to maximize the economic value of a for-profit Delaware corporation for the benefit of its stockholders" is inconsistent with directors' fiduciary duties.

In the ordinary course of business, decisions made by a corporation's directors are generally protected by the business judgment rule, under which courts are reluctant to second-guess operating decisions made by directors. In a takeover or change of control situation, however, courts give less deference to directors' decisions and require that directors obtain the highest price in order to maximize shareholder value in the transaction. Thus a corporation may be unable to maintain its focus on social and environmental factors in a change of control situation because of the pressure to maximize shareholder value.

Mission driven businesses, impact investors and social entrepreneurs are constrained by this outdated legal framework that is not equipped to accommodate for-profit entities whose mission is central to their existence.

Even in states that have passed "constituency" statutes, which permit directors and officers of ordinary corporations to consider non-financial interests when making decisions, legal uncertainties make it difficult for mission-driven businesses to know when they are allowed to consider additional interests. Without clear case law, directors may still fear civil claims if they stray from their fiduciary duties to the owners of the business to maximize profit.

By contrast, benefit corporations expand the fiduciary duty of directors to require them to consider non-financial stakeholders as well as the financial interests of shareholders. This gives directors and officers of mission-driven businesses the legal protection to pursue an additional mission and consider additional stakeholders besides profit. The enacting state's benefit corporation statutes are placed within existing state corporation codes so that it applies to benefit corporations in every respect except those explicit provisions unique to the benefit corporation form.

Provisions

Typical major provisions of a benefit corporation are:

Purpose

Shall create general [public benefit](#)

Shall have right to name specific public benefit purposes (e.g. 50% profits to charity)

The creation of public benefit is in the best interests of the benefit corporation

Accountability

Directors' duties are to make decisions in the best interests of the corporation

Directors and officers shall consider effect of decisions on shareholders and employees, suppliers, customers, community, environment (together the "stakeholders")

Transparency

Shall publish annual Benefit Report in accordance with recognized third party standards for defining, reporting, and assessing social and environmental performance

Benefit Report delivered to: 1) all shareholders; and 2) public website with exclusion of proprietary data

Right of Action

Only shareholders and directors have right of action

Right of Action can be for 1) violation of or failure to pursue general or specific public benefit; 2) violation of duty or standard of conduct

Change of Control/Purpose/Structure

Shall require a minimum status vote which is a 2/3 vote in most states, but slightly higher in a few states

Benefit corporations are treated like all other corporations for tax purposes.

Benefits

Benefit corporation laws address concerns held by [entrepreneurs](#) who wish to raise growth capital but fear losing control of the social or environmental mission of their business. In addition, the laws provide companies the ability to consider factors other than the highest purchase offer at the time of sale, in spite of the ruling on [Revlon, Inc. v. MacAndrews & Forbes Holdings, Inc.](#) Chartering as a benefit corporation also allows companies to distinguish themselves as businesses with a social conscience, and as one that aspires to a standard they consider higher than [profit-maximization](#) for shareholders.⁸

External links

[BenefitCorp.net](#) - Information about creating and running benefit corporations

[Benefit Corporations](#) - current list of U.S. firms that have incorporated as benefit corporations

[Benefit Corporation Legislation Status](#) - current status of state-by-state benefit corporation legislation.

[Vermont benefit corporation statute](#) - an example of legislation

[California Benefit Corporation Statute](#) - scroll down to Part 13, law begins at §14600.

⁸[New-Economy Movement](#) article by Gar Alperovitz, also appeared in the June 13, 2011 edition of [The Nation](#)

Crowd Funding

Wiki and Crowdfunding

Crowdfunding is the collection of finance to sustain an initiative from a large pool of backers—the "crowd"—usually made online by means of a web platform. The initiative could be a nonprofit campaign (e.g. to raise funds for a school or social service organization), a political campaign (to support a candidate or political party), a philanthropic campaign (e.g. for emergency funds for an ill person or to produce an emerging artist), a commercial campaign (e.g. to create and sell a new product) or a financing campaign for a start-up company.

Crowdfunding has its origins in the concept of [crowdsourcing](#), which is the broader concept of an individual reaching a goal by receiving and leveraging small contributions from many parties. Crowdfunding is the application of this concept to the collection of funds through small contributions from many parties in order to finance a particular project or venture. According to [WordSpy.com](#), the earliest recorded use of the word "crowdfunding" was by Michael Sullivan in **fundavlog** in August 2006.

Crowdfunding models involve a variety of participants. They include the people or organizations that propose the ideas and/or projects to be funded, and *the crowd* of people who support the proposals. Crowdfunding is then supported by an organization (the "platform") which brings together the project initiator and *the crowd*.

History

An early precursor of the crowdfunding business model was [Praenumeration](#), a [subscription](#) business model, which was used in the 17th century to finance book prints. Similar to crowdfunding, an additional benefit to donors was offered like a mention on the title page.

In 1884, the American Committee for the [Statue of Liberty](#) ran out of funds for the Statue's pedestal. Newspaper publisher [Joseph Pulitzer](#) urged the American public to donate money toward the pedestal in his newspaper *New York World*. Pulitzer raised over \$100,000 in six months. More than 125,000 people contributed to the cause, with most donations being \$1 or less.

In 1997, fans underwrote an entire U.S. tour for the British rock group [Marillion](#), raising \$60,000 in donations by means of a fan-based Internet campaign. The idea was conceived and managed by fans without any involvement by the band, although Marillion has since used this method with great success as a way to fund the recording and marketing of its albums, like [Anoraknophobia](#) (2001), [Marbles](#) (2004), [Happiness is the Road](#) (2008), and [Sounds That Can't Be Made](#) (2012).

[ArtistShare](#), based in the United States, referred to as "a pioneering crowd-financing platform", was launched in October 2003, followed later by sites such as Chipln (2005), [EquityNet](#) (2005),⁹ [Pledge](#) (2006), [Sellaband](#) (2006), [IndieGoGo](#) (2008), [GiveForward](#) (2008), [Kickstarter](#) (2009), [RocketHub](#) (2009), [Fundly](#) (2009), [GoFundMe](#) (2010), [Appsplii](#) (2010), [Microventures](#) (2010), and [Fundageek](#) (2011).

[Electric Eel Shock](#), a Japanese rock band who has toured the world, became one of the first bands without a previous significant recording deal to fully embrace crowdfunding. As an unsigned band in 2004 they raised £10,000 from 100 fans (the Samurai 100) by offering them guestlist for life. Two years later they became the fastest band to raise a \$50,000 budget through SellaBand. They licensed the album internationally, and to Universal in their native Japan.

In the film industry, independent writer/director [Mark Tapio Kines](#) designed a website for his then-unfinished first feature [Foreign Correspondents](#) in 1997. By early 1999, he had raised more than \$125,000 over the Internet from at least 25 fans, providing him with the funds to complete his film. [Franny Armstrong](#) later created a donation system for her feature film [The Age of Stupid](#). Over five years, from June 2004 to June 2009 (release date), she raised £1,500,000. In December 2004, French entrepreneurs and producers [Benjamin Pommeraud](#) and [Guillaume Colboc](#), launched a public Internet donation campaign to fund their short science fiction film, *Demain la Veille (Waiting for Yesterday)*. Within a month, they managed to raise €17,000 online, allowing them to shoot their film.

The highest reported funding by a crowdfunded project to date is [Star Citizen](#), an online space trading and combat video game being developed by [Chris Roberts](#) and [Cloud Imperium Games](#), which—as of 10 March 2014^[0]—claimed to have raised [USD](#)\$40,000,000, beating the previous record of \$10,266,844 set by [Pebble Watch](#).

Crowdfunding websites helped companies and individuals worldwide raise \$89 million from members of the public in 2010, \$1.47 billion in 2011 and \$2.66 billion in 2012 (from which \$1.6 billion was raised in North America).¹⁰ In 2012 there were more than 1 million individual campaigns globally.¹¹ In 2013 the industry is projected to grow to \$5.1 billion.

Types of Crowdfunding

Depending on the kind of reward that the backers agree to receive upon giving money, one can distinguish between at least three types of Crowdfunding. -1- Donation-based Crowdfunding, in which the backers essentially donate money to support a cause. Sometimes he/she may receive in exchange a "thank you", a special mention, or even a gadget, but in any case the pledge is essentially a

⁹[Link text](#), additional text.

¹⁰[Global Crowdfunding Volumes Rise 81% In 2012](#), 04/08/2013, *The Huffington Post*, Retrieved at 7 September 2013

¹¹[Top 10 Crowdfunding Sites For Fundraising](#), May 8, 2013, Chance Barnett, *Forbes*

gratuity. -2- Reward-based Crowdfunding, in which the backer receives a reward with a clear monetary value in exchange of the pledge. The reward is often a product or a pre-series item that the backer helped producing by pledging money. In this case the money pledged is similar to paying for a pre-order of a product or service. -3- Credit-based Crowdfunding (more commonly called [Peer-to-peer lending](#) or "Crowd-lending"), in which the backer lends the money and receives an interest rate in exchange. In this case the money is pledged in the form of a credit loan. -4- Equity-based Crowdfunding, in which the backer receives shares of a company in exchange of the money pledged. In this case the money is pledged in the form of risk capital.

Donation-based crowdfunding and reward-based crowdfunding were established before equity-based crowdfunding and are in practice the most widespread forms of crowdfunding. They are used in practice to support of a wide variety of activities, including [disaster relief](#), [citizen journalism](#), support of creative ventures, support of artists by fans, [political campaigns](#), [startup company](#) funding, motion picture promotion, [free software](#) development, inventions development, scientific research, and civic projects.

Credit-based crowdfunding from non-banks is gaining momentum globally as banks have increased interest rates or pulled back from lending to consumers and small businesses; however, as of early 2012, the non-bank sector of crowd lending is yet to be considered a threat to the big consumer lending businesses of the largest global banks.¹²

Equity Crowdfunding (alternately *equity 'crowd financing*, *equity crowdfunding*, *crowd equity*, **'crowd-sourced fundraising**) is the collective effort of individuals who network and pool their money, usually via the [Internet](#), to support efforts initiated by other people or organizations by providing finance in the form of equity.¹³ Equity crowdfunding can also refer to the funding of a company by selling small amounts of equity to many investors. At the moment Equity Crowdfunding is the least developed form of Crowdfunding. In part this is due to the legal liability that the collection of equity raises, which in many countries would not be legal, unless a specific regulation is set in place. Regulations of Equity Crowdfunding has recently received attention from policymakers in a number of countries beginning from 2012-2013. In the United States with direct mention in the 2012 [JOBS Act](#), legislation that allows for a wider pool of small investors with fewer restrictions.

While the JOBS Act awaits implementation, hybrid models, such as [Mosaic Inc.](#), are using existing securities laws to enable the public in approved states to invest directly in projects as part of a crowd. Italy had a fully implemented law for Equity Crowdfunding since July 2013.

¹²"[Crowdfunding: John Mack backs non-bank with board role](#) ", *Euromoney*, April 12, 2012.

¹³(also available as [Scribd document](#))

Role of the crowd

The inputs of the individuals in the crowd trigger the crowdfunding process and influence the ultimate value of the offerings or outcomes of the process. Each individual acts as an agent of the offering, selecting and promoting the projects in which they believe. They will sometimes play a donor role oriented towards providing help on social projects. In some cases they will become shareholders and contribute to the development and growth of the offering. Each individual disseminates information about projects they support in their online communities, generating further support (promoters).

Motivation for consumer participation stems from the feeling of being at least partly responsible for the success of others' initiatives (desire for patronage), striving to be a part of a communal social initiative (desire for social participation), and seeking a payoff from monetary contributions (desire for investment).

An individual who takes part in crowdfunding initiatives tends to reveal several distinct traits: innovative orientation, which stimulates the desire to try new modes of interacting with firms and other consumers; social identification with the content, cause or project selected for funding, which sparks the desire to be a part of the initiative; (monetary) exploitation, which motivates the individual to participate by expecting a payoff.

Crowdfunding platforms

As of 2012, there were over 450 crowdfunding platforms. Project creators need to do their own due diligence in order to understand which platform is the best to use depending on the type of project that they want to launch. There are fundamental differences in the services provided by many crowdfunding platforms.

For instance, [CrowdCube](#) and [Seedrs](#) are both Internet platforms which enable small companies to issue shares over the Internet and receive small investments from registered users in return. While CrowdCube is meant for users to invest small amounts and acquire shares directly in start-up companies, Seedrs on the other hand pools the funds to invest in new businesses, as a nominated agent.

Crowdfunding platforms serve as a "network orchestrators". They create the necessary organizational systems and conditions for resource integration among other players to take place.

Relational mediators act as an intermediary between supply and demand (e.g., [SellaBand](#), [Kickstarter](#)). They *replace* traditional intermediaries (such as traditional record companies, venture capitalists). These platforms link new artists, designers, project initiators with committed supporters who believe in the persons behind the projects strongly enough to provide monetary support.

Growth engines focus on the strong inclusion of investors. They *dis-intermediate* by eliminating the activity of a service provider previously involved in the network. The platforms that use crowdfunding to seek stakes from a community of high net worth, private investors and match them directly with project initiators.

Crowdfunding applications

Crowdfunding is being experimented with as a funding mechanism for creative work such as [blogging](#) and [journalism](#), [music](#), [independent film](#), and for funding [startup companies](#).^{14,15} Community music labels are usually for-profit organizations where "fans assume the traditional financier role of a record label for artists they believe in by funding the recording process".¹⁶

Since pioneering crowdfunding in the film industry, Spanner Films has published a "how to" guide. A *Financialist* article published in mid-September 2013 stated that "the niche for crowdfunding exists in financing films with budgets in the [US]\$1 to \$10 million range" and crowdfunding campaigns are "much more likely to be successful if they tap into a significant pre-existing fan base and fulfill an existing gap in the market." Innovative new platforms, such as [RocketHub](#), have emerged that combine traditional funding for creative work with branded crowdsourcing—helping artists and entrepreneurs unite with brands "without the need for a middle man."¹⁷

Philanthropy and civic projects

A variety of crowdfunding platforms have emerged to allow ordinary web users to support specific [philanthropic](#) projects without the need for large amounts of money.

[Global Giving](#) allows individuals to browse through a selection of small projects proposed by nonprofit organizations worldwide, donating funds to projects of their choice. Microcredit crowdfunding platforms such as [Kiva \(organization\)](#) and [Wokaj](#) facilitate crowdfunding of loans managed by microcredit organizations in developing countries.

The US-based nonprofit [Zidisha](#) offers a new twist on these themes, applying a direct [person-to-person lending](#) model to microcredit lending for low-income small business owners in developing countries. [Zidisha](#) borrowers who pass a background check may post microloan applications directly on the Zidisha website, specifying proposed credit terms and interest rates. Individual web users in the US and Europe can lend as little as one US dollar, and Zidisha's crowdfunding platform allows lenders and borrowers to engage in direct dialogue. Repaid principal and interest is returned to the lenders, who may withdraw the cash or use it to fund new loans.¹⁸

¹⁴[TechCrunch "Sponsume lets projects get off the ground with Groupon-style group funding model"](#)

¹⁵[Link text](#), additional text.

¹⁶Kappel, Tim, "Ex Ante Crowdfunding and the Recording Industry: A Model for the U.S.?" in *Loyola of Los Angeles Entertainment Law Review*, Vol.29, Issue 3, p.376

¹⁷Bell, Melissa. "[Crowd-sourcing a brand](#)", *The Washington Post*, March 12, 2011, accessed September 3, 2011.

¹⁸"[Is Microfinance for You?](#)", SecondAct, April 17, 2012.

DonorsChoose.org, founded in 2000, allows [public school](#) teachers in the [United States](#) to request materials for their classrooms. Individuals can lend money to teacher-proposed projects, and the organization fulfills and delivers supplies to schools. There are also a number of own-branded [university crowdfunding websites](#), which enable students and staff to create projects and receive funding from alumni of the university or the general public.

Several dedicated [civic crowdfunding](#) platforms have emerged in the US and the UK, some of which have led to the first direct involvement of governments in crowdfunding.

Intellectual property exposure

One of the challenges of posting new ideas on crowdfunding sites is there may be little or no [intellectual property](#) (IP) protection provided by the sites themselves. Once an idea is posted, it can be copied. As Slava Rubin, founder of IndieGoGo said: "We get asked that all the time, 'How do you protect me from someone stealing my idea?' We're not liable for any of that stuff."¹⁹ Inventor advocates, such as Simon Brown, founder of the UK-based United Innovation Association, counsel that ideas can be protected on crowdfunding sites through early filing of [patent applications](#), use of [copyright](#) and [trademark](#) protection as well as a new form of idea protection supported by the [World Intellectual Property Organization](#) called [Creative Barcode](#).

Patent disputes

On September 30, 2011, the crowdfunding site Kickstarter filed a request for [declaratory judgment](#) against Fan Funded who owns U.S. patent [US 7885887](#), "Methods and apparatuses for financing and marketing a creative work". [Brian Camelio](#), founder of ArtistShare, is the inventor on the patent. Kickstarter says it believes it is under threat of a patent infringement lawsuit. Kickstarter has asked that the patent be invalidated, or, at the very least, that the court find that Kickstarter is not liable for infringement.²⁰²¹

In February 2012, Fan Funded responded to Kickstarter's complaint notably claiming that [patent infringement](#) litigation was never threatened, that "ArtistShare merely approached KickStarter about licensing their platform, including patent rights", and that "rather than responding to ArtistShare's request for a counter-proposal, Kickstarter filed this lawsuit."

Pros and cons

¹⁹[Mike Drummond, "Making it Rain: Seeking Seed Money from the Crowd", *Inventors Digest*, August 2011](#)

²⁰Sarah Jacobsson Purewal, [Kickstarter Faces Patent Suit Over Funding Idea](#), PCWorld, October 5, 2011. Consulted on October 6, 2011.

²¹Eriq Gardner, [KickStarter Seeks To Protect Fan-Funding Model From Patent Threat](#), [The Hollywood Reporter](#), October 4, 2011. Consulted on October 15, 2011.

Benefits for the creator

Crowdfunding campaigns provide producers with a number of benefits, beyond the strict financial gains. The following are non financial benefits of crowdfunding.

Profile – a compelling project can raise a producer's profile and provide a boost to their reputation.

Marketing – project initiators can show there is an audience and market for their project. In the case of an unsuccessful campaign, it provides good market feedback.

Audience engagement – crowd funding creates a forum where project initiators can engage with their audiences. Audience can engage in the production process by following progress through updates from the creators and sharing feedback via comment features on the project's crowdfunding page.

Feedback – offering pre-release access to content or the opportunity to beta-test content to project backers as a part of the funding incentives provides the project initiators with instant access to good market testing feedback.

Proponents of the crowdfunding approach argue that it allows good ideas which do not fit the pattern required by conventional financiers to break through and attract cash through the [wisdom of the crowd](#). If it does achieve "traction" in this way, not only can the enterprise secure seed funding to begin its project, but it may also secure evidence of backing from potential customers and benefit from [word of mouth](#) promotion in order to reach the fundraising goal. Another potential positive effect is the propensity of groups to "produce an accurate aggregate prediction" about market outcomes as identified by author [James Surowiecki](#) in his book [The wisdom of crowds](#), thereby placing financial backing behind ventures likely to succeed.

Proponents also identify a potential outcome of crowdfunding as an exponential increase in available [venture capital](#). One report claims that if every American family gave one percent of their investable assets to crowdfunding, \$300 billion (a 10X increase) would come into venture capital. Proponents also cite that a benefit for companies receiving crowdfunding support is that they retain control of their operations, as voting rights are not conveyed along with ownership when crowdfunding.

Risks and barriers for the creator

Crowdfunding also comes with a number of potential risks or barriers.

Reputation – failure to meet campaign goals or to generate interest result in a public failure. Reaching financial goals and successfully gathering substantial public support but being unable to deliver on a project for some reason can severely negatively impact ones reputation.

IP protection – many Interactive Digital Media developers and content producers are reluctant to publicly announce the details of a project before production due to concerns about idea theft and protecting their IP from plagiarism.

Donor exhaustion – there is a risk that if the same network of supporters is reached out to multiple times, that network will eventually cease to supply necessary support.

Public fear of abuse – concern among supporters that without a regulatory framework, the likelihood of a scam or abuse of funds is high. The concern may become a barrier to public engagement.

For crowdfunding of equity stock purchases, there is some research in social psychology that indicates that, like in all investments, people don't always do their due diligence to determine if it's a sound investment before investing, which leads to making investment decisions based on emotion rather than financial logic.

Crowdfunding draws a crowd: investors and other interested observers who follow the progress, or lack of progress, of a project. Sometimes it proves easier to raise the money for a project than to make the project a success. Managing communications with a large number of possibly disappointed investors and supporters can be a substantial, and potentially diverting, task.

Equity crowdfunding

Investment crowdfunding can breach various securities laws, because soliciting investments from the general public is often illegal, unless the opportunity has been filed with an appropriate securities regulatory authority, such as the [Securities and Exchange Commission](#) in the U.S., the [Ontario Securities Commission](#) in Ontario, Canada, the [Autorité des marchés financiers](#) in France and Quebec, Canada, or the [Financial Services Authority](#) in the U.K. These regulators have different ways of determining what is and what is not a security but a general rule one can rely on (at least in the U.S.) is the [Howey Test](#). The Howey Test says that a transaction constitutes an investment contract (therefore a security) if there is (1) an exchange of money (2) with an expectation of profits arising (3) from a common enterprise (4) which depends solely on the efforts of a promoter or third party. Any crowdfunding arrangement in which investors are asked to contribute money in exchange for potential profits based on the work of others would be considered a security. As such, the applicable investment contract would have to be registered with a regulatory agency, unless it qualified for one of several [exemptions](#) (e.g., Regulation A or Rule 506 of [Regulation D](#) of the [Securities Act of 1933](#), or the California Limited Offering Exemption – Rule 1001 (also known as S.E.C. Rule 1001)). The penalties for a securities violation can vary greatly and depend on the amount of profit obtained by the "promoter," the damage done to the investors, and whether a violation is a first time offense. According to Section 5 of the Securities Act, it is illegal to sell any security unless such a sale is accompanied or preceded by a prospectus that meets the requirements of the Securities Act.

Selling investments via crowdfunding has been called crowdfund investing, crowdinvesting, or even simply crowdfunding, as in "legalize crowdfunding". Some have called for standardization of the terminology in a way that distinguishes the practice from other forms of crowdfunding. Investment crowdfunding can be debt-based or equity-based, or can follow other models, including profit-sharing and hybrid models.

Debt crowdfunding allows a group of lenders to lend funds to individuals or businesses in return for interest payment on top of capital repayments. Also known as [Peer to peer lending](#) or [Peer to business lending](#). Borrowers must demonstrate creditworthiness and the capability to repay the debt, making it unsuitable for [NINA](#) or startups.

'Equity crowdfunding' (also known as *hyperfunding*) is a mechanism that enables broad groups of investors to fund startup companies and small businesses in return for equity. Investors give money to a business and receive ownership of a small piece of that business. If the business succeeds, then its value goes up – and so does the value of a share in that business. The converse is also true. Coverage of equity crowdfunding indicates that its potential is greatest with startup businesses, who are seeking smaller investments to launch and that follow-on funding (required for rapid growth) may come from other sources. The UK has been an early adopter of equity crowdfunding through sites like [Seedrs](#), [Crowdcube](#) and [BankToTheFuture](#).

United States

Federal Legislation

Thanks in part to the [Crowdfunding exemption movement](#), the JOBS Act was signed into law by President Obama on April 5, 2012. The [U.S. Securities and Exchange Commission](#) has been given approximately 270 days to set forth specific rules and guidelines that enact this legislation, while also ensuring the protection of investors. Some rules have already been proposed by the SEC.

The bill went through a number of amendments and on April 5, 2012 President [Barack Obama](#) signed the [JOBS Act](#) into law. The legislation mandates that funding portals must register with the SEC as well as an applicable self-regulatory organization to operate.

The JOBS Act places limits on the value of securities issuer may offer and individuals can invest through crowdfunding intermediaries. An issuer may sell up to \$1,000,000 of its securities per 12 months, and, depending upon their net worth and income, investors will be permitted to invest up to \$100,000 in crowdfunding issues per 12 months. An independent financial statement review by a CPA firm is required for raises \$100,000–500,000 and an independent financial statement audit by a CPA firm is required for raises over \$500,000.

On October 23, 2013, the SEC unanimously approved the progress of the crowdfunding bill and SEC commissioners explained that the commission's goals are to ease online fundraising for small companies and fraud protection for investors. As of the date of approval, the proposal is open for public comment for a 90-day period that is followed by another SEC vote to enable the enactment of the proposal. In parallel to the SEC regulations, the [Financial Industry Regulatory Authority](#) (FINRA) is creating additional rules related to member firms engaged in crowdfunding.

State Legislation

Some people see the federal crowdfunding legislation as unworkable, and several U.S. states have recently enacted or are considering their own crowdfunding exemption laws, to facilitate intrastate investment offerings that are already exempt from federal (SEC) regulation. These include the Invest Kansas Exemption, effective August 2011, and the Invest Georgia Exemption, effective December 2012, has \$1m/\$10k caps.²² Late in 2013, both Michigan²³ and Wisconsin²⁴ joined Kansas and Georgia. As of April 2013, the states of Washington and North Carolina are considering their own crowdfunding exemptions. In July 2012, the [Wisconsin Department of Financial Institutions issued an advisory](#), about legislation proposed, intended to allow crowdfunding to raise up to \$1 million from non-accredited Wisconsin investors without audited financial statements, or up to \$2 million if the issuer has audited financial statements.

Crowd funding services

The JOBS Act enables equity based crowdfunding when it is conducted by a licensed broker-dealer or via a Funding Portal registered with the SEC. Many [Crowdfunding services](#) have launched to fill this role, and the space is evolving rapidly. Early portal Profounder closed before SEC guidelines were released, and equity portal [Earlyshares](#) acquired charity portal Helpersunite. The first portal operating in the U.S. and geared towards small businesses was founded in 2010 by [Alejandro Cremades](#) and Tanya Prive and is operating under the name of Rock The Post.

Crowd funding insurance

The draft SEC rules calls for portals to purchase a fidelity bond of at least \$100,000. As stated by the SEC is that a "fidelity bond .. aims to protect its holder against certain types of losses, including but not limited to those caused by

²²<http://rules.sos.state.ga.us/docs/590/4/2/08.pdf>

²³<http://www.forbes.com/sites/alanmcglade/2013/12/31/michigan-governor-signs-intrastate-crowdfunding-exemption/>

²⁴<http://docs.legis.wisconsin.gov/2013/related/acts/52>

malfeasance of the holder's officers and employees, and the effect of such losses on the holder's capital".²⁵ A fidelity bond generally covers a corporate policyholder from first party losses arising from the theft of money, securities or other tangible property so if the portal's employees steal the funds belonging to the crowdfunding company, the bond can be useful. However, if there is a claim against the portal for negligence in providing its services as a portal, the more proper insurance policy to apply to this loss is a professional liability insurance.

Further reading

Studies and Papers

[Crowdfunding and Civic Society in Europe: A Profitable Partnership?](#) Open Citizenship, vol. 4, no. 1. (2013).

[Dynamics of Crowdfunding: Determinants of Success and Failure](#) by Ethan Mollick, examines what causes individual projects to succeed or fail.

[An Empirical Examination of the Antecedents and Consequences of Contribution Patterns in Crowd-funded Markets](#) examines the patterns of crowdfunding in journalism

[Herding Behavior as a Network Externality](#), Proceedings of the International Conference on Information Systems, Shanghai, December 2011

[The Geography of Crowdfunding](#), NET Institute Working Paper No. 10-08, Oct 2010

[Is There an eBay for Ideas?](#) European Management Review, 2011

[Ex Ante Crowdfunding and the Recording Industry: A Model for the U.S.?](#)

Press

[The Kapitalist Manifesto, Principles of Crowdfunding](#), February 2010

[The micro-price of micropatronage](#), The Economist, 27th Sept 2010

[Yahoo News On Crowdfunding](#) Yahoo News, 6 April 2012

[Putting your money where your mouse is](#), The Economist, 2nd Sept 2010

[Huffington Post crowdfunding blogs](#)

[Cash-strapped entrepreneurs get creative in BBC News](#)

²⁵<http://www.sec.gov/rules/proposed/2013/33-9470.pdf>

The Jobs Act

Wiki and Jumpstart Our Business Startups Act

The **Jumpstart Our Business Startups Act** or **JOBS Act**, is a law intended to encourage [funding](#) of United States [small businesses](#) by easing various [securities regulations](#). It passed with [bipartisan](#) support, and was signed into law by President [Barack Obama](#) on April 5, 2012. The term "The JOBS Act" is also sometimes used informally to refer to just Titles II and III of the legislation (an example is [here](#)), which are the two most important pieces to much of the [crowdfunding](#) and [startup](#) community. Title II went into effect on September 23, 2013. Title III is still pending.

Legislative history

In November 2011, the House passed several bills aimed at economic revitalization,²⁶ including Small Company Capital Formation (H.R. 1070),²⁷ Entrepreneur Access to Capital (H.R. 2930),²⁸ and Access to Capital for Job Creators (H.R. 2940).²⁹ The Entrepreneur Access to Capital Act was introduced by [Patrick McHenry](#) (R-NC) and revised in collaboration with [Carolyn Maloney](#) (D-NY). Informed by the [Crowdfunding exemption movement](#) and endorsed by the White House,³⁰ it was the first U.S. bill designed to create a regulatory exemption for crowdfunded securities and thereby democratize the obtaining of investments.³¹

The passage of H.R. 2930 inspired the introduction of two Senate bills similarly focused on a new crowdfunding exemption: the Democratizing Access to Capital Act (S.1791, [Scott Brown](#), R-MA),³² and the CROWDFUND (Capital Raising Online While Deterring Fraud and Unethical Non-Disclosure) Act (S.1970, [Jeff Merkley](#), D-OR).³³ All three crowdfunding proposals were referred to the Senate Banking Committee, which took no action on them until March 2012.

²⁶<http://mchenry.house.gov/blog/?postid=266337>

²⁷<http://hdl.loc.gov/loc.uscongress/legislation.112hr1070>

²⁸<http://hdl.loc.gov/loc.uscongress/legislation.112hr2930>

²⁹<http://hdl.loc.gov/loc.uscongress/legislation.112hr2940>

³⁰http://www.whitehouse.gov/sites/default/files/omb/legislative/sap/112/saphr2930r_20111102.pdf

³¹<http://www.nytimes.com/2011/09/26/opinion/a-proposal-to-allow-small-private-companies-to-get-investors-online.html>

³²<http://thomas.loc.gov/cgi-bin/bdquery/z?d112:SN01791:>

³³<http://thomas.loc.gov/cgi-bin/bdquery/z?d112:SN01970:>

In December 2011, Rep. [Stephen Lee Fincher](#) (R-TN) introduced into the House the Reopening American Capital Markets to Emerging Growth Companies Act (H.R. 3606),³⁴ to relieve companies with annual revenue of less than \$1 billion from some [Sarbanes-Oxley Act](#) compliance requirements. The bill was referred to the House Financial Services Committee.

On March 1, 2012, House Majority Leader [Eric Cantor](#) introduced and placed on the House legislative calendar a new version of H.R.3606, renamed Jumpstart Our Business Startups (The JOBS Act).³⁵ The revised bill included the original H.R. 3606; the already-passed H.R. 1070, H.R. 2930, H.R. 2940; and two other bills that were still before the House: Private Company Flexibility and Growth (H.R. 2167), and Capital Expansion (H.R. 4088). [Angellist](#) co-founder Naval Ravikant, who spent six months lobbying for JOBS Act reforms,³⁶ recalls:

It ended up being a giant dog's breakfast of different bills combined together, and then some genius, probably some congressional staffer, said "How are we gonna get this thing to pass? Oh-- let's say it has something to do with jobs. Jumpstarting Our Business Startups! JOBS, JOBS!" And then, what congressperson can vote against something called the JOBS Act? It was a miracle."³⁷

After some debate and revision, the new JOBS Act passed the House on March 8.³⁸ On March 13, the same day that the Act was placed on the Senate legislative calendar, Sen. Jeff Merkley introduced a revised version of his CROWDFUND bill, S.2190, cosponsored by [Michael Bennet](#) (D-CO), Scott Brown (R-MA), and [Mary Landrieu](#) (D-LA). The new bill was based on S.1970 but incorporated elements from S.1791,³⁹ upping the investment caps. It also expanded the liability section to explicitly authorize investors to sue issuers for the amount invested or for damages.⁴⁰ On March 19, during the JOBS Act's debate in the Senate, Merkley, Bennet, and Brown amended the legislation by swapping out the language from H.R.2930 and substituting in S.2190.⁴¹

³⁴<http://thomas.loc.gov/cgi-bin/bdquery/z?d112:h.r.3606:>

³⁵<http://thehill.com/blogs/floor-action/house/213613-cantor-says-jobs-bill-set-for-house-passage-next-week>

³⁶<http://www.youtube.com/watch?v=2htl-O1oDcI> PandoMonthly: Fireside Chat With Angellist Co-Founder Naval Ravikant, see 1:23:00, 1:25:05

³⁷<http://www.youtube.com/watch?v=2htl-O1oDcI> PandoMonthly: Fireside Chat With Angellist Co-Founder Naval Ravikant, see 1:27:40

³⁸<http://thomas.loc.gov/cgi-bin/bdquery/z?d112:HR03606:@@X>

³⁹http://www.masslive.com/politics/index.ssf/2012/03/compromise_crowdfunding_bill_p.html

⁴⁰<http://thomas.loc.gov/cgi-bin/query/z?c112:S.2190:>

⁴¹<http://thomas.loc.gov/cgi-bin/bdquery/z?d112:SP01884:> - see page S1806, Sec.

The resulting revision passed the Senate on March 22, and after some debate passed the House on March 27. The JOBS Act was signed into law at a ceremony in the [White House Rose Garden](#) on April 5, 2012.⁴²

Provisions of the bill

The legislation, among many other things, extends the amount of time that certain new [public companies](#) have to begin compliance with certain requirements, including certain requirements that originated with the [Sarbanes–Oxley Act](#), from two years to five years.

The primary provisions of the House bill as amended would:

Increase the number of [shareholders](#) a company may have before being required to register its common stock with the SEC and become a publicly reporting company. These requirements are now generally triggered when a company's assets reach \$10 million and it has 500 shareholders of record. The House bill would alter this so that the threshold is reached only if the company has 500 "unaccredited" shareholders, or 2,000 total shareholders, including both accredited and unaccredited shareholders.

Provide a new exemption from the requirement to register public offerings with the SEC, for certain types of small offerings, subject to several conditions. This exemption would allow use of the internet "funding portals" registered with the government, the use of which in private placements is extremely limited by current law. One of the conditions of this exemption is a yearly aggregate limit on the amount each person may invest in offerings of this type, tiered by the person's net worth or yearly income. The limits are \$2,000 or 5% (whichever is greater) for people earning (or worth) up to \$100,000, and \$100,000 or 10% (whichever is less) for people earning (or worth) \$100,000 or more. This exemption is intended to allow a form of [crowd funding](#). While there are already many types of exemptions, most exempt offerings, especially those conducted using the internet, are offered only to accredited investors, or limit the number of non-accredited investors who are allowed to participate, due to the legal restrictions place on private placements of securities. Additionally, the Bill mandates reviews of financial statements for offerings between \$100,000 and \$500,000, and audits of financial statements for offerings greater than \$500,000 (noting maximum offering of \$1,000,000).

Define "emerging growth companies" as those with less than \$1 billion total annual gross revenues in their most recent fiscal year.⁴³

⁴²<http://www.whitehouse.gov/blog/2012/04/05/jobs-act-encouraging-startups-supporting-small-businesses>

⁴³Marielle Segarra, "[The JOBS Act: Crowdfunding and Emerging Businesses](#)", *CFO.com*, October 23, 2013

Relieve emerging growth companies from certain regulatory and disclosure requirements in the registration statement they originally file when they go public, and for a period of five years after that. The most significant relief provided is from obligations imposed by Section 404 of the Sarbanes-Oxley Act and related rules and regulations. New public companies now have a two-year phase-in, so this bill would extend that by an additional three years. Smaller public companies are also already entitled to special relief from these requirements, and the bill does not change that.

Lift the ban on “general solicitation” and advertising in specific kinds of private placements of securities. This allows broader marketing of placements, as long as companies only sell to accredited investors (based on income, net worth or written confirmation from a specified third party).

Raise the limit for securities offerings exempted under Regulation A from \$5 million to \$50 million, thereby allowing for larger fundraising efforts under this simplified regulation.

Raise the number of permitted shareholders in [community banks](#) from 500 to 2,000.

The bill prohibits the crowdfunding of investment funds.

The first six sections, or “Titles,” of the [JOBS Act](#) are named after the original bills that each was based on, and the last section, Title VII, tells the SEC to conduct outreach regarding the new legislation to SMEs and businesses owned by women, veterans, and minorities. Title III of the Act, the crowdfunding provision, has been called one of the most momentous securities exemptions enacted since the original Securities Act of 1933.⁴⁴

Reception

Support

The JOBS Act had bipartisan support in Congress. It was supported by many in the technology and startup communities, including [Google](#), [Steve Case](#) (founder of [AOL](#)), [Mitch Kapor](#) (founder of [Lotus](#)), Jim Newton (founder of [TechShop](#)), and many other investors and entrepreneurs. It is also supported by the [National Venture Capital Association](#), which described the bill as modernizing regulations that were put in place almost 100 years before, by among other things facilitating use of online services to make investments in small companies. The “[crowdfunding](#)” provisions, which allow companies to sell securities through open platforms, were often likened to the [Kickstarter](#) online model for funding artists and designers.

⁴⁴<http://www.milkeninstitute.org/publications/download.taf?pubtype=pdf&pubid=38801360&file=/pdf/crowdfunding120827.pdf>

The JOBS Act is also a welcome development for nonprofit organizations which operate [crowd funding](#) platforms for [microfinance](#) loans, such as [Kiva](#) and [Zidisha](#). These organizations have not obtained licenses as [securities](#) brokers due to high legal compliance costs. [Kiva](#), an organization that allows individual web users to support [microloans](#) managed by intermediaries in developing countries, complies with SEC regulations by making it impossible for lenders to earn a positive financial return.⁴⁵ [Zidisha](#), which operates an [eBay](#)-style platform that allows individual web users to transact directly with computer-literate borrowers in developing countries, does allow lenders to earn interest, but complies with [SEC regulations](#) by not guaranteeing cash payouts. [RocketHub](#) testified in Congress June 26, 2012 in support of the JOBS Act and its intent to offer [equity crowdfunding](#).

The bill was also supported by [David Weild IV](#), former vice-chairman of NASDAQ, who also testified before Congress. Studies written by Weild, co-authored by Ed Kim and published by [Grant Thornton](#), identified changes to stock market structure that gave rise to a decline in the IPO market", and thus "gave rise to the JOBS Act", according to Devin Thorpe of [Forbes Magazine](#). This has led some to refer to Weild as the "father" of the JOBS Act. The first company to complete an [Initial Public Offering](#) using provisions under the Jobs Act was [Natural Grocers by Vitamin Cottage](#) (NYSE:NGVC) on July 25, 2013.

Criticism

The bill was opposed by some securities regulators and consumer and investor advocates, including the [AARP](#), the [Consumer Federation of America](#), the Council of Institutional Investors, and others.⁴⁶ Among the complaints were that the loosening of investment protections would expose small and inexperienced investors to fraud. The Consumer Federation of America characterized an earlier version of the legislation as "the dangerous and discredited notion that the way to create jobs is to weaken regulatory protections".⁴⁷ Criminologist [William K. Black](#) had said the bill would lead to a "regulatory race to the bottom" and said it was lobbied by Wall Street to weaken the [Sarbanes–Oxley Act](#).⁴⁸ It is also opposed by labor unions, including the [AFL-CIO](#),⁴⁹ the [AFSCME](#), and the [National Education Association](#).

⁴⁵[Kiva Case Study](#), Sarah Anderson and Joel Ramirez, December 6, 2007

⁴⁶"[Organizations and Individuals Critical of Anti-investor Provisions in the House JOBS Act and Companion Senate Bills](#)", Consumer Federation of America.

⁴⁷"[Public Interest Groups Oppose Anti-Investor 'Capital Formation' Bills](#)", Consumer Federation of America open letter to Sen. Johnson and Rep. Shelby.

⁴⁸[Jobs Act 2012 a Recipe for Fraud](#), The Real News Network

⁴⁹William Samuel, American Federation of Labor and Congress of Industrial Organizations, [Open letter to Sen. Johnson and Rep. Shelby](#), February 29, 2012

Criticisms were levied against the House version of the bill as "gutting regulations designed to safeguard investors",⁵⁰ legalizing [boiler room operations](#),⁵¹ "relieving businesses that are preparing to go public from some of the most important auditing regulations that Congress passed after the Enron debacle",⁵² and "a terrible package of bills that would undo essential investor protections, reduce market transparency and distort the efficient allocation of capital".⁵³

Current status

Titles I, V, and VI of the JOBS Act became effective immediately upon enactment.⁵⁴ The SEC approved the lifting of the general solicitation ban on July 10, 2013, paving the way for the adoption of Title II.⁵⁵ As of April 2013, Titles III, and IV are awaiting more detailed rulemaking by the SEC, which did not meet its original deadlines.⁵⁶ Some have attributed the delay to former SEC chair Mary Schapiro's concerns over her legacy. Title III rules were proposed for adoption by the SEC on October 23, 2013.

Industry associations

A number of US organizations have been founded to provide education and advocacy related to equity based crowdfunding as enabled by the JOBS Act. They include:

- National Crowdfunding Association⁵⁷
- Crowdfunding Professional Association⁵⁸
- CrowdFund Intermediary Regulatory Advocates⁵⁹

External links

- [H.R. 2930](#)

⁵⁰Kathleen Pender, "[Financial regulations gutted in new bill](#)", *San Francisco Chronicle*

⁵¹Statement of Professor John C. Coffee, Jr., Adolf A. Berle Professor of Law, Columbia University Law School, at Hearings Before the Senate Committee on Banking, Housing and Urban Affairs, "[Spurring Job Growth Through Capital Formation While Protecting Investors](#)" (December 1, 2011) Washington, D.C., p.1

⁵²Gail Collins, "[The Senate Overachieves](#)", *The New York Times*, March 15, 2012, p. A35

⁵³"[They Have Very Short Memories](#)" (editorial), *The New York Times*, March 10, 2012, p. SR10

⁵⁴<http://www.sec.gov/news/testimony/2013/ts041113lnjr.htm>

⁵⁵http://www.sec.gov/News/PressRelease/Detail/PressRelease/1370539707782#.Ue7Y_z44Vx8

⁵⁶<http://www.forbes.com/sites/devinthorpe/2013/04/03/anniversary-of-jobs-act-finds-investment-crowdfunders-champing-at-the-bit/>

⁵⁷"[National Crowdfunding Association Partners with SCORE](#)", *Hispanic Business*, 1 August 2012

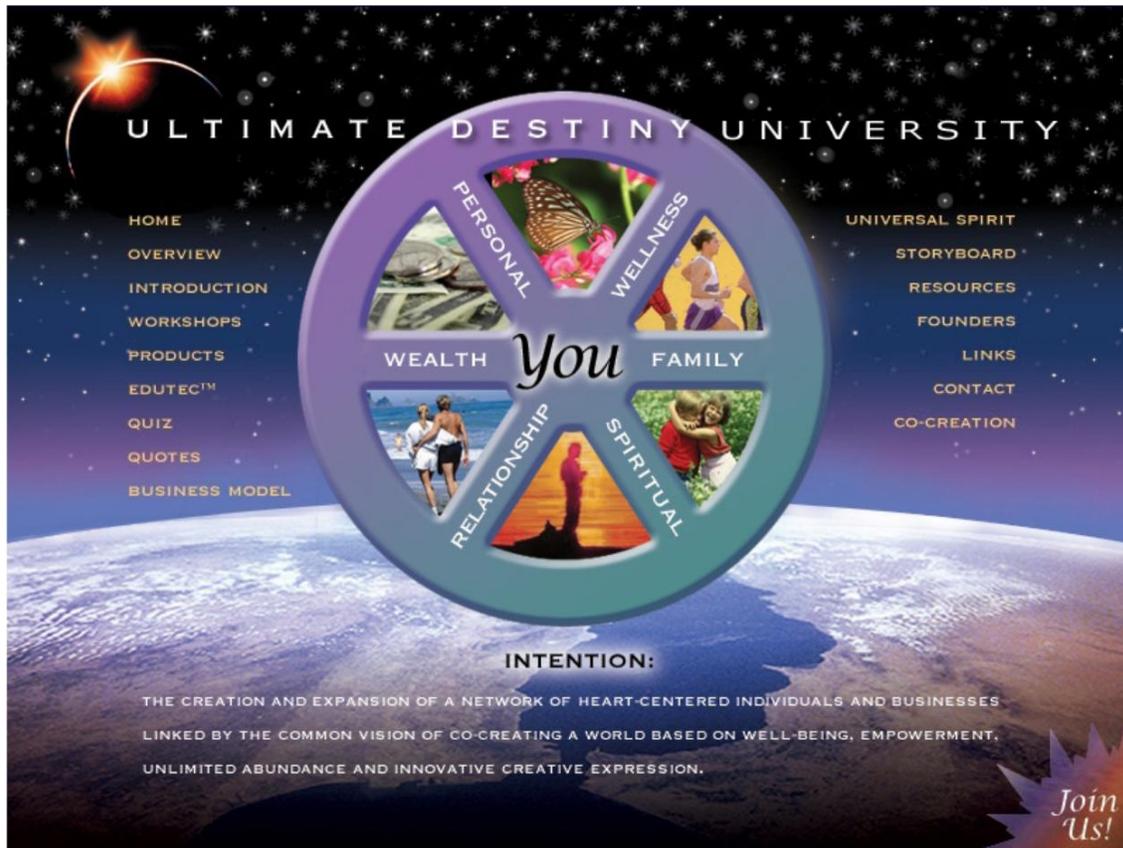
⁵⁸"[Crowdfunding Professional Association Welcomes Departing National Crowdfunding Association Board to Their Coalition](#)" *SBWire* 19 July 2012

⁵⁹[Beth Potter, "Event at CU to offer crowdfunding primer", Boulder County Business Report, 25 July 2012](#)

- [H.R. 3606](#)
- [H.R. 1070](#)
- [H.R. 2940](#)
- [S. 1791](#)
- [S. 1970](#)
- [H.R. 2167](#)
- [H.R. 4088](#)
- [S. 2190](#)
- [JOBS Act Implementation Update: Hearing before the Subcommittee on Investigations, Oversight, and Regulations of the Committee on Small Business, United States House of Representatives, One Hundred Thirteenth Congress, First Session, April 11, 2013](#)

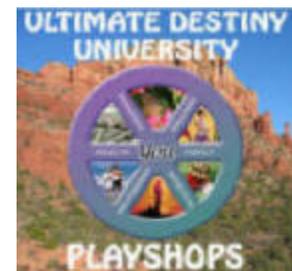
Initial Sponsors

Ultimate Destiny University for Successful Living



Ultimate Destiny University (UDU) is a non-profit organization created to help members and students realize more of your inherent potential, fulfill your life purpose and manifest your ultimate destiny. UDU publishes, produces and distributes programs, products and services to facilitate personal, organizational and community empowerment, enlightenment, consciousness, sustainability and transformation.

Ultimate Destiny University features some of the world's leading authorities as "faculty members" and resource providers in dozens of "colleges" and fields of study as shown in the diagram. The programs and featured resources cover 12 major facets of fulfilling your ultimate destiny.



Community Economic Development Resource Center

Expanding the Circle of Success™

Helping Manifest Bucky Fuller's Vision of Betterment for 100% of Humanity



© Bedo. Big Stock Images. All rights reserved.

What GOOD Will You Do With a Million Dollars A Year?



Discover How Your Company or Non-Profit Can Harness the Power of Equity Crowd Funding

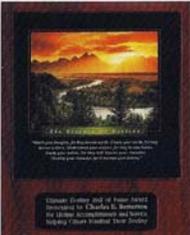
www.WhatGoodWillYouDo.com

An Invitation to Help Generate Expanded Individual and Collective Capacity for Solving Social, Economic and Environmental "Ultimate Success Puzzles" by Combining Benefit Corporations, Equity Crowd Funding and Community Economic Development

Examples of Major Project Components



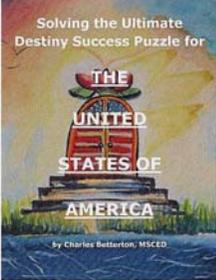
Establishing CAN DO! CED Empowerment Resource Centers and ETMS™ (Empowerment Training Mentoring Systems)



Providing Resources from Ultimate Destiny Hall of Fame Award Recipients



Coproducing Development Training and Community Empowerment Programs



Helping Fulfill the Ultimate Destiny of the United States of America

Invitation to Help Establish a Network of Community Economic Development Benefit Corporations Utilizing Crowd Funding

By combining CED principles and practices of Self-help, Empowerment and Capacity-building with the Benefit Corporation model and Crowd Funding provisions of the JOBS Act, we will foster innovation, collaboration, job creation and sustainable communities. Our ultimate shared vision is to help individuals, organizations and communities actualize more of their potential to help solve social, economic and environmental challenges.

The network of CED Benefit Corporations, B Corps and non-profit CAN DO! Resource Centers will deliver training from Ultimate Destiny Hall of Fame Award recipients and other experts on "Successful Living Skills for the 21st Century" including Infopreneurship and Social Enterprise. The initial Cosponsors include: Universal Stewardheirship, Inc.; CED Resource Center; and Ultimate Destiny University for Successful Living.

Please join us in the ETCOS Campaign at
www.expandingthecircleofsuccess.org/invitation.htm

Contact Charles E. Betterton, MSCED
 CED Resource Center, POB 20072, Sedona, AZ 86341
 Phone 1+928-387-5683 * Email ceo@cedbcorp.com
www.CEDBCORP.com

Universal StewardHeirShip, Inc.



[Universal Stewardheirship, Inc.](http://www.UniversalStewardheirship.com) is a multi-faceted Strategic Marketecture™ comprised of cause-oriented companies, non-profit organizations, and strategic alliance partners that publish, produce, market and distribute programs, products and services to facilitate personal, organizational and community empowerment, transformation and sustainability.

Our Ultimate Vision is a world of more fully actualized individuals living in a higher and more enlightened consciousness of [StewardHeirShip™](http://www.UniversalStewardheirship.com) as our shared destiny. That encompasses Bucky Fuller's vision of "[betterment for 100% of humankind](#)", Arthur Morgan's works including [The Great Community](#), and an adaptation of Abraham Maslow's work to our vision of fostering the cocreation of "fully actualizing communities". Our vision also incorporates the principles and practices of [Community Economic Development](#) that include Self-Help, Empowerment and Capacity Building.

Our Mission is to: facilitate spiritual, personal, community and global empowerment and enlightenment; foster personal, social and global transformation; and help millions of people A.R.K. (Awaken to Spirit, Realize more of their potential and Know how to discover and cocreate their ultimate destiny (whatever that means to each one) by publishing, producing and distributing programs, products and services that accomplish those desired outcomes.

Our Co-creative Organizational Strategy. The cofounders believe that what we are cocreating together is far beyond any company or non-profit organization. It is beyond a university, religion, philosophy, or any particular discipline or field of study. Our programs address mind, body and spirit, etc. and they encompass most if not all of the major developmental disciplines such as personal, professional, organizational, community and economic development and spiritual enlightenment.

* **S.P.I.R.I.T.** When we use the words spirit and spiritual, we're not talking about religion. We define those words as **Stewardship; Purpose; Integrity; Responsibility; Inspiration and True identity** (remembering we are spiritual beings having a spiritual experience temporarily in a human form). We deeply appreciate the work of Judi Neal, Director of the [Tyson Center for Faith and Spirituality in the Workplace](#) and [Patricia Aburdene's](#) great work in [Mega Trends 2010, Seven Trends That Will Change the Way We Live, Work and Invest](#). She reported in her book that 3 of the 7 trends were spiritual and the most significant trend was spiritual, especially in the world of business.

CENTER SPACE

CENTER SPACE™



Center for Spiritual, Personal And Community Enlightenment

CENTER SPACE is a non-profit membership organization that provides programs and services designed to help people **A.R.K.**-- **A**waken to Spirit; **R**ealize more of their potential; and **K**now how to fulfill their ultimate destiny (whatever that means to each individual). Our ultimate goal is to help establish an international network of Centers for Successful Living™ and Empowerment Resource Centers™ to help individuals, organizations and communities see, believe and achieve all they can be, do and have stewardship over. The Centers are designed to meet and serve the local community's needs in the best way for them to realize more of their potential and harness their capacity to address problems and opportunities.

CENTER SPACE's ultimate objective is to help create a better world by helping people, organizations and communities empower themselves to realize their potential, expand their capacity and harness local resources to address local issues such as poverty, discrimination, prejudice, neighborhood tensions.

CENTER SPACE, Inc. was incorporated for the following specific purposes:

- ✔ To provide educational programs and materials that foster spiritual, personal, organizational and community development, empowerment and enlightenment
- ✔ To foster greater communication, cooperation and understanding among people of different races, cultures, religions and socio-economic levels
- ✔ To facilitate cooperative and creative problem solving efforts between individuals, businesses, religious organizations, non-profit organizations and government
- ✔ To develop models for establishing **CENTER SPACE** facilities and programs in other areas
- ✔ To promulgate Community Economic Development (CED) principles and practices that include Self-Help, Empowerment and Capacity Building.

Invitation to Collaborate and Cocreate

"Collaborate - Be the light that others can come to with their ideas, visions, and dreams. Never doubt that blending your talents with those of others can change the world."

Helping Manifest StewardHeirShip[™] of Soda Springs Ranch!

The Third Natural Wonder in Northern Arizona! (We believe the Grand Canyon is #1 of course and Sedona is #2)

If you resonate with this proposed collaborative process, we invite you and any other interested individuals and organizations to participate in a cocreative visioning process to discern how to manifest StewardHeirShip of this extraordinary property. It consists of 134 acres with several bodies of water near Sedona, Arizona including a lodge (with 10 bedrooms, dining room, commercial kitchen, lounge), 4 houses, pastures, barn, stables, shooting range, trout pond, etc.

We believe this is an opportunity for us to practice and demonstrate a higher level of consciousness, discernment and stewardship. We are issuing an invitation to Universal Creative Power to reveal the ways and provide the means for Stewardheirship of the property NOW, through Divine Right Action, Divine Order and Perfect Harmony.

Rather than many individuals and organizations perpetuating the old paradigm of competition by seeking to acquire the property for their own individual use, this is an opportunity to collaborate and seek how we might help manifest the highest and best use of the property. For me, that is all encompassed in the word Stewardheirship which includes Spirit, Service, Stewardship and Sustainable living. We share Bucky Fuller's vision of "[betterment for 100% of humanity](#)" and his concept of stewardship of spaceship Earth.

To us, this situation with so many light workers/seekers wanting to buy the property for their own use may be the first "test" of the extent to which our consciousness is evolved (or evolving) as we say we seek Awakening, Enlightenment and Ascension.

We invite you to participate in our ongoing Cocreative Visioning and Strategic Planning process which is introduced in the next few chapters. We also invite you to complete our project survey at <http://survey.constantcontact.com/survey/a07e8qc89oqhpsqmltn/start>

Cocreative Visioning

Collaboratively Envisioning and Manifesting StewardHeirShip™ of Soda Springs Ranch

Ten positive things I would like to see happen and help bring forth within the next 5 years:

Please list the top ten priority developments, accomplishments, manifestations, etc. you would like to have materialize at, for and through Soda Springs Ranch within the next 5 years. They may be any combination of physical, environmental, or financial matters concerning ownership and operation of the property, programs, projects, organizations, etc. Please complete the exercise without considering whether the funding required to bring forth your idea is presently available. Thank you for your participation!

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

**Major Obstacles That Will Have To Be Overcome
for the Realization of My Vision:**

**Creative, Constructive Steps That Can Be
Taken To Overcome These Obstacles**

Three Priorities I Am Willing to Take A Stand For:

1. _____

2. _____

3. _____

Action Steps I Am Willing to Take:

Your Name

Date

Your preferred Contact information:

Please return your completed Visioning Form to Charles Betterton, 115 Red Fox Lane, Sedona, AZ 86351 or by email to ceo@universalstewardheirship.com Ph: 928-554-4715

You can download the blank Cocreative Visioning Forms at <http://www.stewardheirship.info/VisioningFormSSR.pdf>

Sample of a Completed Visioning Form for Collaboratively Envisioning and Manifesting StewardHeirShip™ of Soda Springs Ranch (Exercise completed as an example by Charles Betterton)

Ten positive things I would like to see happen and help bring forth within the next 5 years:

1. I would love to see the “**Divine Design**” for the highest and best use of the property to be revealed and realized, partly by asking “What is Spirit’s vision for it?” AND “What does the land desire?”
2. Soda Springs Ranch could serve as an example of higher conscious **Collaborative Enterprises** where like-hearted individuals and organizations come together, cooperate, collaborate and cocreate something in the highest and best interests of all concerned. (<http://www.sedonacollaborativeenterprises.com>)
3. **StewardHeirShip™** of the property could be accomplished as a **Community Land Trust** (http://en.wikipedia.org/wiki/Community_land_trust)
4. The property could be a wonderful model of an experiential educational demonstration “**Center for Conscious Sustainable Living**”
5. The ranch would make an excellent location for an [intentional community](http://www.ic.org) (<http://www.ic.org>), ideally one with a service orientation that includes stewardship, sustainable living and spiritual values.
6. The ranch could serve as a **Center for Spiritual, Personal And Community Enlightenment** offering seminars, workshops, retreat center programs, etc.
7. The property could be acquired and operated as a model community based on **New Thought** principles and practices (<http://www.newthoughtuniversity.org>)
8. The property could serve as a “campus” for a **StewardHeirShip™ University**, incorporating Service, Stewardship, Sustainable Living and Spiritual principles and values (<http://www.stewardheirship.com>)
9. Acquisition, development and operation of the property could be accomplished by a new **Benefit Corporation** that could demonstrate the significance of that new cause-oriented company model and utilize the Equity Crowd Funding provisions of the JOBS Act to generate up to a million dollars a year for innovation, collaboration, job creation and sustainability.
10. The property could be maintained as a **Sacred Sanctuary and Wildlife Refuge** that would demonstrate love, appreciation and respect for all life forms including the land, they that dwell upon it and all those who visit it for inspiration, rest, renewal, regeneration, etc.

Major Obstacles That Will Have To Be Overcome for the Realization of My Vision:

Generating and or attracting funding required to acquire and operate the property plus any needed refinements

Addressing and possibly incorporating the many divergent and potentially competing visions that presently exist of how to use the property for individual and or organizational purposes

Resolving potential issues with rezoning the property if that is required for its “repurposed” use

The need for “Clarity of Vision, Definiteness of Purpose and Appropriate Attitudes and Actions”

Creative, Constructive Steps That Can Be Taken To Overcome These Obstacles

Enter into collaborative processes to discern if there is or could be a shared vision of the highest and best use of the property by several interested individuals and or organizations

Brainstorm possible uses of the property that could help attract funding, strategic alliance partners and generate revenue that could go toward acquisition, management, development and operation

Brainstorm possible funding sources that could be used to acquire and or operate the property such as shared ownership, grants, donations, program related investments, equity investments, formation of an LLC, Community Land Trust, Benefit Corporation, etc.

Cocreate an effective Crowd Funding campaign on 1 or more platforms including videos, details on the collaborative process, envisioned mutually beneficial uses of the property, etc. and valuable rewards that can be delivered even if the property is not acquired through this process.

Three Priorities I Am Willing to Take A Stand For:

1. **Collaboration, Cooperation and Cocreation.** Participating in those processes including offering to share resources for cocreative visioning, strategic planning, community and economic development, event production and promotion, fundraising, strategic alliances, marketing and distributing , etc.

2. **Community Economic Development** (CED) Sharing the principles and practices of CED that include Self-help, Empowerment and Capacity-building (<http://www.cedbcorp.com>) along with examples of award-winning prototypes for similar projects.

3. **StewardHeirShip!** Seeking inner Wisdom and Guidance along with individual and collective prayerful discernment to discover the highest and best possible stewardship over the property in ways that bless, serve, educate, empower and enlighten as many people as possible and honor the sacred property.

Action Steps I Am Willing to Take:

Continue to explore collaboration, develop interim surveys, web site(s), help identify additional potential “stakeholders”, etc.

this vision with fellow members of Social Venture Network, World Business Academy, Institute of HeartMath, IONS, Association for Global New Thought, International New Thought Alliance, Fellowship for Intentional Community, etc. where I have been inviting their participation in such projects in the Sedona area for over 10 years.

Offer my services in cofacilitating cocreative visioning and strategic planning (if there is sufficient interest) and helping develop a Business Plan if one is needed.

Dedicate time, energy and money in support of this process of discerning and helping manifest stewardheirship of the property including offering 1 or more of our non-profit organizations and or cause-oriented companies to serve as an interim organizational vehicle for the project.

Donate or provide access to equipment, training programs and processes, hardware, software, contacts and other resources that could help facilitate the envisioned collaborative and cocreative process.

Offer to help sponsor MeetUp Groups, publish Constant Contact newsletters and surveys, help design and deliver teleseminars and workshops, help produce and market community outreach programs, help develop and implement public relations campaigns, etc.

Help develop a Master Fundraising Plan for generating grants, donations, contracts and Program Related Investments and help develop and implement strategies for attracting strategic alliance partners and equity capital.

Mind/Heart Storming Exercise

MIND/HEART STORMING FOR TWENTY IDEAS

SPECIFIC GOAL STATEMENT, TASK OR QUESTION: **Date:** _____

I seek Wisdom and Inner Guidance on possible ways that I/we may help manifest “StewardHeirShip”™ over Soda Springs Ranch including how to most appropriately acquire the property, maintain it and operate programs and services there that bless residents, visitors, the larger community and our planet.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

16.

17.

18.

19.

20.

ACTION STEPS:

Copyright 1998 – 2014 by CENTER SPACE (www.centerspace.com)

**You can download the blank Heart/Mind Storing Form at
<http://www.stewardheirship.info/MindstormingFormSSR.PDF>**

Example of a Mindstorming form completed by Charles Betterton

SPECIFIC GOAL STATEMENT, TASK OR QUESTION: Date: Jan 7, 2014

I seek Wisdom and Inner Guidance on possible ways that I/we may help manifest “StewardHeirShip™” over Soda Springs Ranch including how to most appropriately acquire the property, maintain it and operate programs and services there that bless residents, visitors, the larger community and our planet.

1. Invest time in Silence, seeking Wisdom, Guidance, Direction and Discernment
2. Share the vision with prayer lines such as Silent Unity, World Prayer Ministry, Guideposts, etc.
3. Develop a 3-ring binder with images and documents on the property and review it daily as part of my morning prayer, meditation and visioning practice.
4. Continue exploring possible collaboration/cooperation with others also interested in the property.
5. Obtain current information about Community Land Trusts and available resources for their establishment, funding and operation.
6. Conduct research on potential funding resources available from foundations and government agencies
7. Practice and invite others who are interested to participate in regular Visioning and Strategic Planning
8. Attract funding to acquire and hold the property in an interim trust or other stewardship arrangement while the process of discerning its highest and best use is continued and completed, (Tides Foundation?)
9. Amend the existing Investment Marketing Memorandum for Ultimate Destiny Network, Inc. to generate up to \$5,000,000 toward acquisition of the property, perhaps in an interim Trust as above.
10. Develop an Executive Summary and or Proposal Outline for attracting financial support from interested individuals, private foundations, government entities, potential users of the property, etc
11. Identify other individuals, non-profits and companies that could benefit from participating in the acquisition and operation of the property in ways that support their vision/mission/interests, etc.
12. Explore possible strategic alliances with and or consulting services relationships with existing Community Land Trusts, intentional communities, cooperatives, Benefit Corporations, etc.

13. Identify potential sources of real estate investments, loans and or revenue share arrangements.

14. Invite individuals who hold a belief that their investments in currencies that may revalue to consider allocating funding to support the highest and best utilization of the ranch.

15. Add information about the availability of the property and our invitation to explore possible collaborative stewardship on all relevant web sites, blog sites, Facebook pages, publications, etc.

16. Publish ads inviting participation on Facebook, LinkedIn, Communities Magazine, google adwords

17. Cocreate and implement successful Crowd Funding campaigns on 1 or more platforms including videos, details on the collaborative process, envisioned mutually beneficial uses of the property, etc. and valuable rewards that can be delivered even if the property is not acquired through this process.

18. Harness social media including MeetUp, FaceBook, LinkedIn, twitter, etc.

19. Develop an outline of the types of major events that we could produce as fundraisers in Sedona, Phoenix, Prescott, Flagstaff, etc. such as our CAN DO! development training programs with world-class authors and experts including recipients of the [Ultimate Destiny Hall of Fame Awards](#), etc.

20. **A**sk, **S**eek and **K**nock. Practice Universal Laws, develop the “mental equivalency” Ernest Holmes taught, and Teachings of Yeshua, “Whatsoever you shall ask, believing you receive will be done for you.”

ACTION STEPS:

Continue to pray, ask for prayers and Spiritual Mind Treatments for the Divine Design to be revealed.

Continue to brainstorm, Mastermind, and envision sharing the joyful gratitude we will experience as we successfully discern and help manifest the “Ultimate Destiny” of Soda Springs Ranch.

Share examples of this completed exercise and template for Cocreative Visioning and Strategic Planning

Develop a Power Point presentation to help attract participation by additional potential stakeholders

Create an adaptation of the [Strategic Marketing Matrix](#)[™] so others may realize how to use the template

The Three Round Method of Brainstorming

THE THREE ROUND METHOD OF BRAINSTORMING

The **Three Round Method of Brainstorming** is an exceptionally powerful and effective approach to problem solving and creative thinking. The process empowers a group of individuals to actively participate in a co-creative process that encourages everyone to contribute their best thinking on whatever problem or issue the group is attempting to resolve. It enables the group to discover their shared concerns and perspectives, it encourages positive thinking and generates a sense of community.

10 STEPS IN THE THREE ROUND METHOD OF BRAINSTORMING:

1. Review the **Rules of Creativity in Brainstorming**:
 - (1) Seek the greatest possible quantity of ideas (the most important rule)
 - (2) Defer judgment (until the time set aside for evaluating ideas)
 - (3) Freewheel (be as creative, innovative and "far out" as possible)
 - (4) Hitchhike (to generate more ideas, modify or combine other ideas)
2. Participants are divided into at least three small groups of 3-12 people each.
3. The entire group practices a brainstorming exercise to relax and ensure that everyone is familiar with and comfortable with the process. The Coordinator injects outrageous ideas to help participants be creative and uninhibited.
4. Each group appoints a Facilitator who encourages everyone to participate and refers to the Rules of Creativity if they get stuck generating ideas and a Recorder who writes all their ideas on flip chart paper.
5. The First Round consists of each group addressing the problem statement, issue or question which the Coordinator presents for brainstorming within a designated amount of time.
6. The Second Round consists of each group trading their list for another group's list. Each group reviews their new list, deleting any lower priority ideas, concerns or options contained on the list by drawing a single line through the idea to leave it legible for future reference.*
7. The Third Round consists of another trading of lists. The assignment in this round is to identify the top 3 or 4 most important ideas left on the list before them and then to record those priorities on a clean sheet of flip chart paper.

8. The new lists of 3-4 priority ideas from each group are posted somewhere where all the participants can see them. The Coordinator asks for input from participants in terms of any similarities contained on the different lists, their observations on the process or the output. As ideas appear on more than one list, they are circled to help identify the top 1 or 2 priority ideas.

9. The Coordinator helps develop a new question designed to identify possible ways the top 1 or 2 priority issues can be positively addressed such as: "In what ways can we address the issue of ..."

10. The small groups reassemble and start the process over with Step 5, focusing on the question related to finding positive ways to address the problems or concerns identified in the earlier exercise. They continue through Step 9.

The **Three Round Method of Brainstorming** process begins with addressing the negative factor, the problem, concern or question, and then it evolves into exploring what positive actions can be taken to address or resolve the "problem". The fact that everyone is encouraged to participate and share their input builds a sense of community and appreciation for diversity. The fact that the judgment or evaluation of an individual's ideas occurs in a different group eliminates the negative emotions that could otherwise interfere with the co-creative and community-building process.

The **Three Round Method of Brainstorming** generates a positive, cooperative atmosphere that can lead to continuing participation in a co-creative process of seeking solutions rather than just airing concerns or talking about problems.

The successful application of this process on a regular basis in an organization or community can facilitate personal, organizational and community empowerment.

*The reason for ensuring that all ideas listed on the flip chart paper are legible even after they have been eliminated in Round 2 is to be able to retrieve all input from the exercises for later review and evaluation. Ironically, the most valuable ideas or concepts frequently get eliminated in the small group process because the idea or concept was too creative or innovative for its significance to be realized by the group during the exercise. The Coordinator or manager of the organization or group that conducts the process can realize significant benefits from reviewing all input captured during the **Three Round Method of Brainstorming** at a later time.

For more information on how your business, organization, or community can benefit from using the Three Round Method of Brainstorming, contact Charles Betterton at CENTER SPACE, PO Box 20072, Sedona, AZ 86341. Telephone 928-554-4715. Copyright 2000 – 2014 by CENTER SPACE
www.centerspace.com

About the Author

Charles Betterton has been helping individuals, organizations, and communities discover and manifest more of their ultimate destiny for forty years by fostering personal and community development, empowerment, and transformation. He has over 25 years of leadership experience in disaster relief, government, community development, and community economic development, (including 15 years with the US Department of Housing and Urban Development). He has a Masters in Community Economic Development (CED) from Southern New Hampshire University and is an Economic Development Finance Specialist.

Charles has lived for 25 years in intentional communities with a focus on Spirit, Service, Stewardship and Sustainable Living including Rainbow Farm, the Emissaries of Divine Light Center near Muncie, Indiana and Stelle, IL (www.stellecommunity.com home to the Center for Sustainable Community (www.centerforsustainablecommunity.org).

Charles has founded/cofounded dozens of non-profit organizations involved in personal, organizational and community empowerment including CENTER SPACE (the Center for Spiritual, Personal And Community Enlightenment) and the Ultimate Destiny University for Successful Living. He has also cofounded "cause-oriented" companies based on the 4 Ps of Purpose, People, Planet and Profitability including Universal Stewardship, Inc. and the Community Economic Development Resource Center, Inc. He has developed and delivered many seminars and workshops and authored or co-authored dozens of books including the 14 titles in the [Ultimate Destiny Success System Library](#).

He has produced major events for up to 1,800 participants featuring world- class trainers such as Dr. Norman Vincent Peale, Jim Rohn, Les Brown, Mark Victor Hansen, Bonnie St. John, Brian Tracy, Chin-Ning Chu and others. Charles is a member of the World Business Academy, Social Venture Network, Heart Math, The Love Center, Institute of Noetic Science, and others.

Charles is helping manage the non-profit [Ultimate Water for Humanity](#) to provide greater access to structured water to some of the one billion residents of SpaceShip Earth who don't have access to clean water. His other projects include Expanding the Circle of Success (www.expandingthecircleofsuccess.org) and Solving Our Personal, Community and Global Success Puzzles (www.ultimatesuccesspuzzle.com) .

The vision and strategy is to establish a national and international network of CAN DO! Community Resource Centers (www.communityresourcecenters.org). The Resource Centers will provide access to training on Successful Living Skills for the 21st Century (www.successfullivingskillsforthe21century.com).

Community Economic Development and Intentional Communities

By [Charles Betterton](#). Reprinted from Issue # 99 of [Communities Magazine](#)

In "My Turn", readers share ideas, opinions, proposals, critiques, and dreams about community living. The opinions expressed here are not necessarily those of the publisher, staff, or advertisers of Communities magazine.

Whenever anyone asks me where I spend my time these days, I often say, "In my car." For most of the past three years, I have commuted between Oakwood Farm, an Emissaries of Divine Light community near Muncie, Indiana, and the intentional community of [Stelle, Illinois](#) (where I have recently returned), partly due to continuing connections and partly for work I do in Kankakee County, Illinois, in [Community Economic Development](#) (CED).

My participation in one community occasionally benefits another. For example, I met pianist [Will Tuttle](#) when he gave a concert at my local Unity church in Indiana, and that led to my producing an event with him at Stelle. While at the event, I picked up an article in *Solar Today* featuring information about straw bale construction recently completed at Stelle. Returning to Indiana, I shared that article with several Ball State University students who were holding a concert to raise funds to build a prototype straw-bale house at Oakwood Farm!

In reflecting on the cross-pollinating that has resulted from my own commuting, I am struck by the great potential for cross-pollination between intentional communities and the wider culture.

What has been especially exciting for me is the potential connection between members of intentional communities and the field of Community Economic Development, a citizen-initiated strategy to develop the economy of a community (in the generic, "neighborhood" sense), region, or country for the benefit of its residents.

Community Economic Development incorporates Self-Help, Empowerment and Capacity Building. CED strategies take into account a neighborhood or town's social, cultural, and political values. It emphasizes local people owning their own businesses; learning to participate in and manage their own economic development process; and actively participating in local government, helping to make decisions about proposals that affect them.

The people-oriented approach of CED helped me understand why so many traditional approaches to community and economic development fail: They lack comprehensive focus and commitment to self-help, empowerment, and teaching people leadership and decision making skills.

After living in intentional communities for many years and working in the field of Community Development, I studied CED in a Master's Program at Southern New Hampshire University. My classmates and I developed a list of what we saw as root causes of common social problems:

- Spiritual and cultural disintegration;
- The "me generation";
- Lack of a common vision;
- Absence of wisdom;
- Focus on accumulation of money versus circulation of money;
- Lack of an appropriate values system and ways to express it.

Later we brainstormed solutions to these problems by reflecting on the values of Community Economic Development:

- Building collaborative partnerships;
- Active citizen participation in government and community;
- Applying cooperative principles;
- Retaining wealth in the neighborhoods;
- Seeing personal and organizational goals within the context of community and society;
- Considering and appreciating multicultural differences in religion, race, values, perspectives, and communication;
- Enabling people and communities to empower themselves;
- Recognizing a spiritual underpinning, a sense of oneness.

I believe that most intentional communities share many, if not all, of these values.

Many cities and neighborhoods that have applied the principles of Community Economic Development have discovered that this approach addresses root causes of major concerns such as crime, drugs, gangs, quality of schools, and the need for jobs. An estimated 2,500 Community Development Corporations (local organizations which use Community Economic Development principles) have generated over 90,000 jobs in their local communities, developed or renovated over 19. million square feet of industrial and commercial space (which means more jobs), and developed over 350,000 units of affordable housing.

These are outstanding accomplishments for what are often grassroots, community-based organizations comprised primarily of so called "disadvantaged citizens." Just imagine the possibilities if the combined wisdom, experience, and resources of community veterans and activists in Community Development Corporations could share their ideas and expertise with each other!

How many more people could benefit from state-of-the-art community development techniques if they were also taught and used by people living in intentional communities? And how much more effectively could CDCs enable citizens to co-create their individual and collective destinies if we communitarians shared our expertise in consensus decision-making, conflict resolution, and a balanced approach to meeting individual and community needs?

I believe we should be actively identifying all the other organizations and disciplines that could benefit from discussing community issues and the methods of Community Economic Development. And I believe we should organize regional, national and perhaps international forums for these discussions. In addition to intentional communities and CEO organizations, I would include Community Service, Inc., Scott Peck's Foundation for Community Encouragement, the Community Development Society, the National Congress for Community Economic Development, and various government entities that have demonstrated an interest in resident-empowered communities, such as the US Department of Housing and Urban Development and its 3,500 Indian and Public Housing Authorities.

I invite every intentional community and network of intentional communities, such as the Fellowship for Intentional Community, the Federation of Egalitarian Communities, the Emissaries of Divine Light, and so on, to explore the questions:

"How can our community better serve those around us?"

"How can we more effectively demonstrate the relevance of intentional community experiences to the wider society?"

Together, we may yet achieve our ultimate dreams and realize the potential for having the lasting, transformational influence and positive impact I believe we should have, by sharing our vision, expertise, and accomplishments with the wider society.

*[Charles Betterton](#), founder of [CENTER SPACE](#), (the Center for Spiritual, Personal and Community Empowerment) has over 40 years of administrative experience in community, organizational, and economic development. He co-founded the [Fellowship for Intentional Community](#), edited *Communities**

magazine (1984--1992), and has lived in intentional communities over 25 years. He can be reached at PO Box 20072, Sedona, AZ 86341, 760-212-9931 or by email at charlesbetterton@gmail.com .

Updates Since the Article Was Published in Communities Magazine:

Betterton received a Master's in [Community Economic Development](#) in 1992 from Southern New Hampshire University and he is a certified Economic Development Finance Specialist by the National Development Council. His project for the CED program was a proposal for Establishing a National Network of Community Economic Development Empowerment Resource Centers. ([Click Here](#) for the Overview as a PDF.)

In 1998, [Betterton was selected as one of 230 HUD Community Builders](#) out of about 8,500 applicants. Because he would have had to renege on commitments he had made to several community organizations, [Betterton declined the position](#) that would have been worth about \$250,000 over 2 years. (See the [articles Betterton Selected for HUD Fellowship](#) and [Betterton Declines HUD Community Builder Fellowship](#))

"Mr. Betterton's project for the 1990-1992 Community Economic Development Masters program at Southern New Hampshire University was to promulgate CED principles and practices. The fact that he turned down a [HUD Community Builder Fellowship](#) worth \$250,000 in 1998 (when he was earning less than \$25,000 a year) to continue the non-profit [community empowerment](#) work he and his team had underway at the time demonstrates his commitment to what he and his classmates defined as the foundation of CED: self-help, empowerment and capacity building." --- Dr. Michael Swack, Professor, the Carsey Institute, University of New Hampshire and founding Dean, School of Community Economic Development, Southern New Hampshire University

In recent years, Betterton has cofounded several not-for-profit organizations and cause-oriented companies. They include: [CENTER SPACE](#); the [Ultimate Destiny University for Successful Living](#); [Ultimate Water for Humanity](#); and most recently, [Universal Stewardheirship, Inc.](#) (US Incorporated). USI is based on the new Benefit Corporation model, it includes the 4Ps of Purpose, People, Planet and Profitability and it incorporates the principles and practices of [community economic development](#). The Company which was incorporated in September 2011, is allocating 40% of the cofounders shares to support affiliated NPO's and to help support other NPOs including the [Fellowship for Intentional Community](#).

As part of his present focus, Betterton is continuing to work toward manifestation of the vision shared in the article above along with the article [A Lifetime in Pursuit of Community](#) and his presentation on [The Art and Science of Community](#) at the [FIC](#) Art of Community Gathering in 1999.

He has developed the [Expanding the Circle of Success Program](#) that includes a proposal to establish a national network of local non-profit [Community Empowerment Resource Centers](#). (See the Strategic Implementation Matrix™ and [Proposal for Establishing a Network of Community Economic Development Resource Centers for Self-help, Empowerment and Capacity Building To Enable Individuals, Organizations and Communities To Realize More of Their Potential and Expand Their Capacity to Help Solve Global Economic and Environmental Challenges.](#))

The Art and Science of Community

Presentation to The Art of Community Gathering in 1999 by Charles E. Betterton

Sharing the Art and Science of Community

Close your eyes and imagine what the ideal, empowering community would look like, be like, feel like, etc. I sincerely appreciate this opportunity to share a few thoughts with you this morning on personal and community empowerment. I hope to present a larger vision of the possibilities that I believe are before us to share our wisdom, and expertise with the world in ways that further the objectives of intentional communities and community based development groups.

Please watch this video and pay special attention to the words of the song Earth by David Roth. What phrases sing out to you? What are the relevant messages?

I believe the song and the visual images on the video capture perfectly the essence of our work here this weekend. I also believe it demonstrates the significance and relevance to the larger society of our ongoing pursuit of personal and community empowerment, both through community based development and in intentional communities.

Over the past few years, I have begun to see significant parallels between personal, organizational and community empowerment. For example, Brian Tracy, one of the top Success Coaches in the world today, says that our frame of reference group is the single most important factor in determining our level of success in fulfilling more of our inherent potential.

I believe that we should continue this process and combine the Art of Community with the Science of Community. I suggest that we develop ongoing collaborative efforts to apply our shared visions and offer our expertise to help address the problems and opportunities that face our communities, our nation and the world. I hope to present enough glimpses of a

"fully actualizing community" to enable each of you to play a co-creative role in developing and helping to manifest such an ultimate vision.

I will offer for your consideration a few suggestions that could generate substantial income to support our own visions and missions. I believe we should be serving as consultants to communities and organizations receiving government and private foundation funding to address related issues.

And I will share with you some of my personal story, a lifetime in pursuit of community. . .

First though, I would like to set the tone for my presentation with the song Earth, by David Roth from the video, Celebration of Life by Mark Tucker. Please listen for any phrases or messages in the song that are consistent with the objectives of this Art of Community Conference.

The communities we are building together are our customized frame of reference groups. We enjoy the advantages of living and working together and pursuing shared visions and missions. We're on a quest to make a positive difference in our world.

Arthur Morgan said: "A good community will not be invented, discovered or "just grow." It must be forged from the purpose and quality of the lives of the people living in it.

Perhaps the most effective demonstration of the correlation between personal and community development is a story told by Earl Nightingale. It's a powerful story about a father who attempted to distract his young son so that he could work by cutting up a picture of the earth from a magazine and making it into a puzzle. When the son returned almost immediately with the completed puzzle, his father asked him how he did it so quickly. The son said: "It was easy, dad. On the other side of the picture of the earth was a picture of a man. When I put the man back together, the world was together too.

For as long as I can remember, I have been interested in community, community development and empowerment. In my early teens, I used to envision living in a community of friends as I played in the woods in the remote hill country near Calhoun City where my father had lived as a young boy, Even at that early age, I sensed a desire to live with other people of like mind in a setting designed to further personal and community advancement.

At the age of 19, I received an unsolicited grant from the Quaker American Friends Service Committee to establish a Community Development Center in the Mississippi Delta to support youth empowerment and desegregation of the public schools.

When I was in my early twenties, my wife and I spent many pleasant hours drafting a screenplay, which we hoped to use to raise money to build a spiritually oriented community in the Ozark Mountains.

As we traveled around the country through my work as a Federal Disaster Relief Specialist, we began to learn about intentional communities. We developed an attraction to those with a spiritual orientation and a focus on empowering succeeding generations, a value we shared as parents of two young children.

In 1975, we learned about the intentional community of Stelle, Illinois, which had been established upon the philosophy and worldview presented in a book, The Ultimate Frontier. We moved to Stelle in 1978 and I have lived there for most of the past 21 years. After living in intentional communities and working in various government positions in community and economic development, I discovered the field of Community Economic Development in 1990.

During an introductory class in the Community Economic Development Master's program at New Hampshire College, my classmates and I developed the following list of the root causes of the problems that threaten our society: See if you agree with any of these.

- * The me generation
- * Getting away from God
- * Lack of spirituality
- * Lack of common vision
- * Absence of wisdom
- * Focus on accumulation versus circulation
- * Spiritual and cultural disintegration and the
- * Lack of an appropriate values system and ways to express it.

The following month we considered potential solutions to these problems by identifying the following values of community economic development:

- * Active citizen participation in government and community
- * Focus on human development and community development
- * Building collaborative partnerships
- * Local resource utilization
- * Application of cooperative principles
- * Retention of wealth in the neighborhoods
- * Seeing personal and organizational goals within the larger context of community and society
- * Consideration and appreciation of multi cultural differences in religion, race, values, perspectives and communication
- * Enabling people and communities to empower themselves
- * Recognizing a spiritual underpinning, a sense of oneness

How many of these principles relate to your work in Community?

Ever since I learned about Community Economic Development and the accomplishments about 2,500 Community Development Corporations (CDC's) in America, I have felt that we in intentional communities need to engage in dialogue and a process of sharing our vision, dreams and expertise with each other. It would seem mutually beneficial for those of us who have enjoyed the unique advantages of accelerated personal, organizational and community empowerment and development we experience in intentional community to share our resources with the tens of thousands of CDC participants who have realized equally important accomplishments.

Listen to what Lorraine Garkovich of the University of Kentucky has to say about personal and community empowerment:

"When a community and its people are empowered, they have the capacity to articulate their needs; to identify actions to solve those needs; and to mobilize and organize resources in pursuit of commonly defined goals. When the people of a community come together to visualize and work together to achieve a common future, they recognize that everyone--regardless of education, job, race, age, or background--has something important to contribute to personal and community empowerment. Indeed, the greater the diversity of the participants, the richer the vision and the more effective its accomplishment."

Just imagine the possibilities if our combined wisdom, experience and resources were harnessed in a synergistic manner. How many more people could benefit from the state-of-the-art community development techniques if they were more effectively manifested within the intentional communities movement? And how much more effective could the CDC's be at enabling their citizens to realize more of their full potential as co-creators of their individual and collective destiny if we share with them our expertise in consensus work, conflict resolution, and a balanced approach to meeting individual and community needs?

Over these two days of the Art of Community Conference, we share an opportunity to glimpse some possibilities of what some might call heaven on earth. We've learned some of the most valuable wisdom from the thousands of intentional communities which many communitarians suggest serve as research and development laboratories for America and the world.

One of the best descriptions of the 10 main aspects of intentional communities was published in The Tarrytown Group newsletter which listed the following characteristics:

TEN MAIN ASPECTS OF THE NEW UTOPIAN VISION

1. A dual commitment to transformation, both personal and planetary. Dedication to individual growth and to serving the needs of humanity.
2. Cooperation: A community based on sharing, pooling of finances and human resources, rather than competition and being "Out for Number-1"
3. A deep respect for the environment, to restoring ecological balance and "living lightly" on the earth. To develop solar and wind energy, organic agriculture.
4. A spirit of experimentalism- in both work and relationships. A commitment to "working through" the shadow side of the personality, to confronting conflict between individuals and within the self. To bringing out the dark side for transformation into affirmative alliances.
5. A new economics: Finding businesses and ways to manage them that put human values on the bottom line and still return a healthy profit.
6. Common sense. The determination to find practical solutions that work toward conquering society's problems of pollution, inflation, violence and alienation.
7. A holistic approach to health: Exploring alternative healing from herbs to acupuncture, nutrition and massage, to preventive methods aimed at helping people to take responsibility for their own health.
8. Building a positive vision: The determination, far from grim, to build an example for a better society and to live tomorrow's world today. And to make their insights available, through outreach programs, to local communities and the world at large.
- (9) Self government by consensus. Working with group process and evoking the intuition of community members in the decision-making process.
10. A world network. Cooperating with similar communities throughout the world, sharing skills and services, taking political action - and forming the vital nucleus of a new civilization.

I believe you will agree with me that these 10 characteristics of intentional communities which were described in a 1983 copy of The Tarrytown Newsletter are still evident in 1999 as demonstrated in the

sessions presented here by members of the Fellowship for Intentional Community.

During this Art of Community conference, we've also been introduced to some of the significant contributions of MAHP and Mary's leadership. Generating 40 million dollars of affordable housing for 1,400 people in just 7 years is a remarkable accomplishment.

According to the National Congress for Community Economic Development, there are about 2,500 Community Development Corporations (CDC's) like MAHP in America.

These community based development organizations have generated about 100,000 jobs, developed over 400,000 units of affordable housing and they have developed or renovated about 20 trillion square feet of commercial and industrial space.

These are outstanding accomplishments for what are often grassroots, community based organizations comprised primarily of so-called "disadvantaged citizens" located mostly in economically distressed communities. These are frequently misperceived as the "empty", "hopeless", and "imprisoned" people Dr. Kretzman referred to yesterday in both his keynote address and workshop.

While I understand the point John said Edna Johnson made about being put in prison by what other people perceived about those who lived in the South Bronx, I believe it is usually we ourselves who construct our mental prisons. My good friend and partner in Expanding the Circle of Success, Les Brown, loves to tell what I think is a relevant story. It's the story about how he responded to a teacher's direction to go to the chalkboard and work out a problem.

Les told him he couldn't do it because he was learning disabled. That teacher said to Les, "Don't ever say that again. Don't ever let someone else's opinion of you become your reality."

After twenty years of studying, applying and teaching various success principles and techniques, I have observed that there are three primary factors that determine the level of success we realize in life as individuals and organizations. I believe these are the clarity of our vision, the definiteness -of our purpose and the appropriateness of our beliefs, attitudes and actions.

Because I also believe these three success factors are applicable at the community level, I am committed to helping provide expanded access to

resources for personal and community empowerment and greater interchange between intentional communities and CED.

I believe we have an opportunity to further explore how the experiences of intentional community and community-based development might represent two halves of a whole, a whole mostly unrealized in our past. By considering every aspect of development as an essential component of one process or evolution, we can accelerate the realization of our inherent potential, at the personal, organizational, community, national and global levels.

By combining our halves into a whole, we might even help heal the whole world

If it is true as many prominent experts suggest that most of us only use about 5% to 10% of our full capacity, isn't that also probably true of the communities we live in and the organizations we work through?

Psychologist Abraham Maslow developed the Hierarchy of Needs which most of us are familiar with. He also described what a "fully actualized person" would be like. How they would think, and act and live.

Paul J. Meyer, the leading self-improvement author of all time, created the Total Person Approach, which is somewhat similar to Maslow's concepts. Mr. Meyer also developed The Wheel of Life exercise to help individuals discover how well they are doing in six major areas of life: Physical and Health; Financial and Career; Social and Cultural; Mental and Educational; Family and Home; and Spiritual and Ethical.

Please take a minute to complete the Wheel of Life for yourself. You will see there are 10 marks on each spoke. Place a dot on the spoke that represents your present level of satisfaction in that area. Now connect your dots.

What does your wheel tell you? Would it roll? Do you have some unfilled potential? Are there some areas you might want to set goals?

Over the past few months through our Expanding the Circle of Success project, we have been using the Wheel of Life to help people assess just how well America is doing in these six areas. For example, if only 5 of 100 individuals retiring at age 65 in the richest nation on earth are financially independent and over 40 are dependent on one program or another, how well are we doing on a scale of 1 to 10? About-20?

And if half of the women murdered in America in 1995 were killed by their spouse or partner and if two thirds of the children who were murdered were

killed by their parents, just how badly are we doing in the area of Family and Home? Minus 20 or -30?

Today, it seems easier than ever before to see the negative aspects of our society and the world. I wonder if we might be able to discern a more positive vision of what a fully actualizing community might look like.

The Community Economic Development Principles I shared earlier present some possible evaluation criteria. There have also been a few individuals who have given us a view of what a fully actualizing community might include. For example, the descriptions of a Great Community by Arthur Morgan paint a picture of what is Possible.

"The Great Community must be built on a full all-round view of life and its possibilities. The Great Community will achieve a living unity. It will not be just an aggregation of individuals, families, congregations, firms, cliques, and interests. Holding that "that which unites us is greater than that which separates us", it will develop unity of outlook, purpose, and program without thwarting individual or group autonomy. Its various organizations will not tear the community apart to advance themselves, but will be agencies for enlarging and unifying community life."

In his classic book, *Small Community*, Mr. Morgan offers us a few more factors to consider: "Suppose a man or woman living in a small community wishes to work for its development. What can he or she do? First it is necessary to get a clear vision of the new community as an all-round, well proportioned society in which human relations are fine and sound, and where all the elemental needs of men, women and children can be met. The community, by means of free inquiry and common aspiration, must achieve a common view of a total way of life, and a common discipline. Only to the extent that it does so is it actually a community."

"The aim will be to seek unity, fellowship, and a sense of good proportion, so that the community shall be united in the aim of making possible for each of its members a fun and varied development of his/her life according to the needs of the community as a whole and the needs of his or her individual genius."

Lorraine Garkovich gives us a vision of what is possible in her description of an empowering community:

"Let us imagine the community where we would all want to live. It is a community where families, regardless of income or structure, have access to a wide variety of services and programs designed to nurture and strengthen them. It is a community where residents have opportunities to

find jobs that match their skills and provide a living wage. It is a community with different economic classes; but where a person begins life is not the primary determinant of what they can achieve. It is a community that encourages its members to be active participants in all phases of life by acknowledging that everyone has skills or ideas that can contribute to bettering their world. It is a community that recognizes that some tasks cannot be completed and some goals cannot be achieved alone. Indeed, cooperation and interdependence, not competition would be the key characteristics of successful communities and a successful society.

Let's take a look now at a modification of the Wheel of Life designed to help evaluate the positive factors of what might be called a "fully actualizing" community.

What you have before you represents my best initial efforts to incorporate within the limitation of only 8 categories, the wisdom and experiences of intentional community, the Principles of Community Economic Development, and the wisdom of Arthur Morgan, M. Scott Peck, Lorraine Garkovich and others.

How would you rate your community on the Wheel of Life?

What changes would you make to the factors I selected?

What other ways could we effectively measure how well our communities are assisting us to develop our full potential as individuals and as communities? Please write to us and let us add your insights as we continue to refine this exercise to promote discovery of fully actualizing communities.

I agree with a recent cover story from Communities Journal of Cooperative Living that boldly stated: "Community is the answer to every question Y2K raises!"

I believe that sustained pursuit of the objectives of this conference may lead us into new fields of discovery, of clearer understanding of who we are, as individuals and as organizations, and discover our ultimate purpose for being, serving and contributing to the whole.

By continuing our quest here at this Art of Community Conference to build bridges between the unique contributions and resources of community

based development and intentional communities, we may discover more clearly what a fully actualizing community would actually look like.

If it is true that the model must precede the statue and that we must be able to see clearly what it is we desire before we may have it, then let us go forth in pursuit of the Art **and** Science of Community.

Here are just a few possibilities that occurred to me while preparing for this session:

NCCED, (National Congress for Community Economic Development) is the trade association for the 2,500 CDC's and it has national conferences every year at various locations across the country. We could establish a working committee out of this conference to develop and submit proposed sessions that would be presented at these conferences to build greater cross - awareness and collaboration between Intentional Communities and Community Based development groups?

Thanks to the vision of Secretary Cuomo, the U .S. Department of Housing and Urban Development now publishes a combined Super NOFA, or Notification Of Funding Availability. The current year Super NOFA provides 2.4 billion dollars, mostly to communities and to 3,500 Public Housing Authorities.

Some of the HUD money is set aside for Community Outreach Partnership Centers to encourage collaboration between institutions of higher learning and communities. Perhaps this is an area where we could contact present and prior recipients of funding to offer our services and partnership.

Many of my associates in personal, organizational, housing and community economic development pool their resources and resumes and they submit joint proposals to HUD to provide technical assistance and consulting services.

I suggest that we consider setting a goal of being prepared to submit a joint response to the next HUD Super NOFA to share our expertise in the Art and Science of Community.

In Star Trek's First Contact, Captain Picard says: "The acquisition of wealth is no longer the driving force in the 24th Century. We work to better ourselves and better all of humanity."

I believe that we in this room are already manifesting this future vision. It is perfectly apparent through this conference that betterment of ourselves and betterment of our communities are our shared objectives.

Let us further clarify our vision and discern what a fully actualizing community will look like.

Let us develop the definiteness of purpose required to discover and achieve our ultimate destiny as individuals, organizations, and communities.

Let us manifest the appropriate beliefs, attitudes and actions that win ensure our success.

One of the quotes Paul J. Meyer is most famous for is: "Whatever you can vividly imagine, ardently desire, sincerely believe and enthusiastically act upon, must inevitably come to pass."

In closing, let me share with you a paraphrased quote: Whatever ultimate vision of your community you can vividly imagine, ardently desire to share with others in mutually beneficial, co-creative ways, sincerely believe that you can achieve together, and enthusiastically act upon with an attitude of service, must inevitably produce the Great Community Arthur Morgan described, a fully actualizing community that will surpass most people's wildest dreams of what is humanly possible!

I applaud the leadership of MAHP and the FIC for initiating this process and for making it possible for us to share this experience and explore these opportunities. Thank you all for this opportunity to share these thoughts on personal and community empowerment with you.

Let us go forth, serve well, live long and prosper. Thank you.

Copyright 1999 by Charles Betterton. All rights reserved.

Examples of “Green” Housing Resources

Images of [Delctec Homes](#)







Soda Springs Ranch

Yavapai County, Arizona



Soda Springs Ranch is a one of a kind Arizona property. With over three quarters of a mile of frontage along both sides of Wet Beaver Creek, this land enjoys one of the largest private riparian holdings in Arizona. Bordered by National Forest land, its 134 generously watered acres are set amid lush irrigated pastures, year round springs, ponds and wetlands. Ownership includes a 5,000 sq. foot lodge, 10 guest rooms, 4 fully renovated historic homes, 8 stall stable, stock pond, large equipment building and shooting range.

Details



Acres: 134.5± deeded acres total including 33± acres of irrigated pasture with underground sprinkler system, riparian wetlands, and scenic hilltop overlooks.

Location: Portions of the S¹/₂ of Section 32 and the SE¹/₄ of Section 31, Township 15N, Range 6E, Yavapai County, Arizona. APN 405-30-001C

Riparian: Approximately ³/₄ miles of frontage along both the north and south sides of Wet Beaver Creek, a live perennial stream that sustains abundant native flora and fauna.

Approximately 5± acres of wetland fed by Soda Springs. Their waters are channeled from the property's wetlands into Wet Beaver Creek.

Water: Domestic water is provided by five wells (2 domestic/3 irrigation).

Irrigation water is provided by a substantial diversionary right from Wet Beaver Creek decreed in Territorial Arizona, pooled in two irrigation retention ponds and utilized through two separate pump & sprinkler systems for greatest efficiency.

Soda Springs, a cluster of springs flowing at 1,000± GPM. These waters are channeled into West Beaver Creek.

Surrounding

Ownership: Lands to the north & east are National Forest. Lands to the west comprise Montezuma Well National Monument. Lands to the south are currently held in private ownership, but are included in the offered lands as a component of a land exchange with the National Forest; it is anticipated that they will be incorporated into the National Forest by 2014.

Equipment: Riding Mower, Tractor, Backhoe, Pick-up Truck and all other maintenance equipment to transfer with property.

Price: **\$6,995,000**

Shown by appointment only to qualified buyers. Members of the ownership group are or were licensed Real Estate Agents. This information was obtained from sources deemed to be reliable but is not guaranteed by the Broker. Prospective buyers should check all the facts to their satisfaction. The property is subject to prior sale, price change, or withdrawal. Broker participation welcome.

For additional information please contact:

Marty Ryan

800-726-0100 Cell: 520-429-0746

email: marty@martylryan.com

The residential improvements include: 17 bedrooms and 22 baths. There are also another 2,000 square feet of equipment, office and laundry space.

AMENITIES



Lodge:

- 5000± square feet
- Industrial Kitchen
- Dining Room
- Lounge & Full Bar
- 8 Single Guestrooms
- 2 Double Guestrooms
- 11 Full Baths
- 2 Half Baths
- Washer/Dryer



House 1 (Original Homestead):

- 2,400± square feet
- 2 Bedrooms
- 2 Baths
- Kitchen
- Arizona Room
- Living Room



House 2 (Front Pasture):

- 960± square feet
- 2 Bedrooms
- 2 Bath
- Kitchen
- Living Room
- 240 square feet of screened-in porch



Soda Springs Ranch

House 3 (Hill House): 1,050 square feet

2 Bedroom

3 Bath

Living Room

Kitchen

320 sqft. of deck



House 4 (Foreman's House): 900 square feet

1 bath

1 Bedroom

1 kitchen/dining room

260 sqft. of porch



Laundry Building: 530 square feet

Washer/Dryer

Freezer



Equipment Shed: 1,440 square feet

Concrete Floors

RV Door

Storage Shelving



Shooting Range: 135 sqft Stone Gun Room with Steel Door
Covered Shooting Platform with 2 Concrete Shooting Benches
inch Steel Shooting Traps at 100 yds, 200yds, 300 yds, 400 yds, 500yds & 600yd



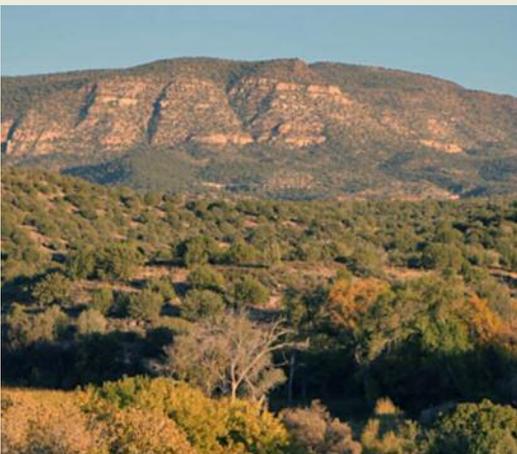
Stable: 2,812 square feet
1 Bathroom
1 Bunkroom
1 Tack Room
1 Hay Stall
8 Animal Stalls



Ramada: 540 square feet
Self-lighting Fireplace
BBQ Facilities with Sink

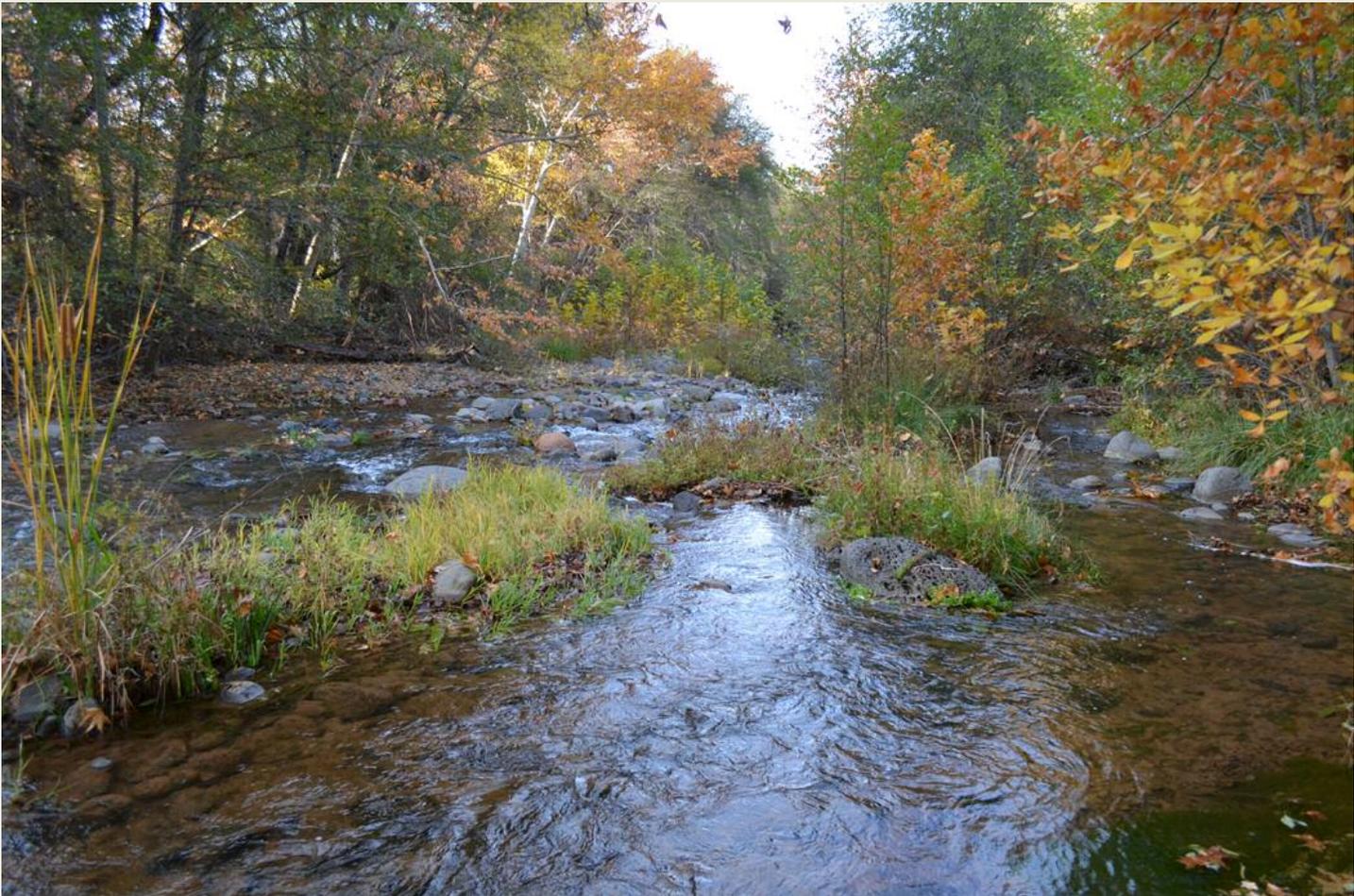


Photo Gallery











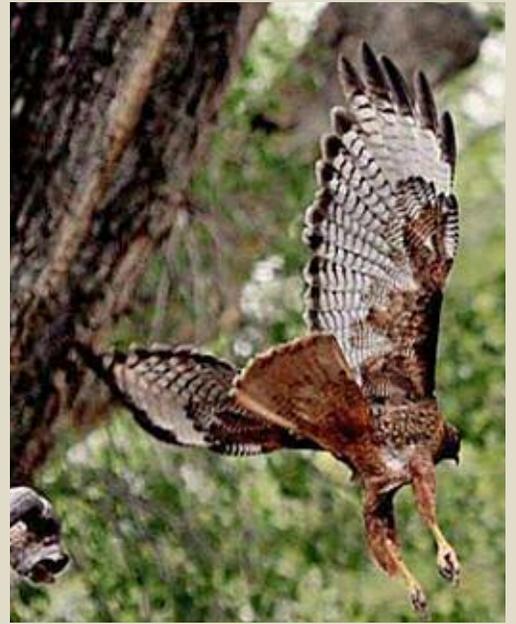
The Great Room. Typical of the architectural motif throughout the Ranch.

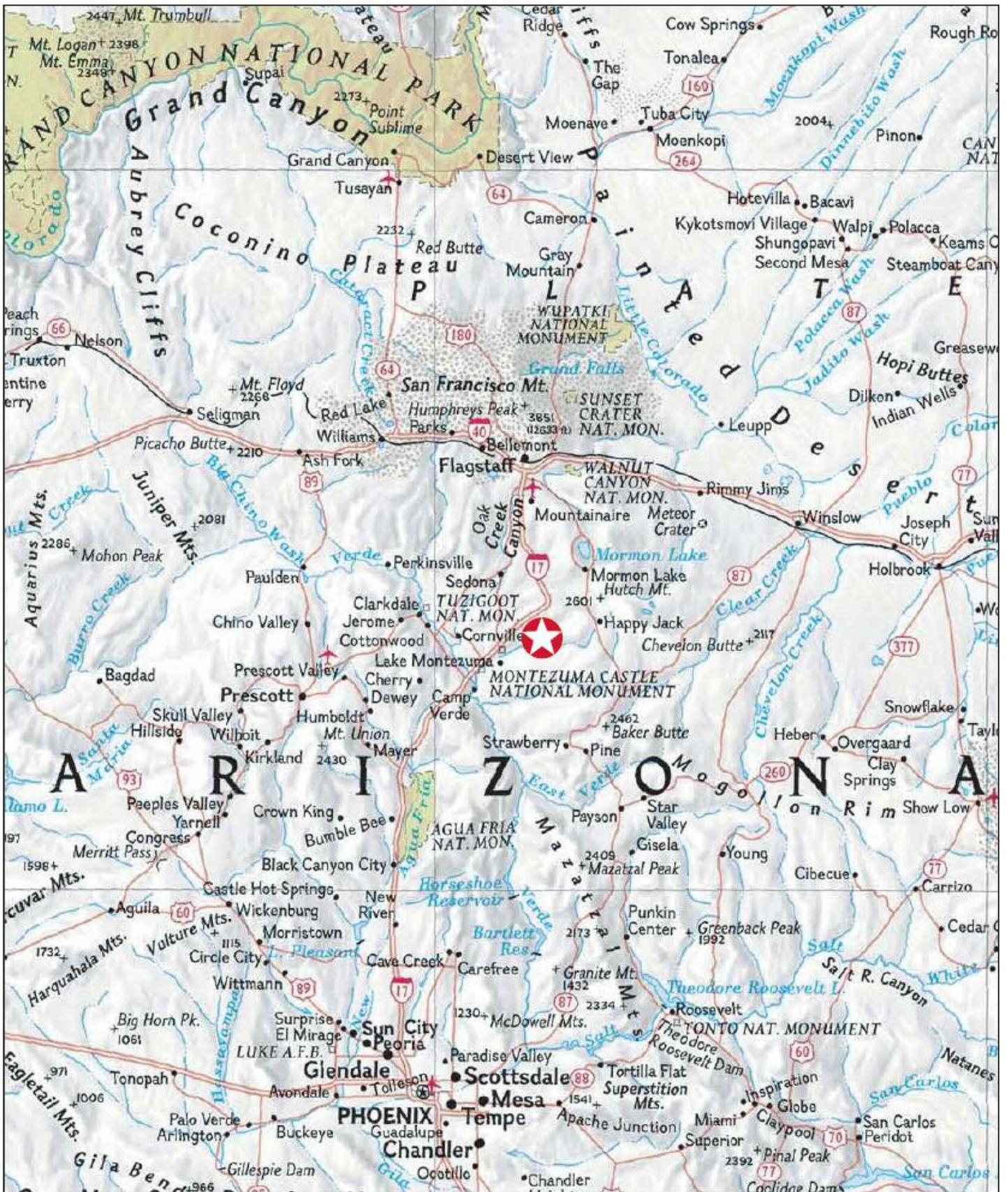




Soda Springs Ranch

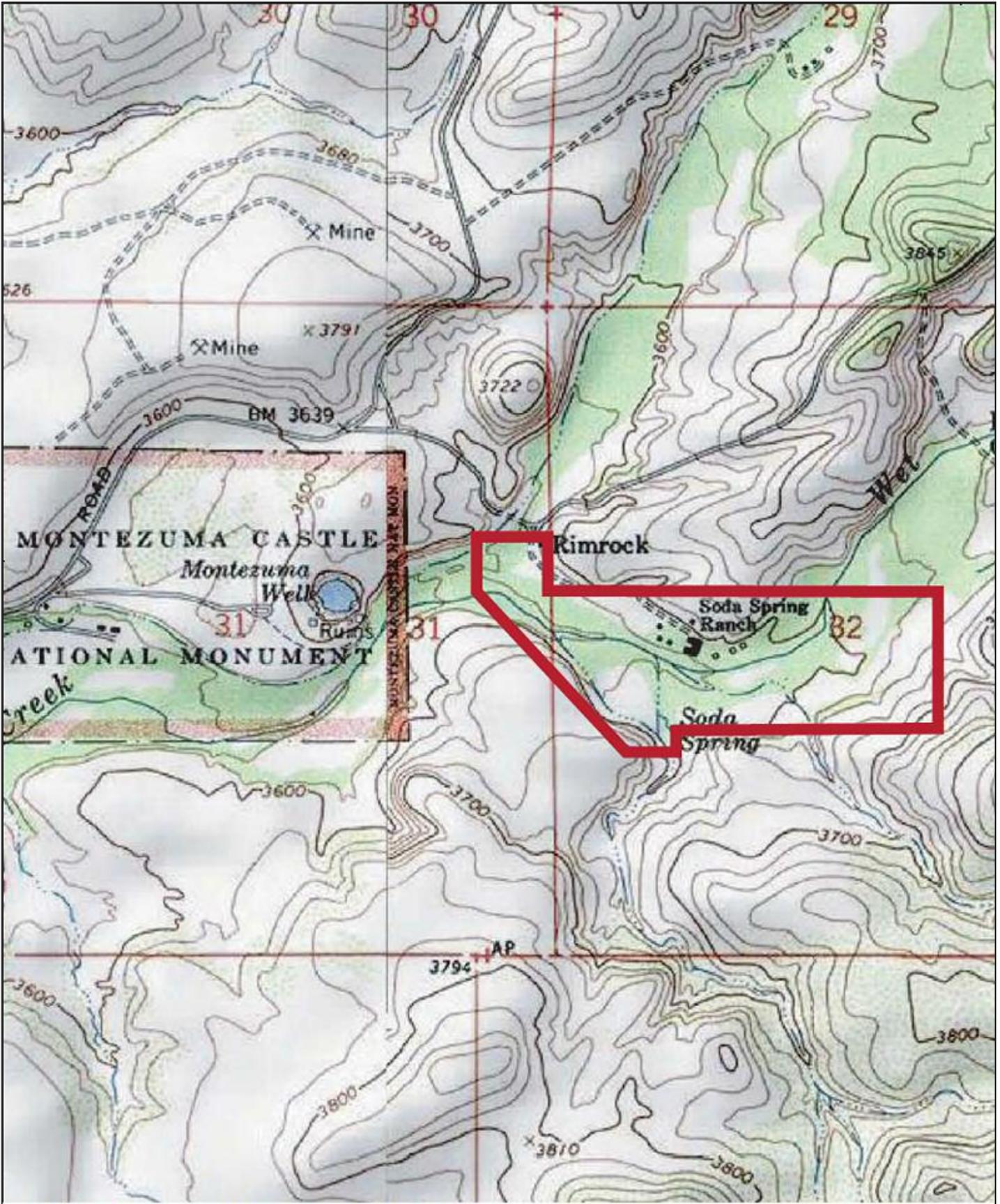
Abundant wildlife reside within the ranch.





Subject Property

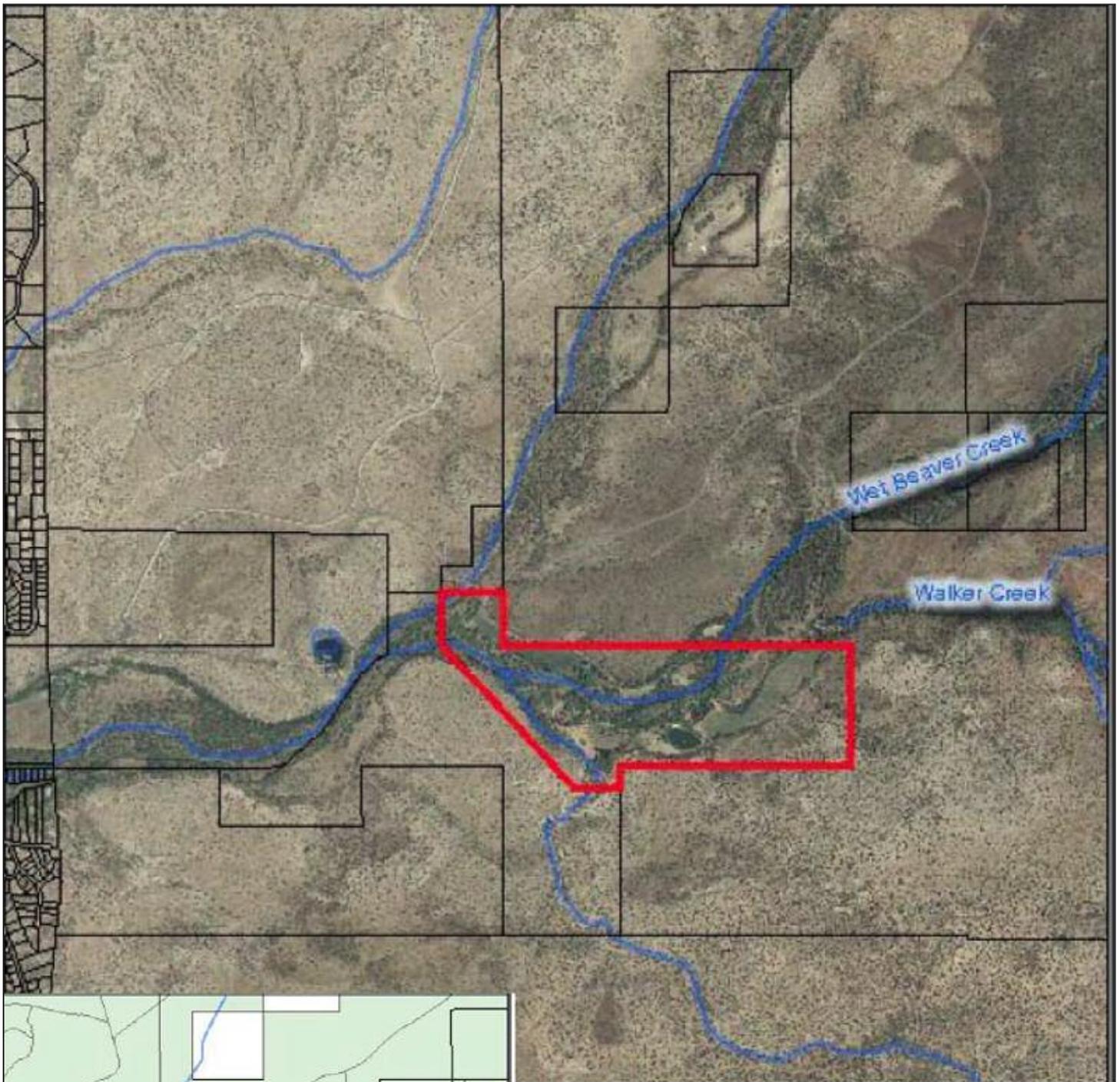
Maps are intended for visual reference only and do not reflect survey accuracy



SODA SPRINGS RANCH

134.5+/- acres

Maps are intended for visual reference only and do not reflect survey accuracy

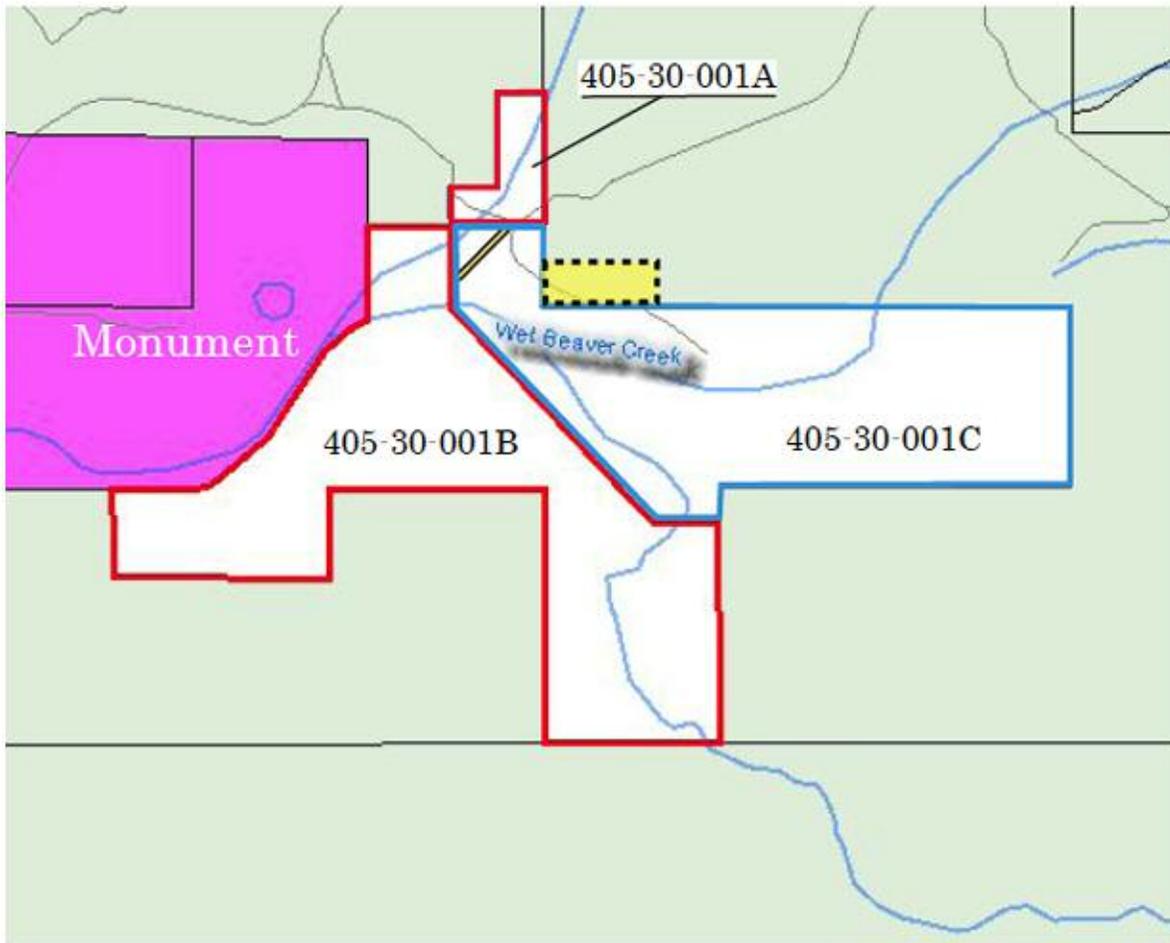


SODA SPRINGS RANCH

134.5+/- acres

A part of the south half of Section 32 and a part of the southeast quarter of Section 31, Township 15 North, Range 6 East of the G&SRBM, Yavapai County, Arizona.

Maps are intended for visual reference only and do not reflect survey accuracy



-  First American Title Trust 8667 (Parcels included in Show Low South Land Exchange. APNs: 405-30-001A & 405-30-001B)
-  Soda Springs Ranch, LLC (Parcel to be Conveyed, APN 405-30-001C)
-  7+/- Acre Option Parcel (private parcel created upon successful completion of Show Low South Land Exchange)
-  30' Wide Easement serving 405-30-001B

Maps are intended for visual reference only and do not reflect survey accuracy.

Soda Springs Ranch

A Timeline

1876 - William Clift and family settle on Beaver Creek and irrigate their garden with water from Soda Springs.

1883 - Robert Finnie buys the "Squatters Rights" to Soda Springs from Sam Shull for two horses. Sam Shull was here in the "horse business"- rounding up wild mustangs that ran freely in the vicinity. Shull would later own Montezuma Well, which he then traded to Link Smith for \$40, a horse and a pair of chaps.

July 1st, 1893 - Coconino Sun mentions Robert Finnie is planting fruit trees at Brannen, Finnie & Brannen's ranch at Soda Springs in Beaver Valley. Soda Springs gradually becomes known far and wide for its hospitality and warm spring.

May 26, 1896 - Robert Finnie Marries Flora May Weatherford who was teaching at Beaver Creek School just up the creek. The ceremony takes place in Flagstaff.

Nov 1, 1897 - David Robert Finnie is born at Soda Springs.

July 15, 1901 - Virginia Finnie is born at Soda Springs, Yavapai County, Arizona.

1911 - 21 year old Romaine Lowdermilk moves to Wickenburg and homesteads the Kay El Bar Ranch which evolves into Arizona's first dude ranch. Romaine, who wrote such folk standards as Jake and Roney and

Blood on the Saddle, becomes famous as a cowboy singer entertaining on early Phoenix radio station KOY and also on WLS in Chicago. Romaine is generally known as the father of dude ranching in Arizona. Later in life, he will be one of the driving forces behind the creation of Soda Springs Ranch.

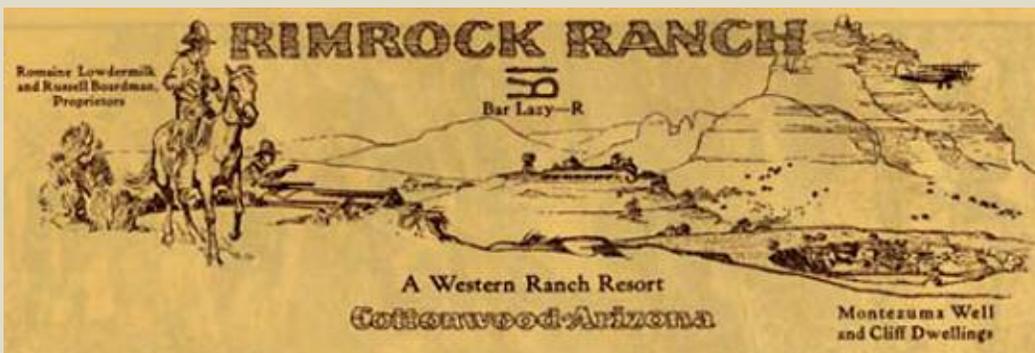
March 30 1918 - Homestead Certificate No. 45, Application 242 acknowledged by Theodore Roosevelt October 12th 1907 is recorded at 9 AM in the Yavapai County Recorders Office. Containing 179.65 Acres, this gives Robert Finnie legal title to Soda Springs.

Apr 11, 1927 - David Robert Finnie dies at Soda Springs of influenza. As the homestead had been set aside for David to continue the cattle operation before his death, this creates a void that would ultimately lead to the development of Soda Springs as a guest ranch.

January 1928 - Rimrock Dude Ranch opens with discriminating guests being flown into the newly built Rimrock Airport (the oldest continuously operating Airport in Arizona). The ranch is a partnership between noted aviator Russell Boardman, Romaine Lowdermilk, and Virginia Finnie. Virginia designs the building along with the help of noted Texas architect Hubert H. Greene.

February 11, 1928 - Virginia marries Romaine Lowdermilk in Rimrock, Arizona.

1928 photo of Rimrock Ranch courtesy of Edward Kemp, Santa Fe Railroad.



Original Rimrock Ranch Letterhead showing Romaine and Russell Boardman as proprietors. Notice man in open car behind cowboy and aero plane in upper right.



A graphic from the 1928 Rimrock Ranch letterhead showing the pool at Soda Springs. It appears that Soda Springs was used as an accessory to Rimrock during the time Romaine and Virginia owned Rimrock.



This photo was taken by McCulloch Brothers, Phoenix, Arizona for the Porter Saddle Company and was featured in the Porter catalog for 1928..

August 30th, 1930 - Robert and Flora Finnie sell 61.8 acres along with all improvements to Romaine and Virginia Lowdermilk. This is the beginning of the Soda Springs Ranch as a guest facility, though the ranch had long been known for hospitality and the quiet beauty and therapeutic value of floating in the spring.

July 16th 1931 - Robert Finnie is laid to rest in the Middle Verde Cemetery.

1931 - Romaine and Virginia release advertising for Soda Springs Ranch offering their choicest rooms at \$75 per week per person with standard rooms at \$65. Children under 12 attended by an adult were \$50 per week and children under 5 attended by a nurse were \$35 per week. There was a special discount rate for chauffeurs and nurses of guests and a discount for longer stays, as many guests would spend a month or even longer. All rates included three meals a day and access to a horse.

Guests were picked up for free if they came on the train into Clarkdale, but there was a charge of \$15 each person each way (including baggage) if they came into Prescott or Flagstaff by train. There were also discounts for groups of 4 or more picked up together.



Virginia holding gate for guests at Soda Springs.

Guests such as Clark Gable and band leader Wayne King flocked to Soda Springs. Franklyn D Roosevelt's daughter, Anna Roosevelt Bottinger, stayed at Soda Springs. Walter Gifford, the president of ATT was a guest at Soda Springs and set up a pay phone and improved phone system that replaced the primitive one that had serviced the Forest Service Ranger Station in Beaver Creek, making Beaver Creek's phone system the envy of all the other communities in the Verde Valley. Other guests such as Charlie Ward and Charles Bell stayed at Soda Springs and liked the area so much they bought ranches in the surrounding area.

Activities at the ranch included swimming in the Soda Springs pool, trail rides, picnics to Montezuma Castle or Oak Creek, expeditions to the Grand Canyon or the Painted Desert and even dances on the Hopi Reservation. The most

popular activity for guests, however, was playing Dude- helping with roundups, riding fence, branding and the other activities that were a regular part of ranch life in rural Arizona.

1933 - With the success of Soda Springs and Rimrock, a third dude ranch, Beaver Creek Guest Ranch, is opened by Bruce Brockett just a bit up the creek from Soda Springs. The three ranches share activities- when one ranch hosts a dance or barbeque guests from the other ranches are often in attendance. There are well established trails between the ranches and trail ride activities are also associated with these other excursions, often making for a full day of activities between all three ranches. There is a sense of community fostered by Virginia's association with the area that lent a warmth and depth to the rural environment that was unique to the Beaver Creek area and renowned Nationwide.

1942 – Virginia and Romaine divorce. Romaine moves to Cave Creek where he opens another dude ranch called Rancho Manana. Virginia continues to run Soda Springs alone until she meets Paul Webb.

1951 - Virginia marries Paul Webb, a world War II veteran who had served with the 101st Airborne, and together they continue the operation of Soda Springs.

The elegance and hospitality of Soda Springs continues clear up into the early 70s, though by then the once isolated Verde Valley is served by an all weather road called the Black Canyon Highway which bypasses Beaver Creek. Charlie Bells Ranch is subdivided into Lake Montezuma and is sold by one of Arizona's more famous land developers – Ned Warren. Rimrock Ranch is purchased by a prominent Chicago crime boss Sam English as a retreat for his mafia associates and Beaver Creek Guest Ranch is purchased by a San Marino educational facility and today is the campus of Southwestern Academy a college prep boarding school.

1967 – The last of the dudes come to Soda Springs and Paul and Virginia return to ranching as a full time occupation running cattle over much of the ground once occupied by Virginia's father Robert Finnie.

June 8, 1981 – Virginia dies and is buried in the Middle Verde Cemetery near her parents. With multiple heirs and a Life Estate left to Paul Webb, the estate of Soda Springs Ranch is entered into probate.

January 8, 1996 – Paul Webb dies at Soda Springs and is buried next to Virginia at Middle Verde. With his Paul's passing, so goes the Life Estate Virginia had given him in Soda Springs Ranch. The Ranch continues to proceed through probate.

April 30th, 2004 - Soda Springs Ranch is purchased from the Estate of Virginia Finnie Webb through probate by the current ownership group.

2004 to Present - Soda Springs Ranch undergoes a series of restoration projects and upgrades to restore all of the old west charm of the original property while unobtrusively embedding all the comforts and conveniences of the 21st Century.



A lady dressed for an afternoon ride at Soda Springs.



Historic Post Office

