

NEIGHBORHOOD

# CONNECT

WINTER 2016



## IN THIS ISSUE:

2016 Neighborhoods USA Conference and A Taste of Memphis at Tiger Lane  
Meet Housing & Community Development's New Director  
Aerotropolis Planning Effort in Whitehaven

REGISTRATION  
NOW OPEN ONLINE!



[www.cityofchoice.org](http://www.cityofchoice.org)

# NEIGHBORHOOD CONNECT



**Paul Young**

Director

Housing & Community Development



## COVER STORY

### A Taste of Memphis

On Friday evening, April 1st, back by popular demand, "A Taste of Memphis" neighborhoods; a special event on Tiger Lane specifically designed to showcase neighborhood organizations, Community Development Corporations, faith-based organizations, and so many others throughout the City of Memphis and Shelby County. Several communities will be achieving milestones in 2016, in honor of them, we will "Celebrate Your Greatness at Tiger Lane". The event will offer neighborhood organizations the opportunity to work together, further strengthening a sense of community. Read more on page 8.

#### CONTACT US:

Neighborhood CONNECT  
City of Memphis  
Neighborhood Redevelopment Department  
314 A.W. Willis Avenue  
Memphis, Tennessee 38105  
Phone: (901) 576-6980

### NUSA HOUSTON, TX 2015



Welcome to another issue of the City of Memphis - Division of Housing and Community Development's E-Newsletter, Neighborhood CONNECT.

If you would like to contribute to the newsletter, please visit us at [www.cityofchoice.org/newsletter.html](http://www.cityofchoice.org/newsletter.html) to upload your article and photos.

## IN THIS ISSUE:

### NUSA HEADED TO MEMPHIS

After a successful stint in Houston, NUSA is headed to Memphis in 2016. Conference registration will be available early next year. Check [www.cityofchoice.org](http://www.cityofchoice.org) for the latest information. Read more on page 10.



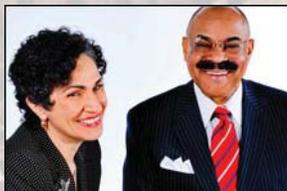
### AEROTROPOLIS PLANNING EFFORT IN WHITEHAVEN

The Aerotropolis work has been dormant for a while, but there are many new initiatives on the horizon to jump start the work of the 2014 Tennessee American Planning Association award winning Aerotropolis Master plan. Read more on page 4.



### PREREQUISITES FOR FUNDRAISING, PT. 2

It's money that makes the world round. While not everyone would put it so bluntly, the truth is that for many nonprofits money is one of the most-needed resources. Read more on page 6.



# MEET THE DIRECTOR

## PAUL A. YOUNG



Paul A. Young currently serves as the Director of the City of Memphis Division of Housing and Community Development (HCD). HCD is responsible for coordinating community and economic development projects and initiatives throughout the City of Memphis. The agency has an annual budget of over \$16 million, as it is the agency that receives federal entitlement funds on behalf of the City. With over 80 employees, Mr. Young helps to direct the programs and services of the agency and serves as the point person for major development initiatives for the City.

Previously, Mr. Young served as Director of Legislative Affairs in the Mayor's Office of Shelby County Government (TN). In this role, he was responsible for advocating the county's interest on the federal, state and local level by communicating the strategic priorities and policy direction of Shelby County Government to the Tennessee Congressional and State Legislative delegations as well as local regional entities.

He also served as the Administrator for the Memphis and Shelby County Office of Sustainability, which is charged with the implementation and oversight of a strategic framework for action on green initiatives in the City of Memphis and Shelby County. Other positions that Mr. Young has held include: Legislative Liaison for the Shelby County Office of Legislative Affairs; Financial Analyst with Community Capital (Memphis, TN); Assistant Program Officer for Local Initiatives Support Corporation (New York, NY); and Associate Planner for the Memphis and Shelby County Division of Planning and Development. Mr. Young holds a BS in Electrical Engineering from the University of Tennessee-Knoxville and a Masters of City and Regional Planning and Masters of Science in Business Administration from the University of Memphis.

As an accomplished professional with over 10 years of experience in urban planning, government affairs, and real estate finance, Mr. Young has successfully led initiatives and programs that have made a significant impact in the community, including regional planning for green spaces and transportation, sustainability programs, affordable housing developments, and legislative initiatives to name a few. Mr. Young's diverse background having worked in private, nonprofit and government sectors provides him the opportunity to offer a unique perspective and skill set to the Division.



# UP, UP, BUT NOT AWAY...



## What's going on with the Aerotropolis planning effort in Whitehaven?

**BY CHAD BOWMAN**

*Bow and Aero Consulting*

The Aerotropolis work has been dormant for a while, but there are many new initiatives on the horizon to jump start the work of the 2014 Tennessee American Planning Association award winning Aerotropolis Master plan. Whitehaven is one of the most socially and economically unique communities in Memphis. Whitehaven has high rates of home-ownership, the highest per capita income for African Americans in the city, and the community entertains more tourists than any other place in the State of Tennessee. There is without a doubt that this could be considered a significant part of the city's transformation into a true City of Choice.

With the multi-million dollar construction of the Elvis Presley Guest House resort style hotel, many anticipate that the number of tourists may increase. Not to mention the transportation enhancements along Elvis Presley Boulevard. In addition, Methodist Le Bonheur Healthcare is renovating the Methodist South Hospital emergency room with an investment of \$8.7 million. This project will more than double the current 9,950-square-foot department to 22,750 square feet when it's completed in late 2016.

Chad Bowman of Bow & Aero Planning Management is a consultant hired by the Division of Housing and Community Development to facilitate an advisory committee put together to work with a number of public-private Whitehaven and airport area stakeholders to work on implementing the Aerotropolis Master Plan, specifically in the Whitehaven community. The group is called the Whitehaven-Airport Advisory Committee and their goal is to develop a governance structure, or a community organization that can focus on implementing the Aerotropolis Plan.

The Whitehaven Airport City Advisory Committee have been meeting since last August to determine the direction of a public-private governance structure. Such projects may include but is not limited to programs for addressing commercial and residential blight, developing programs that can assist businesses, providing technical assistance to existing neighborhood organizations, and advocating for an overall better Whitehaven.

Stay tuned for more exciting transformational news coming from the Whitehaven-Aerotropolis area.

# GREENLAW

## NEIGHBORHOOD NOTES

BY CYNTHIA J. SADLER, PHD.

When the Greenlaw neighborhood was established in 1856 by William and John Greenlaw, it was the first suburb outside of Memphis. Located north of downtown, the 30-block area included grand boulevards lined with sycamore trees. The streets were named after the brothers and their business partners – Isaac and John Saffarans, Robert Looney, and E. T. Keel. Prominent homeowners in the suburb built stately Victorian homes and craftsmen-style bungalows. In addition to its elite residents, Greenlaw was comprised of working people – laborers, merchants, painters, and plasterers—who lived in affordable housing based on their modest incomes. By 1911, the suburb had 3,357 ethnically diverse residents. Yet, its proximity to the Gayoso Bayou and Catfish Bay caused excessive flooding. As Memphis expanded eastward, many of the politically powerful and wealthy residents move from the area. Grand mansions were gradually replaced with modest homes for blue collar laborers.

Greenlaw was situated among a number of other neighborhoods whose names and origins reflect legends and speculations. Manassas was named for the Battle of Manassas fought during the Civil War. Bear Water was named due to bears wallowing in waterways in north Memphis while residents watched at safe distances. Smokey City received its name because residents used wood-burning stoves that produced excessive smoke; other speculations attributed the name to the smoke-filled skies due to the many factories in the area. A Scutterfield resident believed the name originated when human bones were found during the development of the neighborhood; another resident believed the area was named for a large landowner in the area. Smaller neighborhoods – Pinch Gut and Goat Hill - developed along the shores of the bayou. Though the boundaries of the neighborhood were somewhat fluid, the area was commonly referred to as north downtown Memphis.

For more than 100 years, Greenlaw and the surrounding areas prospered as an enclave of working class neighborhoods connected through community-based institutions, businesses and industries. Large manufacturers such as Humko, International Harvester and Firestone provided residents with stable employ-

ment. Business and retail districts were conveniently located along major roadways including Jackson, Chelsea and Thomas. It was neighborhood of convenience with everything within walking distance – grocery stores, retail shops, hospitals, movie theaters, schools, and churches.

Similar to other Memphis neighborhoods impacted by economics, desegregation, outmigration and urban renewal, Greenlaw and north Memphis experienced significant declines in the 1980s. The closing of Firestone, International Harvester, Humko and other economic anchors decreased employment opportunities. Subsequently, smaller businesses (groceries, dry cleaners, hardware stores, private medical/dental offices) that provided basic necessities closed. The majority of the residents who could financially relocate moved to other neighborhoods. A substantial number of structures in the community were demolished through urban renewal efforts based on the premise that it would be cost-effective to demolish older buildings rather than renovate or maintain them. While Greenlaw lost most of its original structures, the suburb was placed on the National Register of Historic Places in 1984.

In a 1987 report, *The Cancer in Our Midst*, Shelby County Mayor William Morris described North Memphis as the invisible Memphis we hide from view and would not want to visit. He further stated that after visiting the community, he was left with memories of cruel conditions that teach our children they have no value and are unwelcome in their own city. Greenlaw and the surrounding neighborhoods became a concentrated area of poverty that lacked civic infrastructure and social cohesiveness.

In 2000, Memphis was awarded a \$35 million HOPE VI (Housing Opportunities for People Everywhere) grant to revitalize the Greenlaw community and eradicate the problem of severely distressed public housing. Leveraged with additional funds from public and private sources, north downtown Memphis became a new mixed income neighborhood with approximately 1,400 new homes and apartments. Greenlaw was officially renamed Uptown.



# Prerequisites for Fundraising Success – Part Two

By Melvin and Pearl Shaw



Fundraising success depends on volunteer leadership. In the last issue of Neighborhood Connect we discussed four prerequisites for fundraising success – commitment by the board and executive director; completion of a feasibility study; development of a fundraising plan; and a compelling case for support. This column focuses on leadership.

**1. Top caliber leadership.** Fundraising must be volunteer-driven with strong, experienced leadership. This is critical to your success as it is the people associated with your organization that will attract others to your work. When evaluating who should lead your fundraising effort, think about who your organization already has a relationship with. Consider long-term donors and current major donors. They are already giving to your organization – a sign of interest and commitment. Also consider community leaders and local business people who believe in your work.

Those who provide leadership need to be well-respected and known by the people you will be raising money from. Each should make their own financial gift, and be willing to ask others to do the same. They need to attend meetings, be publicly identified with your organization's fundraising efforts, and able to concisely and passionately make the case for why your nonprofit deserves funding and what the money will be used for.

**2. Active Participation by the fund development committee.** As you attract outside volunteers you need to also engage your current leadership. If your

board of directors does not already have a fund development committee, one should be established with goals and financial objectives.

**3. A team of properly trained and informed volunteers.** It is volunteers, not staff who are the best fundraisers. People who are giving their time and money to your organization are best at encouraging others to do the same. Recruit volunteers to fill defined roles and let them know their responsibilities and the time frame of their commitment. Before they begin soliciting, train them in how to encourage involvement and solicit gifts. All volunteers need to be able to talk with authority about your nonprofit and how funds raised will be used. Each volunteer solicitor needs to make their own gift before asking others to do so.

**4. A strong public relations/communication plan.** Create a plan for how to let people know your organization's impact. Include every method you can think of such as op-ed pieces, a newsletter, speaking before faith-based and other organizations. Do everything you can so that when a donor is asked for money he or she already knows what great work you do.

**5. Donor Recognition and Acknowledgement.** You can't say thank you enough. When a gift is made it needs to be acknowledged ASAP. Send a personal letter. Have a board member make a call. You can never be too busy to acknowledge donors. Include their names in your annual report, mention them when speaking in public, create a donor wall. Encourage all to have a FUNdraising good time.

You can learn more about these prerequisites by reading *Prerequisites for Fundraising Success: The 18 Things You Need to Know as a Fundraising Professional, Board Member, or Volunteer* available through Amazon.com. The book includes checklists to help you lead conversations within your nonprofit, and to help you take the actions that lead to successful fundraising. There is a chapter for each of the points listed in this article so you can learn more.

© Copyright Saad&Shaw. Mel and Pearl Shaw are the owners of the Memphis-based fundraising consulting firm of Saad&Shaw. They position nonprofit organizations and institutions for fundraising success. They are also the authors of *How to Solicit a Gift: Turning Prospects into Donors*. Visit them at [www.saadandshaw.com](http://www.saadandshaw.com) or call (901) 522-8727.

# UPTOWN MANOR APARTMENTS

## THE CITY OF MEMPHIS AND THE DIVISION OF HOUSING & COMMUNITY DEVELOPMENT ANNOUNCES THE UPTOWN MANOR APARTMENTS RIBBON CUTTING/GRAND OPENING CEREMONY

The City of Memphis and the Division of Housing & Community Development in partnership with Cocaine & Alcohol Awareness Program, Inc. (CAAP, Inc.) under the HOME Investment Partnerships Program (HOME), hosted the grand opening and ribbon cutting ceremony for the Uptown Manor Apartments. The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. It is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. Under the HOME partnership, non-profit agencies are funded to develop and construct new residential facilities for Memphis' low income citizens.

CAAP, Inc. began by providing counseling services for drug and alcohol dependent individuals on an outpatient basis. CAAP, Inc. has evolved into a major provider of supportive services for

those individuals that exhibit a determined need and offers a wide variety of programs serving a diverse client base. It is one of the largest behavioral health and co-occurring mental health disorder providers in the State of Tennessee. CAAP, Inc. provides services customized and designed to meet the needs of the individuals and provides an abundance of "wrap around services" addressing many of the clients immediate needs such as medical, dental care and address their long term needs for a successful transition back into society, while receiving housing assistance.

CAAP, Inc.'s sponsors for the Uptown Manor Apartments Project are the City of Memphis Housing & Community Development, Plough Foundation, Tri-State Bank, Assisi Foundation, Trustmark Bank, Federal Home Loan Bank, Community Redevelopment Agency, Tennessee Housing Development Agency, Memphis Housing Authority and the City Real Estate Advisors. The Uptown Manor Apartments provides affordable housing to 50 elderly households who are low-income and homeless.







# NEIGHBORHOOD BOOTH REGISTRATION FORM

## A Taste of Memphis at Tiger Lane

*"Celebrate Our Neighborhoods"*

Friday, April 1, 2016

This fun competition is based on how unique a booth/display area is in concept, implementation, and effectiveness in clearly representing your community

This is your neighborhood's opportunity to "Show and Tell" the attendees about your organization. You may create a display area that tells the story about who you are and what you do. This will be a time to "toot your horn" about the awards, projects, accomplishments, and especially the rich history of your neighborhood. You may use photos, articles, videos, power point presentations — almost anything that helps tell the story of your neighborhood.

To assist you with your display area, we will provide **one (1) 8 foot long table and two (2) folding chairs**. **The registration fee is only \$25.00 per booth.** **Make check or money order payable to City of Memphis.**

Please complete the following information and return the form to 314 A. W. Willis, Memphis, TN 38105 or via electronically to Patrice Woods [patrice.woods@memphistn.gov](mailto:patrice.woods@memphistn.gov) or fax to (901) 576-6995 by **March 18, 2016**. **Any questions? Call: 576-6986**

---

Name of Neighborhood Organization

---

Contact Person Phone Number

---

Address

---

Email

Participants' Names	Shift Times	Participants' Names	Shift Times
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

# NUSA 2016



Neighborhoods, USA is a national non-profit organization committed to building and strengthening neighborhood organizations. Created in 1975 to share information and experiences used to build stronger communities, NUSA continues to encourage networking and information-sharing to facilitate the development of partnerships among neighborhood organizations, government and the private sector for the ultimate goal of strengthening every neighborhood.

The organizational mission of NUSA has, since its inception, been to build and strengthen neighborhood associations and to promote productive communications and collaborations among those associations with both the public and private sectors. For the past 40 years, the organization has served these broad principles through its annual conference. NUSA's annual conference provides an opportunity for people from all locations, sectors and levels of society to discuss the pressing issues of the times, share experiences and offer assistance, motivation and encouragement.

Memphis, TN was selected as the 2016 site for the conference followed by Omaha, NE in 2017 and Birmingham, AL in 2018. Registration is now available for the conference online at [www.cityofchoice.org](http://www.cityofchoice.org) or [www.nusa.org](http://www.nusa.org). The conference has a special discounted rate for Memphis attendees at \$100 per person. For more information, conference agenda, conference speakers, tours and workshop descriptions, please visit us online. Register today!

**REGISTER ONLINE AT [WWW.CITYOFCHOICE.ORG](http://WWW.CITYOFCHOICE.ORG)**  
**NUSA conference Registration cost for Memphis attendees is only \$100.00**

# NUSA CONFERENCE AT A GLANCE

To view more detailed conference information, please visit the conference site at [www.cityofchoice.org](http://www.cityofchoice.org).

## Wednesday, May 25, 2016

NUSA Board Meeting	9:00 am - 2:00 pm
Pre-Conference Tours / Workshops / Events	10:00 am - 8:00 pm
Registration Open	8:00 am - 8:30 pm
Exhibits	9:00 am - 8:30 pm
Mix & Mingle	5:30 pm - 8:30 pm

## Thursday, May 26, 2016

Registration	7:00 am - 5:00 pm
Opening Breakfast/ Keynote Speaker	8:00 am - 9:30 am
Exhibits	9:00 am - 5:00 pm
Workshop Session 1	9:45 am - 11:00 am
Neighborhood of the Year Award Judging	9:45 am - 12:15 pm
Workshop Session 2	11:15 am - 12:30 pm
Lunch on Your Own on the Plaza	12:30 pm - 1:45 pm
Workshop Session 3	2:00 pm - 3:15 pm
Neighborhood of the Year Award Judging	2:00 pm - 5:00 pm
Workshop Session 4	3:30 pm - 4:45 pm
Mayor's Reception	5:30 pm - 8:30 pm

## Friday, May 27, 2016

Morning Tours	7:00 am - 9:30 am
Registration	7:00am - 5:00 pm
Breakfast/Keynote Speaker	7:45 am - 8:45 am
Exhibits	9:00 am - 5:00 pm
NUSA Board Election	9:00 am - 11:30 am
Workshop Session 5	9:00 am - 10:15 am
Best Neighborhood Program Award Judging	9:00 am - 11:30 am
Workshop Session 6	10:30 am - 11:45 am
Neighborhood of the Year Luncheon/Keynote Speaker	12:00 pm - 1:30 pm
Workshop Session 7	1:45 pm - 3:00 pm
NUSA Board Election	1:45 pm - 5:00 pm
Best Neighborhood Program Award Judging	1:45 pm - 5:00 pm
Neighborhood Pride Tours	3:30 pm - 7:30 pm
Youth Concert	8:00 pm - 10:00 pm

## Saturday, May 28, 2016

Breakfast	8:15 am - 9:15 am
NUSA General Membership Meeting	9:30 am - 11:00 am
Youth Symposium	10:30 am- 11:30 am
Best Neighborhood Program Award Luncheon/Conference Closing	11:45 am - 1:45 pm
NUSA Board Meeting (Post Conference)	2:00 pm - 5:00 pm

# REGISTRATION FORM



## MEMPHIS IS THE PLACE TO BE IN 2016



### Section One: Your Contact Information

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email: \_\_\_\_\_  
Twitter: \_\_\_\_\_ Facebook: \_\_\_\_\_  
Emergency Contact (name and phone number): \_\_\_\_\_

In addition to being a conference attendee, I'm also (please check all that apply)

- Presenter       Exhibitor       Sponsor       Volunteer

### Section Two: About You

We would like to know more about our members. This will allow us to provide better service and programs.

When will you arrive in Memphis?

- Monday May 23       Tuesday, May 24  
 Wednesday May 25       Thursday May 26  
 Friday May 27

Is this your first NUSA conference?

- Yes       No

How would you identify your interest in neighborhoods

- non-paid advocate       professional  
 elected official       other

Yes, we're asking. What's your age range?

- Younger than 21       Between 21 and 35  
 Between 35 and 50       Between 50 and 65  
 Older than 65

How would you identify your ethnicity/race?

- White       Hispanic or Latino  
 Black, African American       Asian or Pacific Islander  
 Native American       Other

- Save a Tree: Would you like to receive the NUSA newsletter electronically instead of in print?

### Section Three: Conference and Events

Please check the box for activities you plan to attend.

#### Pre-Conference Tours

- Overview Tour  
 Central Gardens Historic Neighborhood Tour

#### Conference Meals/Reception

Please help us plan for sufficient food and accommodations for these events. Check all the meals you plan to attend.

- Thursday: Opening Breakfast/Keynote       vegetarian  
 Lunch on Your Own on the Plaza        
 Thursday: Mayor's Reception        
 Friday: NUSA Neighborhood of the Year Awards Luncheon/Keynote        
 Saturday: Best Neighborhood Program Awards Luncheon/Conference Closing

Dietary preferences: Please make any other requests for special accommodations to 901-576-6982 or via email at [info@cityofchoice.org](mailto:info@cityofchoice.org).

# REGISTRATION FORM

## Section Four: Workshop and Neighborhood Tour Preferences

### Workshop Preferences

Session 1: Thursday, 9:45 am-11:00 am

Session 2: Thursday, 11:15 am-12:30 pm

Session 3: Thursday, 2:00 pm-3:15 pm

Session 4: Thursday, 3:30 pm-4:45 pm

Session 5: Friday, 9:00 am-10:15 am

Session 6: Friday, 10:30 am-11:45 am

Session 7: Friday, 1:45 pm-3:00 pm

1st choice

2nd choice

**Friday Neighborhood Pride Tours** Indicate your first and second choices.

Tour preferences: 1st choice \_\_\_\_\_ 2nd choice \_\_\_\_\_

**Youth Events** Check to indicate your choice(s).

Youth Concert: Friday, 8:00 pm - 10:00pm

Youth Symposium: Saturday, 10:30 am- 11:30 am

*We reserve the right to assign you to an alternate workshop or tour if your selection(s) cannot be accommodated due to capacity or cancellation.*

### Statement of Accessibility

The City of Memphis is committed to access for everyone at the Neighborhoods, USA 2016 Conference. In accordance with the Americans with Disabilities Act, the City of Memphis has an established a process for accessibility at all events, facilities, and programs. Please make any requests for special accommodations to 901-576-6982 or via email at [info@cityofchoice.org](mailto:info@cityofchoice.org). All requests must be submitted through phone or email prior to May 15, 2016.

## Section Five: Registration Fees

Early Bird Registration through April 15: **\$200**

Late registration between April 16 and May 2 **\$300**

Youth Registration (Ages 13-18): **\$50**

**Please Note: There will be no onsite conference registration.**

Payment Method:  Online via PayPal/Credit card

Check/money order via mail (payable to **Neighborhoods, USA**)

*NOTE: If you have difficulty with your payment not processing by card, contact your financial institution at their customer service number or PayPal at 1-888-221-1161. To protect your privacy, NUSA is unable to contact these entities for you.*

Mail to the NUSA Administrative Assistant:

**Jeri Pryor**

Post Office Box 281

Fort Lauderdale, FL 33302-0281

**All registrations must be paid in full by May 2, 2016.**

**All payments are final. Registrations may be transferrable, but no refunds will be given.**

If you register for the \$200 registration fee either online or by mail and mail your registration payment, **the payment must be postmarked no later than April 15, 2016.** If you register for the \$300 Late Rate, your registration form and/or payment **must be postmarked no later than May 2, 2016.**

*For consideration of all conference attendees, please no children under the age of 13 years old.*

# TWO EVENTS...

ONE PURPOSE. BRINGING NEIGHBORHOODS TOGETHER.



**APRIL 1, 2016**  
Tiger Lane / Fairgrounds



**MAY 25-28, 2016**  
Cook Convention Center

[www.cityofchoice.org](http://www.cityofchoice.org)



City of Memphis  
Neighborhood Redevelopment Center  
314 A. W. Willis Avenue  
Memphis, Tennessee 38102