

NEIGHBORHOOD

CONNECT

FALL 2015

SOUTH CITY *Memphis*

PEOPLE | PLACE | PARITY | PROSPERITY



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NEIGHBORHOOD CONNECT



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/nrc/newsletter.html to upload your article and photos.



COVER STORY South City Memphis

The South City Neighborhood in Memphis, Tennessee is uniquely positioned for a radical neighborhood transformation. While it suffers from concentrated distressed housing, the negative effects of incompatible land use, and high rates of both unemployment and violent crime, South City has positive attributes like a rich African American history, close proximity to the downtown and the Medical District job centers, and recent housing and economic development investments that have brought it to the brink of change. Read more on page 4.

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NUSA HEADED TO MEMPHIS

After a successful stint in Houston, TX, NUSA is headed to Memphis in 2016. Conference registration will be available early next year. Check www.cityofchoice.org for the latest information.



UNIVERSAL LIFE BUILDING UNDERWAY

The historic Universal Life Insurance Company building is set for redevelopment by the Self Tucker Architects team. Read more on page 6.



PREREQUISITES FOR FUNDRAISING

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 8.

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COME CELEBRATE YOUR GREATNESS AT

A TASTE OF

Memphis

AT TIGER LANE

THURSDAY, APRIL 1, 2016 FROM 5PM – 10PM

The City of Memphis, - Division of Housing and Community Development will host the Neighborhood Redevelopment Conference showcasing Memphis' amazing, cool and hip, historical, diverse, and culturally rich neighborhoods. Meet new people or old friends . . . learn about each other's neighborhoods...eat...enjoy yourself at the 3rd annual "A Taste of Memphis at Tiger Lane.

COME CELEBRATE YOUR GREATNESS on
Thursday, April 1, 2016 from 5pm-10pm
**For more information, call us at
(901) 576-6980.**



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SOUTH CITY Memphis

PEOPLE | PLACE | PARITY | PROSPERITY

Overview

The South City Neighborhood in Memphis, Tennessee is uniquely positioned for a radical neighborhood transformation. While it suffers from concentrated distressed housing, the negative effects of incompatible land use, and high rates of both unemployment and violent crime, South City has positive attributes like a rich African American history, close proximity to the downtown and the Medical District job centers, and recent housing and economic development investments that have brought it to the brink of change.

The Memphis Housing Authority (MHA) and the City of Memphis have requested Choice Neighborhood Initiative (CNI) funding to implement its Transformation Plan designed to meet CNI objectives and achieve Choice goals for neighborhood, housing and people in South City.

About Choice Neighborhoods

The U.S. Department of Housing and Urban Development created the Choice Neighborhoods Initiative (CNI) grant program to address the unrecognized challenges to the ability of poor families and children to access opportunities and move up the economic ladder. CNI employs a comprehensive approach to neighborhood transformation. The program helps communities transform neighborhoods by revitalizing severely distressed public and/or assisted housing and investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs. The result is a revitalized mixed-income community in which everyone has access to housing, good schools, services, amenities and jobs.

The South City CNI Planning Process:

- Engaged dozens of local residents and other stakeholders as well as over 100 representatives from 30 local and community agencies.
- In-depth interviews conducted with 19 agency executives to explore needs, assets and opportunities to better serve the neighborhood, and agencies completed comprehensive written inventories of 78 individual programs.
- High school students trained to serve as advisors to the **PEOPLE** work groups.
- Two (2) Community Cafés were conducted with neighborhood residents and parents to explore root causes and possible solutions to improve public safety and better support parents to support their children’s academic achievements.
- 60 stakeholders participated in five workgroups focused on specific **PEOPLE** areas.





Implementation Leads:

Lead Applicant: Memphis Housing Authority (MHA). Co-Applicant: The City of Memphis.

Principal Team Members: Neighborhood Implementation Entity – The City of Memphis Division of Housing and Community Development

Housing Implementation Entity: McCormack Baron Salazar, Inc.

People Implementation Entity: Urban Strategies, Inc.

Principal Education Partner: Shelby County Schools

Leverage Partners: Women's Foundation for a Greater Memphis, Workforce Investment Network, RISE Foundation, Knowledge Quest, Advance Memphis, Memphis Health Centers, MIFA, Boys & Girls Club of Greater Memphis, Memphis Bio Works Foundation, Southwest Tennessee Community College, LeMoyne Owen College, Methodist Hospital, Community Capital, Shelby County Health Department, CAAP, Downtown Memphis Commission, MATA, City of Memphis Parks, Housing and Community Development, Public Works/ Neighborhood Improvement, Lift Fund, Memphis Housing Authority, U.S. Bank, USB CDC NMTC Equity, Artspace, Orpheum, National Civil Rights Museum, Elmington Capital Group, Henry Turley Company, Self Tucker Architects, Main Street Apartment Partners, LLC, and 200 South Linden Partners

For more information about the CNI Program or the South City CNI Transformation Plan, please contact MHA (Luretha Phillips (901) 544-1273 or (City) Mairi Albertson (901) 576-7365.

Priorities

CNI Grants help communities transform struggling neighborhoods through strategies that address three core goals:

HOUSING: The Housing Plan includes the redevelopment of Foote Homes, the last conventional public housing family site in Memphis. The 420-unit distressed public housing site will become a high-quality, safe, green, and well managed mixed-income, mixed-use community of 712 apartments with 600 on-site apartments, 112 offsite apartments, and 87 additional apartments in the neighborhood. Of these, 480 are replacement apartments to be reserved for Foote Homes and other public housing residents.

The new housing will be supported with new infrastructure and complemented with amenities including community space, a fitness room, pocket parks, and welcoming green spaces.

PEOPLE: The People plan will pilot the Blueprint for Prosperity, the Mayor's vision for creating prosperity. It will offer a comprehensive case management system; access to a network of medical care providers and amenities that facilitate healthy lifestyles; proven employment programs; and an extensive series of educational programs supporting children of all ages.

NEIGHBORHOOD: The Neighborhood plan will create needed assets like high quality, well-designed commercial buildings, a grocery store and farmers market, an early educational center, other educational institutions, and mixed-income neighborhood housing, all accomplished through new construction and the adaptive reuse of existing buildings. Upgraded public parks, green spaces and infrastructure, alternative and equitable transportation, blight removal programs, cultural and historic preservation initiatives, and evidence-based public safety strategies will complement the new neighborhood.

The South City Neighborhood

Neighborhood Boundaries: The boundaries of the South City Transformation Plan neighborhood have been drawn to give this "no man's land" nestled between the historic Beale Street, the developing riverfront, the medical center and South Memphis, a neighborhood identity. This area is locally defined and recognized by its association with iconic landmarks such as the National Civil Rights Museum, Memphis Central Station and the Memphis Heritage Trail, and by its concentration of low income families and distressed housing. By establishing "South City", MHA, the City, and others will unleash this area from the folds of stronger adjacent neighborhoods and give it the attention and resources it needs to claim its place among viable choice neighborhoods.



UNIVERSAL LIFE INSURANCE COMPANY BUILDING

SET FOR REDEVELOPMENT



A ceremonial groundbreaking was held in September for the redevelopment of the Universal Life Insurance Company Building, an Egyptian Revival structure designed and built in 1949 by Tennessee's first African-American architectural firm McKissack & McKissack. The facility, listed in the National Register of Historic Places, is owned and being developed by Jimmie Tucker Juan Self of Self + Tucker Architects. The building housed the Universal Life Insurance Company (ULICO) founded by Dr. Joseph E. Walker, J.T. Wilson, M.W. Bonner, Dr. R.S. Fields and A.W. Willis in 1923. The Company's mission was to build a service institution that would bring jobs and financial assistance to the African-American community during a period when segregation limited access to the mainstream business sector. The ULICO was remarkably successful in its mission and became the second African-American insurance company to attain million-dollar status and the fourth largest African-American owned business in the U. S. The Company served as a catalyst for social equality and economic prosperity for African-Americans nationwide.

ULICO also proved to be a major asset for the local African-American community and the City of Memphis. The company made investments in civic improvements throughout Memphis, as well as, educational scholarships and mortgage funds for low-income families. From its beginnings, ULICO was a social and economic powerhouse for Memphis and the surrounding areas.

After opening in 1949, the Universal Life Insurance Company building immediately became more than just an office building. The cafeteria and dining room of the ULICO were freely made available for community events and celebrations. It also served as host for rallies and meetings associated with the Civil Rights Movement in Memphis, beginning in the 1950's and continuing through the 1970's. Beyond civic engagement, financial investments in the community were made. In 1932, the ULICO





saved the Woodman Union Life Insurance Company of Hot Springs, Arkansas by acquiring its assets of more than \$100,000. After much success as a life insurance company, ULICO opened an African-American owned and operated bank. After selling a portion of the company's stock, 1946 saw the construction of Tri-State Bank with capital of \$200,000 and a surplus of \$40,000.

The Revitalization

With the redevelopment and preservation of the ULICO building, its legacy can continue while incorporating modern principles of adaptive reuse and sustainable design. Self + Tucker Architects (STA) will relocate their office to the renovated building and it will serve as a center for economic development resources for Memphis Business Enterprises. The project is a model of a true public/private partnership in a mixed financing development. Financing opportunities include Historic Tax Credits, Qualified Energy Conservation Bonds, Local Infrastructure Allocations, as well as Developer Equity and a Commercial Loan. To aid in the long term viability of the development, the project also received a PILOT (Payment in Lieu of Taxes) where taxes are frozen for a period of time at the pre-development rate.

The building is planned as a model for preservation and sustainable design practices using the latest technology in energy conservation and renewable energy. The building will include green design and construction features such as,

- Solar Photovoltaic Panel Array
 - Energy-efficient lighting, occupancy sensors and room thermostats networked into an energy management system
 - Based on a target score of 75 in the Energy Star Target Finder database, the building has an estimated energy savings potential of 27%.
 - Landscaping with native and adaptive drought-tolerant plants
 - Use of local and regional materials, such as brick, wall-board and acoustical ceiling tiles, and recycled materials, including carpeting, steel and insulation.
 - Tenants agree to "Green Leases" to maintain the sustainable practices after the building renovation is completed
- The project is designed to achieve LEED Gold certification and accomplish a number of important environmental goals; including,
- Experience a substantial reduction in energy over typical office building renovations
 - Enhance Memphis' reputation as a sustainable community and a leader in environmental initiatives
 - Educate clients and the community regarding the benefits of renewable energy
 - Increase regional production of solar energy
 - Increase public awareness of the advantages of solar panel installations
 - Create local green jobs

Prerequisites for Fundraising Success – Part One

By Melvin and Pearl Shaw



PREREQUISITES FOR FUNDRAISING SUCCESS

18 Things Every Fundraising
Professional, Board Member,
or Volunteer Needs to Know

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. Ideas and programs abound, but it can be hard to find the money needed to bring these to life. The process of attracting money – and the leadership that will sustain giving over the years – is what fundraising is all about. Successful fundraising can be characterized by the following Prerequisites for Fundraising Success.

1. Full commitment from executive director, board of directors and staff.

Without this commitment it is next-to-impossible to raise the money your nonprofit needs. People who are committed attend meetings, participate, and generate an enthusiasm for the project. They believe the fundraising goal can be met, and they demonstrate that by making a personal gift, soliciting gifts, and helping secure in-kind resources. While it may take time to secure the full commitment of an organization's key stakeholders, this step cannot be pushed aside. Fundraising is a responsibility that must be fulfilled by leadership across the organization. It cannot rest on any one person's shoulders.

2. Completion of a fundraising assessment and feasibility study.

This study will provide necessary pre-campaign “market research” and is used to:

- Assess how your nonprofit is perceived
- Identify prospective donors and volunteers
- Determine initial levels of financial and in-kind support available
- Secure buy-in from key stakeholders



- e. Create early awareness of intent to launch a campaign
- f. Assess your fundraising capacity

3. A time-phased fundraising plan.

This plan should include a detailed schedule of activities; a coordinated strategic solicitation plan; and roles and responsibilities for all who will be involved. It should identify sources of projected revenue such as government/foundation grants, gifts from individuals, corporate sponsorships, or funds from local civic and social organizations and the steps needed to secure these. Remember to include some fun in your FUNdraising plan – people should enjoy working with your organization.

4. A compelling case for financial support.

The case for support is at the heart of all fundraising. It needs to be clear, concise and compelling. It should make the case for why an individual, corporation or foundation should support your organization. Fundraising is competitive, so you must communicate how your project is unique. The “case” is the basis for verbal and written introductions, and solicitations. It should communicate:

- a. Why your organization is a good investment.

- b. What the money will be used for. How much is needed?
- c. What will happen as a result of a donor’s or funder’s gift?
- d. What is your organization’s track record? Your successes? Your goals for the future?
- e. What will donors receive in return that is meaningful to them?

These are a few of the Prerequisites for Fundraising Success. Part two will discuss five more. In the meantime you can learn more by reading the book *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 or call (901) 522-8727.

City Receives \$3.7 Million for Lead Hazard Reduction

Credits: Briana Phillips, Memphis Flyer



The city of Memphis will soon launch a three-year program to reduce lead hazards in 240 housing units built before 1978, thanks to a \$3,714,272 federal grant from the department of Housing and Urban Development (HUD). The grant, which was announced on Tuesday afternoon, will also fund “healthy homes” assessments in 65 units.

The city’s office of Housing and Community Development (HCD) will train 65 low-income residents to be lead hazard workers and 15 to be lead hazard supervisors. Those trainings will be facilitated by the Renaissance Business Center, and anyone interested should contact 526-9300. Congressman Steve Cohen helped secure the HUD grant funding for the city. “I appreciate Congressman Cohen’s assistance in getting these funds channeled to our city to help rid homes of dangerous lead-based paints that are a known health hazard,” said Mayor A C Wharton. “We are grateful that HUD recognizes the need in our community, and we look forward to working with the Shelby County Health Department, Memphis Housing Authority, the Tennessee Department of Environment and Conservation, and local non-profits in administering these grant funds to help protect the help of our low-income families.”

Homes built before 1978 were commonly painted with lead-based paints, which have since been banned. Lead is a toxic metal that can cause permanent damage to the brain and other vital organs, especially in children under age six.



City of Memphis Neighborhood Stabilization Program



Picture Perfect at 40% Discount* of Appraised Value

Homeownership can become a reality for you by participating in the City of Memphis Neighborhood Stabilization Program. We offer quality homes that are new or recently renovated in several designated neighborhoods of choice. You can purchase one of our spacious homes that are conveniently located near schools, retail outlets, community centers, parks and other amenities.

By participating in our Neighborhood Stabilization Program you and your family can own a home with a monthly payment that may be less than the monthly cost for rent. We offer down payment assistance, homebuyers counseling classes and a discount of 40% of the appraised value of the homes available under this program.

These homes are priced to sale and ready for occupancy.

*For more details contact the Division of Housing and Community Development, 901.576.7474 or visit our NSP website:

www.memphistn.gov/nsp

Note: Applicant must apply for mortgage financing. Applicant must own and occupy property as their primary residence. No Investors may apply.



www.memphistn.gov

C L I C K O N O U R N S P P R O G R A M P A G E

SAVE THE DATE

MAY 25-28, 2016

MEMPHIS
Is The Place
To Be in 2016!

**NUSA**
Neighborhoods, USA

**NUSA**
ANNUAL CONFERENCE 2016

www.cityofchoice.org/nusa



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314 A. W. Willis Avenue
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