

GROWING STRONGER IN THE DELTA

A forum for local, regional, and national leaders

June 11 – 12

Memphis, Tennessee



NADO
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
RESEARCH FOUNDATION

NACo National Association of Counties
®

Welcome

Thank you for joining us in Memphis for the *Growing Stronger in the Delta* forum. This event will provide training and peer learning opportunities to learn how to grow stronger, healthier, more equitable communities in the Delta, driven by economic development strategies based on unique competitive advantages. Over the next two days, you will have an opportunity to share best practices, gain new skills and ideas, and engage with local, regional, and national experts on a variety of issues important to the region.

This forum was organized as part of the NADO Research Foundation's larger capacity building efforts to provide support and technical assistance to HUD Sustainable Communities Regional Planning and Community Challenge grantees (more information below). Participants in this forum come from HUD Sustainable Communities projects; Delta Regional Authority Local Development Districts; the White House Council on Strong Cities, Strong Communities; foundations; and other institutions.

Presentations and other event materials, as well as reports, case studies, and other resources related to planning, economic development, transportation, and sustainable development issues can be accessed at www.NADO.org. At the conclusion of the forum, please be sure to fill out an evaluation form to assist us in planning future events.

About the Sustainable Communities Capacity Building Program

Through a cooperative agreement with the U.S. Department of Housing and Urban Development, the NADO Research Foundation is one of eight teams providing capacity building and technical assistance to HUD and EPA sustainable communities award recipients. The capacity building teams are forming networks among the grantees to exchange ideas on successful strategies, lessons learned, and emerging tools. This work will strengthen the capacity of grantee communities to create more housing choices, make transportation more efficient and reliable, make more efficient investments in water and wastewater infrastructure, and build vibrant, healthy and economically prosperous neighborhoods.

This program is a component of the Partnership for Sustainable Communities, an innovative interagency collaboration, launched by President Obama in June 2009, between HUD, EPA and DOT to lay the foundation for a 21st century economy by creating more financially, environmentally, and socially sustainable communities. More information about the Partnership and additional resources can be found at: <http://www.sustainablecommunities.gov/>.

Sponsors

This workshop was organized by the NADO Research Foundation, in coordination with the National Association of Counties, through a cooperative agreement with the U.S. Department of Housing and Urban Development (No. DCSGP0003-11). Any opinions, findings, and conclusions or recommendations expressed at this event do not necessarily reflect the views of HUD. Special thanks to all those who assisted in the development of this forum, including all of the speakers and facilitators lending their expertise.



About NADO and the NADO Research Foundation

The National Association of Development Organizations (NADO) is a national membership organization for the nation's 500+ regional planning and development organizations focused on strengthening local governments, communities, and economies. Regional planning and development organizations—known locally as regional planning commissions, councils of governments, area development districts, or similar terms—play a key role in regional and community economic development, business development finance, technology and telecommunications, transportation planning, workforce development, GIS analysis, disaster preparedness, and a variety of other types of services and support for member local governments.

Founded in 1988, the NADO Research Foundation is the nonprofit research affiliate of NADO. The NADO Research Foundation identifies, studies, and promotes regional solutions and approaches to improving local prosperity and services through the nationwide network of regional planning and development organizations. The Research Foundation shares best practices and offers professional development training, analyzes the impact of federal policies and programs on RDOs, and examines the latest developments and trends in small metropolitan and rural America. Most importantly, the Research Foundation is helping bridge the communication gap among practitioners, researchers, and policymakers.



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Growing Stronger in the Delta Forum Partners

Delta Regional Authority (DRA)

The Delta Regional Authority is a federal-state partnership that is congressionally mandated to help create jobs, build communities, and improve lives in the 252 counties and parishes of the Delta. The Authority makes investments in these communities through the DRA's States Economic Development Assistance Program (SEDAP) and the Rural Community Advancement Program (RCAP). With 45 Local Development Districts as front-line project managers, these investments by the Delta Regional Authority support job creation and community development projects.

In the past twelve funding cycles, the Authority leveraged \$2.5 billion in other public and private investment with DRA projects that have created or retained nearly 17,000 jobs, trained almost 4,000 for a 21st century workforce, and helped more than 25,500 families gain access to clean water and sewer service. RCAP projects support programs that improve the health, education, infrastructure, training, and leadership of our Delta communities.

White House Council on Strong Cities, Strong Communities (SC2)

The SC2 Initiative was launched out of the recognition that the federal government is most effective at partnering with local communities when it is able to adapt to and better support the priorities and needs of each unique place. If the goal is to support the locally driven economic visions of towns, cities, and regions, the federal government must build a deeper understanding of on-the-ground realities within various local communities and tailor policies and programs accordingly. SC2 opens up meaningful lines of communication and direct partnership between the federal government and economically distressed communities. This two-way communication assists cities to more effectively tap into existing federal resources and create the groundwork for the federal government to identify best practices and design better-informed, evidence-based policies by working directly with community leaders.

The SC2 Council leads four current components of the SC2 Initiative that were developed to address the comprehensive economic needs of distressed communities. Together, these components reflect a combination of short and long-term engagement strategies that provide distressed communities with federal technical assistance, capacity support, and comprehensive planning to help them achieve their long-term economic goals. The four components are as follows:

- The deployment of federal interagency SC2 teams;
- An Economic Visioning Challenge prize competition to produce bottom up; comprehensive economic development plans in other pilot locations;
- The establishment of the National Resource Network (SC2 Network), a one-stop portal for communities to access technical assistance; and
- The placement of philanthropically funded fellows in these pilot locations.

National Association of Counties (NACo)

The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. Founded in 1935, NACo provides essential services to the nation's 3,069 counties. With its headquarters on Capitol Hill, NACo is a full-service organization that delivers its services through its dedicated and skilled staff. NACo advances issues with a unified voice before the federal government, improves the public's understanding of county government, assists counties in finding and sharing innovative solutions through education and research, and provides value-added services to save counties and taxpayers money. NACo is also a partner in the NADO Research Foundation-led capacity building efforts with HUD Sustainable Communities grantees.

The Funders' Network for Smart Growth and Livable Communities (TFN)

Founded in 1999, the Funders' Network for Smart Growth and Livable Communities (TFN) is a membership organization of more than 140 philanthropies across North America. The Network exists to inspire, strengthen, and expand funding and philanthropic leadership that yield environmentally sustainable, socially equitable, and economically prosperous regions and communities. Its overall work is designed to enhance funder awareness, influence funder knowledge, and improve funder effectiveness and impact in addressing growth and development issues. The Network enables funder learning, provides networking opportunities, supports funders as leaders, and facilitates action. While the Network's core members are philanthropies, its working partnerships extend to governmental and non-governmental agencies pursuing similar outcomes.

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AGENDA

All sessions will be held in the Mississippi Ballroom except the breakout sessions

TUESDAY, JUNE 11

8:30 a.m. **Registration and Networking**

Continental breakfast

9:00 a.m. **Welcome and Introductions**

- Michael Marshall, Alternate Federal Co-Chairman, Delta Regional Authority
- Kathy Nothstine, Program Director, National Association of Counties
- Brett Schwartz, Program Manager, National Association of Development Organizations Research Foundation

9:30 a.m. **Framing Remarks: Growing Economic Competitiveness through Place-Based Strategies**

Being competitive in today's economy requires new approaches to economic development: ones that focus on place-based investments, leverage existing assets, and integrate local and regional opportunities and goals. This session will highlight current initiatives to advance economic opportunity in Delta regions with multi-sector partners.

- John Zeanah, Program Manager, Mid-South Regional Greenprint & Sustainability Plan, Memphis and Shelby County Office of Sustainability
- Sarah Sieloff, Community Solutions Team Lead, SC2 Memphis
- Melissa Rivers, Executive Director, East Arkansas Planning and Development District
- Lois Erwin, Senior Community Development Officer, Southern Bancorp Community Partners
- Moderator: Matthew Dalbey, Ph.D., Deputy Director, White House Council on Strong Cities, Strong Communities

10:45 a.m. **Break**

11:00 a.m. **New Approaches to Regional Economic Development Planning**

Increasingly, regions and communities are moving from traditional economic development approaches centered on business recruitment to new strategies that preserve and strengthen their unique assets, capitalize on their competitive advantages, and enhance wealth and quality of life for residents. This session will walk through a process you can use to create an economic development blueprint that builds on current and emerging regional strengths. Topics will include developing a vision and goals, identifying clusters, addressing economic leaks, discovering assets, and using land use tools to support economic development. Additionally, you will hear from a region that is implementing homegrown, place-based economic development.

- Bo Beaulieu, Director, Purdue Center for Regional Development
- Gloria Santillan Casas, Regional Housing Value Chain Facilitator, Community Development Corporation of Brownsville (Texas)
- Moderator: Megan McConville, Program Manager, NADO Research Foundation

12:30 p.m. Lunch Discussion: Cultivating Entrepreneurship and Building a Skilled Workforce
Entrepreneurs create jobs, produce wealth, and invest in local communities. A systems approach that supports small businesses, develops entrepreneurs, trains workforce, and fosters collaboration is necessary to foster entrepreneurial communities. Dr. Stapleton will present his work with DRA to develop a small business and entrepreneurship policy framework, and will lead a discussion on local barriers and opportunities.

- James Stapleton, Ph.D., Executive Director, Douglas C. Greene Center for Innovation and Entrepreneurship, Southeast Missouri State University

2:00 p.m. Breakout Sessions: Building Partnerships and Regional Capacity (*choose one*)

Participate in facilitated discussions in small groups.

- Fostering Regional Leadership Development and Local Official Engagement
 - *Facilitator:* James L. Youngquist, Executive Director, Institute for Economic Advancement at the University of Arkansas, Little Rock
 - *Discussant:* Pamela Marshall, Executive Director, Memphis Area Association of Governments
- Partnering with Change-Makers in the Private Sector
 - *Facilitator:* Chris Forinash, Program Director, Institute for Sustainable Communities
 - *Discussant:* Chad Bowman, Aerotropolis Project Manager, City of Memphis
- Collaborating with Nonprofit and Philanthropic Leaders
 - *Facilitator:* Leigh Hersey, Ph.D., Director of Research, Institute for Philanthropy and Nonprofit Leadership at the University of Memphis
 - *Discussant:* Kim Marousek, Planning Director, St. Charles Parish

3:15 p.m. Report Small Group Highlights

3:30 p.m. Community Development and Philanthropic Organizations: Partnerships to Achieve Mutual Goals

Through a partnership with USDA Rural Development, the network of community foundations in Missouri has undertaken a collaborative effort to examine how community wealth is captured, maintained, and transferred, and to identify opportunities to retain wealth through quality economic and community development initiatives. This presentation will introduce discussions about the role of foundations in place-based economic development initiatives.

- Jill Arnold Blickhan, Executive Director, Community Foundation of the Quincy Area (Illinois)
- Mary R. Hinde, President and CEO, Community Foundation of Northwest Missouri
- Janie Dunning, Missouri State Director, USDA Rural Development
- Moderator: Spencer Lucke, Digital Communications Manager, Delta Regional Authority

4:45 p.m. Adjourn Day 1

WEDNESDAY, JUNE 12

8:15 a.m.	Breakfast and Networking <i>Continental breakfast</i>
9:00 a.m.	Mayor's Remarks <ul style="list-style-type: none">• Mayor A.C. Wharton, City of Memphis
9:30 a.m.	Charting New Policy Directions: Lessons from Delta Regions and Communities As the Partnership for Sustainable Communities, the SC2 Initiative, and other federal place-based programs have taken shape, regions and communities have continually identified more opportunities to align and leverage federal programs with other public and private initiatives. Participate in a moderated discussion with federal agency representatives about opportunities for greater integration of policies and investments at all levels of government. <ul style="list-style-type: none">• Facilitator: Matthew Dalbey, Ph.D., Deputy Director, White House Council on Strong Cities, Strong Communities• Facilitator: Chris Beck, Senior Projects Advisor, Office of the Under-Secretary for Rural Development, USDA
10:00 a.m.	Communications Clinic: Working with Funders and Other Partners Whether you are building a new relationship or asking a current partner to consider a new role, developing a strong, succinct “ask” is critical. This interactive training will help participants better articulate their goals when working with all types of partners and potential funders, with a particular focus on how regions and communities can better communicate with the philanthropic sector to achieve common goals. <ul style="list-style-type: none">• Elisa Ortiz, Deputy Director of Government Affairs and Outreach, Smart Growth America• Flozell Daniels, Jr., CEO & President, Foundation for Louisiana• Diana Threadgill, President, Mississippi River Corridor - Tennessee
12:00 p.m.	Working Lunch: Coordinating with State Agencies and Philanthropic Organizations to Implement Change The Tennessee Regions' Roundtable is a network of five regional leadership organizations and partners, key state and federal agency advisors, affiliate agency partners, and philanthropic leaders working collaboratively to advance local, regional, and statewide implementation of “Quality Communities” principles. Learn about this initiative and participate in small group discussions about strategies to engage state agencies in place-based work. <ul style="list-style-type: none">• Bridget Jones, Executive Director, Cumberland Region Tomorrow• Joe Barker, Executive Director, Southwest Tennessee Development District
1:30 p.m.	Wrap up and Next Steps <ul style="list-style-type: none">• Moderator: Brett Schwartz, Program Manager, NADO Research Foundation
2:00 p.m.	Adjourn

LOCATION INFORMATION

Meeting Space:

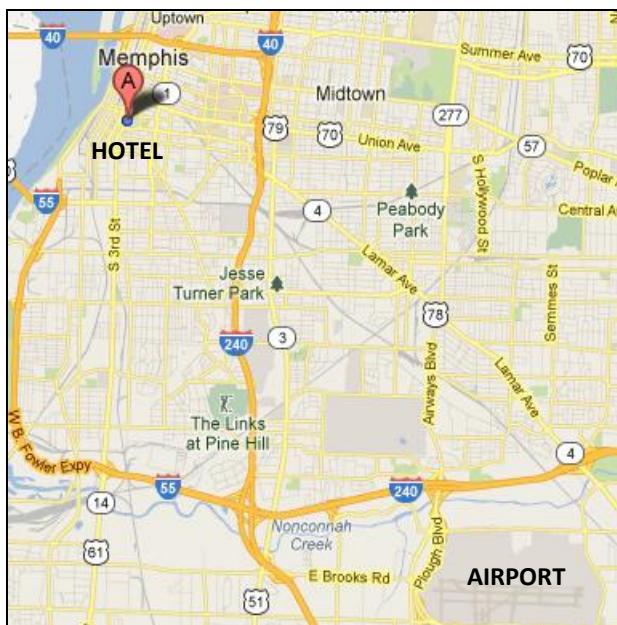
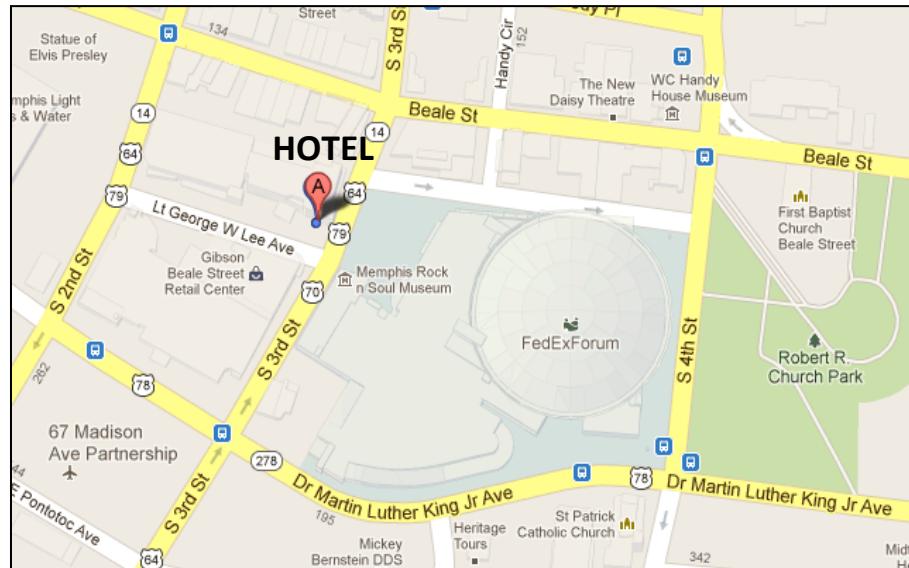
Westin Memphis Beale Street
Mississippi Ballroom
170 Lt. George W. Lee Ave.
Memphis, TN, 38103
901-334-5900

Airport:

The Memphis International Airport is a 20 minute drive to downtown Memphis. Cab fare is approximately \$25-\$30.

Attire:

Business casual



PARTICIPANT PROFILES

HUD SUSTAINABLE COMMUNITIES GRANTEES:

RENEW EAST ARKANSAS

JONESBORO, AR

LEAD GRANTEE ORGANIZATION: East Arkansas Planning and Development District

PROJECT PARTNERS: Arkansas State University Delta Center for Economic Development, University of Arkansas at Little Rock's Institute for Economic Advancement, Arkansas Delta Training and Education Consortium (ADTEC), Northeast Arkansas Coalition, Building Communities, JQUAD Planning Group and Southern Bancorp Community Partners

COUNTIES/MUNICIPALITIES SERVED: 12 counties

PROJECT POPULATION AREA: 390,000

GRANT TYPE AND YEAR AWARDED: FY2011 – Regional

PROJECT SCOPE: The East Arkansas Planning and Development District received a FY 2011 HUD Sustainable Communities Regional Planning Grant to develop a regional sustainability plan for the 12 counties it serves in East Arkansas.

EAPDD has formally developed its effort as the *reNEW East Arkansas* program. The efforts of the program support a community and multijurisdictional planning effort that integrates housing, land use, economic development, transportation, and infrastructure investments. The project is assisting area jurisdictions and the region in challenges that are interrelated but are often not addressed comprehensively, including such challenges as access to jobs, education and services, energy and other resource conservation, and environmental impact. This three-year program began with a substantial community outreach component that will soon be supported by the development of a regional inventory of underutilized assets enhanced by digital modeling tools to help communities envision the greater outcomes such assets can provide as strategies are implemented.

Project benefits include:

- Regional studies that will be integrated into the process addressing issues including housing, transportation, water infrastructure, energy, local food, and access to each of these;
- Collection and management of data, carried out to ensure decisions are well-informed and communicated across all jurisdictions; and
- The use of the housing element of the project by the Arkansas Development Finance Authority as part of a broader statewide housing market analysis and needs assessment to provide the required planning and documentation for applying for other non-federal entitlement, federal competitive, and foundation/private funds.

SUCCESES: One major success of *reNEW East Arkansas* is the emerging awareness of regionalism's importance across our 12 counties. Elected officials, consortium members, and citizens, including the traditionally marginalized, are seeing the value of working together and speaking with one voice to create greater impact and leverage resources more effectively. Comments regarding regional approaches in applying for grants or working on projects are more commonplace. It is a significant shift that regionalism has entered

the lexicon in East Arkansas. This is a region that has not always worked well together. Resources have been so scarce that competition has been the norm; Jonesboro, a major area of growth, has traditionally been pitted against areas in decline.

Meetings of *reNEW East Arkansas*' consortium provide a venue for members and attendees to share ideas and opportunities that have impact across jurisdictional lines. Common themes are emerging across the region as communities identify planning strategies which has led to dialogue and the sharing of ideas.

Through *reNEW East Arkansas*, such knowledge is starting to be shared at grassroots levels. We anticipate increased opportunities to provide forums for taking discussions to the next level in the way of education and resources to allow for positive and sustainable outcomes regionally. We have always emphasized a bottom-up, not top-down, approach to our process. In the political climate we operate in, it is imperative we help our communities self-identify solutions that work appropriately for them.

CHALLENGES: For East Arkansas, several significant challenges face the region including the education of leaders and citizens on the importance of planning, generational poverty, and infrastructure needs including broadband access and population loss.

Historically, rural East Arkansans are independent and resourceful and they make do with what resources they have. Many have had little exposure to land use planning or zoning. Communities, for the most part, have not considered planning of any kind a priority. With land and water relatively affordable and plentiful – and financial resources hard to come by, there is a cultural tendency to build it new and cheap if you can afford it, or retrofit it as best you can. “Sustainable” is not a word in the average person’s vocabulary. If there has been any exposure to the term, it is viewed as a big city issue that is expensive and not applicable to rural communities.

In some areas, whole communities are the products of generational poverty and exist without several basic services: clean water, paved roads, medical services, and grocery stores. Indeed one entire county is without a doctor and in many communities the only grocery store is a convenience store. How do we engage strategies to help people in these communities?

Additionally, many communities do not have access to broadband internet and many of our traditionally marginalized populations and their public officials still do not use email. This is a key concern as communities look to stay viable in a global economy.

Also, all but two of the region’s counties had population losses during the 2010 Census and are projected to continue a decline, most notably in the 18 to 35-year-old demographic.

ADDITIONAL PARTNERSHIPS: Through the project, EAPDD is forming several key partnerships to assist in the implementation of the plans developed. Such partners include the previously mentioned core partners as well as the Delta Regional Authority, US Department of Agriculture, the region’s two Metropolitan Planning Organizations, Arkansas Economic Development Commission, nonprofit organizations in the respective communities, the Arkansas Community Foundation and its county affiliates, Heifer International, Arkansas Delta Seeds of Change Coalition, Winthrop Rockefeller Foundation, Winrock International, Arkansas Highway and Transportation Department, Arkansas Coalition for Obesity Prevention, Alt Consulting, Arkansas State University Small Business and Technology Development Center, Entergy’s Teamwork Arkansas, and the Memphis GreenPrint program.

PAUL MAILLARD ROAD CORRIDOR REVITALIZATION PLAN

LULING AND BOUTTE, LA

LEAD GRANTEE ORGANIZATION: St. Charles Parish

PROJECT PARTNERS: St. Charles Parish Hospital, St. Charles Parish School Board, Regional Planning Commission (New Orleans), River Parish Transit Authority, Local Workforce Investment Act (Area 14), Family Resources of New Orleans, Center for Planning Excellence

COUNTIES/MUNICIPALITIES SERVED: Two communities, one parish (county) which is entirely unincorporated

PROJECT POPULATION AREA: 52,780; Luling: 12,119; Boutte: 3,075

GRANT TYPE AND YEAR AWARDED: FY2011 – Challenge

PROJECT SCOPE: Paul Maillard Road is a 2.5 mile state roadway that is characterized by narrow lanes, open ditches, and limited sidewalks. Because many residents in the study area do not have access to vehicles, walkers and bicyclists must use the roadway or ditch as they travel the corridor. The road serves as a socioeconomic divide and although once dotted with retail and neighborhood service uses, it has long been in economic decline. The Parish hospital anchors the roadway at the mid section and provides the possibility for associated future economic development opportunities. Housing in the area ranges from older, well-maintained single-family homes to blighted properties in disrepair. The St. Charles Parish Housing Authority has approximately 100 rental units in the study area that are about 40 years old. The State Department of Transportation has identified a widening project for the northern half of the road, which was the impetus for the Challenge Grant.

The primary goal of the project is to engage the community in the discussion about the roadway and travel needs to ensure that the planned investment by the LA DOTD provides for multimodal transportation in the form of a complete street. The significant public investment should lead to good private investment in the area, built to a walkable scale. As significant a component as transportation is economic development. The project will result in a market analysis identifying catalytic mixed-use redevelopment sites for public-private development. The economic development will showcase HUD's Livability Principles and will provide a local example of sustainable development. It is also anticipated that the market study will provide avenues for job and wealth creation in this community, drawing on the strength of the Hospital. It is the overarching goal that a reproducible process be developed that can be applied to other commercial corridors in the parish and the broader region.

In addition to the infrastructure and economic development goals, the other significant components of the grant are partnership building and community engagement. Immediate benefit was seen just in writing the grant proposal because it forced staff to reach out and establish creative partnerships in this community. Economic redevelopment may take years but the partnership connections are made and are working. Also, the project seeks to engage a community in a dialogue about their neighborhood for the first time. It is our hope that the trust created through this process continues forward to ensure adherence to the plan in the long-term.

SUCCESES: The strength of partnerships is an early success. Bringing to the table the community hospital, a housing nonprofit, local small business leaders, residents, workforce professionals and the regional planning commission has been incredibly informative because they have identified shared goals and overlapping resources. The partnership will continue to expand as the grant progresses.

CHALLENGES: Concerns include: lack of growth pressure and the worry of population decline; a non-diversified economic base; and lack of entry level, affordable housing.

ADDITIONAL PARTNERSHIPS: We have recently partnered with the local Housing Authority and hope to have further discussions about opportunities for housing redevelopment. We have also partnered with a local sweat-equity housing non-profit. Our partnership with the Regional Planning Commission will help guide the discussions with the state Department of Transportation. We are looking for additional partnerships to assist with implementation.

COAHOMA COUNTY DELTA BRIDGE PROJECT

COAHOMA COUNTY, MS

LEAD GRANTEE ORGANIZATION: Southern Bancorp Community Partners

PROJECT PARTNERS: AEH Community Health Center, Clarksdale Revitalization, Inc; Durocher Sisters, Coahoma Opportunities

COUNTIES/MUNICIPALITIES SERVED: One county, six cities

PROJECT POPULATION AREA: 26,000

GRANT TYPE AND YEAR AWARDED: FY2010 – Regional

PROJECT SCOPE: Southern Bancorp Community Partners is a nonprofit and US Treasury certified community development financial institution with a mission to transform rural Southern communities by creating new educational and economic opportunities for people with limited resources. SBCP works in partnership with Southern Bancorp, one of the country's largest rural development banks, to revitalize struggling rural areas. Southern's geographic focus is the Mississippi River Delta region and southern Arkansas, a region plagued by long-term poverty, economic decline, loss of population, and many other severe challenges. Southern began its community development efforts in 2003 in its hallmark community of Phillips County, AR. Over nine years, the implementation of this plan has had a dramatic and positive impact on this high poverty, rural Arkansas community.

Building on that success, Southern Bancorp Community Partners, in 2010, facilitated a comprehensive community-driven strategic planning process to revitalize Coahoma County, Mississippi. A key part of this extensive planning effort involving over 600 local residents has been the development of a HUD-funded plan that addresses critical areas of economic development, housing, transportation, environment, and water infrastructure. These complementary planning efforts will serve as the blueprint for the implementation of over 53 goals and 265 action steps that will drive the county's efforts toward increased economic development and enhanced quality of life over the next decade.

SUCCESSES:

- Installation of a weir on the Sunflower River which flows through downtown Clarksdale. This weir was constructed for economic and environmental purposes.
- The demolition of 54 derelict structures in Clarksdale, Coahoma, and Jonestown. These properties are cleared and ready for infill development.
- The revitalization of a park located in downtown Clarksdale on the Sunflower River. Over 200 diverse residents came together and built a \$150,000 KaBOOM playground in one day. Children now have a safe and beautiful place to play that is bringing children from all sectors of the community together. The equipment is designed to help children fight obesity.
- A 60' state of the art stage will be built in the same park as the playground. The stage will greatly enhance the capacity of many of the local festivals to expand their events and positively impact economic development for the county. Construction will begin soon.

CHALLENGES:

- Lack of job growth and opportunities
- Infrastructure in disrepair
- Significant flooding issues
- Population outmigration
- Crime
- Gangs, drugs
- Challenged public schools
- Lack of collaboration between localities
- Poverty level
- Limited early intervention programs
- Building capacity of local leadership

ADDITIONAL PARTNERSHIPS: Southern Bancorp Community Partners has enjoyed partnership with many partners, often working with 30 or more funding partners at a given time. The major funders are the Walton Family Foundation, the W.K. Kellogg Foundation, and Southern Bancorp.

MID-SOUTH REGIONAL GREENPRINT AND SUSTAINABILITY PLAN

SHELBY COUNTY, TN; FAYETTE COUNTY, TN; CRITTENDEN COUNTY, AR; DESOTO COUNTY, MS

LEAD GRANTEE ORGANIZATION: Shelby County, TN

PROJECT PARTNERS: 84 consortium partners total, including Hyde Family Foundations, Mid-South Greenways Steering Committee, City of Memphis, City of Bartlett, Town of Arlington, Town of Collierville, City of Germantown, City of Lakeland, City of Millington, City of West Memphis, City of Marion, City of Hernando, Community Development Council of Greater Memphis, Mid-South Peace and Justice Center, Wolf River Conservancy, Memphis Bioworks Foundation, Arkwings Foundation, ULI Memphis, Downtown Memphis Commission, Harahan Bridge Project, Memphis Regional Design Center, Community LIFT, Memphis Area Transit Authority, Memphis Area Association of Governments, and Shelby Farms Park Conservancy

COUNTIES/MUNICIPALITIES SERVED: Four counties, 18 municipalities

PROJECT POPULATION AREA: Approximately 1.1 million

GRANT TYPE AND YEAR AWARDED: FY2011 – Regional

PROJECT SCOPE: The main goal of the Mid-South Regional Greenprint and Sustainability Plan is to create a unified regional vision for a network of green spaces connecting four counties that improves regional quality of life, promotes community health, creates stronger connectivity to parks, open spaces, and communities, builds on pedestrian, bicycle, and transit infrastructure, establishes better access from homes to jobs, schools, services, and fresh foods, improves environmental quality and natural habitat, and achieves equitable project impact. The primary components are the Regional Vision Plan, driven by a consortium of eight topic-focused working groups; data mapping and analysis to support the regional planning effort; community engagement and capacity building to gain public input and buy-in to the regional planning process and build long-term capacity for engaging in the public planning process; a bus transit to workplace study that surveys how transit access to major employment centers can be improved; a health impact assessment of green infrastructure; the Fair Housing and Equity Assessment; a minority recreational use public education campaign; and subplanning awards for localized or topic-focused projects throughout the region that advance the Regional Vision Plan. The primary components will be combined into a final regional plan.

SUCCESSES: One of our project's successes to date is bringing together so many organizations, entities, and individuals from across the four-county study area to develop a community-driven regional plan. Over 80 organizations and 200 individuals have signed on or participated with the regional planning consortium. Participants are given the opportunity to drive the plan by participating in working groups and making recommendations for the regional plan.

CHALLENGES: Reaching areas outside of Shelby County and traditionally underrepresented communities has been a challenge to date. Due to delays in the purchasing process, our selection of a consultant for community engagement and capacity building was postponed several months, which has proved to be a challenge with ensuring underrepresented communities are involved in the planning process. The consultant contract was finalized at the beginning of May 2013, so work is forthcoming.

ADDITIONAL PARTNERSHIPS: The subplanning phase of the project seeks to take steps toward implementing the Regional Vision Plan, currently under development. Subplanning dollars are available only to consortium members, who are mostly non-profit organizations and municipalities. We are looking ahead to implementation by starting this dialogue in June with several local foundations, economic development agencies, and non-profit organizations at a dinner sponsored by the Hyde Family Foundations with guest Ed McMahon of the Urban Land Institute.

SPARKT – SUSTAINABLE PLANNING AIMED AT REGIONALISM IN KENTUCKY-TENNESSEE

NW TENNESSEE / SW KENTUCKY

LEAD GRANTEE ORGANIZATION: The University of Kentucky

PROJECT PARTNERS: Counties, Chamber of Commerce, NGOs and civic organizations

COUNTIES/MUNICIPALITIES SERVED: Six counties

PROJECT POPULATION AREA: Under 50,000

GRANT TYPE AND YEAR AWARDED: FY2010 – Regional

PROJECT SCOPE: The Mississippi River Corridor – Tennessee (MRCT) is a strong advocate and advising partner to this grant initiative and two of our Corridor counties are located within the project area – Lake and Obion. The Ken-Tenn Regional Alliance (KTRA) is a six-county partnership incorporated across state lines in rural Northwest Tennessee and rural Southwest Kentucky. The region encompasses Lake, Obion, and Weakley Counties in Tennessee, and Carlisle, Fulton, and Hickman Counties in Kentucky. The KTRA was formed out of a specific need to address pressing issues including high unemployment and resulting high poverty levels, the need for improved infrastructure and declining population.

The Ken-Tenn Regional Alliance (KTRA) is part of the 2010 HUD Sustainable Communities Strategic Planning grant “SPARKT (Sustainable Planning Aimed at Regionalism in Kentucky-Tennessee)” for which the University of Kentucky was awarded \$550K (KTRA received roughly half of the funding for local initiatives and UK/UT (now Purdue) are using the remaining funds to develop a comprehensive strategic plan that would concentrate specifically on health, housing, and economic development.

SUCCESSES: The formation of the KTRA, public outreach with numerous community organizations, and creating a two-state economic and community development Alliance are a few of the successes this project has achieved.

CHALLENGES: Financial challenges in a sparsely populated region that has always specialized in agriculture and manufacturing for major economic stimulus and sustainable employment.

ADDITIONAL PARTNERSHIPS: The project has held one major meeting with community/civic stakeholders that was very productive, focusing on partnership and funding opportunities, growing local tourism initiatives, and supporting small businesses.

HUD PREFERRED SUSTAINABILITY STATUS:

CUMBERLAND REGION TOMORROW

NASHVILLE, TN

Cumberland Region Tomorrow is a private, non-profit, citizen-based regional organization working with public and private partners, dedicated to planning for the future livability and economic vitality of our ten-county region. In our work we support and encourage growth planning, with emphasis on land use, transportation, and preservation of the rural landscape and character of the region's communities.

Cumberland Region Tomorrow brings people together to address regional challenges and opportunities we face with the future growth and development of Middle Tennessee. Our mission is to foster communication, collaboration, and action as we help plan for the long-term livability, economic vitality, and sustainability of this place we call home.

CRT is a collaborative regional partnership that works at the local, regional, state, and national levels to:

- Convene regional leadership on shared Issues of Regional Importance
- Address our regional issue of Land Use /Quality Growth through CRT Quality Growth tools, resources, and services
- Create Tennessee's first Sustainable Communities Network through our regional, state, and national partnerships

DELTA REGIONAL AUTHORITY (DRA) LOCAL DEVELOPMENT DISTRICTS (LDDs):

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT

LONOKE, AR

The Central Arkansas Planning and Development District, established in 1968, is a non-profit, multi-county, multi-purpose, and multi-funded Planning and Development Organization serving Lonoke, Prairie, Monroe, Faulkner, Pulaski, and Saline Counties. CAPDD's mission is to serve as a catalyst for economic, community and, workforce development thereby ensuing through regional preparedness, the local units of government and the citizens of Central Arkansas have the capability to plan and direct sustainable economic growth, including the human potential to meet the challenging demands of the global job market. CAPDD provides services in the areas of community and economic development, geographic mapping and planning, solid waste management, workforce development, administering a revolving loan fund, and other areas.

SOUTHWEST ARKANSAS PLANNING AND DEVELOPMENT DISTRICT

MAGNOLIA, AR

The Southwest Arkansas Planning and Development District, Inc. was established as a twelve county regional organization in 1967 under the provisions of the Public Works and Economic Development Act of 1965 and applicable laws of the State of Arkansas. The District provides a broad range of professional services which support the community and economic development activities of the municipalities and counties within the region. These services include the following:

- Project development and grant administration
- Economic development planning and research
- Workforce development
- Finance development of start-up businesses or business expansions, and
- Technical assistance

GREATER EGYPT REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MARION, IL

The Greater Egypt Regional Planning Commission was established in 1961 to "provide a plan for the general purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the Franklin, Jackson, Perry, and Williamson County region, and of public improvement and utilities therein for the purpose of best promoting health, safety, morals, order, convenience, prosperity, efficiency, and economy in the process of development and the general welfare of said region." In 1967, Jefferson County was added to the Greater Egypt Region, and the Commission was re-established as the Greater Egypt Regional Planning and Development Commission (Greater Egypt). During the re-establishment of the Commission in 1967, Greater Egypt received designation as an Economic Development District by the federal Economic Development Administration.

Greater Egypt is staffed by professionals who provide assistance to local governments, communities, citizens, and businesses, by providing technical assistance and comprehensive planning within the five counties of Franklin, Jackson, Jefferson, Perry, and Williamson. The staff consists of an interdisciplinary team coordinated by the Executive Director. Together they carry out the planning and development activities of the Commission. Greater Egypt provides direct technical assistance and planning services to organizations in the District. The type of service varies greatly depending on the need and capabilities of the organization being served. Examples of the typical services provided by Greater Egypt are: Economic Development Planning and Assistance, Grant Administration, Water Quality Management Planning, Multi-Hazard Mitigation Planning, and Local Government Services.

MEMPHIS AREA ASSOCIATION OF GOVERNMENTS

CORDOVA, TN

The Memphis Area Association of Governments (MAAG) is one of nine statewide development districts established by the General Assembly under the Tennessee Development District Act of 1965. Our vision is to partner with local and regional governmental leaders filling the gap as a resource to improve, promote and support economic growth in the communities we serve. Like all districts in Tennessee, MAAG is legislated to

provide comprehensive planning and promote economic, community, and human resource development in its defined geographic region. As a public non-profit association of local governments, MAAG serves Fayette, Lauderdale, Shelby, and Tipton counties in Tennessee, Crittenden County, Arkansas, and DeSoto County, Mississippi. It is the mission of Memphis Area Association of Governments to assist and support its members in matters related to regional planning, economic development and intergovernmental matters.

SOUTHWEST TENNESSEE DEVELOPMENT DISTRICT

JACKSON, TN

SWTDD is one of nine statewide districts established by the General Assembly under the Tennessee Development District Act of 1965. Like all districts in Tennessee, SWTDD is charged with providing comprehensive planning and promoting economic, community, and human resource development in its defined geographic area. As a public non-profit association of local governments, the District serves Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, McNairy, and Madison Counties. An executive director and board of directors (consisting of member government officials, state representatives, and minority representatives) manage SWTDD. A 24-member executive committee meets six times per year to set policy and conduct business on behalf of the full board.

Our staff have technical expertise in district management, economic development, community development, housing, environmental planning, aging planning, social work, nursing, grant writing, educational assistance, and public guardianship for the elderly. Financial support for these program areas is provided by federal and state funds received from the Economic Development Administration, Tennessee Housing Development Agency, Tennessee Department of Economic and Community Development, Tennessee Department of Environment and Conservation, Tennessee Advisory Commission on Intergovernmental Relations, Tennessee Commission on Aging and Disability, TennCare, Delta Regional Authority, USDA Rural Development, Tennessee Department of Transportation, and others.

NORTHWEST TENNESSEE DEVELOPMENT DISTRICT

MARTIN, TN

Northwest Tennessee Development District is an association of forty-seven municipalities and nine counties organized to advocate and promote economic and community development in the region. It was founded in 1971 to provide planning, technical assistance, and staff support and to help its local governments develop projects and activities to benefit the communities and citizens. The primary goals are to assist local governments in researching, obtaining, and administering state and federal funding; to enhance the quality of life in Northwest Tennessee; and to identify needs and advocate services for the elderly population of the region. The District concerns itself with the total social, economic, and environmental well being of this area.

STRONG CITIES, STRONG COMMUNITIES:

MEMPHIS, TENNESSEE

Through the White House Council on Strong Cities, Strong Communities (SC2), Memphis hosts an interagency Community Solutions Team, which works with local and federal counterparts to support Mayor Wharton's priorities. On the ground since September, 2011, the SC2 Team's approximately fourteen members from nine

federal agencies work on a variety of issues, from juvenile violence prevention to transportation and employment. SC2 provides technical assistance and capacity building, and helps the City more effectively utilize existing federal funds. Among other efforts, SC2 has helped the City of Memphis acquire *The American Queen Riverboat* through the Department of Transportation; worked intensively on the development of a data-driven performance management system, per the Mayor's goal of advancing a culture of excellence in local government; and coordinated enhanced alignment between the Department of Justice's Defending Childhood Initiative, the National Forum on Youth Violence Prevention, and local law enforcement efforts to reduce and prevent juvenile violence.

FOUNDATIONS:

HEIFER INTERNATIONAL – SEEDS OF CHANGE PROJECT

LITTLE ROCK, AR

Seeds of Change is about tapping the incredible potential of people who want to work by helping them start or rejuvenate small farms, create innovative food-based businesses, and connect to existing markets while developing new ones. Heifer International's Seeds of Change focuses on two of the most severely impoverished areas in the United States, the Arkansas Delta and Appalachia. These regions are marked by fertile soil and strong agricultural traditions, but small-scale farmers there still find it hard to make a living. As a result, many people in the Arkansas Delta and Appalachia are malnourished and Seeds of Change aims to boost nutrition and economies by creating jobs and improving access to healthy, locally produced food — especially for low-income families — as well as to improve the environment by supporting responsible agricultural practices.

Project Goals:

- Increase household livelihood security and resilience;
- Increase social equity and community self-reliance;
- Improve nutrition through increased access to healthy food; and,
- Conserve natural resource base for long-term sustainable agriculture growth and productivity.

WINROCK INTERNATIONAL

LITTLE ROCK, AR

Winrock International is a nonprofit organization that works with people in the United States and around the world to empower the disadvantaged, increase economic opportunity, and sustain natural resources. Winrock matches innovative approaches in agriculture, natural resources management, clean energy, and leadership development with the unique needs of its partners. By linking local individuals and communities with new ideas and technology, Winrock is increasing long-term productivity, equity, and responsible resource management to benefit the poor and disadvantaged of the world.

Winrock International's U.S. Programs addresses rural development challenges that affect communities across the country. U.S. Programs' projects help stabilize local economies and create new sources of income. Incorporating innovative approaches makes our programs highly successful and Winrock's U.S. Programs a trusted contractor for federal, state, and private funders.

COMMUNITY FOUNDATION OF THE QUINCY AREA

QUINCY, IL

In late 1997, a group of citizens formed the Quincy Area Community Foundation with the belief that by working together we can enrich the quality of life now and for future generations. Your Community Foundation offers people from all walks of life the opportunity to build permanent charitable funds to help address needs today, tomorrow, and forever. We began with an abundance of enthusiasm and two gifts totaling \$1,050. By 2001, your Community Foundation held approximately \$500,000 in assets. In 2003, our Board participated in its first strategic-planning process and declared our mission, values and vision. ‘Quincy area’ was clearly defined by 13 counties—Adams, Brown, Hancock, and Pike in Illinois; Clark, Lewis, Marion, Ralls, Pike, Knox, Shelby, and Monroe in Missouri; and Lee in Iowa. And, our name was legally changed to Community Foundation of the Quincy Area.

Assets have continued to grow as donors have established more than 130 charitable funds, most of them permanent endowments, to support the nonprofit organizations, causes and communities which matter most to them. Because of that generosity, your Community Foundation has made more than 1,300 grants totaling more than \$1.9 million for arts and culture, community betterment, education, and health and human service needs and opportunities. The grants have served people in every one of our 13 counties. We have reaffirmed our continued commitment to our region by offering a match to further support our region. During our 15th anniversary celebration in November 2012, your Community Foundation announced that it would provide a one-to-one match of up to \$15,000 per county for each of the 13 counties that raise \$15,000 for its own County Endowment Fund.

FOUNDATION FOR LOUISIANA

BATON ROUGE, LA

In the tumultuous days following Hurricanes Katrina and Rita, the philanthropic professionals and recovery experts recruited by Governor Kathleen Blanco to establish the Louisiana Disaster Recovery Foundation knew that a full and responsible recovery would entail far more than rebuilding what was lost. Amidst the chaos of disaster, the founders had the wisdom and foresight to charter an organization committed to alleviating the man-made disasters of neglect and inequity that have compromised quality of life in Louisiana and the Gulf South since long before the storms. Thanks to our donors, generous foundation support, and world-class leadership, the Foundation has been able to invest \$41.5M in more than 200 mission-critical nonprofit organizations working across the state towards rebuilding a better Louisiana.

In 2010, the Foundation faced a critical juncture. The balance of Louisiana’s recovery priorities were shifting from repairing infrastructure and regaining stability to an intensified focus on addressing historic challenges of poverty and neglect and creating new opportunities for innovation and economic development. To that end, the Foundation embarked upon a comprehensive planning process, resulting in a pragmatic strategic plan for achieving our ambitious goals for a better Louisiana as well as an updated identity for the Foundation. Our new name, the Foundation for Louisiana, reflects our intent to continue our work of strengthening the state’s foundation for a prosperous, equitable future.

To date, the Foundation has:

- Provided emergency relief to more than 30,000 residents
- Helped 8,130 families into safe, affordable housing
- Assisted 3,012 small businesses to re-open
- Engaged thousands of residents in neighborhood planning and leadership development

The Foundation's high-engagement grant-making practices have strengthened the region's nonprofit sector by providing both funds and the guidance necessary for small organizations to have their greatest impact. The Foundation's role as intermediary, convener, and policy leader has resulted in a more equitable civic environment in which voices from underserved communities have a meaningful role in shaping the policies and practices that affect quality of life.

As the Foundation for Louisiana advances the new model of equitable community economic development that has been key to many of our successes thus far, the Foundation will also maintain its hard-won recovery expertise as a resource to assist those most in need in the aftermath of disaster. Standing ready to employ the invaluable lessons we've learned over the past five years to build upon the tremendous progress that has already been made, the Foundation for Louisiana embraces this moment of great hope and promise for the years and decades ahead.

W.K. KELLOGG FOUNDATION

BATTLE CREEK, MI

The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

The work of the W.K. Kellogg Foundation is imbued with these values:

- We believe in helping people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations.
- We believe all people have the inherent capacity to effect change in their lives, in their organizations, and in their communities. We respect individuals and value their collective interests, strengths, and cultures.
- We believe stewardship requires fidelity to the spirit and to the intent of the founder, and the wise use of resources. We believe in being responsible, prudent, selfless, and exercising good judgment.
- We believe innovation of thought and action leads to enduring and positive change in both formal and informal systems.
- We value integrity of purpose and action, and believe it is essential to all of our affairs.

As a general guideline, we allocate 80 percent of our funding each year to the United States. We target half of our domestic grants to Michigan, Mississippi and New Mexico, priority states where the need is great and where we have the scale and local knowledge to make the greatest impact. We distribute the remaining funds on a national basis, spread across targeted urban, suburban, and rural communities. We invest the remaining 20 percent to promote leadership development and scholarship in Latin America, Mexico, the Caribbean, northeastern Brazil, and southern Africa.

COMMUNITY FOUNDATION OF NORTHWEST MISSOURI

ST. JOSEPH, MO

Philanthropy is the catalyst and philanthropists the authors of a new playbook for rural America. Historically they have changed the landscape of business, art, culture, education, and healthcare. Without their insight and vision being the momentum behind innovation in all these areas the status quo would remain. It is these philanthropists that can serve as conveners, coaches, and catalysts to transform Northwest Missouri. Philanthropy's goal is the resolution of social problems. At its core is the belief a better quality of life is attainable through strategic giving and leveraging of like minded givers. Philanthropists are striving for a higher quality of regional livability which translates into rural regional vitality. This has been the vision of the Community Foundation since its inception. The vision of the Community Foundation of Northwest Missouri is to improve the quality of life for people in Northwest Missouri through philanthropy.

The Community Foundation of Northwest Missouri was established in 2009 as a public charity with a 501(c)3 designation from the IRS which allows donors maximum tax advantages while supporting their favorite charities. Our mission:

- Promote and encourage charitable giving
- Help donors create a legacy
- Maintain donor intent
- Benefit charitable organizations in Northwest Missouri
- Ensure money earned here can remain here
- Provide efficient and effective financial management

COMMUNITY FOUNDATION OF NORTHWEST MISSISSIPPI

HERNANDO, MS

The Community Foundation of Northwest Mississippi is an independent not-for-profit organization founded in 2002 that serves eight Mississippi counties: Coahoma, DeSoto, Marshall, Panola, Quitman, Tallahatchie, Tate, and Tunica. CFNM is governed by a board of 20 volunteer civic leaders and impacts the communities of Northwest Mississippi by connecting people who care with causes that matter. CFNM currently manages 133 donor-established funds and has distributed \$11.2 million to support 420 charitable organizations and activities recommended by its donors, as well as charitable programs established by CFNM. The Maddox Foundation has made a Challenge Grant to the Community Foundation to match 100% endowment contributions through 2013.

The Community Foundation of Northwest Mississippi was born out of a cooperative project in 2000 to place an online computer in every DeSoto County public classroom. DeSoto became the first county in Mississippi to accomplish this goal as a pilot project for the state. Following this model, Mississippi became the first state in the nation with an online computer in every public school classroom. After this success, a local steering committee met for more than two years, and the Foundation was incorporated in January 2002 to serve eight counties: Coahoma, DeSoto, Marshall, Panola, Quitman, Tallahatchie, Tunica, and Tate.

A Community Foundation is a creative, cost-effective and tax-efficient way for people to invest in the charitable causes they care about the most. We help create permanent charitable funds of everlasting impact,

whether they focus totally on the local community or include charitable interests throughout the United States. Last year, the Foundation's grants and charitable programs jumped to \$1.8 million.

FOUNDATION FOR THE MID SOUTH

JACKSON, MS

We are in the business of improving lives in Arkansas, Louisiana, and Mississippi. It is a daunting task because the Mid South is home to 30% of the nation's poverty, which has eroded the well-being of our communities, our education and health systems, and financial security. These deficiencies—if left unhindered—will continue to grow and deny further opportunities to better conditions for families today and future generations.

The Foundation for the Mid South was established to bring together the public and private sectors and focus their resources on increasing social and economic opportunity. Our approach is straightforward and long term: enable communities to develop solutions to better conditions and improve lives.

The Foundation for the Mid South focuses on strengthening four priorities that, we believe, are the bedrock for prosperous communities and a strong region.

- Our Education work supports efforts that help students succeed academically—by strengthening traditional education systems and programs and community institutions serving students.
- In Health and Wellness, we work to promote physical and mental well-being in order to comprehensively improve the health status in the region.
- In order to break the cycle of generational poverty, our Wealth Building work is helping people become financially secure so they can move up the economic ladder.
- In Community Development, we invest in and partner with efforts that enable communities to grow and prosper.

HOPE ENTERPRISE CORPORATION

JACKSON, MS

HOPE is a private, nonprofit community development financial institution (CDFI), that provides commercial financing, mortgage loans and technical assistance to support businesses, entrepreneurs, home buyers, and community development projects. HOPE's mission is to strengthen communities, build assets and improve lives of people in economically distressed areas of Arkansas, Louisiana, Mississippi, and Memphis, Tennessee. HOPE also sponsors Hope Credit Union, which provides a range of financial products and services that meet the needs of low- and moderate-income residents in its four-state service area.

Since 1994, HOPE has generated over \$1.7 billion in financing for entrepreneurs, homebuyers, and community development projects, and assisted more than 130,000 individuals in low-income communities throughout the Mid South.

Three core values undergird HOPE's work. We adhere to these values without regard to circumstantial or environmental changes. They define our corporate identity. Our dedication to these values must be evident in our products, services and operations:

- Equal Access to Economic Opportunity - Our work should reflect a commitment to fair and equal access to the economic opportunities that life has to offer.

- Excellence - The people and communities we serve have a right to expect excellence, and we have a responsibility to provide it. A commitment to excellence is a statement of respect for our customers, depositors, funders, investors, board of directors, and each other.
- Bridge Builder - Recognizing both the limitations of our own human and financial resources and the necessity of broad support to address the development needs that face distressed people and communities, HOPE will seek to support partners and to engage, attract, and influence the support of others to achieve our mission.

COMMUNITY FOUNDATION OF GREATER MEMPHIS

MEMPHIS, TN

The Community Foundation of Greater Memphis is a place where generous people from diverse backgrounds come together to make our community a better place. Collectively, they have created the largest philanthropic foundation - public or private - in the Memphis area. Together, we fulfill our mission of strengthening our community through philanthropy. We do this by:

- Developing and managing charitable funds and endowments, offering the highest levels of service to donors;
- Actively addressing the needs of the community; and
- Encouraging philanthropy and the growth of charitable resources among individuals, families, businesses, and community institutions.

The Community Foundation of Greater Memphis was founded on September 23, 1969. Since then, we have awarded nearly \$500 million in grants. Today, we have almost 1,000 funds with assets of about \$290 million.

HYDE FAMILY FOUNDATIONS

MEMPHIS, TN

The Hyde Family Foundations focus support on high-impact programs that develop new knowledge, improve public policy, nurture civic creativity, strengthen institutional foundations, and engage the public.

The ultimate goal is a better, more progressive Memphis. To get there, we strive to achieve specific outcomes with our funding:

- Recruit actively engaged public and private partners who have the capital, influence, time, and energy to effect change.
- Collaborate with partners to develop imaginative programs with measurable objectives.
- Cultivate and promote progressive solutions to community issues.
- Seek opportunities to strengthen the philanthropy of others.
- Establish a change network that allows high-impact programs to learn from each other and breed new forces of progress.
- Support community leaders who understand that demographics do not equal destiny.
- Maintain a set of best practices in grant making that are replicable in other cities.
- Lead the movement to broaden the city's vision for itself.

MEMPHIS BIOWORKS FOUNDATION

MEMPHIS, TN

The Memphis Bioworks Foundation is bringing together public, private, academic, and government entities in a collaborative effort to change the Memphis bioscience landscape. Established in 2001 as a nonprofit 501(c)(3), the Foundation is leading initiatives to expand upon the community's current bioscience niches and demonstrated areas of leadership to create an internationally recognized center for the development and commercialization of bioscience technology.

The biosciences have transformed cities from coast to coast. Memphis is in a unique position, with a strong foundation in orthopedics, medical devices, pediatric cancer, infectious disease, logistics, and agriculture to be a leader in accelerating the growth of the biosciences.

Community leadership recognized the impact the biosciences could have on economic development, revitalization of the medical district and community pride. The opportunity to create innovative businesses, high paying jobs, recruit talent, and provide educational programs to build the workforce will successfully move the initiative forward.

FORUM ATTENDEES

First Name	Last Name	Job Title	Organization	City	State	Email	Phone
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FORUM ATTENDEES

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HUD Sustainable Communities Grantees, FY2010 - FY2011

