

ANNUAL REPORT



25

YEARS
OF BLDG
MEMPHIS

WWW.BLDGMEMPHIS.ORG

2024

PREPARED & PRESENTED BY
THE BLDG MEMPHIS TEAM

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THE EXECUTIVE DIRECTOR'S ADDRESS

A NOTE FROM THE Executive Director

Thank you for embarking with us on this evolution and celebration as we recognize the twenty-five years of community development and the impact of BLDG Memphis.

In the last four years of my leadership as executive director, it's been my goal to shift BLDG Memphis' efforts so that we strategically position and elevate Members to be stewards & socio-economic mobility facilitators of Memphis neighborhoods.

Moving this vision forward, I've seen much success with our CDC members, and they have, in turn, been able to leverage BLDG Memphis' capacity building and advocacy, as well as the coalition, to scale and access greater opportunities and resources.

It's been exciting to observe and support the transformation as a staff. The work and impact produced is what we know promotes community development in neighborhoods, and how we shine as a local community development association.

Looking back over the three decades the strategic direction of BLDG Memphis has been carefully crafted for each specific time period reflecting the needs of the industry, the needs of neighborhoods, both combined with a group of individuals committed to changing the lives of Memphis families while using a certain set of skills in housing, social services, and economic development.

The work that began many years ago has led us to today. Today unified by defining community development for our industry and our city. It brings together our work with vacant properties for safe, attractive neighborhoods, affordable housing options for transient families, trails and green space for community wellness, and transit for economic mobility.

I am looking forward to BLDG Memphis and our community development industry collectively taking memento steps forward in the next year or two. I challenge us all to the following,

- First, we must define our field, restate its values, and work together, collectively, towards an effective ecosystem.
- Second, we must cultivate more champions for public policy and private sector involvement to shift and scale investments led by community developers in neighborhoods.
- Third, and most importantly, we must build coalition with more residents and community members so that we might have power in numbers as we navigate solutions to address the gaps in Memphis neighborhoods.



DEVENEY PERRY
EXECUTIVE DIRECTOR

“For the past 25 years, BLDG Memphis has provided a platform to help those interested in the success of our city to engage and participate in building a better Memphis.”

- Memphis Mayor Paul Young

25 YEARS OF BLDG MEMPHIS

A 25 YEAR CELEBRATION OF BLDG MEMPHIS

On September 25, 2024, BLDG Memphis hosted a memorable 25th Anniversary Celebration at the historic Cossitt Library. The event brought together Members, partners, and community supporters to commemorate a quarter-century of driving change and empowering Memphis's community development sector.

Since its founding in 1999 as the Community Development Council of Greater Memphis, BLDG Memphis has been committed to revitalizing neighborhoods by building the social, political, and economic capital needed for sustainable growth. The evening reflected on this legacy, honoring the distinct contributions made during each of the past three decades.

Guests were taken on a journey through the organization's history—from its foundational years of establishing a strong community development network, the expansion of partnerships and advocacy efforts, the Pandemic Pivot, and the transformative initiatives driving positive change today. Each era highlighted how collective efforts have shaped BLDG Memphis' mission and strengthened its impact on neighborhoods across the city.

The celebration was also an opportunity to express gratitude to the dedicated Members, partners, and advocates who have been instrumental in achieving BLDG Memphis's strategic goals. Attendees enjoyed an evening of reflection, connection, and inspiration as they honored the legacy of community leadership and looked ahead to future possibilities.

The event underscored BLDG Memphis's commitment to fostering self-sufficient Memphis neighborhoods by strengthening our Members and their communities, advocating for equitable policies, and activating civic engagement. As the organization moves forward, it remains dedicated to tackling systemic challenges and championing the community development sector in Memphis.

Thank you to everyone who joined in celebrating this special milestone. Your support continues to fuel our mission and impact. Here's to the next 25 years of building Memphis together!

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COMMUNITY CATALYST AWARD



COMMUNITY DEVELOPMENT
PIONEER AWARD



COMMUNITY RESILIENCE CHAMPION AWARD



25 YEARS OF BLDG MEMPHIS

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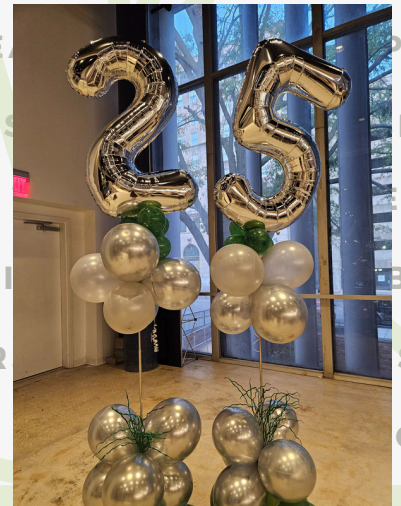
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BLDG Memphis
25th Anniversary
SEPTEMBER 25, 2024

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ABOUT BLDG MEMPHIS

BLDG Memphis: A Clear Path to Stronger Neighborhoods

Every neighborhood deserves the opportunity to thrive. But in Memphis, communities have long faced deep-rooted challenges, disinvestment, inequitable development, and barriers to civic participation. Too often, local voices go unheard in the decisions that shape their futures.

At BLDG Memphis, we believe neighborhoods know what they need and they deserve the tools, connections, and power to bring their vision to life.

We are a community development association that brings together people, organizations, and public agencies to drive systems change from the ground up. Whether through policy advocacy, engagement, or capacity building for community development organizations, we help Memphians take the lead in shaping the places they call home.

We guide:

- Neighborhoods seeking to organize and advocate effectively.
- Community development organizations striving to deliver affordable housing, support small businesses, and revitalize safe and walkable blocks.
- City partners looking to engage more equitably and transparently with residents.

Our work provides a roadmap. We convene the ecosystem. We equip and elevate community voices. We advocate for policies that reflect local needs. And we deliver resources that unlock neighborhood-driven progress.

When we do this together, the result is powerful:

- Residents are at the center of decision-making.
- CDCs and grassroots organizations have stronger capacity and impact.
- Neighborhoods become more resilient, connected, and just.

In the past year, we supported community development organizations through technical assistance, advanced policies for housing and mobility justice, and helped mobilize hundreds of Memphians to engage in the future of their city.

But more than numbers, we measure success in trust built, capacity gained, and momentum sustained. At BLDG Memphis, we're not building neighborhoods for communities, we're building power with them.

Together, we're BLDG our city for the future.



OUR PILLARS

STRENGTHEN

Supporting efforts to conduct, prompt, and measure equitable development

ADVOCATE

Creating sound policies by leading advocacy and education

ACTIVATE

Activating change by on-the-ground work alongside our members and others

THE 2024-2027 STRATEGIC PLAN

ADOPTING THE 2024-2027 STRATEGIC PLAN

A VISION ROOTED IN [POWER WITH]

In 2024, BLDG Memphis launched a new strategic plan designed to deepen our commitment to community-led development, racial equity, and systems change. Our 2024-2027 Strategic Plan builds on over two decades of advocacy and sector-building, positioning BLDG Memphis to lead with intention, collaboration, and boldness in the years ahead.

Developed through extensive listening sessions with Members, partners, and residents, this plan is grounded in a shared belief: neighborhood change must be led by the people who live there. Our work moves forward with a “power with” approach, centering the voices, leadership, and vision of communities in every aspect of development and advocacy.

To carry this vision forward, we organized our work around three clear strategic pillars:

- **Strengthen:** We are building the capacity of community-based organizations to lead neighborhood transformation effectively. From peer mentoring to data support, our tools help organizations grow stronger and more connected.
- **Advocate:** We are moving beyond dialogue to action, mobilizing campaigns, influencing policy, and working in coalition to ensure that systems work for communities, not against them.
- **Activate:** We are equipping residents with the tools and support they need to lead. Whether through organizing training, engagement toolkits, or planning partnerships, we are expanding the ways neighbors shape the future of their communities.

This plan outlines not just what we do—but what happens when we do it well. Over the next three years, we aim to see more trusted neighborhood organizations, stronger partnerships across sectors, better policies for equitable development, and a unified voice for systemic change in Memphis.

Our members are the heart of this plan. With their leadership and partnership, BLDG Memphis will continue to advocate, activate, and strengthen the entire community development ecosystem one neighborhood at a time.



[POWER WITH]



A collective power framework in which the ability to act does not come from an ordinance or charter or having dominion over a community, but rather from the collective nature, such as a movement or a coalition bound by shared interests.

STRENGTHEN

BUILDING CAPACITY BUILDING MEMPHIS

In 2024, our Capacity Building team embarked on a transformative journey dedicated to strengthening the very fabric of our local community development ecosystem. The year was marked by significant achievements, each contributing to a more robust and empowered community.



NEW CITY BUILDERS:

We invested in the future of community leadership, graduating ten new New City Builders through our leadership development program, New City Builders (NCB).

New City Builders is a three-month, hands-on group learning course offered as part of the BLDG Memphis' CDC Capacity Building Program. The goal of New City Builders is to strengthen the abilities of new leaders in the local community development industry by equipping them with the knowledge and connections necessary to stabilize and revitalize Memphis neighborhoods through:

- Field Work with CDC industry partners
- Coursework with industry instructors
- Making Connections with key partners



STRENGTHEN

CNPP



Community
Navigator



COMMUNITY NAVIGATOR PILOT PROGRAM (CNPP):

As 2024 drew to a close, BLDG Memphis marked a significant milestone: the triumphant completion of the Small Business Administration's Community Navigator Pilot Program (CNPP). This initiative proved to be a powerful catalyst, injecting crucial resources into the heart of Memphis's small business community. For BLDG Memphis, CNPP was more than just a project; it was a strategic opportunity to ignite economic development within targeted neighborhoods. We channeled the program's potential through the dedicated efforts of seven of our member community development organizations, empowering them to establish sustainable programming tailored to the specific needs of small business owners within their communities.

The impact of this program extended far beyond the immediate provision of resources. It served as a transformative force, directly activating tailored programming in seven distinct neighborhoods across Memphis. This on-the-ground action not only fostered entrepreneurial growth but also illuminated a crucial need: the development of a well-defined small business ecosystem. The CNPP experience underscored the necessity of a cohesive network, one comprised of small business development agencies and organizations, financial institutions, and government agencies, all working in concert to support the growth and prosperity of Memphis's small businesses.



STRENGTHEN

STRENGTHEN

SMALL BUSINESS ECOSYSTEM



Recognizing the fragmented landscape of small business support in Memphis, BLDG Memphis took a proactive step, inviting representatives from the **Truist Foundation and The Coalition**—formerly the Coalition for Nonprofit Housing and Economic Development, CNHED—to witness the city's economic development potential firsthand. The Coalition, a peer community development association based in Washington D.C., had successfully spearheaded a small business ecosystem-building initiative, acting as a "community quarterback" to foster collaboration among diverse support organizations and entities. Their visit aimed to explore the feasibility of replicating their impactful model in Memphis.

During their time in the city, we engaged in candid discussions about the existing economic development landscape, acknowledging its fragmented nature. However, amidst the challenges, we highlighted the promising work that had begun to take shape during the Community Navigator Pilot Program (CNPP). We, alongside our member organizations, detailed the budding efforts to build a more cohesive ecosystem and emphasized the critical need for sustained collaboration. The visit proved to be a pivotal moment. By its conclusion, both The Coalition and the Truist Foundation recognized Memphis as the ideal location to extend their ecosystem-building expertise, building upon the foundation laid in Washington D.C. Consequently, as the year drew to a close, BLDG Memphis initiated a two-year project, forging a strategic partnership with The Coalition and Truist Foundation to convene the Memphis Small Business Ecosystem, a testament to our commitment to fostering a thriving entrepreneurial environment.



IN PARTNERSHIP WITH



STRENGTHEN

STRENGTHEN

STRENGTHEN



CULTI
VATE

EXPAND

CAPACITY ASSESSMENT TOOL

Understanding the critical role of data in informed decision-making, BLDG Memphis undertook a significant revitalization of our Capacity Assessment Tool (CAT). We recognized the need to not only enhance the tool's data capabilities for in-depth industry analysis but also to integrate a dedicated advocacy section, transforming it into an even more potent resource for our member organizations. This strategic revamp was driven by a commitment to align the CAT with the evolving realities facing the Memphis community development field, ensuring it could better serve the needs of our members and the needs of the sector, providing more meaningful results.

The restructured CAT now serves two primary goals:

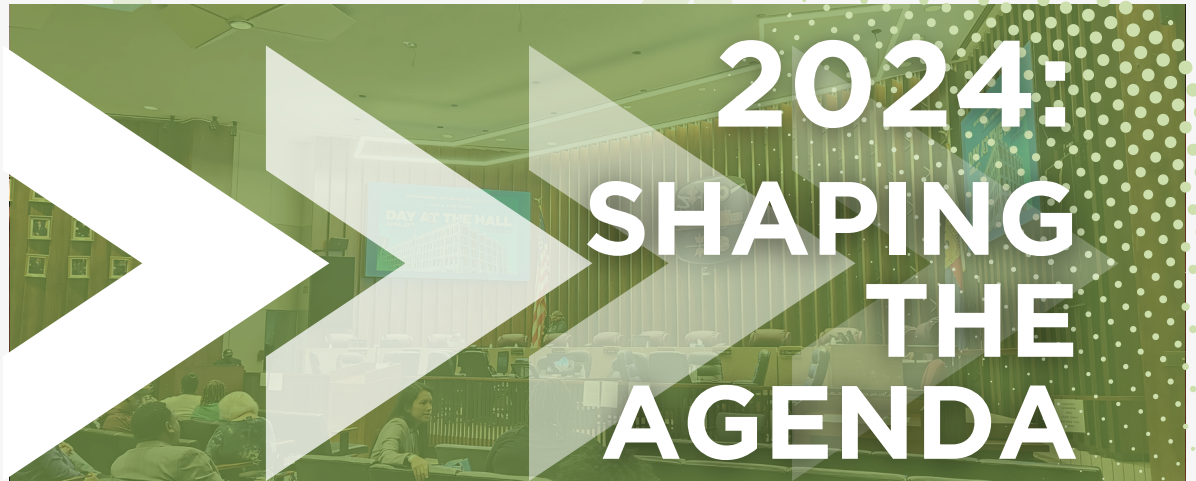
- To **cultivate** the technical expertise of community development nonprofits and nonprofit developers while strategically aligning them with funding opportunities
- To **expand** BLDG Memphis's own data and evaluation expertise within the community development industry.

This evolution reflects our dedication to empowering our members with the tools and knowledge necessary for success.

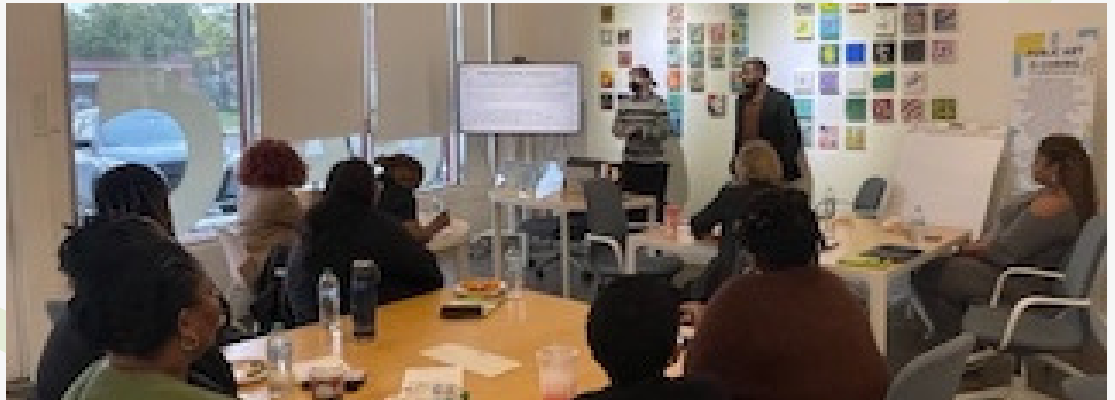
The CAT's impact has already been demonstrated through tangible results. For instance, between 2022 and 2023, the CAT was instrumental in pairing funding with the launch of seven Small Business Development programs, implemented by six member Community Development Corporations (CDCs) and one member Community Development Organization (CDO). This success underscores the CAT's role as a foundational online resource, appraising community development nonprofits across key sector areas and, if needed, guiding them through our Capacity Building Program with a Community Development Work Plan. By offering valuable insights for growth and development, the CAT ultimately strengthens the ability of these organizations to achieve their community development goals.

ADVOCATE

ADVOCATE



The year 2024 served as a pivotal period for BLDG Memphis's advocacy work, a year marked by the forging of strategic partnerships and a profound dedication to addressing the pressing needs of our city. We recognized that true community empowerment demanded a comprehensive approach, so, alongside our community allies, we established shared policy priorities and strategies with the overarching goal of fostering equitable community development and investment throughout the region focusing on four key areas: healthy and affordable housing, equitable and safe transit-oriented development, community-informed decision making, and place-based economic investment.



COMMUNITY-INFORMED DECISION-MAKING

In the pursuit of Community Informed Decision Making, we operated under the fundamental belief that those most directly affected by an issue possess invaluable lived experiences essential for crafting sustainable, long-term solutions. Recognizing the right of Memphians to have their voices heard and their needs addressed, the organization actively worked to cultivate more direct pathways for residents to engage with and advocate to the local governmental bodies and institutions that shape their daily lives.

To this end, we not only developed community resources aimed at disseminating their collected findings and data but also actively participated in numerous networks and coalitions, strategically bridging the gap between the needs of their members and the broader communities they served.

ADVOCATE

COMMUNITY-INFORMED DECISION-MAKING

These impactful collaborations included involvement in:

- The B.E.S.T Committee (Blight Elimination Steering Team)
- The Transportation & Mobility Advocacy Steering Committee and Better Transit for a Better Memphis
- The Inventory Solutions Coalition + Convergence Land Expo
- The Memphis 3.0 Facilitation and Resource Partnership
- The Moral Budget Coalition
- The PJA Community Partnership
- The Community Opportunity Alliance

To keep our members informed, we provided Monthly Legislative Updates, comprehensive news reports covering city, county, state, and national developments.

Our commitment to leadership development and regional influence was further demonstrated through our participation in the SouthStrong Policy Entrepreneur Program, founded by Stacey Abrams. This program equipped community leaders with essential policy, mobilization, and advocacy techniques, preparing us for Day on the Hill 2025 and expanding our network across nine Southern states with 21 matriculated cohort members.



HEALTHY AND AFFORDABLE HOUSING



Recognizing Memphis's undeniable housing crisis, we emphasized the urgent need for sustainable investment in quality, affordable housing. This crisis leaves 46% of renters and 35% of homeowners housing burdened, spending over 30% of their income due to aging stock and rising prices.

Our key efforts in this area included:

- **Convening the Community Development Policy Coalition (CDPC):** This vital forum allowed us to understand on-the-ground challenges, leading to the update and publication of the "Memphis Affordable Housing Trust Fund (MAHTF) Policy Brief." This pivotal document advocates for dedicated funding and serves as a crucial tool for understanding and addressing the crisis.
- **Driving Policy Conversations:** The MAHTF Policy Brief formed the basis for numerous discussions with key stakeholders, including strategy meetings with HCD, discussions on housing funding opportunities with SCHD, Housing Gap Analysis Meetings with BLDG Memphis members, and important meetings with the Mayor's office and Congressman Steve Cohen's Constituent Services Representative. Our diligent coalition-building successfully elevated housing as a top policy priority, with notable support from the HCD department.
- **Day on the Hill for Housing and Homelessness:** Our advocacy culminated in participation in this annual event in Nashville (February 17-18). Alongside a coalition of partners (including Open Table Nashville, Tennessee Solidarity Network for Housing and Homelessness, Tennessee Renters United, Statewide

Organizing for Community eMpowerment, Memphis Tenants Union, and Greater Memphis Housing Justice Project, we engaged state legislators, shared housing stories, and advocated for equitable policies, meeting with Representative Gabby Salinas and State Representative Karen D. Camper. This event also saw Anchor CDC Executive Director Shnesa Wiggins advocate alongside us, later becoming a BLDG Memphis member.

ADVOCATE

EQUITABLE & SAFE DEVELOPMENT



In 2024, we actively addressed Memphis's public transit crisis, culminating in a pivotal meeting with Mayor Young and key advocacy partners. The Mayor announced a temporary delay of proposed service cuts until February 2025, acknowledging the need for a permanent solution, with trolley service remaining offline.

Community members voiced significant concerns regarding accessibility, safety, and a lack of public engagement. Advocates pressed for a renewed focus on the 2018 Transit Vision and urged addressing MATA's critical bus shortage. The City committed to exploring long-term funding solutions, with BLDG Memphis continuing to represent our members and emphasize the importance of community input and accountability in transit planning.

Recognizing the alarming rates of pedestrian crash deaths, we also announced the kickoff of our Pedestrian Safety Campaign as we concluded the last quarter of our 2024-2025 policy priorities. This initiative was built upon our established track record of successful planning, programming, and coalition building, including the Memphis Mobility Institute, Livable Memphis's bike/pedestrian advocacy efforts, and organizational incubation. Our approach to this critical issue emphasized key activities such as Stakeholder Engagement, Civic Engagement, Data-Driven Planning, and Capacity Building, ensuring that any new mobility advocacy effort was deeply rooted in real community needs, built upon existing partnerships, and strategically leveraged both civic and policy engagement for long-term impact.

PLACE-BASED ECONOMIC INVESTMENT



We recognize that decades of disinvestment have severely impacted Memphis's historic Black and Brown communities, leading to limited economic mobility and widespread property neglect. Our priority is to build vibrant, sustainable economies by investing in local people and businesses, curbing predatory lending, and expanding capital access for nonprofit developers. We focus on driving resources into historically disinvested neighborhoods and advocating for community-led economic development strategies.

A key part of this commitment was BLDG Memphis's significant role as an Anchor Collaborative Partner in the More for Memphis (M4M) plan. This comprehensive initiative engaged over 100 nonprofit partners and more than 2,000 community members across 52 ZIP codes. We contributed a dedicated chapter on community well-being and designed a Quality of Life (QoL) survey to capture residents' lived experiences. Though M4M's funding wasn't finalized for full implementation, we remain committed to advancing this vital work and continue to encourage community participation through the QoL Survey.

Additionally, to support small businesses, we partnered with the Federal Reserve Bank of St. Louis to distribute the national Small Business Credit Survey. This annual survey gathers crucial data on the financial needs and challenges of diverse businesses, from startups to microbusinesses. Its findings will inform our future small business advocacy and support strategies, further strengthening our commitment to equitable economic development.

ADVOCATE

ADVOCATE

2025: ADVOCATING FOR IMPACT



In 2025, our advocacy will continue to champion solutions for Memphis's critical needs in housing, transit, economic development, and community engagement. Our agenda, shaped by our members and community voices, focuses on:

- **Healthy and Affordable Housing:** Driving advocacy for the Memphis Affordable Housing Trust Fund, supporting Community Land Trusts, and fostering partnerships for affordable home repairs.
- **Place-Based Economic Development:** Continuing to implement the "More for Memphis" neighborhood strategy.
- **Safer, More Accessible Transit:** Supporting MATA and amplifying member concerns to ensure equitable investments.
- **Community-Informed Decision-Making:** Utilizing Quality of Life survey results and continuing Memphis 3.0 community workshops to empower residents.

To keep our members engaged, we'll offer monthly legislative updates, convening support with stakeholders and elected officials, toolkits, office hours, and presentations. Our live Quality of Life survey continues to gather vital neighborhood data for advocacy. We'll also host quarterly Community Development Policy Coalition briefings on our core focus areas.

Transparency and collaboration are at our core. By joining forces with community members and partners, we're dedicated to making Memphis a city where everyone can thrive. Stay connected, share your voice, and help us build a better Memphis.



ADVOCATE

ACTIVATE



EMPOWERING COMMUNITY VOICES IN MEMPHIS 3.0

In 2024, BLDG Memphis embarked on a significant collaborative journey, forging a powerful partnership with the Shelby County Department of Planning and Development to contribute to the pivotal 5-Year Update of Memphis 3.0. This landmark initiative, the city's first comprehensive plan in nearly four decades, presented a unique opportunity to amplify the voices of Memphis's diverse neighborhoods and shape the city's future. BLDG Memphis embraced this opportunity with a deep commitment to community empowerment, focusing on two key areas: community engagement and workshop support.

Our role in community engagement was crucial in laying the groundwork for meaningful participation. We actively recruited local leaders and organizations across all 14 planning districts, ensuring that the voices of those most impacted by the plan would be heard. This dedication to inclusivity was vital in fostering a sense of ownership and collaboration throughout the planning process.

Furthermore, we provided essential support for 18 community workshops spread across six districts: Jackson, South, Lamar, Raleigh, University, and North. These workshops served as vital hubs of connection, bringing residents face-to-face with over 20 local resource partners. This network of partners offered invaluable information and support on a wide range of critical issues, from fair housing and home repair to youth programs and family counseling. By facilitating these connections, we empowered residents to access the resources they needed to thrive and contribute to the planning process.

LOOKING AHEAD IN 2025

BLDG Memphis remains deeply committed to supporting the ongoing implementation of Memphis 3.0. Our focus will shift toward expanding community education, providing more opportunities for residents to learn about community development topics within each district. This will equip them with the knowledge and tools needed to actively participate in shaping their neighborhoods. We will also prioritize building stronger partnerships and aligning our efforts with other community development organizations to maximize our collective impact.

Finally, we will work to integrate the strategies outlined in the Memphis 3.0 plan with the on-the-ground work of local organizations, ensuring that the plan translates into tangible improvements for Memphis residents. Through these continued efforts, BLDG Memphis will play a critical role in ensuring that Memphis 3.0 serves as a catalyst for positive change, empowering neighborhoods and building a more equitable and vibrant city for all.

THE MEMBER ADVISORY GROUP

THE MEMBER ADVISORY GROUP

The year 2024 marked the inception of the **Member Advisory Group**, or MAG, a significant member-driven body supported by BLDG Memphis staff. This initiative was conceived to empower the organization's diverse membership to actively shape its programmatic trajectory.

Functioning distinctly from the operational board of directors, MAG was entrusted with the responsibility of guiding decisions related to capacity-building initiatives, the formulation and execution of policy priorities, and the strategic allocation of organizational resources. This structure was deliberately designed to ensure that the members themselves maintained a strong degree of input in key undertakings of BLDG Memphis.

The composition of this inaugural MAG was thoughtfully curated to represent the breadth of BLDG Memphis's membership. It comprised representatives from four distinct member organization types:

- **Resident Facing Organization-** Orgs deeply engaged with the needs and concerns of local residents
- **Service Client-Based / Principled Nonprofit Organization-** Community development mission-driven entities primarily serving specific client populations
- **Economic Place-Based Organization-** Orgs focused on the economic development and revitalization of particular geographic areas
- **Supporting Bank/ CDFI Organization-** Financial institutions committed to community development

The selection process for the MAG members was carefully considered to ensure broad representation and fresh perspectives. The four individual member representatives who ultimately comprised the 2024 Member Advisory Group brought a wealth of experience and diverse perspectives to the table. The four MAG members were:

- **Supporting Bank/ CDFI Organization:** *Charia Jackson*-Housing Program Officer • **LISC Memphis**
- **Economic Place-Based Organization:** *Emily Bishop*-Executive Director • **MidtownMemphis.org**
- **Resident Facing Organization:** *Seth Harkins*- Executive Director • **Alcy Ball CDC**
- **Service Client-Based / Principled Nonprofit Organization:** *Jasmine Bowden*- Grants Manager - **Black Business Association of Memphis**

MEETING DISCUSSION RECAPS



BLDG Memphis Bylaws

The MAG supported staff in interpreting Article III (Membership) of our Bylaws, clarifying distinctions between voting and associate members to ensure a clear understanding of rights and responsibilities.



Program Area Offerings

Drawing on their diverse experiences, MAG members provided crucial feedback on existing programs, identifying areas for enhancement and suggesting new offerings to better serve the evolving needs of the Memphis community development landscape.



Capacity Assessment Tool (CAT)

Prior to its official launch, the newly revamped CAT was demonstrated to the MAG. Their critical feedback on content and user-friendliness ensured the tool's relevance and maximum utility for our members.



Community Development Code of Ethics

Staff and MAG members began important preliminary discussions on developing a Community Development Code of Ethics, exploring its purpose, goals, and scope to establish shared ethical principles within the sector.

BLDG IMPACT

A YEAR OF INVESTMENT AND ENGAGEMENT IN MEMPHIS NEIGHBORHOODS

In 2024, BLDG Memphis significantly amplified its commitment to fostering robust community development across Memphis. Through strategic investments, collaborative partnerships, and dedicated programming, we directed over \$400,000 into our neighborhoods, supporting vital technical assistance, enriching workshops, expert consultations, and impactful community activations.

Our efforts were strategically allocated to maximize their reach and effectiveness, with 22% of our investment strengthening organizational capacity, 23% fueling our advocacy initiatives, and a substantial 55% dedicated to direct activation within communities.

STRENGTHENING OUR COMMUNITY DEVELOPMENT ECOSYSTEM

Our Strengthen initiatives in 2024 were designed to build the foundational capacity of our community development partners. Key efforts included:

- **New City Builders Cohort 2024:** We invested in the next generation of community leaders through our comprehensive leadership development program.
- **Small Business Ecosystem Stakeholder Launch:** This pivotal event initiated our collaborative efforts to build a more cohesive and supportive environment for local businesses.
- **Lunch and Learn Series:** We provided practical knowledge and skills through various sessions covering crucial topics such as Fundraising, Bookkeeping, Zoning, Grant Writing, and Upsquad training.
- **CDC Site Visits:** Our team conducted direct visits to Community Development Corporations, offering tailored support and insights.
- **Advisory Council Participation:** We actively contributed our expertise by serving on the Cadence Bank CRA Advisory Council, LISC Memphis Local Advisory Committee, and First Horizon Memphis CRA Advisory Council, ensuring community development perspectives were represented in financial institutions' community reinvestment efforts.
- **Community Navigator Pilot Program (CNPP)- A Cornerstone of Capacity Building (2021-2024):** The triumphant completion of the Small Business Administration's Community Navigator Pilot Program (CNPP) in 2024 marked a significant milestone. This initiative was instrumental in:
 - **Investing over \$250,000** in technical assistance, workshops, and consultations for more than 1,150 businesses spanning seven neighborhoods. This vital support directly bolstered local entrepreneurial growth.
 - **Dedicating over \$140,000** to incubation and retail activation pop-up projects, creating immediate opportunities for local businesses to thrive and engage with their communities.

The CNPP experience also underscored the necessity of a cohesive network, one comprised of small business development agencies and organizations, financial institutions, and government agencies, all working in concert to support the growth and prosperity of Memphis's small businesses.

BLDG IMPACT

CHAMPIONING CHANGE THROUGH ADVOCACY

Our **Advocate** initiatives in 2024 propelled crucial policy and systemic changes designed to create more equitable and sustainable communities. We actively engaged in and contributed to the following:

- **B.E.S.T Committee (Blight Elimination Steering Team):** Working to combat blight and revitalize neglected properties.
- **Bike and Pedestrian Safety Campaign:** Promoting policies and investments for safer mobility options.
- **Transportation & Mobility Advocacy Steering Committee:** Shaping the future of transit and transportation in Memphis.
- **Better Transit for a Better Memphis:** Advocating for improved public transportation quality, reliability, and accessibility.
- **Inventory Solutions Coalition:** Collaborating on innovative solutions for land and property management.
- **Convergence Memphis Land Expo:** Participating in discussions and initiatives focused on land use and development.
- **Memphis 3.0 Facilitation and Resource Partnership:** Contributing to the implementation of the city's comprehensive plan.
- **Reimagining the Civic Commons:** Engaging in efforts to enhance and activate public spaces.
- **Southern Economic Advancement Regional Program:** Expanding our regional connections and learning from broader economic development strategies.

ACTIVATING CHANGE DIRECTLY IN NEIGHBORHOODS

Our **Activate** efforts in 2024 brought direct resources and transformative projects to communities across Memphis, fostering tangible improvements and economic vitality.

Neighborhoods where BLDG Memphis Partnered in 2024

Our collaborative work extended across numerous Memphis neighborhoods, including:

- Alcy Ball
- South City
- Klondike
- Smokey City
- Heights
- Berclair
- Nutbush
- Raleigh
- Orange Mound

Member Highlight: SCORE CDC:

A testament to the direct impact of our programs, since participating in the CNPP, SCORE CDC has successfully secured funding for a continuing business series and cohort in South City. They have also successfully launched the annual South City Heritage Festival, demonstrating sustainable community-driven economic and cultural development.

Memphis 3.0 Community Partners - 2024:

We proudly partnered with key organizations within the Memphis 3.0 districts to drive localized impact:

- **Jackson District:** Friends of Gaisman Park, The Heights CDC
- **South District:** South City Opportunity Revitalization and Empowerment CDC, Alcy Ball CDC
- **Raleigh District:** Raleigh CDC, Golden Institute, Restoration Time Family & Youth Services
- **Orange Mound District:** Kingdom Community Builders, TONE, Latrina Macon-Norman Foundation

2024 MEMBERS & STAFF

2024 BLDG MEMPHIS MEMBERS

There is strength in numbers and strength in diversity. While most of our members are community development corporations, financial institutions, other community development support agencies, and individuals, round out our team.

Our 2024 members were:

CDCS/CDOS:

Alcy Ball Development Corporation | Binghampton Community Development Corporation | Bluff City CDC | Center for Transforming Communities | Depot Communities United | Downtown Memphis Commission | Frayser Community Development Corporation | Greater Whitehaven Economic Redevelopment Corporation | Habitat for Humanity of Greater Memphis | Heights Community Development Corporation | Home for Hearts | Kingdom Community Builders | Klondike Smokey City Community Development Corporation | Memphis Medical District Collaborative | MidtownMemphis.org | Oasis of Hope | Power Center Community Development Corporation | Promise Development Corporation | RedZone | Respect the Haven CDC | Riverview Kansas Community Development Corporation | South City Opportunity, Revitalization & Empowerment (SCORE CDC) | South Memphis Alliance | The Works, Inc. | United Housing, Inc. | Uplift Westwood Community Development Corporation | Vollintine Evergreen Community Association | West Tennessee Regional CDC | Westwood-Indian Hills & Neighboring Developments

Financial Institutions:

Cadence Bank | Community LIFT/River City Capital | Federal Reserve Branch of St. Louis | First Horizon Bank | Paragon Bank | Simmons Bank | Regions

Partner Organizations:

The Black Chamber of Memphis | Community Redevelopment Agency | Economic Development Growth Engine (EDGE) | Fair Housing Council of Metropolitan Memphis | Green & Healthy Homes Initiative | High Ground News | Independent Parent | Innovate Memphis | LISC Memphis | MICAH | My City Rides | Memphis Music Initiative | Overton Park Conservancy | Young Gifted and Green | RegionSmart | Shelby County Government

Individual Members:

Cole Yoders | Connie Binkowitz | Kim Halyak

BLDG Memphis Board:

President: Ben Schulman, Memphis Medical District Collaborative | Vice-President: Justin Merrick, Center for Transforming Communities | Secretary: Kerri Campbell, MidtownMemphis.Org | Treasurer: Gregory Love, The Works, Inc. | Williams Brack, CBIZ & Mayer Hoffman McCann P.C. | Chris Reeder-Young, Habitat for Humanity | Randall Garrett, Klondike-Smokey City CDC | Rasheedah Jones, Realtor, NAREB | Dr. Katherine Lambert-Pennington, University of Memphis | Jackson McNeil, Innovate Memphis | Amy Schaflein, United Housing, Inc. | Juanita White, Non-profit Coach | Michael Cowan, CommunityLIFT (ex-officio)

2024 BLDG MEMPHIS STAFF



LISA EVERHEART
OFFICE MANAGER



DEVENEY PERRY
EXECUTIVE DIRECTOR



BAILEY MYERS
ADVOCACY SPECIALIST



MARKUITA WASHINGTON
COMMUNICATIONS & DEVELOPMENT
SPECIALIST



TIM GREEN JR.
CAPACITY BUILDING
DIRECTOR



CHRISTINA CRUTCHFIELD
NEIGHBORHOOD PLANNING
DIRECTOR



BRET BILBREY
COMMUNICATIONS & DEVELOPMENT
DIRECTOR