

# 2023 TRANSFORMATIVE DEVELOPMENT PARTNERSHIP

CHALLENGES & RECOMMENDATIONS FOR  
NEIGHBORHOOD-SCALE DEVELOPERS OF COLOR TO ADVANCE  
EQUITABLE DEVELOPMENT



PREPARED BY



## ABOUT THE AUTHORS

*This report was written by Avery Ebron and Mary Jane McCain of The Guild and edited by Odetta MacLeish-White of The Center for Community Progress.*



The Guild builds community wealth and power through community-owned real estate, entrepreneurship programs, and access to capital for Black and other communities of color. Our work is based on the idea that there is an alternative economic development model where more people, especially those marginalized and excluded from our current systems, can own and govern more of the assets that make our communities vibrant.

Learn more at [www.theguild.community](http://www.theguild.community)

Learn more about our [Groundcover Fund and Capital Campaign](#)



Since 2010, the Center for Community Progress has provided urban, suburban, and rural communities battling systemic vacancy with the policies, tools, and resources needed to address the full cycle of property revitalization.

We are the only national nonprofit dedicated to tackling vacant properties and drive change by uncovering and disrupting the unjust systems that perpetuate entrenched vacancy and property deterioration.

Learn more at [www.communityprogress.org](http://www.communityprogress.org)



Special thanks to this project's sponsors [Georgia Power](#) and the [Kendeda Fund](#).

## INTRODUCTION

From the Black settlements of the 19th and early 20th century such as the bustling Greenwood district of Tulsa, OK, to New Communities in Albany, GA founding the first community land trust during the Civil Rights era, onto the Dudley Street Neighborhood Initiative in Boston today – across the nation’s history Black builders, leaders, and residents have built thriving communities grounded in rich culture and solidarity. Unfortunately, an all too common thread of violence, devaluation and theft of land, discriminatory policy, and disenfranchising lending practices have devastated communities of color. These trends are well-researched and documented in key works such as Keeanga Yamahtta Taylor’s *Race for Profit*, Andre Perry’s *Know Your Price*, or Richard Rothstein’s *The Color of Law*. This has reinforced, over time, the perception of Black and other communities of color as being incapable of developing themselves and their neighborhoods. Paternalistic approaches to re-developing and “revitalizing” these neighborhoods accompany this narrative, decided upon, designed, and implemented without the leadership and partnership of the very community members they are purported to support.

In 2020, The Guild and TransFormation Alliance created the Transformative Development Partnership (TDP) based on the belief Black and other developers of color who represent the neighborhoods they work in and take a community-centered approach should have the capital and resources to shape development in their ecosystems. Focused in Atlanta, GA the program created a collaborative network of 5 local developers of color and granted them predevelopment funds to support the execution of projects in their communities.



## SUCCESS THROUGH THE PANDEMIC






The TDP cohort was created to help combat the increasing pressures of displacement in low-income and communities of color over the recent decade. Across Georgia, many of the lower-cost affordable rental units were replaced with market-rate and luxury units. The number of units that charged less than \$1000 in rent dropped from over 1,000,000 in 2011, to roughly 720,000 in 2021, a loss of over 300,000 units. Over the same period, the number of units that charge over \$1400 in rent rose from roughly 78,000 in 2011, to 340,000 in 2021, roughly a 265,000 increase.<sup>1</sup>

As the pilot TDP cohort launched, the COVID-19 pandemic magnified and exacerbated the already inequitable housing dynamics, most acutely in communities of color. Nationwide, in neighborhoods where more than 40% of the population consisted of people of color, the employment income loss rate for renters hit 27%, substantially higher than the 20% share in neighborhoods with lower concentrations of people of color. Overall, 61% of renters behind on rent lived in communities of color, compared with 19% in neighborhoods where the share of people of color was less than 20%.<sup>2</sup> Across Georgia, these factors have impacted the most vulnerable populations and have increased the pressures of displacement.

- 1 in 4 renters in GA spends 50% or more of their income on housing and 21% of renters in GA are behind on their rent, the 5th highest rate in the US <sup>3</sup>
- According to the Atlanta Regional Housing Forum, Metro Atlanta lost nearly 60,000 housing units that could have been rented by lower- to moderate-income residents during the five years of the pandemic
- Eviction filing rates of 50% or more of renter-occupied units were reported in many of the Black neighborhoods across Metro Atlanta <sup>4</sup>

Notwithstanding these challenges, the pilot 2020 TDP cohort successfully leveraged the grants, resources, and partnerships of the program to navigate both the pandemic and the structural inequity inherent in the financing and banking systems to move their projects forward. Overall the 2020 TDP cohort delivered the following results.

## 2020 COHORT HIGHLIGHTS

 <p><b>\$100,000</b> Predevelopment Funds Granted to BIPOC Developers in BIPOC communities</p>	 <p><b>180,000</b> sq ft in development in BIPOC neighborhoods, totaling <b>100</b> affordable housing units, <b>15</b> units for local SMEs supporting <b>120</b> jobs, and 1 project that will be <b>owned by the local community</b></p>
 <p>Developers leveraged funds <b>500x</b>, totaling over <b>\$50</b> million in capital raised for projects</p>	
 <p><b>3 co-development partnerships</b> were created in the cohort</p>	 <p>The cohort engaged <b>3 national CDFIs</b>, shared challenges and recommendations, and inspired the development of <b>BIPOC-focused programs/products</b></p>

***“ The TDP cohort program inspired financial institutions to create products that work for BIPOC developers like me. The line of credit I received from Enterprise's Equitable Path Forward Program was the most flexible I have ever had.”***

- Joel Dixon, Urban Oasis Development, Atlanta, GA



# THE 2023 TRANSFORMATIVE DEVELOPMENT COHORT

With the success of the first cohort, The Guild and Community Progress have partnered to deliver an expanded pilot Transformative Development Partnership (TDP) cohort in 2023, which explores beyond Atlanta to support the work of 11 community-focused Black and POC-led development organizations across Georgia including:

- Winona Satcher - [Māhkers Studio](#) - Atlanta, GA
- Zach Murray - [The People's Community Land Trust](#) - Atlanta, GA
- Raven Thompsons - [Benoit Group](#) - Atlanta, GA
- Derrick Holland - Trinity Partners - Atlanta, GA
- Ingrid Thompson - [Nehemiah Project CDC](#) - South Fulton, GA
- Bridgette Robinson - Robinson Bell LLC - East Point, GA
- Sherrell Byrd - [SOWEGA Rising](#) - Albany, GA
- Reginald Hall - [Raccoon Hogg CDC](#) - Sapelo Island, GA
- Rev. Fer-Rell Malone Sr. - F.R.E.S.H. Communities LLC - Waycross, GA
- Shawn Edwards - [Augusta Land Bank](#) - Augusta, GA
- Dayon Walker - W Brothers & Company LLC - Augusta, GA



***“It’s therapeutic to know we aren’t alone and there are other Black developers I can talk to, it’s therapeutic to know that this space exists.”***

- Rev. Fer-Rell Malone Sr., F.R.E.S.H. Communities, Waycross, GA

The 2023 program provided space for cohort members to share knowledge and discuss their key challenges, lessons learned, and impactful solutions. The program hosted convenings connecting the cohort members with staff at local municipalities, land banks, foundations, and financial institutions who have the ability to impact their local development ecosystem. The convenings covered topics including:

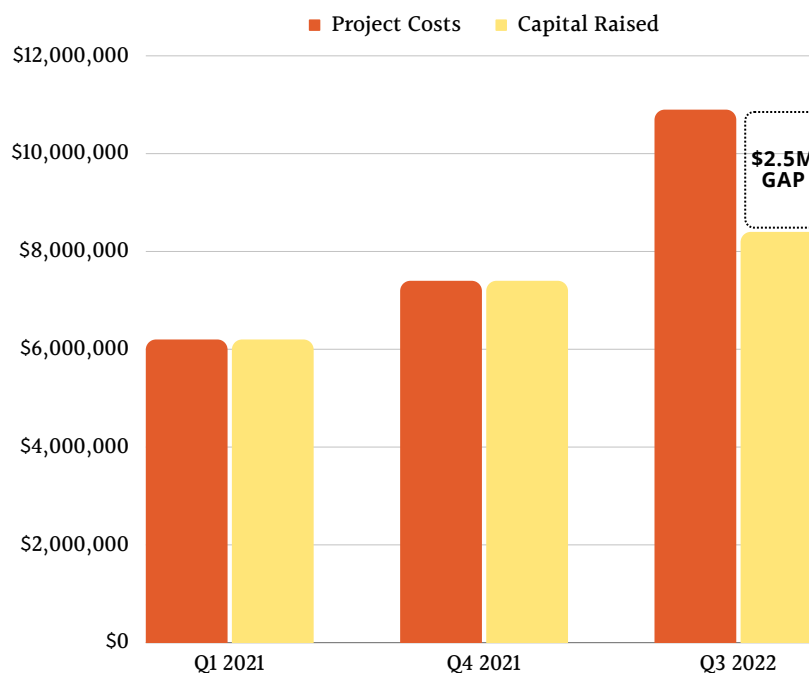
- Exploring Equitable Capital Stacks
- Land Banks Partnerships in Local Development
- Community-owned Real Estate Models

## Guest Speakers & Partners

- Chris Norman, Metro Atlanta Land Bank
- Mandy Eidson, ANDP
- Natasha Dowell, Reinvestment Fund
- Odetta MacLeish-White, CCP
- Amanda Jaquez, Annie E Casey Foundation
- Denise Fariior, GA Dept Community Affairs (DCA)
- Shaunae Motley, United Way SWGA
- Demetrius Young, City of Albany

## REBALANCING DEVELOPMENT ECOSYSTEMS

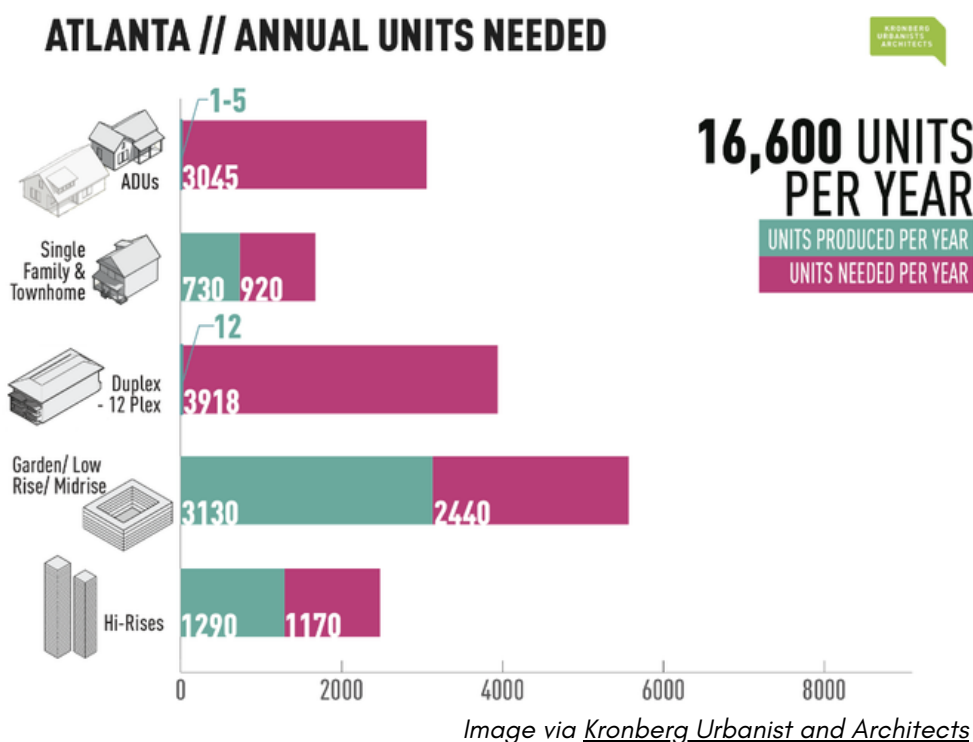
Developers of color are estimated to make up less than 5% of the real estate development industry. As in other industries, they lack access to capital and key networks and operate at a competitive disadvantage in their markets. Development is oriented towards larger, capitalized developers with a national or regional reach. These developers have greater access to equity, more favorable financing, and have more success accessing government subsidy programs such as LIHTCs and NMTCs. From 2012–2019, the price of commercial land doubled and construction costs increased by 39% creating an even higher reliance on access to financing and subsidies.<sup>5</sup> Since the pandemic, development costs have risen even higher in part due to the supply chain crisis engendering rises in material and labor costs and rises in interest rates (on top of the already higher rates BIPOC developers receive).



*This diagram provides a snapshot of the rise in development costs and the resulting capital gap from a TDP cohort member's project over the course of the COVID-19 pandemic. From 2021–2022 development costs rose (essentially hard costs) by 76% resulting in a \$2.5 million capital gap.*

All of these factors make affordable infill developments with slimmer operating margins progressively difficult to launch, creating an outsized impact on neighborhood-focused developers and the health of their organizations. Emerging from the pandemic, this dynamic has created dire situations and increased the displacement in Black and other communities of color across Georgia. Larger private developers and private equity investors have been increasingly acquiring property from distressed landlords and homeowners and are more rapidly reshaping the built environment in historically Black neighborhoods across the state.

The common answer of developing large-scale multifamily affordable housing units is not only insufficient to address the scale of the need (tax credit rounds are usually oversubscribed) but also fails to include and vest in a highly capable segment of developers who are closest to the issues. There is an opportunity to transform vacant and underutilized sites into small- to mid-scale housing, commercial, and mixed-use spaces in communities of color that have been the hardest hit. Developers of color are poised to provide this type of development, in an equitable and contextualized way for the existing community members in their neighborhoods who have built the fabric of their communities. Now more than ever, there is a need to rebalance local development ecosystems.



## CAPITAL RECOMMENDATIONS

As reported in the 2020 TDP report, the ability to successfully raise a capital stack that finances affordable and accessible neighborhood development remains the key issue for the TDP cohort developers. Each project represents a puzzle of capital sources that each developer must scramble to piece together within the aggressive timelines that development presents.

Access to equity capital for predevelopment and construction remains a missing piece and is the most difficult and critical to acquire. Access to debt that allows for affordable projects has become a greater issue, in part due to the impact of monetary policy and increased interest rates. Furthermore, TDP developers expressed a dire need for grants and subsidies to push forward pipeline projects that are difficult to pencil in the current macroeconomic environment. The following section details the recommended capital solutions that would rebalance capital to support the TDP cohort.

# LIST OF CAPITAL RECOMMENDATIONS

CAPITAL SOURCE	RECOMMENDATIONS	KEY NOTES
EQUITY	Below-market return (0-5%) preferred and common equity	<p>Highly impactful for predevelopment and acquisition, directly providing to organizations supports flexibility</p> <p>Unlocks additional equity and debt capital sources at better terms</p> <p>Taking an active role in advocating for the developer with lenders and other capital sources supports better terms, project success and affordability</p>
	Patient, longer horizons where possible, 7-10 years plus	
	Interest-only periods of 2-3 years, interest-only until maturity on deals with less cash flow	
TERM LOANS	Attainable Senior debt (3-6%) and subordinated debt (0-8%) without extractive risk premiums	<p>Acquiring developer fees in a timely manner is critical for developers of color</p> <p>There is a trust gap between many developers of color and lenders including CDFIs, providing transparency and timely communication is key</p>
	Higher (90% or higher) Loan to Value (LTV) or Loan to Cost (LTC) ratios to reduce equity burden and appraisal gaps	
	Lower (1.15) Debt Service Coverage Ratios (DSCR)	

# LIST OF CAPITAL RECOMMENDATIONS

CAPITAL SOURCE	RECOMMENDATIONS	KEY NOTES
LINES OF CREDIT	Unsecured, developers of color often lack collateral	Enables developers to pay staff and early stage development expenses necessary to launch projects
	Access to \$150,000 and up	Enables developers to pay development expenses between construction draws, including trades workers of color who cannot delay payment
GRANTS	Catalytic acquisition grants allow projects to move at the speed of trust in communities and create equity in the deal for remainder of development	Enables early stage developers to get traction on innovative projects and attract partnerships with experienced codevelopers
	Operating grants creates capacity for developers of color to complete project(s) while conducting community engagement and collaboration	Affordable projects are increasingly unattainable due to macroeconomic conditions and reduced access to public funds, TDP cohort members expressed greater need for grants to complete projects
	Loan guarantees and credit enhancements unlock debt, improve terms and affordability, supports efficient planning and operations	Working with trusted local ecosystem partners can support identifying and funding deserving grantees who lack access to grantor circles and communication channels
GEORGIA LOW INCOME HOUSING TAX CREDITS (LIHTC)	Update Qualified Action Plan (QAP) to increase incentives (points) for partnerships with “Minority” developers to support them to gain LIHTC experience and track record	TDP cohort members expressed concern with points given for “Women and Minority” partners as it allows applicants to acquire points while circumventing “Minorities”, expressed desire to delineate the two and provide another category that exclusively provide points for partnering with “Minority” partners
	Increase the allowable density on scatter site development above 4 units per parcel to increase application for missing middle 6-12 plex housing sites	



## LAND BANKS AS PARTNERS

Increased land prices suppress the ability of developers of color to acquire land and provide affordable housing and commercial spaces for community members. Land banks can support equitable development by partnering with these developers and providing them with access to land and vacant and abandoned property.

A land bank is a public entity with unique powers to put vacant, abandoned, and deteriorated properties back to productive use according to community goals.

– Center for Community Progress

During the TDP program, the cohort engaged with two of Georgia's prominent land banks led by executive directors of color, the Metro Atlanta Land Bank and the Augusta Land Bank. They shared their organizational goals and upcoming opportunities for partnership.

### LIVING WAGE HOUSING PROGRAM - AUGUSTA LAND BANK

With the funds from the American Rescue Plan Act (ARPA) the Augusta Land Bank is launching its Living Wage Housing program to reduce blight and rehabilitate vacant properties into homes accessible for local low- and moderate-income residents. Shawn Edwards, its executive director, shared the desire to collaborate with other members of the TDP cohort on the program. They would support the land bank to maximize the funds for the benefit of local residents in Black communities and increase the capacity of their organizations and the land bank. Overall, with \$500,000 in ARPA funds, the land bank plans to rehabilitate over 50 homes. Below is a description of the proposed partnership.

- Developer of color engages directly with the Augusta Land Bank to acquire vacant and abandoned property in their inventory at a more affordable cost and cleared title
- Upon completing project plans for the home, the developer provides the Augusta Land Bank with the rehabilitation cost, the Augusta Land Bank provides half of the cost of the rehabilitation
- The developer completes the buildout of the home
- The developer engages with local down payment assistance programs to identify homebuyers, such as the CSRA Economic Opportunity Authority, which provides personal finance counseling and a 2 to 1 match of savings up to \$15,000 for low-income families
- Due to cost savings, the developer is able to then sell the home to low- to moderate-income residents at more accessible prices that provide a mortgage that is affordable
- The Augusta Land Bank expects completed homes to average \$150,000 at sale, it recovers the rehabilitation funds from the project and recycles them into a future Living Wage Housing project with the developer

## LEVERAGING TAX ABATEMENT FOR AFFORDABLE HOUSING

The Augusta Land Bank and the Metro Atlanta Land Bank shared their interest in partnering with developers of color to help them reach affordability on their projects using tax abatements. Below is an overview of their approach to partnering with the TDP cohort and other neighborhood-focused developers.

- A Land Bank enters into an agreement with the developer to develop a site within their inventory
- The Land Bank would remain on the title for an agreed-upon period of time (e.g. 10 years) while the developer maintains control over the site and operations, the project is tax-exempt over the period saving operating expenses and creating more space for affordability
- During this period, an agreed-upon portion of units must remain affordable
- TDP developers are desired as partners who will maximize affordability over the longest term possible (e.g. permanently affordable)
- Available to be used on various scales of housing and density, creating access for developers at different stages of growth

Many of the tools available in local development ecosystems rely upon federal and local subsidies that are highly competitive and can be difficult to obtain and apply in the context and timing necessary to support the residents in the communities they serve. The land banks shared their enthusiasm for using a tool that is within their power to collaborate with local developers focused on the neighborhoods where they are working to reduce blight, vacancy, and the displacement of local residents.

***We want to see other land banks do this, it's within their authority, we want land banks to take a lead step in helping developers create more affordable housing.***

- Shawn Edwards, Executive Director, Augusta Land Bank

## CONCLUSION

Typically, developers are considered to be large entities with deep industry and government connections, assets to leverage, and capital to develop. The developers of the TDP cohort tell a different story. They represent a variety of community stakeholders, small businesses, and nonprofits at different stages of growth in neighborhood development. They often began as community members motivated to address a local need, with an adjacent background, such as an architect or trades worker, an activist, faith leader, or entrepreneur. The TDP program's stance is that a flourishing coalition of developers of color with varying backgrounds and experiences is needed to deliver the affordable and equitable development their communities desire. A key finding across the TDP cohorts was that facilitating a trusted space for developers to collaborate creates invaluable conversations and connections that are likely to not happen otherwise. The partnerships that develop build power across organizations, remove barriers, enhance each other's chances of success, and create opportunities to learn and apply innovative approaches.

We are excited about many of the innovative funding sources, financial products, and programs for developers of color that have been launched since the pilot TDP cohort. Just as there were centuries of extractive practices and disenfranchisement to create the current imbalance in low-income and communities of color, rebalancing ecosystems will require a continued and focused effort. We encourage local and national foundations, banks and CDFIs, policymakers, land banks, anchor institutions, and others to prioritize funding and resourcing the work of developers of color and apply the recommendations provided in this report to support them to continue providing equitable, locally self-determined development in their communities.

Ways to get involved:

- **Reach out** to the members of the Transformative Development Partnership, [here is a contact list](#) of the members of the 2020 and 2023 cohorts
- **Contact Us** for ways to support the work of the Transformative Development Partnership, reach out to Avery Ebron at [averye@theguild.community](mailto:averye@theguild.community) for more info.
- **Share this report** within your organization or network

## 2023 TDP COHORT PROJECTS

### NEHEMIAH PROJECT - OAK STEET PROJECT - SOUTH FULTON, GA

**Location:** 134, 138, 142, 145, 150 Oak Street, Fairburn, GA 30213

**TDP Member:** Ingrid Thompson

**Project Cost:** \$750,000

**Uses:** 5 affordable housing units (60-80% AMI)

**Capital Need:** \$250,000 Permanent Loan, \$500,000 Grant



The Nehemiah Project Community Development Corporation aims to improve the overall well-being for residents of South Fulton County, Clayton County, and the City of Atlanta, Georgia. The organization offers support in various domains, including housing, home repair, health, economic development and education. Their ongoing Oak Street project includes a combination of three individual units and one duplex, totaling five units. The primary objective for this property is a comprehensive revitalization and repair initiative aimed at assuring the long-term availability of single-family affordable housing rental options. This undertaking involves addressing all maintenance issues, implementing essential improvements, and ensuring that these units remain accessible to individuals and families in need of affordable housing. The project's key challenge has been acquiring suitable financing.

### F.R.E.S.H. COMMUNITY C.E.N.T.E.R. - WAYCROSS, GA

**Location:** 1200 Colley Street, Waycross, GA 31501

**TDP Member:** Rev. Fer-Rell Malone Sr.

**Uses:** 115 units (affordable single & multifamily), community facility, business incubator, grocery store

**Total Project Cost:** \$14 million

**Capital Need:** \$600,000 in Project Equity, \$400,000 in Debt Finance



Facilitating Restoration for Equitable and Sustainable Healthy (F.R.E.S.H) Community Center for Economic, Networking, Training and Empowerment Resources (C.E.N.T.E.R) is a community resource model, located in Waycross, Georgia. The objective of the 9.06-acre property is to serve as a multifunctional site including a resource and education center, FAR-31 Business incubator, and grocery. The property site is the former Board of Education and Trade School Facility and will undergo a comprehensive restoration process. The development aims to create a total of 1,400 jobs along with residential and commercial spaces in the city's core. The project's challenges are overall coordination and securing gap funding.

## 2023 TDP COHORT PROJECTS

### MĀHKERS STUDIO - SPEC HOME - ATLANTA, GA

**Location:** 1252 Oakleigh Drive, East Point, GA 30344

**TDP Member:** Winona Satcher

**Capital Need:** \$40,000 Debt Finance



Māhkers Studio is a boutique modular design-build company. In a 25,000 sqft facility, they manufacture shipping containers, energy-efficient affordable housing, and municipal real estate solutions. The factory property provides ample space for current and prospective clients to view units on display. Their clientele consists of real estate developers, small private landowners, nonprofit organizations, and investors in climate technology. Māhkers Studio is seeking funds for the 2024 construction of a single showcase spec modular housing unit. Their key challenges have been marketing and attracting lenders to this innovative and sustainable construction model, as well as acquiring growth capital.

### TRINITY PARTNERS - 2633 PANOLA ROAD - LITHONIA, GA

**Location:** 2633 Panola Road, Lithonia GA, 30058

**TDP Member:** Derrick Holland

**Uses:** 168 housing units, 50% affordable (80% AMI)

**Total Project Cost:** \$39 million

**Capital Need:** \$5 - \$7 million in Project Equity



Trinity Partners is a privately held Metro Atlanta real estate investment and development firm involved in projects such as [Pittsburg Yards](#) and the DeKalb Medical Center. Their current development is a large-scale affordable housing project, which includes a total of 168 units, with 50% of these units designated for individuals or households with an income level equal to or below 80% AMI. The location is undeveloped raw land and is situated in close proximity to several local and national food, beverage, and retail businesses. The original intention of the site is to incorporate a mixed-use development, with the residential component being a significant aspect of the project.



## 2023 TDP COHORT PROJECTS

### THE PEOPLE'S COMMUNITY LAND TRUST - ATLANTA, GA

**Location:** 1016 Washington St, Atlanta GA 30315

**TDP Member:** Zachary Murray

**Capital Need:** See [PCLT site](#) to learn more



The People's Community Land Trust arose from the need to aid a long-term Atlanta resident relocate due to displacement. This collaboration between the Housing Justice League, ATLEJ, and The Guild signifies a commitment to addressing not only the long-term resident's immediate housing needs but also the broader challenges faced by low and moderate-income residents in Atlanta. Over the next two years, this partnership will focus on acquiring and building additional homes to be put into the PCLT, to serve the housing needs of low and moderate-income residents across Atlanta.

### ROBINSON BELL LLC - 6966 POWERS ST - EAST POINT, GA

**Location:** 6966 Powers St, Riverdale GA, 30274

**TDP Member:** Bridgette Robinson

**Uses:** 3 small multifamily properties, coworking/office, maker space, incubator

**Capital Need:** \$500,000 in Project Equity, \$2 Million Debt Finance



Robinson Bell LLC is a local Black-owned and operated real estate management firm in East Point, Georgia. They are developing a 2.96-acre property located near downtown Riverdale and within walking distance of Riverdale Town Center. The vacant site will become a quality live-work community and commercial development consistent with the City of Riverdale's master plan and housing study. The project will cater to low- to moderate-income residents and small businesses in search of affordable retail and office space. The area will include a food truck park, coworking space, maker space, and business incubator. A live-work community will be built to address missing middle housing along with entrepreneurship.

## 2023 TDP COHORT PROJECTS

### W BROTHERS & COMPANY LLC - TAVERN BY THE RIVER - AUGUSTA, GA

**Location:** 224 Sandbar Ferry Road, Augusta, GA 30901

**TDP Member:** Dayon Walker

**Project Cost:** \$400,000

**Uses:** 1,000 sqft commercial kitchen & and 3,000 sqft community gathering and event space

**Capital Need:** \$320,000 Permanent Loan, \$80,000 in Project Equity



W Brothers & Company LLC owns and operates one of the few Black-owned businesses along Augusta's Savannah River, Reserve and Ride Water Sports. It offers fun and recreation for the local community and provides guided jet ski tours detailing local history. W Brothers & Company LLC controls and is rehabilitating a 4,000 sqft commercial site that will house Reserve and Ride Water Sports and create a commercial kitchen, office, community gathering, and event space. The project is located in the historically Black East Augusta community and will be leveraged by local food enterprises and small businesses.

### RACCOON HOGG CDC - HOGG HUMMOCK - SAPELO ISLAND, GA

**Location:** Sapelo Island, GA

**TDP Member:** Reginald Hall

**Uses:** small-scale permanently affordable housing

**Capital Need:** see [Raccoon Hogg CDC site](#) to learn more

**For more info:** see [video by HUD Exchange](#) on Sapelo Island's history and its fight to preserve the last intact Gullah Geechee community in the nation



The Raccoon Hogg CDC was established to plan, develop, evaluate, and analyze reliable strategies for the regeneration and to remedy the systemic deprivation and oppression of indigenous people, specifically on, but not limited to the Gullah Geechee culture on Sapelo Island, Georgia (SIG®) and is named after 2 of the 13 original Ancestral Gullah Geechee Settlements, Raccoon Bluff & Hogg Hummock on SIG. It aims to blend Gullah/Geechee Culture with economic development for a sustainable community while preserving the culture and the environment. Raccoon Hogg CDC is currently fighting proposed amendments to the "Hog Hammock Zoning District" by McIntosh County that would mean the further displacement of its Gullah Geechee residents. It is working to leverage its land holdings to develop small-scale permanently affordable housing for the local Gullah Geechee residents.

# TRANSFORMATIVE DEVELOPMENT PARTNERSHIP COHORT LIST

## 2023 COHORT



Winona Satcher  
Founder & CEO  
**Mähkers Studio**



Ingrid Thompson  
Founder & CEO  
**Nehemiah Project CDC**



Zachary Murray  
Director  
**The People's Community  
Land Trust**



Reginald Hall  
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**Raccoon Hogg CDC**



Raven Thompsons  
Development Manager  
**Benoit Group**



Rev. Fer-Rell Malone Sr.  
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LLC**



Dayon Walker  
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**W Brothers Company  
LLC**



Shawn Edwards  
Executive Director  
**Augusta Land Bank**



Bridgette Robinson  
Founder & CEO  
**Robinson Bell LLC**



Derrick Holland  
CEO  
**Trinity Partners**



Sherrell Byrd  
Executive Director  
**Sowega Rising**



# TRANSFORMATIVE DEVELOPMENT PARTNERSHIP COHORT LIST

## 2020 COHORT



Chenee Joseph  
Executive Director  
**Historic Development  
District Corporation**



Pavan Iyer  
Founder  
**Eightvillage**



Nikishka Iyengar  
CEO & Director  
**The Guild**



Joel Dixon  
Principal  
**Urban Oasis  
Development**



Janis Ware  
Executive Director  
**Summech CDC**



Avery Ebron  
Director  
**The Guild**



Jess Noel  
Visual & Narrative  
Strategist  
**Eightvillage**

## ENDNOTES

1. The Supply of Low-Cost Rentals Continues to Decline. (n.d.). Joint Center for Housing Studies. <https://www.jchs.harvard.edu/son-2023-low-cost-rentals>
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3. Renter cost burdens reach record levels. (n.d.). Joint Center for Housing Studies. <https://www.jchs.harvard.edu/son-2023-cost-burdens-map>
4. Atlanta Region Eviction Tracker - Metro Atlanta Housing Strategy. (2020, August 31). Metro Atlanta Housing Strategy. <https://metroatlhousing.org/atlanta-region-eviction-tracker/>
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# Thank you

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