





January 11, 2018

ENVISION NAPIER AND SUDEKUM

In July 2016, Nashville was one of 10 cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD). The \$500,000 grant is funding a comprehensive neighborhood planning process for Napier Place, Sudekum Apartments and the surrounding area focusing on four core goals — People, Education, Housing and Neighborhood. Through these core goals, resident and community-led efforts looked to establish a Transformation Plan that outlined strategies for cradle-to-grave education, economic self-sufficiency, health and wellness, and crime and community safety. In addition, by leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier and Sudekum is to provide a framework to accomplish the following:

- · Ensure a strict one-for-one replacement of the 821 traditional subsidized units
- Establish a mixed-income, mixed-use community that will welcome, support and improve opportunities for new and existing residents
- · Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and leverage other local initiatives like Let's Move Nashville, Nashville Promise Zone, NashvilleNext and Nashville Green and Complete Streets Plan

The Draft Transformation Plan provided here outlines all of the work completed since the official launch in November 2016. While resident and community input has already been captured in this draft plan through seven Community Advisory Group (CAG) Meetings, five Resident Only Meetings, five Public Town Hall Meetings, more than 31 Work Group Sessions, three Community Design Charrettes and four Community Engagement Events, planning is not complete. Over the next few months until the final document is submitted to HUD in June 2018, residents and community partners will continue to refine and finalize the People Plan and be provided opportunities in the February 2018 and May 2018 Resident Only and Public Town Hall meetings to review and provide comments to the Housing and Neighborhood plans. Furthermore, MDHA residents will be engaged in a series of Capacity Building workshops starting in February.

Opportunities remain to get involved as we work toward a final Transformation Plan, and begin looking forward to implementation of Envision Napier and Sudekum.

Contact Envision Napier and Sudekum at ChoiceNeighborsENS@nashville-mdha.org with any questions or comments, or get involved.

MDHA and the Martha O'Bryan Center thank those that have already participated and look forward to continued collaboration as we turn to the final Transformation Plan for Envision Napier-Sudekum in June 2018.

James E. Harbison, Executive Director

Janes E. Harlon

Metropolitan Development and Housing Agency





ENVISION NAPIER SUDEKUM TRANSFORMATION PLAN

Choice Neighborhood Planning Grant









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ACKNOWLEDGMENTS

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1 EXECUTIVE SUMMARY

In July 2016, Nashville was one of ten (10) cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD). The Metropolitan Development and Housing Agency (MDHA) served as the lead grantee and Martha O'Bryan Center (MOB) as the co-grantee. MOB was also responsible for leading the People planning component of the Transformation Plan. MDHA engaged a Design Team to help lead the Neighborhood and Housing components. As outlined by HUD, the Choice Neighborhoods Initiative is a competitive grant program designed to address struggling neighborhoods with distressed public housing. This will be implemented through a comprehensive approach of channeling public and private investments services. educational programming, crime prevention, transportation and infrastructure with the specific requirement of improving affordable housing.

The \$500,000.00 grant funded a comprehensive neighborhood revitalization plan for JC Napier Place Homes (Napier) and Tony Sudekum Apartments (Sudekum) as well as the surrounding neighborhoods. The target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville. The boundaries of the target neighborhood are defined by Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west. By leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier-Sudekum is to provide a framework to accomplish the following:

- Ensure a 1 for 1 replacement of the 821 traditional public housing units, which include 443 units at Sudekum and 378 units at Napier
- Prioritize a resident and community driven planning process
- Establish a mixed-income, mixed use community that will welcome, support and improve opportunities for new and existing residents.
- Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and leverage other local initiatives

Planning Focus Areas

People: Support positive outcomes for families who live in the target developments and the surrounding target area, particularly outcomes related to residents' health, safety, employment, mobility and education.

Education: Support the on-going development of and access to comprehensive educational initiatives that impact all families that reside within the target area, with focus ranging from early childhood education and grade school programming, to high schools, colleges and adult education.

Housing: fransform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term.

Neighborhoods: Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, public assets, public transportation and improved access to jobs.

PLANNING CONTEXT

Nashville is a fast growing and rapidly diversifying city. The urban core neighborhoods have become progressively more attractive to new development with significant property value increases over the last few years. This has put a lot of pressure on the adjoining neighborhoods to redevelop and create needed affordable housing. The Envision Napier Sudekum Choice Neighborhood target area is facing similar challenges. The distressed public housing sites of Napier and Sudekum, along with all the existing vacant and underutilized properties, provides a huge opportunity to direct some of the growth towards South Nashville. Other major challenges include safety, connectivity and lack of proper amenities and services.

Metro Nashville and Davidson County have continuously been recognized as leaders in community planning efforts and by using multiple studies have helped develop a comprehensive growth strategy for Nashville which includes:

- NashvilleNext
- nMotion



- Let's Move Nashville
- Nashville Green and "Complete Streets" Plan and Guidelines
- Nashville Promise Zone

The main objective of the ENS planning effort was to build upon the past and existing plans to develop a community-driven Vision, addressing the challenges and needs of the residents and community, and to create a Plan to implement the Vision.

PLANNING PROCESS OVERVIEW

Officially launching in November 2016, the Choice Neighborhoods Envision Napier Sudekum planning process consisted of twenty months of intense, community driven efforts to revitalize and redevelop South Nashville. Multiple committees and Work Groups were formed to ensure maximum participation and engagement of the community leaders, stakeholders and residents. MDHA and the Design Team offered various opportunities for community involvement during the process and utilized multiple interactive charrettes and events to encourage residents to become part of the planning. To date the process included, 7 Community Advisory Groups (CAG) Meetings, 5 Resident-only Meetings, 5 Town Hall Meetings, 31 Work Group sessions and 3 Community Charrettes.

OUR VISION

Neighborhood Plan

The main outcome of the Neighborhood Plan was the creation of a Neighborhood Framework which would help guide the redevelopment of the area to achieve the community vision. The community partners and residents worked hand in hand to develop the overall framework and is illustrated in Figure 1. The Framework Plan strategies focused on:

- Create a connected street network and identify priority roads for improvements
- Create a network of multiple recreational and green open spaces, including a linear park along Browns Creek and the proposed new Central Park at the heart of the new redeveloped Napier Sudekum community.

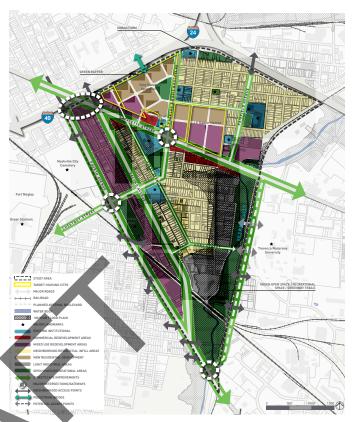


Figure 1. Neighborhood Framework Plan

- Transit improvements along Lafayette Street based on the recommendations of nMotion and Let's Move Nashville, with a potential transit stop at the intersection of Charles E. Davis Boulevard and Lafayette Street and a transit hub at the junction of Fourth Avenue and Lafayette Street based on the new transit routes.
- Adding more retail and commercial services with the proposed mixed-use blocks and creating a community service hub by placing the Napier Community Center next to the Pruitt Public Library and creating a regional destination.
- Incorporating mixed-use and a mix of housing typologies.
- Neighborhood preservation and improvements
- Gateway identification and improvements to enhance neighborhood identity
- Incorporating sustainability measures and energy efficient design elements, including adhering to meet the requirements for certification under the Leadership in Energy and Environmental Design (LEED) for the Neighborhood Development (LEED-ND) Program and Homes.



Figure 3. Conceptual Site Development Plan

Housing Plan

The preferred Site Plan for Napier Sudekum assumes the acquisition of the Lafayette Street frontage and plans for about 1,800 - 2,000 housing units with housing choices ranging from one-bedroom to five-bedroom units and including a 1:1 replacement of the 821 existing affordable apartments. The remaining units are workforce housing and market-rate apartments. The Site Plan explores a mix of uses and housing typologies, with denser mixeduse blocks located along Lafayette Street, transitioning to townhomes that will be more compatible with the surrounding residential neighborhood. There is an opportunity to acquire and develop some of the vacant sites within the overall target neighborhood as single family infill residential. The recommended housing mix also includes garden apartments and urban apartment buildings with enclosed corridors.

A variety of infrastructure improvements such as, transportation and utility upgrades, are needed to support housing developments. The ENS Plan proposes the integration of a Complete Streets framework throughout the Napier and Sudekum communities to provide pedestrian and vehicular travel to and through the community. Incorporation of sidewalks and crosswalks are also critical to ensure a safe pedestrian environment. Specific Complete Streets improvements for Charles E. Davis Boulevard, Cannon Street and Lafayette Street have been developed as part of the ENS Plan.

As safety was one of the prime concerns of the residents, Crime Prevention Through Environmental Design (CPTED) principles were incorporated in the Site Plan and housing design.



Figure 4. Rendering of the New Redevelopment at Napier Sudekum

People Plan

The main objective of this plan component was to make certain every individual within the community has the ability and undeterred access to economic prosperity and preparedness; a safe and welcoming environment; a healthy living and lifestyle and opportunities for continued education and development.

A People Work Group, made up of service providers, residents and community members, was established to evaluate the needs and wants of the community within the areas of crime, employment, healthcare and social/supportive services. It was determined at the beginning of planning that a separate and distinct Education Work Group, made of service providers, public school representatives, residents and community members should be formed in order to better evaluate the cradle to grave educational needs of the community. Through

the resident Needs Assessment both Work Groups were able to establish baseline metrics and identify gaps and needs in services across their respective focus areas. As planning continued, Work Groups evolved into task forces focused on topic-based goals and strategies and the format gave way to targeted meetings led by community identified implementation partners. The strategies and implementation projects created within the People component of Envision Napier Sudekum are organized under the topic-specific categories of:

Economic Self-Sufficiency

- Establish a "One-Stop Shop" in order to facilitate a pathway to success for education, development and employment
 - a. Establish an Employment and Economic Self-Sufficiency One-Stop Shop
 - b. Establish a database of employers willing to work with second chance employees

- c. Partner with local employment-related service providers to establish a comprehensive and replicable job training curriculum
- d. Establish a comprehensive mentor program to assist with job readiness, training/shadowing and placement services
- e. Establish a centralized career mapping tool
- 2. Establish a Community Coalition of services to provide outreach and awareness for currently established providers in the community
 - Develop and distribute a survey to all community agencies/non-profit providers to catalog available services
 - b. Establish a comprehensive communication strategy to advertise available services throughout the community
 - Establish a centralized hub to serve as the destination location for information on available resources and services
 - d. Create and fund a Staffing Plan dedicated to the administration of the coalition and serving as a point of contact within the community for residents and partners

Crime and Community Safety

- Establish a comprehensive Community Safety Initiative
 - a. Establish a Neighborhood Watch Program
 - b. Establish intentional community policing opportunities
 - c. Incorporate Defensible Design Principles within community design guidelines
 - d. Establish an area Merchants Association
 - e. Partner with neighborhood and resident associations to establish elements of advocacy and enforcement within lease agreements and association by laws

Community Health and Wellness

- Seek public-private partnerships and development opportunities to address community health and wellness
 - Partner with existing healthcare providers to expand the capacity of a clinic to incorporate new specialties
 - b. Establish comprehensive pharmacy services

- within the target community
- Establish a community based urban garden/ farmer's market
- Establish a full-service grocery store within the community
- e. Establish a comprehensive health and recreation facility within the community
- f. Establish a healthy living educational campaign targeting youth and adults
- g. Incorporate design elements within the Development Plan that will promote healthy and safe living

Educational Development and Training

- 1. Increase quality and access of early education programming
 - a. Utilize an annual survey to gauge current and projected capacity of existing childcare providers
 - b. Partner with local institutions (e.g., churches, community center and library) to incorporate early education within their programming services at existing facilities
 - c. Establish an in-home childcare training program
 - Build a new, comprehensive Early Learning Center
- 2. Expand after school and summer programming
 - a. Partner with Metro Nashville Transit Authority, Metro Nashville Public Schools and local service providers to establish new transportation routes and schedules to enhance access to resources outside of the target area
 - b. Partner with local institutions (e.g., churches, community center and library) and existing youth development providers to incorporate and/or expand early education within their programming services at existing facilities
 - Attract new youth development providers to the community
- 3. Increase parent and community engagement
 - a. Establish partnerships between MTA and MNPS to expand transportation services
 - b. Establish a comprehensive communication strategy
 - c. Establish satellite meeting location and information hubs

- 4. Promote technology access and digital literacy training for all ages
 - a. Incorporate digital literacy training within youth development and job training curriculum
 - b. Partner with internet providers to expand affordable internet access

IMPLEMENTATION PLAN

Successful implementation of a Plan this comprehensive could take several years of continued investment by public and private partners. It is critical to build a governance structure of key partners who are deeply engaged, can provide long-term investment and can measure change to ensure accountability and success. With this structure in place, the partnership will have a framework to make decisions, allocate resources, quarantee accountability, communicate with the public and sustain citizen and resident engagement. As part of this structure, the Community Advisory Group will continue to guide and promote the multi-faceted elements of the Transformation Plan. It will work closely with the Napier-Sudekum Neighborhood Implementation Group, comprised of the lead entities for each of the Plan components. Neighborhood - Metro Nashville, Metro Council, Mayor's Office and MDHA; People - Martha O'Bryan Center and MDHA; and Housing – MDHA.

The proposed new development of this size, with a commitment to minimizing resident disruption, will be built in multiple phases over the course of 15-20 years. The Phasing Plan will evolve with the availability of funds, off-site relocation opportunities and on-site improvements. It will be complemented with the development of the Relocation/Re-occupancy Plan.

MDHA has identified multiple funding sources and will continue to work with local, state and federal agencies, non-profit partners, philanthropic organizations, businesses and other community stakeholders to assemble and leverage the resources required to realize Envision Napier Sudekum.

Various early action projects are already underway as a result of the community partnerships and include:

Community Events and Capacity Building Initiatives, including:

- 1. Street Fest
- 2. Nashville Night Out Against Crime
- 3. Bridging the Gap Resource Fair
- Land-banking (on-going)
- In 2017, MDHA and MNPD-Hermitage Precinct signed a one-year MOU where MDHA would fund up to \$100,000.00 in dedicated police overtime work focused specifically on community policing measures such as bike patrols throughout the neighborhood and attending community events. Pending year one results, partnership will continue on annual basis.
- Starting in 2017, MDHA allocated up to \$250,000.00 to install over 200 surveillance cameras throughout Natier and Sudekum, in partnership with MNPD.
- In 2017, Metro Nashville Mayor Megan Barry approved 77 new officers, with 22 officers dedicated to community policing efforts throughout the city.
- Starting this past fall 2017, the Church of the Messiah taunched a capital campaign to fund the expenses needed to retrofit portions of their existing building to accommodate childcare, with the focus on providing after hours childcare services. Planning is on-going, with a goal to initiate services in 2018.
- In November 2017, the ConnectHome Initiative, in partnership with Jobs Plus Nashville and Comcast, established an initiative to remove barriers to internet access. While hosting this community event, the initiative provided a venue for residents to request forgiveness of debt older than 12 months, clear collections/charge off's with the Credit Bureau, set up new accounts, set up installation appointments and receive 3 months of free internet service.
- Starting in Spring 2018, United Neighborhood Health Clinic will offer pediatric services at the Napier clinic location.
- Starting in Spring 2018, through a partnership between United Neighborhood Health Clinic and Pruitt Discount Pharmacy, with assistance from MDHA, pharmacy services will be offered at the Napier Clinic - becoming the only physical pharmacy within the target area.

ENS Strategic Recommendations and Next Steps

The following outlines key steps and critical path items that MDHA will need to complete within the next two years to start the implementation of the Plan. Build out of the entire plan will take approximately 15-20 years, depending on market absorption and financing. Key steps and critical path items are listed in order of priority or required sequencing, with notations (*) included for items that include a cost for completion.

2018-2020

- Receive HUD approval on Transformation Plan
- Initiate land acquisition strategy or establish privatepublic-partnerships for key parcels along Lafayette Street frontage and ones identified for the HUB*
- Complete Infrastructure Study*
- Initiate Community Plan amendment process

- Initiate Re-zoning (Specific Plan-SP)*
- Develop Design Guidelines*
- Identify and establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community
- Finalize MOU with Metro Parks for new community center and management of new park
- Finalize MOUs with People Plan Implementation Partners
- Work with the Mayor and Metro Government to secure infrastructure funding
- Refine Financing Plan, engaging experienced mixedfinance coursel*
- Refine Phasing Plan based on infrastructure study and other relevant site surveys
- Prepare Relocation Plan

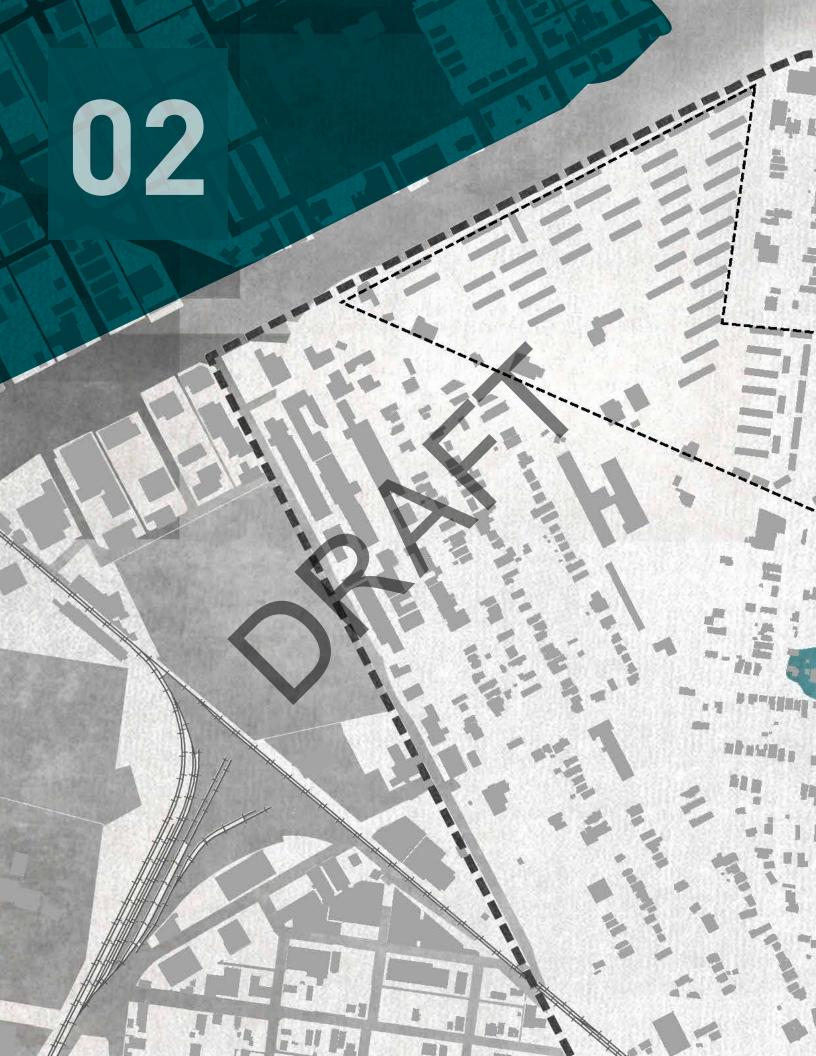
Refine Phase I project and initiate construction



Figure 5. Potential Street Improvements for Charles E. Davis Boulevard









2 PLANNING OVERVIEW

INTRODUCTION

In July 2016, Nashville was one of ten (10) cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD) The Metropolitan Development and Housing Agency (MDHA) served as the lead grantee and Martha O'Bryan Center (MOB) as the co-grantee. MOB was also responsible for leading the People planning component of the Transformation Plan. As outlined by HUD, the Choice Neighborhoods Initiative is a competitive grant program designed to address struggling neighborhoods with distressed public housing through a comprehensive approach of channeling public and private investments services, educational programming, prevention, transportation and infrastructure with specific requirement of preserving affordable housing.

The \$500,000.00 grant funded a comprehensive neighborhood revitalization plan for JC Napier Place

Homes (Napier) and Tony Sudekum Apartments (Sudekum), as well as the surrounding neighborhood. The target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville (Figure 7). The boundaries of the target neighborhood are defined by Interstate 40 to the North and East, the railroad to the South, and 4th Avenue to the West. By leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier-Sudekum is to provide a framework to accomplish the following:

 Ensure there is a 1 for 1 replacement of the 821 traditional public housing units, which are broken down to 443 units at Sudekum and 378 units at Napier

Prioritize resident and community driven planning process



Figure 7. Map showing the overall Envision Napier Sudekum Choice Neighborhood target area



Figure 8. JC Napier Homes Apartments

- Establish a mixed-income, mixed-use community that will welcome, support and improve opportunities for new and existing residents.
- Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and take advantage of other local initiatives

PLANNING FOCUS AREAS

HUD has built the Choice Neighborhoods program to focus on three core goals: people, neighborhood and housing. In some instances HUD has worked with a local Choice Neighborhoods Planning grantee to add additional core goals when appropriate. In consultation with HUD staff after initial evaluation of target area conditions and following their site visit on November 18, 2016, the education component of the People core goal was elevated to be a free standing core goal.

That addition has led Envision Napier Sudekum (ENS) to be structured around four core goals, which are as follows:

People: Support positive outcomes for families who live



Figure 9. Tony Sudekum Apartments

in the target developments and the surrounding target area, particularly outcomes related to residents' health, safety, employment, mobility and education.

Education: Support the on-going development of and access to comprehensive educational initiatives that impact all families that reside within the target area, with focus ranging from early childhood education and grade school programming, to high schools, colleges and adult education.

Housing: Transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term.

Neighborhood: Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, public assets, public transportation and improved access to jobs.

WHY ENVISION NAPIER SUDEKUM NOW?

Nashville is a fast growing, rapidly diversifying population, with over one million new residents expected in the Nashville region within the next 25 years. As a part of that growth, the urban core neighborhoods of Nashville have become increasingly attractive to new development. These



changes in the housing market are making Nashville less affordable, particularly for renters and low-income households. The number of households burdened by high housing costs (defined as spending 30 % or more of gross income on rent or mortgage) has increased over the past 10 years, affecting 86,000 households in 2013. Declining affordability has affected both renters and owners,16 % of households were severely cost burdened (spending more than 50 % on rent or mortgage) in 2007–2011.

Neighborhoods within the ENS target area, to the south of Napier Sudekum such as Wedgewood-Houston and Chestnut Hill, which have seen significant new development and price increases in the last five years. That development has largely been driven by the attractive location, with its proximity to downtown, and combination of appealing housing stock and developable vacant lots.

Both Napier and Sudekum public housing developments meet the definition of severe physical distress. The total estimated current rehabilitation cost for all units would be \$114,121,688.00. Structurally, building within Napier and Sudekum requires significant rehabilitation and retrofit to render the structures safe and sanitary for housing. Regarding design deficiencies, the target sites include inappropriate building design, site layout and street connectivity. The construction of Napier (1941) and Sudekum (1953) dramatically changed the neighborhood and disrupted the character and street grid of the former single-family home community. The construction of Interstate 40, which forms the north and east boundaries of the target neighborhood, further eroded connectivity to the rest of the city and created both physical and psychological barriers to downtown Nashville. In addition, the area housing includes fundamental design deficiencies with regards to inadequate room size and unit configurations. Finally, the public housing developments are not properly fitted in order to provide accessibility for people with disabilities in individual units, entranceways and common areas.

Envision Napier Sudekum has resulted in a community-led vision for the redevelopment of Napier Sudekum as a mixed income community that increases affordable housing availability and stimulates other neighborhood improvements that support positive outcomes for residents from all sectors of the community. The plans seek to address not only the physical design needs of the

community, but also the social, economic and educational needs of the neighborhood by taking a comprehensive approach to building a cohesive community.

NASHVILLE PLANNING CONTEXT

Metro Nashville and Davidson County have for many years been recognized as a leaders in community planning efforts, focusing on strong community engagement and leadership in the planning process. Nashville has adopted a planning model that utilizes a master planning guide called the Community Character Manual, which provides direction and alignment for Community Plans in fourteen distinct planning communities. These Community Plans are future planning documents adopted by the Metropolitan Planning Commission that describe the role each community plays in realizing the overall vision of the County - what residential, commercial, office and open space each community will house for the County. These plans are updated every 5-10 years and can also be amended as necessary, with input from community members, private investors, local institutions and other Metro agencies. The process for updating community plans is open to the public and includes significant community participation.

i. NashvilleNext

Adopted by the Metro Planning Commission on June 20, 2015, NashvilleNext

[https://www.nashville.gov/Government/NashvilleNext.aspx] is a plan created by Nashvillians to guide how and where the city grows over the next 25 years. NashvilleNext was awarded the 2016 Daniel Burnham Award for a Comprehensive Plan in the American Planning Association's National Planning Excellence Awards.

The creation of NashvilleNext encompassed three years of community engagement and involved over 18,500 participants. Built on the community's goals and vision the plan intends to build on the unique strengths of the city and Nashvillians. The NashvilleNext plan focuses on creating opportunity for all, expanding accessibility, creating economic prosperity, fostering strong neighborhoods, improving education, championing the environment and being Nashville.

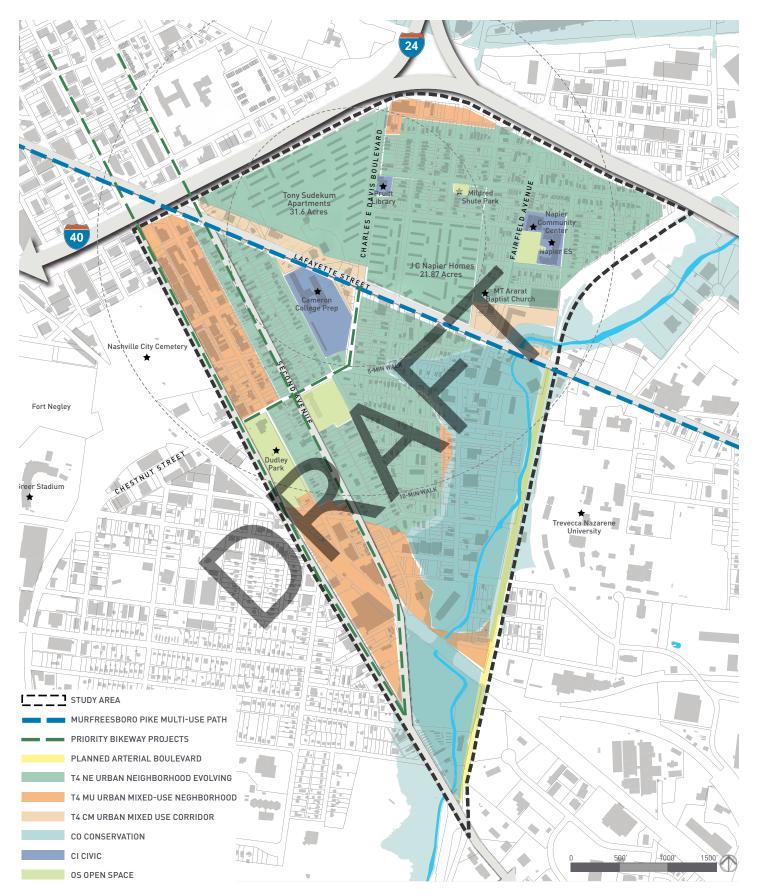


Figure 10. Maps showing NashvilleNext Opportunity Zones and Other Proposed Improvements

This planning work was done in conjunction with the fourteen Community Planning Communities, and served as an update to their existing plans, resulting in a new, coordinated comprehensive plan for Davidson County. Some of the most pressing issues identified by the community in the NashvilleNext process include:

- Preserving neighborhoods, while building housing close to transit and jobs
- Protecting rural character and natural resources
- Creating walkable centers with jobs, housing and services in suburban and urban areas
- Expanding walking, biking and transit
- Making the city affordable for all Nashvillians

The target area for Envision Napier Sudekum was primarily identified as three opportunity zone types in the South Nashville Community Plan for NashvilleNext:

- Urban Neighborhood Evolving (NE) Intended to create and enhance urban residential neighborhoods that provide more housing choices, improved pedestrian, bicycle and vehicular connectivity and moderate to high density development patterns with shallow setbacks and minimal spacing between buildings. NE areas are served by high levels of connectivity with complete street networks, sidewalks, bikeways and existing or planned mass transit. NE policy may be applied either to undeveloped or substantially underdeveloped "greenfield" areas or to developed areas where redevelopment and infill produce a different character that includes increased housing diversity and connectivity. Successful infill and redevelopment in existing neighborhoods needs to take into account considerations such as timing and some elements of the existing developed character, such as the street network and block structure and proximity to centers and corridors.
- Urban Mixed Use Neighborhood (MU) Intended to preserve, enhance and create urban, mixed use neighborhoods with a development pattern that contains a variety of housing along with mixed, use, commercial, institutional and even light industrial development. MU areas are served by high levels of connectivity with complete street networks,

- sidewalks, bikeways and existing or planned mass transit.
- Urban Mixed Use Corridor (CM) Intended to enhance urban mixed use corridors by encouraging a greater mix of higher density residential and mixed use development along the corridor and placing commercial uses at intersections with residential uses between intersections. Creating buildings that are compatible with the general character of urban neighborhoods and a street design that moves vehicular traffic efficiently while accommodating sidewalks, bikeways and mass transit.

ii. Other Planning Initiatives

Nashville Green and Complete Streets Plan and Guidelines

[http://www.nashville.gov/Public-Works/Getting-Around-Nashville/Complete-Streets.aspx] Metro Nashville government has adopted a series of plans and policies to outline a comprehensive complete streets strategy that is inclusive of green infrastructure elements. The intent of these documents is to guide Metro departments on the construction and maintenance of public streets to improve environmental quality and enable safe access for people of all ages and abilities, regardless of their mode of transportation.

- Metro Public Works Traffic Signal Optimization Project
 - [http://www.nashville.gov/News-Media/News-Article/ID/4773/Metro-Public-Works-Implementing-New-Signal-Timing-and-Traffic-Management-System.aspx] The project consists of the implementation of signal prioritization for transit vehicles along corridors to include Murfreesboro Pike and Nolensville Pike within the Target Area footprint.
- Nashville Promise Zone (https://portal.hud.gov/hudportal/documents/huddoc?id=Nashville
 Zone 3rd.pdf) The Nashville Promise Zone comprises
 46-square miles, including the neighborhoods just south, east and north of Nashville's central business district. MDHA serves as the lead organization, having public housing developments throughout the Promise Zone. MDHA is working in partnership with the

Mayor's office, six implementation partners and more than 87 supporting partners from government, local institutions, nonprofits and community organizations. MDHA and its partners have identified six goals to improve the quality of life and accelerate revitalization within the Promise Zone:

- o Create Jobs
- o Spur Economic Activity
- o Expand Educational Opportunities
- o Reduce Violent Crime
- o Increase Access to Quality Affordable Housing
- o Improve Community Infrastructure

• Let's Move Nashville: Metro's Transportation Solution

[http://letsmovenashville.com/plan/] The Metro's Transportation Solution is Metro's in-depth plan for a multi-modal system of interconnected bus, light rail, driving, biking and walking options. nMotion process confirmed a collective desire to incorporate rail, which led to Metro engaging a team of renowned transit experts from around the country to bring the best practices and technologies to the Nashville region and develop this Plan:

- Launches a Frequent Transit Network, which provides service 20 hours each day with unmatched frequency and convenience on the city's busiest bus routes, as well as four new crosstown routes.
- Brings more convenient and reliable service to existing local routes and upgrades four routes to rapid bus service, making trips faster.
- Introduces highly-efficient light rail transit to Nashville, with four new lines running in and out of downtown, including to the airport, and a fifth that uses an existing but underutilized freight rail track along the Northwest corridor.
- Uses on-demand technology to connect neighborhoods with transit stops and provides more and better transportation options to our elderly, disabled, youth, and disadvantaged citizens.

 Creates Neighborhood Transit Centers across the city, community hubs offering everyone easy access to the entire system.

This plan identifies Murfreesboro and Nolensville as potential light rail transit corridors.

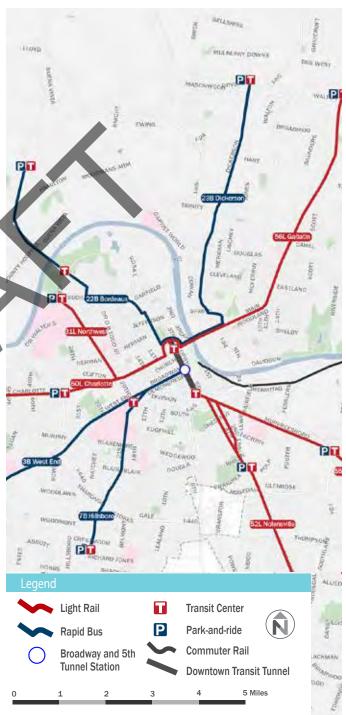


Figure 11. Light Rail and Bus Rapid Transit Concept of Let's Move Nashville. Source: Transit Improvement Program, December 13, 2017

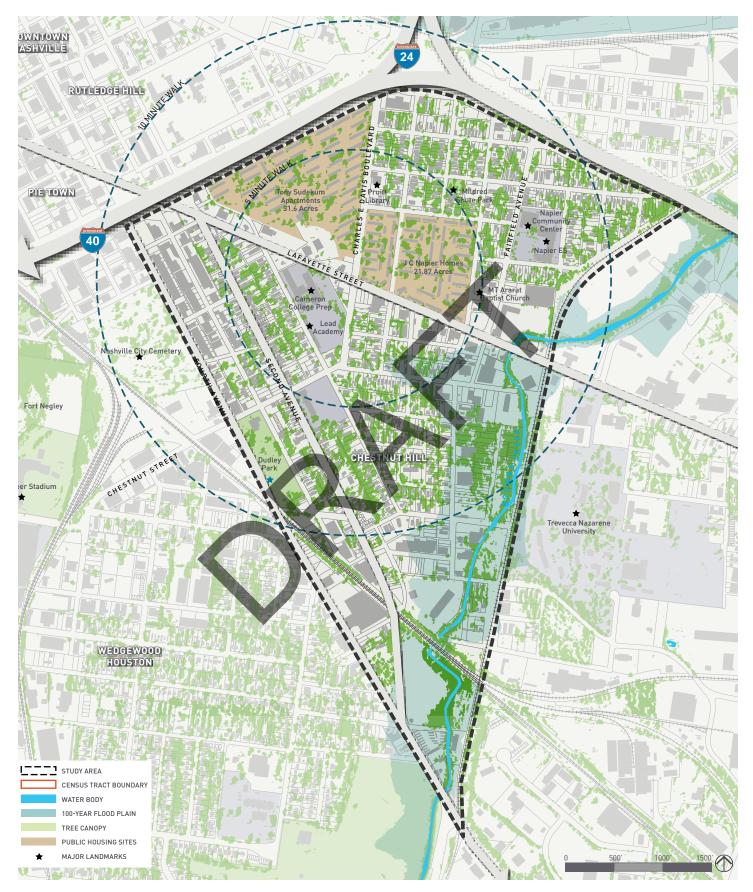


Figure 12. Neighborhood Context

COMMUNITY CONTEXT

The Envision Napier Sudekum target area is located in a convenient, central location on the southern edge of downtown Nashville. It has immediate access to Interstates 24 and 40 and other major transportation corridors. The boundaries of the target neighborhood are defined as Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west, as illustrated in Figure 12 on Page 24.

Neighborhood assets include the United Neighborhood Health Clinic (the only comprehensive health clinic within a 10 minute walk of the target area), Napier Elementary School, Cameron College Prep/Lead Academy, Pruitt Library, Harvest Hands Community Development Corporation (providing after school services), Napier Community Center, several churches (including Church of the Messiah, St Luke, Mt Ararat, and Claiborne Family of Faith), Youth Encouragement Services/Wayne Reed Christian Childcare, Safe Haven Family Shelter, Trevecca

Nazarene University, work force development programs (though Maximus and Jobs Plus) and the Martha O'Bryan Center (co-grantee).

Within the larger target area, there are no other neighboring multifamily developments with housing styles consisting of single family, duplex, triplex, quadplex and condos. In addition the target area is bordered to the east by largely industrial areas and to the west by the primary commercial corridor – Lafayette Street. The area is designated as a food dessert, with limited food service options and limited availability to fresh food and produce. There is only one health care clinic within a 10 minute walk of the target area and zero banks within the target area.

i. Overall Envision Napier Sudekum Planning Area

History of the Area

The Envision Napier Sudekum target area is located within the broader South Nashville community. In addition to Napier and Sudekum, South Nashville contains neighborhoods such as Chestnut Hill, Wedgewood-Houston and the Fairgrounds. The target area's close proximity to downtown has ensured it has been a fixture in Nashville's history.

Before settlement by Europeans in the late 1700s, Native American groups valued this location for its rich hunting grounds and agreed that they all could use the land and pass through, but should not settle there. Between the European settlement and into the 1800s much of the area was used as farmland. The City Cemetery was established in 1822 just along the western boundary of the target planning area. The cemetery contains the graves of many early Nashville civic leaders, including the late Governor William Carroll, Nashville's founder James Robertson and his wife Charlotte.

The overall neighborhood was a well-known place during the Civil War. Fort Negley, located immediately adjacent to the target study area, was the largest inland stone fortification constructed during the Civil War and is the most important of the fortifications built by Union forces after Nashville fell in 1862. Purchased by the city in 1928, Fort Negley is now a public park that includes a Visitors Center, which provides historical education services.

The South Nashville Community is also important in Nashville's African-American history. Shortly after the Civil War, the area known as Trimble Bottom (now Chestnut Hill) developed as a community of African-

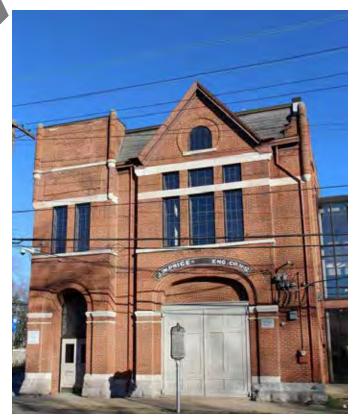


Figure 13. J. W. Price Fire Hall- Historic Asset in the Target CN Area



Americans. Chestnut Hill is rich in African-American educational history, including the development of Central Tennessee College and Walden University. This area was also home to the original campus of Meharry Medical College. The Hubbard House on First Avenue South is the last remaining building of the original Meharry campus and is listed in the National Register of Historic Places.

The evolution of transportation in Nashville heavily influenced the development of South Nashville and its neighborhoods. The impact of railroad development in South Nashville is extremely important to the community's history and current development pattern, as railroads became natural barriers between neighborhoods. The development of railroads also drove much of the early housing development in the southern section of this plan's target area, as that development created need for new worker housing and related services.

Before mass car ownership 4th Ave/Nolensville Pike was a major transportation corridor. It began as a stagecoach line, which operated until 1910 and eventually hosted a streetcar line that ran from the late 1890s until 1941. The early development of three major historic turnpikes—Lebanon Pike, Murfreesboro Pike and Nolensville Pike—brought vehicular traffic and commercial development to the area. By the mid-1900s car ownership dramatically changed these neighborhoods, shifting major corridors to become regional commercial nodes.

The construction of the Interstate network in Nashville created additional barriers isolating the target community from other parts of town. The Interstate accelerated suburban development patterns, which pulled the growing population and resources away from inner city communities.

Neighborhood Demographics

Within the larger target area, poverty is extensive at 72.24%. Furthermore, vacancy rates hover around 5.58. The median age is 21.6, with 62% female and 38% male. Per the three-year Census Track data, 95% of residents report as African-American. The median household income of the area is \$11,548, with 94% of residents reporting household income under \$50,000.00 and the poverty rate of the area at 80.5%. The poverty rate of the target area is more than double the rate of Nashville-Davidson County (18.6%).

Neighborhood Conditions

The target neighborhood is comprised of diverse land uses. The majority of the residential areas are located in the northern and western parts of the study area. Light industrial properties are primarily located on the southeastern side, following Browns Creek, while commercial areas are located mostly along Lafayette Street and the northern side of Fourth Avenue. There is a substantial amount of vacant properties within the industrial zone, along with residential vacant parcels more evenly spread out throughout the neighborhood, as illustrated in Figure 14.

Napier Homes and Sudekum Apartments house most of the multi-family apartments in the study area and are in distressed condition. Single family homes account for the majority of the remaining housing stock, with some duplex, triplex, quadplex and condos spread throughout. The southwestern areas of the neighborhood have experienced a lot of new residential infill development and investment in the last five years, incorporating newer and modern housing style within the existing neighborhood fabric.

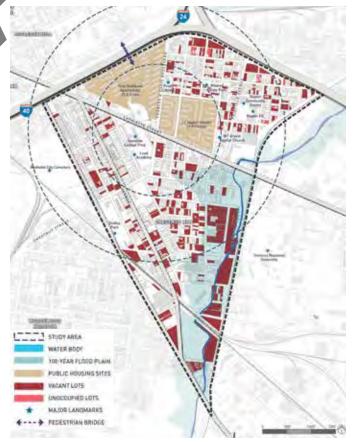


Figure 14. Vacant and Unoccupied Properties

Existing Residential Character

The target area neighborhood contains various architectural styles, specifically along Second and Third Avenues. Late 1800's Victorian homes are mixed with new development. The modern homes are predominantly abstract in nature in their box shapes and use of materials and tend to be row house development to add density.



Figure 15. Image Illustrating Existing Neighborhood Architectural Character



Figure 16. Image Illustrating New Development Character within the Neighborhood

Commercial Services

Most of the commercial services are located along Lafayette Street, running east/west, providing the residents with a commercial corridor of fast food restaurants, convenience stores and some retail. In addition, Fourth Avenue also has some retail and commercial properties. The residents and community members have expressed a real need for additional services such as, access to fresh food and grocery, child care centers and pharmacies.

Education Services

Sixty-two schools serve the children (ages 5-18) within the target neighborhood, with a large majority of students attending Napier Elementary Enhanced Option. Napier has been identified as a low-performing priority school due to low Tennessee Comprehensive Assessment Program test scores. During the 2014-2015 school year, the majority of Napier Elementary students demonstrated basic or below basic proficiency in Math (76.9%), Reading Language Arts (86.9%) and Science (82.7%).

Community Services

The neighborhood has a strong presence of religious institutions, with around eighteen churches spread throughout the area. There is one clinic, Neighborhood Health, that caters to the community but additional health



Figure 17. Commercial along Lafayette Street



services would be valuable. Harvest Hands Community Development is located few blocks away from the target housing sites and provides services such as healthy living, education, spiritual formation and economic development. Napier Sudekum is also served by Martha O'Bryan Center, which offers assistance to the residential youth and adults through work, education, employment and fellowship. In addition, the Nashville Public Library Pruitt Branch is located between Napier and Sudekum Apartments, along Charles E. Davis Boulevard and serves as a major anchor in the community.

Parks & Recreation

Dudley Park is the largest park in this neighborhood, located on the southwestern side along Fourth Avenue. It features a walking trail circling an open field, a small playground area and picnic tables. The closest park to Napier and Sudekum is Mildred Shute Park, a small corner park that includes a playground and benches. Browns Creek running along the eastern side of the site is currently a hidden asset for the target area. It has the potential to become both a landscape amenity and the catalyst for the redevelopment of the vacant industrial parcels adjacent to it.

Cultural Resources, Historic Assets, Amenities

The neighborhood also has multiple historically significant buildings located within the study area. As mentioned earlier, the target neighborhood area was the original site of Meharry Medical College. The Hubbard House, built in 1921, was owned by the founder of Meharry, Dr. George Hubbard, who headed the school for 44 years. It was designed by the prominent African American architect, Moses McKissack, and listed on the National Register of Historic Places. Additionally, the area is dotted with Victorian style homes owned by former Meharry physicians.

Other buildings in the target area listed on the National Register of Historic Places include:

- Cameron School which was constructed as part of the New Deal
- St. Patrick's Church, an 1890's Second Empire style building, which is one of two remaining buildings of this style in Nashville.

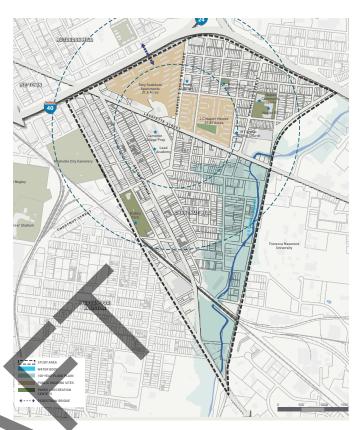


Figure 18. Neighborhood Recreational Assets



Figure 19. Historical Assets - Hubbard House and St. Patrick's Catholic Church



Street/Transit/Pedestrian/Bicycle Infrastructure

The bones of Nashville's street grid network are apparent in the study area. There are opportunities to provide better connectivity by adding street connections within larger contiguous parcels such as the Sudekum and Napier properties as well as some of the Chestnut Hill properties adjacent to Second Avenue. Lafayette Street serves as a major East-West connector while Second and Fourth Avenues (both one-way) serve as the primary North-South connections into downtown Nashville. The interstates (I-24, I-40, and I-65) carry large traffic volumes regionally, however, serve as major barriers for this neighborhood in regards to the local traffic network. The dead-end streets within the study area, as well as the at-grade railroad crossings in the southern portion of the study area further sever the vehicular connectivity opportunities.

Public transportation within the study area consists of several bus routes – 15, 18, 25, and 55. The majority of these run along Lafayette Street which connects the study area to Music City Central (the downtown transit station) where transfers can be made to other bus routes. Route 25 Midtown is the outlier and reaches into the residential areas and assists in making the difficult connection northeast of the study area under the interstate barrier. Construction will begin soon for the current Lafayette Street / Murfreesboro Pike service routes to be upgraded to a bus rapid transit (BRT) facility with transit signal priority. This will provide more frequent and more reliable service as well as improved stop facilities for riders.

Although the study area is an appropriate size for walkability where most destinations are within a 10-minute walk, the infrastructure and existing conditions do not support a pedestrian-friendly environment. The street grid is dominated by vehicular traffic that is not sufficiently lit at night, thus pedestrians do not feel safe using the existing sidewalks. Most of the sidewalk network exists within the study area but is directly behind the curb with no separation from vehicular lanes. It needs to be upgraded, widened and include additional streetscape elements such as pedestrian-scaled lighting, shade trees, trash cans and benches. In the southern portion of the study area, the City's Strategic Plan for Sidewalks and Bikeways proposes additional sidewalks as a long-term priority.

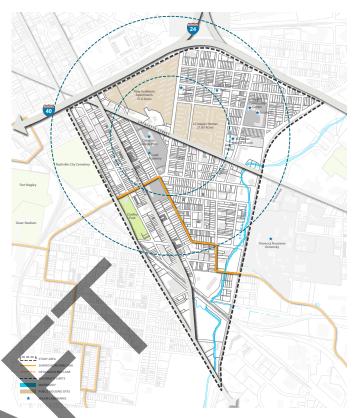


Figure 20. Walkability and Bike Network Connections

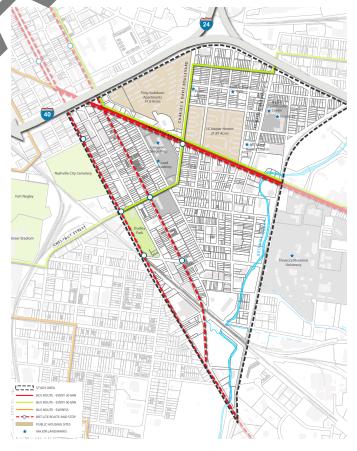


Figure 21. Transit Connections



Currently the bicycle network in the study area is substandard. There is only one, non-dedicated, existing bicycle facility in the study area. As a part of the City's Strategic Plan for Sidewalks and Bikeways, there are several proposed facilities in the study area including greenways, separated bikeways and bike boulevards that would increase and improve the bike network.

Safety & Security

The Choice Neighborhoods target area includes the target housing sites of Napier and Sudekum and the adjacent Napier community, consistently experiences extremely violent crime rates. Despite targeted efforts to deter criminal activity and improve public safety and security, violent crimes continue to rise throughout the target housing sites, with the area being labeled as one of the most unsafe neighborhoods within Metro Nashville. As noted in the resident needs assessment, 55% of residents reported hearing gun shots, with 91% of residents reporting violence as a problem within the neighborhood (MDHA Resident Needs Assessment).

Currently, MDHA, in partnership with Metro Nashville Police Department, dedicates significant resources and effort to combat crime in the area. Since 2016, over 240 cameras have been installed through both Napier and Sudekum to improve safety on site. The cameras have successfully recorded criminal activity, which has assisted MNPD in successful prosecutions in State and Federal Court. Furthermore, MDHA funds a Task Force of six MNPD officers who are permanently assigned to MDHA's 21 properties. Due to high crime rates, despite their wide coverage area, the Task Force has dedicated approximately 25% of their time to the targeted housing site over the past year.

Regardless of current efforts, the target area continues to report crime rates at levels three to four times the crime rates experienced by the rest of the county. As of December 2017, the target area has experienced over 193 incidents of Uniform Crime Reporting (UCR) Part 1 violent crimes (e.g. aggravated assault, rape, murder and robbery) (per 1,000 persons). The three-year average (2014-2016) for Uniform Crime Reporting (UCR) Part 1 violent crimes is 44.09 within the target area. Comparatively, the rest of the county experiences a rate of 11.17.

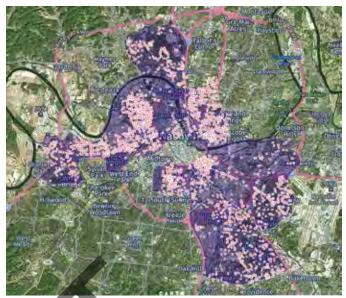


Figure 23. Map showing concentration of violent crimes



Figure 24. Map showing violent offenses within ENS area



Figure 25. Map showing violent offenses which involved guns in the ENS area

Needs Assessment Summary

A comprehensive needs assessment/resident survey was developed and conducted to obtain maximum input from the residents. The Vanderbilt University Department for Human and Organizational Behavior analyzed the results and information received. For more information on the survey process please refer to Chapter 3, Page 48.

Housing Market Assessment

A housing market analysis was conducted to forecast the potential for various types of housing at the Napier/ Sudekum Site. As an inherent part of this analysis, the need for affordable housing that could be captured at this site was quantified. Existing housing market conditions and trends throughout the area and within South Nashville were analyzed. The primary housing market area was defined, and demographics assessed for niches in specific geographic source markets. Market area housing demand was forecasted based in part on these demographic assessments. The competitive framework for housing was then analyzed, and the site's capture of overall market-area demand was determined. Ultimately, a mix of housing products by tenure and type number of units, and price range is recommended based on the site potentials. The summary of the findings have been included in Chapter 4, Page 66.

ii. Napier & Sudekum Profiles

Property History

Together, Napier and Sudekum make the largest and some of the oldest public housing buildings in MDHA's portfolio. Historically, the target neighborhood was the original site of Meharry Medical College, a Historically African-American College and University and the first facility for training African-American doctors in the South, a thriving and predominantly African-American neighborhood of doctors, nurses and professors flourished. Its relocation to North Nashville in 1931 and the construction of Napier (1941) and Sudekum (1953) dramatically changed the neighborhood.

Historically, Napier and Sudekum were divided along racial lines. Today, Charles E Davis Boulevard serves as that physical and physiological border between



Figure 26. Unused Green Spaces

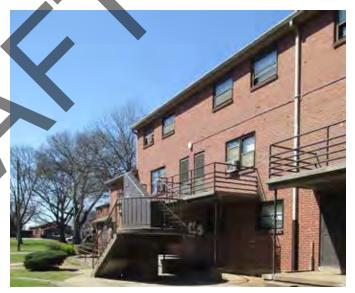


Figure 27. Obsolete Housing Conditions

the two communities and serves as a focus area for bringing the neighborhoods together through this Choice Neighborhoods planning process.

Property Conditions

The homes at Napier and Sudekum, constructed in 1941 and 1953 respectively, are predominantly brick veneer, with minimal siding. The concrete block structure is exposed inside the units. The buildings have been well-maintained, but are obsolete for today's standards. Units are small and buildings too densely configured. One large green space exists at Napier, but is not programmed



and as a result, not utilized. Both sites feature mature trees which should be preserved to the greatest extent possible.

Throughout the Sudekum and Napier sites, there is 66' of elevation change overall from northwest to southeast. The highest elevation (498) is in the northwest corner of the Sudekum site with the lowest (432) being in the southeast corner of the Napier site adjacent to the Mt. Ararat Baptist Church. In general, the land slopes downward from corner of Lafayette/Second southeasterly and parallel to Lafayette down to the corner of Lafayette/Lewis.

Water

Public water lines are located within most streets of the study area and some are located off-street within the Sudekum and Napier sites

The main collector water line feeds along Charles E. Davis Boulevard and is a 36" line. Most other streets consist of 6" water lines with some 8" lines and some 3" and 4" lines.

It is recommended that all existing 6" water lines be replaced with new 8" water lines to serve current fire demand for new construction.

In addition, most of these water lines are likely nearing the end of their service life and should be replaced concurrently with major rehabilitation or reconstruction projects in this study area.

Sanitary Sewer

A large majority of the study area lies within the Driftwood Combined Sewer System (CSS) basin. This CSO basin also stretches beyond our study area to the southwest.

Currently the combined wastewater flow is collected throughout the CSS basin and conveyed toward the Cumberland River via a 102" Lewis Street Tunnel. The tunnel then outfalls into the Driftwood Detention basin. During dry weather conditions the flow is passed through the 48" diameter pipe and into the First Avenue Tunnel that leads to the Wastewater Treatment Plant. During wet weather conditions the flow tops multiple series of weirs within the detention basin and into larger detention compartments. During severe wet weather events, both

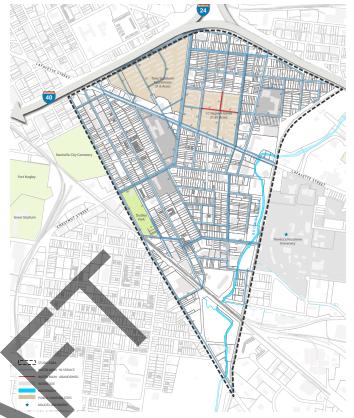


Figure 28. Water Utility Network

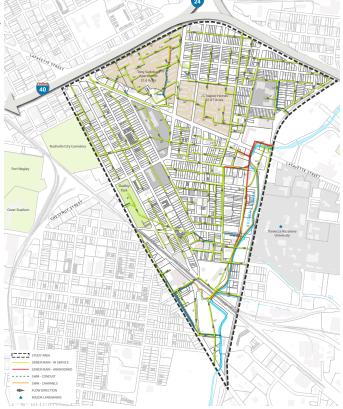


Figure 29. Sewer Utility Network



detention compartments fill and excess flow overtops the final weir and outfalls the combined sewer into the river.

It is recommended that as each phase of redevelopment occurs throughout the study area that the combined sewers are separated into their own dedicated stormwater and sanitary sewer pipe systems.

Storm Sewer

Stormwater systems are mostly combined with sanitary sewer pipes throughout the development and the study area. There are three main drainage basins within the overall Driftwood CSS basin each with their own diversion structure that connect to the 102" Lewis Street Tunnel and ultimately conveys the flow to the Driftwood Detention Basin.

Gas

Natural gas service is currently available throughout the existing Sudekum and Napier developments. All existing units on site currently feature natural gas furnaces.

Stormwater Quantity

Based on the sites proximity to the Cumberland River, detention may not be required. In the areas that lie outside of the Driftwood CSS, a 100-year conveyance pipe can be installed to the river to alleviate the need for detention on site. If detention is chosen as the preferred method, it will have to meet current Metro Nashville Stormwater requirements and detain the 2 – 100-year storm events.

In the areas within the Driftwood CSS basin, detention will be required in order to attenuate the flows into the sanitary sewer system and to not increase overflows into the river. Detention systems will either take up a large amount of land and thus limit developable building area or will need to be installed underground. If this basin is separated into their own dedicated stormwater and sanitary sewer piping systems, detention can be avoided by piping the flows directly to the river as explained for the areas outside of the Driftwood CSS. Another option would be to install a 100-year stormwater conveyance pipe from this area to the river and bypass the combined system and existing detention basin.

If a 100-year conveyance system is installed for the study area or even for Sudekum and Napier, it could reduce flows into the Driftwood Detention basin enough to eliminate the need for additional storage volume and possibly eliminate or reduce future overflows into the river.

Stormwater Quality

Metro Nashville Stormwater requires the use of Low Impact Design for the water quality treatment of new development. Kimley-Horn recommends using decentralized Low Impact Development strategies, designed on a site-by-site basis, to satisfy water quality requirements. When considered as a whole, the project qualifies for both the redevelopment and the combined sewer water quality credits, reducing the required runoff reduction requirement from 80% to 40%. For master planning purposes, approximately 1,100 square feet per acre of impervious area should be reserved for bioretention areas. This area may be reduced if permeable pavement is used in parking areas.

Unit mix

Napier has 378 one-to-three bedroom units in 42 garden style buildings on 23 acres where 758 individuals call home. Construction was completed for Napier in 1941 and it has a unit mix of 120 1-bedroom, 193 2-bedroom, and 6 3-bedroom units. Second, Sudekum has 443 units in 40 garden style buildings on 34 acres. Construction was completed for Sudekum in 1953, and it has a unit mix of 235 2-bedroom, 146 3-bedroom, 52 4-bedroom, and 10 5-bedroom units.

Demographics

At Napier, 67% of residents are female, 33% are male and the median income is \$8053.00. At Sudekum, 64% of residents are female, 36% are male and with a median income of \$6,890.00. The combined racial make-up of the properties are African-American (Napier 91%) (Sudekum 93%), Caucasian (Napier 6%) (Sudekum 5%) and Hispanic (Napier 3%) (Sudekum 2%). About half of the residents are children ages 0-17 (Napier 47%) (Sudekum 63%). At both properties, all residents are low-income, the majority (62%) of households report zero earned income and all are reliant on various forms of public assistance.





3 PLANNING PROCESS

Officially launching in November 2016, the Choice Neighborhoods Envision Napier - Sudekum planning process consisted of twenty months of intense, community driven efforts to revitalize and redevelop South Nashville. Multiple committees and working groups were formed to ensure maximum participation and engagement of the community leaders, stakeholders and residents.

Starting with representatives from twenty-six local, nonprofit and civic organizations that supported our initial

TIER 1: MDHA / COMMUNITY ADVISORY GROUP (CAG) **TIER 2: WORKING GROUPS** STAKEHOLDERS RESIDENTS & HOUSING **NEIGHBORHOOD EDUCATION** Commercial / Resident Needs ysical Plan Retail Plan Financing Plan Transportation People Plan **EXPERTS & PROFESSIONALS** Plan Coordination vith City / Infrastructure Utilities / Partnership Plan **Planning** Safety Plan Plan Development Recreation Plan Site Acquisition Plan Development

Figure 30. Team Organization and Planning Structure



Choice Neighborhoods application, a Community Advisory Group (CAG) was formed and charged with guiding the flow and implementation of the planning process. As meetings occurred, additional civic, community organizations, churches and resident leaders were recruited and added to the CAG, with its total membership rising to sixty-two active members. CAG meetings took place every other month throughout the process to ensure all partners

were well-informed on the progress of the planning grant and could assist in shaping the direction and vision of Envision Napier-Sudekum. To ensure a location that would be central for all parties involved in the process, yet still accessible to encourage full resident participation, all CAG meetings were held at the JC Napier Homes Community Room.

KEY PARTNERS

	TONY SUDEKUM APARTMENTS RESIDENTS	TREVECCA NAZARENE UNIVERSITY	WAYNE REED CHRISTIAN CHILDCARE CENTER	NASHVILLE METRO PLANNING OFFICE
	JC NAPIER HOMES RESIDENTS	DOLLAR GENERAL STORE	YOUTH ENCOURAGEMENT	NASHVILLE METRO PUBLIC WORKS
	CLAIBORNE FAMILY OF	ELIJAH'S HEART	SERVICES (Y.E.S.)	UNITED
	FAITH	NAPIER UNITED	NASHVILLE METRO COUNCILMAN FREDDIE	NEIGHBORHOOD HEALTH CENTER
	THE FIND DESIGN, INC.	JOBS PLUS NASHVILLE	O'CONNELL	
	HYLTON ELITE MARKETING AGENCY	CHURCH OF THE MESSIAH	NASHVILLE MAYOR'S OFFICE	MIDTOWN FELLOWSHIP CHURCH
	EXPRESS EMPLOYMENT	ELECTROMIC	METRO DAVIDSON	T AND T DISTRIBUTION
	PROFESSIONALS	CAREGIVER	COUNTY JUVENILE COURT	AMERICAN JOB CENTER
	METRO WATER SERVICES	ADT HOME SECURITY SERVICES	METRO NASHVILLE	MAXIMUS/HUMAN SERVICES NORTH
	NASHVILLE RISE	WELLCARE HEALTH	PUBLIC SCHOOLS	AMERICA
	METRO NASHVILLE	PLANS	URBAN HOUSING	MARTHA O'BRYAN
	POLICE DEPARTMENT	METRO PARKS AND	SOLUTIONS	CENTER CHAPTER 2
	GRACE M. EATON CHILDCARE CENTER	RECREATION/NAPIER COMMUNITY CENTER	NAPIER ELEMENTARY	TENNESSEE DEPARTMENT OF CORRECTION
	FINIANICIAL	A MOLOE FOR THE	NASHVILLE METRO	TENINICOCE DED A DINACNIT
	FINANCIAL EMPOWERMENT CENTER	A VOICE FOR THE REDUCTION OF	TRANSIT AUTHORITY	TENNESSEE DEPARTMENT OF MILITARY/TN
		POVERTY	SEAY HUBBARD UNITED	VOLUNTEER CHALLENGE
	METRO NASHVILLE PUBLIC HEALTH	METRO PUBLIC ARTS	METHODIST CHURCH/ HUBBARD HOUSE	ACADEMY
	DEPARTMENT	COMMISSION	HUDDAKD HOUSE	PRUITT DISCOUNT
			SILVER STAR/ PAUL'S	PHARMACY
	HARVEST HANDS	NES POWER	BARBER SHOP/ CONVENIENT MARKET	DAVIDSON COUNTY
	NASHVILLE PUBLIC	Z-MART CONVENIENT	OONVENIENT WARKET	SHERIFF'S OFFICE
	LIBRARY/PRUITT LIBRARY	STORE	NEW LIFE OUTREACH MINISTRIES	PROJECT RETURN
_				

Figure 31. Key Partners

TEAM ORGANIZATION / PLANNING STRUCTURE

Starting at the November 2016 CAG meeting and continuing during their January 2017 meeting, CAG members self-identified preferred Work Groups in which they intended to participate. Many members chose more than one Work Group to join. In addition, members of the Choice Neighborhoods team actively recruited residents and other community partners throughout the process to attend Work Group meetings. Work Groups met every other month until September 2017, and then increased to occur monthly in order to best refine the vision, goals and strategies within the Work Groups and develop implementation strategies. At times throughout the process the Housing and Neighborhood Work Groups were combined in order to maximize efficiency and benefit from Design Team-facilitated workshops, particularly centered on existing conditions assessments, asset mapping, target housing site development and design review (ongoing). To ensure a location that would be accessible for all involved in the process, yet still fairly distributed between the two distinct properties in Napier and Sudekum, Work Group meetings were divided between the two management office community rooms, with the People and Education Work Groups located in Sudekum and the Housing and Neighborhood Work Groups held in Napier. As joint meetings occurred, the Nashville Public Library - Pruitt Branch, a stalwart partner throughout the process, provided auditorium space to allow for larger and more interactive workshops.

To guarantee a collaborative effort between community partners and resident leaders throughout the planning process, Work Group leaders were elected and charged with assisting planning staff with the facilitation of each meeting.

While resident recruitment was an on-going effort from the beginning, specific Resident Only meetings were held so residents unable to participate in the on-going Work Group efforts could still remain informed, and more importantly, have a voice in the direction and vision of the planning process. Resident Only meetings were held on the same day as CAG meetings. While initially held at either Sudekum Apartments or JC Napier Homes, starting at their June 15, 2017 meeting, Resident Only meetings

were moved to the Nashville Public Library – Pruitt Branch in order to provide a centralized location convenient to both properties. In addition to general updates, Resident-Only meetings were also used as mini charrettes, providing opportunities for the Design Team to get focused feedback on conditions and design options prior to the community wide charrette workshops.

To ensure overall community input throughout the process, public Town Hall meetings were held at key junctures throughout the planning process, with most on the same day as CAG meetings. During these meetings, community partners, community members and citizens from the greater Nashville area were welcome to attend for updates on the planning process and a facilitated Q&A. Public Town Hall meetings were held at the Church of the Messiah, which was a centralized location within the target area allowing for open access between all parties.



Figure 32. Participants developing a site plan with blocks at the Neighborhood and Housing Work Group Meeting

CAG MEETINGS: DATES & ATTENDANCE

MEETING

NOV

17

2016

Discussed the CNI program and listed opportunities and challenges; had residents complete a survey on selecting the best days and times to schedule meetings.

MEETING

JAN 12

2017

30 ATTENDEES

38 ATTENDEES

Discussed who should be a part of the CAG; held break-out groups and discussed the leaders in the community that needed to be a part of discussions; listed more needs of the community.

MAR ETING 16

30 ATTENDEES

Discussed Work Group Leadership; Introduced the Architect and Engineering firm; discussed the Needs Assessment and schedule; introduced the Health Equity Impact Tool and how will impact the community.

ME 2017 JUN 4

15

2017

14

OCT

19

DEC

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2017

EETING

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EETING

15 ATTENDEES

Discussed initial drafted goals of both the People Education Work Groups; discussed milestones achieved date; discussed the initial data from the Needs Assessm Analysis regarding the People, Neighborhood.

SEP D G

31 ATTENDE

Reviewed and refined People and Education Work Group Goals; discussed how we address potential overlap between Work Groups; discussed prioritizing goals for implementation.

Ш 2017

18 ATTENDEES

Review of refined Work Group Goals and Market Study Presentation.

ETING 圓 2017

25 ATTENDEES

Presentation of Rough Draft of Transformation Plan



Discussions during a CAG meeting



Figure 34. MDHA Team providing updates to CAG



Figure 35. A&E Team updating CAG on the concepts



RESIDENT-ONLY MEETINGS: DATES AND ATTENDANCE

MEETING

NOV

17

2016

Discussed the CNI program and listed opportunities and challenges; had residents complete a survey on selecting the best days and times to schedule meetings.

MEETING

12 2017 **22** ATTENDEES

25 ATTENDEES

Discussed the expanded target area; CAG and Work Groups; Survey Proctors and the Planning Process; charrettes workshops and the selection and hiring of the Architect and Engineering Team.

MAR MEETING

16

2017

4

MEETING

15 2017

2017

വ MEETING 14 17 ATTENDEES

Discussed Work Group Leadership; introduced the Architect and Engineering Firm; discussed the Needs Assessment and schedule; introduced the Health Equity Impact Tool and how it will impact the community: completed a Hopes and Fears exercise.

30 ATTENDEES

Discussed initial drafted goals of both the People Education Work Groups; discussed milestones achieved date; discussed the initial data from the Needs Assessment Analysis regarding the People, Neighborhood.

14 ATTENDE

Presentation of Rough Draft of Transformation Plan.



Residents working together to develop a Preferred Site



Figure 37. Napier Sudekum kids participating in the Street Fest



Figure 38. Residents formed into groups for a work session

TOWN HALL MEETINGS: DATES AND ATTENDANCE

MEETING 1

NOV

17

2016

Discussed the CNI program and listed opportunities and challenges

MEETING 2

JAN

12 2017 **34** ATTENDEES

29 ATTENDEES

Discussed the expanded target area; CAG and Work Groups; Survey Proctors and the Planning Process; Charrettes Workshops and the selection and hiring of the Architecture and Engineering Team.

MEETING (

MAR

16

2017

17 ATTENDEES

Discussed Work Group Leadership; Introduced the Architect and Engineering firm; discussed the Needs Assessment and Schedule; Introduced the Health Equity Impact Tool and how will impact the community.

MEETING 4

JUN

15

2017

11 ATTENDEES

Discussed initial drafted goals of both the People and Education Work Groups; discussed milestones achieved to date; discussed the initial data from the Needs Assessment Analysis regarding the People, Education, Housing and Neighborhood.

EETING 5

DEC

14

2017

06 ATTENDEE

Presentation of Rough Draft of Transformation Plan.

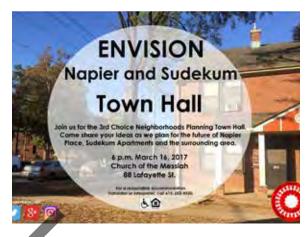


Figure 39. Town Hall Meeting Flyer



Figure 40. Community members participating in the Community Charrettes



Figure 41. MDHA Team updating the community on concepts and next steps

PEOPLE WORK GROUP: DATES AND ATTENDANCE

MEETING

06

2016

10 ATTENDEES

Discussed the CNI program and listed Roles and Responsibilities of Work Group; conducted break-out sessions on the changes needed in the community.

PEOPLE WORK GROUP

Vickeeta Coleman (Martha O'Bryan Center) and Sheronda Wilson (Napier and Sudekum Social Service)



FEB MEETING

07

2017

MEETING

18

12 ATTENDEES

Discussed the CNI planning process; discussed potential survey questions; conducted an exercise listing topics that may be important to the community-participants categorized the importance of each topic on a scale of 1 to 3; 1 being of great importance.

NOV MEETING

07

22 ATTENDEES

Finalized strategies and ensure it aligns with data from the Needs Assessment Analysis pertaining to the community; discussed potential cost of initial and long-term implementation.

2017

11 ATTENDEES

Employment training partners Focus Group meeting

APR

2017

26 ATTENDEES

Discussed what partnerships and services are currently available; what services are missing and discussed initial goals and/or ideas to fill in the gaps.

4 MEETING

06

2017

12 ATTENDEES

Reviewed data from Needs Assessment and discussed Crime/ Social/Supportive Services, Healthcare and Employment Training gaps and solutions; discussed initial goals strategies.

വ MEETING

11 2017

Reviewed the list of gaps and barriers in services identified within the four sub-groups of Crime, Employment/Job Training, Social Services and Healthcare. Reviewed data from Needs Assessment and discussed Crime/Social/Supportive Services Healthcare and Employment/ Training gaps and solutions. Reviewed Comprehensive Needs Assessment Analysis Report and refined vision, goals and strategies.

9 **AUG** MEETING

15

2017

OCT MEETING

2017

10

25 ATTENDE

26 ATTENDEES

Updated goals and strategies and added more details to each.

28 ATTENDEES

Finalized goals; discussed and refined strategies; held initial discussions on how, when and what cost to implement strategies



Figure 42. Day Out Against Crime



Figure 43. Resident and Community Needs Assessment Survey

EDUCATION WORK GROUP: DATES & ATTENDANCE

MEETING

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09

2016

08 ATTENDEES

Discussed the CNI program and listed Roles and Responsibilities of the Work Group; identified schools that both Sudekum and Napier children attend; developed questions for the Needs Assessment.

FEB

14

2017

APR ETING

20

2017

07 ATTENDEES

Developed vision, goals and strategies and identified components of the Education portion of the Needs Assessment.

21 ATTENDEES

Developed vision, goals and strategies; discussed what services are currently available; what services are missing identified some initial ideas or goals to set in order to fill th gaps in services.

JUN

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2017

JUL D G ETIN 13

2017

AUG

17 2017

OCT **EETING** 12

2017

23 ATTENDEES

refined goals and strategies.

Needs Assessment Analys

11 ATTENDEÉ Facilitated a review and discussion on the comprehensive

report, noting areas which

Reviewed and finalized comprehensive Needs Assessment;

referenced initial goals, while also seeking input for any missing topics.

15 ATTENDEES

Reviewed drafted goals and strategies and refine the goals and ensure there are none that will overlap.

12 ATTENDEES

Presentation of Rough Draft of Transformation Plan

EDUCATION WORK GROUP LEADERS:

Rob McRay (Youth **Encouragement Services)** and Angela Cole (Sudekum Resident)



NOV MEETING 09

2017

22 ATTENDEES

Finalize strategy and make sure that the strategies align with the data from the Needs Assessment and community need; evaluated the timeline for initial implementation; identified potential agencies/organizations that could serve as lead for strategy.

FC 18

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22 ATTENDEES

Education partners Focus Group meeting



Figure 44. Art Collages by Kids



Figure 45. Encouraging various different types of interests

HOUSING WORK GROUP: DATES & ATTENDANCE

MEETING 1

DEC

07

2016

10 ATTENDEES

Discussed the CNI program and initiated the process to select work group leadership

HOUSING WORK GROUP LEADERS: Jessie Staudelbauer (Metro Public

Jessie Staudelbauer (Metro Public Works/Napier Resident) And Pastor Judy Quarles (Claiborne Family Of Faith)



MEETING 2

FEB

09

2017

13 ATTENDEES

Completed Hope / Fear exercise.

35 TOTAL ATTENDEES

First combined meeting with the Neighborhood Work Group. Completed a work session on initial target housing site development options and alternatives. JUN

14 2017

MEETING

4

MEETING 3

APR

25

2017

16 ATTENDEES

Completed existing conditions assessment and visioning exercise

12 ATTENDEES

Reviewed the analysis data from the resident survey analyzed by Vanderbilt, discussed goals and rategies developed in previous Work Group Meeting to include in the final Transformation Plan JUL

18 2017 MEETING

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MEETING 8

AUG

18

37 TOTAL ATTENDEES

Combined with Neighborhood Work Group, reviewed and received input on housing typologies and amenities.

2017

SEP

11 TOTAL ATTENDEES

Joint meeting of all Work Group leaders to review progress and the path to finalize the Transformation Plan.

2017

14

MEETING 8

0

MEETING

MEETING

OCT

13 TOTAL ATTENDEES

Combined with Neighborhood Work Group; reviewed the results of the Market Analysis.

2017

19

NOV

18 TOTAL ATTENDEES

Combined with Neighborhood Work Group; reviewed final site development plan and phasing.

2017

11

44

NEIGHBORHOOD WORK GROUP: DATES & ATTENDANCE



NEIGHBORHOOD WORK GROUP LEADERS:

Beverly Hall (local business owner) and Varnella Edmiston (Napier Resident)

12 ATTENDEES

Completed review of CNI program and discussed roles and responsibilities of the work group.

DEC

08

2016

4 **EETING** 14

JUN

2017

35 TOTAL ATTENDEES

First combined meeting with the Housing Work Group. Completed a work session on initial target housing site development options and alternatives. 19 ATTENDEES

Solidified work group leadership and completed Hope/Fear exercise **FEB**

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2016

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JUL

20 2016 17 ATTENDEES

Reviewed the analysis data from the resident survey analyzed by Vanderbilt; discuss goals and strategies developed in previous Work Group Meeting to include in the final Transformation Plan.

21 ATTENDEES

pleted existing conditions assessment and visioning exercise **APR**

27

2016

37 TOTAL ATTENDEES

AUG

18

2017

11 TOTAL ATTENDEES

SEP

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13 TOTAL ATTENDEES

OCT

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2017

18 TOTAL ATTENDEES

NOV 16

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COMMUNITY DESIGN CHARRETTES: DATES AND ATTENDANCE

MEETING 1

MAY

13

2017

700+ ATTENDEES

The goal of the Street Fest was to celebrate and engage residents and neighbors in the Envision Napier and Sudekum (ENS) Planning Process. The Architecture and Engineering (A&E) Team facilitated the resident input portion gathering feedback from the housing and amenities options gathered over the last few months during our ENS Work Group meetings. The Street Fest included giveaways, live entertainment (to include performances by MNPS Napier Elementary School, talent from neighborhood churches and community members), games and activities for all ages including bingo, face painting and a rock climbing wall. This event was successful in bringing community members together



MEETING 2

JUN

06

2017

83 ATTENDEES

A&E Team Facilitated Workshop with visuals illustrations of what they would like to see in the Napier and Sudekum community as it relates to housing options and amenities utilizing the dots system. The Team also presented the Neighborhood Framework and potential Charles E. Davis Boulevard cross section for input and discussion. The A&E Team tabulated the responses from selections.



MEETING 3

SEP

14

2017

69 ATTENDEES

A&E Team Facilitated Workshop with visual illustrations of the preferred plan and latest housing typologiy design options. The A&E Team tabulated the responses from selections















COMPREHENSIVE NEEDS ASSESSMENT/RESIDENT SURVEY

In the spring of 2017 stakeholders from the Napier-Sudekum target area came together to create and implement a comprehensive Needs Assessment to inform the planning work of Envision Napier-Sudekum. These stakeholders include participants such as MDHA property residents, residents of the surrounding neighborhoods, local business owners, faith leaders, elected officials, educators and government agencies. Those stakeholders helped to generate a Needs Assessment Survey that included questions about income and employment, transportation, neighborhood resources, supportive services, safety; health, as well as children, youth, and education.

The process to design the Needs Assessment was conducted during February-April through meetings of the People and Education Work Groups, and was coordinated by co-grantee the Martha O'Bryan Center (MOBC). The design of the survey tool took place in three phases:

- 1. The Work Groups evaluated a Needs Assessment developed by MDHA and MOBC for use in a previous planning process called Envision Cayce, which was based on the Choice Neighborhoods model. The Work Groups decided to use that instrument as a starting point, edited and refined it to meet the planning needs for Envision Napier-Sudekum.
- 2. The revised survey was shared with subject matter expert partners such as Nashville Metro Public Health, Nashville Metro Art Commission and Vanderbilt University for review and edit. For example, Metro Public Health used the Health Equity Impact Tool to evaluate and suggest changes in the Needs Assessment (that tool's first use in Nashville).
- 3. The Work Groups made a final review of the revised survey so that all relevant questions were being asked and that they were asked in a way that would be most easily understood by community members as they completed the survey.

When it came time to administer the Needs Assessment throughout the community MOBC, in its role as cograntee and Needs Assessment coordinator, hired sixteen (16) residents from both Napier and Sudekum to serve as survey proctors. Proctors completed three training sessions on facilitation, problem solving, planning talking points and the survey instrument itself. Beginning in late April and lasting throughout May, the survey proctors collected surveys in three ways:

- Survey collection was kicked off on April 28 with a large survey pop-up event throughout the neighborhood, with survey tents at six locations including Martha O'Bryan Southside Center, the Dollar General Store, the Nashville Public Library Pruitt Branch, the Napier Community Center and both the Sudekum and Napier management offices.
- During May, teams of survey proctors went door-to-door to every residence and business throughout the target area at least once to administer the survey. If no one was at home proctors left calling cards with information about the Planning Process and how to schedule a return visit to take the survey. Community members were also given the choice to complete a paper survey in their own time, which proctors returned to collect when complete.
- Finally, proctors were stationed at three major neighborhood events to complete the surveying process – the South Nashville Street Fest (sponsored by Choice Neighborhoods

In total, 383 surveys were completed. Of those, 18 respondents live in the greater Napier community, and 365 are residents of Napier or Sudekum. Upon the conclusion of the data collection process, survey proctors entered the data into a survey database and the raw data was provided to Vanderbilt University Department for Human and Organizational Behavior for analysis. Key findings from the Needs Assessment are outlined here in areas of health, education, and economic self-sufficiency. Additionally, this section summarizes resident responses related to services in the neighborhood including their satisfaction with those services, the accessibility of services, and desires for new and improved services in the future.

Health

According to the American Community Survey 2015 5-year Census, the majority (89%) of Napier-Sudekum target area residents have health insurance. Based on the 2017 Needs Assessment, approximately two-thirds (69%) of residents report having a place of healthcare where they regularly go, other than an emergency room when they are sick or need advice about their health, and 12% indicate they use the Cayce Clinic, a Federally Qualified Health Center. 23% of households include someone with either a physical (17%) or mental (13%) disability. Respondents indicate that better transportation (11%), accessible housing units (8%), and mental health counseling (8%) are the most needed services to assist disabled persons to manage their daily activities.

Education

The Cayce Choice Neighborhood target area has a great need for quality schools and rigorous out-of-school-time resources, since local schools rank among the lowest performing in the city, dropout rates are high, college access rates are low, and college graduation rates are lower still. Zoned elementary and middle schools scored D's or F's in Reading, Math, Science, and Social Studies, according to Tennessee Comprehensive Assessment Program results (TN Department of Education, 2015). This trend continues at the neighborhood's zoned high school, where more than 39% of students demonstrated basic or below basic proficiency in Algebra Land 32% in English I. As a result, approximately 22% of McGavock students will drop out before graduation (TN Department of Education Report Card, 2015). Additionally, 30% of parents do not attend events such as performance, PTA meetings, etc. at their children's school. The most cited reason for that is a lack of transportation (25%).

Economic Self-Sufficiency

In Naper-Sudekum, half (50% American Community Survey 2015 5-year Census) of those in the workforce are employed with a median household income of \$11,578; compared to the average income of \$28,318 for the larger Choice Neighborhood target area (Census Tracts 148, 160). According to the Needs Assessment, 37% of target residents between the ages of 18-64 receive wage income. In the resident Needs Assessment, job training (29%)

and computer training (10%) were listed as the two most needed services for the neighborhood. Adding to these barriers, only 47% of residents in Cayce have vehicles and 34% of respondents indicate insufficient public transit is an employment barrier.

Resident satisfaction and accessibility of services

A majority (76%) of respondents agree or strongly agree that they have good relationships with others in the community. The Envision Napier-Sudekum Needs Assessment indicates that the 80% of respondents have used at least one type of supportive service in the past year. The most common services were meal assistance (36%) and job training (8%). Of those households that access youth programs, 33% of residents are very satisfied by their quality, while 45% are not satisfied with these programs. 58% of residents are not satisfied with the quality and selection of the location they purchase the majority of their food. In terms of accessibility of services and barriers to access, knowledge of programs was the top barrier with 12% of respondents indicating that there were unaware of existing services. The other most identified barrier is lack of childcare (53%).

Resident preferences for improved and new services

Through the Needs Assessment, residents identified opportunities for new and improved services in two categories:

- 1. Commercial services
- 2. Social / Civic services.

For commercial services, respondents indicated that the following are very needed: grocery store (75%), and affordable childcare (53%).

For social/civic services, residents identified that the following are very needed: parks and play areas (42%), job training (29%), computer training (10%), expanded youth programs (11%), and college prep classes (8%). This need was consistent across all age groups.



CAPACITY BUILDING (FOCUS GROUPS AND EVENTS)

Connected to but separate from the every other month Resident-Only meetings, resident-based Focus Groups were held to extract information on topics not yet covered and to fully initiate capacity building efforts. Focus Groups were primarily held at the Nashville Public Library -Pruitt Branch and included topics on needs and wants within the community, potential recreation options and green spaces, opportunities for public art and input for upcoming early action events. Residents were also engaged in field trips to local sites to assist in broadening their outlook on what was possible within the community. Field trips included visits to Harvest Hands Community Development Corporation to look at after school programming, neighborhood athletics and social entrepreneurship; Centennial Sportsplex to see the full potential of how recreation services could be expanded; and finally to the Napier Community Center to discuss both the positives of its on-going work with neighborhood families and the potential to expand its services through the implementation of a regional center.



Beyond planning based focus groups, resident leadership training was identified as a way to engage residents on reoccurring topics that came throughout the planning process. Utilizing a mix of professional speakers and representatives from other mixed-income projects, workshops are scheduled throughout spring 2018 that include sessions on Mixed-Income Transitions, Neighborhood Associations best practices and Residentdriven Crime Prevention through Neighborhood Watch. Opened up to both Napier Place and Sudekum apartments, as well as the larger Napier community, the intent is to provide opportunities for residents to see and learn from those that have already experienced this type of community development and empower them to address these opportunities for change within their own neighborhood. At the conclusion of the community workshops, individual Envision Leadership Academy will kick-off, providing opportunities for current and future community leaders to receive leadership training.

In addition to resident capacity building workshops, capacity building looked to incorporate art as a way to engage residents around the concepts of identity, culture and community naming. Recognizing the need to preserve the history and culture of the neighborhood while planning for its future, MDHA partnered with Nashville Metro Arts Commission to facilitate a community art studio. Designed as a way to engage residents of all ages throughout the great Napier area, two artists were identified through Metro Arts to facilitate workshops on individual identity culture in October 2017. Artist LeXander Bryant utilized photography as a way for youth to capture the community through their eyes, with pictures showing their residences, as well as community assets like the Pruitt Library.



Artist Stephanie Pruitt engaged the community through both physical creation and poetry. Through individually-designed identity masks, poetry writing exercises and a designed 3D replica of an existing unit at Napier Place, over 60 residents were able to express their individual identity and community culture through this art residency project.







As we look to 2018, artists will again be used for community engagement and capacity building. Using the individual identity projects as a spring board, the artist residency program will look towards broader community identity and naming as a way to facilitate conversations around what the new community should be called – again preserving history while looking towards the future.

Capacity building throughout the planning structure was rounded out by three primary events initiated by the Envision Napier-Sudekum planning process – Bridging the Gap Resource Fair, South Nashville Street Fest Coming Together Day and National Take Back the Night.

FOCUS GROUPS: DATES AND ATTENDANCE

JAN 19 2017

2 ATTENDEES

A community conversation about the Planning Process

MEETING 2

JAN 31

2017

09 ATTENDEES

Developed vision, goals and strategies and identified components of the Education portion of the Needs Assessment.

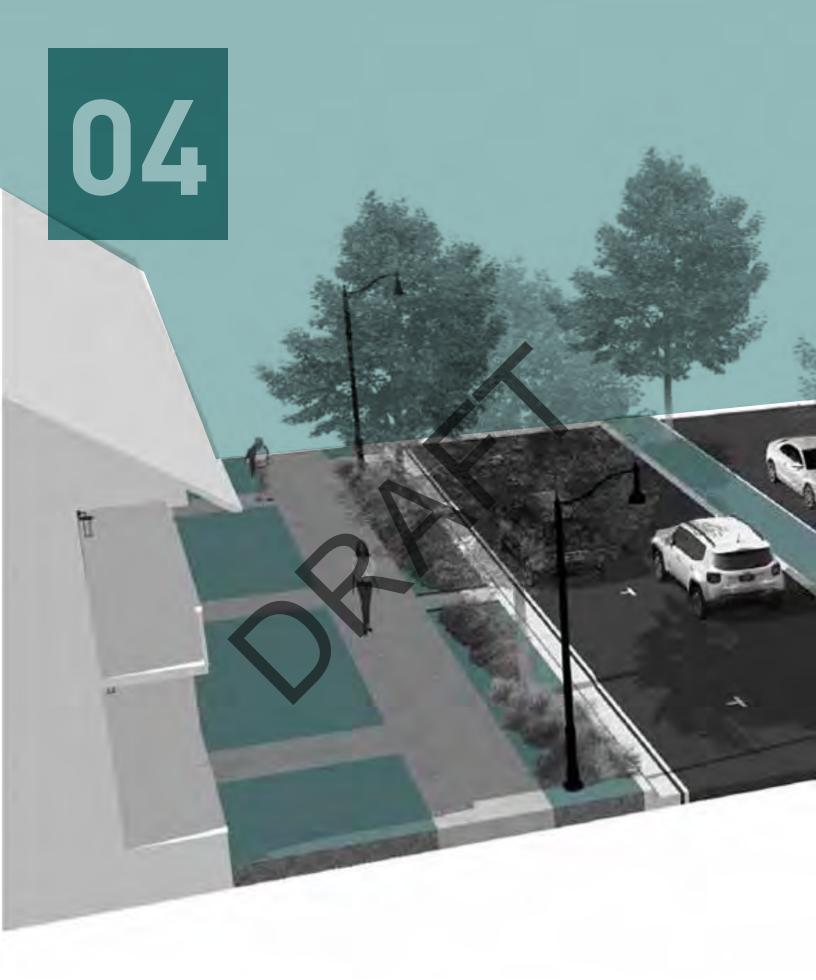




- Bridging the Gap Resource Fair 11/19/2016; 600+
 in attendance; provided several resource stations
 in both Sudekum and Napier giving food items
 for residents to prepare for their holiday meal. In
 addition, we prepared a one-page document to share
 information about the CNI Planning Process at Napier
 and Sudekum
- South Nashville Street Fest: "Coming Together Day" 5/13/2017; 700 + in attendance; the goal of the Street Fest was to celebrate and engage residents and neighbors in the Envision Napier and Sudekum (ENS) Planning Process. Those in attendance had the opportunity to provide input on the feedback gathered over the last few months during our ENS Work Group meetings. The Street Fest included giveaways, live entertainment (to include performances by MNPS Napier Elementary School, talent from neighborhood churches and community members), games and activities for all ages including bingo, face painting and a rock climbing wall. This event was successful in bringing community members together
- Night Out Against Crime (Day Out Against Crime) 8/1/2017; in attendance; the goal of Day Out Against Crime Event was to bring residents together from both Napier and Sudekum and the surrounding community as we seek to strengthen neighborhood spirit and strive to build stronger ties with our Metropolitan Nashville Police Department. Free food, over 25 service providers, live entertainment and a kids Fun Zone. Discussions began in the library about the Community Safety Plan
- Bridging the Gap Resource Fair 11/4/2017; 900+ in attendance; This was the second annual Bridging the Gap Resource Fair and the idea was to target specific resources that were identified as gaps in Work Group meetings ranging from employment, youth and elderly services, pharmacy and nutrition and health services. These resources were also identified in the Needs Assessment as gaps. In addition to providers sharing their services and/or goods, we provided families of both Napier and Sudekum and the surrounding community with a food giveaway with the holiday fixings to families based on household size









4 OUR VISION



A. VISION

"To build upon the existing neighborhood assets to create a cohesive, connected, safe and diverse community of choice, and improve the quality of life for the community."

The neighborhood component of our Plan in collaboration with the work established through other city-wide planning efforts such as, NashvilleNext, nMotion, Let's Move Nashville, etc. Through the resident Needs Assessment Survey and multiple work sessions with the Neighborhood and Housing Work Groups, issues and opportunities were identified and overall goals were developed to address the community needs. The groups worked with the Design Team to identify strategies to implement the goals.

GOALS

Integrate Napier Sudekum with the overall neighborhood to create a cohesive community

Establish better connectivity and accessibility

Establish a network of functional green open spaces

Enhance neighborhood identity

Expand community facilities and retail services

Strategy Create a Neighborhood Framework

Based on the Existing Conditions Assessment and input received from the residents and community through Work Group sessions and Community Charrette, the Design Team created a Development Opportunities map which highlighted all the areas which had potential to develop or redevelop, based on being vacant or underutilized. It also acknowledged the major road connections, access points and gateway nodes. This formed the basis of the Neighborhood Framework Plan (Figure 47). To support the vision and goals of the Neighborhood Plan, a variety of urban planning and design strategies were identified. These strategies are aimed at developing a framework that will provide the foundation needed to move the Napier Sudekum target area closer to its expressed goal of establishing a mixed-income, mixed-use community that will welcome, support, and improve opportunities for new and existing residents. These strategies focus on the



Figure 46. Development Opportunities



following realms:

- Street Network
- Open and Green Space Network
- Transit Improvements
- Community Services
- Mixed Land Uses
- Neighborhood Preservation
- Gateway Improvements and Enhancements

Street Network

The bones of Nashville's street grid network are apparent in the study area, but there are opportunities to provide better connectivity by adding street connections within larger contiguous parcels, such as the Napier and Sudekum properties and some of the Chestnut Hill properties adjacent to Second Avenue. These connections will provide options not only for vehicular traffic within the target neighborhood area, but also increase multi-modal functionality for the community.

The Framework identifies major corridors for streetscape improvements and pedestrian enhancements. It includes Lafayette Street, Fourth and Second Avenue as the primary corridors; Charles E. Davis Boutevard, Painfield Avenue and Chestnut Street as secondary corridors and Cannon Street, First Avenue and Hart Street as important neighborhood streets. Cannon Street (existing and extended) connects multiple neighborhood resources such as the Public Library, Health Clinic, Napier Community Center, Napier Elementary School and pedestrian bridge. First Avenue connects multiple historic and institutional assets and Hart Street connects the southern residential neighborhood to the new road proposed along Trevecca Nazarene University and recreational open space to the east.

Enhancing the area's connectivity includes not only establishing new connections within the community, but also creating context-sensitive "Complete Streets" where possible. Complete Streets in the target area will feature a strong pedestrian realm and include wide sidewalks, planting strips, streetscape furnishings, bike facilities and other traffic calming elements. Specific Complete

Streets elements are addressed in the Infrastructure Improvements section of the Housing Plan and include improvements to Charles E Davis Boulevard, Cannon and Lafayette Streets.

Open and Green Space Network

Open and Green spaces tend to be a community's most valued asset. These spaces provide community gathering and recreational opportunities that are essential to a neighborhood's identity and vitality. Ensuring that the Napier Sudekum community has a network of recreational and communal spaces is a highlight of the Envision Napier Sudekum Plan. To accomplish this, the Plan includes shared small and large scale green spaces for the community, which currently has limited green space, served only by Dudley Park and small pocket parks.

The land along Browns Creek is currently vacant and underutifized but creates a large opportunity to be developed as a linear park and recreational area that the residents have identified as one of their needs. The new road proposed on the western edge of Trevecca Nazarane University would front this linear park and make it safer for accessibility and visibility purposes. A potential greenway could follow along the creek and also connect to the southern and northern communities. This new opportunity also aligns with the Nashville Parks & Greenways Master Plan and its recommendations.

The cornerstone of the ENS Plan is the new Central Park, which will be the community's central green space. The amenities featured in the park were designed through community input. Residents used a priority planning technique to identify the recreational facilities they would most like to see in the new park. Based on this input, Central Park will feature a pavilion, a playground, a splash pad (near the hub) and basketball courts. The community also expressed a desire for a community garden area, but this priority will be addressed with Harvest Hands' proposed new urban farm, just north of the Napier Sudekum properties, so it is not included in the Central Park Plan.

Central Park will also serve to protect some of the large existing canopy trees in the Napier Sudekum neighborhood while also providing a buffer for the community from the adjacent interstate. The Park will mitigate traffic noise and also serve as an aesthetic buffer for residents. An

additional landscaping buffer is proposed along the interstate for the potential housing that would be adjacent to it. There are opportunities for a greenway and walking trails through this linear park, along which public art installations can provide additional aesthetic community enhancements

Sidewalks are another key component to the Central Park Plan, both within the park as walking paths, as well as via pedestrian-safe crossings connecting to The Hub. These pedestrian facilities, enhanced with special pavement treatments, will provide connectivity to a hardscape plaza between the new neighborhood health clinic and existing Napier library. Additional park facilities include hardscape plazas. In warmer months, the community will have access to a hardscape plaza in front of the proposed community center, which will feature an urban-style splash pad. During colder months, the splash pad will be turned off while providing space for performances, outdoor classroom activities or other community events.

In addition to Central Park, the Napier Sudekum sites will have opportunities for smaller-scale green spaces that provide a more intimate outdoor setting for residents. These courtyards will feature community building amenities such as fire pits, grills, outdoor eating facilities, playground equipment and an open space that can serve to host movie watching and other programmed events. Near individual units, these green spaces will provide neighborhood children a place for regular play close to their home so that a trip to Central Park is not always needed for recreation.

Transit Improvements

Transit services are very important to Napier Sudekum residents to conduct everyday business, such as work, school, grocery shopping, etc. The ENS Plan prioritized multi-modal functionality within the neighborhood when envisioning the community's future to ensure adequate access to these services. In addition to the Complete Streets design features discussed in the Street Network section, the ENS Plan proposes the development of a major transit stop at the intersection of Lafayette Street and Charles E. Davis Boulevard, two of the neighborhood's most important corridors.

This transit stop will be supported by additional transit

improvements along Lafayette Street, which in the near future include the deployment of Bus Rapid Transit (BRT) service and corresponding facilities. Long-term improvements include the conversion to light rail technology and corresponding amenities and enhancements. In addition to bus shelters, wayfinding and other necessary transit details, improving walkability throughout the target area with sidewalks, crosswalks and other pedestrian-oriented facilities will further enable transit travel in the Napier and Sudekum communities.

Community Services

There have been discussions for relocating the existing Napier Community Center closer to the Pruitt Public Library and creating a "HUB" of community services that cater to the larger neighborhood. The potential uses, in addition to the existing public library and health clinic could include a regional community center with a comprehensive fitness center, studio spaces, etc. Consolidating all these services along Charles E. Davis Boulevard, across from the Central Park, makes this area an important destination for the larger community and adds to the identity of the target area.

Mixed Land Uses

The Framework Plan also focuses on the land use recommendations to establish and guide development and redevelopment opportunities within the Choice Neighborhood area. The recommendations to encourage mixed land uses that are complimentary to each other, were based on the input received from the residents, community, and market study. It also aligns with the NashvilleNext recommendations.

The proposed transit improvements planned along Lafayette Street, Fourth and Second Avenue creates an opportunity to redevelop these corridors to denser mixeduse developments. The properties south of Lafayette Street need to be rehabilitated with improvements to enhance pedestrian experience. Given the constrained depth of those properties they could continue to function as retail/commercial areas.

The Framework Plan acknowledges the existing residential areas as the heart of the neighborhood and the vacant and underutilized properties as opportunities for

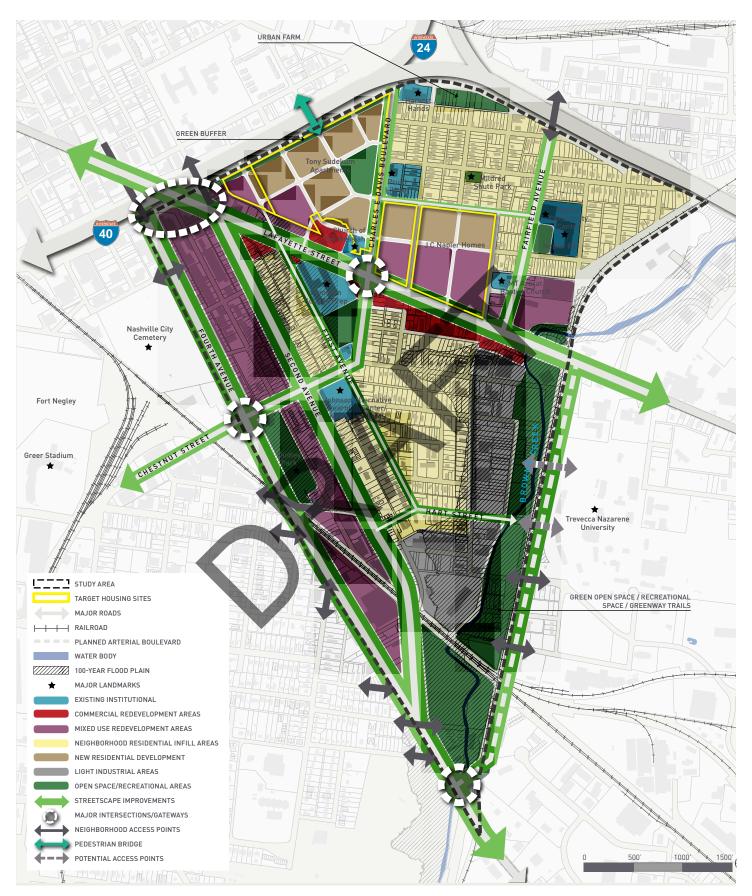


Figure 47. Neighborhood Framework Plan

residential infill development. The community has also expressed the need for code enforcement to ensure the upkeep of the existing buildings in the neighborhood.

The redevelopment of Napier and Sudekum apartments provides an opportunity to act as the catalyst for new multi-family development, adding more residents to the choice neighborhood area

The existing light industrial and institutional areas add diversity and are considered anchors within the neighborhood. These areas would need infrastructure and streetscape improvements for better connectivity and safer pedestrian experience.

Neighborhood Preservation

The community articulated a vision to preserve and enhance the existing residential neighborhoods surrounding Napier-Sudekum. Neighborhoods such as Chestnut Hill are already experiencing a hot single-family housing market with median home values approaching twice that of Metro Nashville's. The Greater Napier neighborhood is beginning to experience pricing pressure due to investor activity, which is expected to increase over time.

To address these concerns the community has crafted a strategy in alignment with NasvhilleNext's approach to housing market equity known as "Fund It, Build It, Preserve It, Retain It" (NashvilleNext, Volume It: Housing). This strategy utilizes existing programs to preserve existing housing that serves low- and moderate- income households, while incentivizing the creation of new affordable units on infill lots.

Preserve Existing Housing: Utilize MDHA's Homeowner and Rental Rehab Program, which helps to preserve existing affordable housing units for households with incomes at or below 80% area median income (AMI). The program addresses health and safety concerns, brings homes up to Code, and makes accessibility improvements. Partner with Metro Nashville's affordable housing fund (the Barnes Housing Trust Fund) and eligible developers to renovate existing housing units to provide homeownership and rental opportunities.

Incent Creation of New Units on Infill Lots: Work with

Community Housing Development Organizations (CHDO) to use federal HOME dollars to create new affordable housing units for both rental and homeownership opportunities on infill lots in the areas identified for preservation. Partner with the Barnes Housing Trust Fund and eligible developers to build new housing for affordable homeownership and rental opportunities.

Gateway Improvements and Enhancements

The Neighborhood Framework identifies major intersections and gateways for improvements to enhance the identity of the neighborhood. The proposed Nashville Metropolitan Transit Authority and the Regional Transportation Authority of Middle Tennessee (MTA/RTA) Transit Plan "nMotion" identifies Murfreesboro Pike (Lafayette Street) and Nolensville Pike (Fourth Street) as potential transit corridors, making the junction of Second Avende, Fourth Avende and Lafayette Street, along I-40 critical to serve as a major transit hub and gateway to the neighborhood. Redeveloping this area would also help with accessibility to and from the interstate and connectivity issues, as identified by the community.

As mentioned earlier, the intersection of Lafayette Street and Charles E. Davis Boulevard would serve as an important gateway to the new development and the intersection of Chestnut Street and Fourth Avenue as a gateway to the proposed mixed-use development along Fourth and Second Avenue. The intersection of Fourth Avenue and the new proposed road on the western edge of Trevecca Nazarene University would also become a key node for accessing the University and proposed new recreation open space to the north and the redeveloped Fairgrounds to the south.

2 Strategy Incorporate Sustainable Development

The Leadership in Energy and Environmental Design – Neighborhood Development (LEED-ND) program sets prerequisites for a development program's ability to be constructed using sustainable materials and methods. It also places priority on a site's existing assets such as proximity to public transit, schools, parks and nearby goods and services. An initial pass at the LEED-ND Project Scorecard was completed for Napier and Sudekum Apartments. Given the two sites' proximity to one another, they are scored as one contiguous development site. The LEED ND Scorecard is comprised of the following five sections:

Smart Location and Linkages – the target sites received several points for being a previously developed site within an urban context, being close to jobs, and for not negatively impacting habitat. Additional points are possible for increasing connectivity, especially by the proposed transit opportunities within this neighborhood.

Neighborhood Pattern and Design - The compact nature and density of the project, the availability of mixed housing, access to neighborhood amenities and services, and continued outreach and involvement of the community helped achieve numerous points in this

category. Multiple points appear in the "Maybe" category, such as tree-lined streets, specific parking requirements and traffic calming measures. The Site Plan is not far enough along yet to be sure that these "Maybe" credits will be earned.

Green Infrastructure and Buildings - The same holds true for this category as there are a great number of points in the "Maybe" category for the moment because the Site Plan is not far enough along yet to award points for the design and construction. Five points were awarded based on the assumption that the site will include certified green buildings and another point was awarded for the previously developed nature of the site.

Innovation and Design Process - This section remains to be determined as there are multiple credits which could be pursued for exemplary performance.

Regional Priority Credit – This set of potential credits is determined on a state and local basis given the areas that are the highest priority for them. One point will be awarded for community outreach and involvement as long as the project continues to interact as it has with the neighborhood.





B. VISION

"To ensure a safe and quality built environment for the current and future residents that creates a stronger sense of pride and offers diverse housing choices."

The redevelopment of the Napier and Sudekum public housing sites into a mixed-income and mixed-use walkable community has been identified as the key catalyst for creating a vibrant neighborhood that will transform not only the target public housing units, but the surrounding neighborhood. Several discussions and work sessions were conducted with the Neighborhood and Housing Work Groups and the overall community to ensure the Design Team developed a plan which addressed the needs of the residents and community. This was implemented with multiple community charrettes held throughout the planning process. Based on the input received during Needs Assessment Survey and Housing Market Study, goals and objectives were identified and strategies worked out to implement the desired outcomes.

GOALS

Transform Napier and Sudekum from distressed public housing to a safe and secure mixed-income and mixed-use walkable community.

Create high-quality and energy efficient housing that meets resident and community needs for affordability and a healthy living environment.

Integrate a mix of housing options for choice

Establish the new redevelopment as a catalyst to promote further improvements in the greater community.

Conform to Housing and Urban Development (HUD) regulations for one to one replacement and right-of-return of displaced residents through a relocation and re-occupancy plan.

Strategy Create a sustainable Site Plan for the new redevelopment

The Design Team coordinated with the Work Groups and the community to develop Site Development Framework Alternatives based on the following critical elements:

- Walkable blocks
- Street layout and connectivity
- Mix of uses
- Mix of housing choices

- Density compatible to the surrounding neighborhood and aligning with the overall Choice Neighborhood Framework Plan and NashvilleNext recommendations
- Community amenities and open spaces
- Complete streetscapes encouraging multi-modal transportation



Conceptual Site Development FrameworkOption 1

This option focused on the MDHA-owned properties only. The street grid matches the block size of the surrounding neighborhood and reconnects to the existing grid wherever possible. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. Multiple open spaces are scattered within the study area. The approximate housing count for this option is 1,300 – 1,600 units. Mixed-use mid-density buildings are located in the Napier side along Lafayette Street, with the low density housing forming a buffer to the surrounding neighborhoods. Mid-density housing is located in Sudekum along the interstate. A senior facility is located along Charles E. Davis Boulevard, just across from the Public Library.

Option 2

This option includes the Lafayette Street frontage left of the existing Martha O'Bryan Center. The street grid was extended to divide the existing superblocks and match the block size of the surrounding neighborhood. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. One of the open spaces is located in front of the existing pedestrian bridge and the second one is located along Lafayette Street. The approximate housing count for this option is 1,450 - 1,750 units. Mixed-use high-density buildings are located along Lafayette Street, with the density gradually reducing as you move towards the single family neighborhood. A senior facility is located next to one of the open spaces and closer to the other commercial amenities.

Option 3

This was the high-density option and includes the Lafayette Street frontage, including the Martha O'Bryan Center and Dollar Tree General. The street grid was extended to divide the existing superblocks and match the block size of the surrounding neighborhood. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. A large open space is located across from the Public Library. There is



Figure 48. Conceptual Site Development Framework Option 1



Figure 49. Conceptual Site Development Framework Option 2



Figure 50. Conceptual Site Development Framework Option 3



an additional open space in between the blocks on the Napier side and a green buffer along the interstate. The approximate housing count for this option is 1,850 – 2,150 units. Mixed-use high-density buildings are located along Lafayette Street, with the density gradually reducing as you move towards the single family neighborhood. The senior facility is located north of the central park closer to the residential neighborhood.

Housing and Retail Market Analysis

A housing market analysis was conducted to forecast the potential for various types of housing at the Napier/Sudekum Site. Existing housing market conditions and trends throughout the area and within South Nashville were analyzed and ultimately, a mix of housing products by tenure and type, number of units, and price range was recommended based on the site potentials.

The South Nashville area has about 7800 total housing units 42.8% of which are single family detached homes. The Napier and Sudekum properties have several thousand units of multi-family housing. The overall trend of housing units in South Nashville has decreased by 3.3% since 2000. Current housing tenure by age cohort was also analyzed for South Nashville. As in most markets, younger people more likely to rent and as people age, they are more likely to engage in homeownership.

According to rental data supplied, rental apartments, home value and list prices have all increased rapidly over the last few years. This shift can be detrimental to existing rental tenants, unable to compensate for the increased rent or homeowners, unable to manage the increased property taxes

Demand for housing at the Napier/Sudekum site will be generated by households within the Primary Housing Market Area (PHMA) and was forecasted for rental housing (4,190 units) and "For-sale" housing (2,940 units).

It was determined that the Napier/Sudekum Site could capture demand for 630 to 1,080 rental housing units within the next five to seven years. This capture includes about 140 to 280 "job-induced" units, demand for which would depend on Nashville's continued job growth and the competitiveness of downtown to attract certain jobs. The Site Potentials would include 420 market rate units, with rents likely in the \$800 to \$1,500+ range. There are

certain pre-conditions that would need to be met in order to maximize market-rate demand. Such requirements are discussed later in this report. The potentials also include 380 to 440 subsidized units, with rents generally below \$700 per month. This potential is summarized in Table 1.

The Napier/Sudekum Site could capture demand for 200 to 350 for-sale housing within the next five to seven years. Demand for about 80 to 140 of these units would be "induced" through downtown-area employment growth. Potentials include demand for about 100 to 205 market-rate units, priced in the \$250,000 to \$500,000+ range. As noted previously, certain pre-conditions would need to be met in order for the site to maximize this market-rate potential. These requirements are discussed later in this report. The Site could also capture demand for at least 95 to 145 subsidized for-sale units priced below \$300,000, including 50 to 60 for those earning more than 30% of AMI and another 45 to 85 workforce units.

There would be a correlation between price and demand, such that the more affordably-priced the units, the higher the demand volumes that could be captured on site.

	RENTAL HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022						
		Area Capture		Market			
	Rent Range	Moderate	High	Rate			
	\$ 300	187	233	-			
L	\$ 500	64	91	-			
L	\$ 600	73	118				
	\$ 700	53	95				
	\$ 800	52	99	75			
	\$ 1,100	24	49	36			
	\$ 1,200	21	52	37			
	\$ 1,500	18	59	39			
	Sub-Total	492	796	187			
	ELI	251	325				
	Workforce	126	213				
	Job Induced	141	281	231			
	TOTAL	632	1,077	417			
	Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.					

FOR-SALE HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022						
		Area Capture	Market			
Price Point	Moderate	High	Rate			
\$ 106,250	49	61	-			
\$ 156,250	22	31	-			
\$ 218,750	21	53	-			
\$ 247,500	15	30	22			
\$ 288,750	10	20	15			
\$ 367,500	8	19	14			
Sub-Total	125	215	51			
ELI	49	61				
Job-Induced	82	136	122			
TOTAL	207	351	174			
Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.					

There are ways to expand access to housing for lower-income households through down payment assistance, credit clearance, and other homeownership development programs that are often sponsored by local governments but are not available as yet in Nashvitle.

A retail market analysis was conducted to determine the potential for retail and mixed-use development at the Napier/Sudekum Site. The existing community has expressed a desire for more diverse and appropriate retail to serve their needs, and a key question is the potential for retail that would serve those needs while also appealing to potential new housing residents. The potential for retail uses in the corridor was forecasted within the competitive market, and a prospective business mix was recommended based on those market findings.

Two scenarios were created to test the potential for retail/commercial and mixed-use development at the Napier/Sudekum Site and adjoining portions of Lafayette Street.

In the "Lafayette Destination District" scenario, the SoBro portion of Lafayette Street would see upgraded infrastructure and streetscaping investment. Pro-active master planning and facilitation with property owners would brand and orient the area towards development of a walk-able and attractive regional destination shopping district. In this scenario, the Site could capture potential demand for 150,000 to 220,000 square feet by 2022. The recommended tenant mix would be:

- Expanded grocery
- Pharmacy / health care
- Specialty food store
- Hobby / toy / games
- Sporting goods
- Restaurants
- Personal services
- Coffee shop / entertainment
 - Apparel & accessories
- Office supply, stationary
 - Home furnishings

A "Local Demand" scenario modeled the potential for retail in the absence of such as destination marketing and development strategy for Lafayette Street. In this local demand scenario, there would be no pro-actively marketed district for attracting destination shoppers. In this scenario there would be new potential for about 20,000 to 50,000 square feet of retail/commercial use and the recommended tenant mix would be the following:

- Health care
- Sports/apparel
- Personal services
- Coffee / limited service (e.g., TOD)

Preferred Site Plan

The residents and community were asked to compare and rank the different alternatives and their elements and help develop the Preferred Plan. Figure 51 illustrates the Preferred Plan for Napier and Sudekum and assumes the acquisition of the Lafayette Street frontage. The acquisition was critical to create a cohesive vision for the neighborhood and enhance the visibility and marketability of the new development. Market Study findings indicated that without redevelopment of the Lafayette frontage, market numbers may not fully support the private market-rate housing to as great of an extent. This is due to limited commercial amenity value, poor marketing image and unchanged frontage and limited visibility into the site. The Plan proposes 1800 -2000 units and would be a mix of affordable, market rate and workforce housing. An alternative plan focusing on only the MDHA properties was also created to compare and serve as Plan B if there were any issues with acquisition. This On-Site Option has been attached in Appendix for reference.

i. Housing Mix

The preferred Expanded Site Option explores a mix of uses and housing typologies, with denser mixed-use blocks located along Lafayette Street and transitioning to townhomes and less dense housing typologies to be compatible with the surrounding residential neighborhood. This Plan also assumes there is an opportunity to acquire and develop some of the vacant sites within the overall target neighborhood as single family infill residential development. The housing mix also consists of garden apartments and urban apartment buildings with enclosed corridors. The community preferred to integrate senior housing units within the rest of the mix, so a dedicated facility wasn't illustrated.



Figure 51. Conceptual Site Development Plan





ii. Infrastructure Improvements

A variety of infrastructure, transportation and utility based improvements are needed to support the housing developments. The ENS Plan proposes the integration of a street grid throughout the Napier and Sudekum communities to provide pedestrian and vehicular travel to and through the community. Incorporation of sidewalks and crosswalks are also critical to provide a safe pedestrian environment. Specific Complete Streets improvements for Charles E. Davis Boulevard, Cannon Street and Lafayette Street are listed below:

Charles E Davis Boulevard will serve as the main spine of the Napier Sudekum communities, running north and south through the neighborhood. This thoroughfare will feature typical boulevard amenities, such as plantings

to increase aesthetics, slower traffic and a defined sense of place achieved by streetscape details. To enhance pedestrian safety along this corridor, Charles E Davis Boulevard will provide pedestrian crossings at intersections with visible crosswalk areas. A special pavement treatment will be implemented at the existing Napier Library block, which will become home to the new "HUB" for the community. This "HUB" will be a compound of public services and facilities, such as a new Community Center, plaza space and Clinic.



Figure 52. Potential Street Improvements for Charles E. Davis Blvd





Cannon Street becomes the east and west connector through the new ENS development. Leveraging the existing pedestrian bridge over the interstate, Cannon Street provides access to the new green open space and Napier Elementary School. Cannon Street is considered the main pedestrian connection through Napier Sudekum, providing east/west pedestrian access in the community and for the community to travel via non-vehicular means outside of the neighborhood. To provide for a safe realm for students and other residents, Cannon Street enhancements feature a greenway to provide a park-like setting for bicycle travel.



Figure 54. Potential Street Improvements for Cannon Street





Figure 55. Cannon Street Before



Lafayette Street is designated as a future major transit corridor for Nashville. To implement this, additional right-of-way is needed to enable the development of future light rail stations. In the interim, the Nashville Metro Transit Authority will begin using bus rapid transit (BRT) along Lafayette Street. A successful BRT corridor along Lafayette Street will rely on the development of Complete Streets amenities, which will include bike lanes, widened sidewalks, street trees, transit facilities and other important streetscape furnishings. These details will provide a more inviting walkable environment along Lafayette Street and improve multi-modal access within the community.



Figure 56. Potential Street Improvements for Lafayette Street





iii. Utilities

To account for future increased density development and the subsequent increased residential base envisioned in the Napier Sudekum community, more and upgraded utility services are needed in the target area. The existing waterlines are aging and nearing their end of service life, rendering them obsolete for future use. As major rehabilitation or reconstruction projects, such as those proposed in the ENS Plan, occur in the study area, existing service lines should be replaced and/or upgraded.

A major utility replacement needs to be addressed for the community's combined sewer system. This network needs to be separated into dedicated stormwater and sanitary sewer pipe systems. To attenuate the flows into the sanitary system, without increased overflows into the Cumberland River, detention facilities (which may take up a lot of space) or a conveyance system may be required.

iv. Stormwater Quality

To satisfy Metro Nashville's Low Impact Design (LID) requirements for water quality treatment in new developments, the ENS Plan recommends implementing decentralized LID strategies in the target areas. These strategies will be designed on a case-by-case basis to appropriately address water quality issues and requirements. For master planning level purposes, approximately 1,100 square feet per acre of impervious area in the Napier Sudekum developments should be reserved for bio etention areas to provide for appropriate stormwater quality management.



Figure 58. New Central Park.

v. Green and Open Spaces

Providing ample green space and tree canopy are vital to the quality of life in any community and Napier Sudekum is no exception. The ENS Plan strives to maintain existing trees when possible, while expanding the community's green space opportunities. The Plan proposes a large community park, "Central Park", that provides easy access for residents throughout the target area. In addition to the active and passive park elements proposed in the Plan, Central Park will also provide pedestrian connections to the community's new Hub, which will feature a neighborhood community center, health clinic and public library.

For smaller-scale green spaces near residents homes, the ENS Plan recognizes that front yards and porches are important to the area's residents (especially for the townhome housing typology) —providing buffer from the street to front doors—and encourages the incorporation of front yards into future plans. These spaces also provide residents with their own, individual recreational site within the greater urban context.

vi. Community Spaces

In between buildings and units, courtyard areas will serve to provide residents with smaller, shared community spaces and may feature fire pits, grills and other community-building facilities. These areas function as both gathering and recreational spaces, making them important outdoor amenity spaces for market-rate units as well.



Figure 59. New community green space: Courtyard Concept

Incorporate well designed, energy efficient units and reflect the recommendations from residents and stakeholders

HOUSING DESIGN

Housing in the Proposed Plan is diverse to accommodate the need for affordable, workforce and market rate housing. Housing choices range from one-bedroom to five-bedroom units, and include a 1:1 replacement of the 821 existing affordable apartments in Napier and Sudekum. The remaining units are workforce housing and market-rate apartments. The mix of apartment types are scattered throughout the four typologies, insuring a wide variety of choices and compliance with dispersion requirements of the Fair Housing Act.

Aesthetically, the residents did not prefer a particular architectural style, but instead value was placed on windows, balconies, color and texture in the façade. Proposed housing should incorporate a connection to the outdoors and to the residents themselves, by means of windows and balconies, as well as architectural interest on the façade through color and varied textures. This is much different than the repetitive nature of the homes that comprise Napier and Sudekum today.

Residents expressed concern with security, specifically in the larger apartment buildings, with the interior corridors and perceived notion that there is only one way in and out of each apartment. These buildings should be designed to incorporate security measures, for example, keycard access at doors.

During the envisioning process, residents considered various amenities, both inside and outside the units. Existing apartments on the two properties are outdated in terms of size, natural light and basic amenities. The apartment interior design should include ample storage, easily cleanable materials, washer and dryer connections and central heat and air. Natural sunlight should be emphasized and the concern for sound transmission between apartments needs to be addressed in the design.

The exterior of the Proposed Plan is designed for ample parking and semi-private outdoor space, such as balconies, stoops and patios should be included as part of the building design. While all units have access to the

Envision Napier Sudekum- Proposed Unit Counts			
Conceptual Expanded Site Development Plan			
Typology	Proposed Unit Counts	1:1 Replacement Numbers	Number Available for Workforce & Market Rate
1 Bedroom			
Townhomes/ Flats	42		
Garden Apartments	108		
2/3/4 Story Apartments	241		
Mixed-Use	92		
Total 1 Bedroom Units	483	120	363
2 Bedroom			
Townhomes/ Flats	36		
Garden Apartments	108		
2/3/4 Story Apartments	714		
Mixed-Use	222		
Total 2 Bedroom Units	1080	428	652
3 Bedroom			
Townhomes/ Flats	78		
Garden Apartments	30		
2/3/4 Story Apartments	140		
Mixed-Use	46		
Total 3 Bedroom Units	294	211	83
4 Bedroom			
Townhomes/ Flats	0		
Garden Apartments	6		
2/3/4 Story Apartments	9		
Mixed-Use	37		
Total 4 Bedroom Units	52	52	0
5 Bedroom			
Townhomes/ Flats	6		
Garden Apartments	4		
2/3/4 Story Apartments	0		
Mixed-Use	0		
Total 5 Bedroom Units	10	10	0
Total Units	1919	821	1098

Central Park, the large apartment buildings and mixed use buildings are planned to have pocket parks, consisting of community patios and play areas. The existing porches on the Napier property are important to the residents, as a place for informal "porch meetings". To foster that sense of community, these pocket parks adjacent to the apartments include places to gather for meetings and play areas for children, where parents can comfortably watch.

SUSTAINABLE BUILDING DESIGN PRINCIPLES

The following sustainable design principles can be incorporated into the design of the homes:

Exterior:

- Cool roofing products to reduce the heat island effect found in urban climates
- Rapidly renewable insulation in the exterior wall cavity
- Flashcoat of spray-foam insulation at the backside of the exterior sheathing, which reduces the amount of air infiltration from the exterior
- Thermally insulated, double paned windows with a low solar heat gain coefficient
- Durable exterior material selections, which may include masonry, cement-fiber siding, and metal panels
- Sunshades and canopies to appropriately respond to the buildings' solar orientation

Interior:

- Energy-efficient HVAC systems
- ENERGY STAR rated appliances and lighting
- Low-flow plumbing fixtures
- Formaldehyde-free insulation
- Low-VOC paint and interior finishes
- Interior walk-off mats reduce the amount of contaminants tracked into the living space
- Rapidly renewable flooring tile
- Tile flooring, carpet and drywall to have high recycled content



Figure 61. Community patios are an important amenity to the residents.

- Mold resistant drywall in wet areas
- Tile flooring adjacent to exterior doors
- Durable structural systems, such as concrete and steel framing, in lieu of wood construction
- Sealants to control fire, sound, and provide an air tight barrier between each dwelling unit

Additionally, education for all parties involved is paramount to a sustainable design project. Suggested educational opportunities, borrowed from the LEED for Homes Rating System, are as follows:

- Sustainable Design Charrette All stakeholders in the project design participate in the Charrette. A sustainable design expert facilitates the discussion, which includes the design of the principles noted above.
- Trades Training Day, in which a sustainable design expert conducts a learning session with the contractor and their subcontractors. The intent is to review the best-practice sustainable building principles that have been incorporated into the design of the building.
- Building Manager and Tenant Manuals, specifically catered to sustainable design education. These manuals provide helpful information to both the facility managers and tenants, particularly explaining best practices for operating systems in each apartment.





Figure 62. 2-3 Story Townhomes and Flats Potential Exterior Elevation



Figure 63. 2-3 Story Townhomes and Flats



Figure 64. 3 Story Garden Apartments Potential Exterior Elevation



Figure 65. 3 Story Garden Apartments



Figure 66. 3 - 4 Story Apartments Potential Exterior Elevation



Figure 67. 3 - 4 Story Apartments



Figure 68. 4-5 Story Mixed-Use Potential Exterior Elevation



Figure 69. 4-5 Story Mixed-Use Apartments



PROPOSED HOUSING TYPOLOGIES

2-3 Story Townhomes and Flats

The townhome is a multilevel residence having access to each unit through an exterior private entrance. Typically, the living spaces are on the first level, with bedrooms on the upper levels. The flat is a private residence that is contained to a single, private floor. In the proposed plan, 3-bedroom townhomes are two stories and the 5-bedroom model is a full three stories. Some of the 3 story buildings contain a 1-bedroom flat at the bottom and a townhome above. Parking is behind the buildings and accessed by an alley. Each unit has either a ground level patio or second floor balcony. Shared amenities, such as a community room, gym and fitness center will be provided in the nearby Hub.

3 Story Garden Apartments

The garden style apartment is three levels with units contained to a single and private floor. Access to each apartment is through an interior or exterior common stairwell that bisects the building. In the proposed Plan, a parking lot is located between the buildings and accessed from the street. Shared amenities, such as a community room, gym and fitness center will be provided in the nearby Hub.

3-4 Story Apartments

The four story apartment building has multiple levels. Access to each apartment is through a corridor connected to a central location containing a lobby, elevator and stairs. Each apartment is a single and private floor. In the proposed Plan, parking is in either a surface parking lot or parking garage behind each building. These apartment buildings are planned for 5,000 SF of shared amenity space.

4-5 Story Mixed-Use

The mixed-use apartment building is multiple levels, with the first level used primarily as retail space. Each apartment is a single and private floor. In the proposed Plan, access to the apartments in the building is through a central location, with an elevator and stairs, adjacent to parking. These apartment buildings are planned for 5,000 SF of shared amenity space.

Strategy Incorporate best practices to create a safer community

Safety was one of the prime concerns of the residents so Crime Prevention Through Environmental Design (CPTED) principles were incorporated to the Site Plan and housing design:

- Natural surveillance has been integrated into the site and housing design by creating "eyes" on the front of the building with windows, porches and balconies facing the street. Avoiding defensible areas. All open spaces are located along main streets, with buildings facing it, enhancing its visibility and making it safer.
- Clear delineation of public (sidewalks, open spaces, etc.) and private (driveways, porches, etc.) areas by using different materials reinforces the difference in the spaces and guide people and vehicles to and from the proper entrances.
- Including adequate streetscaping and lighting along all the streets and public spaces.
- Proper maintenance of landscaping, lighting and other features is vital to ensuring that CPTED elements serve their intended purpose.







5 UPLIFTING PEOPLE



VISION

"To ensure a comprehensive, welcoming South Nashville neighborhood in which every individual within the community has the ability and undeterred access to economic prosperity and preparedness; a safe and welcoming environment; a healthy living and lifestyle; and opportunities for continued education and development."

The people component of our plan models and attempts to address many of the pressing issues identified through the community driven NashvilleNext process. The main issues being, preserving neighborhoods while creating affordable housing opportunities near jobs and transit and creating pedestrian friendly centers that provide access to jobs, housing and services.

A People Work Group, made up of service providers, residents and community members, was established to evaluate the needs and wants of the community within the areas of crime, employment, healthcare and social/supportive services. Unlike many other Choice Neighborhoods planning processes, it was determined at the beginning of planning that a separate and distinct Education Work Group, made of service providers, public school representatives, residents and community members should be formed in order to more intentionally evaluate the cradle to grave educational needs of the community.

Through the resident Needs Assessment, which surveyed residents through Napier Place and Tony Sudekum Apartments (Napier and Sudekum) as well as community members in the adjacent Napier neighborhood, both Work Groups were able to establish baseline metrics and identify gaps and needs in services across their espective focus areas. As planning continued following the completion of the resident Needs Assessment, Work Groups evolved into task forces focused on topicbased goals and strategies, further identifying potential gaps as well as working to consolidate areas of overlap between the two Work Groups. As implementation goals and strategies were finalized, the Work Group format gave way to targeted meetings led by community identified implementation partners. The strategies and implementation projects created within the People component of Envision Napier-Sudekum are organized under the topic-specific categories of Economic Self-Sufficiency, Crime and Community Safety, Community Health and Wellness and Educational Development and Training.



SECTION 1: ECONOMIC SELF-SUFFICIENCY

Substantial barriers exist for residents within the target area that hinder families' ability to achieve selfsufficiency and progress towards sustainable prosperity. Barriers include lack of necessary training to obtain and maintain living wage employment and limited supportive service programs that ensure holistic self-sufficiency; such as assistance with transportation, childcare, health and nutrition and job training. MDHA does facilitate both the ROSS social services grant, JobsPlus Nashville, and the TALF grant (taking a leap forward program) within Napier and Sudekum as ways to address self-sufficiency. Resident engagement indicated that these programs were not as widely used as they needed to be to effect change and that there were not enough known or widely utilized service providers within the community to make a substantial impact.

According to the 2015 5-year census, census track 148, which encompasses Napier and Sudekum as well as the greater Napier neighborhood, indicated 80.5% of residents currently live below the poverty threshold, compared to the rate of 18.6% found in Metro Nashville. Furthermore, the census report found that the target area carried a median household income of only \$11.548, despite an average of 2.8 persons reported per household, compared to the median household income of \$47,621 throughout Metro Nashville.

Acknowledging the need to address barriers to employment while working to increase the median household income within the target area, the resident Needs Assessment was used to identify the types of training they felt would be most beneficial. Respondents indicated other (29.08%), job training (28.76%) and computer training (9.80%) being areas of most need, with youth programs (10.78%) and credit repair (10.13%) also strongly identified.

MDHA residents were definitive in their recognition that job training was necessary. While 64% of respondents from the resident Needs Assessment acknowledged that job training opportunities were available, only 44% of respondents indicated that they took advantage of such opportunities. Residents of Napier and Sudekum have access to the JobPlus Nashville program, a HUD-funded grant program that includes job training, digital literacy and career coaching. While over 300 residents to date have

participated in at least portions of the program through the Martha O'Bryan Southside Enterprise, opportunities persist in expanding awareness to existing programs and expanding programming to other providers.

With many employment and other self-sufficiency programs providing online access to resources and tools, the need for computer access and literacy is obvious. On average, only 47% of respondents indicated they owned a computer or computing device outside their cell phone, with only 45% indicating they had home internet access other than through their cell phone. From job training programs to job applications and online employment, accessing these resources are greatly hindered by cellphone only internet access. MDHA, in partnership with Comcast and Google Fiber, offers the ConnectHome program, providing digital literacy training along with access to free-to-discounted home internet and a laptop. In addition, Metro Nashville Public Library –Pruitt Branch offers free access to their computer lab and free public wifi, both of which though are limited to operational hours of the library.

Finally, transportation was consistently reported as the biggest barrier to economic self-sufficiency. On average 34% of residents indicated within the Needs Assessment that transportation was the biggest barrier to finding and keeping employment. While 41% responded that they own a car, the large majority indicated resulting to public transportation (34%), walking (10%), or paying friends and family (6%) as their method of transportation. While the Lafayette corridor is a main artery into downtown Nashville, the public transportation bus network does not currently provide route times to accommodate later shifts, and due to its spoke network, creates undue burdens for individuals seeking transportation to training or employment outside the city core.

Desired Outcomes/Goals:

Households are stable and self-sufficient

Individuals have access to jobs with living wages

Self-sufficiency programs are available to residents despite transportation or affordability barriers

Individuals, regardless of potential barriers to employment, have access to employment opportunities

Section1 Strategy

Establish a one-stop shop in order to facilitate a pathway to success for education, development and employment

Throughout community meetings and highlighted within the Resident Needs Assessment, several barriers to employment were identified, which centered on the areas of access, awareness and preparedness. While many employment related providers service the community such as Project Return, Martha O'Bryan Center, American Job Center, and Maximus - most are located outside the target area or are limited to the scope, mission and capacity of their current facility. It was determined that resources like a database of second-chance employment opportunities or career counseling services are available to residents through specific providers. However community meetings found that such resources were either not effectively marketed, thus resulting in lower awareness of services, or not shared amongst providers to broaden its potential impact. In order to better centralize these resources and broaden their awareness and accessibility, the desired outcomes of this strategic initiative would be greatly enhanced through the creation of a one-stop shop dedicated specifically to employment and economic self-sufficiency. To be located within the proposed Envision Center, the facility would need to be incorporated as a component of the proposed regional community center. The following implementation strategies outline the central functions of the proposed one-stop shop and the long-term objectives of achieving economic self-sufficiency through the physical presence of an organization dedicated towards supportive services. Metric: Average Household income within the target area

• Current: \$11,548

• 5-Year Goal: \$15,012 (30% increase)

Metric: Percent of MDHA residents taking advantage of job training opportunities

• Current: 44%

• 5-Year Gal: 60% (25% increase)

Metric: Percent of residents in target neighborhood employed

• Current: 45%

• 5-Year Goal: 60% (25% increase)

Implementation Strategies

1.7 Establish an Employment and Economic Self-Sofficiency One-Stop Shop

A one stop-shop specifically programmed towards employment access, awareness and preparedness would be located at the proposed Envision Center and would provide service coordination, case management and career counseling, job placement and training. Partnering with established providers within the industry, the space would serve initially as a part-time satellite office and have long-term aspirations to become a full service location. The model would provide a structure for resident intake and evaluation and then pair with a specific counselor for further training, counseling and placement. Partner organizations in the community, such as Project Return and Jobs Plus Nashville, would provide coordinated, supplementary workshops and services would be available for all residents, including multi-generational and those seeking second chance employments. In addition to direct service, the onestop shop, in partnership and collaboration with other support services provided by MDHA Social Services staff, would serve as an information hub. This hub will connect residents with training, employment opportunities and self-sufficiency services (e.g. TALF, SNAP, Financial Empowerment) provided by partner organizations, whether in or outside of the target area.

Implementation Leads:

MDHA and American Job Center

Implementation Partners:

Martha O'Bryan Center, Jobs Plus Nashville, Project Return

Leverage Resources:

Capitalize on services offered through implementation partners to create a network of resources. Using the facility a hub of services, provide a venue for rotating workshops focused on employment, with American Job Center serving as central lead for coordination of services.

Partner with American Job Center to locate a satellite office within the community, with long-term goal of expanded hours and services.

Needed Resources:

Funding for short-term facility space with American Job Center and secured capital funding for the one-stop shop to be housed in the proposed Envision Center.

1.2 Establish a database of employers willing to work with second chance employees.

While 20% of respondents in the resident Needs Assessment stated they had no barriers to employment, resident engagement events and the people Work Group found that in many cases individuals were hindered in finding permanent employment due to various second chance related factors (e.g. credit repair, expungement services, criminal record). Even once such parriers were resolved, residents experienced difficulty in locating resources that could identify potential employers open to hiring second chance employees. Through partner meetings, a database for potential employers was identified, however, it was confirmed that such database is not widely available to all employment related service providers nor consistently updated to reflect open employment opportunities. To administered through the one-stop shop and made available for access to all employment related providers, a database would be established to provide a centralized network of employers, with targeted focus on employers who willingly work with second-chance employees.

Implementation Leads:

American Job Center and Project Return

Implementation Partners:

Martha O'Bryan Center, MDHA, T and T

Leverage Resources:

Utilize the existing database as a starting point to establishing a centralized, open resource for employment listings for all residents, regardless of potential barriers to employment.

Needed Resources:

Establish a process, funding and infrastructure to house the database.

1.3 Partner with local employment-related service providers to establish a comprehensive, replicable job training curriculum.

This project is designed to establish a comprehensive job training curriculum that could be administered through the one-stop shop but also available as a best practice quide that can be replicated across the job training industry. Several community providers offer varying forms of job training. Jobs Plus Nashville offers a month long job training course with emphasis on soft skills and digital literacy. Project Return, in partnership with Metro Nashville Public Library, offers a 2.5 day soft skill training with basic computer training. The Financial Empowerment Center provides free financial literacy training. With that said, opportunities were identified to expand these offerings and for all providers to incorporate traumainformed conflict resolution training (for employees and employers) as well as digital literacy within their base level training. In order to assist residents in preparedness for obtaining and maintaining employment, the curriculum would at minimum include the following general topics in addition to trade or employment specific training:

- Customer Service
- Professionalism
- Financial Literacy
- Conflict Resolution
- Digital Literacy



Implementation Leads:

American Job Center and Project Return

Implementation Partners:

Financial Empowerment Center, Martha O'Bryan Center, Project Return, Hylton Elite Marketing Agency, VOC Rehab, Nashville Public Library

Needed Resources:

Ability of each partner to dedicate time and resources to evaluate current programming curriculum and create new curriculum.

1.4 Establish a comprehensive mentor program to assist with job readiness, training/shadowing and placement services

Administered through the one-stop as the next step following initial intake and training, this project looks to match residents with professionals in the community. Serving as mentors, the project would allow residents to experience various professions and professional environments while expanding their networking and receiving real-time employment coaching.

Implementation Leads:

American Job Center and Project Return

Implementation Partner:

Jobs Plus Nashville, Martha O'Bryan Center

Leveraged Resources:

Utilize the case management structure and business network at both Jobs Plus Nashville and American Job Center to create a working list of potential mentors.

Needed Resources:

Volunteers within various professional settings will be recruited to serve as mentors. A structure will need to be created to provide mentor training, tracking and accountability measures.

1.5 Establish a centralized career mapping tool

This project will serve as the foundation of the intake and case management processes within the one-stop shop. Providing a path for a resident to identify interests and potential barriers, explore various professional opportunities, get directed towards necessary training, receive help with placement and maintain connections with on-going mentoring, this career mapping tool will serve as a mutual resource between the resident and provider to create an individualize plan towards employment and self-sufficiency.

Implementation Leads:

American Job Center and Jobs Plus Nashville

Leveraged Resources:

Partner with Jobs Plus Nashville to mimic the checklist already in place and determine what partners are needed to expand accessibility to that resource.

Needed Resources:

To be determined.

Strategy | Section | Establish | Community Coalition | of services to provide outreach | and awareness for currently | established providers in the community.

Economic Self-Sufficiency extends beyond the need to obtain and maintain employment. In many cases, the need of supportive services can be the biggest barriers to self-sufficiency. Whether transportation, health, educational or nutrition, services exist throughout the community that are designed to support the entire family, and without these services, the ability to achieve selfsufficiency would not be possible. Based on the resident Needs Assessment, respondents indicated that food bank/SNAP services, job training, computer training, adult education and rental assistance were the areas of supportive services most utilized. However, respondents also stated that job training, computer training, college prep and youth programs were areas of most need related to support services. Identified through community meetings and resident engagement, it was found that while many services existed that address these areas of need, gaps were evident in awareness of programs and variety of programs available. In order to be more in tune to the evolving needs of the community, the people Work Group determining a coalition of partners should be established to 1) better determine what services exist within the community, and 2) provide a centralized venue to evaluate what gaps in services within the community



and determine how those gaps can be addressed – whether through existing providers or recruiting new providers. Implementation strategies provided here provide a structure to create this coalition as well as initial work functions of the coalition from initial creation as an ad hoc community group meeting monthly to a formally established non-profit entity within the community.

Metric: Percent of residents in target neighborhood utilizing supportive services

Current: 37%

• 5-Year Goal: 45% (20% goal)

Implementation Strategies

2.1 Develop and distribute a survey to all community agencies/non-profit providers to catalog available services

This project would be the foundation of the coalition's creation as well as an annual assessment tool. Anecdotally, one of the biggest barriers to services is simply providing enough awareness to the community that such services exist and are available. This survey, completed annually, would serve dual purpose in being able to catalog existing services, while also serving as an annual recruiting tool to bring new services into the coalition. Additionally, based on the data received in the survey, the coalition would determine areas of missed opportunity or gaps in services. For initial launch, MDHA would facilitate the survey in order to then establish the coalition. After the first year, the assessment tool would be a product of the coalition's work.

Implementation Leads:

MDHA

Implementation Partners:

Martha O'Bryan Center, Napier Family Resource Center

Leveraged Resources:

The partner network already in place at Napier and Sudekum through MDHA Social Services.

Needed Resources:

Resources associated with staff and infrastructure for initial surveying and data analysis

2.2 Establish comprehensive communication strategy to advertise available services throughout the community

This project establishes the mission of the coalition, to identify and market services throughout the community. While not in itself a direct service organization, the coalition would serve as the facilitator to connect residents to available services. With an established, consistent communication strategy in place, once established, the coalition would shift its efforts within the first year from internal formation to community outreach.

Implementation Lead:

MDHA

Needed Resources:

To be determined.

2.3 Establish a centralized hub to serve as the destination location for information on available resources and services

This project represents a long-term goal of this strategy, to create physical space within the community to better produce and market the work of the coalition. To be eventually housed in the proposed Envision center in the community center, the Nashville Public Library-Pruitt branch would serve as the initial hub in interim, providing space to house resource flyers, contact information and informational workshops on available services.

Implementation Lead:

MDHA and Councilmember Freddie O'Connell

Implementation Partner:

Pruitt Library

Leverage Resources:

Partnering with Pruitt library to continue serving as the central location of the community for information and resources.

Needed Resources:

Resources to assist with physical build out of the office to be located in conjunction with the economic one –stop shop.



2.4 Create and fund a staffing plan dedicated to the administration of the coalition and serving as point of contact within the community for residents and partners

This project outlines the end goal of the coalition, to build programming and resources to a point whereas the coalition evolves into its own formal organization, with appropriate staff. Though a long-term goal, the people Work Group determined that in order to ensure the longevity of this strategy, a focus on formality and staffing would be needed.

Implementation Lead:

MDHA

Implementation Partner:

To be determined

Leverage Resources:

To be determined

Needed Resources:

To be determined



Figure 70. Resident Outreach

SECTION 2: CRIME AND COMMUNITY SAFETY

Public safety is the biggest barrier to area transformation. As indicated, the target area represents one of the most dangerous areas of Metro Nashville. Carrying a Uniform Crime Reporting Part I Violent Crimes rate of 44.06 from 2014-2016, the area experiences crime at 2-3 times the rate of the rest of the metropolitan area. Expounding upon that data, relations between residents and law enforcement have been strained over 2017. While incidents occurred outside the target area, police involved shootings have impacted the overall perception of law enforcement within this area.

According to the resident Needs Assessment, only 54% of respondents indicated they felt safe within their homes. Outside of the home, only 15% of respondents indicated feeling safe within the neighborhood at night, with less than half (38%) feeling safe within the neighborhood during the day. Adding the residents' perception of safety, only 22% of respondents felt police responded to emergency calls immediately. Furthermore, on average only 26% of residents felt they had positive interactions with police outside of emergency situations.

With violence (91%), gang activity (86%), bullying (82%) and

substance abuse (84%) all reported as problems within the neighborhood from the resident Needs Assessment, a multi-faceted approach to community safety is needed. MDHA maintains a strong partnership with Metropolitan Nashville Police Department (MNPD) to provide coverage specifically for MDHA properties, and has looked to expand that partnership through on-site security cameras. With that said, residents reported desires to see increased security systems (39%), and anti-gang initiatives (19%) as the public safety strategies they would like to see in the neighborhood that could promote safety.

Taking a comprehensive approach to community safety, the following strategies look to address crime through prevention, enforcement and partnerships.

Desired Outcomes/Goals:

Residents feel safe within their neighborhood

Residents create and maintain positive partnerships with local law enforcement

Public safety is a community-focused, resident-led collaborative effort



Section 2 Strategy Establish a comprehensive Community Safety Initiative

As evident throughout the resident Needs Assessment and consistently in every community meeting and resident engagement event, crime and community safety is a critical element that must addressed if true transformation is to occur within this target area. Through the work of the People Work Group, as well as in separate planning meetings with Metro Nashville Police Department and various community organizations, it was evident that a comprehensive approach that incorporated education, prevention, enforcement and community-wide participation would be necessary in order to evoke change. While substantial resources are already, such as MDHA's effort to fund additional police presence throughout the neighborhood through its Task Force as well as community efforts with St. Luke Primitive Baptist Church's monthly meeting with MNPD, the resident Needs Assessment identified gaps that should be addressed, including the desire for more community policing, an opportunity to engage merchants, and the need for greater engagement and advocacy on behalf of resident and community associations. Implementation strategies here attempt to address all angles of community safety, from prevention and enforcement to improved defensible designs and increased partnerships between the community and MNPD.

Metrics: Three-year average UCR Part Violent Crimes Rate

• Current: 44.09

• 5-Year Goal: 40 (10% decrease)

Metrics: Percent of residents who report positive relationships with police outside emergency situations

Current: 26%5-Year Goal: 40%

Implementation Strategies

1.1 Establish a Neighborhood Watch Program

This project presents perhaps one of the more difficult strategies to implement, but potentially one of the more impactful prevention strategies that could be implemented.

As previously outlined within this transformation plan, the target area represents four distinct areas or communities - Napier Place, Sudekum Apartments, the Napier community and the Chestnut Hill community, with Napier Place, Sudekum Apartments and the Napier community generally being co-located within the same area. Under this strategy, a singular neighborhood watch would be formed to support and address Napier Place, Sudekum Apartments and the Napier community – areas as noted within the crime map as areas of most reoccurring crime. Supported by Metro Nashville Police Department-Hermitage Precinct and expanding on the work already being done through St Luke Primitive Baptist Church, this project would require residents from each community to assemble, establish a formalized structure, and most importantly, commit to following the best practices provided by MNRD. Consistent crime reporting and cooperation are current gaps in community safety. With n established neighborhood watch in place, all residents would have a clear venue to report crimes and evoke resident-led, peer influenced expectations of cooperation with local law enforcement to ensure crime subsides.

Implementation Leads:

MDHA and MNPD

Implementation Partners:

St. Luke's, Napier Community Center/Metro Parks, Napier Elementary

Leverage Resources:

Partnering with the work already being done with St. Luke's and MNPD and utilizing the resident networks available through the community center and neighborhood elementary school

Needed Resources:

To be determined

1.2 Establish intentional community policing opportunities

Documented in the resident Needs Assessment, only 26% of respondents felt they had positive interactions with police within the community outside of emergency issues. Furthermore, 39% of respondents felt increased security and community policing were areas of desired improvements needed for the community address crime.



While MDHA has partnered with MNPD to increase police presence in the community through the MDHA Task Force, specialized gang units and increased security cameras throughout the two properties, intentional community policing has been identified through resident engagement and the people Work Group as an area of real need. This project calls for MDHA and MNPD to identify opportunities to incorporate community-policing tactics in addition to the enforcement measures already in place in order to strengthen community-police trust and allow for more open communications surrounding criminal concerns, issues and reporting.

Implementation Leads:

MDHA and MNPD

Leverage Resources:

Expanding the partnership already in place between MDHA and MNPD

Early Action Activities:

- In 2017, MDHA and MNPD-Hermitage Precinct signed a one-year MOU where MDHA would fund up to \$100,000.00 in dedicated police overtime work focused specifically on community policing measures such as bike patrols throughout the neighborhood, and attending community events. Pending year one results, partnership will continue on annual basis.
- Starting in 2017, MDHA obligated up to \$250,000.00 to install over 200 cameras throughout Napier and Sudekum, in partnership with MNPD.
- In 2017, Metro Nashville Mayor Megan Barry approved 77 new officers, with 22 officers dedicated to community policing efforts throughout the city.

1.3 Incorporate Defensible Design Principles within community design guidelines

This project underlines the focus of the design process for the target-housing site, to ensure all elements of the plan from resident and commercial space to proposed parks and street connects all ensure safety. Crime prevention through environmental design (CPTED) is an approach to community design that promotes crime prevention through strategies such as orienting buildings in a way that promotes eyes on the streets as well as orienting landscaping in ways that promote, not restrict, sight lines. The orientation of current buildings with Napier Place and Sudekum Apartments are oriented in a way that in fact promote crime by providing pockets of isolation, limited lighting and disconnecting street grids. According to MNPD, the majority of crime that takes place within the target area is a result of individuals who do not live within the target housing site; either committing crime within the target area or attempting to flee law enforcement through the target area due to the limited eyes on the street and pockets of isolation. This project, while a longterm goal for full completion due to the phasing structure of the development, will look to fully incorporate CPTED throughout the entire target housing site.

Implementation Leads:

MDHA

implementation Partners:

Selected A&E firms hired via RFP for each phase of implementation

Needed Resources:

To be determined

1.4 Establish an area Merchants Association

As a slightly different approach to crime prevention, this project calls for a formalized, established partnership between merchants within the target area, with specific focus along the Lafayette corridor. Being a major traffic corridor already, and with the potential of enhanced transportation infrastructure in the future, the Lafayette corridor represents a main artery into downtown Nashville that runs directly through the center of the target area and affronts the target housing site. While a variety of industries are present along the corridor, particularly as you head further outside the downtown core, the sections that affronts the target housing site presents a larger concentration of convenience related stores. With such, while not directly attributed to the businesses or their actions themselves, criminal activity has been found to occur along this corridor. According to resident engagement meetings, such activity has included both



drug-related activity as well as gang related activity. With the formation of a merchants association as it relates to crime prevention, the people Work Group identified an opportunity for businesses along the corridor to come together and 1) establish expectations of acceptable business activity along the corridor, as well as 2) assist in partnering with law enforcement and the proposed area neighborhood watch program to assist in reporting criminal activity.

Implementation Leads:

MDHA, MNPD and Ms. Beverly Hall (community business owner)

Implementation Partners:

Dickerson Road Merchants Association

Leveraged Resources:

Partner with Dickerson Road Merchants Association to replicate structure and processes in formation of Lafayette corridor association.

Needed Resources:

To be determined

1.5 Partner with neighborhood and resident associations to establish elements of advocacy and enforcement within lease agreements and association by-laws

This project represents a resident-ted crime prevention strategy. Through the People Work Group and resident engagement efforts, it was identified that many residents identified the need for increased advocacy and enforcement as it relates to resident behavior and signed lease agreements. Through resident association training and capacity building, this project presents opportunities for the associations to take more formal roles in communicating resident expectations with new residents via new resident orientations, establishing a formal accountability structure to assist in reporting and enforcing lease violations, and creating a formalized process to advocate on behalf of residents with property management in the event lease terms need to be adjusted in order to more effectively address real or perceived lease violations and/or criminal activity.

Implementation Leads:

MDHA and Napier and Sudekum Resident Associations

Leveraged Resources:

Partner with resident association leadership to identify opportunities for increased capacity building

Needed Resources:

To be determined



Figure 71. Day Out Against Crime Event

COMMUNITY SPOTLIGHT



[Resident Photo Name]

[Placeholder for Our envision heroes and resident success stories..... etc.
Text about envision hero success story. Text about envision



SECTION 3: COMMUNITY HEALTH AND WELLNESS

Health and wellness is an area that presents some of the most pressing needs within the community. On many fronts, the target area serves as a microcosm of the issues faced by many cities across the state of the Tennessee, and potentially in other states, as well, from unhealthy eating habits and activity levels to increasingly high rates of obesity, smoking and substance abuse. Designated by the USDA as a food desert, and by Metro Nashville Office of Public Health as a pharmacy desert, the target also represents many cases in which the resources needed to address these societal ailments are not be found within the bounds of the community.

While the resident Needs Assessment indicated that on average 79% of respondents felt their health was good or very good, overwhelming respondents indicated that obesity (68%), smoking (80%), and substance abuse (84%) were problems within the neighborhood. Many if these issues are compounded by the lack of quality fresh fruits and vegetables within the community. Currently, only one full-service grocery store exists within a ten-minute walk radius of the target area, with residents reporting in community meetings and resident engagement activities that it doesn't consistently provide the best quality or variety of food. In addition, according to the 2017 Napier-Sudekum Market Study, the commercial presence within the community primarily consists of limited convenience retail, offering typically less healthy food options and greater access to cigarettes and alcohol. According to the resident Needs Assessment, 35% of respondents on average indicated the local Dollar General as the location in which they currently obtain food. However, 75% of respondents indicated a desire to obtain food from a grocery store if such were available.

In addition to combating these ailments through nutrition, increased activity levels were also identified as an opportunity to improve community wellness. While a community center exists within the neighborhood, services do not include opportunities for physical fitness outside of basketball and swimming (dependent on the seasonable availability). With such, on average only 23% of respondents stated children had 30-60 minutes of physical activity. Providing expanded services or new programming to assist individuals of all ages would be impactful within this community.

Finally, the ability to treat physical and mental health concerns is limited. United Neighborhood Health Clinic is the only medical facility within the ten-minute walk radius of the target area. While the clinic does offer general care, dental care and behavioral counseling services, specialist services like pediatrics, after-hour services and pharmacy services are not currently available limiting the ability to serve residents who may work or are in need of care after hours that may not necessitate the emergency room. According to the resident Needs Assessment, on average on 49% respondents indicated to having a primary care physician, with 25% of respondents utilizing the emergency room when in need of care. Outside of no barriers to healthcare, 31% of respondents indicated cost and transportation as the biggest barriers to affordable healthcare; anecdotally due to the need of naving to outside the target area to receive needed medical services. In addition to the expressed need for pharmacy services, respondents indicated that vision care (21%), dental care (17%) and domestic violence services (14%) were the biggest needs within the community.

Seeking to address the physical and mental aspect of healthcare, the following strategies look to address community health and wellness through healthcare, nutrition, physical activity and education.

Desired Outcomes/Goals:

All individuals, regardless of age, are physically and mentally healthy

Residents have unencumbered access to health food options

Residents have access to comprehensive medical care within the community

Section 3 Strategy

Seek public - private partnerships and development opportunities to address community health and wellness

A comprehensive approach to community health and wellness is needed to ensure the holistic transformation of this community. This multi-faceted strategy looks to address health across areas of nutrition, fitness and healthcare. With only one comprehensive clinic located within the target area, an aging, limited community center, severely underrepresented opportunities for fruits and vegetables, and limited health-related educational services, opportunities exist to address all areas of community health. Implementation projects within this strategy will center on establishing and promoting partnerships among existing providers, as well as seeking development opportunities for new providers to establish services within the community.

Metric: Percent of residents who describe their health as "good or very good."

• Current: 79%

• 5-Year Goal: 90%

Metric: Percent of residents who describe neighborhood healthcare as "very good."

• Current: 26%

• 5-Year Goal: 35%

Metric: Percent of residents with a primary care physician

• Current: 49%

• 5-Year Goal: 59%

Metric: Percent of residents who describe quality and variety of fresh fruits and vegetables within the community as "good or very good"

• Current: 36%

• 5-Year Goal: 45%

Metric: Percent of residents who describe parks and recreation facilities within the neighborhood as "good or very good"

Current: 29%

• 5-Year Goal: 40%

Implementation Strategies

1.1 Partner with existing healthcare providers to expand capacity of clinic to incorporate new specialties

The resident Needs Assessment indicated resident desires to have general pediatric and dental services offered within the neighborhood. United Neighborhood Health Clinic, a Federally Supported Health Center, currently provides medical and dental services, however, through resident engagement, it was identified that additional capacity and/or hours would be beneficial to better serve the community. Furthermore, no pediatric care exists within the target area outside of temporary, rotating medical services offered by Vanderbilt Medical School and Meharry Medical School. This project looks to partner with United Neighborhood Health to evaluate the potential for increased capacity and specialties in order to expand to address community need through an existing neighborhood provider. Furthermore, this project calls for increased satellite clinic options from Vanderbilt and Meharry to assist with annual healthcare needs, like physicals, inoculations, cessation services and dental care.

Implementation Lead:

United Neighborhood Health Clinic

Implementation Partners:

Vanderbilt Medical and Meharry Medical

Leveraged Resources:

Partnering amongst providers to maximize services offered

Needed Resources:

Funds necessary to bring on new providers

Early Action Activity

• Starting in spring 2018, United Neighborhood Health Clinic will offer pediatric services through the Napier clinic location



1.2 Establish comprehensive pharmacy services within the target community.

Identified by Metro Nashville Office of Public Health as a "pharmacy desert," this project calls for a pharmacy to be located within the community. Currently, no pharmacy exists within the 10 minute walking radius of the community. With transportation being the biggest barrier to healthcare, as identified within the resident Needs Assessment, locating a pharmacy within the community will provide direct access to the necessary medications needed by current residents to sustain and improve their well-being.

Implementation Leads: MDHA and United

Neighborhood Health

Implementation Partner: Pruitt Discount

Pharmacy

Leveraged Resources: Leverage Neighborhood Health's experience operating a pharmacy through their downtown location while partnering with a new provider, Pruitt Discount Pharmacy, to co-locate within the Napier clinic location

Needed Resources: In the short-term, funds must be obtained to retrofit portions of the United Neighborhood Health Clinic to accommodate a general access pharmacy dispensary. In the long-term, an expanded location for the pharmacy will be needed in order to offer comprehensive services.

Early Action Activity

 Starting in Spring 2018, in a partnership between United Neighborhood Health Clinic and Pruitt Discount Pharmacy, Pruitt's will co-locate within the Napier clinic location and offer dispensary services.

1.3 Establish a community-based urban garden/farmer's market

As an USDA labeled food dessert, fresh fruit and vegetables are limited within the target area. With only one existing, but limited, grocery option, this project calls for a community-based urban garden to assist in

provided access to fresh food. Partnering with Harvest Hands Community Development Corporation's social entrepreneurship program and Trevecca Nazarene University's urban garden program, the project calls for land within the target area to be designed for gardening with opportunities for residents to participate in growing, maintenance and upkeep.

Implementation Leads: Harvest Hands CDC and

Trevecca Nazarene University

Implementation Partners: MDHA and Midtown

Fellowship

Leveraged Resources: Trevecca Nazarene University's experience operating their urban farm, providing structure and advisory resources

Needed Resources: Funds for land acquisition

and garden start-up

1.4 Establish a full-service grocery store within the community

Over 75% of respondents from the resident Needs Assessment expressed that a grocery store was the preferred place in which they would like to obtain food. With only one full service grocery within the neighborhood, and a few limited grocery-type convenience stores, access to fresh food and groceries of one of the largest gaps in services within the community, and a desire expressed at every community meeting and resident engagement event. This project, while potentially long-term in scope, calls for a full-service grocery store to be located within the community.

Implementation Leads: MDHA

Needed Resources: To be determined

1.5 Establish a comprehensive health and recreation facility within the community

With less than 30% of respondents from the resident Needs Assessment describing current recreation facilities within the neighborhood as good or very good, the people work identified the need for a new community



center to be located within the target area. The current Napier Community Center was built in the 1970's. While it continues to serve as an asset of the community through its presence as a food bank location, implementation of summer youth programming and general outlet for recreation and community programs, it does present required capital updates to its physical plant. Furthermore, with no fitness facility and limited class/studio space, it presents restrictions to achieving its full potential as a comprehensive health resource. This project calls for a new health and recreation facility that would provide fitness, health education and youth and adult programming. Furthermore, this project calls for the new center to be located within proposed civic space along with the public library and Neighborhood Health clinic.

Implementation Leads: MDHA and Metro Parks

Leveraged Resources: To be determined

Needed Resources: land acquisition for new center, along with funds for development of new center

1.6 Establish a healthy living educational campaign targeting youth and adults

Knowing health goes beyond physical fitness and healthcare, this project calls for the creation of a healthy living campaign that can bring education and training to residents on the following topics:

- Healthy eating habits
- Substance abuse and counseling
- Cessation services
- Active living coaching
- Mental health

Implementation Leads: MDHA and United

Neighborhood Health Clinic

Implementation Partners: Vanderbilt Medical

and Meharry Medical

Needed Resources: To be determined

1.7 Incorporate design elements within the development plan that will promote healthy and safety living

This project utilizes the design process to promote health living. Establishing environments that promote active living, the project will look to incorporate design guidelines that can better ensure pedestrian safety while providing additional opportunities for activity for all residents regardless of age or ability. Elements of this project will include, but are not limited to, expanded street design to incorporate walking and biking, safe sidewalk designs, comprehensive play grounds and designated pathways to and from residential and commercial/civic buildings.

Implementation Lead: MDHA

Implementation Partners: Walk/Bike Nashville

and Metro Parks

Needed Resources: To be determined

COMMUNITY SPOTLIGHT



[Resident Photo Name]

[Placeholder for Our envision heroes and resident success stories.

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SECTION 4: EDUCATION DEVELOPMENT AND TRAINING

Establishing a cradle to grave education plan was one of the more challenging components of the planning process. Students within the target area attend over 62 different schools that spread through Metro Nashville. While the largest amount of students does attend the neighborhood elementary school, Napier Elementary Enhanced Option, the zoned middle and high school for the target area are located outside the target area completely. At the onset of the planning process, test scores were heavily evaluated to determine focus areas for the education Work Group. According to the 2015 Tennessee Comprehensive Assessment Program (most recent data available), the zoned elementary and middle schools scored D's or F's in several subject areas, including reading, math and science. Furthermore, the resident Needs Assessment found that only 55% of respondents described the quality of education received by their children as good. The neighborhood elementary school has experienced dramatic progress over the past year with the appointment of a new principal, Dr. Lawless. While new test scores are not yet available, Dr. Lawless has energized the faculty, stressed parental and community involved and incorporated new STEM curriculum. Dr. Lawless energized the faculty, stressed parental and community involvement and incorporated new after school and enrichment opportunities. Instituting the "Leader in Me" program, Napier has increased student emotional and social support through the implementation of restorative conflict resolution process, access to counseling and social services, and a comprehensive programming to address culture, academics and life skills. Knowing community change is also driven by reputation, identity and branding, Dr. Lawless is also seeking approval from the school district to rename and rebrand the school as well as institute new dress codes to further energize both the student base as well as the community. According to Dr. Lawless, these efforts have already sparked progress within test scores since 2016, with a 30% increase in overall literacy skills with on average 50% of students reading at or above grade level. With a need to improve students' achievements while overcoming the issue of proximity to schools, the education Work Group took a broader scope, working with Metro Nashville Public Schools and education service providers to evaluate the ability to improve student scores through expanded

early education, after-school/summer programming and parental engagement.

Looking towards adult learning, the education Work Group identified technology as the biggest barrier to lifelong development. With no community college or adult specific learning center within the target area, residents are limited in their abilities to obtain education outside of the job training services offered by providers in the community. Through expanding digital literacy and STEM programming, the education Work Group felt that more adults could obtain access to necessary training, as well as seek self-sufficiency and employment resources.

Seeking to address quantity, access and quality, these strategies look to address cradle to grave educational needs through early education, after-school/summer programming, parental engagement and digital literacy.

Desired Outcomes/Goals:

All children ages 0-5 have access to comprehensive early learning

All children 5-18 have access to enrichment programming

All residents are computer literate and have affordable internet access

Section 4 Strategy Increase quality and access of early education programming

Providing holistic early learning opportunities are critical for the on-going development of children ages 0-5. Within the target area, though, only two early learning providers current operate – Dudley Head Start and Wayne Reed Child Care, with Napier Elementary and Wayne Reed also offering combined five Pre-K classes. With combined capacities of on average 200 children, substantial gaps remain in serving the existing community, with over 400 children in residence below the age of 6, not to mention the inability to provide care for the projected increases in population through the redevelopment of Napier and Sudekum. According the resident Needs Assessment,

only 19% of respondents felt the community provided adequate childcare, and of those, only on average 33% felt the childcare that is provided could be described as good or very good. Other, non-traditional providers have been established in both Napier Place and Sudekum Apartments through at-home childcare services. In response, Jobs Plus Nashville has established training for these individuals to ensure they meet and adhere to state requirements. Furthermore, local religious anchor, the Church of the Messiah, has recently initiated plans to renovate portions of their current building to accommodate after hours childcare, as well as summer youth programming. With that said, needs persist for additional child care centers. Implementation strategies outlined here will provide a variety of tactics targeted towards increasing access to childcare, including incorporation of childcare within existing facilities, increased capacity at existing providers and the development of new childcare centers.

Metric: Percent of residents who feel there is adequate childcare in the community

- Current: 19%
- 5-Year Goal: 40%

Metric: Percent of residents who describe quality of childcare as good or very good.

- Current: 34%
- 5-Year Goal: 50%

Implementation Strategies

1.1 Utilize an annual survey to gauge current and projected capacity of existing childcare providers

This project serves as the foundational base of this strategy. Within the first year, the project would provide a clear baseline as to how many children are currently being served as well as any projected vacancies or additions to the capacity of existing providers. Moving forward, as new providers begin to serve the community, the survey would provide an annual resource to determine potential gaps in services or location, as well as begin to address any curriculum changes found with kindergarten readiness.

Implementation Leads:

MNPS and Family Resource Center

Implementation Partners:

Wayne Reed and Dudley Head Start

Leverage Resources:

To be determined

Needed Resources:

Human capital and data collection infrastructure will be needed from an implementation lead to facilitate the surveying process and maintain data over time.

1.2 Partner with local institutions (e.g., churches, community center and library) to incorporate early education within their programming services at existing facilities

This project is positioned as a short-term objective to expand childcare capacity without necessarily accruing the major expenses needed to build new facilities. From area churches like the Church of the Messiah, Seay Hubbard Methodist Church and Mt Ararat Baptist Church, to civic spaces like Napier Community Center, Pruitt Library and Napier Elementary School, under-utilized facilities exist within the community that could support the addition of childcare within existing programming. While some expense may be necessary to ensure all code requirements are met, this project would provide interim measures until such time more expansive facilities could be built.

Implementation Leads:

Wayne Reed Childcare Center and Youth Encourage Services

Implementation Partners:

Church of the Messiah, MNPS and Family Resource Center

Needed Resources:

Structure and costs associated with childcare codes requirements to refit existing facilities



Early Action Activity

 Starting in fall 2017, the Church of the Messiah launched a capital campaign to funds the expenses needed to retrofit portions of their existing building to accommodate childcare, with focus on providing after hours childcare services. Planning is on-going, with a goal to initiate services in 2018.

1.3 Establish an in-home childcare training program

As expressed in several community meetings and resident engagement activities, many residents have found their only option for childcare is through friends or neighborhoods that provide in-home childcare services out of their apartments or home. While these services greatly assist families in obtaining childcare, in many cases, the education Work Group found that these inhome services were not properly trained or accredited; presenting potentially missed opportunities for resources and accountability for the provider. In response to such, Jobs Plus Nashville in 2017 rolled out an in-home provider. training. While still new, the education Work Group determined that training like this should be expanded and formalized; ensuring in-home services can continue to be a resource for families while providing childcare providers with the training and resources needed to ensure effectiveness.

Implementation Leads:

Martha O'Bryan Center and Jobs Plus Nashville

Implementation Partners:

MDHA

Leverage Resources:

Partnering with the programming already created by Jobs Plus

Needed Resources:

Ability to expand programming to reach residents outside of Jobs Plus' coverage areas as well as identify lead to take over training at end of Jobs Plus Nashville's grant term (year 2020)

1.4 Build a new, comprehensive Early Learning Center

While a long-term objective, the community determined that a new early learning center would be necessary in order to serve the number of children within the community. While other short-term strategies address capacity through existing providers or facilities, this project calls for a new early learning center within the community, with community preference for land to be earmarked for such within the new development.

Implementation Lead:

MDHA

Implementation Partners:

To be determined

Needed Resources: To be determined

Section 4 Strategy Expand after school and summer programming

With the zoned public middle and high schools that service the target area being outside the ten-minute walking radius (Two Rivers Middle School and McGavock High School at 8 miles away), the ability for community youth to engage in meaningful after-school programming is greatly hindered. On average, approximately 60% of respondents from the resident Needs Assessment felt the community did not provide enough after school programming for children ages 5-18. Of the providers that do exist within the neighborhood, many already operate at capacity. Youth Encouragement Services provides after school programming, including homework assistance, with transportation services, but is limited to approximately 70 children. Harvest Hands CDC provides expansive after-school programming, including enrichment and homework assistance for younger children and social entrepreneurship opportunities for high school students. Trevecca Nazarene Community Church provides their Kid Power and Youth Power programming for elementary and middle school students, reaching capacity at approximately 70 children. Napier Elementary's LEAD after school program, funded by 21st

century funding, services 60 children from Napier and the community. Children participate in enrichment activities such as band, cheerleading, chess, African drumming, drama and a STEAM (science, technology, engineering, arts and math) club. Once summer arrives, opportunities for programming remain limited. For instance, the Napier Community Center operates a summer program for kids, but reaches facility capacity at approximately 120 children. Napier Elementary offers a Read to Be Ready program through grant funding. Starting in 2018, the program will service 20 rising first through third grade students needing intentional reading support. Furthermore, in partnership with William Morris, a valued Napier partner, the school will host a school-wide summer camp for Napier Elementary students over three weekends in July. Knowing quality after school and summer programming can increase a child's affinity towards academic pursuits as well as address chronic issues like truancy and drop-out rates, the education Work Group determined that focusing on opportunities outside the classroom would be most impactful. With over 700 children below, the age of 18 within the target area, there is substantial need to expand existing programming and create new programming in order to provide meaningful enrichment experiences after school and during the summer months. The following implementation strategies look to address this need through transportation partnerships, expanded capacity options, and new providers,

Metric: Percent of residents who feel the community offers adequate after-school programming

- Current: 17%
- 5-Year Goal: 40%

Metric: Percent of zoned high schools who drop out prior to graduation

- Current: 22%
- 5-Year Goal: 15%

Implementation Strategies

2.1 Partner with Metro Nashville Transit
Authority, Metro Nashville Public Schools
and local service providers to establish new
transportation routes and schedules to enhance
access to resources outside of the target area

This project looks to address the transportation barriers experienced by middle and high school students. With much after-school and extracurricular programming offered at the schools themselves, providing dedicated transit options for students would allow them to take advantage of these opportunities. Furthermore, this project calls for collaboration between MTA, MNPS and service providers to determine if additional stops were feasible that could transport students from school directly to and/or near after-school providers.

Implementation Leads:

MTA. MNPS

Implementation Partners:

MDHA, Youth Encouragement Services

Needed Resources:

To be determined

2.2 Partner with local institutions (e.g., churches, community center and library) and existing youth development providers to incorporate and/or expand early education within their programming services at existing facilities

This project presents a path that could increase the capacity of after-school and summer programming through partnering with existing community resources. Facilities like the Pruitt Library and Napier Community Center already provide de-facto after-school and summer programming to youth due to their location and operational hours within the community. In partnering with these institutions, as well as local churches, more formalized programming could be incorporated into these facilities and operated either by these institutions themselves or by other, youth-focused agencies in need of facilities. Furthermore, this project calls on existing youth-focused providers, like Harvest Hands CDC,

Trevecca Nazarene Church, Napier Community Center and Youth Encouragement Services to evaluate their potential to expand capacity and service additional youth above and beyond the amount currently served.

Implementation Leads:

Youth Encouragement Services

Implementation Partners:

Public Library, Family Resource Center

Needed Resources:

To be determined

Early Action Activity

- In 2018, Napier Elementary will offer the Read to be Ready Program, offering intentional reading support to 20 rising first through third graders.
- Starting in summer 2018, in partnership with William Morris, Napier Elementary will offer a schoolwide summer camp for Napier students over three weekends in July.

2.3 Attract new youth development providers to the community that complement and enhance existing providers

While exhausted the potential to maximize the potential and capacity of existing providers, attracting new providers will be necessary to ensure all students can have opportunities to participate in after school and summer programming. Partnering with the Community Achieves Program and the Napier Pamily Resource Center, this project looks to leverage the existing partner network within the community to solicit and attract new providers to service the community. The education Work Group found that once identified, the new development should earmark land or space within the mixed use or civic developments to incorporate after-school and summer programming.

Implementation Leads:

Community Achieves and Family Resource Center

Implementation Partner:

MDHA

Needed Resources:

To be determined

3 Section 4 Strategy Increase parent and community engagement

Research has shown that the lack of parental engagement in a child's education can critically impact their achievement levels (U.S. Department of Education, 1994). With lower test scores, as of the available 2015 data, and drop-out rates for the zoned public high school averaging 22%, anecdotally, one could derive that increased parental engagement levels are needed throughout the target area. Currently, according to the resident Needs Assessment, on average only 63% of parents stated they communicated with teachers on at least a monthly basis. Furthermore, only 49% of respondents stated they attended events at their children's school, with only 25% stating they volunteered at such schools. Substantial barriers are in place that hinders parental involvement. In average 46% of respondents stated that both work and transportation prevented their involved with schools. Furthermore, on average only 46% of respondents reported having access to at least one drivable car. With, at times, limited public transportation options and having the zoned public middle and high schools for the target area being over 8 miles away, creative parental engagement strategies are necessary to address this gap in supporting student achievement. Napier Elementary School has established a commitment to enhancing family engagement. Implementing a plan to transition families from involvement to engagement and eventually advocacy, Napier Elementary School has initiated a three-pronged plan that includes two-way parent/school communication, regular parent interactions through weekly meetings and monthly suppers, and supporting the entire family through the Family Resource Center and Community Achieves program – both located at the school. While Napier Elementary demonstrates school based parental engagement, gaps remain in how to engage parents with students who attend other schools, particularly those attending the zoned middle and high schools. Communication with parents can often prove to be difficult due to changing phone numbers and higher mobility rates. According to Community Achieves, parents express a desire to participate but sometimes are not aware of events or opportunities due to these barriers. The implementation strategies listed here provide comprehensive parental engagement strategy that incorporates communication tools, adapted engagement opportunities and expanded transportation options.



Metric: High School drop-out rate

Current: 22%5-Year Goal: 18%

Metric: Percent of parents engaged with child/ children's school

Current: 49%5-Year Goal: 60%

Implementation Strategies

3.1 Establish partnerships between MTA and MNPS to expand transportation services

This project looks to identify ways to address the transportation barrier that prevents many parents from attending events, meetings and engagement opportunities held at schools. Seeking partnerships with MTA and MNPS, the objective would be to identify ways in which bus services could be extended on certain days to allow for targeted transportation for parents and students to and from schools in order to attend events, such as parent/teacher conferences, extracurricular activities, tutoring and homework assistance and school events.

Implementation Lead:

MNPS

Implementation Partners:

MTA and MDHA

Needed Resources:

Dedicated funds to cover additional expenses necessary for after-hours transportation services

3.2 Establish a comprehensive communication strategy

Since many parents are unable to attend school events and face barriers with consistent communication with teachers, this project looks to establish a communication strategy that will identify several methods to connect schools and parents. Currently, Napier Elementary operates Possip, a text-message based system used to communicate updates and reminders to parents. However, it only housed at Napier Elementary, preventing the ability to expand to parents of children who attend other schools. Establishing a comprehensive strategy to communicate with parents across the district would be impactful.

Options to be considered within this communication strategy include a consistent newsletter, evaluating the potential of enhanced online communications through apps and social media and seeking partnerships within the community to post school-related information in areas that more accessible to residents.

Implementation Lead:

MNPS

Implementation Partner:

Family Resource Center and Community Achieves

Leveraged Resources:

Maximizing the abilities and impact of the Community Liaison Coordinators already in place through MNPS, as well as expanding the Possip program outside of Napier Elementary

Needed Resources:

Support and resources for communication systems through the district





Figure 72. Envision Heroes



3.3 Expand and establish school and community based parent clubs

Creating opportunities to engage parents outside the academic environment allows schools to support the whole family while also increasing parental engagement and participation. Napier Elementary has established a parents' club that provides resources and support to parents whose children attend the school. While again restricted to Napier, this provides a structure to replicate for other schools. This implementation structure looks to leverage the structure in place at Napier while looking to either establish school-based parents clubs at other neighborhood schools – like Cameron Prep and Lead Academy charter schools or the zoned middle and high schools – or consider a community wide parent club that each school can feed into and support.

Implementation Leads:

Napier Elementary and MNPS

Implementation Partner:

Family Resource Center and MDHA

Leverage Resources:

Structure currently used for Napier parents' club

Needed Resources:

Support and incentives to assist in establishing other school-based clubs or a community-based club

3.4 Establish satellite meeting location and information hubs

With students within the target area attending 62 different schools, and the zoned middle and high schools being located outside the target area, parents already face obstacles in attending meetings and events due to proximity, without taking into account further barriers faced with transportation. Acknowledging these obstacles, the education Work Group identified the need to partner with MNPS to establish satellite meetings. Working with the MNPS Community Liaison Coordinator, this project looks to bring those critical school meetings to the residents, as opposed to attempting to get residents to the schools. Utilizing neighborhood institutions, like the public library and neighborhood community center, as hubs of information for students and parents, the liaison

would work to host quarterly meetings for the zoned public schools as well as utilize these locations to post flyers and provide critical updates and reminders that may be missed if only hosted and/or posted at the school.

Implementation Lead:

MNPS

Implementation Partners:

Pruitt Library, Napier Community Center and Family Resource Center

Needed Resources: To be determined

Section 4 Strategy
Promote technology access and
digital literacy training for all ages

Technology access and digital literacy are critical skills needed in today's society, regardless of age. From completing homework assignments to engaging in adult learning and job training programs to apply for jobs, the ability to access the internet and the knowledge of how to operate computer systems are prerequisites for success across all ages. While most schools have incorporated digital access and STEM programming, computer access is not wide spread throughout the community. According the residents Needs Assessment, only 47% of respondents stated they had access to a computer, with only 45% of residents having access to the internet outside of a cell phone. MDHA, in partnership with Jobs Plus Nashville, offers digital literacy programming for adults. In addition, the ConnectHome initiative provides digital literacy training and access to computing devices. Through partnerships with local internet service providers, ConnectHome Nashville is able to offer free or \$9.95 home Internet service, access to a free refurbished laptop and digital literacy training. In addition, institutional spaces in the community, like Pruitt Library, offer a computer lab and public Wi-Fi access. With that said, gaps remain in providing comprehensive digital literacy training to residents of all ages, and facilitating access to computers and affordable internet. This strategy provides multi-generational projects to assist in addressing these gaps, partnering such with self-sufficiency goals listed in a previous section.

Metric: Percent of residents with a computing device other than a cell phone

Current: 47%5-Year Goal: 60%

Metric: Percent of residents with access to affordable internet, other than through a cell phone

Current: 45%5-Year Goal: 60%

Implementation Strategies

4.1 Incorporate digital literacy training within youth development and job training curriculum

This project calls for a partnership amongst community providers to incorporate digital literacy training with their current programming. From youth development providers, to job training and self-sufficiency, opportunities for digital literacy and computer access can be found across all spectrums. Through a partnership with the proposed coalition of providers, this topic would be evaluated for potential inclusion within all curriculum provided within the community.

Implementation Lead:

MDHA

Implementation Partner:

Martha O'Bryan Center, Pruitt Library, ConnectHome Nashville

Needed Resources:

To be determined

4.2 Partner with internet providers to expand access to affordable internet access

This project looks to establish partnerships with internet providers to expand access and marketing of affordable internet packages to residents within the target area. Many providers are moving towards offering affordable internet packages, though awareness is limited. This project would look to partner these services with community providers to broaden awareness and access.

Implementation Lead: MDHA

Implementation Partner: Martha O'Bryan Center

Needed Resources: To be determined

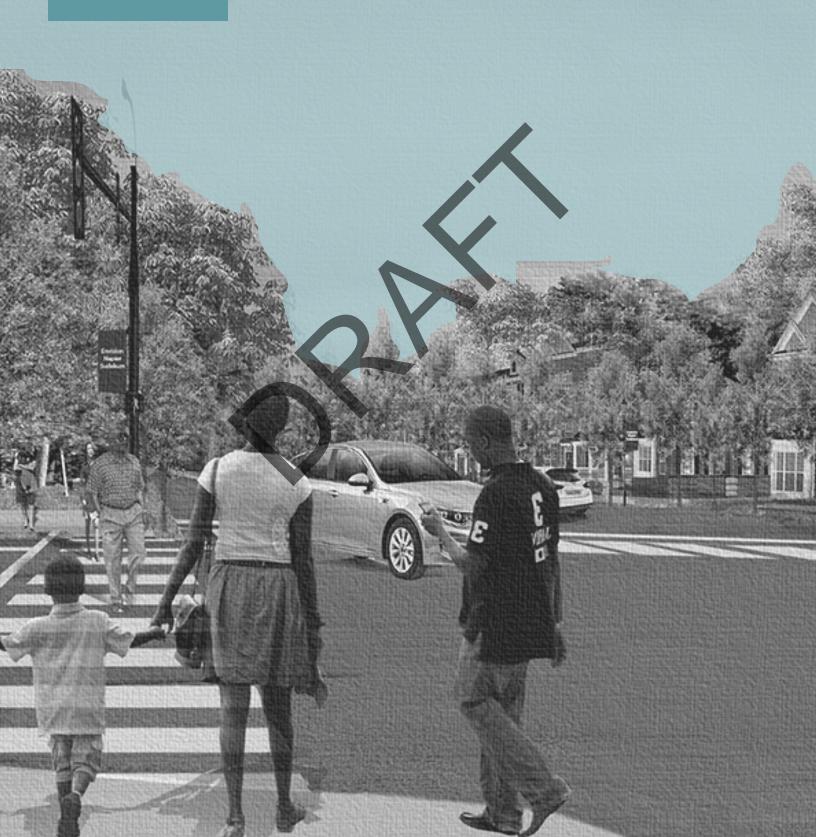
Early Action Activity

• In November 2017, the ConnectHome Initiative, in partnership with Jobs Plus Nashville and Comcast, established an initiative to remove barriers to accessing internet. Hosting a community event, the initiative provided an venue for residents to request forgiveness of debt older than 12 months, clear collections charge offs with the Credit Bureau, set up new accounts, set up installation appointments and receive 3 months of free internet service.

COMMUNITY SPOTLIGHT



I Placeholder for Our envision heroes and resident success stories..... etc.
Text about envision hero success story.





6 IMPLEMENTATION PLAN

The Transformation Plan process promoted an inclusive and collaborative approach by involving various community stakeholders and including their input to develop a vision for the Napier Sudekum neighborhood and to commit to action strategies that will advance the implementation of the plan. Various early action projects are already underway as a result of these partnerships. Successful implementation of a plan this comprehensive is expected to take 15 to 20 years of continued investment by public and private partners. Therefore, it is critical to build a governance structure of key partners who are deeply engaged, represent the range of the Plan's contents and can ensure accountability and success. This chapter states the organizational structure for implementation, summarizes phasing plan and the early action projects, highlights financing strategies, and includes performance measures which could be used for tracking the success of the Transformation Plan.

ORGANIZATIONAL STRUCTURE FOR **IMPLEMENTATION** As identified on the organization chart below, MDHA led by the Executive Director Mr. James Harbison, will lead all efforts in the coordination and implementation of Envision Napier-Sudekum. The Co-lead in our efforts will be Metro Nashville led by Mayor Megan Barry. For the purposes of the organizational chart, Metro Nashville includes the Metro departments as they pertain to the transformation of the Cayce Neighborhood to include Public Schools, Nashville Electric Services, Water, Planning, and Public Works. MDHA - Nashville Board of Commissioners D: Mr. Jim Harbsion [CO-LEAD] People Implementation Entity and Principal Education Partner Martha O'Bryan Center [Key Partner] NAPIER SUDEKUM NEIGHBORHOOD **Design & Construction Consultants IMPLEMENTATION GROUP** [Kev Partner] **Harvest Hands CDC** Recapitalization Director

(CAG) **MNPD - Hermitage Police** Dept.

Figure 73. Napier - Sudekum Choice Neighborhood Organizational Framework for Implementation

ENS COMMUNITY

ADVISORY GROUP



[Key Partner]

Youth Encouragement Services

[Key Partner]

Neighborhood Health

[Key Partner]

Metro Parks

Trevecca Nazarene University

Mt Aarat

[Key Partner]

American Job Center

Metro Action Commission

Church of the Messiah

Resident Association

MDHA has created a dedicated Recapitalization Team to execute the redevelopment of Napier and Sudekum. The Team consists of: 1) a Director of Recapitalization who manages and oversees all facets of the planning and execution of the community revitalization projects; 2) Construction Project Managers who oversee only the Napier-Sudekum Transformation Plan and all its strategies; and 3) two Project Managers (PM) and; 4) a Community Engagement Manager who handles public relations with an emphasis on community engagement and resident notification. Upon the initiation of implementation, a team will be assembled or contracted to coordinate on-site relocation of residents and their pursuit of life self-sufficiency goals. This proposed Case Management staff will consist of one supervisor and up to three case managers (who will also perform as housing search counselors). The Case Managers will provide comprehensive community and supportive services to Napier and Sudekum residents through in-house case management and coordination with community social service providers. The community and supportive services strategy focuses on strengthening connections between

residents and existing community services, thereby creating a sustainable service delivery and referral system. Specific services include: childcare, relocation counseling, homeownership and financial counseling as well as others. MOBC, serving as the People Plan lead, will assist with case management, working as the point of contact to the Director of Recapitalization.

MDHA's Director of Recapitalization will be fully dedicated to the oversight and execution of the CNI grant and any subsequent recapitalization efforts. This will include oversight related to design, finance, procurement, construction, and public and tenant relations, as well as supervision of MDHA staff and coordination of contracted professionals to ensure that all phases of the Napier-Sudekum Transformation Plan are executed and completed in the most effective and timely manner possible. The Senior Project Manager will facilitate the Mapier-Sudekum Neighborhood Implementation Group (CNIG) and will be responsible for effective collaboration between partners. The Director will assist Senior MDHA leadership in holding partners accountable with their

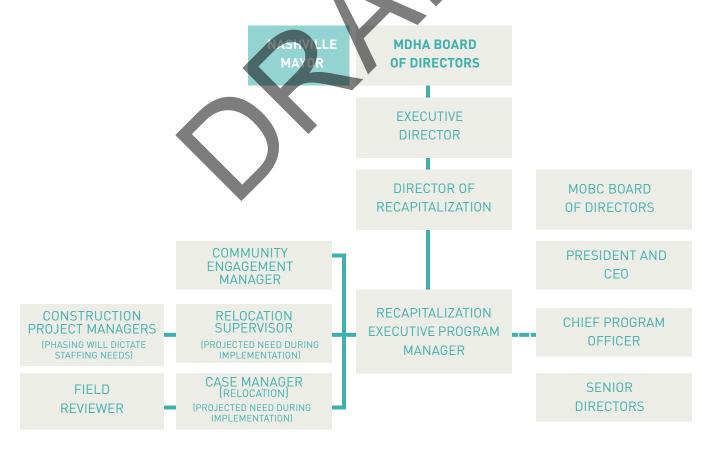


Figure 74. Staffing Organization Chart for the Napier - Sudekum Transformation Plan

MOUs and commitments. In cases, where significant long-term and critical tasks must be completed to include the exchange of resources, a MOU has been developed between key partners and MDHA. In the case of implementation with organizations that do not have a current MOU with MDHA, tracking and enforcement of task completion is managed by the Recapitalization Executive Program Manager. The MDHA Executive Director and Mayor (with key staff) meet bi-weekly to discuss and track MDHA-Metro Nashville cooperation to include the Napier-Sudekum Neighborhood Transformation Plan.

The Napier-Sudekum Community Advisory Group (CAG) provides resident and community feedback to the CNIG and executive leadership in their implementation of the Transformation Plan. This organized and active group meets quarterly with MDHA and monitors progress, provides input for decisions and ensures prior commitments are achieved.

MDHA commits to working with the City and all Key Partners within the proposed governance structure to ensure successful implementation of the Transformation Plan. MDHA recognizes that not everyone will always agree. Ultimately, MDHA will prioritize actions that will be the least disruptive to public housing residents, supports its commitments to the residents, and the most costeffective for MDHA and the city of Nashville.

PHASING PLAN

The proposed new development will be built in multiple phases over the course of several years. The Phasing Plan would evolve with the availability of funds, off-site relocation opportunities and on-site improvements. Figure 75 illustrates a Phasing Strategy that highlights the potential phases by blocks.

Strategic Recommendations to Implement the Physical Plan:

- Lafayette Street frontage acquisition or work with the property owners for possible partnerships.
- Rezone the properties to Specific Plan District (SP) working with Metro Planning. Per the Metro Nashville Zoning Code, "a "Specific Plan District," generally known as "SP" zoning, refers to a new type of base zoning district, not an overlay, which is not subject to traditional zoning districts' development standards. Under SP zoning, design standards established for that specific development are written into the zone change ordinance." To achieve an SP zoning, MDHA must apply for a Preliminary SP and provide documentation related to boundary, density, height and allowable uses. Other requirements can be provided or can be referenced through "fall-back"



Figure 75. Phasing Strategy



zoning categories. This process will entail community meetings and public hearings at both Planning Commission and City Council before the Plan would be adopted and deemed effective.

- Establish a redevelopment district for this area and develop Design Guidelines within this district. These design guidelines would have much more detail than the SP on items such as building materials, screening, massing, and other more aesthetic architectural and site related items.
- Conduct an Infrastructure Feasibility Study. The existing utility infrastructure in this area is aging and also has environmental issues associated with it due to the combination sewer system. It is recommended that MDHA contract with an engineering firm to evaluate the infrastructure needs in this area on a more detailed level to determine the best solution to achieve full build out of this master plan. This study should consist of stormwater quantity, stormwater quality, sanitary sewer, water, electrical and franchise utilities, and also transportation. This will help to make more informed decisions on phasing and funding as we move into implementation for this project.
- Finalizing the phasing sequence.
- Prepare Relocation and Re-occupancy Plan

Relocation and Re-occupancy Plan

Building off the relocation process established during Envision Cayce, MDHA's first comprehensive mixedincome master planning process, and adhering to the requirements set within the Rental Assistance Demonstration (RAD) conversion that has already taken place, the Housing Plan calls for a strict one-for-one replacement of the 821 apartments located in both Napier Place and Sudekum Apartments. In order to minimize displacement of residents, demolition and construction will occur in multiple phases to allow for onsite, temporary relocation. As outlined within the Phasing Plan, phases that contain more open land or that will result in a substantially greater number of new units, as compared to existing units will be targeted first. The development can then minimize the disruptive impacts of relocation by requiring fewer moves. While a single move from an existing unit within Napier-Sudekum to a new unit within Napier-Sudekum will be the preferred goal, residents could see up to two moves within the current property depending on when phases occur and what unit types will be required to accommodate each phase. In this instance, MDHA property management staff will work with residents to relocate them on the property and vacate units that won't be directly impacted by the next phase of implementation. By ensuring temporary relocations onsite, the Relocation Plan will avoid having to utilize the Housing Choice Voucher Program, which in the Nashville market, has on average carried only a 50% placement rate. Prior to the start of redevelopment and at least six months prior to actual relocation, a complete URAcompliant Relocation Plan will be developed by MDHA in conjunction with community engagement. In summary, the Relocation Plan will include the following:

- Development will, be completed in phases, minimizing disruption of current residents
- Projects will be prioritized in order to build first on open spaces, either acquired or owned, on the edge of the property and relocate residents from the core of the property to mixed income new construction
- Residents will be relocated within the current Napier-Sudekum property, either directly from an existing unit to a newly built unit (preferred course) or temporarily from an existing unit to another existing unit. The Plan could result in multiple moves within the property based on phasing; with the preferred goal being one move per household

As new units are built, priority will be given to current Napier-Sudekum residents that are in good standing with their current lease agreements. Furthermore, residents that reside within the next phase of development will be prioritized for relocation into new units. If units remain available after that, they will then be available to any residents within existing units at Napier-Sudekum and with priority given based on seniority. Residents will be given at least a ninety (90) day notice of relocation and a meeting with a relocation counselor during that time to prepare for their respective move. As development occurs, meetings with the Community Advisory Group (CAG), Resident Only and Public Town Hall will continue to ensure information is properly conveyed and resident concerns are properly addressed.



Marketing and leasing efforts will be initiated for each phase at least six months prior to construction completion for the workforce and market rate units of the mixed income development.

PROJECT BUDGET

Housing development will proceed in multiple phases. It is anticipated that the projects will be closed over the next 15-20 years, but the time frame may be shortened or expanded depending upon availability of funds. Housing Development budget includes demolition of the existing units, parking structures and areas and new construction. Parking costs have been integrated within the "Housing" component costs below.

The Park Design and Roadway Infrastructure budget includes the Central Park area, the Hub Plaza, twelve courtyards within the proposed buildings, and a multiuse trail. The estimate includes a wide range of site amenities and applications but does not include site-prepwork, utilities, and a few other optional site components. An estimate for road infrastructure is also included, and this entails pavement surface, curb, and construction materials for all roadways within the study area.

FINANCING STRATEGIES

A project of this scale and complexity will require a variety of funding sources to be feasible. MDHA has and will continue to work with local, state and federal agencies, nonprofit partners, philanthropic organizations, businesses, and other community stakeholders to assemble and leverage the resources required to realize Envision Napier-Sudekum.

At the core of MDHA's ability to implement Envision Napier-Sudekum is the conversion of those properties under the HUD program known as Rental Assistance Demonstration (RAD). Authorized by Congress under the FY12 HUD appropriations act, RAD permits public housing agencies such as MDHA to convert units from their original HUD Section 9 Public Housing funding to project-based Section 8 contracts. The key benefit of RAD is that properties converted under this program are allowed to take on debt and equity from private sources, which is prohibited for traditionally funded public housing developments. The conversion also enables the redeveloped site to contain mixed-income and mixeduse tenants. Their rent payments joined with the Section 8 contract payments will support the debt required for implementation.

PROJECT ESTIMATED BUDGET SUMMARY						
PROGRAM COMPONENTS		UNITS	BUDGET			
Housing	1,919	DU	\$ 470,050,000			
Institutional	40,000	SF	\$ 12,000,000			
Retail	110,000	SF	\$ 42,050,000			
Collector and Local Roadways			\$ 8,000,000			
Sidewalks and Multi-Use Path			\$ 3,500,000			
Infrastructure			TBD*			
Parks and Open Space			\$ 3,000,000			
Building Demolition			\$ 3,000,000			
TOTAL			\$ 541,600,000			
* Infrastructure study/pricing is underway						

Figure 76. Estimated Project Budget

In Accordance with HUD guidelines the important things to know about RAD include:

- In RAD, units move to a Section 8 platform with a long-term contract that, by law, must be renewed.
 This ensures that the units remain permanently affordable to low-income households.
- Residents continue to pay 30% of their income towards the rent and they maintain the same basic rights that they possess in the public housing program.
- RAD maintains the public stewardship of the converted property through clear rules for ongoing ownership and use.
- The RAD program is cost-neutral and does not increase HUD's budget. This program simply shifts units from the Public Housing program to the Section 8 program so that providers may leverage the private capital markets to make capital improvements.

These factors combine to demonstrate RAD was specifically designed to create long-term stability for converted properties, which in turn creates certainty for potential lenders and investors. MDHA applied for RAD designation in December 2013 and the conversion of Napier and Sudekum was completed in May 2017. This conversion will serve as the foundation that allows a variety of funding sources to be used in the implementation of Envision Napier-Sudekum.

The following outlines typical funding sources that may be pursued in support of this project. Many of these sources, with the exception of MDHA-owned funds, are competitive and not guaranteed.

1. Tax Credit Equity

Low-Income Housing Tax Credit (LIHTC) equity is expected to be a primary source of funding for all residential development phases. It is anticipated that 50% of the funding for 9% LIHTC projects will be tax credit equity and at least 25% of 4% LIHTC projects will be equity. Maximizing the number of developments produced with 9% credits would reduce the need for other funding sources and subsidies to fully implement the Plan. The greater equity provided by 9% credits imply that the

implementation team must aggressively pursue the competitive credits. Nine percent credits are competitive and require application to the Tennessee Housing Development Agency (THDA).

2. Conventional Debt

All phases of the Plan have been designed to be capable of supporting debt. It is anticipated that taxable and tax-exempt debt will be the second most important source of financing for the rental housing developments after tax credit equity. Types of debt could include HUD and FHA financing products such as 221(d)(4) loans, private bank loans, bond financing, etc.

3. TIF (Tax increment Financing)

TIF is expected to be an important source of financing for the Plan. The State permits the creation of redevelopment districts with design guidelines and TIF capacity to support redevelopment activities. The TIF associated with redevelopment districts typically have a term of up to 30 years (longer terms must be pre-approved by the State).

4. Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP)

Each of the 12 regional Federal Home Loan Banks administer an AHP program funded with 10% of their annual net income. Applicants must submit an application to one of the regional banks via a member financial institution. Though FHLBs focus on their own region, they are allowed to provide AHP funding for projects submitted by a member institution outside their jurisdiction. The amount of funding available per project varies substantially by FHLB. For example, in 2016, Cincinnati FHLB (which covers Tennessee) limited grants to \$50,000 per rental unit with a limit of the lesser of \$1,000,000 per project or 75% of total development costs.

5. New Markets Tax Credits (NMTC)

It is anticipated that NMTC may be used for the retail developments in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt a below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though



operating incomes from housing in a MNTC transaction cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side as separate condominiums in a development. The NMTC program is currently authorized until December 2019 but, as in the past, it may be extended by Congress in future appropriations. For 2017, the commercial and residential developments proposed in this Transformation Plan are in NMTC-eligible census tracts.

6. Reinvested Developer Fee

MDHA has elected to act as its own developer for this project. As developer, MDHA will receive developer fees for planned residential and non-residential development projects. The Plan assumes that MDHA will re-invest developer fees received to finance future phases. In addition, it may be necessary to defer some developer fees to post-construction completion so that such a fee is paid from operating cash flow.

7. CDBG Grants and HOME Funding

MDHA may be able to use Nashville/Davidson allocation of CDBG and HOME fund to support the Envision Napier-Sudekum Plan, depending on fund availability and the approval of Plan activities as part of the city's Consolidated Plan. CDBG funds are for activities that benefit low- and moderate-income persons, prevention of elimination of slums or blight, or address community needs for which other funding is not available. HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing or rent or homeownership; or for "other reasonable and necessary expenses related to the development of non-luxury housing," including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development and payment of relocation expenses.

8. CIB (Capital Improvement Budget)

The City of Nashville may be able to include funding for all or some of the proposed improvements to parks and infrastructure in its Capital Improvement Budget (CIB). Funding for the Plan could be incorporated over multiple years in the CIB.

9. Community Investment Tax Credit (CITC)

Banks may obtain a credit against the sum total of taxes imposed by the Tennessee Franchise and Excise Tax when qualified loans, qualified investments, grants or contributions are extended to eligible housing entities for engaging in eligible low income housing activities. The amount of the credit is applied one time and based on the total amount of the loan, investment, grant, or contribution; or the credit may be applied annually for qualified loans and qualified low rate loans and based on the unpaid principal balance of the loan. The amount of the credit is as follows:

• Five percent (5%) of a qualified loan or qualified longterm investment; OR three percent (3%) annually of the unpaid principal balance of a qualified loan as of December 31 of each year for the life of the loan, OR fifteen (15) years, whichever is earlier

Ten percent (10%) of a qualified low rate loan, grant, or contribution; OR five percent (5%) annually of the unpaid principal balance of a qualified low rate loan as of December 31 of each year for the life of the loan, OR fifteen (15) years, whichever is earlier.

10. Other Funding Sources

Other funding sources may become available over the course of implementation of the Plan and the implementation team should aggressively pursue opportunities that arise. These may include federal grant or tax credit programs, energy conservation-related funding, private grants and state or local government funding programs. It is also anticipated that MDHA will explore partnerships with local or national foundations in support of the Plan.

ENS STRATEGIC RECOMMENDATIONS AND NEXT STEPS

The following table outlines key steps and critical path items that MDHA will need to complete within the next two years to start the implementation of the Plan. Build out of the entire plan will take approximately 15-20 years, depending on market absorption and financing. Key steps and critical path items are listed in order of priority or required sequencing, with notations (*) included for items that include a cost for completion.

2018-2020

- Receive HUD approval on Transformation Plan
- Initiate land acquisition strategy or establish privatepublic-partnerships for key parcels along Lafayette frontage and identified for the HUB*
- Complete Infrastructure Study*
- Initiate Community Plan amendment process
- Initiate Re-zoning (Specific Plan-SP)*
- Develop Design Guidelines*
- Identify and establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community
- Finalize MOU with Metro Parks for new community center and management of new park
- Finalize MOUs with People Plan Implementation Partners
- Work with the Mayor and Metro Government to secure infrastructure funding
- Refine Financing Plan, engaging experienced mixedfinance counsel*
- Refine Phasing Plan based on infrastructure study and other relevant site surveys
- Prepare Relocation Plan
- Refine Phase I project and initiate construction



IMPLEMENTATION MATRIX

LEAD	NEIGHBORHOOD MDHA, Mayor's Office, Metro Planning	HOUSING MDHA, Potential Private Partnerships and Property Owners	PEOPLE MDHA, Martha O'Bryan Center
EARLY ACTION	 Initiate Land Acquisition Strategy or establish private-public partnerships Complete Infrastructure Study Establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community Finalize MOU with Metro Parks for new community center and management of new park 	 Initiate Re-zoning (Specific Plan-SP) Develop Design Guidelines Refine Financing Plan Refine Phasing Plan 	Finalize MOUs with People Plan Implementation Partners
LONG TERM			

Figure 77. Implementation Matrix

	NEIGHBORHOOD	HOUSING	PEOPLE
METRICS	 Number of vacant parcels and unoccupied properties (source: field survey) Number of boarded up units (source: field survey) Total number of housing units (source US Census) Housing occupancy rate (source US Census) Assessed housing value (source US Census) Percentage of owner occupied housing units (source: US Census) Percentage of renter occupied housing units (source: US Census) 	Number of replacement public housing units New Construction/ Acquisition Rental Units On-site Number of non-public housing, subsidized units New Construction/ Acquisition Rental Units On-site Off-site Affordable Homeownership Units	 Average Household income within the target area Percent of MDHA residents taking advantage of job training opportunities Percent of residents in target neighborhood employed Percent of residents in target neighborhood utilizing supportive services. Three-year average UCR Part I Violent Crimes Rate. Percent of residents who report positive relationships with police outside emergency situations. Percent of residents who describe their health as "good or very good." Percent of residents who describe neighborhood healthcare as "very good." Percent of residents with a primary care physician. Percent of residents who describe quality and variety of fresh fruits and vegetables within the community as "good or very good." Percent of residents who describe parks and recreation facilities within the neighborhood as "good or very good." Percent of residents who feel there is adequate childcare in the community. Percent of residents who describe quality of childcare as good or very good. Percent of residents who feel the community offers adequate after-school programming. Percent of zoned high schools who drop out prior to graduation. High School drop-out rate. Percent of parents engaged with child/children's school. Percent of residents with a computing device other than a cell phone. Percent of residents with a cell phone.



7 APPENDIX

- Existing Condition Assessment Maps
- Resident and Community Needs Assessment Survey Analysis
- Market Study



