

2007-2008



anniversary report

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MDHA is an equal opportunity housing provider and does not discriminate in programs or services based upon race, color, age, national origin, sex, marital status, handicap, disability or any other legally protected status.



MDHA Management Staff: (seated, left to right) Pat Clark, Director of Rental Assistance; Phil Ryan, Executive Director; Brenda Kennedy, Director of Finance; (standing, left to right) Martha Gregory, Director of Administrative Services; Jim Thiltgen, Deputy Executive Director; Jerry Seay, Director of Asset Management; Joe Cain, Director of Development; Harold Haynes, Director of Construction.

Thanks to the hard work of MDHA, Nashville is a better-housed, more prosperous city than it was in 1938 when the agency began its work.

MDHA's work over the decades includes providing affordable housing opportunities for tens of thousands of Nashvillians, revitalizing our urban neighborhoods, and restoring our downtown so it is once again a great neighborhood for living, working and having fun.

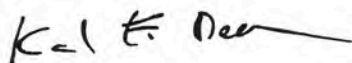
In this report, you will see how much the city has changed and improved over the past seven decades. From summer youth programs to finding ways to help people repair and remain in their homes; from reinvigorating neighborhood commercial districts to getting ready for baby boomers' retirements with loft-style studio apartments; from using new technology for geothermal heating and cooling to preserving our historic structures, MDHA has been part of the fabric of our city.

This report also celebrates the "greening" of MDHA; it features many of the magnificent trees that are scattered throughout the agency's apartment communities.

Looking ahead, MDHA remains committed to its core mission of providing decent, safe and affordable housing. It will seek opportunities to develop and revitalize our community with its focus on the downtown waterfront and the Music City Center, a state-of-the-art convention center.

Together, MDHA, our Metropolitan Government and our public and private partners will continue to serve the people of Nashville and build a better community for the future.

Sincerely,



Karl Dean

Mayor



Mayor Karl Dean

This anniversary report to Nashville is dedicated to the MDHA staff who, over the last 70 years, have made our success possible. Our mission is one-of-a-kind: creating affordable housing opportunities, nurturing our neighborhoods and building a greater downtown. Our employees are likewise one-of-a-kind.

The organization includes a large property or asset management group that maintains 20 apartment communities, some of which are 70-plus years old and most of which are located in the urban core of the city. Our residents' average income is approximately \$9,000 a year, and a large number are elderly or disabled. We have depended on uncertain financial support from the federal government for operating and capital costs. Our employees use their skills, ingenuity and perseverance to overcome obstacles and serve our customers well.

The community development group's work can be seen in virtually every moderate income neighborhood in Nashville. Nearly every street in the core of our community has been touched by their work. Projects range from recreation and open space to training business entrepreneurs to repairing the roof of an elderly widow living alone. Homeownership for persons of



MDHA Board Chair Chase Cole and Executive Director Phil Ryan at Rolling Mill Hill

modest income, art and cultural support, summer youth partnerships, and aid for our homeless neighbors have all been accomplished. Their work is proudly featured herein.

Our rental assistance group helps house more than 16,000 of Nashville's low-income neighbors. The team maneuvers through federal and state laws and requirements, serving a

large number of low-income families. This is done, typically, with a smile, patience and a sense of urgency.

Finally, we have a small group dedicated to building a greater downtown and more urbanized Nashville. Our downtown has distinguished itself in recent years, and this group's efforts have been critical.

We pay tribute to the men and women of MDHA who, through individual initiative and team effort, have made our vision for a more perfect Nashville a reality.

Thank you!

Sincerely,

Chase Cole
Board Chair

Phil Ryan
Executive Director

The Metropolitan Development and Housing Agency is governed by a seven-member Board of Commissioners whose members are appointed by the Mayor and confirmed by the Metropolitan Council of Nashville-Davidson County. The Board meets regularly to establish policy, approve budgets and expenditures, and to give guidance to the staff in carrying out the Agency's programs within the framework of local, state and federal law.

Since 1939, several dozen men and women have served on the MDHA Board of Commissioners. The current Commissioners have served for a combined total of nearly 40 years, bringing a unique level of knowledge and dedication to the Agency.



J. Chase Cole, chair, is a partner with the law firm of Waller Landsden Dortch & Davis and was appointed to the Board of Commissioners in 1996. He was elected vice chair in 1997 and chair in 1999.



Leigh Walton, vice chair for housing, is a senior partner with the law firm of Bass, Berry & Sims and was appointed to the Board of Commissioners in 2001.



Roland L. Jones, vice chair for development, is a consultant to the hospitality, food and retail industries. He was appointed to the Board in 2002.



Mary J. Southall is retired and serves as one of two housing residents on the Board. She was appointed to the Board in 2000.



Melvin C. Black served as a teacher and coach in the Metro Nashville Public Schools system for more than 30 years and served two terms on the Metro Council. He was appointed to the Board in 2004.

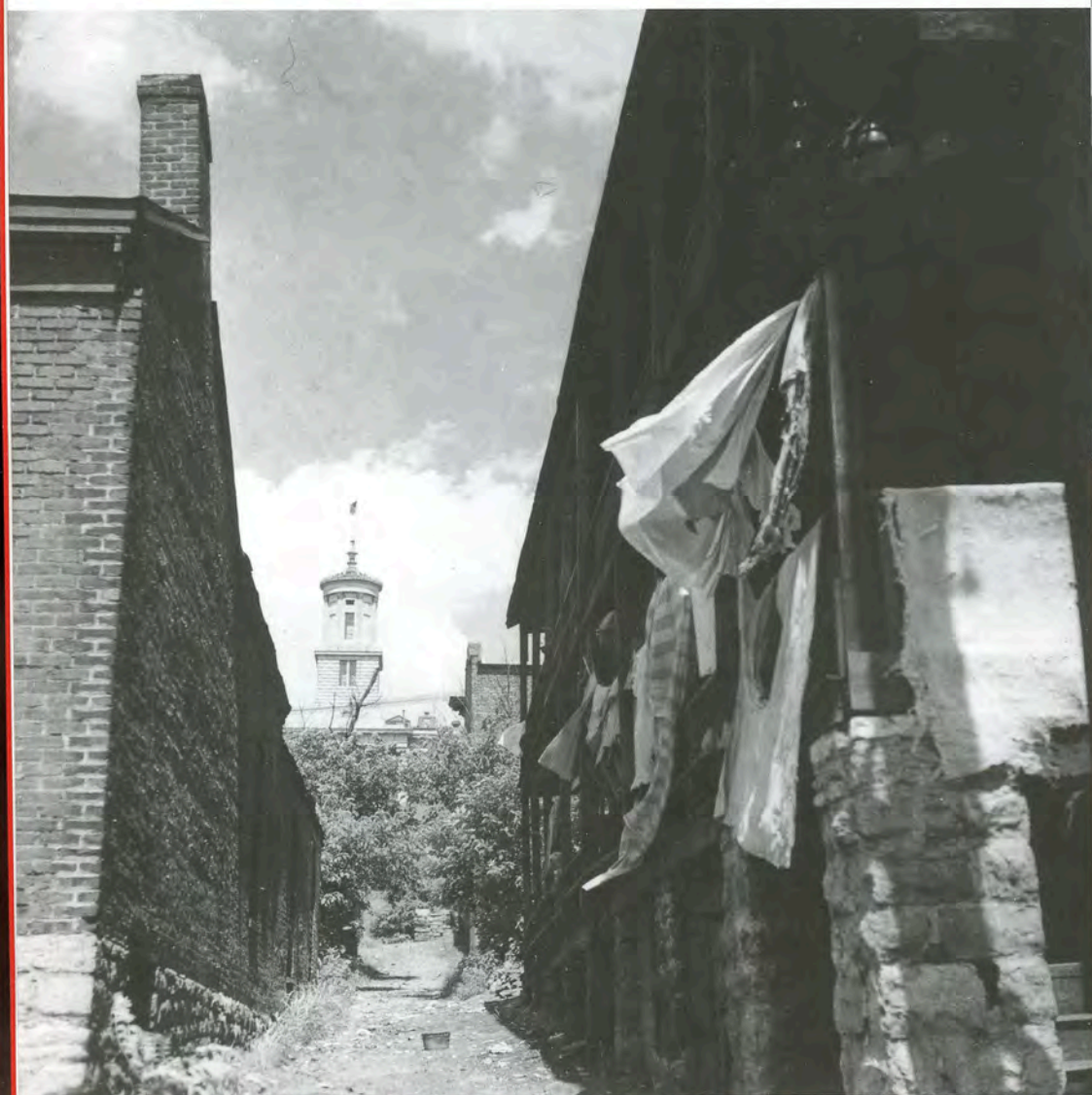


Ralph Mosley is the retired chairman and chief executive officer of Southwestern/Great American. He was appointed to the Board in 2007.



Gayle Fleming serves as one of two public housing residents on the Board and is employed by Greyhound. She was appointed to the Board in 2008.

MDHA WAS CREATED IN 1938...



(above) Dilapidated residences dotted the landscape around the State Capitol in this pre-World War II view.

As Nashville came out of the Great Depression in the late 1930s, substandard and dilapidated housing encircled the urban center and was in the very shadow of the State Capitol. A survey conducted by Fisk University in 1940 found 75 percent of some 26,000 homes in the central city of Nashville to be substandard—and these substandard units represented 40 percent of the total housing stock of the city. Virtually all of these substandard homes lacked indoor toilets and bathing facilities, and had other indices of dilapidation. The prevalence of substandard housing correlated closely with social and health problems such as tuberculosis, infant mortality, truancy and crime.



(above, top) Run-down housing and stripped vehicles occupied this site near Tennessee State University. Preston Taylor Homes (seen in the background) were constructed in 1954.

(above, bottom) These homes on North 7th Street in East Nashville eventually made way for new housing, parks and recreational spaces.

(below) Crowded spaces like this one near Lafayette Street in South Nashville were common in Nashville's inner city.



(below) Nashville Housing Authority's first executive director, Gerald Gimre (at podium), welcomes Nashville Mayor Ben West (right) and others at the dedication of Edgehill Homes in 1953.



(above) An early aerial view of Cheatham Place Homes, built in 1937, also shows the adjacent Werthan Mills factory (lower right).

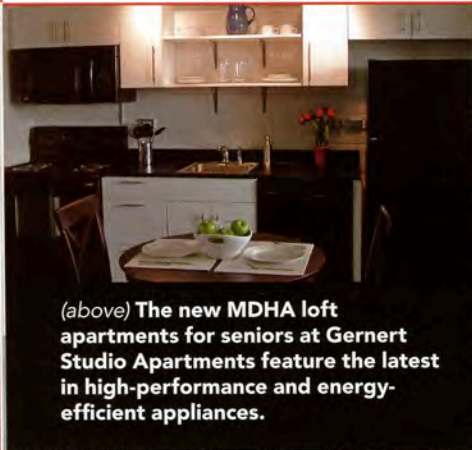
TO RESPOND TO NASHVILLE'S DILAPIDATED HOUSING

The challenge to the newly created Nashville Housing Authority (now MDHA) was to revitalize neighborhoods where the substandard housing rate was as high as 98 percent and to create affordable housing that was functional and attractive. Cheatham Place, completed in 1937 at a cost of just under \$3 million, provided 314 apartments, complete with electric lighting, cooking, and refrigeration at rents ranging from \$18 to \$22.25 per month. Andrew Jackson Courts opened six months later with 398 units. In cooperation with faculty from Fisk University, residents enjoyed a comprehensive social and recreational program (music, religion, education, parenting, recreation, and even flower gardening).

(right) The Nashville Fairgrounds racetrack (top left) and the Vine Hill Mansion (bottom center) can be seen in this early view of Vine Hill Homes.

(far right) Visitors enjoyed an open house at the newly-built Hadley Park Towers in 1970. This was one of the first high-rises constructed for elderly Nashvillians of modest means.





(above) The new MDHA loft apartments for seniors at Gernert Studio Apartments feature the latest in high-performance and energy-efficient appliances.



(above) Ireland Street Townhomes, built by Affordable Housing Resources with assistance from MDHA, offer views of the downtown skyline from the Hope Gardens neighborhood.

PROVIDING THE BEST IN URBAN HOUSING...

Nashville has more than doubled its population since the 1930s and is home to a much more diverse community. Today the elderly, disabled and very low-income families are much better housed. But the future is not certain. Federal housing support has dropped significantly, construction costs are up dramatically, and incomes have been flat or declining in real terms for low- and moderate-income persons especially.

MDHA and our partners—from non-profits to faith-based organizations to private entities—have responded. From housing for persons with AIDS to beautiful infill bungalows in redeveloping neighborhoods, from housing for the chronically homeless to de-concentrated community-owned housing, from land- and utility-efficient high-rise condominium towers downtown to mixed-income and contemporary public apartment communities, from elderly sanctuaries to housing for the disabled, we are there. We are efficiently assisting the market and serving clients the market will never be able to help.



(above group, from top) Affordable single-family homeownership is a vital part of the community enhancements surrounding Levy Apartments, built by MDHA. In the Edgehill community, single-family homes built in the 1960s by MDHA and partners gave many families their first opportunity for homeownership. Community-owned housing is scattered throughout Nashville and Davidson County.



(above) A wide range of housing options, including those shown here, is available to participants in the housing choice voucher (Section 8) program.



(left) Urban Housing Solutions is one of many agencies and organizations that provide housing to the city's homeless.

(right) The recently revitalized J. Henry Hale Apartments provide affordable convenience in a beautiful setting near downtown and the State Capitol.





(left) Nearly half of the residents of community-owned housing are children under 18 years old.

WITH SPECIAL ATTENTION TO THOSE MOST IN NEED



(above) In addition to housing for seniors, MDHA provides a range of services and programs, including the 90+ Club for residents who are at least 90 years old. Shown here are just a few club members.

More than 28,000 Nashvillians reside in MDHA-managed housing or through vouchers provided by the agency for low- and moderate-income families. The managed housing includes some 5,700 units in 20 apartment communities. This includes some 1,000 contemporary units built in the last few years that are comparable to most apartment communities in the mid-state region. The agency has steadily been updating its inventory, either through demolition and rebuild, or through significant rehabilitation. Also of note is the introduction of some market-rate, non-subsidized units to encourage economically diverse apartment communities in our contemporary stock.

By partnering with businesses, service agencies, faith-based organizations and government entities, MDHA has been able to offer a variety of services to residents of community-owned housing. This includes job training from medical to retail, scouting programs, alcohol and drug counseling, GED classes, English as a second language, academic scholarships, and more.

The other half of MDHA's direct housing assistance is the housing choice voucher program which helps more than 6,000 low-income families, or some 16,000 persons, afford decent rental homes in Nashville and Davidson County. Most of those served are elderly and disabled households, or working families with children.

Voucher holders select housing in neighborhoods of their choice. The rent subsidy stays with the family during any subsequent move. Families choose housing in a location that meets pressing needs, such as proximity to jobs, educational opportunities, health care, support networks or daycare, which leads to greater self-sufficiency.

The programs would not be possible without the financial support of the federal government. They are a critical part of the safety net helping Nashvillians who are unable to fully help themselves.



(above) These veterans moved from homelessness to housing with the help of MDHA and a cooperative partnership with the Veterans' Administration.

(below) These families all afford a decent and beautiful place to live utilizing housing choice (Section 8) vouchers.





(above row) MDHA staff and partners, such as ReConstruct, rehabilitate hundreds of homes each year for elderly and disabled Nashvillians, keeping them in their homes and neighborhoods.

(below) "Before and after" pictures illustrate how home rehabilitation programs help improve neighborhoods, as well as the lives of elderly and disabled homeowners.

HELPING FAMILIES IMPROVE THEIR HOMES...

A significant goal for MDHA and some of our partners is to keep elderly and disabled Nashvillians in their neighborhoods and homes. We do this by providing eligible homeowners with low-interest loans and grants to fund rehabilitation, energy efficiency through weatherization, and emergency repairs. Over the years, these programs have become vital for our fixed-income elderly and disabled homeowners. By providing home improvements, such as roof repairs, electrical, and water and sewer repairs that owners could not otherwise afford, more people are given the opportunity to remain homeowners.

Neighborhoods benefit as well. By keeping houses from falling into disrepair, neighborhoods remain stable and viable places in which to live.

The public wins when elderly and disabled homeowners remain in their homes as long as possible. Aging in place reduces the need for expensive, publicly subsidized housing. The MDHA programs allow just that. Weatherization programs add to the energy efficiency of the homes, lowering utility and heating bills, allowing fixed income budgets to have more money for groceries and health expenses.

The economic impact from the home improvement programs should not be overlooked. MDHA contractors who provide the work are all small businesses that benefit from the contracts, providing jobs through various trades such as plumbing, electrical, roofing, and general improvements. Neighborhood housing values remain stable, thus ensuring a stable tax base for the city.

To date, several thousand homeowners have benefited from MDHA home improvement programs. The lifestyle and neighborhood improvements provided are immeasurable.



AND HELPING NEIGHBORHOOD CENTERS THRIVE



(above) The renovation of this historic building, now known as the Onyx Building, near Jefferson Street and Rosa Parks Boulevard, contributed to the revitalization of the entire neighborhood.

Neighborhood commercial centers are very important to the health of our city for a number of reasons. They provide goods and services to surrounding neighbors and to citizens from the larger metropolitan area as well. They are a source of jobs in neighborhoods. A healthy commercial center supports property values of the surrounding residential area as well. Because of their proximity to people's homes, they have the added benefit of reducing the number and duration of automobile trips in and around the centers. So they save fuel, reduce pollution and encourage alternative travel, such as walking and bicycling. And, they help to preserve our history and sense of place.

Finally, there is the intangible beauty, comfort and satisfaction of patronizing a local restaurant, coffee shop or other service business that adds a quality of life much missed in our community in the last decades. At every opportunity, MDHA has sought to nurture and encourage the small businesses and entrepreneurs of Nashville's neighborhood commercial centers.



(above) MDHA has worked with property owners and merchants, such as Woodcuts Art and Frame Gallery, on historic Jefferson Street to strengthen the area's commercial redevelopment.

(below) The Five Points Redevelopment District in East Nashville is now home to one of the most popular restaurant and retail areas in the city.



(above) Improvements along Nolensville Road in the Flatrock area have benefited businesses such as La Hacienda Restaurant.



(far left) A great partnership between property owners and MDHA led to the vibrant rebirth of the 12South neighborhood commercial center.

(left) The Sylvan Park commercial district, home to Star Bagel, is another example of MDHA's efforts to encourage neighborhood commercial redevelopment.

MDHA WORKS WITH NEIGHBORS TO CREATE A SPECIAL SENSE OF PLACE...

(above) Neighbors and city officials came together to unveil distinctive new neighborhood signage in the South Inglewood community.

(below) Hillsboro/West End neighbors and MDHA saved the famous Fannie Mae Dees Park dragon from deterioration in the 1990s.



(above) Hope Gardens Park created a lovely space in its North Nashville neighborhood.

Every year, we work with a number of neighborhoods to learn about their challenges and opportunities and come up with a simple plan to address them. Seed money comes through the U.S. Department of Housing and Urban Development's (HUD) community development program. The goal is to use these funds to leverage other private and public funds to accomplish the goals of the neighborhood. Neighborhoods typically elect an advisory committee that develops a consensus on which issues to address.

A small example project involves creating neighborhood entryway signage to establish boundaries and community identity. The Scovel Street Citizen Advisory Committee used a historical reference in the design of their Buena Vista neighborhood gateway signage project (photo, bottom left) to illustrate its unique character and contribution to the overall community. Other projects include new or upgraded park equipment in partnership with the Parks Department to provide recreational and community activities in moderate income neighborhoods.

Drainage and sidewalk projects also enhance the aesthetic appeal of neighborhoods by helping to reconnect neighborhoods and improving stormwater problems. Combined with dedicated resident involvement, these physical improvements often spark neighborhood rebirths and stem commercial and residential disinvestment.

Over the last 30 years this process has led to a wide variety of improvements and helped to create many special places in Nashville. Perhaps more importantly, neighborhoods have become self-aware and empowered to make physical, social and cultural improvements far beyond the original plan.

(left) Neighbors in the Buena Vista community chose to have their streetscape signage reflect the historic carvings on a neighborhood landmark church.



(above) Noted landmarks, the Edgehill polar bear statues, were refurbished and moved to a more prominent location at 12th Avenue South and Edgehill with funding from MDHA.





(left) Encouraging entrepreneurship in the inner city is a key component of MDHA's community development focus. Entrepreneurial Guidance and Training (EGT), Inc., is one partner agency which equips its graduates to succeed in business.

AND BUILD STRONG COMMUNITIES

In addition to physical improvements, MDHA and partners are working to strengthen our children and encourage the economic development of our neighborhoods, especially those predominantly made up of low- and moderate-income families. Working Smart, managed by EGT, Inc., teaches individuals the skills needed to run micro- and small businesses. Nearly 500 persons have received such training in recent years.

With the help of dedicated non-profit partners, the Summer Youth Enrichment program is one of MDHA's most successful community development activities. This initiative has encouraged physical, academic and character excellence in children of low- and moderate-income families throughout the city for many years. For four months during the summer, youth participate in academic tutoring, music and art classes, and leadership development, along with typical summer activities like swimming and sports. The children in these programs gain experiences that go beyond a normal summer routine and are exposed to people and ideas that may last a lifetime.



(above) MDHA supports a number of summer programs that provide youth with positive learning and recreational activities.



(above) A visit to the "sprayground" at Kirkpatrick Center is one of many fun outings for Summer Youth Program participants.

(right) Outhouses and shacks surrounded the Tennessee State Capitol prior to the Capitol Hill Redevelopment Project, which began in 1949.

(below) Downtown Nashville of the 1950s was still the retail, commercial and office center of the city and region.



MDHA HAS HELPED NASHVILLE GROW...

Nashville has been blessed with leaders who have taken the long view. Certainly our downtown has benefited. Recognizing the disinvestment in downtown that accelerated with the automobile and suburbanization, elected officials, business leaders and citizens took action. MDHA assisted with a variety of redevelopment tools and actions to maintain downtown and the urban core. The first large-scale redevelopment project in the U.S. following World War II began in Nashville in 1949 in the area that ringed the north side of the State Capitol. The consolidation of city and county government in 1963 was a critical restructuring that allowed Nashville to better manage its future, including redevelopment of downtown.

But, downtown Nashville continued to decline, reaching its nadir when the Grand Ole Opry moved out in 1974. Lower Broadway was known more for the sex business than for music. Very few people willingly lived downtown and most downtown office workers were gone by 5 p.m. One high-rise stood on the skyline and the downtown waterfront was the last place Nashvillians thought of for recreation as the river was not clean.

It was not a quick turnaround. No one person, business or institution was solely responsible. But MDHA was often notably involved, for example working with the Mayor and Metro Council to create Riverfront Park in 1983.



(above) A lone high-rise dominated Nashville's skyline in the 1950s.



(above) As Nashville suburbanized, Broadway devolved into massage parlors and other sexually oriented businesses. Gruhn Guitar was formerly Swingers World.



(above) Nashville's downtown riverfront, as seen in this 1960s photo, was an industrial workhorse until Riverfront Park opened in 1983. It was partially funded through federal grants administered by MDHA.

TO BECOME A MAJOR URBAN CENTER...



(above group, clockwise) The return to residing downtown has included the adaptive re-use of a number of historic structures, such as the Stahlman Building, Exchange Lofts, Werthan Mills, Church Street Lofts, Kress Lofts, and the former General Hospital's Victorian-style building at Rolling Mill Hill.



(above, bottom to top)
Downtown Nashville's skyline has welcomed a number of high-rise residential buildings in recent years, including Encore, Viridian and Icon.

In 1977, Mayor Richard Fulton, MDHA and the Metro Council approved the Capitol Mall Redevelopment District. Through the tools of this and other redevelopment districts created over the last 30 years, downtown re-invented itself. Riverfront Park and the Nashville Convention Center, critical early projects that came out of the process, were met with much skepticism when announced, but are indispensable components of our downtown today. Plans authorized through the redevelopment districts led to such developments as the BellSouth Tower, which brought more than 2,000 jobs to the Second Avenue and Broadway districts in 1994 and went a long way toward assuring a turnaround of that part of downtown. Likewise, the Commerce Building, completed in 1997, was the first Class A office space built in Nashville's downtown in a decade.

One specific plan, the Church Street Corridor Master Plan, was completed in 1996. Property owners, the design community, developers, MDHA and the City came together to create a plan for a 24-hour downtown (rather than just 9 to 5) with a revitalized Church Street at its core. Encouraging residential development downtown was a first goal. The Cumberland opened for occupancy in 1998 with nearly 300 apartments and was followed by the Bennie Dillon Residences, an adaptive reuse of a historical office building; rehabilitation of another office building into the Marriott Courtyard; and the conversion of the former Castner-Knott retail store to office and retail use. The very first high-rise residential condominium, The Viridian, opened in 2006.

Today, Church Street and its environs are home to more than 1,000 condominium units, a burgeoning art gallery district, and new retail in the offing. The street itself has received a beautiful makeover through a collaboration with former Mayor Bill Purcell, MDHA and Public Works. The success of urban living has spilled into greater downtown, including the Gulch, Rolling Mill Hill, and Germantown.

THAT ENTERTAINS US...



(above) LP Field, home of the NFL's Tennessee Titans, opened in 1999. MDHA oversaw its construction.

Nashville became synonymous with entertainment when WSM's clear signal carried the Grand Ole Opry to the farms and small towns of the United States in the 1920s. Building on that reputation for entertainment and hospitality was another goal for redevelopment of the downtown area. A seminal act occurred when the Historical Commission, MDHA and others worked to save the Ryman Auditorium, the "Mother Church of Country Music," and updated the building as a world-renowned performance hall.

Partnerships between MDHA and property owners turned Lower Broadway and Second Avenue into Nashville's entertainment district. The Merchants Hotel went from flophouse to fine dining. Vacant lots were filled with new structures. Crumbling buildings became homes to such businesses as Rippy's BBQ, Tootsie's, Robert's Western Wear, Jack's Barbecue, and Ernest Tubb's Record Shop became the nucleus of the new downtown entertainment district. From The Stage to B.B. King's, the Wildhorse Saloon to the Hard Rock and Printer's Alley, old and new venues serve our visitors and locals alike.

The Sommet Center, an 18,000-seat arena, opened on Broadway in 1996. It brought Nashville into the world of national professional sports with the Nashville Predators hockey team. LP Field opened in 1999 as home to the exciting Tennessee Titans NFL team. In turn, these developments and others brought demand for hotel rooms and MDHA responded with public-private partnerships with the historic Hermitage Hotel and adaptive reuse of what is now the Marriott Courtyard on Church and the contemporary Hilton Hotel in So Bro.

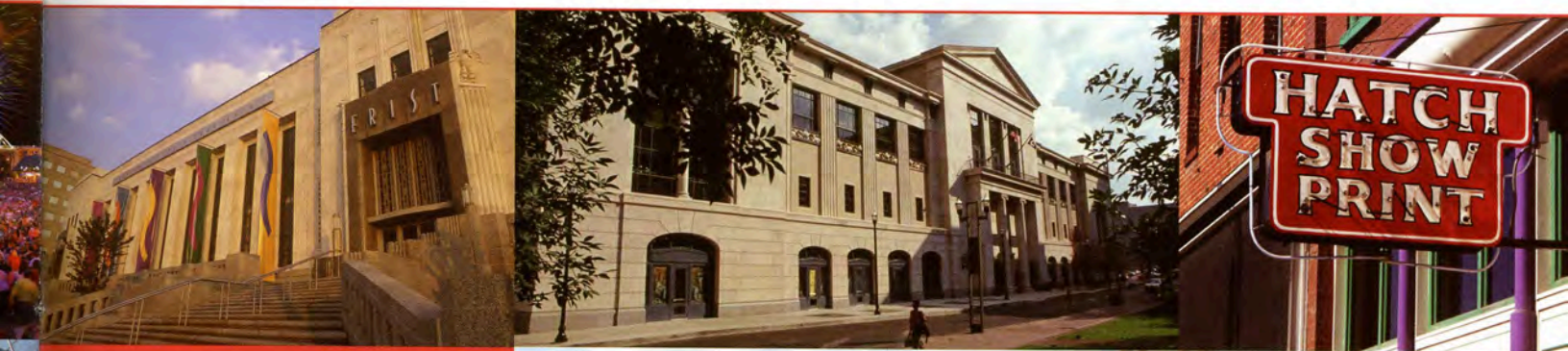
(right) Noted saloons such as Tootsie's Orchid Lounge gained new energy and prominence as lower Broadway shook off vice and sleaze.



(above, from top) Downtown's Riverfront Park is arguably the heart of Middle Tennessee. The Sommet Center, home of the NHL's Nashville Predators and host to many major concerts and events, opened in 1996. MDHA oversaw its development and construction.

(below) Renovations to the historic Ryman Auditorium, the traditional home of the world-famous Grand Ole Opry, were completed in 1994 with tax increment financing assistance.





(above, left to right) The Frist Center for the Visual Arts opened in 2001 at the site of the former Broadway branch post office. MDHA represented the city of Nashville in the design and construction of the project. Nashville's new main public library opened on Church Street in 2001. MDHA worked for the Library Board in the design and construction of the structure. Hatch Show Print moved to its Broadway location with assistance from MDHA.

(below, top to bottom) The County Music Hall of Fame and Museum opened in its new downtown location in 2001 with MDHA's assistance. Some 400,000 people visited last year. MDHA helped convert Nashville's Union Station to a hotel in 1986. A spectacular renovation was completed in 2007.



(above) The Schermerhorn Symphony Center, which opened in the Rutledge Hill Redevelopment District in 2006, has provided the acclaimed Nashville Symphony with a stunning facility and unmatched acoustics.

CELEBRATES OUR CULTURE...

Downtown Nashville has also become known for cultural offerings, both old and new, large and small. Beginning with the new Country Music Hall of Fame that opened in 1998, a succession of new facilities arrived on the scene. Spectacular additions included the Frist Center for Visual Arts and a new, world-class downtown library in 2001. The fourth cultural titan, the new home of the Nashville Symphony, opened in 2006. In and around these openings were others, such as the Musicians Hall of Fame, the Gospel Music Hall of Fame and the new home of the Barbershop Harmony Society. And countless art galleries and studios have taken root from Lafayette Street to Germantown. Some of these institutions are just beginning to receive national and international recognition. Others, such as the relocated CMA Music Festival, are growing with their new affiliation and location in Nashville's downtown. MDHA and partners, from the City of Nashville and non-profits, to the Civic Design Center, the Historical Commission and the Downtown Partnership, and property owners to merchants, have worked together to see these new cultural venues to fruition.



(right) Nashville's expansive waterfront will be a focus of Mayor Karl Dean's efforts in coming years, with assistance from the Metro Council, MDHA and the citizenry.



...AND ADDRESSES OUR FUTURE

Nashville is poised to reclaim and redefine its downtown waterfronts. In August 2008, Mayor Karl Dean, the sixth Mayor of Metropolitan Nashville and Davidson County, asked MDHA to assume responsibility for all future planning, design and construction activities associated with redevelopment of the City's downtown waterfronts. The Mayor's long-term vision is to transform the community's downtown waterfronts into vibrant and dynamic mixed-use activity centers providing new entertainment, shopping, working and living opportunities.

A comprehensive network of public parks and open spaces eventually will line both sides of the Cumberland River to provide Nashvillians with unencumbered access to their river, where it all began more than 200 years ago.

(right) Hospitality is a principal driver of Nashville's economy. A new convention center is a key piece of infrastructure to keep Nashville competitive. MDHA, working for the Mayor and Council, and with the hospitality industry, is moving the project forward.





(below) The Madison commercial district is one example of neighborhood commercial centers MDHA will focus on in coming years.

MDHA and its partners will continue to address the housing needs, especially the affordable housing needs, of Nashvillians. Land will become more scarce, construction costs will be high and incomes of some residents will not be sufficient to provide decent housing. We will be there, creatively solving the problems together with government, businesses, non-profits and the faith communities.

The neighborhoods and smaller commercial centers of Nashville must thrive for the health and well-being of the larger community. MDHA will work with the community to identify the problems and develop solutions for the long haul.

A last example—a new convention center, the Music City Center, was launched by Mayor Dean and the Metropolitan Council in 2007. This represents a significant investment in the hospitality industry that welcomes visitors from around the world and employs one out of five persons in our city. Our goal is to build the center on time and on budget with a diverse workforce and a commitment to use our energy, air and water in a sustainable manner.



(left) Nance Place, which will provide workforce housing at Rolling Mill Hill, is another example of MDHA's efforts to create affordable housing in the city.





(above) Leaves and branches of a Black Walnut tree at Edgefield Manor.



(above, left to right) A stately Red Oak, estimated to be around 175 years old, at Cayce Place; an American Elm, estimated to be more than 80 years old, at Cheatham Place.

(below and across, left to right) A Japanese Black Pine at Andrew Jackson Courts; a Tulip Poplar, the Tennessee state tree, at Cayce Place; a Persimmon branch at Vine Hill; a Pin Oak at Levy Place; an American Sycamore at Edgefield Manor.

STEWARDS OF THE COMMONWEALTH

We close this reflection on seven decades of work with Nashville and her citizens with simple pictures of some of the trees that reside in our care. A Red Oak, Tulip Poplar, Magnolia, Sycamore, American Elm, Sugar Maple and a 175-year-old Southern Hackberry are just a few of the trees in our care that provide shade, erosion control and stormwater management while being beautiful sights as well. They are emblematic of the efforts we have been taking for more than a decade to create a sustainable built environment.

For example, MDHA is harvesting utility savings to pay for low-flow plumbing fixtures and energy-efficient lighting and appliances in some 5,700 apartments under its management. The agency has begun installing geothermal heat pumps and is considering solar panel applications to increase resident comfort, while slashing energy consumption costs. Our elderly high-rises are being retrofitted with European-style, open design and energy-efficient HVAC systems. Our first workforce mid-rise is in final design and is expected to earn a high LEED certification.

High performance and sustainability will be considerations in all we do going forward.



(below) Southern Magnolias at Edgefield Manor; Tulip Poplar leaves at Cayce Place; Willow Oaks at Edgehill Apartments; American Sycamore bark at Edgefield Manor.



(above, counter-clockwise)
A Pin Oak at Levy Place; Ginkgos at Cayce Place; Ginkgo leaves at Edgefield Manor; a Sugar Maple at Cheatham Place; a Red Maple at Cayce Place.

(above) A Southern Hackberry at Vine Hill, estimated to be between 150 and 175 years old.

STATEMENT OF REVENUES AND EXPENSES AND CHANGES IN NET ASSETS
For the Year Ended September 30, 2007

	Total Entity	Public Housing
OPERATING REVENUE		
Rentals	\$ 9,002,101	\$ 8,475,424
Governmental revenues	85,751,549	19,886,845
Other	4,266,162	1,192,414
TOTAL OPERATING REVENUES	99,019,812	29,554,683
OPERATING EXPENSES		
Utilities	6,809,791	6,735,155
Maintenance	11,780,515	10,316,628
Housing assistance payments	30,722,146	—
Administration and other	32,625,626	9,929,498
Depreciation	8,388,068	6,840,195
TOTAL OPERATING EXPENSES	90,326,146	33,821,476
OPERATING GAIN/(LOSS)	8,693,666	(4,266,793)
NON-OPERATING REVENUES/(EXPENSES) AND TRANSFERS	19,937,373	11,361,158
CHANGE IN NET ASSETS	28,631,039	7,094,365
NET ASSETS - OCTOBER 1, 2006	249,056,930	148,715,439
NET ASSETS - SEPTEMBER 30, 2007	\$ 277,687,969	\$ 155,809,804

STATEMENT OF NET ASSETS
September 30, 2007

	Total Entity	Public Housing
ASSETS		
CURRENT ASSETS		
Cash and Equivalents	\$ 20,731,094	\$10,262,743
Investments	37,009,684	16,051,571
Receivables	6,031,763	323,962
Other	5,281,293	220,086
TOTAL CURRENT ASSETS	69,053,834	26,858,362
CAPITAL ASSETS	206,921,160	103,108,689
NON CURRENT ASSETS		
Notes Receivable	35,704,408	31,919,889
Other	2,463,549	—
TOTAL NON CURRENT ASSETS	38,167,957	31,919,889
TOTAL ASSETS	\$ 314,142,951	\$ 161,886,940
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	\$ 7,474,139	\$ 1,784,680
Due to Other Governments	4,845,092	399,315
Current portion of long-term debt	10,821,573	—
Other	4,958,441	3,256,071
TOTAL CURRENT LIABILITIES	28,099,245	5,440,066
NON CURRENT LIABILITIES	8,355,737	637,070
TOTAL LIABILITIES	36,454,982	6,077,136
NET ASSETS		
Invested in capital assets	189,702,740	103,108,689
Unrestricted and other	87,985,229	52,701,115
TOTAL NET ASSETS	277,687,969	155,809,804
TOTAL LIABILITIES AND NET ASSETS	\$ 314,142,951	\$ 161,886,940

"SUNNY, THANK YOU..."

Bobby Hebb was born July 26, 1938. He made his stage debut on July 26, 1941, when tap dancer Hal Hebb introduced his little brother to the audience at Nashville's Bijou Theater. Harold Hebb just was nine years old himself at the time, and the young brothers worked quite a few nightclubs before Bobby Hebb entered first grade. Nashville establishments like the Hollywood Palm, Eva Thompson Jones Dance Studio, the Paradise Club and the basement bar in Printers' Alley, as well as the aforementioned Bijou Theater, found Bobby and Hal dancing and singing tunes like "Lady B. Good," "Let's Do the Boogie Woogie," "Lay That Pistol Down, Babe" and other titles that were popular at the time.

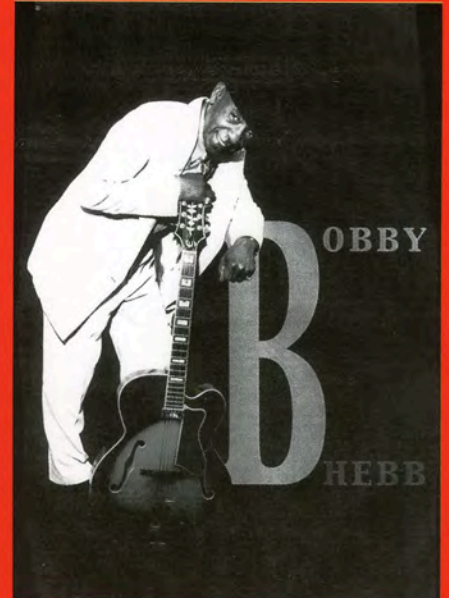
Hebb's father, William Hebb, played trombone and guitar; his mother, Ovalla Hebb, played piano and guitar; and his sisters, Helen, Ednaearle and Shirley, sang together as the Hebb Sisters.

Hebb's family moved to the J.C. Napier Courts in the early 1950s. He left Nashville for Chicago in 1954, then joined the Navy in 1955, where he played trumpet in the Navy band. When he returned to Nashville to visit, he would often stay with his mother, who had moved to John Henry Hale Homes.

Bobby Hebb would go on to pen the 1966 classic "Sunny," which was recognized in 2000 as BMI's 25th most played song. "Sunny" has been covered by more than 500 artists, including Frank Sinatra, Duke Ellington, Ella Fitzgerald, Stevie Wonder, Frankie Valli, Nancy Wilson, the Four Tops, Wilson Pickett, Dusty Springfield, Cher, James Brown and Marvin Gaye. The song was so popular that Hebb was invited to tour with the Beatles on their final tour in 1966.

Throughout his illustrious career, Hebb has written hundreds of tunes, including "A Natural Man," for which singer Lou Rawls won the 1971 Grammy for Best R&B Vocal Performance. Hebb played a significant role more recently in the "Night Train to Nashville" exhibit at the Country Music Hall of Fame and Museum. The "Night Train to Nashville" CD won a 2004 Grammy for Best Historical Album.

Hebb currently lives in Nashville.



Bobby Hebb wrote the 1966 classic "Sunny," which has been covered by more than 500 artists.

Sources:

Joe Viglione, All Music Guide
Jefferson Street United Merchants Partnership

Photograph:

T. Jobe



The Metropolitan Development and Housing Agency
701 South Sixth Street
Nashville, Tennessee 37206