
The Implementation Plan

Action #		Action Steps	Lead - Public, Private, or Public/Private Partnership	Responsible Public Agency	Support Public Agency	Private Partner(s) Needed	Implementation Resources Needed*	Implementation Timeline (1-3, Short; 3-5, Medium; 5+, Long)	Priority (High, Medium, Low)	Level of New Resource Need (High, Medium, Low)
STRATEGY A: Enhance and align Nashville's housing ecosystem to comprehensively and collectively address Nashville's housing needs										
1		Create an executive-level role in the Mayor's office to oversee and advance policies and solutions to address Nashville's housing needs	Public	Mayor's Office	Housing Division; other Metro departments; MDHA	N/A	Executive leadership	Short	High	Medium
	1a	Create an interdepartmental leadership group to coordinate housing funding and services and execute MOUs with key public partners to formalize responsibilities and reporting requirements	Public	Mayor's Office	Housing Division; OHS; MDHA; MSS; MAC; IDB; HEFB; Courts; HTFC; EBDA	N/A	Staff time, capacity or expertise	Short	Medium	Low
	1b	Ensure operating and capital spending plan appropriations related to housing and homelessness further the strategies and actions of the UHS and support strong housing and service delivery	Public	Mayor's Office; Housing Division	OHS; MDHA; MSS; MAC; IDB; HEFB; Courts; HTFC; EBDA	N/A	Staff time, capacity or expertise	Short	Medium	Low
2		Increase capacity and expertise of Metro agencies either internally or through external partners	Public	Metro Agencies; Housing Division	Metro Finance; Metro Human Resources	N/A	Staff time, capacity or expertise; advisory/contractual services or technical assistance	Short	High	Medium
3		Invest in infrastructure that supports affordable housing and safe communities	Public/Private	Planning Department	NDOT; MWS; Housing Division	Developers	Funding or financing	Short	Medium	High
4		Continue support for development partners through streamlined reviews and increased communications and marketing	Public	Planning Department	Housing Division; Codes; MWS; NDOT; ITS; Fire; Utilities	Developers and industry partners	Staff time, capacity or expertise; technology, marketing or digital tools	Short-Medium	Medium	Medium
5		Coordinate request-for-proposals or intake processes for allocating resources and align reporting requirements	Public	Housing Division	MDHA; IDB; HEFB; HTFC; EBDA	Developers	Staff time, capacity or expertise; policy changes; underwriting capacity	Medium	Medium	Low

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6		Enhance support of emerging developers and small business enterprises	Public/Private	Housing Division	HTFC; Metro Council; Metro Legal	Staff time, capacity or expertise; policy changes; underwriting capacity	Staff time, capacity or expertise; funding or financing; advisory/contractual services or technical assistance	Short-Long	Medium	Medium
STRATEGY B: Optimize and grow financial and resource support for affordable housing across public, private, and philanthropic sectors										
7		Explore new dedicated local and state funding sources for affordable housing and homelessness services	Public/Private	Housing Division; OHS; Metro Finance; Metro Legal; Mayor's Office	General Assembly; Metro Council	Bond counsel	Staff time, capacity or expertise	Long	Medium	Medium
8		Tap new and underutilized resources	Public	Housing Division; OHS; MDHA	HUD; THDA; state and federal agencies; institutional land holders	Consultant partner; technical assistance providers	Staff time, capacity or expertise	Medium-Long	Low	Medium
9		Attract mission-motivated capital and corporate partners	Public/Private	Housing Division	MDHA	Catalyst Fund; philanthropic and corporate partners	Staff time, capacity, or expertise	Medium-Long	Low	Medium
10		Build strategic partnerships with philanthropic sector	Public/Private	Mayor's Office; Housing Division	OHS; MDHA	Philanthropic institutions	Staff time, capacity or expertise	Long	High	Medium
11		Establish underwriting capacity, requirements, and criteria to maximize public investments in housing	Public	Housing Division	Metro Finance; Metro Council; Metro Legal; IDB; HEFB; HTFC; EBDA	Consultant partner	Staff time, capacity or expertise; underwriting capacity; advisory/contractual services or technical assistance	Medium	High	Medium
12		Position existing housing tools to align with UHS priorities	Public	Housing Division	HTFC; Metro Council	Developers; lenders	Staff time, capacity or expertise; underwriting capacity; policy change; advisory/contractual services or technical assistance; funding or financing	Short-Medium	High	Low

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	12a	Focus the Barnes Fund to maximize its impact	Public	Housing Division	HTFC; Metro Council	Developers	Staff time, capacity or expertise; underwriting capacity; advisory/contractual services or technical assistance	Short-Medium	High	Medium
	12b	Make affordable housing a threshold-eligibility requirement to access Tax Increment Financing & Payment-in-lieu-of-Taxes for residential and mixed-use projects	Public	Mayor's Office; Metro Council	MDHA; IDB; HEFB; EBDA	Developers; lenders	Staff time, capacity or expertise; policy change; underwriting capacity	Short-Medium	Medium	Low
STRATEGY C: Create a range of new and affordable housing choices for all Nashvillians as appropriate across the county										
13		Evaluate and adjust zoning and land use policies to unlock development opportunities, expand housing types, and increase annual housing production	Public	Planning Department	Metro Council; Planning Commission	Developers	Staff time, capacity or expertise	Medium	High	Medium
14		Implement voluntary zoning incentives for attainable housing	Public	Planning Department	Housing Division; Metro Council	Developers; Consultant	Staff time, capacity or expertise; advisory/contractual services; funding or financing	Short	High	Medium
15		Leverage publicly owned land portfolio by advancing infill development, co-location, and policy changes to ensure strong management of land assets	Public	Planning Department	Housing Division; Mayor's Office; General Services	Developers	Staff time, capacity or expertise; executive leadership	Medium	High	Medium
16		Develop a mixed-income housing financing toolkit and invest in sophisticated underwriting and finance capacity to support	Public	Housing Division	Metro Finance; Metro Legal; IDB; HEFB; EBDA	Developers; lenders	Staff time, capacity or expertise; underwriting capacity	Medium	High	High

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	16a	Consider using Bond authority to facilitate mixed-income development	Public	Mayor's Office	Metro Finance; Metro Legal; Housing Division; IDB	Developers	Staff time, capacity or expertise; underwriting capacity; budget approval for debt service	Medium	High	High
	16b	Optimize the Mixed-Income PILOT while evolving and strengthening priorities and requirements to increase focus on deeper affordability, geographic choice, and market adaptability	Public	Housing Division	HEFB; Metro Council	Developers	Staff time, capacity or expertise; underwriting capacity	Short	High	Low
	16c	Build out capacity to attract or deploy new debt sources such as below-market senior debt and leverage authorized entities to access this financing	Public	Housing Division	Metro Finance; Metro Legal	Consultant partner	Staff time, capacity or expertise; funding or financing	Medium	Medium	Low
17		Continue strong production of affordable housing using LIHTC	Public/Private	THDA	MDHA; Housing Division	Developers; lenders; funders	Funding or financing	Short	High	Low
	17a	Ensure the continued operation and functioning of the LIHTC Payment in Lieu of Taxes (PILOT) program administered by MDHA	Public	MDHA	Metro Finance; Metro Council; THDA	Developers	Staff time, capacity or expertise	Short	High	Low
	17b	Monitor LIHTC requirements and align local tools to help maximize competitiveness	Public	Housing Division	MDHA; THDA	Developers	Staff time, capacity or expertise	Short	Medium	Low
18		Prioritize new income-restricted housing for vulnerable residents (e.g., families with children, older adults, persons with disabilities and justice-impacted persons)	Public/Private	Housing Division	IDB; HEFB; EBDA; MDHA; HTFC	Developers	Staff time, capacity or expertise; policy change	Short	High	Low

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19		Prioritize the development of deeply affordable housing within existing programs	Public	Housing Division	MDHA; IDB; HEFB; EBDA; HTFC; OHS; NDOT; MWS	Developers; lenders; funders; service providers	Staff time, capacity or expertise; policy change; underwriting capacity; funding or financing	Short	High	Low
	19a	Offer deeper incentives for deeply affordable housing in locally subsidized affordable housing tools, including Barnes funded rental projects	Public	Housing Division	HTFC; OHS	Developers; service providers	Funding or financing; underwriting capacity	Medium	High	Low
	19b	Continue funding the Connecting Housing and Infrastructure Program (CHIP) and identify how it can support the viability of deeply affordable projects	Public	Housing Division	NDOT; MWS	Developers	Staff time, capacity or expertise; funding or financing; policy change	Medium	Medium	Low
	19c	Strategically deploy project-based vouchers to support deeply affordable housing	Public	MDHA	HUD; Housing Division; OHS	Developers and property owners and managers; service providers	Funding or financing	Medium	Medium	Medium
20		Commit multi-year capital spending for infrastructure investments at MDHA redevelopment sites to increase deeply affordable housing and support increased density	Public	Mayor's Office	Metro Finance; Metro Council; MDHA	Lenders; funders	Funding or financing	Long	High	High
STRATEGY D: Keep homeowners in their homes and create more opportunities for sustainable homeownership and wealth creation										
21		Leverage land use to expand the availability of entry-level homeownership	Public	Planning Department	Housing Division	Developers	Staff time, capacity or expertise; policy change	Medium	High	Medium
22		Focus public funds for homeownership on those facing systemic barriers	Public	Housing Division; MDHA	THDA	Funders; lenders; developers	Funding or financing	Medium	High	Medium

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23		Assess appraisal process for opportunities to enhance fairness and transparency	Private	Assessor's Office	Housing Division	Nonprofit partners; nonprofit legal service providers	Staff time, capacity or expertise; advisory/contractual services or technical assistance; data	Medium	Low	Medium
24		Require pre- and post- purchase counseling for buyers purchasing publicly-funded homes	Public/ Private	Housing Division	MDHA; THDA	HUD-approved counselor network	Staff time, capacity or expertise; funding or financing	Medium	Low	Medium
25		Identify partnerships to promote estate planning for Nashvillians with a focus on marginalized populations	Private	Housing Division	MSS; MAC	Universities; nonprofit legal service providers	Staff time, capacity or expertise; funding or financing; advisory/contractual services or technical assistance	Medium	Medium	Medium
26		Support homeowners struggling to pay property taxes	Public	Trustee's Office	MSS; Housing Division; State	Nonprofit partners	Staff time, capacity or expertise; funding or financing; technology, marketing or digital tools	Medium	High	Medium
27		Support programs that help keep homeowners stably housed through home repairs, accessibility modifications, and opportunities to create passive income	Public/ Private	Housing Division	MDHA	Nonprofit partners; contractors	Funding or financing	Short	High	High
STRATEGY E: Create permanent housing options for persons experiencing or at-risk of homelessness										
28		Advance the Office of Homeless Services and the Homelessness Planning Council's Strategic Plan	Public/ Private	OHS	Housing Division; MSS; Mayor's Office; MDHA; HUD; state agencies	Philanthropic institutions	Funding or financing	Long	High	High
	28a	Prioritize Housing Choice Vouchers for those transitioning out of or at risk of homelessness	Public	MDHA	OHS	Developers and property owners and managers	Staff time, capacity or expertise; funding or financing	Short	High	High

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	28b	Encourage a local homelessness preference at MDHA-owned housing	Public	OHS	MDHA; Mayor's Office	Advocates	Staff time, capacity or expertise	Short	Medium	Medium
	28c	Explore reliable sources for operations (rental assistance) and supportive services	Public/Private	PSH Lead Agency	OHS; Housing Division; MDHA; HPC; CoC; state and federal agencies	Philanthropic institutions	Staff time, capacity or expertise; funding or financing; policy change	Long	High	High
	28d	Bolster the tools, resources, strategies, and funding to support the Low Barrier Housing Collective	Public/Private	OHS	Housing Division; MSS; MDHA	Developers and property owners and managers; funders	Staff time, capacity or expertise; funding or financing	Medium	Medium	Medium
29		Develop a strategic plan for Permanent Supportive Housing to support annual creation of 900 PSH units for individuals experiencing or at risk of experiencing homelessness	Public/Private	Mayor's Office	Housing Division; OHS; MDHA; HPC; CoC	Developers; service providers; persons with lived experience	Staff time, capacity or expertise; advisory/contractual services or technical assistance	Long	High	Medium
	29a	Designate a lead agency to develop and implement a PSH strategic plan for Nashville	Public	Mayor's Office	Housing Division; OHS; MDHA; HPC; CoC	Developers; service providers; persons with lived experience	Staff time, capacity or expertise; advisory/contractual services or technical assistance	Long	High	Long
	29b	Continue advocating for state PSH set-aside in Low-Income Housing Tax Credit Qualified Allocation Plan	Public/Private	Housing Division	THDA	Developers	Staff time, capacity or expertise	Short	Medium	Low
STRATEGY F: Preserve and protect long-term housing affordability and stability										
30		Incorporate mechanisms, such as right of first refusal, and strengthen existing mechanisms, such as LIHTC PILOT agreements and deed restrictions, into local programs to protect affordability for the long-term	Public	Housing Division	Metro Legal; MDHA; IDB; HEFB; HTFC; EBDA	Developers	Staff time, capacity or expertise; policy changes	Short	High	Low

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31		Prioritize projects that will provide long-term or perpetual affordability, such as long-term ground leases, community land trusts, and social housing	Public	Housing Division	MDHA; IDB; HEFB; HTFC; EBDA	Developers	Funding or financing	Medium	High	Low
32		Maintain and monitor a countywide database of all deed restricted affordable units and create strategies to minimize housing loss	Public	Housing Division	Planning Department; MSS; MAC; Metro Finance	Developers; property owners	Staff time, capacity or expertise; data; technology, marketing or digital tools	Short	High	Medium
33		Leverage the Catalyst Fund to support preservation	Public	Housing Division	Metro Finance; HTFC; IDB; HEFB; MDHA	Catalyst Fund; Developers; Philanthropic and mission driven investors; Community Foundation of Middle Tennessee	Staff time, capacity or expertise; underwriting capacity; funding or financing	Medium	Medium	Low
34		Support a preservation pool that includes ability to acquire expiring affordable stock	Public	Housing Division	Metro Procurement	Developers; lenders; funders	Staff time, capacity or expertise; funding or financing	Medium	Low	Medium
STRATEGY G: Strengthen housing security for renters and improve access to resources for all Nashvillians										
35		Incorporate stronger tenant protections in publicly subsidized income-restricted affordable housing	Public	Housing Division	Metro Legal; MDHA; IDB; HEFB; HTFC; EBDA	Nonprofit legal service providers	Staff time, capacity or expertise; policy change	Short	High	Low
36		Support the Eviction Right to Counsel Program	Public/Private	Housing Division	Metro Council; Courts	Legal Aid; Philanthropic institutions	Funding or financing	Short	High	Medium
37		Improve court processes for parties involved in an eviction	Public	Metro Courts	Mayor's Office; Metro Council; MAC; MDHA; Circuit Court Clerk; MNPS	N/A	Policy change	Medium	Medium	Medium
38		Monitor need for expanded emergency rental assistance funding and infrastructure	Public/Private	MAC	Housing Division, OHS	Philanthropic institutions	Staff time, capacity or expertise; funding or financing; data	Medium	Medium	Low
39		Support the Tennessee Fair Housing Council	Private	Metro Finance; Metro Council	MDHA; Housing Division; HUD	Philanthropic institutions	Funding or financing	Medium	Medium	Medium

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40		Require recipients of public funds and incentives to participate in annual fair housing training	Public/Private	Housing Division	MDHA; IDB; HEFB; HTFC; EBDA	Tennessee Fair Housing Council	Staff time, capacity or expertise; policy change	Medium	High	Low
41		Strengthen and expand hubNashville to centralize and improve access to housing resources for residents	Public	Mayor's Office	Housing Division; OHS; MAC; MSS; Trustee's Office; MDHA; Courts	Utilities; community based organizations	Staff time, capacity or expertise; technology, marketing or digital tools	Medium	Medium	Medium
42		Ensure information about housing resources is easily accessible and translated into the most widely spoken languages in Nashville	Public/Private	TBD	Housing Division; OHS; MAC; MSS; Trustee's Office; MDHA; Courts; ODEI	Philanthropic institutions	Advisory/contractual services or technical assistance; staff time, capacity or expertise; technology, marketing or digital tools	Short	Medium	High
43		Leverage the Codes Department to assist vulnerable homeowners and tenants and inform program outreach	Public	Codes	Housing Division	Property owners; nonprofit partners	Staff time, capacity or expertise; funding or financing; data	Medium	Medium	Medium

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