

NashvilleNext Community Engagement Plan

May 3, 2013



nashvillenext

The Planning Department does not discriminate on the basis of race, color, national origin, gender, gender identity, sexual orientation, age, religion, creed or disability in admission to, access to, or operations of its programs, services, or activities. Discrimination against any person in recruitment, examination, appointment, training, promotion, retention, discipline or any other employment practices because of non-merit factors shall be prohibited. For ADA inquiries, contact Josie Bass, ADA Compliance Coordinator, at (615) 862-7150 or e-mail her at josie.bass@nashville.gov. For Title VI inquiries contact Caroline Blackwell at (615) 880-3370. For all employment-related inquiries, contact Human Resources at (615) 862-6640.



For more information about NashvilleNext, please contact:

Mr. Rick Bernhardt

Metro Planning Department

800 Second Ave. S.

P.O. Box 196300

Nashville, TN 37203

Phone: (615) 862-NEXT (6398)

Email: info@nashvillenext.net

A digital copy of this report can be found at:

<http://nashvillenext.net/May2013Plan>

Acknowledgements

NashvilleNext Community Engagement Committee

Caroline Blackwell, *Co-Chair*
Ashford Hughes, *Co-Chair*
Jean Ann Banker
Daynise Couch
John Crawford
Deniece Ferguson
Ben Freeland
Kelly Gilfillan
Wesley Hartline
Fiona Haulter
Mary Jon Hicks
Sharon Hurt
Mary Beth Ikard
Ellen Jacobson
Mina Johnson
Connie Kinnard
Hsing Liu
Debbie Massey
Stephanie McCullough
Carol Norton
Laura Rost
John Stern
Remziya Suleyman
Barry Sulkin
Jeff Syracuse
Katie Headrick Taylor
Leticia Taylor
Stephanie Teatro
Patricia Totty
Vincent Troia
Yolanda Vaughn
Carrie Ferguson Weir
David Wells

NashvilleNext Steering Committee

Stephanie Bailey
Rick Bernhardt
Jennifer Carlat
Stewart Clifton
Ed Cole
Yuri Cunza
Debbie Frank
Shanna Hughey
Kia Jarmon
Bridget Jones
Julia Landstreet
Andree LeQuire
Jeff Lipscomb
Bert Mathews
Jim McLean
Jeanie Nelson
Alistair Newbern
Ralph Schulz
Michael Skipper
Renata Soto
Patricia Stokes
Carolyn Waller

NashvilleNext Pillar Organizations

Metro Government
Nashville Area Chamber of Commerce
Nashville for All of Us
Tennessee Land Trust

Metro Planning Department

Rick Bernhardt, *Executive Director*
Doug Sloan, *Deputy Director*
Jennifer Carlat, *Assistant Director—Planning*
Craig Owensby, *Public Information Officer*
Kelly Adams, *Administrative Services Officer*

Community Plans and Design Studio

Kathryn Withers, *Manager*
Michael Briggs
Tifinie Capehart
Greg Claxton
Anita McCaig
Ben Miskelly
Joni Priest
Cynthia Wood

Community Engagement and Outreach Partners

McNeely Pigott & Fox
The Ferrell McDaniel Company
Hispanic Marketing Group
The MEPR Agency

Table of Contents

Executive Summary	1
Introduction	2
Community Planning in Nashville	3
NashvilleNext Partners	4
Community Engagement Plan Goals	5
Community Engagement Process	8

Executive Summary

NashvilleNext is a process to create a plan for the future of Nashville. The process will gather the ideas and input of people who care about Nashville—from residents to business owners to commuting workers to city leaders—as well as experts of all backgrounds. The plan's elements include art and culture, economic development, education, environment, transportation, diversity, livable communities, public safety, and more. The goal of NashvilleNext is to create a plan that will ensure the prosperity and well-being of our city and region for the next 25 years. In this, the success of NashvilleNext will depend on community engagement.

Over the last 20 years, the community engagement process in Nashville has been an inclusive and comprehensive process. Through the community planning processes, processes envisioning Nashville's downtown core, and open space and environmental features, community members have become accustomed to providing their input on the future growth and preservation of the city. The NashvilleNext process seeks to offer the same opportunities for community engagement.

The approach to community engagement described in this plan includes a broad range of engagement opportunities. The opportunities align with the various phases of the process and anticipated outcomes. The approach also includes a commitment to engaging hard-to-reach constituents primarily through targeted outreach efforts and the assistance of strategic partnerships.

NashvilleNext is based on four pillars: Efficient Government, Economic Development, Environment, and Equity. These pillars also shape the makeup and direction of the NashvilleNext Steering Committee. The Steering Committee represents Metro Government and community partners. Its charge is to ensure that the process reflects the community's input and these four main tenets.

The Steering Committee is joined by the Community Engagement Committee. The Engagement Committee works to ensure that the community is engaged, educated and empowered. Steering Committee members come from a diverse range of backgrounds and represent an even wider range of interests and community voices. The committee's goal of inclusion throughout the process is one of the most important tasks facing the NashvilleNext team.

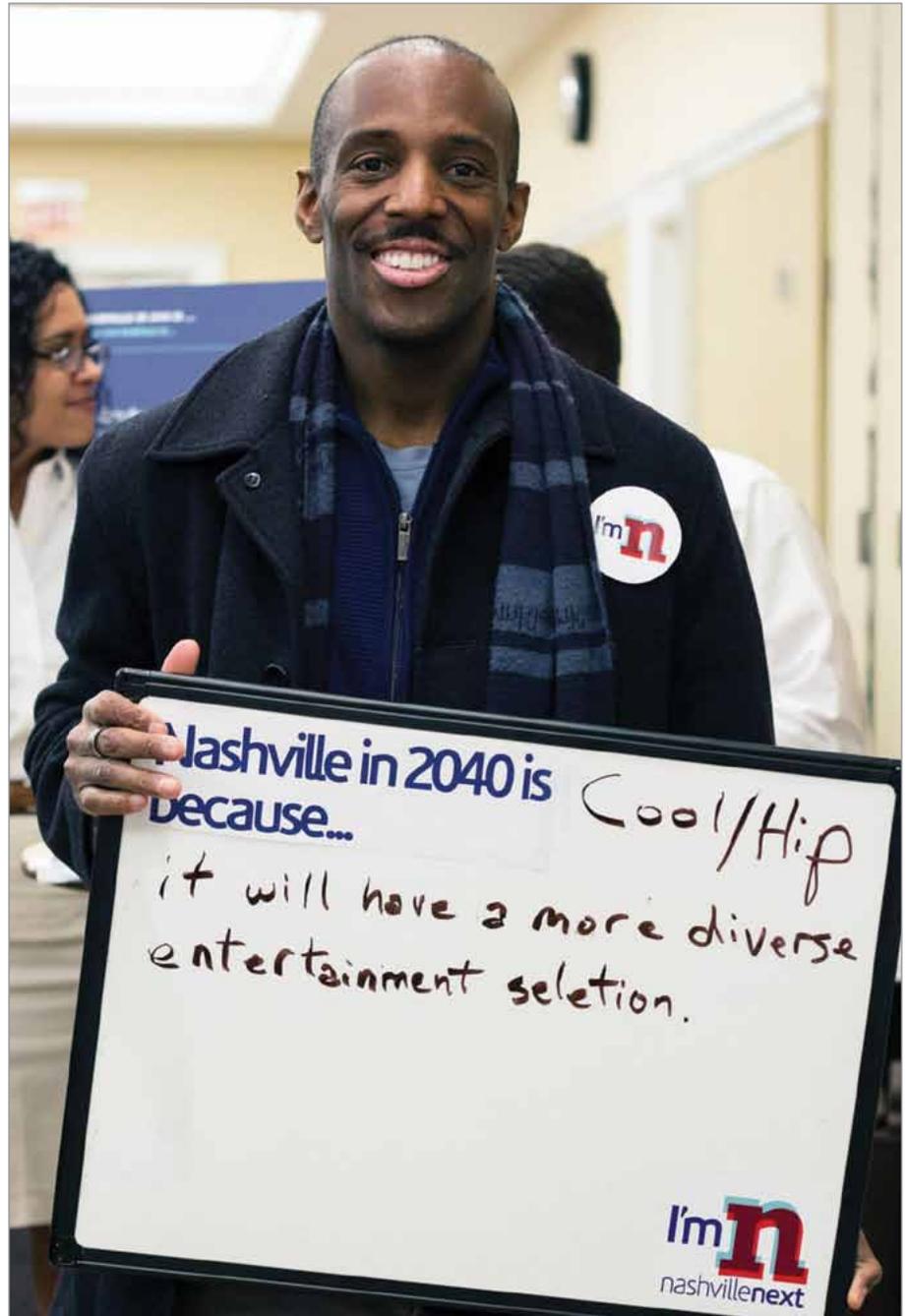
Community Engagement and Outreach Partners include a team of Nashville-area consultants who analyze outreach efforts and provide direction to assist the Community Engagement Committee and Planning staff. This team, composed of members of McNeely Pigott & Fox, The Ferrell McDaniel Company, Hispanic Marketing Group, and The MEPR Agency, is responsible for the suggestions and recommendations set forth in this and subsequent progress reports.

The NashvilleNext community engagement process is guided by three goals—*Educate, Engage and Empower*. Through these goals the NashvilleNext community engagement process seeks to educate constituents about how to be engaged and the big changes that are taking place in our city and region, engage constituents so that they are moved to participate in many aspects of the process, and empower constituents to use the plan moving forward. The partners described above will work together to ensure that the goals of the NashvilleNext community engagement process are met.

The community engagement plan summarizes the approach to outreach for NashvilleNext. It also serves as a guide for NashvilleNext partners as it relates to community engagement. Like past planning processes in Nashville, this process seeks to offer an engaging and transparent process that community members have come to expect and appreciate. This plan will ensure that every community member will be provided the opportunity to contribute to the 25-year vision for Nashville.

Introduction

This community engagement plan provides the approach to community engagement for NashvilleNext. The plan identifies goals and objectives, and explains how the engagement tools align with the various phases of the process. The goals and objectives will be used as guides to measure the success of outreach throughout the process.



The NashvilleNext Kickoff event included unique ways of gathering ideas from the community.

Community Planning in Nashville



Rick Bernhardt, Executive Director of the Metro Planning Department, addresses the North Nashville Community during a 2010 plan update process.

Upon completion, the NashvilleNext plan will serve as an update to the current Nashville General Plan. The Nashville General Plan is an overarching guide for growth and preservation in Nashville/Davidson County. Adopted in the late 1990s, the current General Plan mandated that it be updated periodically through smaller, more frequent community plans. The Metro Nashville Planning Department has conducted community planning for 14 distinct yet connected planning communities in Nashville/Davidson County. During that time, the planning and engagement process has evolved to one that is thoughtful and all-inclusive. Through the community planning process, the community's ideas and concerns are heard and addressed.

The engagement process for NashvilleNext should continue to operate on the standards that have been set over years of community planning in Nashville. The engagement process should be one that builds on the trust that has been established between the Metro Planning Department and the community. It should

also seek to remain as thoughtful and all-inclusive as Nashville's traditional community planning efforts, while seeking to use new and innovative tools. NashvilleNext will encourage engagement of all Nashville/Davidson County constituents, while at the same time focusing on specific and hard-to-reach groups in order to bring them into the process.

This plan provides the overall structure of the NashvilleNext community engagement process and will serve as a guide for accomplishing the broad goal of reaching all Nashvillians.

This plan is structured into three components:

1. **Partners:** all members involved in the engagement process
2. **Goals:** the ideals that the process should strive to achieve
3. **Process:** the strategies and tools that will be used during engagement efforts

NashvilleNext Partners

The following explains the roles of various partners in the community engagement process.

Constituents

NashvilleNext constituents include anyone who cares about Nashville. Their involvement in the process may range from intense (knowledgeable, participating in every possible activity) to casual (may only participate in one or two brief opportunities). In any case, involvement across this range should have a meaningful impact on the process.

Metro Planning Department

Staff members of the Metro Planning Department, led by Executive Director Rick Bernhardt, are responsible for the execution of much of the direction provided by NashvilleNext Partners. Working with the Community Engagement and Outreach Partners, they produce the materials, events and online media to facilitate discussion and creation of the NashvilleNext plan.

Steering Committee

The Steering Committee from a broad prospective will ensure that the plan reflects the ideals of the broad public and addresses the four pillars of this process: Efficient Government, Economic Development, Environment, and Equity.

Community Engagement Committee

The Community Engagement Committee (CEC) will serve as community engagement advisers for the NashvilleNext process and as “guardians” of the engagement process to ensure that the goals of the engagement process are being met. The CEC will provide guidance on best practices in reaching hard-to-reach constituents, review community engagement reports and make recommendations as needed. The CEC will also participate in the process via online engagement and attendance at community meetings and events, and will provide regular updates to the Steering Committee.

Resource Teams

Each plan element has an accompanying Resource Team composed of topical experts. The Resource Teams support the public process and assist Planning staff by developing policy options for the public to consider, guided by the public’s vision for Nashville’s future.

Community Engagement and Outreach Partners

The Metro Planning Department and the engagement consultant team, led by McNeely Pigott & Fox (MP&F), will administer the NashvilleNext process and provide the overall structure for community engagement. Together, they will identify appropriate engagement tools and activities and how to use those in the process, monitor participation, and conduct outreach. The team will assist the Steering Committee and the Community Engagement Committee in facilitating meetings and guiding discussions.

Metro Council, other Metro departments and Partner Agencies

To ensure the plan is feasible and implementable, Metro Council, other Metro departments and partner agencies will be consulted and invited to comment throughout the process.

Community Engagement Plan Goals

The community engagement process for NashvilleNext is built upon the following goals: *Educate, Engage and Empower*. Objectives are provided for each goal. The various partners should strive toward these goals and objectives, using them as a filter for gauging appropriate engagement techniques. The goals and objectives also provide metrics for the engagement process.

Goal 1: Educate

Educate residents about the NashvilleNext process and the long-range issues facing Nashville and its community, enabling them to make informed decisions about the future.

- A. Provide constituents with materials that explain the process (such as why their input is needed, when, where and how to provide their input, the project timeline, and who is involved).
- B. Ensure supporting documents and data are easily accessible and understandable.
- C. Make the connection among NashvilleNext, community and functional plans, capital spending, and zoning as clear as possible.

Goal 2: Engage

Attract Nashvillians from all walks of life to the process, hold their attention, and move them into action (such as attending meetings, providing comments and mobilizing others).

- A. Create exciting and informative meetings and events that offer opportunities to join the process and provide comments.
- B. Set a clear purpose for *all* meetings and events, answering specific questions that align with each phase of the NashvilleNext process and its anticipated outcome.



High school students were engaged during the Antioch–Priest Lake 2012 Community Plan Update. Engaging youth is also a focus for the NashvilleNext process.

Community Engagement Plan Goals

- C. Provide specific opportunities for engaging targeted communities (such as Gen Y or hard-to-reach groups), while using innovative tools like social media and participatory meeting activities that appeal to all demographic groups.
- D. Track participation in order to make adjustments to the process where needed.

Goal 3: Empower

Create an engagement process and plan that reflect the ideals and vision of Nashville constituents, thus empowering residents to use the plan moving forward.

- A. Create a method that tracks community input and explains how it was incorporated into the NashvilleNext plan.
- B. Clearly define the implementation roles of the community, the Planning Department, other Metro departments and other NashvilleNext partners.
- C. Create presentations, materials and messaging that are layperson-friendly so that information not only is understood, but can be communicated from one layperson to another.

Targeted Communities

The ultimate goal of this community engagement process is to reach constituents who wouldn't normally be involved in the planning process. Although the Metro Planning staff has built a strong community planning process, there are still Nashville constituents that for various reasons have not been fully engaged in the planning process. Further, there are groups that as a result of demographic trends should especially be engaged because of their influence on current and future planning trends. These groups include:

Baby Boomers and Generation Y—Driving Change

Groups that are driving change include Baby Boomers (born 1946–1964) and Millennials (born 1984–2002). Both Baby Boomers and Millennials are driving changes in the housing market: Baby Boomers look to downsize, while Millennials look for low-risk housing (small rental units). Both seek active and walkable communities where they can age comfortably and have high social interaction. Other factors impacting decisions of these growing age groups include the job market (Baby Boomers are retiring, creating a need for the next generation of employees) and transportation needs (Millennials look to retain a certain level of freedom, opting for transit rather than owning a car). Boomers and Millennials must be engaged because of these implications for land use and the built environment.

Underrepresented Groups

There are groups that are typically underrepresented in planning processes. NashvilleNext should pay special attention to engaging these groups to ensure that their input is heard and considered:

- Minorities—i.e., traditionally African-Americans and Latinos
- Immigrants and foreign-born/non-English speaking residents
- Youth/teens
- Low-income households
- Families with small children
- Small-business owners
- Rural residents
- Seniors
- People with disabilities
- Veterans

Community Engagement Plan Goals

Special concerns that need to be addressed within these groups may include:

- Constituents who have built a distrust of government (including constituents who lived through urban renewal and interstate expansions, suburban residents whose current quality of life may be threatened by economic and demographic trends, and new arrivals whose experiences with government have been limited or mostly negative).
- Constituents who don't feel connected to local decisions, and may ask "Why does this matter to me?"
- Constituents who may attend one meeting and not return (either because they are dissatisfied with the process or they are so satisfied with the process that they see no reason to return).
- Constituents who may only want to provide input from afar.

Community Engagement Process



Residents discuss zoning possibilities during a planning process in South Nashville.

The engagement process is not a sprint, but rather a long-distance run that requires adjustments along the way. The engagement process and the use of engagement tools should remain flexible to respond to changes as the process unfolds. If an engagement technique does not yield satisfactory results, changes should be made. This flexibility should be guided by an understanding of the community engagement process:

1. The Planning Process
2. The Planning Questions
3. The Engagement Tools

The NashvilleNext Planning Process

The NashvilleNext planning process is divided into four phases.

Phase 1: Community Input and Speaker Series

Constituents learn about key trends shaping Nashville’s future. Through a variety of in-person and online venues, Nashvillians share their views on Nashville’s strengths and challenges, as well as their vision for Nashville in 25 years.

Phase 2: Creating the Vision

Constituents review the results from Phase 1 and work together to merge the many different ideas into a small list of priorities for the future. At the end of this phase, the Steering Committee works with the public’s priorities to establish a set of Guiding Principles that shape the remainder of the process.

Phase 3: Mapping Future Growth and Preservation

Constituents come together in a second round of public meetings to identify areas for Nashville to

Community Engagement Process

preserve in the future, as well as areas where population growth should be accommodated. Participants are also able to review driving forces shaping Nashville’s future identified by the Resource Teams. Constituents will also review the Steering Committee’s Guiding Principles.

Phase 4: Making Policy Decisions

Resource Teams develop policy options and future scenarios for each plan element based on the Guiding Principles endorsed by the Steering Committee and the driving forces the teams identified for each element. Constituents are asked for their preferences for the future of each plan element. Participants with a limited amount of time are able to take a short survey to rate the options and weigh in on other key choices. Participants with more time can provide detailed comment on the scenarios.

Resource Teams develop preferred scenarios based on the public’s review of the alternatives and create action plans to achieve them. A small number of more detailed land use plans may be created where there is substantial public consensus.

Phase 5: Adopting the Plan

A draft plan will be completed and vetted by the community, whereby refinements to the plan will be made. Upon gathering strong consensus on the plan, the end goal is to adopt the plan mid-2015.

The Planning Process Questions

The process will be guided by three broad questions:

1. Whom should the process reach?
2. What questions do we ask?
3. How do we make the ask?

Question 1: Whom should the process reach?

The engagement process should reach all Nashvillians, but special effort should be made to reach the targeted communities listed previously.

Question 2: What questions do we ask?

As NashvilleNext advances, the questions that shape each phase of the public process will also shift (Table 1). These are not the specific questions found in engagement materials, but the abstract questions that will guide those materials.

Question 3: How do we make the ask?

The community engagement process will be implemented by using tools and activities that reach people with different levels of interest and availability. *Interest* means how relevant the plan’s elements and timeframe are to a person. *Availability* means the amount of time and attention a person can devote to participation. In considering how to make the ask, the engagement process must consider the interest and availability of the constituents it wishes to engage:

		Interest	
		High	Low
Availability	High	The traditional audience for planning, composed of planning regulars, with demographics that usually skew white, upper-income and highly educated.	Could be persuaded to participate “on the spot” with appropriate incentives or a strong pitch.
	Low	Constituents who are likely to be frustrated that a process they feel is important will pass them by, if not reached on their own terms.	Unlikely to engage, though incentives may bring them in.

Community Engagement Process

Comparing these behaviors with the community engagement tools provides a general understanding of which engagement tools will be best to reach the various constituents. This comparison of engagement tools and constituent interest and availability is shown in a later table.

Question One, *Whom should the process reach?*, is discussed in Community Engagement Plan Goals. Question Two, *What questions do we ask?*, is detailed to the right in Table 1. Again, these are abstract questions, meant to guide the type of input needed at each phase of NashvilleNext.

Question Three, *How do we make the ask?*, leads to identifying appropriate tools for outreach and for soliciting input. Table 2 is an explanation of the various tools that will be used throughout the process and how they will be used. Table 3 explains how each tool will be used throughout the NashvilleNext process.

Table 1: Engagement Questions for each phase of the NashvilleNext Process:

NashvilleNext Phase	Abstract Process Questions
Phase I Community Input & Speaker Series	<ol style="list-style-type: none"> 1. What is your reaction to the driving forces? 2. What is your ideal Nashville in 2040?
Phase II Creating the Vision	<ol style="list-style-type: none"> 1. What are your priorities for the future? 2. Is your community plan accurately translated into Community Character Policies?
Phase III Mapping Future Growth & Preservation	<ol style="list-style-type: none"> 1. Where and how should Nashville grow, and what should be preserved?
Phase IV Making Policy Decisions	<ol style="list-style-type: none"> 1. What is the preferred scenario for Nashville 2040? 2. What are specific concerns and solutions for growth areas within Nashville?
Phase V Adopting the Plan	<ol style="list-style-type: none"> 1. Did we get it right? 2. What is your priority for implementation? 3. What is your role?

Community Engagement Process

Community Engagement Tools

Community engagement tools should be fun, interactive and innovative. The primary tools are described and categorized below.

Table 2: Community Engagement Tools and Activities for the NashvilleNext process.

Online Engagement	Tools that allow constituents to specifically access information and provide input online.
NashvilleNext.net	<ul style="list-style-type: none"> The process website will house regular updates throughout the process, plan materials, background information, and other materials.
Facebook and Twitter	<ul style="list-style-type: none"> Social media will be used to engage constituents with fun daily posts and tweets, video, and photography.
talk.NashvilleNext.net	<ul style="list-style-type: none"> An online community engagement tool for ongoing collection of ideas. Questions and discussions can be tailored to specific phases throughout the process.

Flexible Engagement	Tools that allow Planning staff to bring information directly to constituents and allow constituents to access information and provide input at their leisure.
Text messages	<ul style="list-style-type: none"> Text-messaging service used for gathering survey responses in mass quantities. Community members text to a number to answer a series of questions. Number is placed in populated centers and locations with high traffic (malls, bus stops, college campuses, etc.). Can also be used for instant polling at community meetings.
Meeting To Go!	<ul style="list-style-type: none"> Constituents check out a box with materials to help the organizer conduct a “community meeting” at a smaller scale and on their own time.
Book A Planner and Targeted Outreach	<ul style="list-style-type: none"> Schedule a planner to attend a neighborhood, civic organization meeting, and informal/large events. Topics will vary based on the time of the booking during the process.
Street Teams	<ul style="list-style-type: none"> Volunteers stationed at malls, grocery stores, college campuses, etc. collecting emails, sign-ups for MindMixer, and gathering input via photo input activity or traditional survey methods.
Surveys	<ul style="list-style-type: none"> Online surveys are sent out to address specific concerns and issues. Paper surveys are available at public libraries and communities and to distribute at events.

Community Engagement Process

Table 2: Community Engagement Tools and Activities for the NashvilleNext process (continued).

Traditional Engagement	Tools and activities that require constituents to access information and provide input in person and at specific times and locations, yet in fun and interactive ways.
Community Meetings	<ul style="list-style-type: none"> Community meetings will occur across the county, and will include a combination of presentation and interactive activities (interactive stations, video input, photography input)
NashvilleNext Specific Events	<ul style="list-style-type: none"> The Speaker Series provides both education and engagement. Information fairs will be used to provide information in a fun and interactive manner.
Traditional Promotion	<p>This will occur in some form during every phase of the process and will consist of a combination of:</p> <ul style="list-style-type: none"> Television – e.g., public service announcements, regular news coverage Newspaper – regular articles closely tied to the NashvilleNext process and topics Radio – including some live remotes at events Email – newsletter, constant contact marketing Social Media – Facebook, Twitter, photo sharing, blogs

Community Engagement Process

The tables below explain how these engagement tools and activities work together with the five phases of the NashvilleNext process.

Table 3: Community Engagement Tools applied through each phase of the NashvilleNext process.

Phase I: Community Input and Speaker Series February 2013 – May 2013 Broad Visioning	
Goals	<ul style="list-style-type: none"> • Educate Nashville constituents (i.e., residents, property owners, business owners, institutional leaders, elected/appointed officials) and key demographics about the process. • Understand Nashville’s broad vision through countywide visioning.
Key Questions	<ol style="list-style-type: none"> 1. What is your reaction to the driving forces? 2. What is your ideal Nashville in 2040?
Activities	<ol style="list-style-type: none"> 1. Kickoff Event 2. Speaker Series 3. Countywide Visioning 4. Targeted Constituent Visioning/Building Supporters
Strategies <i>(Note: Numbers correspond to the activity listed above.)</i>	<ul style="list-style-type: none"> • Promotion • Video Input (1, 2) • Photo Input (1, 2, 3) • MindMixer (3) • MindMixer Text (3 and/or 2) • Book-A-Planner (3, 4) • Street Teams (3)
Community Outreach Outcomes	<ul style="list-style-type: none"> • A cross-section of Nashville constituents that are: <ul style="list-style-type: none"> ○ educated through the Speakers Series, and are ○ intrigued by and aware of the process and how they can become involved. • Leaders from targeted constituent groups and demographics are engaged and are reaching out to their constituents.

Community Engagement Process

Table 3: Community Engagement Tools applied through each phase of the NashvilleNext process (continued).

Phase II: Creating the Vision June 2013 – August 2013 Prioritizing Ideas	
Goals	<ul style="list-style-type: none"> • Prioritize and refine feedback from Phase I • Develop Vision Elements and Guiding Principles • Review and refine translated CCM (Community Character Manual) Plans
Key Questions	<ol style="list-style-type: none"> 1. What are your priorities? 2. Is your community plan accurately translated into Community Character Policies?
Activities	<ol style="list-style-type: none"> 1. Community Meetings: Community Meetings in the “5 Corners of Nashville” – A combination of table discussions and stations to prioritize and refine community feedback, define vision and provide an overview of CCM Maps. 2. Countywide Visioning 3. Targeted Constituent Visioning
Strategies	<ul style="list-style-type: none"> • Promotion • MindMixer (1, 2) • MindMixer Text (1, 2) • Photo Input (1, 2) • Book-A-Planner (2, 3)
Community Engagement Outcomes	<ul style="list-style-type: none"> • Better understanding of plan allies and skeptics, and approaches to engaging both groups moving forward. • General consensus on vision elements and guiding principles for Nashville 2040 (i.e., consensus gathered on the elements in the plan that will guide Nashville’s future). • Constituents should understand the difference between old land use policy concepts and new CCM policy concepts.

Community Engagement Process

Table 3: Community Engagement Tools applied through each phase of the NashvilleNext process (continued).

Phase III: Mapping Future Growth and Preservation October 2013 – July 2014 Growth and Preservation Mapping	
Goals	<ul style="list-style-type: none"> • Educate Nashville constituents on Growth Mapping and Scenario Planning concepts. • Analyze and build consensus on Growth Areas – some identified from community input during Phase I and others from Community Viz or some other scenario program. • Gather input on the preferred Policy and Land Use Scenarios
Key Questions	<ol style="list-style-type: none"> 1. Where and how should Nashville grow, and what should be preserved?
Activities	<ol style="list-style-type: none"> 1. Growth Mapping – Allocating growth throughout the county. Community Meetings with targeted thought leaders – A combination of table discussions and mapping exercises. 2. Scoring and Reviewing Policy and Land Use Scenarios. Vision Fair – A combination of stations, breakout sessions and community-oriented attractions. 3. Developing Policy and Land Use Scenarios – Video Interviews with PEG members and Planning staff to keep community informed of internal work. 4. Countywide Engagement
Strategies	<ul style="list-style-type: none"> • Promotion • Meeting To Go (1, 2) • MindMixer (1, 2, 3, 4) • Book A Planner (4)
Community Engagement Outcomes	<ul style="list-style-type: none"> • A cross-section of Nashville constituents that are educated about Growth Mapping and Scenario Planning, are engaged in the scoring and prioritization of scenarios, and can explain these concepts to others in laymen’s terms. • Nashville constituents are engaged with the PEG groups (either virtually or in person) and understand their purpose contribution to the planning process.

Community Engagement Process

Table 3: Community Engagement Tools applied through each phase of the NashvilleNext process (continued).

Phase IV: Making Policy Decisions August 2014 – December 2014 Detailed Work on Key Areas Develop Preferred Scenarios Developing the Plan	
Goals	<ul style="list-style-type: none"> • Assess Policy and Land Use Scenarios • Produce Preferred Development Scenarios and receive input • Refine CCM Policy Maps Produce a draft of the Nashville General Plan
Key Questions	<ol style="list-style-type: none"> 1. Where and how should Nashville grow, and what should be preserved?
Activities	<ol style="list-style-type: none"> 1. Creation of Design Scenarios – Walking Tours and Charrettes in Development Scenario areas. 2. Create and Review Preferred Policy and Land Use Scenarios – Vision Fairs – Review and Refine Scenarios. A combination of stations and breakout sessions, and community-oriented attractions. 3. Developing the Plan – Video Interviews with Planning staff to keep community informed of internal work. 4. Countywide Engagement
Strategies	<ul style="list-style-type: none"> • Promotion • Meeting to Go (4) • MindMixer (1, 2, 3, 4)
Community Engagement Outcomes	<ul style="list-style-type: none"> • Constituents that are directly impacted by significant changes in the land use and policy scenarios, or are in detailed design work areas. They are engaged and their issues have been addressed specifically. • In addition to specific constituents, a wide cross-section of Nashville constituents is given the opportunity to provide input on the detailed design work. • Constituents are aware of the internal work taking place by Planning staff and other working groups to create the plan.

Community Engagement Process

Table 3: Community Engagement Tools applied through each phase of the NashvilleNext process (continued).

Phase V: Adopting the Plan November 2014–March 2015 Draft Plan Review, Finalizing, and Adoption	
Goals	<ul style="list-style-type: none"> • Produce a final draft of NashvilleNext • Build general consensus on recommendations • Adopt the plan • Set a course for implementation
Key Questions	<ol style="list-style-type: none"> 1. Did we get it right? 2. What is your priority for implementation? 3. What is your role?
Activities	<ol style="list-style-type: none"> 1. Draft Plan Review – Vision Fairs – Review the draft plan and make refinements through a combination of stations, breakout sessions and community-oriented attractions. 2. Solidifying Relationships/Supporters 3. Adopt the Plan/Adoption Event
Strategies	<ul style="list-style-type: none"> • Promotion • QR Codes (1) • MindMixer (1, 2, 3) • Book-A-Planner (1, 2) • Video Input (1, 3)
Community Engagement Outcomes	<ul style="list-style-type: none"> • Broad consensus from Nashville constituents on the Draft Plan. • Plan skeptics are identified and solutions to build consensus are implemented. • Key constituents who can serve as plan ambassadors are identified. • Constituents who are willing to provide supporting testimony at Metro Planning Department and Metro Council are identified.

Community Engagement Process

In addition to ensuring that there are appropriate tools for outreach and engagement for the process, we also consider the appropriateness of these tools for the various constituents that will be reached through NashvilleNext. The selected engagement tools may reach various types of constituents as defined by their interest and availability. Table 4 below categorizes the engagement tools by the level of initiative it would take on the part of the participant.

The lighter shades represent tools/activities that would take less initiative, while the darker shades represent tools/activities that would take greater initiative.

The “X” represents the engagement tools by which each constituent would most likely be engaged.

This simple exercise reveals that the process will most likely reach many constituents that have high interest in the process, but low availability. The engagement tools *Street Teams* and *Email Surveys* best capture the opinions of three out of the four interest levels.

As a reminder, below is the figure showing the various levels of constituency interest:

		Interest	
		High	Low
Availability	High	The traditional audience for planning, composed of planning regulars, with demographics that usually skew white, upper-income and highly educated.	Could be persuaded to participate “on the spot” with appropriate incentives or a strong pitch.
	Low	Constituents who are likely to be frustrated that a process they feel is important will pass them by, if not reached on their own terms.	Unlikely to engage, though incentives may bring them in.

Table 4: Interest levels and how they align to outreach tools.

	Online Engagement			Flexible Engagement				Traditional Engagement		
	Website	Facebook and Twitter	Talk. Nashville Next.net	Street Teams	Book A Planner & Targeted Constituent Meetings	Email Surveys	Meeting To Go!	Traditional Media	GP Specific Events	Community Meetings
High interest /High availability	X		X		X	X	X		X	X
High interest/low availability	X	X	X	X	X	X	X			
Low interest/high availability				X		X		X		
Low interest/low availability				X				X		

Community Engagement Process

Next Steps and Moving Forward

Engagement partners McNeely Pigott & Fox will provide engagement reporting May 2013. The engagement report will provide an understanding of successes and challenges, and will identify priority gaps in outreach—where additional resources are needed to reach specific constituents. That engagement report and subsequent reports will be provided as separate documents.