

NashvilleNext Community Outreach Phase I

Mid-Term Progress Report

May 3, 2013



nashvillenext

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<http://nashvillenext.net/May2013Report>

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Executive Summary

NashvilleNext, a countywide planning process to ensure Nashville/Davidson County’s prosperity and well-being for the next 25 years, has gotten off to an excellent start since its public launch on Feb.16, 2013. Civic involvement has been dedicated and far-reaching, due in large part to the commitment of the Metro Planning Department setting up solid frameworks and dedicated processes to encourage citizen participation and leadership. The volunteer efforts of the NashvilleNext Steering Committee, the Community Engagement Committee and Resource Teams have contributed greatly to this success, and the members should be recognized for constantly asking themselves and the NashvilleNext team about how to get more and more Nashville-area residents involved in this important process.

Over the first 10 weeks of NashvilleNext’s Phase I of public input, Planning staff and other Nashville-Next team members have held more than 30 events, presentations and briefings across Davidson County. NashvilleNext representatives have participated in community events and neighborhood organization meetings, hosted a kickoff event and Speaker Series talks with nationally recognized civic planners and elected officials, and visited civic organizations at their invitation. Such dedication has led to 1,900 comments and ideas from residents about what they love about Nashville, what they want to see change and what they want for the future of their city.

Traditional and social media have aided in spreading news of the process to a variety of audiences. NashvilleNext has been mentioned repeatedly in *The Tennessean*, *The City Paper*, *Nashville Business Journal* and other print publications; local television news stations including WKRN, WSMV, WZTV and WTVF, the last of which is an official media partner of NashvilleNext; and online publications such as Brentwood Home Page. Social media outreach on Facebook and Twitter is on or ahead of the pace set by similar efforts in comparable cities, and new outlets like talk.NashvilleNext.net have given citizens



Community members share their ideas at the NashvilleNext Kickoff Event.

Executive Summary

yet another way to share their ideas for Nashville's future. In addition to these efforts, the project's home page, NashvilleNext.net, has served as a useful directory of all ways to connect with NashvilleNext, as well as a hub for citizen-reaction videos, community resources and recaps of Speaker Series events.

When it comes to engaging a wide range of demographics, NashvilleNext has made a particularly dedicated effort to reaching young Nashvillians who will live with the proposals set forth in the final recommendations of NashvilleNext. From social media outreach to special events like the Mayor's Youth Summit, NashvilleNext has worked diligently to include the voices of the next generation of leaders. NashvilleNext has also concentrated on connecting with other hard-to-reach demographics, such as African-Americans and Latinos, immigrants and refugees, and senior citizens. NashvilleNext has translated materials into Spanish, Arabic and Somali in order to reach out to many overlooked populations.

Such efforts have yielded encouraging results and have increased awareness to residents beyond those who typically participate in such processes. Even so, NashvilleNext will have to redouble its efforts in the coming months to ensure all residents are included,

and has already taken steps to identify meeting places in which NashvilleNext leaders can work with targeted community leaders to overcome members' language barriers and reluctance to participate in the process. While there is certainly work to be done in continuing to reach out to these audiences, NashvilleNext leaders have shown their willingness and commitment to making NashvilleNext an open and accessible process for anyone willing to participate.

Despite the process's relative success over the first 10 weeks after its public launch, NashvilleNext leaders would do well to remember that the final product will not be complete until June 2015. The first round of public input will continue for two more months, after which community meetings will refine and prioritize ideas. Such a timeline leaves plenty of time to reach more people, but also provides a risk of burnout from Planning Department employees and other dedicated leaders. Continued participation and leadership from Community Engagement Committee and Steering Committee members will be crucial to ensuring the success of NashvilleNext as a process that reflects the hopes and desires of Nashvillians of all backgrounds and philosophies. It is up to these leaders to make the vision of a healthier, more prosperous Nashville a reality for current and future generations.

Introduction



NashvilleNext Speaker Series meet-and-greet with Mitchell Silver, Past President of the American Planning Association (right).

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.

The process 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 McNeelyPigott & 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.

This report sets out the NashvilleNext community engagement process and goals, assesses the progress made toward those goals, and provides guidance toward continuing to reach and exceed those goals.

Measuring Success

The goals and objectives within this report will serve as a tool to measure the success of the engagement strategies and activities. While some goals are quantifiable, other goals will yield solely qualitative results. Therefore, the best approach is to report on both specific quantifiable measures and qualitative measures.

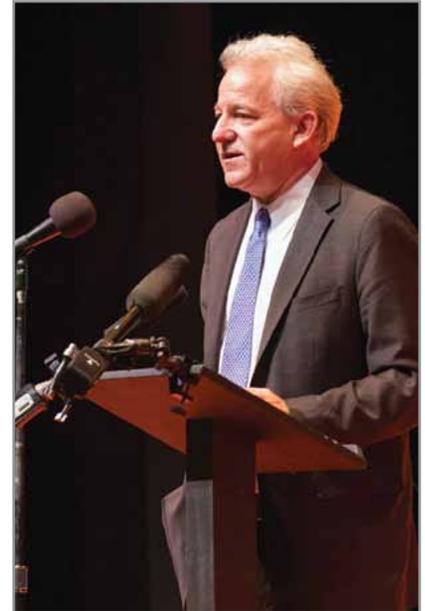
Quantifiable Measures

- Meeting attendance
- Meeting satisfaction surveys/educational surveys
- Demographic reporting
- Number of outreach materials distributed
- Number of outreach materials translated
- Number of translators used during the process
- Social media statistics
 - Facebook
 - Twitter
- MindMixer (talk.NashvilleNext.net) statistics
- Email statistics
- Website statistics
- Community events attended

Qualitative Measures

- Reporting successes through the individual objectives
- Reporting areas of improvement
- Reporting on depth of online content
- Partnerships developed for outreach and engagement

In order to best provide context for these measurements, the narrative of this report will focus on the qualitative measures of engagement, with supporting quantitative data shown to the right throughout the document. A full list of quantitative and qualitative measures can be found in Appendix A of this report.



William Fulton, Smart Growth America, spoke as part of the NashvilleNext Speaker Series.

Measuring Success

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.

NashvilleNext has used a variety of materials to explain the process, what it means to be involved and how to get involved. (1.1.a) These materials have been distributed at countywide events, presentations and briefings, and sent via email to community leaders. The materials mentioned herein are not an exhaustive inventory, but instead are materials that directly inform recipients about NashvilleNext.

At the Feb. 16 kickoff event, NashvilleNext Community Engagement Committee volunteers passed out **300** brochures welcoming attendees, providing a summary of the NashvilleNext process and how to engage with the process throughout the day and afterward online. As attendees entered the event space, a **6-foot-by-4-foot pop-up banner** told attendees that this plan relies on their input, and gave instructions on how to get involved both during the day and afterward. This banner was similar to **five additional 6-foot-by-4-foot pop-up banners** that explained major changes set to occur in Nashville, and the challenges and opportunities that such changes presented.

As attendees continued into the theater space for the presentation with former Maryland governor Paris Glendening, they watched a **two-minute video** with Community Engagement Committee members who explained why they were involved in the process, and why it was important that their neighbors and friends joined them. Afterward, attendees were directed to **NashvilleNext.net**, where they could view another **two-minute video** encapsulating the changes Nashville will undergo in the next 25 years and learn more about upcoming Speaker Series events.

After the event, attendees and other interested Nashvillians received an **email flier** that informed them of multiple ways to get involved, including via social media, talk.NashvilleNext.net, and Book-A-Planner presentations to their groups and organizations. This flier was mailed on March 7 to 1,362 recipients, of whom 397 opened the email in a trackable way. The flier has also been used at multiple presentations and events for attendees to pick up and take with them.

If an attendee decided to schedule a Book-A-Planner presentation, they received a visit from a Planning staff member, who used a **PowerPoint presentation** outlining where we are in the NashvilleNext process, the major factors influencing the plan, and the three



Community members, including youth, provided input at the NashvilleNext Kickoff Event.



Measuring Success

big questions for residents to ask themselves as they provide input and comments toward creating the plan. These questions were:

1. What do you love about Nashville?
2. What do you want to see changed in Nashville?
3. What do you want to see in Nashville's future?

This presentation has been used at various briefings and organizational meetings throughout the public input phase.

When this presentation and other information was given to Community Engagement Committee members, they requested community-specific content that their stakeholders could distribute. The results: **8x11 and 11x17 fliers and downloadable JPEGs for businesses, schools and families, immigrants and new arrivals, and neighborhood organizations** that explain NashvilleNext and how to get involved. These materials are hosted on NashvilleNext.net, and stakeholders in each of these communities were sent emails explaining the materials and with links to each.

As outreach and education efforts continue, NashvilleNext leaders are continuing to create tools and materials to inform residents of the process. Upcoming materials include **explanatory videos in English and Spanish, bilingual ads to be placed on the Nashville Metropolitan Transit Authority's (MTA) buses**, and more.

In fact, several materials for NashvilleNext have already been provided in multiple languages. (1.4.a) Invitations for the kickoff event were translated into Spanish, Arabic and Somali, and all pop-up banners and kickoff event materials were translated into Spanish. The aforementioned community-specific content has also been translated into Spanish, Arabic and Somali. These translations were done thanks to the work of Ann Gillespie of ProLingua and her translators for Arabic and Somali materials; Marcela Gómez of Hispanic Marketing Group for Spanish materials, and staff members at the Tennessee Immigrant and Refugee Rights Coalition. (1.5.a)

As all of these materials were being produced, NashvilleNext leaders were also gathering and disseminating **Background Reports** (1.1.b) on a variety of topics that corresponded to those being addressed by Speaker Series presenters. To date, 15 Background Reports have been uploaded on NashvilleNext.net, where they have received nearly 1,500 views. These reports are available to be translated upon request. (1.6.b)

Book-A-Planner Reactions

Respondents gave Book-A-Planner presentations and materials an average score of

4.3 *out of 5*

for informative and useful content

(1.2.a, 1.3.a)

Measuring Success



Henry Cisneros, former U.S. Secretary of Housing and Urban Development, spoke on economic development at the NashvilleNext Speaker Series.

Background Reports have been publicized in a variety of manners, including on NashvilleNext social media channels, through targeted Emma emails, and through publications associated with the authors, such as university newsletters and websites. Additionally, Planning staff produced fact sheets of each report to distribute at Speaker Series events. These reports are highly visual, accessible sheets that give attendees the high points of each paper's research, while directing readers to the full reports online.

These materials proved popular at the **NashvilleNext Speaker Series** (1.2.b), where attendance has ranged from 150 to more than 200 people per event. Approximately 950 attendees have attended the five events, and Planning Department employees have collected more than 260 unique email addresses. The Speaker Series has been publicized on social media using **dedicated JPEG/PDF fliers**, through NashvilleNext team members' networks and via **Speaker Series promotional cards**, which have been distributed at community events, Book-A-Planner presentations and other NashvilleNext events. Of 2,200 cards printed, approximately 2,000 have been distributed (1.5.b).

For those who could not attend Speaker Series events, Metro 3, the Metro Nashville Government television station, has recorded each presentation in its entirety and uploaded them to YouTube under the account name "MetroGovNashville." These videos have been viewed a total of 479 times. (1.7.b)

NashvilleNext Information Ratings

Participants at the kickoff and Speaker Series events gave materials and presentation content an average score of

4.4 out of 5

(1.3.b, 1.4.b)

Measuring Success

Throughout all of these materials, NashvilleNext leaders have (1.1.c) been intentional in stressing that, while this effort is driven by the Planning Department, it is truly a collaborative effort. Sponsor logos have been featured prominently on brochures and materials, and presenters have regularly detailed the four pillar organizations that are central to the NashvilleNext process. This collaborative model can also be found through the variety of rewards offered at talk.NashvilleNext.net, where Metro departments, local businesses and entertainment venues have all offered prizes for engaged community members.

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).

NashvilleNext meetings, presentations and briefings are always informative, whether through a Planning Department employee presenting during a Book-A-Planner date or a nationally recognized civic planner speaking at a Speaker Series event. (2.1.a) Meetings and events have added fun elements like the phrase-wheel and white boards for visioning, triad boards filled with sticky notes displaying comments from participants, and performances from local artists who contribute a unique dimension to Speaker Series events.

Residents at every event are provided access to comment cards and are asked to sign in with their names and email addresses upon entering the event space. (2.2.a) Comment cards are collected by NashvilleNext team members at the end of the event.

Residents also typically have the opportunity to answer one of the three main NashvilleNext questions by placing sticky notes with their answers on triad boards that are present throughout Speaker Series events and other presentations.

Planning staff members have made themselves available to businesses, nonprofits, neighborhood organizations and any group that has expressed interest, to hold Book-A-Planner presentations, 30-minute explanatory and visionary exercises that engage groups in thinking about and discussing NashvilleNext. (2.1.b)



NashvilleNext Attendee Satisfaction

On a 1 to 5 scale, event attendees gave NashvilleNext events a

4.5

average score

(2.9.a)

98%

of participants

said they would attend another NashvilleNext event

(2.10.a)

31%

of participants

said they had attended another NashvilleNext event at the time they responded

(2.11.a)

Measuring Success

To date, more than 750 people across nearly 30 organizations have taken part in a Book-A-Planner meeting or briefing. An additional 400 attendees at other community events, such as the Metro@50 celebration, the Mayor’s Youth Summit, and the Donelson-Hermitage Health, Hope and Heroes event, have participated in NashvilleNext activities such as visioning boards and leaving comments on triad boards.

Several of these events have reached out to targeted communities, including a Book-A-Planner session for the Nashville chapter of the National Association of Black Journalists, a mini-kickoff event with the Mayor’s Youth Summit at Oasis Center, and a briefing with the staff of Conexión Américas. Upcoming leadership trainings for African-American and Latino community members will also aid in these efforts. (2.1-2.c, 2.3-5.c)

Regional Engagement

NashvilleNext is a plan that will consider the regional implications of growth and development. During Phase I, the NashvilleNext team began the process of engaging regional stakeholders, primarily through the political leadership and applicable planning organizations within the region. The approach includes briefings with leaders to understand long-range plans for growth and transportation, so that the NashvilleNext process and plan can respond accordingly. Follow up discussions will occur during Phase II.

Online Engagement

As many cities undergo processes similar to NashvilleNext, the incorporation of online engagement, often through methods that didn’t exist 25 years ago, has introduced a new and unique way of measuring and facilitating engagement. NashvilleNext has included several social media channels in its outreach, including a relatively new engagement tool known as Mind-Mixer (under the title talk.NashvilleNext.net). These channels include various levels of demographic reporting that aid in measuring outreach.

Facebook

The NashvilleNext Facebook page (<http://facebook.com/NashvilleNext>), launched Feb. 4, 2013, serves as a hub for information, updates and engagement for citizens interested in the latest updates on the project. The page is updated daily, typically in the morning and mid-afternoon, with information on upcoming events, reminders of opportunities to interact on talk.NashvilleNext.net, photo galleries of citizens participating in NashvilleNext events and exercises, and more.

NashvilleNext Engagement By the Numbers

35

NashvilleNext events held/attended

(2.3-5.a)

1,970

email subscribers

(2.6.a)

1,900

comments and ideas shared

(2.7.a)

200+

visioning boards completed

(2.8.a)

90%

of neighborhood leaders

said a NashvilleNext presentation was “helpful,” “very helpful” or “really great”

(1.2.c)

Measuring Success

In less than three months, the NashvilleNext Facebook page has garnered more than 750 likes, with a daily total reach of nearly 400,000 users. (2.6.c) This usage is on pace or slightly ahead of that of similar efforts in cities like Portland, Ore., and Austin, Texas. Interactions have been highest on posts related to Speaker Series events, as these posts often contain shareable fliers, photos from the event, and information related to the topics in the speakers' presentations. Other popular posts have included information on the kickoff event, and photos from the Metro@50 citywide celebration, in which citizens including former Gov. Phil Bredesen participated in filling out visioning boards.

Demographic statistics indicate that NashvilleNext Facebook users tend to be female and between 25 and 44 years old. Of the likes on the page, 23 percent are users 34 years old and younger. Of the page's total reach of approximately 400,000 users, 24 percent are users 34 years old and younger.

Twitter

The NashvilleNext Twitter account (@NashvilleNext), launched Jan. 18, 2013, mirrors information posted on Facebook and also serves as a live reporting tool for Speaker Series presentations and other NashvilleNext events. The account is updated at least daily, typically on the same schedule as the Facebook page.

As of May 2, 2013, @NashvilleNext had more than 600 followers and a potential reach of nearly 587,000 users, ahead of the pace of accounts in cities like Portland, Ore., and Austin, Texas (2.7.c). Interactions on Twitter have been highest during Speaker Series events, during which staff members will tweet photos of the event, quotes from the presenter, and question-and-answer sessions between the guest and audience members. The most popular tweets tend to be Speaker Series event announcements and statistics from Speaker Series presenters.

Twitter does not provide a high level of readily available demographic statistics, but the account's most influential followers include the Nashville Downtown Partnership, Vanderbilt University, the Belcourt Theatre and Smart Growth America. The account's most active users tend to be partners and committee members.



Measuring Success

constituencies, like those advocating for greater mass transit, are better organized and able to get their voices out more than others. This is due in part to the ongoing debate over mass transportation, specifically bus rapid transit, in the city; but it also could be attributed to a perceived youth among many transit advocates and a willingness to engage through social media.

YouTube

The NashvilleNext YouTube channel (<http://youtube.com/NashvilleNext>), launched Feb. 1, 2013, hosts a variety of videos, including introductory videos explaining the process and reaction videos from audience members at Speaker Series events. The channel is updated weekly with new content.

As of April 28, 2013, the YouTube channel had more than 1,400 views. The most popular videos have been the introductory and explanatory videos, with most traffic coming through embedded players on other sites, such as the Facebook page and NashvilleNext.net. Unlike the traffic of other social media channels, viewers of the YouTube channel tend to be male.

Instagram

As part of the Mayor's Youth Summit on April 27, 2013, students involved at the summit were challenged to take photos of their Nashville and post them on Instagram using #NashvilleNext. As of April 28, 2013, 45 photos had been posted with the hashtag #NashvilleNext, most of which have been posted by users not associated with the Mayor's Youth Summit, but who attended NashvilleNext events.

NashvilleNext also owns an Instagram account, "NashvilleNext," but has not yet promoted it.

NashvilleNext.net

NashvilleNext.net, launched Feb. 7, 2013, serves as the information hub for involved citizens and

community leaders. The page, which is hosted by Metro Government, includes information on events and presentations, provides links to NashvilleNext social media outlets, and hosts the Background Reports composed by Nashville leaders in their respective fields.

As of April 28, 2013, the NashvilleNext.net home page had received more than 9,500 visits. The Speaker Series page, which includes information on upcoming Speaker Series events and recaps of previous events, had received 2,900 visits.

NashvilleNext Targeted Emails

NashvilleNext has sent nearly 40 unique email campaigns through Emma, a local email marketing agency.

Email open rates remain very encouraging, with an average open rate of nearly 35 percent—well above the industry standard of 20 percent. As of April 28, 2013, 1,970 participants had signed up for Emma emails through NashvilleNext events.

Summary

Among online interactions, events and presentations, engaged citizens have had more than 4,000 interactions with NashvilleNext and have submitted 1,900 comments and ideas about the direction of NashvilleNext. Participation in the process is being tracked in a variety of measures, depending on the medium. (2.1.d) For events, Book-A-Planner meetings and other in-person participation, comment cards, and email sign-in sheets have been the primary tracking tools, although staff headcounts have provided more accurate attendance figures.

For online participation, analytics provided by the medium, as well as third-party tracking tools when applicable, have been used. Email opens and click-throughs are tracked by the email marketing client Emma. Website visits to NashvilleNext.net are tracked by Metro Government.

Suggestions and Recommendations



Fiona Haulter and Mary Beth Ikard, two NashvilleNext Community Engagement Committee members.

NashvilleNext has worked diligently during the first two-plus months of its community outreach efforts to ensure that all communities, demographics, geographies and other constituencies have been included in multiple ways through this process. As the sheer number of comments gathered at events and through online outlets shows, the outreach efforts have been comprehensive and wide-reaching, and have already created a volume of responses that will provide the Planning Department with a solid foundation as it begins to train Resource Teams to distill comments and consider possible outcomes based on the desires of respondents.

Initial reaction to NashvilleNext events and meetings has been overwhelmingly positive, with 88 percent of participants giving events a 4 or 5 rating, on a scale of 1 (highly unfavorable) to 5 (highly favorable). Additionally, 98 percent of participants say they would

participate in another NashvilleNext event, showing that the topics addressed in the events and meetings are relevant and engaging. Civic leaders and elected officials have been highly supportive of the process, and have encouraged their constituencies to participate.

Large numbers, however, do not necessarily ensure that all voices have been heard during the process. Although statistics for the NashvilleNext kickoff event show that attendees fell mostly along the lines of the 2010 Census data in terms of ethnicity, gender and other factors, NashvilleNext respondents are more likely to own their homes and to have completed a master's degree or higher than the average Nashvillian.

Going forward, NashvilleNext will have to be especially conscious of its goals of engaging a variety of constituencies and demographics. NashvilleNext participants have trended very highly educated. The communities

Suggestions and Recommendations

that are engaged in NashvilleNext likely are very wired and have access to the multiple social media outlets and emails sent regarding NashvilleNext. NashvilleNext team members should consider outlets where those who may be pursuing such education or may not have such education reside and work. NashvilleNext should also consider a wider campaign to get the project's name out in front of Nashvillians multiple times as initial events wind down. The team is already planning for MTA bus ads, and should consider other outlets that would capture a large number of people at the lowest possible cost. Social media advertising could be one outlet, as could indoor advertising. NashvilleNext also will need to lean more heavily on its Steering Committee and Community Engagement Committee members to help disseminate information, staff events and generally serve as the face of NashvilleNext.

Neighborhood leaders and community engagement committee members have shared the sentiment in saying that outreach should not be primarily Internet-based, a notion that NashvilleNext has taken to heart. As Phase I moves into a community-based, "boots-on-the-ground" phase, Steering Committee and Community Engagement Committee members must take a greater leadership role in ensuring their constituencies are involved in the process and make their voices heard. The planned community events that will extend across Nashville/Davidson County will provide an excellent opportunity for community members who may not previously have engaged with NashvilleNext to get involved and learn more about the process.

Reaching Targeted Communities

A key goal of NashvilleNext has been to engage demographics that typically do not have a voice in such processes, including under-30 Nashvillians, new arrivals and ethnic minorities. As a result, NashvilleNext has made a goal of holding meetings and events where such communities are, instead of asking them to come to an event in another part of town or in unfamiliar settings.

The results of such efforts so far have been mixed. NashvilleNext participants are still likely to come from the inner core of the city, which includes the downtown area, East Nashville and parts of Nashville just minutes from Downtown, including Green Hills, Belmont-Hillsboro and Woodbine. Although there has been participation throughout the county, NashvilleNext should make a particular effort to engage suburban and rural areas like Joelton, Goodlettsville and Antioch. Encouraging figures come from areas like the 37211 ZIP code, which includes Woodbine and several predominantly immigrant communities.

The NashvilleNext team will have to continue to work with immigrant and refugee leaders to ensure that, as the first round of visioning continues, NashvilleNext remains accessible to those who may not speak English as a dominant language, or may be naturally wary of efforts that have government connections.

Tracking Engagement

Midway through the Speaker Series, NashvilleNext officials discovered they had a low comment card turn-in rate based on attendance figures. After creating an explanatory board about the importance of collecting such information, comment cards increased by nearly 100 percent.

Planning Department staff has done an excellent job in reaching out to existing events and meetings throughout the Davidson County area, paying special attention to demographics and geographies that may not have had a concentrated event or presentation early in the process. Planning Department staff would do well to closely track sign-ins and comment card returns at these events, to ensure that their data accurately reflects their extraordinary efforts.

NashvilleNext has an opportunity to tell stories of Nashvillians who can give a vision for the future while helping to preserve the past. NashvilleNext should consider creating an outlet for these stories to be

Suggestions and Recommendations

accessed and promoted, or to use the resources they already have to expand the promotion. Doing so would help ensure a greater diversity of generations within the process, while providing a repository that could give all Nashvillians a place to go to learn about their city and create an additional pride that wills them to participate.

Engaging Online

Social media engagement has been impressive in the short period of time that the project has been up and running. In less than three months, NashvilleNext has attracted more than 750 likes to its Facebook page, more than 600 followers to its Twitter account, and more than 300 users to talk.NashvilleNext.net. These figures are on pace with similar efforts in other cities such as Portland, Ore., and Austin, Texas.

Through this process, users have been exposed to a new social media and input gathering tool: MindMixer. The initial response to this medium, hosted through talk.NashvilleNext.net, has been positive and has attracted a different audience than other social media outlets like Facebook and Twitter. The average age of

the MindMixer user is just below 41 years old, while NashvilleNext Facebook users have primarily fallen in the 25-34 age range. Participants have provided comments on a variety of different planning approaches and ideas, with transit and walkable communities taking precedent.

Now that social media channels are open and active, NashvilleNext should create a well-thought-out social media strategy to expand their audience and call upon well-known organizations throughout Nashville to post NashvilleNext links on their sites and give blurbs that let people know what is coming up within the process. NashvilleNext should create a “kit” that includes social media graphics and buttons, small amounts of copy, and a list of potential partners who could send their constituencies to the site and social media outlets.

NashvilleNext should also ramp up efforts at talk.NashvilleNext.net by increasing engagement and discussion on the site between community members and NashvilleNext leaders. NashvilleNext has a built-in team that can lead these efforts, and draft “Power Users” to lead conversations of particular interest to them.



Young Nashvillians provided input on NashvilleNext at the annual Mayor's Youth Summit, where NashvilleNext was the focus of the event.

Suggestions and Recommendations

Producing Short-term Wins

Neighborhood leaders and Community Engagement Committee members have been supportive of the process, and have asked about the possibility of projects that lead to tangible results during the process. To address these concerns, Nashville-Next officials have been in discussions with neighborhood leaders to hold events in their areas. NashvilleNext will have to decide how it will respond to the desires of many Community Engagement Committee members to show how this process will be put into effect and made real on the streets of their communities. This report encourages those conversations, while cautioning members against taking on large-scale projects that may not fall within the scope of the NashvilleNext process. Short-term wins should serve as encouraging signs that the process is open, engaging and inviting.

Conclusion

It cannot be overstated that, while in its beginning stages, NashvilleNext has provided ample evidence of the incredible willingness within the Nashville area for community members to engage in a large-scale planning process that will affect how current and future residents work, play and live. The next several months will be extremely important in continuing to educate community members about the process, bringing the NashvilleNext process to the neighborhood level, and engaging targeted communities in making their voices heard. The bulk of this responsibility will be handled by the Community Engagement Committee, whose direction will be crucial in determining additional quantitative and qualitative goals, when appropriate.

The success of the NashvilleNext plan depends wholly on the participation of all Nashville-area residents. The work done in the first portion of this phase by Planning Department staff, outreach partners and community volunteers has provided a solid foundation on which to build a process that continues to grow and include all voices.

Appendix A: Engagement Measurements

Goal 1: Educate	
Educate residents about the NashvilleNext process and the long-range issues facing Nashville and its community, thereby enabling them to make informed decisions about the future.	
A. Provide constituents with materials that explain the process (e.g. why their input is needed; when, where, and how to provide input; the project timeline; and who is involved).	
Qualitative	
1.1.a.	Describe the materials that were used to explain the process and where and how they were distributed.
Quantitative	
1.2.a.	Score: Comment Card Question 2: “Was today’s information informative?” (Book-A-Planner)
1.3.a.	Score: Comment Card Question 3: “Were the materials useful and understandable?” (Book-A-Planner)
1.4.a.	# of materials translated
1.5.a.	# of translators used
B. Ensure background reports and other supporting documents and data are easily accessible and understandable.	
Qualitative	
1.1.b.	Describe how the background reports and other supporting documents were easily accessible and understandable.
Quantitative	
1.2.b.	Speaker Series attendance
1.3.b.	Score: Comment Card Question 1: “Was today’s information informative?”
1.4.b.	Score: Comment Card Question 3: “Were the materials useful and understandable?”
1.5.b.	# of Speaker Series promotional cards distributed
1.6.b.	# of translation requests of flyers and background reports
1.7.b.	# of YouTube views of speaker presentations
1.8.b.	# of comments provided through NashvilleNext.net on the background reports.
C. Make the connections among NashvilleNext, community and functional plans, capital spending and zoning as clear as possible.	
Qualitative	
1.1.c.	Describe how brochures and materials clearly outlined the NashvilleNext process and its relationship with other plans and Metro departments.
Quantitative	
1.2.c.	Score: Neighborhoods Resource Center Survey Question 1: “What is NashvilleNext?” (Neighborhood Leaders Training)

Appendix A: Engagement Measurements

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, informative meetings and events that offer opportunities to join the process and provide comments.	
Qualitative	
2.1.a.	Describe how meetings and events were made exciting and informative.
2.2.a.	Describe how residents could provide comment and/or contact information.
Quantitative	
2.3.a.	# of Book a Planner events completed
2.4.a.	# of community events attended
2.5.a.	# of NashvilleNext events completed
2.6.a.	# of sign-in/emails collected
2.7.a.	# of comments received
2.8.a.	# of white boards/photos received
2.9.a.	Score: Comment Card Question 4: "Was the event worth your time?" (all events)
2.10.a.	Score: Comment Card Question 6: "Will you attend another NN event in the future?" (all events)
2.11.a.	Score: Comment Card Question 7: "Have you attended a previous NN Event?" (all events)
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.	
Qualitative	
2.1.b.	Describe the outline for Book-A-Planner presentations and community events.
2.2.b.	Describe how presentations aligned with activities in Phase 1 of the NashvilleNext process.
2.3.b.	Describe how opportunities were provided for questions and comments concerning the NashvilleNext process.
Quantitative (Not Applicable for Objective B)	
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 fun meeting activities that appeal to <i>all</i> demographic groups.	
Qualitative	
2.1.c.	Describe how hard-to-reach communities were engaged (e.g. minority, senior, youth, Gen Y).
2.2.c.	Describe how hard-to-reach communities not reflected in demographic totals were engaged.
Quantitative	
2.3.c.	Demographic reporting: number of minorities, youth, seniors and Gen Y engaged.
2.4.c.	# of Book A Planner events for minority and Gen Y constituents
2.5.c.	# of community events for minority and Gen Y constituents
2.6.c.	Facebook statistics
2.7.c.	Twitter statistics
2.8.c.	MindMixer (talk.NashvilleNext.net) statistics
2.9.c.	# of materials translated
2.10.c.	# of translators used at meetings
D. Track participation in order to make adjustments to the process where needed.	
Qualitative	
2.1.d.	Describe how participation is being tracked throughout the process.

Appendix A: Engagement Measurements

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.	
Qualitative	
3.1.a.	Describe how community input is tracked and incorporated into the plan.
3.2.a.	Describe how the community input process was explained to the community.
Quantitative	
3.3.a.	# of community comments
3.4.a.	# of total MindMixer (talk.NashvilleNext.net) comments and interactions
B. Clearly define the implementation roles of the Community, the Planning Department, Metro Nashville Departments, and other NashvilleNext stakeholders.	
Qualitative	
3.1.b.	Describe how the implementation roles are explained to the community.
3.2.b.	Describe how Metro departments and other NashvilleNext stakeholders are engaged.
3.3.b.	Describe how implementers are interacting throughout the NashvilleNext process with each other.
Quantitative (Not applicable for Objective B)	
C. Create presentations, materials, and messaging that are lay-person friendly, so that information is not only understood, but can be communicated from one lay person to another.	
Qualitative	
3.1.c.	Describe how presentations, materials and messaging were lay-person friendly.
Quantitative	
3.2.c.	Score: Comment Card Question 1: "Was today's information informative?" (All events)
3.3.c.	Score: Comment Card Question 3: "Were the materials useful and understandable?" (All events)
3.4.c.	Score: Comment Card Question 5: "Would you tell a friend about the process?" (All events)
3.5.c.	# of materials translated
3.6.c.	# of translators used at meetings

Appendix B: List of Events

NashvilleNext Kickoff Event *(Feb. 16)*
NashvilleNext Speaker Series: Mitchell Silver *(Feb. 25)*
Tennessee Latin American Chamber of Commerce *(March 6)*
NashvilleNext Speaker Series: Henry Cisneros *(March 11)*
Crossings Nashville Action Partnership (CNAP) *(March 12)*
Rosebank Neighborhood Association *(March 21)*
Southeast Easter Egg Hunt *(March 23)*
NashvilleNext Speaker Series: Doug Farr *(March 25)*
Women's Breakfast Club *(March 28)*
Transition Nashville *(April 1)*
South Nashville Action People (SNAP) *(April 1)*
Metro@50 Celebration *(April 6)*
NashvilleNext Speaker Series: Ellen Dunham-Jones *(April 8)*
Eastwood Neighborhood Meeting *(April 9)*
Conexión Américas *(April 12)*
Health, Hope and Heroes Day [Donelson-Hermitage] *(April 13)*
Neighborhood Leaders Training [West Precinct] *(April 13)*
Downtown Homes Tour *(April 14)*
Martha O'Bryan Center *(April 15)*
International Facilities Management Association *(April 16)*
Korean Veterans Boulevard Opening *(April 17)*
Health Disparities Coalition *(April 17)*
National Association of Black Journalists *(April 20)*
Earth Day *(April 20)*
Homebuilders Association *(April 22)*
NashvilleNext Speaker Series: Bill Fulton *(April 22)*
Mayor's Youth Summit *(April 27)*
Bordeaux Hills Residential Committee Meeting *(April 27)*

Additional Meetings and Briefings

Rediscover East!
Chamber P2020 Economic Development Committee
Society of Marketing Professional Services
Metro Planning Organization Executive Board
MPO TCC
Greater Nashville Association of Realtors
Metro Council briefing

Appendix C: Comments from the Engagement Committee

Community Engagement Committee Response to Engagement Report

NashvilleNext Community Engagement Committee (CEC) members were asked to respond to the engagement report provided by McNeely Pigott & Fox. The CEC members responded primarily to outreach priorities, groups that should be an outreach focus during the remainder of Phase I. The CEC members also assessed their participation in NashvilleNext outreach, and identified ways that the NashvilleNext team could assist in their efforts moving forward. Below are responses from some of the CEC members who attended the May 2013 CEC meeting. Following those responses are planning staff members recommended outreach actions, based on feedback from the CEC, for the remainder of Phase I outreach.

In your opinion, what outreach was most successful during Phase I? This could include successes other than what the facilitator identified.

Stephanie McCullough

The kickoff event, including the location and time of day, were all positives. I also think that the level of diversity at the table and throughout the process thus far is a positive.

Kelly Gilfillan

The kickoff event was a success. In addition, the diversity at the table and the voices that have been represented are also successes.

Patricia Totty

The kickoff event was a success. Also, the fact that there are diverse populations that are participating, including age diversity, is considered a success. During the kickoff event, persons that are not always engaged were present and, based on my observation, seemed to be involved.

Ellen Jacobson

The Speaker Series was a success. It reached and educated decision-makers and leaders.

Mary Beth Ikard

Successes in the process so far have included, the presence of NashvilleNext at community events, the fact that Nashville is a branded campaign, Book A Planner and, finally, the Speaker Series. The Speaker Series was good for higher-level community members and major stakeholders, and for creating awareness through traditional media.

Remziya Suleyman

The Background reports are great!

Appendix C: Comments from the Engagement Committee

Please describe how you as a CEC member have assisted in the NashvilleNext engagement efforts. What were some challenges you faced, and what were some successes?

Kelly Gilfillan

I have assisted with NashvilleNext by running stories in our newspaper (Brentwood Home Page), but it has had limited success. NashvilleNext needs to get in front of the new Williamson County Chamber and local Rotary and women's groups. As far as challenges are concerned, time is my biggest challenge as a small-business owner.

Remziya Suleyman

I have assisted with NashvilleNext by assisting in the mapping of important community centers and gathering places for the immigrant community. I am connecting NashvilleNext leaders with other leaders in the community. I've worked with Metro Planning to produce video clips in Kurdish. I also provide feedback on cultural and religious concerns, in addition to providing opportunities to discuss NashvilleNext at community events.

Patricia Totty

As an Engagement Committee member, I have attended at least two local group meetings to talk about NashvilleNext. While there I passed out fliers with information about the basic goals of NashvilleNext. I also promoted Book A Planner by explaining that speakers can attend meetings to explain NashvilleNext, and I mentioned future community meetings as opportunities to discuss NashvilleNext and ask questions.

John Crawford

I am spreading the word to my network through organizational and neighborhood leaders. (*John Crawford scheduled and completed a Book A Planner for the Salvation Army and partnering agencies in May.*) The challenges for me are that the population that I reach out to have questions about what it is all about and, at some levels, there is a distrust of the process.

Ellen Jacobson

I'm going beyond my rural community and performing outreach to the farming and grower communities. I would like to link local food availability, health and land protection together within this process.

Mary Beth Ikard

I have been involved with social media outreach. I have also used word-of-mouth with peers, young professional groups, and the Metropolitan Planning Organization (MPO) Boards and Committees.

Hsing Liu

I would like to participate in the creation of a video promoting NashvilleNext in the native language of the Chinese community. I've also provided input on how to reach this population. The outreach must be non-intrusive, and they must be able to respond in the native language.

Appendix C: Comments from the Engagement Committee

With regard to your challenges, how can the NashvilleNext team support you in your individual outreach moving forward?

Kelly Gilfillan

I will step up efforts to get speakers in Williamson County. I need assistance from the team in helping to identify specific topics that proposed speakers could address.

Remziya Suleyman

The NashvilleNext team needs to target events in the South Nashville community; the participation from this area is low. In addition, the language on the fliers and other outreach materials needs to be simplified for language comprehension.

Patricia Totty

The NashvilleNext team could assist by breaking large issues down into manageable tasks that can be accomplished within the community. Perhaps use community-scaled projects/examples to educate the residents within a particular area.

John Crawford

The NashvilleNext team should continuously make sure messages trickle down through trusted leaders.

Ellen Jacobson

The NashvilleNext team can assist by helping set up meetings with groups in rural areas and by providing a planner's toolbox, i.e., presentation materials.

Mary Beth Ikard

Moving forward, the NashvilleNext team should co-brand with other parallel planning efforts. In Phase 2 the team should message on what we want participants to DO, i.e., Phase 2 engagement must be action-oriented.

Anonymous

The team can assist by identifying past planning successes to show that the plan works. Also, business-card-size brochures are needed to hand out to people who I may talk to, to easily show them how to engage.

Appendix C: Comments from the Engagement Committee

The NashvilleNext team heard from the CEC that there is some planning fatigue among neighborhood leaders, and short-term wins would help alleviate that. Then, help us identify solutions. What would you consider a short-term win in the NashvilleNext process?

Kelly Gilfillan

In Williamson County, there is a lot of growth and the challenges that go with that growth. Brentwood has factions fighting against growth. A short win would be to focus on regionalism to help educate general public on why it matters to them.

Remziya Suleyman

A short win is having leaders from the various communities at the table providing input/feedback for the first time.

Patricia Totty

An example of a short win is training communities on how to lobby for services they need, e.g., train individuals and groups on how to recruit companies to come in area, how apply for jobs, how to lobby education institutions for workforce training.

John Crawford

There are some short-term wins that are already happening – one of the big things is making sure people know about the wins.

Mary Beth Ikard

Short-term wins would include producing physical neighborhood-level demonstrations of the planning vision, e.g., “pop-up” retail, alley conversion, and other tactical urbanism activities.

Anonymous

A short-term win would be to show past plan successes.

Appendix C: Comments from the Engagement Committee

Engagement Challenges/Outreach Gaps

Outreach Priorities	What are the known barriers to reaching this constituency? – <i>This will help identify appropriate techniques.</i>	Of the outreach tools and techniques that are being using for NashvilleNext, what would be the best tool for reaching this constituency? Are there tools that we are not using that we should use?	Collaborations worked well in Phase I – Identify some possible collaborations/ partnerships to reach these constituents in Phase II.
Geographic: Rural and Suburban Areas	<ul style="list-style-type: none"> • Time • Understanding their role • Spatial geography • Seniors who are not digitally connected • Working moms = busy 	<ul style="list-style-type: none"> • Book A Planner and speakers at civic groups (2) • Planner’s Toolkit (presentation materials, fliers for CEC members) • Community events • Email surveys 	<ul style="list-style-type: none"> • Williamson County Chamber
Demographic: Ethnic Minorities and Foreign-born Residents	<ul style="list-style-type: none"> • Language and trust (4) • Awareness • Busy with work • Small minority groups might believe their input does not count 	<ul style="list-style-type: none"> • Church and community leaders (2) • Somali TV and specific media/ radio outlets (2) • Videos in different languages (2) • Community meetings • Treat it like a campaign • ESL & GED teachers • Reaching out to the children • Universities • Human services organizations (immigrant services, e.g., Catholic Charities) • Metro schools • Graduation programs 	<ul style="list-style-type: none"> • Catholic Charities • TIRRC • Conexión Américas
Economic: Renters	<ul style="list-style-type: none"> • Transient mentality (2) • Gas, money and transportation • Perceived lack of ownership in the community and in Nashville • Younger people in urban core who may not be civic-minded • First-generation immigrants 	<ul style="list-style-type: none"> • Outreach materials in: <ul style="list-style-type: none"> ○ Utility bill stuffers ○ Grocery stores ○ Community centers ○ Community newspapers 	<ul style="list-style-type: none"> • Members of Metro Council • Employers • MNPS

Appendix C: Comments from the Engagement Committee

<p>Education level: High School Graduates/GEDs</p>	<ul style="list-style-type: none"> • Work hours (2) • Distrust • Lower literacy (means they may not be reading typical news sources) 	<ul style="list-style-type: none"> • Community events on Saturdays are best. 	<ul style="list-style-type: none"> • Churches • Nonprofits • Human services organizations • IT groups (<i>Hsing Liu is working in this area to do outreach</i>)
<p>Age: Gen Y and Baby Boomers</p>	<ul style="list-style-type: none"> • Both are still in the workforce 	<ul style="list-style-type: none"> • Gen Y is all about the music, especially a free concert series • Involve local colleges • Utility bill stuffers • Radio • Civic clubs (Rotary, Kiwanis) • Social media (Gen Y) • Bathroom ads 	<ul style="list-style-type: none"> • Futuro program – Latino college students • Professional organizations and employers

Appendix C: Comments from the Engagement Committee

Planning Staff Suggested Follow-Up

	Suggested Follow-Up
Geographic: Rural and Suburban Areas	<ul style="list-style-type: none"> Williamson County / Southeast Davidson County – schedule a Book A Planner with Williamson County Chamber. Perhaps schedule Michael Skipper and Rick Bernhardt to speak with the group about regionalism, tying in NashvilleNext and regional transportation. Perhaps combine this with the regional stakeholder engagement. Compile materials to create a Planner’s Toolkit for rural outreach members (presentation materials, fliers). Create an email survey – distribute through council members. Book one community event in the Williamson County/Southeast Davidson area before community meetings in July.
Demographic: Ethnic Minorities and Foreign-born Residents	<ul style="list-style-type: none"> Complete international community exhibit. Begin rotation at Casa Azafrán. Complete other foreign-language videos. Spanish video is in progress. Schedule media in specific foreign-language outlets.
Economic: Renters	<ul style="list-style-type: none"> Continue putting NashvilleNext updates in utility bill stuffers. Work to get stories in community newspapers (Davidson AM circulars).
Education level: High School Graduates/GEDs	<ul style="list-style-type: none"> Continue having NashvilleNext presence at community events. Bring paper surveys in addition to the wheel. Make questions more specific. Bring low literacy materials for easy and quick reading.
Age: Gen Y and Baby Boomers	<ul style="list-style-type: none"> For baby boomers, continue to schedule Book A Planner with professional organizations and employers (e.g., Rotary, Kiwanis). For Gen Y, collaborate with Nashville Chamber on a Young Professionals event. Make sure to include Futuro program. Continue social media efforts.