

NashvilleNext Community Outreach Phase II

Progress Report

October 9, 2013



nashvillenext

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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, entered the second phase of its community outreach in May 2013, after a three-month initial ideas-gathering phase. After reaching nearly 2,700 Nashvillians in the first three months, Phase II proved even more successful, with more than 4,600 residents telling NashvilleNext leaders their top priorities from 34 issues culled from Phase I comments. The dedication of the Metro Planning Department, the participation avenues highlighted by the community outreach team, and the continued leadership of the NashvilleNext Steering Committee, the Community Engagement Committee and Resource Teams culminated in a planning process that continues to set national precedents for participation and response.

The centerpiece of Phase II outreach was a six-event Be the NashvilleNext Mayor series in venues throughout Davidson County. This series helped spur nearly 80 Book-A-Planner meetings, Street Teams at grocery and convenience stores, and booths at community events that asked participants to fill out paper surveys similar to those conducted during the Be the NashvilleNext Mayor events. Strategic outreach ensured that input during Phase II was as demographically, geographically and ethnically diverse as Nashville. When considering all input avenues, including social media comments and surveys emailed to major groups like Metro employees and Nashville Area Chamber of Commerce members, NashvilleNext has garnered more than 11,000 responses in less than eight months.

Media outlets have continued to play a vital role in the public conversation about the process. A series of call-in shows on NewsChannel5+ OpenLine has produced stimulating conversations among Nashville civic leaders and community members. The Be the NashvilleNext Mayor series attracted attention from Tennessean columnist Gail Kerr, who dedicated a column and online video to collecting reader opinions about what they would do as the next Nashville



Phase II included citywide events, guest speakers and community meetings.

Executive Summary

mayor. Despite the closing of the Nashville City Paper in August, NashvilleNext earned at least 14 mentions in local print media during Phase II on topics ranging from downtown development to equitable growth.

Social media has provided Nashvillians with a convenient way to keep up with daily updates from NashvilleNext. In Phase II, NashvilleNext's Facebook presence grew 50 percent, and its Twitter presence grew more than 75 percent. NashvilleNext.net continues to be a repository for updates, community resources and upcoming events, and has expanded to include more videos and a dedicated page to Nashville's large Kurdish community.

Perhaps the greatest successes of Phase II have come in outreach diversity. Participants in Phase II track more closely with Nashville's demographic averages across a variety of measures, including race and ethnicity, educational attainment, and geography. Young Nashvillians participated in Be the NashvilleNext Mayor workshops at four public high schools and provided more than 100 comments on input boards across the city. New Americans connected to NashvilleNext in unprecedented numbers as team leaders visited multiple houses of worship and community events at the behest of immigrant and refugee leaders. Those same leaders have actively

encouraged their neighbors and family members to participate in NashvilleNext throughout Phase II, and survey results reflect their increased involvement.

NashvilleNext leaders continue to push themselves to attend as many meetings and events as possible throughout Davidson County. Committee members have held themselves and each other accountable for presenting avenues for engagement in their communities, and continue to be vital to the plan's overall success. Keys for ongoing engagement will include efforts to keep up with communities that have recently entered the process, while adapting the plan's message to new audiences that might require unique approaches.

As NashvilleNext begins to narrow its focus and present growth scenarios based on feedback given in Phases I and II, special diligence to explain and mediate conversations will be necessary among all audiences. Community Engagement Committee and Steering Committee members must help facilitate these discussions, while continuing to lend credibility and legitimacy to the process. NashvilleNext has a great opportunity to create a plan that receives overwhelming support from communities across the city, but must ensure that it continues to extend its invitation to all Nashvillians.

Introduction



Greg Claxton (center) of Metro Planning and Community Engagement Committee member Hsing Liu (right) speak with NewsChannel5's Rhori Johnston.

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.



High school students have participated in NashvilleNext through initiatives like the Mayor's Youth Council.

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.

In Phase II, NashvilleNext primarily created distributable materials that could be easily adapted for different audiences and translated, when needed. (1.1.a) As a result, the materials of Phase II were designed more for community entry than those of Phase I. The materials mentioned herein are not an exhaustive inventory, but instead are materials that directly inform recipients about NashvilleNext.

The primary piece of material used in Phase II was the **34 Priorities survey**, which presented participants with a brief set of instructions, asked participants to select up to five of the priorities most important to them and then requested basic demographic information on the back. The survey was translated into Spanish, which proved extremely useful during dedicated Latino outreach in September. (2.11.c)

At **Street Team events**, **Book-A-Planner meetings** and other sessions, this survey was often accompanied by a **PowerPoint presentation** outlining where we are in the NashvilleNext process, along with a **3-by-**

5 palm card that answered basic questions about the process. The reverse side of the card contained several different avenues to participation, including talk.NashvilleNext.net, Book-A-Planner and social media. The card underwent two print runs of 1,500 each and, along with the surveys, was the most widely disseminated material during Phase II. (1.2.c)

For the **Be the NashvilleNext Mayor** events, participants received an **informational flier** that was distributed through print, social media and email. Upon entering the event, participants were greeted by large **“ballots”** that helped them determine the priorities of their table. Participants used dot stickers to indicate “votes” for their “campaign platform,” while referring to **instructional sheets** that provided them with information about each priority. Those sheets formed the basis of the survey. (2.1.b)

To assist in reaching youth and new Americans, the NashvilleNext team created two **3-foot-by-2-foot triad boards** that explained the process and the importance of the reader’s participation. The youth-oriented board presented a message of ownership, telling participants, “This is **your** time to make Nashville **your** city,” along with demographic-specific statistics regarding health, education and job attainment. New Americans received



Community members have indicated their priorities through opportunities like Street Teams and Be the NashvilleNext Mayor events.

Measuring Success

basic information about the process and what to expect, and a request for their desires for Nashville’s future. (1.1.b-c) The new Americans board was heavily visual and was presented in five languages: English, Spanish, Chinese, Somali and Arabic. (1.4-5.a) Several organizations where targeted audiences regularly met or worked hosted these boards, which included Post-It notes and markers for participants to submit their responses.

The **NashvilleNext Speaker Series** (1.2.b) returned in August when Joe Minicozzi spoke to about 50 attendees regarding revenues obtained from several types of residential and commercial buildings in Nashville. NashvilleNext produced a **promotional flier** for Minicozzi’s event, and the presentation was added to the series of NashvilleNext videos created by Metro 3, the Metro Nashville Government television station. Those videos are then uploaded to YouTube under the account name “MetroGovNashville,” where they have been viewed a total of 1,180 times. (1.6-7.b)

In June, NashvilleNext hosted a **Civic Leaders Workshop** designed to invite black and Latino voters into the NashvilleNext process, while empowering them to lead their communities in similar exercises. (2.5.c) NashvilleNext produced a **targeted flier** for the event that was distributed primarily electronically through email and social media, as it contained an RSVP link for attendees. These fliers were followed by **community-specific explanatory videos** hosted by black and Latino NashvilleNext team members. The Latino-specific video was presented in Spanish.

Video became a more widely used format overall during Phase II, as NashvilleNext created **11 videos** ranging from recaps at NashvilleNext Speaker Series events to explanations regarding upcoming community discussions. The most popular of these videos were **two videos highlighting the Muslim and Kurdish communities**. The first video, taken at the Community Eid Festival at the conclusion of Ramadan, combines cultural explanations with insight from participants on Nashville’s diversity and inclusiveness. The second video is presented in Kurdish with English subtitles, and contains several Kurdish leaders explaining to their community members why NashvilleNext is important. (1.4.a, 2.1-2.c)

For all events, meetings and Book-A-Planner sessions, comment cards were provided to attendees to provide feedback. Of approximately 300 respondents, 90 percent said the materials presented were very or extremely useful and informative, and 92 percent said the event they attended was worth their time (1.2-3.a, 1.3-4.b, 2.11.a).

Translated Materials

6

different languages

were used in Phase II materials: English, Spanish, Chinese, Arabic, Somali and Kurdish.

(1.4-5.a)



Measuring Success

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).

In this phase of NashvilleNext, team leaders and participants worked to identify communities that may not have engaged previously in the blue-sky visioning of Phase I. To that end, two different engagement processes took place during Phase II: continued presentation of the big-vision questions about Nashville’s present and future through the phrase-wheel, white boards and triad boards, and the 34 Priorities surveys created through the Be the NashvilleNext Mayor series. Both processes allowed participants to provide contact information to remain involved in NashvilleNext going forward. (2.2.a)

Both processes were created to engage participants in ways more creative and entertaining than simply answering a series of questions about Nashville’s future. (2.1.a) The phrase-wheel and white boards proved to be especially popular among children and families, yielding 261 white-board responses in Phase II alone. (2.10.a) The Be the NashvilleNext Mayor events gave participants the opportunity to “run” for mayor, having developed a platform based on the 34 priorities with people at their table that they may have just met at the beginning of the event. (2.1.b) This collaboration forced participants to consider points of view that they might not have otherwise, while hopefully finding common ground on issues that all of Nashville will face in the coming years.

The adapted “issues ballot” into the 34 Priorities survey allowed people all over Nashville to take part in “voting” for their top priorities. (2.2.b) Creating the survey within SurveyMonkey and distributing it through Emma yielded thousands of additional surveys. Paper surveys distributed at community events and through 11 Street Teams (volunteer teams setting up tables at retail centers like Kroger and Dollar General) presented an easy and engaging entry point into NashvilleNext. The surveys also allowed for additional questions, and participants often engaged NashvilleNext team members in discussions about particular priorities or what they would also like to see in the process. (2.3.b)

A key component of engagement is to ensure that attendees will spread the word within their communities and will continue to be involved throughout the process. Of the 300 event attendees surveyed, 98 percent



NashvilleNext Attendee Demographic Information

60%

of participants

in Phase II were women, compared to 51 percent of the general population in Nashville.

(2.3.c)

1 in 3

participants

self-identified as an ethnic or racial minority member.

(2.3.c)

12%

of participants

were born outside the United States, mirroring 2010 U.S. Census data for the Nashville area.

(2.3.c)

Measuring Success

said they would tell someone else about NashvilleNext, while 94 percent said they would attend a future NashvilleNext event. In fact, 28 percent of attendees said they already had attended a previous NashvilleNext event. (2.12-14.a)

Minority Engagement

After reviewing input from Phase I, NashvilleNext team members made dedicated efforts to reach out to communities that do not traditionally participate in similar processes. NashvilleNext held a Civic Leaders Workshop in June to give black and Latino community leaders guidance in holding NashvilleNext meetings and navigating other efforts through Metro Government. In August, NashvilleNext sent out 11 Street Teams that resulted in the highest percentages of responses from black residents of any effort. An additional 19 Book-A-Planner presentations and community events totaled 31 events focused on engaging minority communities, including a dozen events designed to reach out to refugees and immigrants, and at least four events that included a translator or were conducted entirely in a foreign language. (2.4.c, 2.12.c)

As a result of these efforts, participation by African-Americans, Latinos, and other racial and ethnic minorities increased from Phase I to Phase II. In the case of Latinos, response percentages actually slightly exceeded Nashville’s Latino representation in the 2010 Census.

Gen Y Engagement

NashvilleNext also increased participation among respondents ages 13 to 30, commonly referred to as Generation Y or millennials. In addition to four Be the NashvilleNext Mayor presentations held at Nashville public high schools, NashvilleNext participated in seven events ranging from a middle school career day to a university service fair. (2.4.c)

Regional Engagement

Because NashvilleNext will present guidelines and suggestions for regional development, surrounding counties’ involvement is critical to the plan’s success. NashvilleNext spoke with officials in five surrounding counties: Cheatham, Rutherford, Sumner, Williamson and Wilson. In all counties, planners and economic and community development staff attended meetings with Metro Planning Department staff. In Cheatham and Williamson counties, elected officials also participated.

NashvilleNext Engagement By the Numbers - Phase II

80+

*NashvilleNext
events held/attended*

(2.3-5.a)

2,000+

email subscribers

(2.6.a)

24%

email open rate

(2.7.a)

4,600+

surveys collected

(2.8.a, 2.6.c)

11,000+

*comments
and ideas shared*

(2.9.a)

Measuring Success

Online Engagement

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 participation in processes like NashvilleNext. NashvilleNext has included several social media channels in its outreach, with varying levels of demographic reporting.

Facebook

The NashvilleNext Facebook page (<http://facebook.com/NashvilleNext>) serves as a hub for information, updates and engagement for citizens interested in the latest updates on NashvilleNext. The page is updated twice daily with relevant news stories, information on upcoming events, photos of NashvilleNext participants and more.

The NashvilleNext Facebook page has garnered more than 1,140 likes, an increase of 50 percent over Phase I. (2.8.c) Appealing posts on Facebook – those that garnered the largest reach, clicks and shares – fell into a very wide range, from historical photos to event invitations. Links to the online survey were shared frequently, as were invitations to Be the NashvilleNext Mayor events. If anything, these figures indicate that visitors to the NashvilleNext Facebook page are making it a priority to share content soliciting community input.

Demographic statistics indicate that NashvilleNext Facebook users tend to be female and between 25 and 44 years old. Of the likes on the page, 45 percent are users 34 years old and younger. These trends indicate a growing youth involvement in NashvilleNext, which will aid in access to Generation Y in future phases of the process.

Twitter

The NashvilleNext Twitter account (@NashvilleNext) provides information similar to that posted on Facebook, and also serves as a live reporting tool for Speaker Series presentations and other NashvilleNext events like OpenLine shows. The account is updated twice daily, typically on the same schedule as the Facebook page.



Measuring Success

As of Oct. 4, 2013, @NashvilleNext had more than 1,050 followers. (2.9.c) Interactions on Twitter have been highest during live-tweeting of events like those mentioned above. Unlike Facebook, demographic statistics indicate that NashvilleNext Twitter followers tend to be male (57 percent) and interested in business, news and politics. Retweets come primarily from civic organizations and active neighborhood groups.

talk.NashvilleNext.net

As part of the community input process, NashvilleNext has incorporated MindMixer, a civic engagement tool, as a gathering point for online comments and ideas for what pursuits Nashville should undertake as a city over the next 25 years. MindMixer is hosted under the URL talk.NashvilleNext.net.

As of Oct. 4, talk.NashvilleNext.net had 574 total participants, with 343 ideas and 589 votes on the recent priorities survey. The average age of MindMixer participants is 42 years old, although the largest number of users are between 25 and 34 years old. Men and women use the site at an even rate; in Phase I, women were the primary users. (2.10.c)



During Phase II, NashvilleNext has attended more than 80 community meetings and special events like the Nashville Civic Design Center's Park(ing) Day downtown.

Measuring Success

The most active ZIP codes (based on number of participants) are 37206 (East Nashville), 37205 (Belle Meade/Hillwood) and 37209 (West End/Sylvan Park/Charlotte Avenue). Other active ZIP codes include 37013 (Antioch), 37203 (downtown), 37203 (Bordeaux/Germantown) and 37212 (Belmont-Hillsboro), reflecting greater geographic diversity than in Phase I.

YouTube

The NashvilleNext YouTube channel (<http://youtube.com/NashvilleNext>) hosts a variety of videos, including introductory videos explaining the process and reaction videos from audience members at Speaker Series events. The channel had 35 video as of Oct. 4, 2013, and more than 3,400 views. (2.7.c) The most popular videos, outside of the first videos that explained the process, have been videos targeted toward the Kurdish community, including a Community Eid Festival video that accounts for nearly 10 percent of the channel's total views.

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 Oct. 4, 2013, the NashvilleNext.net home page

had received more than 20,000 visits. (1.8.b)

NashvilleNext Targeted Emails

NashvilleNext has sent nearly 75 unique email campaigns through Emma, a local email marketing agency. Email open rates remain steady at 24 percent, slightly above the industry standard of 20 percent. As of Oct. 4, 2013, more than 2,000 participants regularly received Emma email updates.

Summary

Among online interactions, events and presentations, more than 8,600 engaged citizens have participated in NashvilleNext and have submitted more than 11,000 comments and ideas about the direction of NashvilleNext. Participation in the process is being tracked through a variety of measures, but online and printed survey sheets have provided the most reliable measurement of participation and engagement in Phase II. (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.

For online participation, analytics provided by the medium and 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.

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. (Note: Quantitative measurements for Goal 3 have been included in measurements for Goals 1 and 2.)

After community input is received, Planning Department staffers enter comments and survey responses into Microsoft Access databases. Comments and surveys are grouped by events, Book-A-Planner sessions, etc. (3.1.a) The input process and timeline are frequently referred to in Book-A-Planner sessions and committee meetings. (3.2.a)

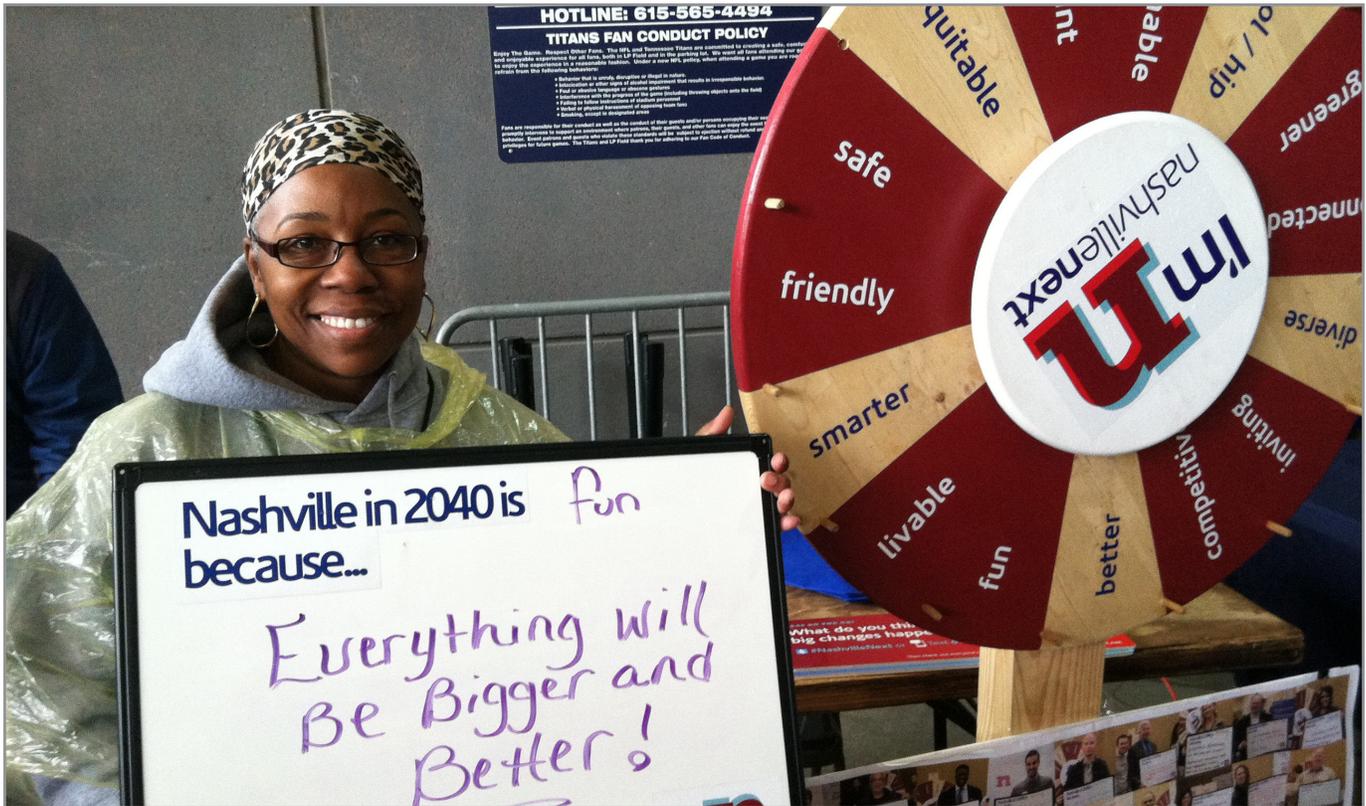
NashvilleNext leaders consistently explain in videos, events and printed materials that resident input will provide the basis for the plan. The triad board for new Americans and NashvilleNext.net provide similar graphics that show residents where NashvilleNext is in the public input process. (3.1.b) Stakeholders receive continuous updates via email and social media, as well as through traditional media like The Tennessean and NewsChannel 5+, the latter of which regularly features Steering and Community Engagement Committee members. (3.2.b) In addition to media appearances, Steering and Community Engagement Committee members meet monthly to provide feedback and receive updates, and Planning Department staff members provide regular updates to Metro Council members. (3.3.b)

Most important in empowering the community has been ensuring that materials and presentations are accessible -- in other words, that any resident could easily enter into the process at any point. By combining Phase I and Phase II messaging throughout the last several months and developing materials that answer basic questions about NashvilleNext, those leading the process have worked diligently to ensure anyone can be a part of NashvilleNext. (3.1.c)



Councilman Bill Pridemore speaks with participants at a Be the NashvilleNext Mayor event in Madison.

Suggestions and Recommendations



Community members have provided their vision for Nashville's future in a variety of ways, including the NashvilleNext "Wheel of the Future."

NashvilleNext has built a variety of relationships with communities across the county throughout Phase II. Residents who may never have known about NashvilleNext in a traditional planning setting have now not only engaged, but have led their communities in participating. The Planning Department's willingness to meet Nashvillians where they are has proved key to receiving buy-in from a variety of demographics and communities across the county and the region.

The most encouraging data from Phase II comes through closing demographic gaps in a variety of measures. Phase II participation reflected Census figures in regard to race and ethnicity, immigrants (those born outside the U.S.), and geography. Other measures, such as education level and rent/own status, closed gaps produced in Phase I participation. These measurements, in addition to a continued high

favorability rating among participants and support from elected officials and community leaders, have helped make NashvilleNext a highly participatory process that is even with or ahead of similar processes in other cities.

As with any such process, however, there is still room for improvement. As national projections show an increased percentage of renters in urban areas, NashvilleNext must continue to increase participation among renters who might not own a home in Nashville for several years, or might not even be interested in homeownership. Participants with only a high-school education continue to lag behind Census averages, perhaps indicating that NashvilleNext should make a special effort to reach skilled tradesmen and others whose professions emphasize experience over education.

Suggestions and Recommendations

NashvilleNext will soon enter into a less public phase, as the Planning Department takes the ideas given through Phases I-III and begins to produce real-world scenarios for the public to consider. Given this condensed timeline, NashvilleNext should focus on returning to the audiences it has engaged so far to ensure they are kept up-to-date on the plan's progress, while incorporating a few additional groups that might find upcoming events as convenient entry points to the process.

Engage College Students in New Ways

College and university outreach in Phase II was limited, due in part to the summer break taking up a large portion of the outreach period. The most on-campus outreach has been at Lipscomb and Vanderbilt, although NashvilleNext leaders have also spoken with contacts at Belmont, Fisk, Tennessee State and Trevecca.

The primary question asked by entities addressing Nashville's future and college students is: How do we ensure more of Nashville's college students stay here after graduation? The question is primarily one of economic development, but also pertains to civic design, culture and environment.

This report suggests that college outreach engage students through these questions, in addition to those asked of other demographics. NashvilleNext has made inroads into political science, engineering and social justice programs at various schools to do growth-mapping exercises in the classroom in Phase III.

Increase Conversations on Social Media

A key recommendation from the Phase I report addressed the need for a detailed social media strategy to expand the NashvilleNext online audience. Through the creation of a content calendar, an increase in posting frequency and a willingness to engage other organizations, NashvilleNext outreach leaders

have increased the social media audience and have gained hundreds of new followers. Team members should continue to engage newfound audiences while seeking additional opportunities to regularly spread the word in avenues like neighborhood listservs and organizational Facebook pages. The team should also explore expanding the use of lesser-used social networks such as LinkedIn and Instagram.

During Phase I, NashvilleNext incorporated MindMixer, a civic planning and engagement tool, through talk.NashvilleNext.net. With the emphasis on community meetings and events in Phase II, NashvilleNext leaders decided to downplay the role of talk.NashvilleNext.net, with the intention of bringing it back in a different role later in the process.

In preparation for this outreach, NashvilleNext should appoint ambassadors and voices that commit to engaging with users and addressing submissions for a defined timeframe. These ambassadors could be culled from Steering and Community Engagement Committee members, as well as other active talk.NashvilleNext.net members who participated often during Phase I.

Adapt Presentations Based on Audiences

NashvilleNext has done an admirable job of adapting large-scale exercises to smaller settings by turning efforts like the "Be the NashvilleNext Mayor" event into portable surveys and street teams. The team should continue to look for ways to make exercises scalable and adaptable to a variety of audiences, and should take such provisions into consideration when developing new outreach and input tools.

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

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them to come to an event in another part of town or in unfamiliar settings. This approach has yielded positive results, but the NashvilleNext team will have to continue to work with immigrant and refugee leaders to ensure that, as the process continues, those communities remain accessible as they actively look for entry points into additional communities.

Maintain Awareness

NashvilleNext has received public attention through a variety of avenues, whether they be traditional media, online presences or community events. As Phase II focused on meeting with multiple groups bound by a variety of factors, the process focused less on citywide attention and more on community-centric awareness.

As Phase III begins to use the ideas presented in Phases I and II, outreach will once again have to take a large-scale approach. Book-A-Planner presentations and strategic events will remain vital parts of the overall process, but growth-mapping exercises that will rely on bringing representatives from a diverse range of communities will require central locations, increased exposure and strategic outreach to ensure that the quality of events is high enough to justify a reduced

quantity.

NashvilleNext can continue the conversation about the city’s future through an increased online presence, as mentioned previously, as well as through strategic presences and support of events with goals that fold into the NashvilleNext mission. Other events, like movie nights that incorporate films about civic planning, could also provide a simple way to keep NashvilleNext in the city’s dialogue.

Promoting and Increasing Short-term Wins

In response to feedback from Community Engagement Committee members, NashvilleNext team members have worked to identify ways to make NashvilleNext “real” in communities. The plan has accomplished this so far by ensuring an economic study for the Jefferson Street area, and by scheduling a major project at Watkins Park for Make A Difference Day in October. NashvilleNext should promote these short-term wins and seek similar opportunities as evidence that the Planning Department and other pillars of the process are listening to community feedback, while remaining careful not to extend themselves too far at the expense of the overall plan.



Nashvillians of all ages have provided ideas through NashvilleNext as it travels throughout the county asking residents, “What do you want to see?”

Suggestions and Recommendations

Conclusion

NashvilleNext is listening to the feedback of its leaders, seeking out residents who have not yet made their voices heard, and inviting as many groups and communities as possible to participate. The data and feedback from Phase II have shown that the thoughtful, intentional approach from NashvilleNext leaders is working in getting Nashville-area residents to think about what they want to see not only for themselves, but also for future generations.

As NashvilleNext moves into Phase III of public participation, leaders should be proud of the work accomplished so far, while acknowledging that there is much left to be done. The continued feedback and leadership of the Steering and Community Engagement committees will help NashvilleNext implementers identify additional outreach gaps while empowering current participants to take leadership roles in bringing new participants to the table.

Having completed the work of Phase II, NashvilleNext leaders and volunteers can now look forward to turning the thousands of comments they have received into real-world scenarios for Nashville residents to consider, debate and promote.

Appendix A: Engagement Measurements

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 (e.g. why their input is needed, when, where, and how to provide their 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.	Tuesday, August 27th Urban Land Institute (ULI) – Joe Minicozzi “The Math of Smart Growth: Why We Can’t Afford to Keep Building the Same Way” Attendance
1.3.b.	Score: Comment Card Question 2: “Was today’s information informative?” (ULI, NashvilleNext presentation)
1.4.b.	Score: Comment Card Question 3: “Were the materials useful and understandable?” (ULI, NashvilleNext Presentation)
1.5.b.	# of translation requests of flyers and background reports
1.6.b.	# of YouTube views of speaker presentations
1.7.b.	# of YouTube views of Book a Planner video
1.8.b.	# of comments provided through NashvilleNext.net on the background reports.
C. Make the connection between 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.	# of NashvilleNext information cards distributed

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 and 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 emails sent/opened
2.8.a.	# of street team surveys collected
2.9.a.	# of comments received
2.10.a.	# of white boards / photos received
2.11.a.	Score: Comment Card Question 3 and 4: “Was the event worth your time?” (Book a Planner, Be the Next Mayor)
2.12.a.	Score: Comment Card Question 4 and 5: “Will you tell someone else about the process?” (Book a Planner, Be the Next Mayor)
2.13.a.	Score: Comment Card Question 5 and 6: Comment card “Will you attend another NashvilleNext event in the future?” (Book a Planner, Be the Next Mayor)
2.14.a.	Score: Comment Card Question 6 and 7: “Have you attended a previous NashvilleNext event?” (Book a Planner, Be the Next Mayor)
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 Be the Next Mayor – how was the intent and process explained?
2.2.b.	Describe how the presentations aligned with activities in Phase 2 of the NashvilleNext process.
2.3.b.	Describe how opportunities were provided for questions and comments concerning the NashvilleNext process at meetings and events.
Quantitative (Not Applicable for Objective B)	

Appendix A: Engagement Measurements

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, seniors, 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, including 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.	# of Street Team surveys collected
2.7.c.	# of YouTube views
2.8.c.	Facebook statistics
2.9.c.	Twitter statistics
2.10.c.	MindMixer (talk.NashvilleNext.net) statistics
2.11.c.	# of materials translated
2.12.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.	# 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 being explained to the community.
3.2.b.	Describe how the Metro Departments and other NashvilleNext stakeholders are being engaged.
3.3.b.	Describe how the 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 made to be lay person friendly.
Quantitative	
3.2.c.	Score: Comment Card Question2: “Was today’s information informative?” (Book a Planner)
3.3.c.	Score: Comment Card Questions 2 and 3 Comment card “Were the materials useful and understandable?” – (Book a Planner, Be the Next Mayor)
3.4.c.	Score: Comment Card Question 4 and 5: “Would you tell a friend about the process?” – (Book a Planner, Be the Next Mayor)
3.5.c.	# of materials translated
3.6.c.	# of translators used at meetings

Appendix B: List of Events

Salvation Army Family Resource Center Partner Roundtable *(May 3)*
 Mayor's Field Day *(May 4)*
 NashvilleNext Speaker Series: Amy Liu *(May 6)*
 Nashville Civic Design Center Lunch & Learn *(May 7)*
 Interdenominational Ministers' Fellowship *(May 8)*
 Harpeth Hall Environmental Issues Class *(May 8)*
 Belmont-Hillsboro Neighborhood Association *(May 13)*
 Nations Neighborhood Association *(May 14)*
 Madison Chamber of Commerce *(May 16)*
 Lockeland Springs Neighborhood Association *(May 16)*
 McKissack Middle School Career Exploration Day *(May 17)*
 FBMM *(May 22)*
 Nashville Women's Breakfast Club *(May 22)*
 Fridrich & Clark Realty Office *(May 23)*
 Nashville Task Force on Refugees & Immigrants *(May 29)*
 NashvilleNext Civic Leaders Workshop *(June 3)*
 Fairlane Park Neighborhood Association *(June 13)*
 Nashville Organized for Action and Hope *(June 13)*
 Nashville Pride Fest *(June 15)*
 Urban League Young Professionals *(June 15)*
 FiftyForward Bordeaux *(June 17)*
 Sertoma Club of Nashville *(June 18)*
 Edgehill Family Resource Center/Metro Social Services *(June 21)*
 Whites Creek Community Club *(June 24)*
 Buena Vista Heights Neighborhood Association *(June 24)*
 FiftyForward Turner Center *(June 27)*
 Organized Neighbors of Edgehill *(June 29)*
 Al Farooq Islamic Center *(July 5)*
 Be the NashvilleNext Mayor: Casa Azafrán *(July 8)*
 Be the NashvilleNext Mayor: FiftyForward Madison Station *(July 9)*
 Hip Donelson/Donelson Chamber *(July 11)*
 Be the NashvilleNext Mayor: Crossings Event Center *(July 15)*
 Nashville Society of American Military Engineers *(July 17)*
 Be the NashvilleNext Mayor: The Temple–Congregation Ohabai Shalom *(July 18)*
 Be the NashvilleNext Mayor: North Police Precinct *(July 23)*
 Be the NashvilleNext Mayor: Sonny West Conference Center *(July 27)*
 Ray of Hope Community Church Back to School Expo *(July 27)*

Appendix B: List of Events (cont.)

FiftyForward Madison Station *(July 27)*
Nashville International Center for Empowerment *(July 31)*
Joelton Dollar General Street Team *(Aug. 3)*
Madison Kroger Street Team *(Aug. 3)*
Antioch Kroger Street Team *(Aug. 3)*
Chestnut Hill Dollar General Street Team *(Aug. 6)*
North Nashville Kroger Street Team *(Aug. 6)*
Woodbine Kroger Street Team *(Aug. 6)*
Ramadan Break Fast *(Aug. 6)*
Beaman to Bells Bend Conservation Group *(Aug. 7)*
World Relief Nashville *(Aug. 9)*
Middle Tennessee Community Eid Carnival *(Aug. 11)*
Haynes Manor Neighborhood Association *(Aug. 12)*
Nashville Creative Group *(Aug. 12)*
Vanderbilt Center for Nashville Studies *(Aug. 13)*
Pages Branch Neighborhood Association *(Aug. 13)*
Be the NashvilleNext Mayor: Hillsboro High School *(Aug. 15)*
Bordeaux Kroger Street Team *(Aug. 15)*
Bellevue Kroger Street Team *(Aug. 15)*
Hermitage Kroger Street Team *(Aug. 15)*
Donelson Kroger Street Team *(Aug. 15)*
Music City Central Street Team *(Aug. 15)*
Highland Heights *(Aug. 15)*
Worth Properties *(Aug. 20)*
First Baptist Seniors Group *(Aug. 22)*
Tennessee Immigrant and Refugee Rights Coalition United Families Event *(Aug. 25)*
NashvilleNext Speaker Series: Joe Minicozzi *(Aug. 26)*
Nashville Task Force on Refugees & Immigrants *(Aug. 27)*
Tennessee Christian Chamber of Commerce *(Aug. 27)*
Be the NashvilleNext Mayor: Whites Creek High School *(Aug. 29)*
Be the NashvilleNext Mayor: Glencliff High School *(Aug. 30)*
Be the NashvilleNext Mayor: Antioch High School *(Sept. 6)*
Tennessee Women in Green *(Sept. 6)*
Cumberland River Dragon Boat Festival *(Sept. 7)*
Buffalo Festival *(Sept. 7)*
Senior Day at the State Fair *(Sept. 10)*
Mexican Consulate *(Sept. 10 and 13)*

Lipscomb University Local Service Fair *(Sept. 12)*
Woodbine Community Center *(Sept. 12)*
Middle Tennessee Industrial Distributors Association *(Sept. 17)*
Nashville Civic Design Center Park(ing) Day *(Sept. 20)*
El Protector Hispanic Family Festival *(Sept. 21)*
TIRRC Citizenship Class *(Sept. 21)*
Urban League of Middle Tennessee Founders Day *(Sept. 25)*
FiftyForward Knowles *(Sept. 26)*
FUTURO Leadership Conference *(Sept. 28)*
Our Lady of Guadalupe Kermes *(Sept. 29)*
Tertulia Tennessee