

Music City Moves!

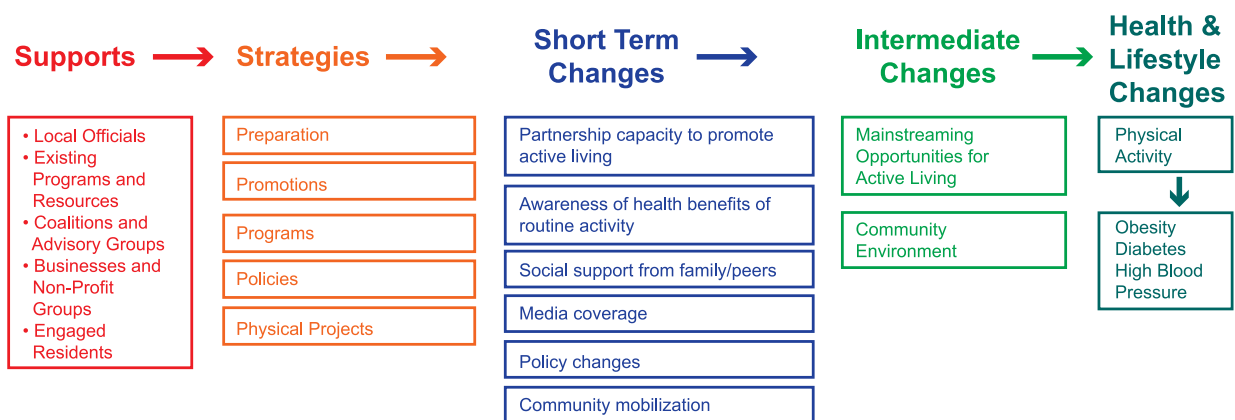
Evaluation of Active Living by Design | Nashville, Tennessee | 2003-2008

A group of retired teachers from Green Hills Apartments in Nashville, Tennessee, met to talk about neighborhood conditions that made it hard for them to walk to stores to run errands. Their complaints and suggestions resulted in a number of real improvements to the environment, including better crosswalks and seating at a nearby grocery stores. The discussion and resulting changes were part of a local movement to increase opportunities for Nashville residents to engage in active living.

“Active living” is a way of life that integrates physical activity into daily routines in order to accumulate at least 30 minutes of activity each day. In November 2003, the Metro Nashville Planning Department received a five-year, \$200,000 grant as part of the Active Living by Design national program (www.activelivingbydesign.org) funded by the Robert Wood Johnson Foundation. By advocating for changes in community design, specifically land use, transportation, parks, trails, and greenways, the Active Living by Design initiative intended to make it easier for people to be active in their daily routines.¹

The Active Living by Design Community Action Model provided five active living strategies to influence community change: Preparation, Promotions, Programs, Policies, and Physical Projects. The 5Ps represent a comprehensive approach to increasing physical activity through short-term, intermediate, and long-term community changes. This inclusive model allowed Metro Nashville Planning Department and the Music City Moves! Partnership to engage the community through advocacy, programmatic, and promotional efforts in order to build demand and support for active living policies and infrastructure improvements.

Active Living by Design Community Action Model



In recent years, Nashville and Davidson County experienced a number of socio-political changes that created an atmosphere conducive to advocacy for active living. For example the area saw a tenfold increase in city governmental funding for physical infrastructure projects, such as sidewalks, bike lanes, and greenways. It was within this context that Nashville Metro Health and Planning Departments joined with non-profits, Walk Bike Nashville and the Community Health and Wellness Team, to work on the Active Living by Design (ALbD) initiative.

Prior to ALbD funding, partners were already discussing how to create a healthier and more physically active Nashville. ALbD funding allowed the organizations to formalize their relationships and provided the training necessary for the partnership to accomplish its goals and create momentum for community partners, as well as providing the opportunity for several successful projects and policy changes that have been embraced by the community.

¹ The Active Living by Design (ALbD) initiative was established by the Robert Wood Johnson Foundation (RWJF) in 2001, and its National Program Office (NPO) is part of the University of North Carolina Gillings School of Global Public Health in Chapel Hill, North Carolina. Twenty-five interdisciplinary community partnerships were selected across the country to demonstrate how changing community design can impact physical activity. Transtria was funded by RWJF to work with the NPO to conduct ALbD evaluation and dissemination activities. This case report draws from Transtria’s evaluation efforts.

“I would say those conversations were happening, advocacy was happening and the funding from Robert Wood Johnson really helped to foster those relationships because if these relationships weren’t fostered at that capacity, we wouldn’t have been able to accomplish what we did.” -Partner

ALbD funding and the Music City Moves! Partnership helped to construct a culture in which biking and walking for transportation and recreation were viewed as normal. Programs were used to highlight needed infrastructure improvements and encourage community members to become advocates for active living, while promotions brought attention to the fruits of policy and physical project efforts.

“Ten years ago people would’ve said you were crazy to ride your bike in an urban setting for fun. Now people like to see how far their weekend ride or heading through downtown from the Westside out to Shelby bottoms and then that bridge opens the downtown bicycle traffic... So we’re kind of building that culture, right now it’s some transportation and some recreational...” -Partner

Nashville/Davidson County, Tennessee

Davidson County, Tennessee, has a population of 569,891, with 95% of residents living in an urban setting. In addition, the county population swells by 269,000 each weekday due to daily commuters. There are 14 different communities within Davidson County. Nashville, the largest community in Davidson County, is 67% white, 26% black, and 7% Asian, Latino, American Indian, or other race/ethnicity. Nashville and Davidson County operate as a single consolidated government. The Nashville/Davidson County area covers 533 square miles, ranging from urban cities to rural farms.

Overweight and obesity have been on the rise in the Nashville/Davidson County area. In 2001, over half of Nashville residents (55%) were overweight or obese. Likewise only 17% of Nashville adults met the Healthy People 2010 target recommendation for moderate physical activity. For adolescents, only 58% have indicated they participate in vigorous physical activity, while 13% of high school students sampled for the Youth Risk Behavior Surveillance System have been deemed overweight.

Although the ALbD initiative targeted the entire Nashville/Davidson County area, much of the partnership’s work was concentrated in the East Nashville area. East Nashville is the oldest part of the city and features grid-like city blocks and high-population density. Historically, housing in East Nashville has been more affordable than other areas of Nashville, but in recent years, developers began to renovate many areas of the neighborhood. The new development brought in many new residents, the majority of whom were single individuals or young families. East Nashville residents encouraged developers and governmental agencies to make the area similar to pre-WWII neighborhoods where people work, shop, socialize, and live in a single neighborhood.

“This community is very progressive in all of its thinking. This is a much more greener community than any other place in Nashville...we’re kind of known for that in East Nashville we’re continuing to draw more and more people who do or are more environmentally conscious, who do want to walk more, who do want to bike more...So I think East Nashville is much more progressive than any other part of the city and making that a reality to walk and bike more.” -Partner

Although great strides have been made in East Nashville for active living, safety remains an issue for residents. Both crime and traffic safety inhibit many from engaging in physical activity. There has been some reduction in crime but it remains a concern for the partnership and residents. Residents also stated that many intersections were dangerous and that the streets around local schools were often hazardous for children walking or biking to school. In addition to concerns about safety, there was also a lack of bike lanes along the main corridors connecting to downtown, which made biking into the city difficult. Buses comprised the majority of public transportation available in Nashville, but the routes were often expensive and tedious for residents to use on a regular basis.

“I think the number one challenge is parental concerns, and those range anywhere from here at East Nashville stray dogs, to, the number one parental concern here is child abduction, number one. And it doesn’t matter how many statistics I feed the parents, that’s what their concern is.” -Partner



Overall, the partnership aimed to change underlying land-use policies and regulations to increase basic opportunities for physical activity and create opportunities for residents to embrace active living by walking and bicycling. Music City Moves! planned to create a number of health programs to complement these policy and physical project efforts by encouraging active living.

Preparation

Partnership

Music City Moves! operated under the umbrella of Healthy Nashville 2010, a community-wide health initiative established by the mayor. A majority of the work and action for Music City Moves! was completed by four core partners, the Metro Planning Department, Metro Public Health Department, Walk Bike Nashville, and the Community Health and Wellness Team. The Metro Planning Department served as the lead agency and fiscal agent for the partnership.

Music City Moves! received support from several other community partners and stakeholders. For example, the Metro Legal Department aided the partnership by determining the limits of and barriers to local governments establishing design control. However, early attempts to reach out to potential partners in the community were not met with success. During the final year of ALBD funding, a number of organizations and stakeholders committed to the partnership and its mission. The core partners sought to engage organizations in the private, for-profit sector, with fundraising and marketing expertise, and with similar initiatives, goals, and missions.

“We worked to bring in some additional partners but that was something that we never really got good at. We really were not able to bring on that many players because we went out on this journey to apply for this grant almost like by ourselves, these four groups. And it was just kind of hard to bring in additional players. We had people just come and sort of come and go. There’s still some of those people involved but not just not as closely involved as we [are].” -Staff

“My next recruiting objective was to get a couple more of the major hospitals involved and maybe be thinking of some major business organizations. It’s time that the for-profits stepped up to the plate and joined the non-profits even if they’re at the table just for ideas. We’re not asking for money necessarily, we just want the effort and the unity in place. So if you’re marketing to solicit more people to the table, don’t even mention money. Just mention the fact that you want them there because you want their ideas or their unique perspective, because they do certainly offer a unique perspective in the health care industry.”-Partner

The entire Music City Moves! Partnership met annually to update and outline projects, events, promotions and programs for the upcoming year. To accomplish specific goals, partnership members were divided into subcommittees, including Promotion, Policy, Program, and Physical Project Action Teams. The core partners of Music City Moves! met twice monthly to discuss the partnership's strategic plan and give updates on each subcommittee. Newsletters containing events, upcoming agendas and meeting minutes were sent to everyone on the partnership's membership list.

Core partners, Community Health and Wellness Team and Walk Bike Nashville, were instrumental in the success of the initiative. Their ability to reach different populations and encourage the community to be physically active was vital to the partnership.

The Community Health and Wellness Team was a community coalition that aimed to empower residents to be active and eat healthy. The Community Health and Wellness Team surveyed partnership members annually to gauge whether partners believed that the partnership was working toward its goals and objectives. Results of the survey were used to adjust work plans and to actively engage members in the outcomes of the partnership. Walk Bike Nashville aimed to make the city more walkable, bikeable, and liveable.

The partnership also conducted many different training sessions, bringing in different consultants and experts to educate partners and help build a sense of community for those involved in the partnership. In addition, partners were encouraged to share information and resources from attended conferences.

Partners, staff, and community members identified several beneficial characteristics of the Music City Moves! Partnership:

- The partnership built on momentum of core partners' previous efforts rather than starting from scratch.
- The partnership created a strategic, flexible, long-term plan to increase active living in the Nashville/ Davidson County area.
- Having an employee of Metropolitan Government of Nashville and Davidson County as Project Director provided the partnership with numerous resources and connections.
- The Project Director gave partners leeway to be creative in their work.

Partners, staff, and community members also noted many challenges to creating and maintaining the Music City Moves! Partnership:

- The large target area made focusing the partnership efforts difficult.
- Partnership leaders had difficulty engaging key stakeholders.
- Constant turnover at key government agencies and partner organizations created inconsistent representation at partnership meetings.
- The lack of clearly defined or outlined roles hindered bringing on new partners.

“One of the issues is how much turnover we’ve had at the [government agency]. I worked with the guy who did the focus group for nine months. At that point he was the third person I was working with...next month I’ll be with the 6th person from [government agency] that has to leave.” -Staff

The table below lists the partners involved in the Music City Moves! partnership.

Members of the Music City Moves! Partnership	
Health	<ul style="list-style-type: none"> • Community Health and Wellness Team • Cumberland Pediatric Foundation • Matthew Walker Health Center • Metropolitan Government of Nashville/Davidson County Public Health Department
Schools	<ul style="list-style-type: none"> • East Academy • Metropolitan Nashville Public Schools <ul style="list-style-type: none"> - Coordinated School Health - Eakin Elementary - Glenn Elementary - Thomas Edison Elementary • Vanderbilt University Department of Human and Organizational Development
Parks & Recreation	<ul style="list-style-type: none"> • Metropolitan Government of Nashville and Davidson County Parks and Recreation
Urban Design, Planning & Transportation	<ul style="list-style-type: none"> • Metro Planning Organization • Metropolitan Government of Nashville and Davidson County Planning Department*
Community Leaders, Policy- & Decision-makers	<ul style="list-style-type: none"> • City council representatives • Former and current mayors
Other Government	<ul style="list-style-type: none"> • Metropolitan Government of Nashville - Davidson County: <ul style="list-style-type: none"> - Metro Legal Department - Public Works Department
Advocacy	<ul style="list-style-type: none"> • Tennessee Disability Coalition • Walk Bike Nashville
Business	<ul style="list-style-type: none"> • Bridgestone Firestone • Kroger • redpepper • REI • Tennessee Titans • Walmart
Media	<ul style="list-style-type: none"> • City Paper • Local CBS affiliate • Local Nashville radio stations • Radio station at Fisk University • The Tennessean • Think Media
Community & Faith-based	<ul style="list-style-type: none"> • Center for Independent Living of Middle Tennessee • Green Hills Apartment for Retired Teachers • Memorial Foundation

*Organizations that served as lead agency during the ALbD grant period

Leadership and Champions

The Metro Planning Department was the lead agency for the ALbD Music City Moves! initiative. The Project Director was an employee of the Planning Department and was responsible for administering the ALbD grant, drafting reports, facilitating meetings, and other organizational tasks. The Project Director often found it difficult to balance the needs and requirements of the partnership with his full-time position. At the end of the ALbD grant, the initiative shifted the lead agency responsibilities to the Metro Public Health Department.

The Executive Director of Walk Bike Nashville worked closely with the Project Director and was the primary contact for the Music City Moves! Kids program. The partnership also utilized a large number of volunteers for programs and events.

“The volunteer support that we have...that to me is some of the greatest support we could possibly get because it’s showing that the community really does want Music City Moves!” -Partner

Several city council members became champions by advocating for active living in Nashville. These council members continually spoke out on the benefits of active living for the economy, the social well-being of residents, and the individual neighborhoods. In addition, the Project Director’s supervisor showed a tremendous amount of support for the initiative. He approved the in-kind donation of the Project Director’s time, participated in planning activities prior to the ALbD grant’s submission, and presided over a new urbanist thrust of the planning department. Finally, the Mayor demonstrated enthusiasm and support for Music City Moves!

Funding and Resources

As a result of the supportive political environment in Nashville, the partnership was able to receive financial support from the mayor and the city council. Over \$500,000 was allocated for physical infrastructure improvements in the Nashville/Davidson County area.

Music City Moves! reached out to a number of local, state, and national funding sources to expand the resources available to support and nourish its active living efforts. Financial and in-kind support came from the following sources:

- Bridgestone of Americas
- Coca-Cola
- Cumberland Pediatric Foundation
- Federal Safe Routes to School Grant
- Local churches
- Local radio stations
- Metro Nashville government departments
- Memorial Foundation
- Nashville Predators
- REI
- Tennessee Titans
- Tennessee Tribune
- Tour de Nash fundraising and sponsorships
- Wal-Mart
- Watkins College of Art

Community Supports and Challenges

The partnership faced challenges in addressing policy changes around schools because of Metro Government's school siting policies. Children rarely attended schools in their immediate neighborhood; rather, they were bused to schools serving a larger population, sometimes an hour away from their homes. This made walking and biking to school impossible in most situations. Metro Government was considering a new policy to restructure school districts to create more neighborhood schools.

“In the past we’ve talked about looking at school sitings. It’s a pretty big issue... Increasingly schools are just are built out in the middle of green fields and inaccessible for students to walk to or bike to. We are looking at trying to improve the school siting regulations in our zoning ordinance but it’s something that’s probably going to be tackled a while from now...” -Staff

Parental concern about children's safety was the number one challenge to promoting active living in the community. To address these concerns, the partnership worked to identify parents who have children that bike and walk to school and asked these parents to act as champions and resources to concerned parents. The development of parental advocates and a parent network has helped to build community support, especially for the Safe Routes to School program.

“Finding champion parents...You know, recognizing a child who really is interested in it and making contact with their parents because if a child already has an interest and you make contact with the parents you can easily talk to them... Really finding the champion parents and having those conversations and encouraging them because once they let their child bike to school or walk to school other children are going to talk about it and they’re going to bug their parents and those parents are going to go to the champion parent and they’re going to say why did you start letting your child walk to school and how did you get brave enough to do that and the dominos will fall.” -Partner

The political environment prior to and during the funding period was very supportive of the partnership and active living. Elected officials and Metro department administrators understood and appreciated the importance of physical infrastructure to promote the success of neighborhoods and encouraged residents to take part in the active living movement. Because of this supportive environment, the partnership received regular financial and political support for physical projects, policy changes, programs, and promotions.

Nashville's former mayor and several council members were a constant source of support for the partnership. Their advocacy efforts were responsible for the allocation of \$500,000 for infrastructure improvements, funding for the Strategic Plan for Sidewalks and Bikeways and supportive staff at all levels of Metro government.

Recent advocacy from Metro Government made Nashville a prime site for active living improvements. A former mayor was elected on a campaign platform of supporting neighborhoods. The former mayor advocated to build neighborhoods with parks and physical infrastructure for residents to bike or walk to their destination. He also promoted a strategic plan for sidewalk and bicycle infrastructure and supported that plan by increasing the budget for sidewalks from \$2 million to \$20 million in 2003. The mayor hired staff to lead key departments who saw the importance of walkability and bikeability and were willing to change departmental policy to include active living in new developments. Partners stated that this context helped them receive the ALbD grant from RWJF and also propelled them in their work in increasing active living in Nashville.

“One of the good things about this city is that we have this mayor who ran his platform on calling himself the ‘neighborhood mayor.’ He was about neighborhoods and he wanted to build neighborhoods and focus on neighborhoods. So everything from safety, related to crime, to traffic to the infrastructure that builds neighborhoods small neighborhoods, parks, sidewalks, bike lanes, those were the things that he said he was concerned about.” -Staff

Although Metro government leadership was supportive of the partnership, Music City Moves! still faced challenges to working with various departments, due to staff turnover and time constraints. The partnership worked to include department staff at appropriate times to best utilize their time and efforts to improve the interaction between employees and the initiative. For example, employees from the Metro Public Works Department were seen as key partners because of their role in transportation construction but were not vital to the partnership's role in event and program planning. To address this, the partnership compromised by contacting the department on an as-needed basis rather than asking them to participate in partnership meetings. This compromise benefited both the partnership and the Public Works Department and made for a more effective relationship.

“The Public Works Department is a department that oversees transportation construction in the city...And there wasn't really a need as far as from their end to sit through meetings talking about programming and policy change and doing an event...there really wasn't a fit for them in it so...at one point I was just like, guys I'll just call you when we feel like there's something relevant that you can work on for us.” -Staff

Community Assessment

In order to better understand and increase awareness of the barriers and facilitators to active living, Music City Moves! conducted a variety of assessment activities, including walkability audits, surveys, focus groups, interviews, and mapping exercises.

As a part of Safe Routes to School efforts, the partnership conducted walkability audits around several elementary schools to make recommendations for infrastructure improvements. An audit conducted at a private elementary, East Academy, found that the biggest barrier to walking was the lack of a designated school zone around the school. The partnership also met with the community to map out barriers to walking or biking to school. The barriers identified by the community members were prioritized and recommendations were made and presented to Public Works.

Vanderbilt University's Department of Human and Organizational Development assisted the partnership in developing a draft of the neighborhood audit/survey tool. Metro Planning used this tool during the neighborhood design planning process.

Before implementing a program at the Green Hills Apartment for Retired Teachers, the partnership held focus groups with the residents and building manager. Focus group participants identified several barriers to physical activity. Residents liked to walk to local stores and engaged in leisure physical activity in their neighborhood, but expressed a need for new crosswalks, improved curb ramps, seating areas at the grocery store, and a new automatic door at their facility. The focus group helped the partnership make appropriate improvements to the environment. For example, partners believed a certain bench on a sidewalk was a barrier to walking but focus group participants insisted that the partners not remove it because the bench acted as a resting spot on hot days.

Policies and Physical Projects

The political support for physical infrastructure improvements led to a significant number of projects throughout the city and county. Music City Moves! was involved in the development of planning tools, policy implementation, and the improvement of existing policies in the Nashville area. The partnership focused on conducting small physical projects in East Nashville and across the city to address infrastructure needs not being met by Metro Government already. Policy influences and physical projects, related partner, staff, and community implementation activities, and associated outcomes include the following:

► **Active Living Neighborhood Survey**

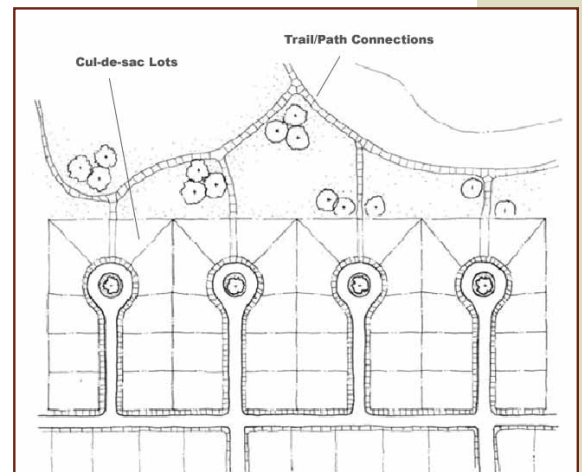
- In conjunction with Vanderbilt University’s Department of Human and Organizational Development, the partnership developed a draft of the Active Living Neighborhood survey.
- The survey and an internal audit tool became institutionalized in the Metro Planning Department’s neighborhood design process.
- The surveys also became a routine tool used by the Planning Department to develop transportation and land-use plans for neighborhoods in development.

► **Strategic Plan for Sidewalks and Bikeways**

- The 2003 Strategic Plan for Sidewalks and Bikeways was adopted by Metro Planning and Public Works before the start of ALBD funding.
- The Strategic Plan was a ten-year policy plan that created a priority index for the creation of sidewalks to schools, libraries, parks, markets, groceries, and other institutions, based on different criteria. The plan aimed to expand the number of sidewalks and bike facilities throughout the city.
- The partnership identified several components of the plan that needed improvements and worked to identify and outline those issues to advocate for improvements as Metro Public Works and the Planning Department reviewed and revised the plan. Many issues were subsequently addressed in the Safe Routes to School program.

► **New Development Policy**

- The lead agency, Metro Planning Department, received a grant from the Smart Growth Leadership Institute to assess local regulations to determine barriers to smart growth or active living in developments. Subdivision regulations were audited, and a consultant was hired to develop standards and tools for active living improvements in developments.
- Regulations were suggested and adopted by the Planning Commission. For example, the new Expanded Subdivision Regulations included provisions to make pedestrian connections on cul-de-sacs, shorter block lengths, and more connected streets. As a result, use of cul-de-sacs in subdivisions dropped dramatically.
- Music City Moves! proposed an amendment to the Green Hills/Midtown Community Plan (Subarea 10) to make residential areas more walkable and incorporate mixed-use zoning. This amendment was approved by the Planning Commission and incorporated into the County General Plan. The partnership also updated the Southeast Community Plan.
- Music City Moves! worked to develop the Specific Plan zoning and district, which allows developers to create neighborhoods, centers, and corridors, that reflect existing or envision community character. Use of Specific Plan zoning has since created active living-friendly environments through better placement of buildings, entrances, and parking.
- The Community Character Manual, adopted by Metro Planning in the final year of the grant, was a county-wide policy and regulation guide that set provisions for more walkable and bikeable developments in rural, suburban, and urban areas.



“We cleaned up the process and we also added things to the regulation that sort of affected active living and improved the built environment for walking and biking for the future. So that was a pretty major step...” -Staff

► **Bicycle Parking Ordinance**

- Music City Moves! drafted a proposal for a Bicycle Parking Ordinance based on similar regulations in other cities.
- The proposed ordinance was reviewed by Metro Public Works and Metro Codes for approval and was shown to key city council members.
- The partnership continued to work to get the ordinance passed.

“One is a bicycle parking ordinance that will require developers to include bicycle parking in their development based on...the kind of development that they’re doing. So if you’re building a metal scraping yard, for example, the likelihood that people would be biking to come and pick up scrap metal at your place is very unlikely, so it won’t be required for a place like that, but if you’re building a college dormitory or a duplex, apartment, multi-family development, something like that, that would require...this regulation.” -Staff

► **Walk to Shop Projects and Policies**

- Based on recommendations from focus groups held at the Green Hills Apartment for Retired Teachers, improvements were made to the surrounding neighborhood.
- Crosswalks were improved by extending existing crosswalks, creating new crosswalks, repainting stripes, and installing working pushbuttons at pedestrian signals.
- Curb cuts and pedestrian islands were realigned to allow for better access for pedestrians, especially those with disabilities.
- A nearby grocery store created seating inside the store to provide older adults with a place to rest and changed its policy to allow shopping carts to be kept at the apartment building.
- The apartment building installed an automatic door to make it easier for residents to carry groceries or other items in and out of the building.



“This one seemed to be most fitting because we wanted to help encourage seniors to walk to shopping and improve the built environment around them...So this one was more fitting because they have a mall that’s less than a block away and a Kroger that pretty much all of them utilize... There were complaints here about the seniors not really having have access to walk and having to drive there because traffic was pretty fast on this street...And we did a focus group...and a lot of improvements that were recommended from that focus group were implemented.” -Staff

► **Music City Moves! (MCM) Kids (Safe Routes to School)**

- Through MCM Kids, the partnership completed many street design projects at area schools in partnership with neighborhood groups.
- To identify barriers to walking and biking to school, walkability and bikeability assessments were conducted at lead schools in conjunction with Walk to School Days during Walk Nashville Week. The findings from these assessments were used to create prioritized lists of improvements. Committees of parents, teachers, and community members were established at participating schools to take ownership of the safe routes plan and maintain contact with government agencies.



- Improvements were made at the following public schools: Eakin Elementary, Thomas Edison Elementary, Tom Joy Elementary, and Glenn Elementary. Improvements included sidewalk construction, calming measures such as chicanes (i.e., artificial features added to a road to create extra turns to slow traffic), and school-zone designation signage.
- In Nashville, private schools pay for their own school-zone designation and signage, which can be confusing and cost-prohibitive at times. The partnership worked with East Academy to develop and plan a number of street projects, including the reconfiguration of intersections from three-way to four-way stops, removal of electrical poles from sidewalks, and completion of a crosswalk at the main entrance to a school. The partnership pledged to financially support the school as it sought policy and physical environment improvements.



“I got a quote [for infrastructure improvements around schools] from public works...I told the school and they said, wow, that’s way out of our budget, we could try to do a fundraiser to help come up with funds but we need a breakdown of [the costs]...and it took me a month to get that information about what the breakdown is, and even when I got the breakdown, it was a little distorted, it wasn’t exactly what they originally said...so there was a lot of gray area, it’s not clear what’s what...” -Staff

► **Other Policies and Physical Projects**

- The mayor and city council converted an old automobile bridge into a pedestrian bridge with bike lanes.
- The Metro government added numerous sidewalks and crosswalks and added pedestrian signals to improve safety and walkability.
- The partnership teamed up with other organizations to pass a state-wide Three Feet Law that required automobile drivers to pass cyclists at a safer distance.

Challenges and Successes

Staff, partners, and community members noted a number of challenges to developing and implementing policies and physical projects:

- The partnership had to collaborate and compromise with residents regarding neighborhood issues. For example, many homes in East Nashville lacked driveways, so homeowners parked on the street. Street improvements must take this into consideration when making changes to street design.
- There was a lack of enforcement for many policies, which made it difficult to implement new policies to make physical improvements. For example, homeowners were not allowed to have gravel driveways, but this policy was not enforced. Gravel driveways were a safety hazard for those utilizing bike lanes.
- There was a lack of response and enthusiasm for Music City Moves! Kids programming from principals and teachers at several target schools.
- At one point in the ALbD grant period, school district administrators informed the partnership that the Music City Moves! Kids programming could not be implemented until the program underwent a formal review, which halted the progress for two months.
- The partnership faced challenges to obtaining school-zone designations for private schools because it was difficult to determine an accurate breakdown of the associated fees and costs.
- It was difficult to obtain approval and funding for improvements that were not part of the existing strategic plan.
- The partnership desired more support from elected officials and decision-makers to pressure Metro departments to complete physical projects.
- Projects that were completed by outside organizations were often not done to appropriate standards, and correcting construction errors was costly.
- Some community design ideas were not embraced by the Public Works Department, which resulted in the partnership spending more time educating decision-makers and gaining political support.



“The barriers for making physical improvements were largely financial...there may be a very legitimate list of physical barriers at the schools to be fixed but what pot of money is there to draw from? Because while there’s definitely money in Metro Government for improvements to sidewalks and crosswalks and like that everything is earmarked and everything has a priority of and it’s all done for equity’s sake...” -Partner

Staff, partners, and community members noted a few of facilitators to developing and implementing policies and physical projects:

- Residents were supportive of the partnership’s work at East Academy and gave the partnership financial and advocacy support. Additionally, the street design improvements in the area were helpful to local businesses and healthcare facilities.

Programs and Promotions

Programmatic and promotional efforts, related partner, staff, and community implementation activities, and associated outcomes are described as follows:

► *Tour de Nash*

- One of Music City Moves!’s major promotional events, the Tour de Nash, was created out of a desire to promote the increasing number of miles of bike lanes and greenways in the city.
- The Tour de Nash provided an opportunity for residents to explore the city’s growing network of bicycle paths, trails, and sidewalks through bike rides (six to sixty-two miles) and a Family Walk/Run 5K.
- The Tour de Nash was heavily promoted and strongly supported by the community. The event gained momentum and notoriety each year it was held.
- The first annual event was advertised mainly through newspapers. The partnership expected 200 participants, but the event attracted more than 500 participants. The fourth annual event attracted approximately 1,500 walkers and cyclists. All major radio, print, and TV media outlets covered the event. Tennessee Titan, Eddie George, served as the event spokesperson. The event attracted its first platinum sponsor with Bridgestone of Americas giving \$10,000 in support.
- The event became a major fundraiser for Music City Moves!, creating an opportunity to receive a substantial amount of donations and funding to support the Music City Moves! Kids program and other efforts.



A promotional poster for the 4th Annual Tour de Nash. The poster features a photograph of Eddie George, a former NFL player, smiling and wearing a suit and hat. The text on the poster includes: "SATURDAY 8:00am MAY 19th", "The 4th Annual tour de NASH with Eddie George and Bridgestone Americas", "A free, non-competitive walk & ride for health!", and "JOIN EDDIE GEORGE, EGX LIFESTYLE AND BRIDGESTONE AMERICAS FOR THIS SPECIAL EVENT!". At the bottom, there is a list of sponsors including Bridgestone Americas, bike, MP&F, SunTrust, W, and others. The poster also provides information on where to register and how to contact the organizers.

“We started having the discussion about how can we celebrate and promote the fact that the number of miles of greenways and bike lanes are growing. And the former president of Walk, Bike suggested that we come up with a ride. Organize a ride that promoted those facilities and we started having discussions...” -Staff

► **Walk Nashville Week**

- Walk Nashville Week, led by partners, Walk Bike Nashville and the Community Health and Wellness Team, was an annual event that dedicated a week to walking. Music City Moves! sponsored the event.
- Activities were centered on daily themes, including Walk to Worship Day, Walk to Work Day, Walking in the Neighborhood Day, Walk for Active Aging Day, Walk to Lunch Day, Walk to School Day, Walk to Titans Game Day, and Get on your Greenway Day.
- In the first year of the grant, Walk Nashville week had over 11,000 participants.
- Walk to School Day was the largest event of Walk Nashville Week. Each year a lead school was selected for additional assessments and physical projects. Over forty-five schools participated, along with the mayor, council members, school board members, other elected officials, and key stakeholders.
- The event was promoted through posters, flyers, media coverage, and a website that showcased weekly activities.

► **Music City Moves! (MCM) Kids (Safe Routes to School)**

- The Music City Moves!'s Safe Routes to School effort was known as MCM Kids. The program was implemented in selected schools as part of Walk to School Day during Walk Nashville Week.
- Program components included pedestrian safety education for all grade levels, bicycle safety education for fourth graders, parent education materials, and community meetings to identify barriers to active living. Bicycling, skating, and pedestrian training was offered to students and their parents by League of American Bicyclists-certified partnership members.
- The Music City Moves! Kids Passport Program was a six-week challenge aimed at elementary school children. Participants received a booklet with 30 activity challenges to be completed at home or at school (e.g., play an active game for 30 minutes, visit a greenway, ride your bike for 20 minutes). Parents or teachers were required to sign the challenges sheet to verify completion, and children received a stamp for completing all five weekly challenges. Participants who completed all 30 challenges received a gold medal.



▶ **Sisters Together**

- Music City Moves! adapted the national program, Sisters Together, to facilitate walking clubs with more than fifty sedentary African American women from churches and sororities.
- Participation in the program led many of the women to participate in additional physical activity events, such as the Music City Half Marathon and the Tour de Nash.

“One of the things that we did was...we sponsored 25 women to walk in the half marathon...women that normally would not have been able to do that or think that they could do that, so that was really exciting for those women that participated...” -Partner

“One of the reasons that we did Sister’s Together because it was so flexible... So they pretty much ran it once they got in there. They wanted to meet once a month so we did. It was the flexibility’s what kind of drew me into this particular program.” -Partner

▶ **Walk to Shop**

- Walk to Shop was a program designed to encourage seniors in adult living centers to get daily physical activity.
- As part of the program, residents completed assessment activities and advocacy training about influencing the local built environment.
- Results from the assessments were used by Music City Moves! to plan improvements to the environment that enabled the residents to more easily engage in daily physical activity.

▶ **Wise Moves**

- Wise Moves was a program that promoted increased stairwell usage by staff at the Matthew Walker Health Center.
- The partnership went through many negotiations to obtain permission from the facilities manager to create the program.
- The Watkins College of Art donated artwork for the stairwells, and the partnership created motivational messages to encourage stair use.
- The partnership utilized incentives and a step challenge to encourage employees to use the stairs.
- Employees reported that the program motivated them to be more active during the work day.
- The program was not continued as part of the Music City Moves!’s work plan, but the Metro Health Department considered adopting the program as part of its worksite efforts.

▶ **Promotional Materials**

- The partnership hired a public relations firm to create a number of promotion materials for Music City Moves! and its various programs and promotions.
- The “Pathways to a more active, livable community” brochure included facts about overweight and obesity in Nashville, information about how to calculate Body Mass Index, tips for adding activity to everyday life, and information about getting involved in Music City Moves!.
- Materials were created to promote the importance of active lifestyles and active living amenities in the city. “A Parent’s Guide to Walking, Biking, and Skating in Music City” was a 12-page booklet that explained why children need to be active and provided detailed bicycle, pedestrian, and skating safety guidelines.
- The partnership also created posters, brochures, and other creative advertisements for various programs and promotional events.

► **Local Media Coverage**

- Music City Moves! received ample media coverage of events and programs in newspapers and on television and radio. The partnership received many in-kind donations of radio space for promotional coverage of events and programs.
- The partnership’s events were also promoted through personal blogs of individuals who participated in Walk Nashville Week or Tour de Nash. The blogs provided the partnership with free positive promotion.

► **Other Promotional and Programmatic Efforts**

- The partnership hosted or supported a number of events, including Bike Somewhere Day, the Great Commuter Race, and a Transportation Symposium.
- Incentives (e.g., t-shirts, gift cards, water bottles) were given out at various events and programs of the partnership.
- Music City Moves! created its own website to promote active living events, programs, and ways to get involved in the partnership (www.musiccitymoves.org). The site also linked to a list of all of Nashville’s active living resources and provided printable posters and flyers.



Strengths and Challenges

Staff, partners, and community members identified a number of challenges to implementing programs and promotions:

- The partnership struggled to implement programs in local schools throughout the funding period.
- The partnership was often unaware of key staff members to work with to implement programs in the schools. The partnership sought to alleviate this challenge by inviting school district staff to become members of Music City Moves!.
- The partnership was challenged by the need to address parental concerns about crime. While Music City Moves! was prepared to address physical barriers, it felt ill-equipped to address barriers related to crime.
- Maintaining the website was a challenge for the partnership due to the time and resource required.

Sustainability

In a move towards long-term sustainability, Music City Moves! hoped to institutionalize the partnership at the governmental level. Partners worked to create a formal committee consisting of members from key departments such as Metro Planning, Metro Public Works, the Health Department, Metro School District, and the Mayor’s Office. The partnership envisioned that staff involvement in the committee would be a job responsibility and the board would have a mandate or agenda from the Mayor’s Office with the authority to carry out projects.

“We’re going to try to work with this mayor to appoint one person from each department that has anything to do with the built environment...to what we’re right now calling the Active Living Board...to formally formalize a partnership...” -Staff

Music City Moves! also worked to find and encourage individuals and organizations to take charge of its programs and other efforts. Securing these relationships was a challenge for the partnership. Moving forward, the partnership looked to devote the majority of its time and funding to the Music City Moves! Kids program. Core partner, Walk Bike Nashville, received a Sustainability Grant from the Robert Wood Johnson Foundation to expand and sustain the Music City Moves! Kids program by developing train-the-trainer workshops for physical education teachers to institutionalize pedestrian and bicycle safety education. Ultimately, Walk Bike Nashville hopes to provide a greater number of elementary-age children with the skills and knowledge to lead more active lives.

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