



Nolensville Pike

Equitable Development Action Plan

Nashville, Tennessee

Developed in partnership with



conexión
américas

Vision for the Neighborhood

We envision a Nolensville Pike that is an accessible, safe, walkable, and culturally diverse place where Latino and Kurdish immigrant communities are fully represented in the planning, development, and policy decisions that impact their lives, and where immigrant entrepreneurs and minority-owned small businesses thrive.



Nolensville Pike

Equitable Development Action Plan

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Note: This report was written at the onset of the COVID-19 pandemic, in March 2020. As Conexión Américas addresses this long-term crisis, compounded with the effects of the March 3, 2020 tornadoes in Middle Tennessee, we will need to significantly adjust our goals and timeline according to the current needs of our community, as well as the public health guidelines set forth by the Centers for Disease Control and our local Metro Nashville and Tennessee health departments.

01 | Introduction

Conexión Américas, as the founder of Casa Azafrán on Nolensville Pike—home to many Latino families and immigrant and refugee-owned businesses—further its mission of building a welcoming community and creating opportunities where Latino families can belong, contribute, and succeed through the Envision Nolensville Pike Collaborative by advocating for a safe and accessible environment along Nolensville

Pike. Increased transportation modes, for example, provide safer and more reliable ways for residents to thrive and access jobs, schools, stores and community centers. Long-term, our team listens to community members' concerns and advocates across multiple agencies and levels of government to make equitable development along Nolensville Pike a reality.

With the Envision Nolensville Pike Collaborative, our vision is to make the Nolensville Pike corridor safer for everyone, improve the economic prospects and equitable development of the area, and provide new opportunities for adding housing and jobs—all while avoiding displacement of the vital communities of residents and businesses that call the Pike home today.

As the region works to make improvements in transportation, walkability, and open space, it is essential that steps be taken to ensure that all Nashvillians of all backgrounds and income levels can share in the results.

Rather than attempting to prevent new development along Nolensville Pike, which could bring jobs, increase the tax base, and improve quality of life for existing and new residents alike, the goal should be to ensure that improvements to the corridor include housing and commercial opportunities for immigrants, minorities, low-income households, and long-term residents who have called the neighborhood home or operated businesses there for many years.

— *Envision Nolensville Pike II Report, 2017*

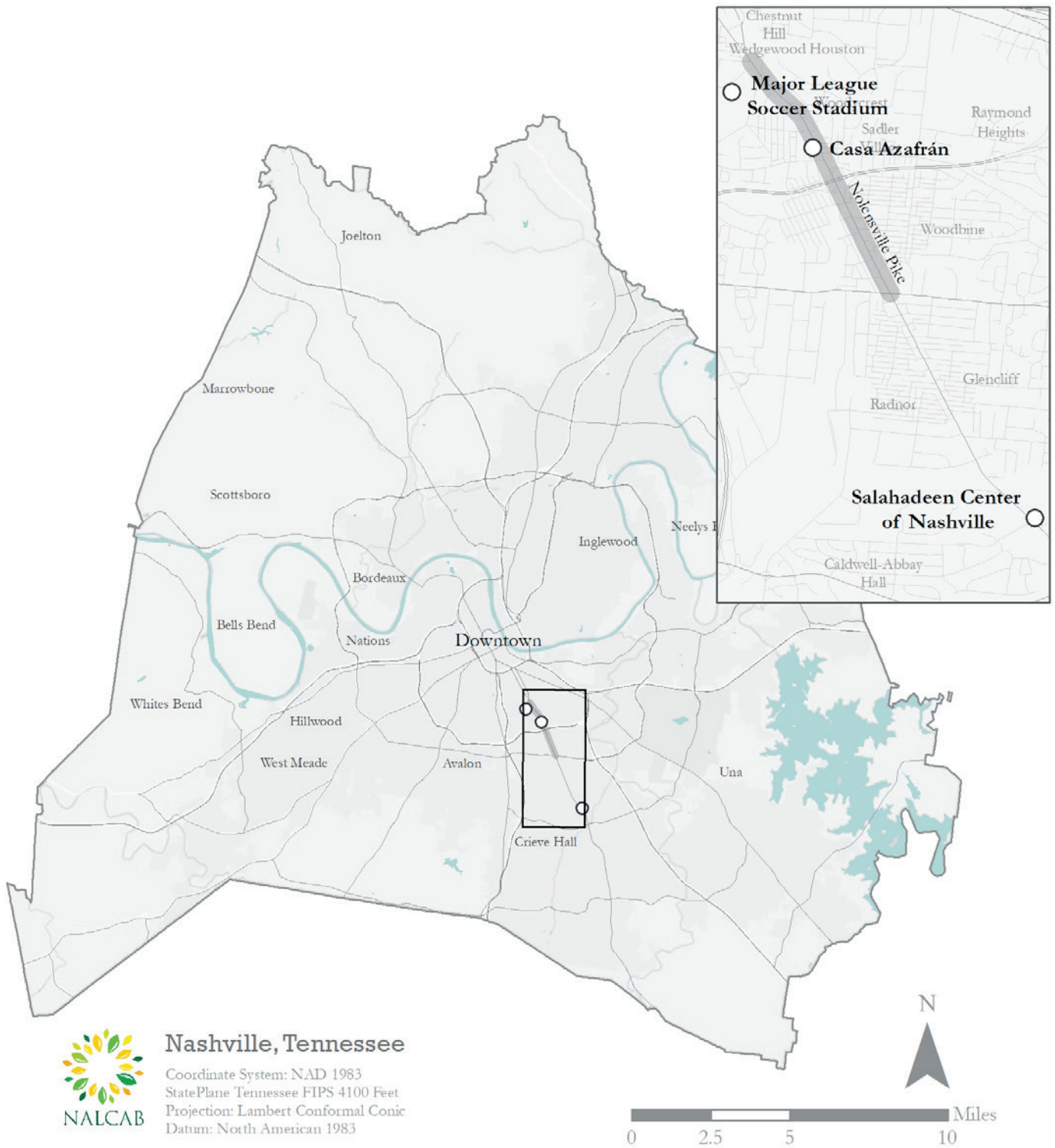
We know the timing for this work for equitable development is pressing. We are continuing to focus on retaining the diversity of the corridor, from its culinary offerings to its business district and vibrant arts and cultural spaces. We are well aware of the displacement of residents and local businesses, which is an increasing concern for Conexión Américas and the Envision Nolensville Pike Collaborative. With construction starting on a new Major League Soccer stadium going up a mile from Casa Azafrán, we are communicating with major stakeholders in the stadium's

development. In the wake of the March 2020 tornadoes in Middle Tennessee, we responded with community partners in affected areas which include some of Nashville's most diverse and historic neighborhoods facing already-high displacement pressures. Our institutional legacy, coupled with our strong ties to the neighborhood—our neighborhood—along the Nolensville Pike commercial corridor, allows us to partner with stakeholders to help families stay in this area, even as displacement pressures mount even more in a time of crisis.



*Casa Azafrán:
Established in 2012,
and located at the
gateway to Nashville's
international district,
Casa Azafrán is a non-
profit collaborative led
by Conexión Américas
that brings together
eight immigrant
and refugee-serving
organizations.*

Nolensville Pike Overview



In 2012, Conexión Américas established Casa Azafrán, a nonprofit collaborative that is home to Conexión Américas and nine partners at the gateway of Nashville's International District. As the lead partner of Casa Azafrán, Conexión Américas advocates for the diversity of the Nolensville Pike corridor as an asset to the Middle Tennessee region. We promote immigrant entrepreneurship and the story of Latino business owners' contributions to the community, including the 22 entrepreneurs who operate in our on-site Mesa Komal culinary incubator and commercial kitchen. As a result of their entrepreneurial work in Mesa Komal, 46 jobs and 11 new businesses were created in 2019. In 2015, we built community support for the vision of a new collaborative to convene and lead the visioning process for the Nolensville Pike corridor, including advocating for private and public investments in infrastructure, transportation, affordable housing, and public art.

Conexión Américas and the Nashville Area Metropolitan Planning Organization founded the *Envision Nolensville Pike Collaborative* in 2015 to bring together city and state agencies and other local organizations to spark inclusive development along Nashville's Nolensville Pike Corridor. The Collaborative includes: Metro Nashville Arts Commission; Mayor's Office of Transportation and Sustainability; Metro Nashville Planning Department; Metro Nashville Public Works; Metro Parks; Tennessee Department of Transportation; WeGo; Nashville Civic Design Center;

Walk Bike Nashville and Transportation for America. We began with a pop-up installation at Casa Azafrán, which asked community members to rank their priorities for the corridor, followed by Creative Labs hosted at different locations along Nolensville Pike which asked residents from diverse communities to discuss assets and shortcomings of their neighborhood and to imagine what it could one day become. This process resulted in the engagement of hundreds of community members who have voiced aspirations for neighborhood improvements, which we have documented and artistically represented. The Nashville Civic Design Center (NCDC) attended those meetings and created visual renderings of potential transportation solutions at particular intersections along the Pike. In June 2016, the Collaborative released the first *Envision Nolensville Pike* report detailing the results of community feedback on transportation challenges and solutions along Nolensville Pike.

In May 2017, Conexión Américas collaborated with Transportation for America to release *Envision Nolensville Pike II*, a study detailing recommendations to mitigate involuntary displacement of existing residents and small businesses along the Nolensville Pike corridor for Metro Nashville decision-makers.

In 2018, the Collaborative leadership expanded to include the Salahadeen Center, a Kurdish community center on Nolensville Pike. The Collaborative has brought together city and state agencies in an





On August 11, 2018, at the Grand Opening of Azafrán Park, Co-founder and former Executive Director of Conexión Américas, Renata Soto, spoke to the organization's vision for an equitable and inclusive Nashville that includes access for all its residents to inviting, beautiful, well-maintained, and safe public places in which to play, socialize, and participate.

unprecedented way, joining artists, engineers, city planners and residents at the same table to make decisions as a team about investments that can transform Nolensville Pike from a congested, dangerous road into a thriving “main street” which celebrates the area’s diversity. Additionally, in August 2018, Conexión Américas saw the opening of the \$2.6 million *Azafrán Park*, a public-private partnership which transformed a used-car lot into a public park in the area of Davidson County with the least amount of open green space. Since that time, we’ve turned Azafrán Park into a community asset by hosting weekly farmers’ markets during the spring and summer in partnership with the Nashville Farmers’ Market and created our own Festival del Día del Niño, bringing together hundreds of Latino immigrant families to connect with resources while children play on the park’s splash pad and climbing structure.

We have measured the Envision Nolensville Pike Collaborative’s success by physical changes along the corridor that reduce pedestrian fatalities and

build civic pride and by community engagement in the design process. In 2017, the Collaborative won \$1.2 million in Nashville Public Investment Plan funding to pilot transportation solutions along Nolensville Pike to improve walking conditions and create a sense of place in this diverse part of Nashville. Since 2018, the Collaborative has driven initiatives for walking, bicycling and transit access improvements at Thompson Lane and the entrance to Azafrán Park. These improvements included the installation of a new traffic light and Nolensville Pike’s first permanent pedestrian refuge island — a concrete stopping point in the middle of a crosswalk completed in Summer 2019. This pedestrian refuge, which required financial investments, advocacy and buy-in from several team members and neighborhood stakeholders, now makes it safer for families to cross the street to play at Azafrán Park.

Additionally, our teamwork has resulted in the involvement of youth interns as key stakeholders in the process of envisioning their neighborhoods and

working in partnership with other civic organizations. In 2019, Kurdish and Latino youth teamed up during our spring internship to survey residents of the area, design interventions, and then implement those interventions. For this internship, we also collaborated with the Metro Public Health Department, the Nashville Civic Design Center, Metro Planning, and Metro Public Works, keeping true to the collaborative spirit of our Envision Nolensville Pike project. Local filmmaker Jama Mohamed directed a *mini-documentary* on the Envision Nolensville Pike Collaborative internship program scheduled to premiere at the Belcourt Theater in Nashville in April 2020.

The Collaborative has led placemaking initiatives with ArtPlace America funding. In August 2018, with the opening of Azafrán Park, we installed the community-collaborative *Roots & Routes International Coin Mural* led by Nashville-based artist Jairo Prado. In July 2019, we commissioned Nashville's first *Little Kurdistan mural* and sign at the Salahadeen Center. The Mural has become the identifying symbol of the Little Kurdistan neighborhood of Nashville. In December 2019, we announced the commissioning

of *community-driven bus stop installations* and utility box wraps that will preserve the unique character of the neighborhood while promoting pedestrian and bus rider safety. As a result of our collaboration for transit improvements, equitable community development and public art, the Envision Nolensville Pike Collaborative was named a finalist in 2019 for Nashville's Center for Nonprofit Management's Frist Foundation Team Building Award.

Along with the Envision Nolensville Pike Collaborative, Conexión Américas has been recognized as a national leader in equitable development and place-based advocacy. In July 2019, our Director of Policy & Communications, Andrés Martínez, traveled to Minneapolis as part of Smart Growth America's Transportation and Health Convening to provide feedback on the organization's now-released *report, The State of Transportation and Health Equity*. That same month, Conexión Américas also hosted a convening of developers, city leaders, and community organizations to envision the next steps of equitable development on Nolensville Pike. In February 2020, the Urban Institute invited Conexión Américas to form part of their Access to Opportunity Through Inclusive



Kurdish and Latino students engaged in the Design Your Neighborhood high school internship program, as pictured here, identified pedestrian safety as a primary concern for equitable development on Nolensville Pike.

Transportation Expert Roundtable in Washington, D.C, which aims to study transit inclusion in Baltimore, Nashville, Lansing, and Seattle, and explore how transportation inclusion varies across regions. In March 2019, Conexión Américas, in partnership with the Greater Nashville Regional Council, joined the Regional Planning Associations' first Healthy Regions Planning Exchange to co-learn, share, and develop strategies with 10 other regions on critical planning issues, and identify specific tactics to advance more equitable metropolitan regions.

Since August 2019, in partnership with the National Association of Latino Community Asset Builders (NALCAB), we have implemented the recommendation in the Envision Nolensville Pike II report to survey the needs of small business owners on Nolensville Pike and to engage business owners to identify community priorities and advocate for infrastructure investment to promote safer, more complete streets. From August to December 2019, members of the

Envision Nolensville Pike Collaborative conducted initial outreach to English, Kurdish and Spanish-speaking small business owners on Nolensville Pike. Our outreach liaisons contacted 76 small business owners and received 33 responses to our survey (43% participation rate) with the incentive of eligibility to apply for a micro-enterprise grant of \$1,000 to \$2,500 for beautification, technology improvements, or equipment purchases for their small business. Of our 33 survey participants, 25 business owners submitted grant applications. In January 2020, we hosted two meetings of the small business owners at Casa Azafrán to review the results of the surveys and to name the grant recipients. We awarded the grants to five immigrant and refugee-owned small businesses on Nolensville Pike in March 2020. As a result of this engagement, small business owners along Nolensville Pike are considering forming a business alliance to invest in the physical environment and infrastructure of Nolensville Pike.



The mural titled "Little Kurdistan," created by artists Tony Sobota and Nabeel Alyousef and calligrapher Rafif Alsaleh, depicts life in Kurdistan. The Little Kurdistan Mural Festival, hosted by the Envision Nolensville Pike Collaborative on June 29, 2019, gathered community members to celebrate the installation of public art and the recently constructed Elysian Fields Road walking path.



Latino-owned cafe, taqueria, and event space Tempo, located at 2179 Nolensville Pike, received a \$1,000 grant to purchase kitchen equipment on March 9, 2020.

Conexión Américas’ engagement with small business owners on Nolensville Pike has been part of our long-term strategy: We have supported over 800 business owners in our Spanish-language ‘Negocio Próspero’ microenterprise development program since its inception in 2003. We have also created an English-language curriculum from our pilot of small business classes held at the Salahadeen Center in Fall 2019. While we learned that off-site courses and classes reaching a new community presented a challenge, we have continued to provide technical assistance, including individual support and financial counseling, for Nolensville Pike small business owners in both English and Spanish. Additionally, each year at Casa Azafrán, we host four industry-specific tracks of Spanish-language courses in construction, small retail, culinary, and janitorial services. In 2019, in

partnership with the Nashville Mayor’s Office and a local CDFI, Pathway Lending, Conexión Américas was named a recipient of the Etsy Maker Cities Grant, which has allowed us to host two four-week series of both Spanish and English-language classes in Spring 2020 to help small businesses move into the online marketplace, including the Etsy platform. We have also received \$300,000 in new funding from the JPMorgan Chase Foundation to expand and deepen Conexión Américas’ microenterprise development work. By planting seeds for the formation of a small business alliance on Nolensville Pike, we can work to mitigate the impacts of forced displacement and to promote greater civic engagement and collaboration among minority small business owners facing similar challenges.

02 | About the Neighborhood

Nolensville Pike, one of the many spokes connecting downtown Nashville with suburban areas, is a typical arterial state highway funneling traffic in and out of the city—an average of 60,000 automobile trips a day—while also serving adjacent commercial uses and residential neighborhoods. The road itself is clearly auto-oriented with wide, straight lanes and intermittent sidewalks immediately adjacent to fast-moving traffic that make walking an unpleasant and often dangerous experience. But it's also filled with traffic lights and scores of local uses that slow down the thru-traffic. As a result, it's neither fish nor fowl, neither a street nor a road; it's a street/road "stroad" hybrid that does a poor job of either efficiently connecting two distant places or serving as a framework for creating lasting value and encouraging local trips. Nolensville Pike is also the anchor of the most diverse area of the city. It is home to the largest number of immigrant families in the Nashville region: 80 percent of Latino families are foreign-born, the largest Kurdish community in the country is centered around the corridor, and large numbers of Somali and Ethiopian immigrants also reside here. Nolensville Pike is one of the most racially and ethnically diverse corridors in the state of Tennessee and has been diverse for decades.

— *Envision Nolensville Pike II Report, 2017*

Demographic Shifts and Changes

As Nashville has grown in the past two decades to become an "It City," the city has seen unprecedented population and economic growth. Comparable to other expanding urban centers in the Southeast, Nashville's economic boom has contributed to trends of revitalization and gentrification of historically

African American, Middle Eastern, Asian, and Latino neighborhoods. This trend has caused a demographic shift in the Woodbine neighborhood, where Casa Azafrán is located, adjacent to Nolensville Pike. According to the Nashville Business Journal, between 2011 and 2016, "The heavily hispanic Southeast Nashville neighborhood of Woodbine has more than doubled its number of white residents in five years, with the percentage climbing from 31 percent to 72 percent. The hispanic population in the area,

meanwhile, now makes up 30 percent of the area’s residents, down from 40 percent five years ago.”

The 37211 zip code tabulation area includes 9.3 miles of Nolensville Pike in Davidson County. The area of census tract 172 includes the Woodbine neighborhood and Casa Azafrán. According to ACS Community Survey data from 2018, the racial and ethnic demographics of these two geographic areas were:

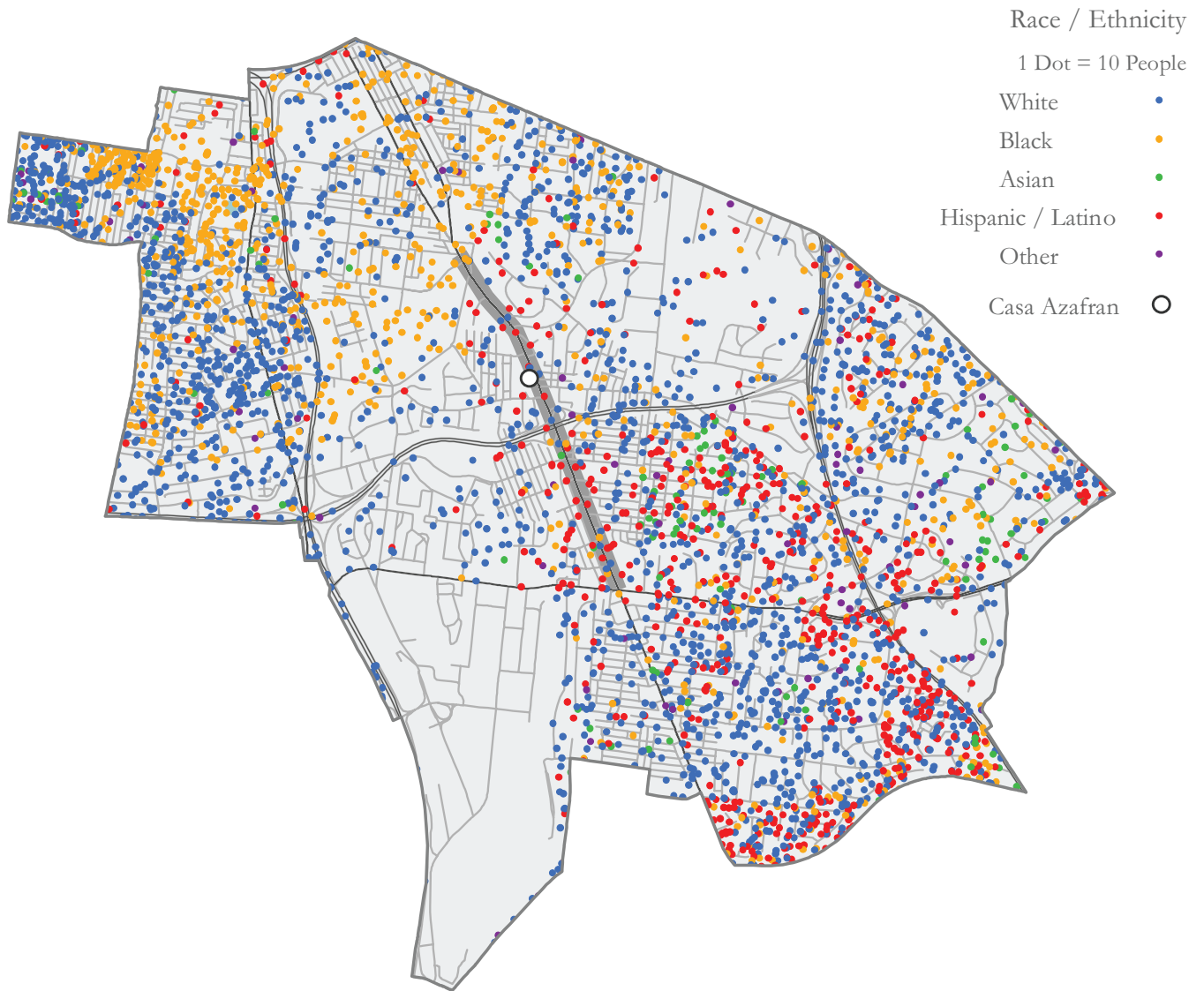
Zip Code 37211	Census Tract 172
19.9% Hispanic or Latino (of any race)	27.1% Hispanic or Latino (of any race)
53.1% White alone	62.5% White alone
15.5% Black or African American alone	7.5% Black or African American alone
8.1% Asian alone	1.2% Asian alone
2.5% Two or more races	1.7% Two or more races
0.3% American Indian and Alaska Native, 0.2% Native Hawaiian and Other Pacific Islander, 0.5% Other race	

According to the Tennessean’s report on *Nashville’s Record Reappraisal* of home and property values in the city between 2013 and 2017, the Woodbine neighborhood has experienced the most rapid appreciation: “In blue-collar neighborhoods near The Fairgrounds Nashville and Nolensville Pike such as Woodbine, appreciation has skyrocketed by an estimated average of 57 percent since 2013. That leads the entire city.” The Tennessean also *reported* on our release of the Envisioning Nolensville Pike II report and the displacement pressures that small business owners are facing on Nolensville Pike. Since that report’s release, the community has seen the closing of small businesses due to rent increases, including *Flatrock Coffee, Tea, and More*.

In May 2018, the Nashville Business Journal released their Index of Neighborhood Change based upon their analysis of the change in Nashville demographics between 2011 and 2016 census tract data. The Journal analyzed the five factors linked to gentrification according to academic researchers, including “median

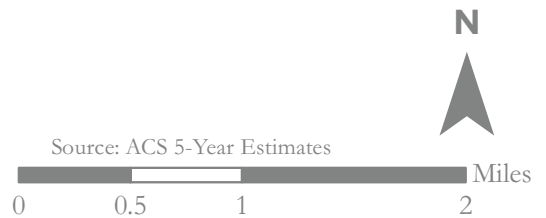
Race / Ethnicity

2017



Nashville Council Districts 16 & 17

Coordinate System: NAD 1983
StatePlane Tennessee FIPS 4100 Feet
Projection: Lambert Conformal Conic
Datum: North American 1983



household income, average household size, racial demographics, educational attainment and median gross rent.” According to their analysis, Woodbine is the third most changed neighborhood in Nashville. Moreover, the Woodbine neighborhood is determined as high risk to further displacement in the Index of Displacement Pressure. Using data from their first analysis of the Index of Neighborhood Change, the Nashville Business Journal incorporated renters’ data and proximity to previously gentrified neighborhoods to determine the risk of displacement. For refugee and immigrant-owned small businesses, while Nashville’s economic growth presents an opportunity for increased revenue, it also presents the challenge of significant rent increases and uncertain futures for their shopping centers as developers survey new project areas.

“Worries about growth are well-founded as rents for tenants and businesses have skyrocketed and people have been displaced from their neighborhoods as a result.”

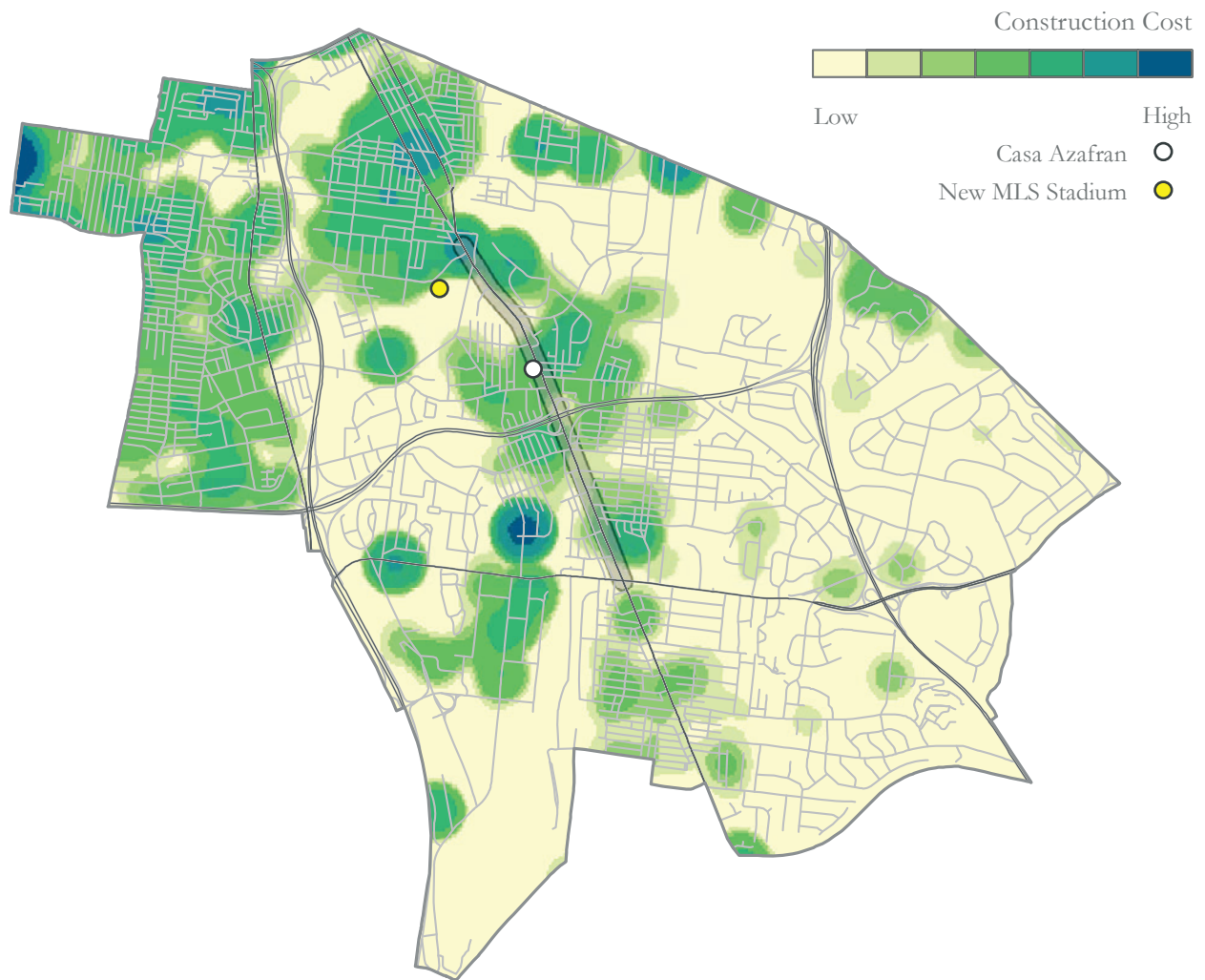
—David Plazas, “Nashville soccer stadium deal scores a goal for the city, but learn from red-card worthy mistakes,” February 14, 2020, [USA Today](#)

As of March 2020, Nashville has begun construction on a new Major League Soccer (MLS) stadium on Nolensville Pike, one mile from Casa Azafrán. As the construction of Nissan Stadium (East Nashville) and First Horizon Park (Germantown/North Nashville) contributed to the rapid demographic shifts of those neighborhoods, we are aware of the need for a community-led action plan for equitable development on Nolensville Pike.



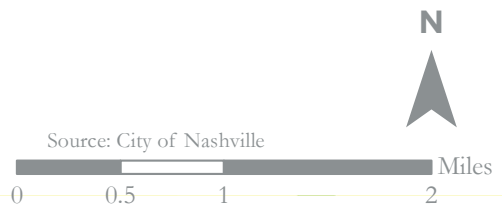
Permits

2016 - 2019



Nashville Council Districts 16 & 17

Coordinate System: NAD 1983
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Projection: Lambert Conformal Conic
Datum: North American 1983



Development on Nolensville Pike

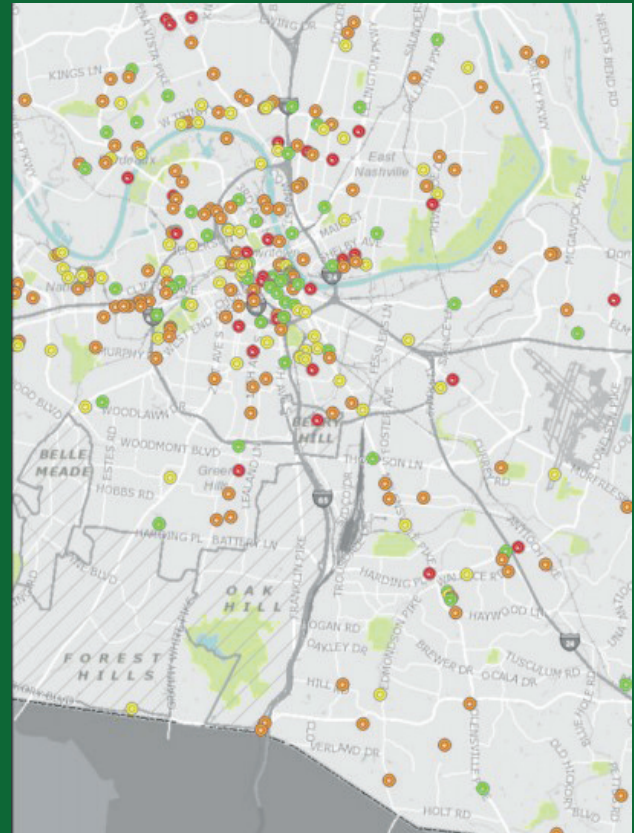
As a major thoroughfare and site of the incoming MLS stadium, Nolensville Pike has been identified as a prime area for reinvestment. In May 2017, the Nashville Business Journal named the immigrant and refugee-owned business area as Nashville’s “*next land rush*.”

“The arrival of Nashville’s MLS stadium — in combination with the Opportunity Zones and redevelopments such as the May Hosiery complex — has led to increased popularity in this once-industrial district.”

—[Nashville Post](#)

As shown by Nashville Planning’s development tracker (right), in March 2020, the Nolensville Pike area supports a number of new development projects. In our neighborhood, recent projects and real estate acquisitions include:

- A *4.95-acre lot* located near Casa Azafrán, purchased in March 2019 by an Atlanta-based developer for \$7.15 million to build multi-family luxury apartments and condos
- A *0.83-acre building* located across the street from Casa Azafrán, purchased in August 2019 for \$3.9 million
- A *5.5-acre mixed-use development project* located down the street from Casa Azafrán, Core Development’s Alloy on Tech Hill project, constructed in 2017 and expanded in 2019 to include maker businesses and “artisan manufacturing”



As shown by the Metro Planning Commission of Nashville’s development tracker from March 2020, the Nolensville Pike corridor supports a number of new development projects, including the construction of new apartment developments and the Major League Soccer stadium at the Nashville Fairgrounds.



Transit Improvements

It is documented that Nolensville Pike is one of the most dangerous roads in the state, evidenced by numerous *hit-and-run incidents* that harmed pedestrians in 2019. Due to a lack of safe crosswalks and traffic calming instruments, this danger to pedestrians is likely to increase: According to the *Traffic Impact Analysis* report conducted for Metro Nashville in August 2018, traffic on Nolensville Pike around the stadium is expected to increase by 28 percent.

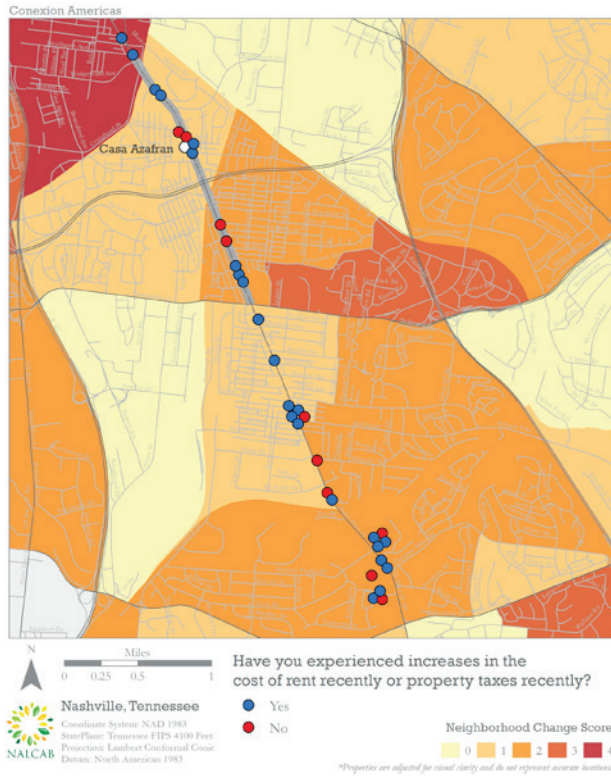
In 2019, after seven years of deliberation, the Metro Nashville City Council passed an *ordinance* to improve beautification efforts of Nolensville Pike. The corridor overlay will address “future aesthetics to landscaping, signage, front facades, and commercial building projects.” This ordinance coincides with the Tennessee Department of Transportation’s plan to improve a 4.4-mile stretch of Nolensville Pike in southern Davidson County by reconstructing and widening the road, set to begin in 2020. The *cost* of this project has risen with the increase in property values along the corridor. In our action plan, we have included advocacy measures for accessible transit options, traffic improvements, walkability, and impact amelioration of transit improvements on Nolensville Pike for small business owners.



Nashville's first bilingual crosswalk was installed along Nolensville Road near Casa Azafrán in 2014. In 2019, the intersection saw the implementation of pedestrian and bike access improvements, including a new traffic light and Nolensville Pike's first permanent pedestrian refuge island.

Small Business Owners' Survey Data

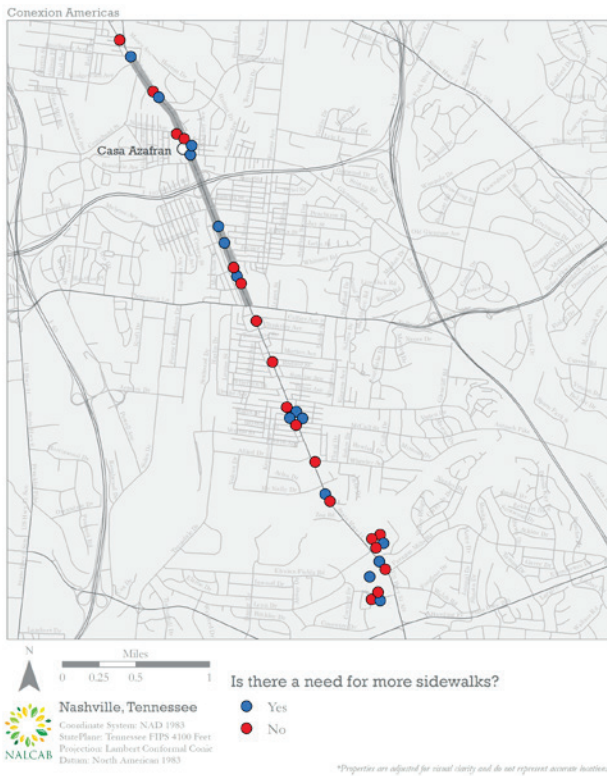
In our survey of 33 small business owners on Nolensville Pike between August and December 2019, we identified three priority areas from the survey data: vulnerability to displacement, transportation improvements, and technical support for businesses.



Vulnerability to displacement:

Of our survey sample, 94% of business owners do not own their properties. Eleven business owners (33.3%) indicated that they are concerned that they will no longer be able to keep their business in its current location. Additionally, 69.7% of business owners surveyed indicated that they have “experienced increases in the cost of rent or property taxes recently.”

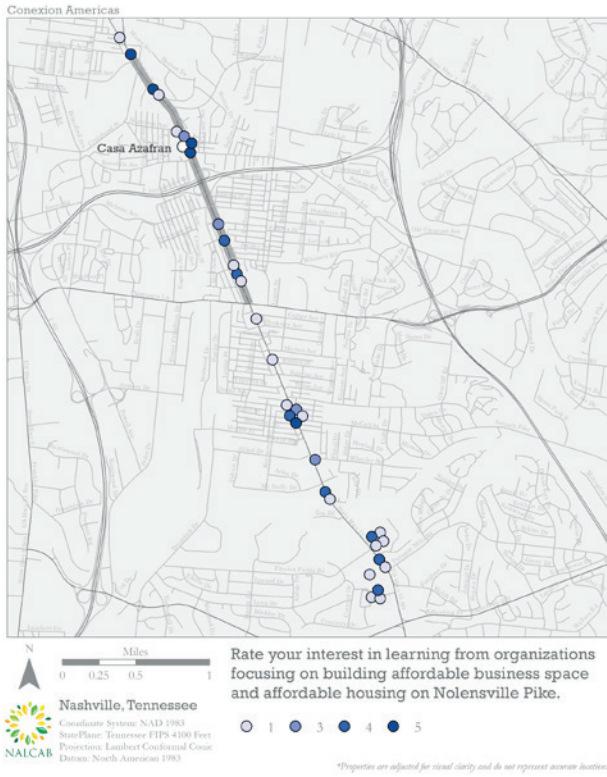
Five business owners cited the increase in rent as their chief concern in relating to the possibility of losing their business. Other business owners identified their chief concerns related to safety, opportunities to build their clientele, change in demand for their business in the area, and the need for building improvements and beautification.



Transportation improvements:

The consensus of our survey respondents demonstrate that transportation improvements are needed to support the vitality of small businesses and to increase pedestrian-friendly access and safety on Nolensville Pike.

- 45.5% of survey respondents indicated that more sidewalks are needed to support their business.
- 36.4% responded that slower traffic is needed to support their business.
- 21.2% responded that better transportation is needed to improve businesses.
- 42.4% responded positively that more parking is needed to support their business.
- 36.4% responded that more crosswalks are needed in the area surrounding their business.



Business needs:

In addition to rent stabilization and infrastructure improvements, business owners identified the following needs for technical support to maintain and improve their business models.

- 16 survey respondents (48%) indicated a need to learn from organizations focusing on building affordable business space and affordable housing on Nolensville Pike.
- 14 respondents (42%) indicated a need for classes on marketing.
- 14 respondents (42%) indicated a need for access to capital, such as a loan, investment or other source of revenue.
- 13 respondents (39%) indicated a need for accounting classes or technical assistance to help secure a loan to start or grow their business.



03 | Goals, Strategies, and Actions

Our action plan identifies seven goals to enact equitable development on Nolensville Pike. In conjunction with organizational partners, developers, funders, elected officials, and city and state governments, we will work in a spirit of collaboration to ensure that Nolensville Pike residents and business owners' voices and interests are represented in decision-making processes surrounding our community's development. It is our role to ensure that immigrant and refugee business owners are informed, civically engaged, and supported by our local and state governments in the development process.

Goal #1

Ensure immigrant entrepreneurs and minority-owned small businesses share in Nashville's economic "boom" and are protected from involuntary displacement

1A. Strategy: Learn from partner organizations about best practices and strategies for engaging in advocacy

- **Action:** Nolensville Pike Development: Host convening(s) of cross-sector leaders about the future of Nolensville Pike

1B. Strategy: Continue to advocate for increased Latino and immigrant representation in economic development planning and build coalitions for equitable development advocacy in Nashville

- **Action:** Continue to develop partnerships with the Salahadeen Center, the Greater Nashville Regional Council, and the Nashville Civic Design Center
- **Action:** Continue to engage with our Metro Council elected representatives as a leader in conversations about the development of Nolensville Pike
- **Action:** Engage with the Nashville Mayor's Office and the Metropolitan Housing and Development Agency as a subzone captain of the Nashville Promise Zone

1C. Strategy: Advocate for policy changes for small businesses to receive support from Metro government funds to mitigate risk of displacement and funding for affordable housing on Nolensville Pike

- **Action:** Advocate for rent subsidization or small business grants for small businesses with longstanding ties to Nashville

Goal #2

Increase civic engagement and advocacy of Latino and Kurdish small business owners and immigrant communities to be consulted as experts with community organizations, policy makers, and developers

2A. Strategy: Connect small business leaders with policy makers and advocacy opportunities to increase representation in city planning and decision-making

- **Action:** Invite staff of Mayor's Office, Metro Council members, local developers, Tennessee Department of Transportation, community development practitioners, and small business owners to do immigrant and refugee business visits/tour on Nolensville Pike



Established in February 2020, the Little Kurdistan sign is located at the Kurdish Business Plaza at the intersection of Nolensville Pike and Elysian Fields Court in the heart of Nashville's Kurdish community.

- **Action:** Convene developers, nonprofit partners and government entities to review data from small business surveys

2B. Strategy: Conduct outreach, base building, and leadership development trainings for Nolensville Pike small business leaders

- **Action:** Cultivate relationships with small business leaders
- **Action:** Develop and deliver a curriculum of culturally-relevant community engagement trainings for entrepreneurs
- **Action:** Identify and invest in leaders for the potential formation of the Nolensville Pike Business Alliance
- **Action:** Liaise with neighborhood organizations, landlords, faith-based organizations, and policy makers/boards e.g. zoning commission
- **Action:** Connect with Kurdish and Latino community organizations and city-wide business alliances

Goal #3

Expand resources for microenterprise development for small business leaders on Nolensville Pike

3A. Strategy: Continue to provide opportunities for Latino entrepreneurs to access business expansion in Nashville from Nolensville Pike

- **Action:** Continue to offer the online platform/ Etsy Maker Cities classes and other business marketing classes
- **Action:** Provide small business owners with information and resources on how to access to capital and work with nonprofit CDFIs
- **Action:** Create a workshop to address cultural barriers for immigrant entrepreneurs

3B. Strategy: Continue to provide technical assistance for individuals and groups via English and Spanish-language small business classes

- **Action:** Hire an Associate Director of Economic Opportunity to provide training, connection, and coaching for microenterprise development and business expansion

3C. Strategy: Continue to provide microgrants for technology and beautification

- **Action:** Secure funding for future presentation of microgrants to small business owners
- **Action:** Follow up on small business improvement implementation and highlight it through social media and traditional media

3D. Strategy: Advocate for food businesses and entrepreneurs to have greater visibility and access to storefront locations

- **Action:** Create collaborations for immigrant and refugee small business owners to gain access to physical storefront space in new businesses on Nolensville Pike
- **Action:** Meet with developers and incoming businesses to establish partnerships with immigrant entrepreneurs
- **Action:** Support food truck microenterprise development by highlighting food entrepreneurs during events at Casa Azafrán and Azafrán Park

- **Action:** Assess opportunities and potential collaborations for a community land trust and collective ownership of business property on Nolensville Pike
- **Action:** Advocate for Mesa Komal vendors to sell food products in the MLS Stadium
- **Action:** Explore opportunities for commercial space and affordable housing with on the corridor

3E. Strategy: Advocate for visibility of immigrant and refugee-owned small businesses and increased cultural competency in government institutions

- **Action:** Meet with the Tennessee Department of Agriculture to address the impact of immigration realities on Latino and immigrant business owners
- **Action:** Advocate for changes in food truck policies with the Tennessee Department of Health
- **Action:** Advocate for changes in zoning policies to support neighborhood-serving food business and retail diversity along Nolensville Pike



Bacon & Caviar Gourmet Catering, located at 2702 Nolensville Pike, received a \$2,000 grant from Conexión Américas in March 2020 for landscaping and site beautification of their property along the Nolensville Pike corridor.

Goal #4

Create an accessible, walkable,
and safe neighborhood

4A. Strategy: Advocate for public transportation expansion, increased walkability, and pedestrian safety on Nolensville Pike

- **Action:** Continue to collaborate with Walk Bike Nashville to assess the accessibility for Phase II of Azafrán Park
- **Action:** Communicate with the Nashville Mayor's Office on the city's transportation plan by hosting Spanish-language transportation listening tour sessions
- **Action:** Advocate for and implement \$1 million in artistic transit improvements at the intersections near Azafrán Park, Coleman Park Community Center, Glencliff High School, the Salahadeen Center and the Nashville Zoo, with the Envision Nolensville Pike Collaborative
- **Action:** Work for improvements to sidewalks and bike lanes on multiple other sections of Nolensville Pike with input from small business owners and the Envision Nolensville Pike Collaborative

4B. Strategy: Advocate for impact amelioration of transit improvements along Nolensville Pike

- **Action:** Continue to represent interests of Nolensville Pike residents at transportation coalition meetings
- **Action:** Work with the Nashville Mayor's Office to hear directly from small business owners their needs for parking, sidewalks, beautification and streetscaping, and crosswalks

- **Action:** Review transportation development plans and assess with partners (Greater Nashville Regional Council and others) the potential impact of signage, parking issues, and changes to transportation routes on small businesses on Nolensville Pike

Goal #5

Maintain the cultural vitality of
the corridor to reflect the diversity
of the neighborhood

5A. Strategy: Develop Phase II of Azafrán Park for green space and culturally relevant programming. We hope to build an amphitheater at the park, which more Nashvillians will be able to access given the transit improvements our team successfully advocated for on Nolensville Pike (ie. crosswalk, traffic light, and refuge island).

- **Action:** Meet with Metro Parks to ensure the implementation of the plan to develop Phase II of Azafrán Park

5B. Strategy: Amplify the implementation of transportation changes, artistic bus shelters and public art on Nolensville Pike

- **Action:** Highlight the Envision Nolensville Pike documentary produced by a local filmmaker

5C. Strategy: Continue to host culturally-relevant community engagement events

Action: Host events including the Azafrán Park Farmers' Market, annual Latino family festival, early voting site at Casa Azafrán, Holiday Bazar and exhibits in the art galleries at Casa Azafrán



The annual Conexión Américas Holiday Bazar and Day of Action at Caza Azafrán invites community members to support local immigrant entrepreneurs by purchasing artisanal jewelry, food, and gifts, and to advocate for a more welcoming community through a postcard writing campaign to legislators.

Goal #6

Raise the profile of Conexión Américas as a leader on our priority issues

6A. Strategy: Amplify our story nationally as a leader in equitable economic development

- **Action:** Continue speaking as a leader at national forums

6B. Strategy: Continue to build relationships with local media to report on developments of our work on Nolensville Pike

- **Action:** Utilize communications strategies to increase awareness of our priority issues to include social media and outreach to the media, for example, on the bus stop installations on Nolensville Pike

Goal #7

Expand resource development for equitable development work on Nolensville Pike

7A. Strategy: Apply for funding to support our work and build capacity for equitable development on Nolensville Pike

- **Action:** Apply for funding to implement our Nolensville Pike Equitable Development Action Plan
- **Action:** Apply for funding for future presentation of microgrants to small business owners (see Strategy 3C)

04 | Timeline for Implementation and Measurable Outcomes

Note: This report was written at the onset of the COVID-19 pandemic. As we address this long-term crisis, compounded with the effects of the March 3, 2020 tornadoes in Middle Tennessee, we will need to adjust our goals and timeline according to the current needs of our community, as well as the public health guidelines set forth by the Centers for Disease Control and our local Metro Nashville and Tennessee health departments.

Goal	Measurable Outcomes	Timeline (short-term, medium-term, long-term)
Goal 1: Ensure immigrant entrepreneurs and minority-owned small businesses share in Nashville’s economic “boom” and are protected from involuntary displacement	Create policy platform for 2020 with input from local and national partner organizations	Medium term (12-24 months)
	Engage 15 elected officials to advocate for support of local immigrant and refugee-owned businesses at our annual Day on the Hill	Medium term (12-24 months)

Goal	Measurable Outcomes	Timeline (short-term, medium-term, long-term)
Goal 2: Increase civic engagement and advocacy of Latino and Kurdish small business owners and immigrant communities to be consulted as experts with community organizations, policy makers, and developers	Host a summit with at least 3 representatives of each sector: local elected officials, developers, community partners, government taskforce leaders, and small business leaders to address the long-term development strategy of Nolensville Pike	Long term (24-48 months)
	Recruit and train 12 small business leaders to participate in civic engagement training and culturally-relevant curriculum	Long term (24-48 months)
	Generate a press release on the small business survey data and vulnerability to displacement to share with media outlets and 15 elected officials and government agencies	Short term (3-12 months)
Goal 3: Expand resources for microenterprise development for small business leaders on Nolensville Pike	Hire an Associate Director of Economic Opportunity to develop capacity to support small business owners' access to capital and technical support	Short term (3-12 months)
	Continue to promote Conexión Américas' online marketing/Etsy Maker City courses to serve at least 30 microentrepreneurs via these classes	Short term (3-12 months)
	Meet with representatives of the Major League Soccer stadium to secure placement for 2-5 Mesa Komal vendors in the MLS Stadium	Long term (24-48 months)

Goal	Measurable Outcomes	Timeline (short-term, medium-term, long-term)
Goal 4: Create an accessible, walkable, and safe neighborhood	Advocate for and implement \$1 million in artistic improvements at the intersections near Azafrán Park, Coleman Park Community Center, Glenclyff High School, the Salahadeen Center and the Nashville Zoo	Long term (24-48 months)
	Invite 3-10 small business owners to share their transportation concerns with the Mayor's Office at a Transportation Listening Session to promote impact amelioration of transit improvements on Nolensville Pike	Short term (3-12 months)
	Meet with the representatives of the Envision Nolensville Pike Collaborative to plan for advocacy for more accessibility, walkability, and safety on Nolensville Pike	Medium term (12-24 months)
Goal 5: Maintain the cultural vitality of the corridor to reflect the diversity of the neighborhood	Establish a timeline for the implementation of Phase II of Azafrán Park that includes metrics for construction and transit/accessibility improvements	Long term (24-48 months)
Goal 6: Raise the profile of Conexión Américas as a leader on our priority issues	Amplify artistic bus stop installations and small business engagement micro-grants to receive 2 earned media promotions	Short term (3-12 months)
	Speak at 2 local, state or national convenings to represent our work with small business owners	Long term (24-48 months)
Goal 7: Expand resource development for equitable development work on Nolensville Pike	Pitch an investment proposal to 2 funders to promote equitable development on Nolensville Pike	Long term (24-48 months)
	Apply for \$20,000 in funding to support biannual microgrants for small business owners on Nolensville Pike	Medium term (12-24 months)



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