

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding made and entered into this 6th day of MAY, 1981, by and between the Metropolitan Board of Parks and Recreation, hereinafter referred to as "Parks", and the Tennessee Botanical Gardens and Fine Arts Center, Incorporated, hereinafter referred to as "Cheekwood";

WITNESSETH:

WHEREAS, an access road from Forrest Park Drive through Percy Warner Park to the entrance of Cheekwood has been constructed by Cheekwood at its own expense, with the approval of Parks; and

WHEREAS, Cheekwood desires to construct an entrance facility together with lighting, signing, gating and landscaping for the purposes of ticketing, security and information; and,

NOW, THEREFORE, for and in consideration of the mutual promises and conditions contained herein, the parties agree as follows:

1. Cheekwood, at its own expense, shall be permitted to construct an entrance facility including lighting, signs, gates and landscaping on the property as shown and described in Exhibit "A" attached hereto. Said facility shall be used solely for the purposes of security, providing information and the sale of admission tickets to Cheekwood.

2. Cheekwood shall be responsible for the maintenance of said access road and an area varying in width from thirty (30) to fifty (50) feet from the shoulder of said road, including responsibility for all defects in the pavement. Cheekwood shall also be responsible

for all mowing, litter control and landscaping within this area, however, no plants, trees or foliage may be removed or destroyed without the permission of the Director of Parks and Recreation.

3. Parks shall have first right to ingress and egress for park vehicles on said road and adjoining area. No parking of vehicles shall be allowed nor the repair of any vehicles on the road or the adjoining area.

4. Cheekwood shall submit for approval to Parks all designs for any and all improvements to be constructed on the site. Cheekwood shall not erect any structure or make any improvements upon the land inconsistent with its purpose as park property and as an access area to Cheekwood.

5. No signs shall be hereinafter erected, displayed or maintained upon or within said site, except to advertise the Cheekwood facility and to provide direction to such facilities. All signs and their location which may be erected shall have the prior approval of Parks.

6. Cheekwood shall furnish or pay for all utility services including, but not limited to, Water, electricity, gas, sewer and communications.

7. The property so depicted in the attached Exhibit "B" shall be designated as an area of overflow parking for Cheekwood. Cheekwood shall not be permitted to make any permanent improvements on said site. Cheekwood shall give thirty (30) day written notice

to the Director of Parks and Recreation prior to using said property and no temporary construction or improvements shall be made on said property without prior approval of the Director.

8. The use of said property shall be governed and controlled by the rules and regulations of the Metropolitan Board of Parks and Recreation, the Metropolitan Codes, and such further requirements as adopted by the Metropolitan Board of Parks and Recreation.

9. Cheekwood agrees to save and hold the Board of Parks and Recreation and the Metropolitan Government of Nashville and Davidson County harmless for any and all legal claims, damages and judgments, arising out of the use, occupation, maintenance and operation of said property and facility, and Cheekwood agrees to assume any and all responsibility and liability therefor. Further, Cheekwood agrees that in the event the Parks and Recreation or Metropolitan Government be named a defendant in a legal action, that Cheekwood shall furnish legal counsel and indemnify Parks or Metropolitan Government from any and all claims or judgments.

10. Any improvements made upon the premises or any fixtures thereto become the property of Parks upon the termination of this Memorandum.

11. This Memorandum of Understanding shall be for an additional period of five (5) years, with the option to renew for a like period at the same terms by Cheekwood's notice in writing to the Parks, of its desire to renew at least six (6) months prior to the expiration date of the term. Upon the expiration of the term of this Memorandum of Understanding, and the extension hereof, Cheekwood shall have the first privilege of renegotiating a Memorandum of Understanding for the use of the said area upon terms and conditions then specified by Parks.

12. This Memorandum of Understanding shall be terminated by giving Ninety (90) days notice in writing by either party.

13. Parks may, at its option, consider a breach of any of the above conditions a material breach of this Memorandum, and may, at its option declare this Memorandum of Understanding forfeited if the conditions are not corrected within sixty (60) days after Cheekwood has been notified in writing by the Director of Parks and Recreation.

14. This Memorandum of Understanding shall not be considered to be a lease agreement or contractual obligation of the Metropolitan Government of Nashville and Davidson County.

Witness our hand, the day and date first hereinabove written.

METROPOLITAN BOARD OF PARKS
AND RECREATION:

THE TENNESSEE BOTANICAL GARDENS
AND FINE ARTS CENTER, INC.

Ms. G. W. Reichardt
CHAIRMAN

Charles E. Wall
PRESIDENT

James H. Jyle

ATTACHMENT 2



SCENIC HWY 100

ATTACHMENT 3

ASSETS NEAR HWY 100 CORRIDOR

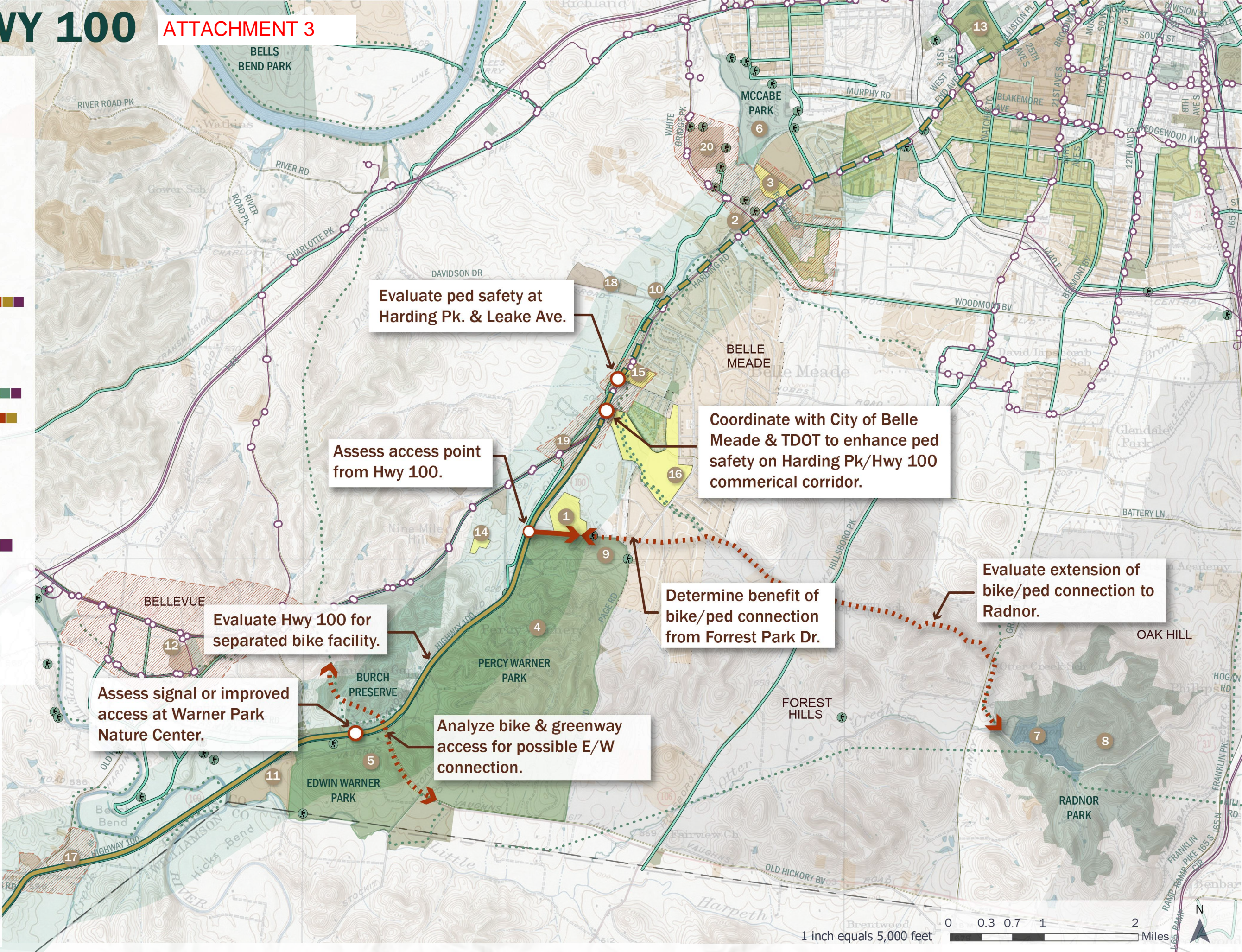
- 1 Cheekwood
- 2 Belle Meade Plaza
- 3 St. Thomas - West
- 4 P. Warner Park
- 5 E. Warner Park
- 6 McCabe Park
- 7 Radnor Lake
- 8 Radnor Park
- 9 Percy Warner Golf Course
- 10 Hwy 70/100 Commercial Corridor
- 11 Ensworth Upper School
- 12 Bellevue Commercial District
- 13 Centennial Park
- 14 Gordon Jewish Community Center
- 15 Belle Meade Historic Site & Winery
- 16 Belle Meade Country Club
- 17 Harpeth Village
- 18 Hillwood High School & H.G. Hill Middle School
- 19 West Meade Mansion
- 20 Nashville State Community College

ASSETS KEY

- Commercial
- Community
- Cultural or Historic
- Natural
- Recreational

LEGEND

- Trailheads
- Hwy 100
- Existing Bikeways
- Planned Greenways
- Bike/Ped Connections to Evaluate
- Hwy 100 Access to Evaluate
- WeGo Routes & Stops
- Parks
- 1/2 mile buffer of Hwy 100
- Historic Properties & Districts
- Schools and Colleges
- Commercial District near Hwy 100



BELLE MEADE HIGHLANDS



Design
and
Mobility
Study



Implementation Plan

January 2025

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Executive Summary

On January 9, 2025, Metro Planning Commission staff (MPC staff) will request approval of *The Belle Meade Highlands Design and Mobility Implementation Plan*. This implementation plan represents one significant component of several years work developing a strategy to improve mobility, safety, and neighborhood character in the Belle Meade Highlands neighborhood.

This technical report outlines a permanent solution and phasing to ultimately eliminate the need for a parking agreement between Cheekwood and Metro Parks Board. It includes topics related to the Memorandum of Understanding (“parking agreement” or “MOU”) between Metro Parks and Cheekwood, expiring March 2025.

In addition to the recommendations pertaining to Cheekwood’s parking, staff recommends that the Commission find a public interest in the establishment of a new State Route 100 access, consistent with its General Plan duties under Tennessee Law and the Charter of the Metropolitan Government of Nashville and Davidson County.

Such access reinforces a vision for SR 100 as a scenic corridor and organizing feature, supports the cultural and parks uses in the area, and balances those uses with adjacent residential character and needs.

Staff recommends that the Commission

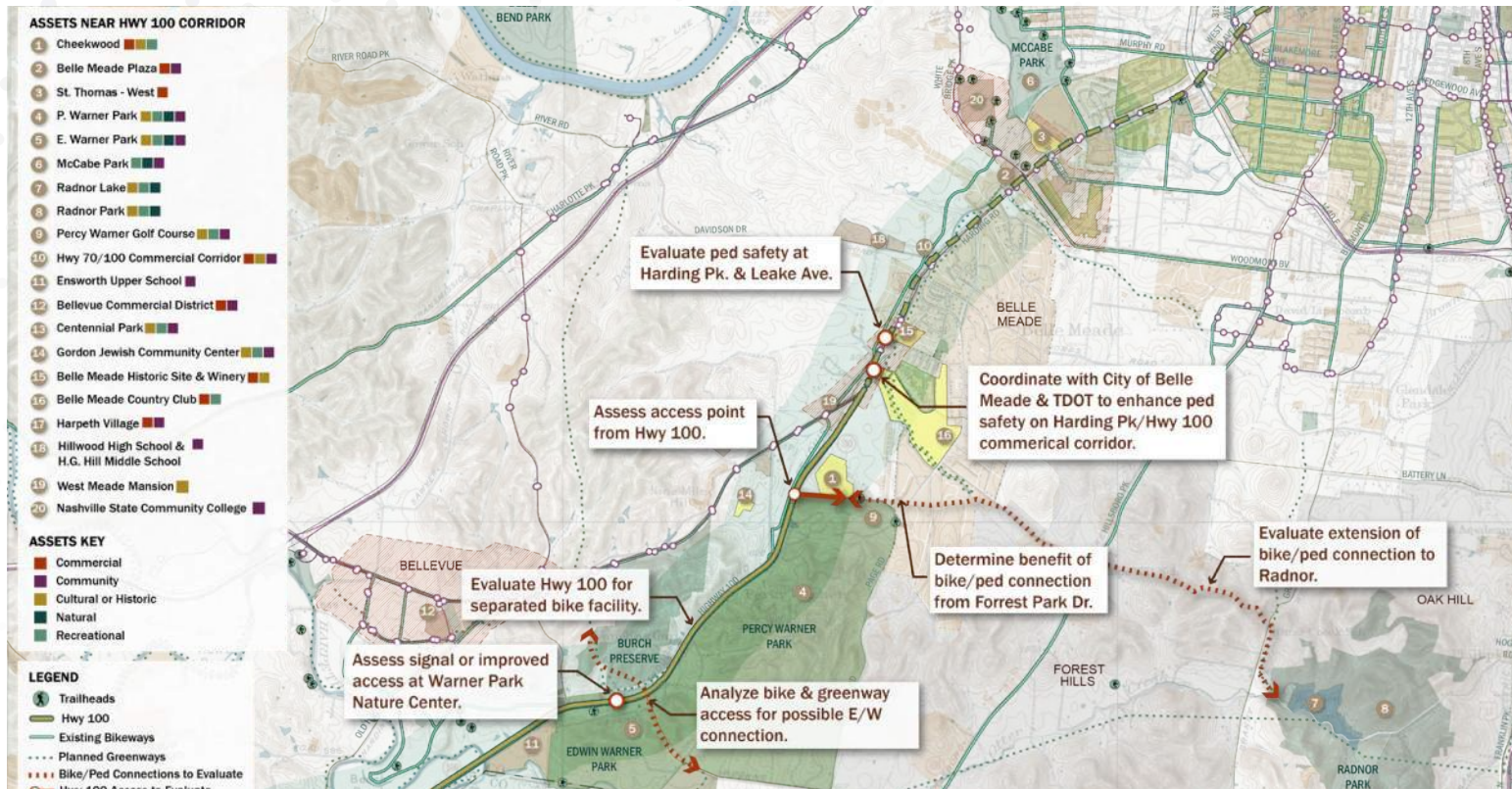


advise the appropriate entities to immediately evaluate the placement and function of the State Route 100 access to include:

NDOT

- The Nashville Department of Transportation and Multimodal Infrastructure (“NDOT”) should evaluate the current alignment alternatives outlined in this plan - and any additional alternatives it deems appropriate – including the preferred concept.

- In consultation with TDOT, Parks, Cheekwood and other stakeholders, NDOT should provide a final recommendation of appropriate technical details—including specific location, planning and phasing—to support a final determination and implement the new access.
- NDOT should submit a final report to the Parks Board, Mayor’s Office, and Metro Council, including assessment of public benefits, estimates for capital



The study recommends integrating the extraordinary cultural, natural, and historic resources of Southwest Nashville—including Cheekwood and Percy Warner Park—through a reorientation towards SR100 as a multi-modal scenic parkway.

improvements, and policy considerations regarding the SR 100 access by August 2025, including a recommendation for whether the access should be independent or shared.

Metro Parks Board

- In consultation with NDOT, the Parks Board should oversee an evaluation of whether direct access to SR100 supports parks purposes and meets its goals for equitable access to parks. This evaluation should

consider the promotion of multimodal access—including thoughtful alignment with trails and greenways—and protection of the adjacent neighborhood from unsustainable vehicular traffic.

- Staff recommends the Board determine the future program uses for the West and East Lots, which will no longer be subject to agreements with Cheekwood following implementation of this plan. Direct SR 100 access may support new uses for these

areas that better align with future park programming and protect neighborhood streets.

Cheekwood

- In consultation with NDOT, Cheekwood should also independently evaluate SR 100 access to support its programming. If Cheekwood’s visitor and programs numbers are to remain at current levels or increase, it should make investments in access to support those activities.

Background

The Belle Meade Highlands neighborhood (“neighborhood”)—bounded by the city of Belle Meade to the north and east, Percy Warner Park (“park”) to the south, and State Route 100 to the west—is primarily residential and includes commercial and office properties along the SR 100 corridor. The neighborhood is characterized by its pastoral character of rolling hills and is known for two historically and culturally significant landmarks:

1. Percy and Edwin Warner Parks—Metro’s most popular parks
2. Cheekwood Estate and Gardens—one of Nashville’s most beloved and visited attractions.

History

Prior to its disbursal in 1906, this entire geographic area was part of the 5,400-acre Belle Meade plantation. In 1927, Luke Lea and his wife Percie Warner Lea deeded 817-acres of Belle Meade land to Metro Parks for \$1.00 to build a public park in honor of his father-in-law, Percy Warner.

In 1929, Leslie Cheek bought 100-acres immediately north and bordering the park and hired the landscape architect Bryant Fleming to design a country estate, completed in 1932. In the 1930s, the Cheek family secured approval from Metro Parks to utilize park land adjacent to Cheekwood for an

WARNER PARKS
ESSEA MAPS



Historic Warner Parks property acquisition map.

entrance drive. In 1959, fifty-five acres of the Cheek property were deeded for the creation of a botanical and art museum. Cheekwood Botanical Gardens opened in 1960.

In the decades since, the area surrounding these two sites has evolved from undeveloped agricultural land to an established residential neighborhood. Today, Cheekwood is “landlocked”—that is, without direct access to an arterial road.

Parking Agreement

In 1981, Metro Parks entered a 5-year joint agreement with Cheekwood designating an area of overflow parking for Cheekwood. In

2010, Cheekwood’s popularity, and increasing reliance on the overflow parking area, began to rise. In 2015, a five-year agreement was reached that allowed for the continued use of the overflow parking area (“East Lot”) as well as the adjacent slash dump (“West Lot”). In exchange, Cheekwood agreed to pay a monthly fee and develop a permanent parking solution that would not rely on the use of park land.

The agreement has been extended several times. In the intervening years, Cheekwood’s visitor demand has increased dramatically alongside Nashville’s tourism boom. Concurrently, use of Percy Warner Park—and specifically the park’s golf course parking lot—

has also increased substantially.

While Cheekwood’s traffic impact on the neighborhood is more than the park, the traffic generated by these each of these two attractions far exceeds recommended volumes for neighborhood streets, causing unsustainable conditions, safety concerns and frustration for residents of the neighborhood (see charts below).

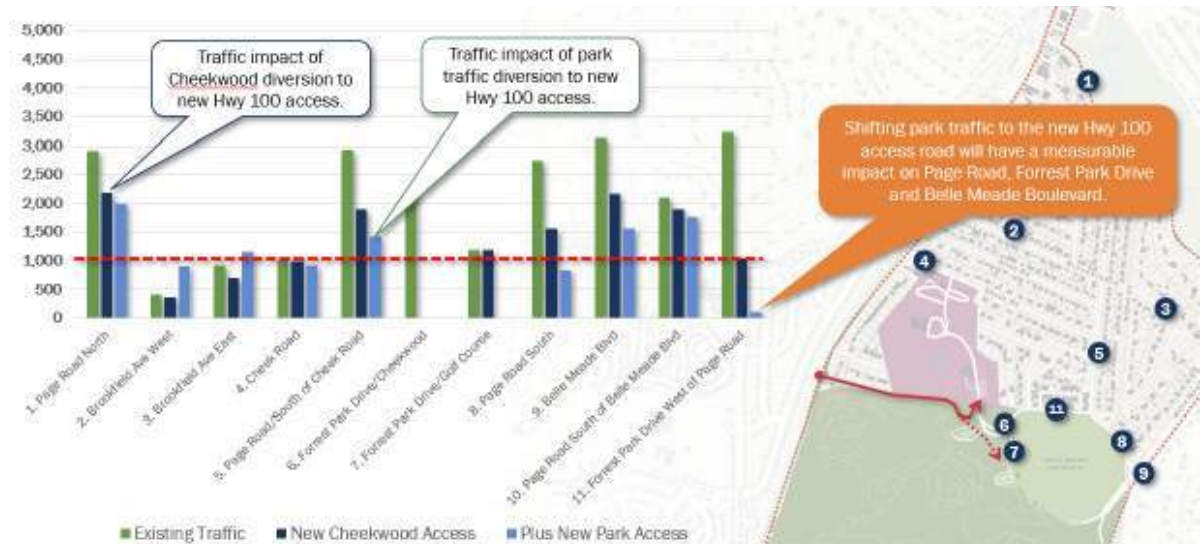
In 2022, Cheekwood presented plans to Metro Parks Board for a permanent, underground parking facility on Cheekwood’s property and was met with resistance from adjacent neighbors who were opposed to the idea of a parking facility and potential noise resulting from its construction, including blasting into the hillside.

Metro Planning’s Involvement

In January 2023, Metro Planning was commissioned by former Mayor John Cooper’s administration to convene a working group of stakeholders to address these issues, and resources were allocated for a planning study. In March of 2023, Metro Planning hired a consultant team led by Kimley-Horn to perform a technical analysis and provide objective, data-driven recommendations, with a focus on placemaking, access management, pedestrian/bike safety, and transportation demand management (TDM).



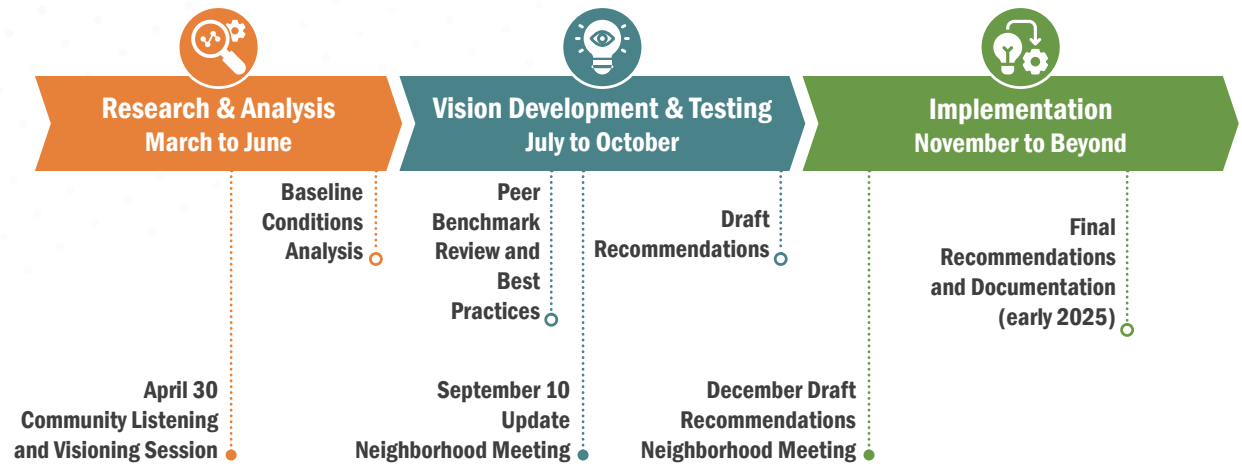
Traffic counts taken by the consultant team in April and August of 2024—during the golf course renovation and after its reopening—demonstrated that the park independently contributes to an unsustainable amount of traffic volume for the neighborhood, on a regular basis.



Further analysis of the counts revealed a substantial reduction in traffic volumes within the neighborhood if Cheekwood and park golf course lot traffic were to be rerouted out of the neighborhood.

Introduction

The Metro Nashville Planning Department initiated the Belle Meade Highlands Design and Mobility Study in early 2024 to address the critical issues facing the study area, including traffic, parking, safety, access, neighborhood character. Over the last six months, the project team has been busy with several activities. They have collected and analyzed traffic and parking data, met with numerous stakeholders, and conducted multiple site visits. Additionally, they engaged neighborhood residents through in-person and virtual meetings, as well as online materials and activities. The project team has carefully considered the data and analysis as well as stakeholder and resident input to make the study recommendations.



Belle Meade Highland residents participate in the April Community Listening and Visioning Session.



Intent

A permanent solution to parking, access, and other neighborhood issues will take several years to plan, design, and build, yet the urgency of the situation requires immediate action. The study recommends a phased approach that begins with strategies that can be implemented immediately, culminating in a permanent solution over the long term.

The intent of this Implementation Plan is to establish a road map for the study recommendations that ultimately eliminates the need for a permanent (or recurring) parking agreement between Cheekwood and Metro Parks Board, with interim steps to get there. The recommendations will rely on Metro Parks, the Nashville Department of Transportation (NDOT), Cheekwood, the Tennessee Department of Transportation (TDOT), and others for successful implementation.

Two Scales of Implementations

Figure 1 identifies two meaningful scales that inform the problems, opportunities and solutions in this area:

1. A **site-specific scale** that encompasses the legal and operational constraints associated with the current Memorandum of Understanding (MOU).
2. A broader **regional scale** that integrates the extraordinary cultural, natural, and historic resources of Southwest Nashville into a human-scaled vision that emphasizes seamless and intuitive connectivity for cyclists and pedestrians.

The recommendations in this document are focused on the site-specific scale which is of direct relevance to the deadline-constrained MOU.

Figure 1: Scales of implementation.



NEIGHBORHOOD SCALE



BROADER COMMUNITY SCALE

Planning Process

The study recommendations were informed by a planning process that thoughtfully considered the existing context, identified key findings, researched Cheekwood's peers, and engaged residents and stakeholders. The section briefly discusses the planning process to set the stage.

Context

Growth of Cheekwood and Percy Warner Park

Cheekwood has experienced explosive growth thanks to enhanced programming, special events, and marketing, as well as Nashville's tourist boom. Annual attendance has quadrupled to nearly 400,000 per year. Percy Warner Park has experienced its own surge in visitors, with Friends of Warner Park reporting over 1.5 visitors annually in 2022-2023 to Percy and Edwin Warner Parks.

The combined visitor growth of Cheekwood and Percy Warner Park has resulted in significant traffic impacts to residential streets within the Belle Meade Highlands neighborhood, specifically Page Road and Forrest Park Drive, which are not designed to accommodate such large volumes. Traffic backs up regularly on Forrest Park Drive and especially during peak events, such as Cheekwood in Bloom, Cheekwood Harvest, and Holiday Lights.





Cheekwood traffic queues on Forrest Park Drive
(photo provided by resident)

Facts

Five fundamental facts, listed below, provide critical context for the recommendations presented in this document:

1. Cheekwood and Percy Warner Park are both significant cultural and historical landscapes worthy of protection, preservation, and consideration.

This necessitates that the plan honor and take into consideration historically significant elements of Cheekwood’s landscape—such as important viewsheds and arrival through the front entry gate. It also means that recommendations should effectuate removal of Cheekwood’s parking from Percy Warner Park, and that access from SR 100 should seek to minimally affect the park.

2. Cheekwood’s parking must be moved off park property to ensure conformity with Metro Park’s mission and to reduce unsustainable impacts on the park’s land.

3. Cheekwood may construct parking on its property that complies with Metro Code.

The placement of the parking should comply with landscaped buffers, setbacks, height restrictions, stormwater regulations, and other applicable policy pursuant to Metro Code.

The implementation plan recommends that any parking facility Cheekwood proposes on its property correspond with new primary access from SR100, not Forrest Park Drive, to significantly reduce traffic volumes in the neighborhood and improve safety.

4. State law empowers the Metro Planning Commission to manage growth through the establishment of new infrastructure, including the placement of streets and intersections.

5. Metro Planning Commission can adopt technical studies and recommend that implementation departments—such as NDOT or Metro Parks—act upon them.

The successful achievement of this work is dependent on NDOT, Metro Parks, and Cheekwood following through with the recommendations contained in the implementation plan. Through the adoption of the plan, Metro Planning Commission establishes that this is the recommended course of action to achieve the objectives of the planning work.

Key Findings

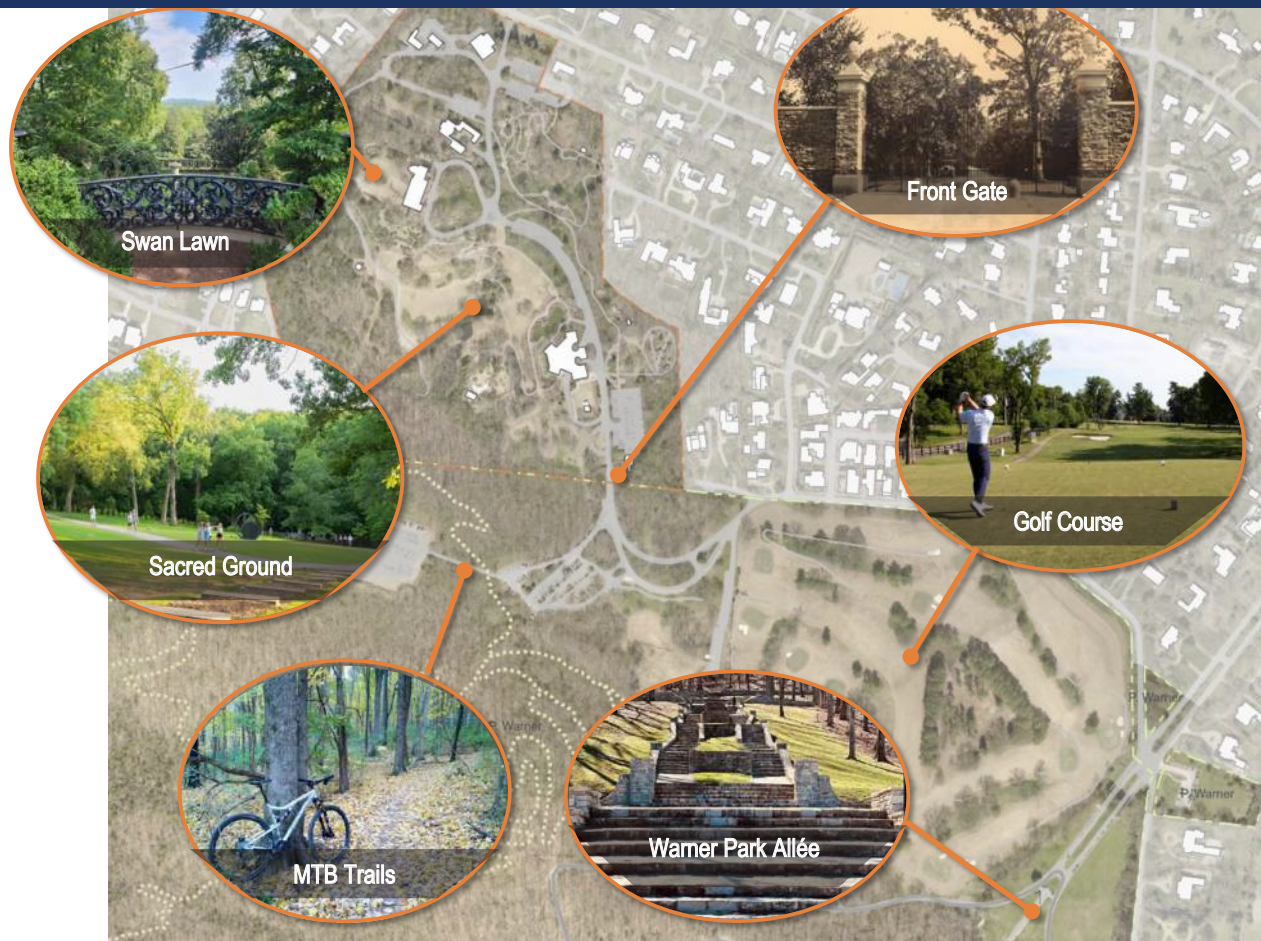
The research and analysis performed for this study produced a number of findings that have informed the recommendations. The most important of these findings, including Cheekwood and Percy Warner Park's cultural and historic significance and the sustainability of the current parking and access conditions, are briefly summarized here.

Cheekwood and Percy Warner Park Significance

Cheekwood's landscape is characterized by a collection of features, including gardens, vistas, water features, topographies, pathways, and physical elements, that are integral to its identity and the visitor experience. Percy Warner Park, named to the National Register of Historic Places, is Nashville's signature open and recreational space. Together, Cheekwood and Percy Warner Park are community amenities, significant cultural landscapes, and economic drivers worthy of support and protection. Solutions must preserve the viability of both institutions over the long term.

Need for a Sustainable Parking Solution

Cheekwood's parking must ultimately be relocated from Percy Warner Park. The current parking situation is not consistent with Metro Park's vision and has undesirable impacts on the park and surrounding neighborhood.

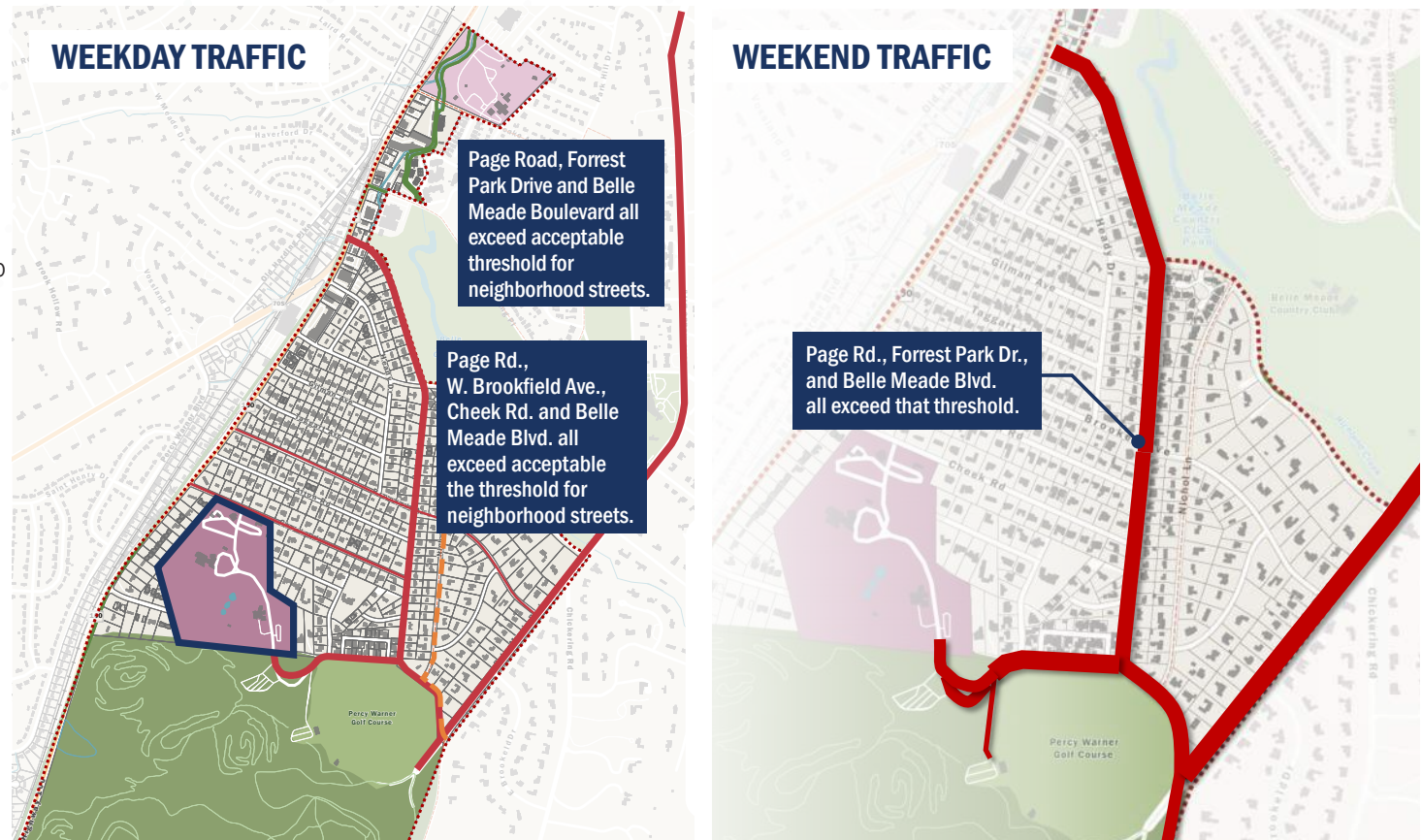
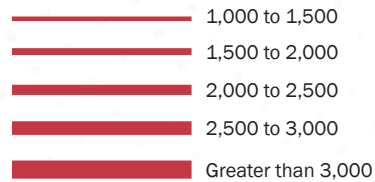


Cheekwood's Traffic Demand Exceeds Recommended Thresholds

Traffic analyses completed for this study find that visitor attendance to Cheekwood creates significant traffic demand on the adjacent Belle Meade Highlands neighborhood. As shown in Figure 2, the resulting traffic volumes on neighborhood streets exceed recommended thresholds. Currently, the only way for visitor traffic to enter Cheekwood is on Forrest Park Drive via other neighborhood streets.

Figure 2: Daily Traffic Volumes

Vehicles per Day



Percy Warner Park Golf Course Pavilion Traffic Demand Exceeds Recommended Thresholds

This study's traffic analyses also find that traffic demand generated by visitors to the pavilion at the Percy Warner Golf Course also contributes significantly to traffic demand on Belle Meade Highlands neighborhood streets. In addition to golf course users, the pavilion parking lot also serves hiking trail and mountain bike trail users. Similar to Cheekwood, the only way to access the pavilion parking lot is on Forrest Park Drive.

Peer Research and Arterial Access

Several of Cheekwood's peers that have similar circumstances, such as proximity to a neighborhood and constrained parking, were researched as part of the problem-solving process. Peers include Atlanta Botanical Gardens, Missouri Botanical Gardens, and Selby Gardens in Sarasota, Florida. These peers took various approaches to parking and transportation demand management that could have potential application for Cheekwood, but each share a common attribute: Without exception, each peer is served by direct access to an arterial road. This finding underscores the need to provide access to Cheekwood from SR 100.

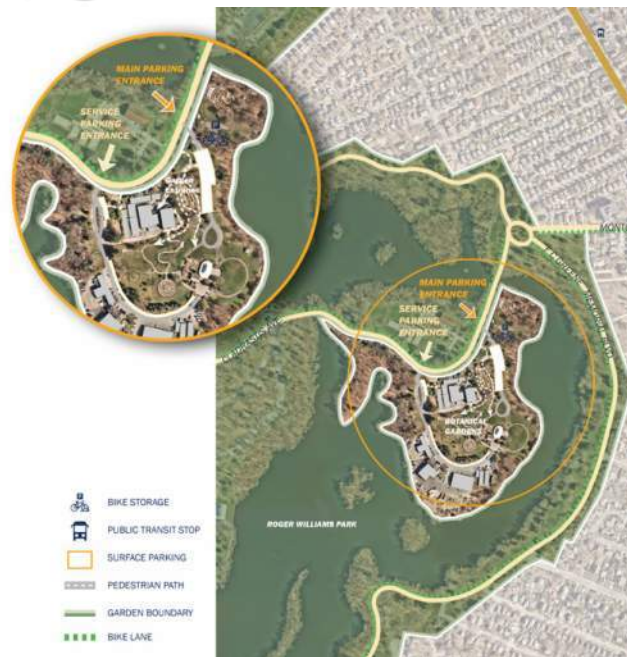
Figure 3: Cheekwood peers.



Atlanta Botanical Gardens



Roger Williams Park Botanical Center



Portland Japanese Garden



Public and Stakeholder Engagement

This project has engaged Belle Meade Highlands residents through public meetings, a virtual neighborhood meeting and online materials and activities. Numerous stakeholders were also engaged, including Cheekwood, Friends of Warner Parks, residents, the City of Belle Meade, GNRC, Metro Parks, and NDOT.

Throughout the process of public and stakeholder engagement, residents reiterated their frustration with the excessive traffic demand placed on the neighborhood. This frustration is heightened by the current parking conditions, which limit Cheekwood's operating capacity and negatively impact the visitor experience. These conditions also force overflow parking into undesirable locations, placing an undue burden on both the park and the surrounding neighborhood.



Roadmap to a Permanent Solution

A permanent solution to parking, access, and other neighborhood issues will take several years to plan, design, and build, yet the urgency of the situation requires immediate action. The study recommends a phased approach that begins with strategies that can be implemented immediately, culminating in a permanent solution over the long term. The approach can be summarized parts:

TRANSPORTATION DEMAND MANAGEMENT

Cheekwood should begin implementing transportation demand management and operational strategies—e.g. a pre-paid and tiered parking policy, shuttle service during popular events, and incentives for transit or rideshare—immediately to reduce the burden of its vehicular demand on the neighborhood and the park.

PARKING

Metro Parks Board and Cheekwood should engage in a new MOU in March 2025 that includes a phased approach with progressive benchmarks for Cheekwood to transition its parking off Metro Park land.

ACCESS

NDOT, Metro Parks, and Cheekwood should analyze individually a preferred solution for access to SR 100 to allow visitors to the park and Cheekwood new direct access from an arterial road.

STATE ROUTE 100

NDOT should analyze the benefits, feasibility, and implications of reorienting SR 100 as a multimodal, scenic parkway to improve safety, access, and quality of life along the corridor.



Part 1: Near Term Actions

Part 1 includes actions that can be taken immediately to address parking and traffic while commencing work on a permanent solution. It would go into effect immediately after the conclusion of the study in 2025.

Immediate Strategies (January to March 2025)

Parking Use

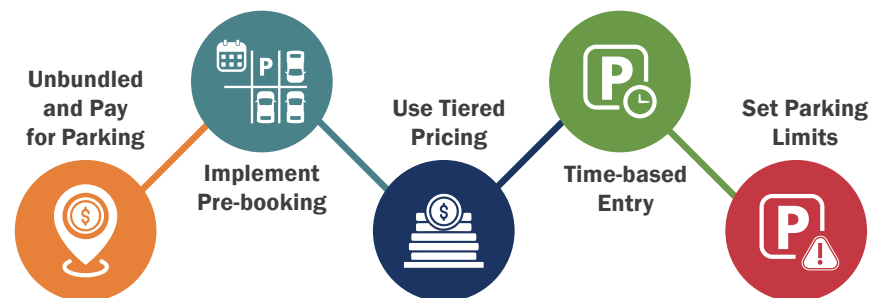
In the near term, it is recommended Cheekwood continue use of the East and West lots (refer to Appendix 1) with provisions and conditions as outlined in Appendix 2.

Parking Management Plan

As part of Cheekwood’s continued use of the park lots, it is recommended that they implement a parking management plan to better manage how and when vehicles access Cheekwood. The elements of the plan should include:

- » **Unbundled and paid parking**
Implement paid parking through the purchase of a parking pass separately from a ticket purchase.
- » **Pre-booking**
Require visitors to pre-book their parking session to track how many vehicles will be on-site throughout the day.
- » **Tiered pricing**
Use tiered pricing to provide discounted/free parking passes for members, lower prices for park-n-ride parking, and higher prices for on-site parking.
- » **Time-based entry**
Manage the volume of vehicles and visitors entering the site by admitting visitors in timed intervals of 30 minutes or more.
- » **Parking limits**
Limit the number of vehicles admitted based on projected capacity and volumes.

The introduction of pre-booking parking and limits on the volume of vehicles entering the site to pre-defined time intervals will distribute parking demand through the day, eliminate overflow conditions during peak conditions, and minimize traffic queues on Forrest Park Drive and other neighborhood streets.



Managing Parking Volumes

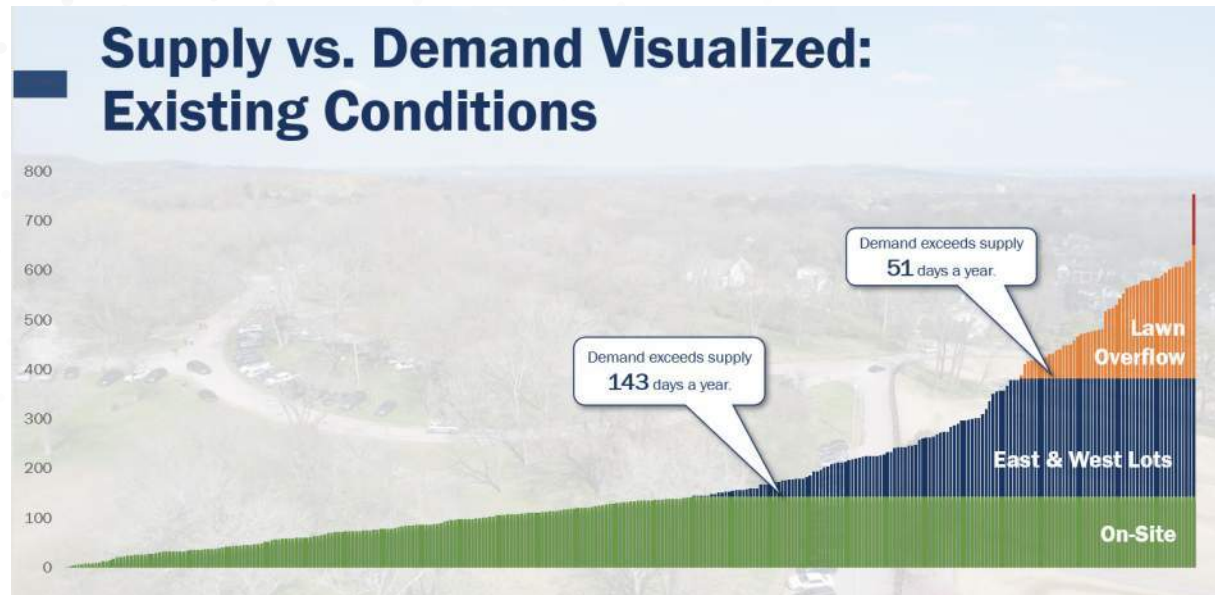
As part of the parking management plan and to provide relief to the neighborhood, the consultant team suggests that Cheekwood manage the total number of parking passes sold in a day and within specified time intervals. Estimates suggest that limiting parking capacity to 350 spaces, which can be accommodated by the East Lot and Cheekwood's front parking lot, provides sufficient capacity to accommodate visitors on all but the busiest days, such as during Cheekwood in Bloom, Cheekwood Harvest, and Holiday Lights.

Note: the above strategy is NOT included as a requirement for MOU compliance but has been provided to suggest a potential opportunity. Further testing is merited to confirm the appropriate parking limits.

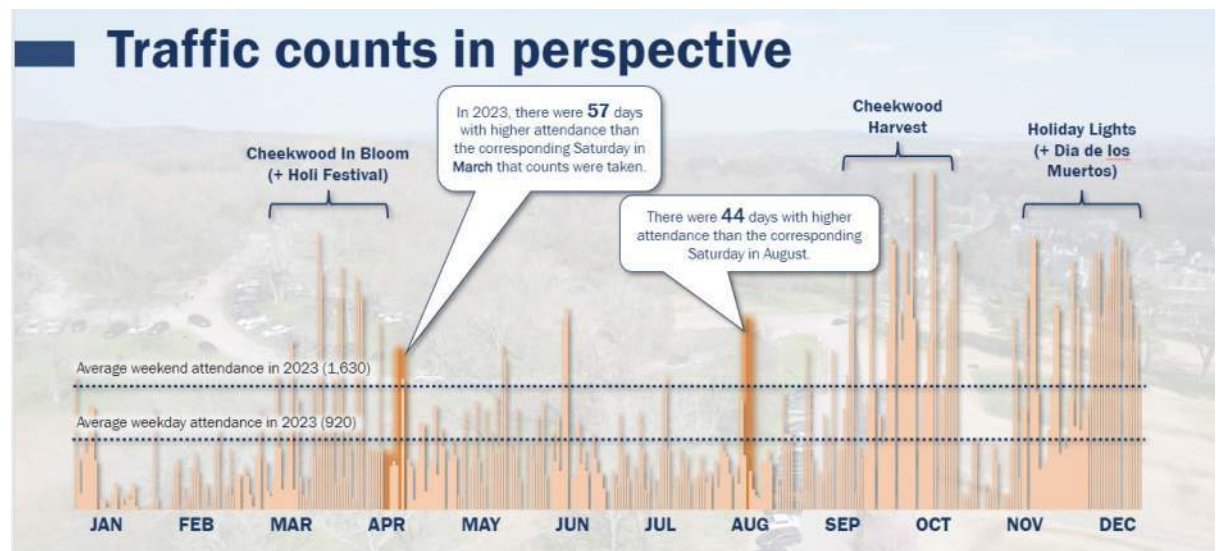
Transportation Demand Management Plan

Concurrent with the Parking Management Plan and associated cap on parking spaces, it is recommended that Cheekwood work with NDOT to create a Transportation Demand Management Plan. Recommended transportation demand management (TDM) strategies to be evaluated include:

- » **Remote parking with shuttle service**
Parking at an off-site location and taking a shuttle vehicle. There are several potential sites within a 10 to 15-minute shuttle ride of Cheekwood with parking capacity on the weekend, including schools, hospitals and shopping centers.



Analysis suggest that Cheekwood's current parking demand exceeds available capacity 51 days a year—that is, all but the busiest days.



- » **Bikeshare and bike parking**
Provide on-site priority parking locations to encourage nearby visitors to ride their bikes instead of driving. Over the longer term, bikeshare stations would allow visitors to park at nearby attractions, such as Percy Warner Park, at the Historic Site at Belle Meade, rent a bike and ride to Cheekwood, and vice versa.
- » **Carpooling incentives**
Provide priority parking for carpools with a significant number of occupants (four to five or more).
- » **Transit**
Encourage visitors to use bus transit by improving pedestrian connections from WeGo stops and Cheekwood's entrance. This includes a longer term project to expand sidewalks along SR 100 with crossing treatments at Cheek Road.
- » **Partnerships**
Partner with nearby restaurants and attractions to offer bundled admissions and a park once and walk, bike or take a shuttle to Cheekwood.
- » **Truck and heavy vehicle access enforcement**
Strictly enforce use of the rear entrance at Cheek Road for trucks, buses and other heavy vehicles. Beginning in 2025, deliveries to Cheekwood via Cheek Road should be limited to before 11 AM on weekdays. This restriction would not apply to normal residential deliveries in Belle Meade Highlands.
- » **Better information**
Promote alternative access by featuring

information prominently on Cheekwood's website. Use wayfinding signage to direct trucks, cars, cyclists and pedestrians along their respective routes.

Work Toward Long Term Solutions

As part of the near-term actions, it is recommended work commence on several long term solutions:

Permanent Parking Solution

Cheekwood initiates a parking design and due diligence phase for a new facility on its property (refer to MOU Recommendations p.20-24). Such parking design should utilize current entrances but also anticipate future SR 100 access. A financial plan should be completed and capital fundraising campaign should be initiated.

SR 100 Access and Scenic and Cultural Corridor

At the neighborhood scale, Metro should undertake an additional study of a recommended SR 100 access point. At the regional scale, Metro should evaluate broader SR 100 corridor as a reoriented resource for access and quality of life. Both studies should be administered by NDOT with support from Metro partners, including Parks and Planning. Cheekwood should also undertake its own evaluation of SR 100 access independent of NDOT's work. These efforts are described in more detail in following sections.

Near Term Projects

As work commences on the long term solutions identified above, there are several projects that can be completed in the near term. These actions address safety and access on neighborhood streets and on-site parking at Cheekwood.

Page Road and Forrest Park Drive Pathway

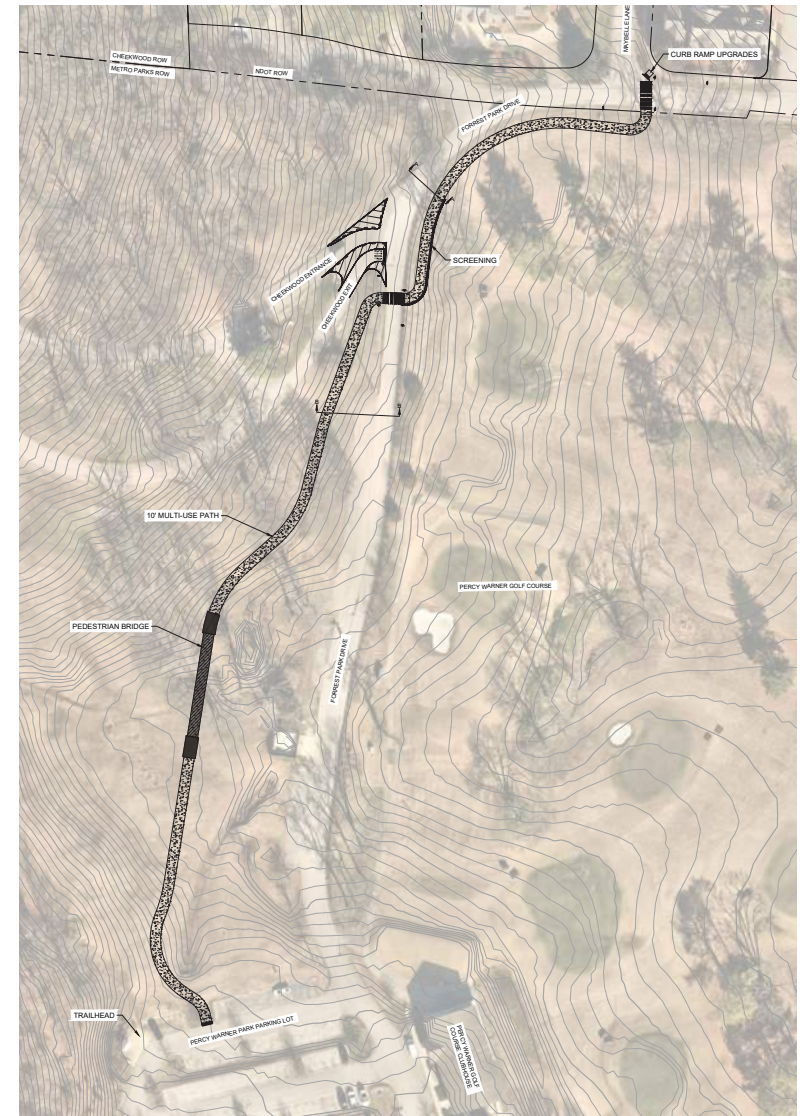
This study proposes a conceptual bicycle and pedestrian pathway connecting Belle Meade Boulevard to the golf course pavilion parking lot via Page Road and Forrest Park Drive. It also includes a 30% design completion for the segment between Forrest Park Drive and the parking lot (Figure 4). Metro, as administered by NDOT, should prepare the segment from Forrest Park Drive to the golf course for the Capital Improvements Budget (CIB) and perform additional design and engagement around the recommended alignment from Belle Meade Boulevard to Forrest Park Drive.

Connectivity and Safety Treatments

Better management of parking and access to Cheekwood will make a noticeable difference on traffic volumes on neighborhood streets in Belle Meade Highlands. Further enhancements to neighborhood safety include installation of traffic calming measures such as speed cushions. Speed cushions were recently installed on Forrest Park Drive and are planned for installation on Page Road, between Forrest Park Drive and SR 100. Additional installations of speed cushions on neighborhood streets with a high volume of non-local traffic is possible but will require further study by NDOT.

Safety on neighborhood streets can also be improved by identifying streets specifically for walking and cycling and excluding non-local motor vehicle traffic. “Modal priority” can be implemented through wayfinding

Figure 4: Multi-use path concept design.



and signage. Low-cost, low-impact design treatments that are feasible for Belle Meade Highland's pavement-constrained streets can also make streets more comfortable for walking and cycling and discourage non-local motor vehicle trips.

Interim: On-site Surface Parking

During the interim period, Cheekwood could expand the front surface lot near the main entrance while continuing work on a long term parking solution.

The consultant team recommends that Cheekwood strategically manage its parking volumes to minimize undue traffic burden on the neighborhood while Forrest Park Drive continues to be used for entry access.

Cheekwood should also explore parking at the rear entrance by either expanding the existing rear surface parking lot or constructing a new parking facility where the greenhouse is currently located.

Figure 5 illustrates the three potential places for interim parking. The parking management plan, including paid parking and timed entry, and TDM and traffic management strategies will continue.

Figure 5: Opportunities for Interim surface parking at Cheekwood



Interim On-Site Parking Recommendations

- Expand surface parking on Cheekwood front lot
- Evaluate surface lot expansion on Cheekwood rear lot or Greenhouse
- Continued use of Forrest Park Drive
- Unbundled parking, pre-booking, paid and timed entry and parking limits
- Strategically manage parking volumes to mitigate negative impact.
- Maintain Cheek Road for staff and delivery

MOU Recommendations

Prerequisites for a new MOU

(immediate implementation)

In March 2025, it is recommend the Metro Parks Board extend Cheekwood’s MOU Parking Agreement by one year if Cheekwood meets the prerequisite provisions and corresponding documentation outlined in the table on pages 19-22. These include progress in the following categories:

1. Design and Construction (D&C)
2. Capital Planning (CP)
3. Transportation Demand Management (TDM)
4. SR 100 Access (A)
5. Management, Operations, and Communication (MO&C)

Year One Recommendations

(March 2025-Feb. 2026)

1. Metro Planning (“MPC”), in conjunction with Metro Parks staff, shall supply the Metro Parks Board with an updated map and geographic coordinates pertaining to a revised Memorandum of Understanding (“MOU”) Parking Agreement for overflow parking for Year One.
2. Cheekwood shall provide a Schedule of

Performance (SOP) for Year One Tasks and Milestones to be included in an MOU.

3. Metro will coordinate with internal and external stakeholders and consultants, monitor progress, and verify completion of all required milestones.
4. To demonstrate compliance with the 2025 MOU, Cheekwood shall execute the provisions and submit the documentation outlined in the table below by the appropriate deadline. This includes Cheekwood’s submission to Metro of quarterly reports demonstrating progress on the semi-annual benchmarks.

Year Two Recommendations

(2026 and forward)

1. Documentation shall be submitted to Metro for verification of completion of all required milestones in compliance with the MOU.
2. Achievement of all Year One provisions shall be verified and documented by Metro prior to a second MOU.
3. Planning staff recommends Metro Parks establish another MOU in 2026 only if all provisions of the 2025 MOU are verified and documented by Metro.
4. The 2026 parking agreement will include

the West Lot if Metro determines that Cheekwood has demonstrated the following:

- » a good faith effort to implement TDM policies through its quarterly updates and/or has commenced construction of the parking facility by March 2026,
 - » diligent pursuit of completion of the new parking facility,
 - » and the continued need for overflow parking in this area.
5. This new MOU should accommodate the duration of construction and include the following provisions:
 - » Once construction commences, it shall be pursued continuously.
 - » Metro will, in good faith, consider and recommend time extensions for milestones in cases where unforeseen conditions or complications have delayed otherwise timely and legitimate progress towards objectives.
 6. If determined appropriate by NDOT’s access analysis, Cheekwood and Metro Parks may coordinate improvements to SR100 through a participation agreement. This could necessitate additional consideration and approval by Metro Parks Board.

Prerequisites for a new MOU

(immediate implementation: Jan.–Mar. 2025)

category	provision	documentation
D&C	<ul style="list-style-type: none"> Execute contract for design and engineering services for parking facility. 	<ul style="list-style-type: none"> Redacted, signed contract, or invoice. Progress report of key consultant procurement
	<ul style="list-style-type: none"> Commence procurement for key consultants (transportation, environmental, and geotechnical engineers; landscape architects, et cetera). 	
CP	<ul style="list-style-type: none"> Develop a capital campaign and financial plan. 	<ul style="list-style-type: none"> Submit financial/fundraising plan for the parking capital project. Add parking donation request to Support page on website. Redacted, signed contracts
	<ul style="list-style-type: none"> Begin fundraising. 	
TDM	Implement a pre-paid parking program on park property with a tiered policy for managing access during regular and peak event times. (Refer to Implementation Plan for more details on parking strategies.)	Document certifying that the program is in place. Updates should include data that reflect how the program is working for guests, members, and special event parking. The Parks Board may impose more detailed requirements if the program is not being managed successfully.
A	Conduct initial, independent analysis of SR 100 access feasibility for Cheekwood’s purposes (to be compared with NDOT and Metro Parks concurrent work).	Submit to NDOT for its review and comment, a summary memo of initial analysis of the preferred SR 100 access. Send a copy to the Parks Board.
MO&C	<ul style="list-style-type: none"> Plan and notify vendors of 2025 vendor delivery policy. 	<ul style="list-style-type: none"> Submit vendor delivery policy. Name of liaison with contact information
	<ul style="list-style-type: none"> Designate a primary project liaison with Metro Parks Board, MPC, and Cheekwood Board. 	

Year One Recommendations *(Mar. 2025-Feb. 2026)*

date	category	provision	documentation
JUNE (+3 mos.)		<i>Submit quarterly progress report for March through June 2025.</i>	
	D&C	<ul style="list-style-type: none"> Complete 30% Design Development (design and cost estimates) documents. Complete appropriate environmental impact and geotechnical studies. Initiate procurement process for construction contractor team. 	<ul style="list-style-type: none"> 30% DD set Geotechnical report
	A	Coordinate with NDOT on SR 100 access analysis. NDOT to submit comments on initial design review & required modifications.	Memo
SEPT (+6 mos)	CP	Present an update on project funding plan.	Summary of fundraising progress. Specific fundraising goals to be included in Milestone Schedule.
	MO&C	<ul style="list-style-type: none"> Conduct meeting on 2025 vendor delivery policy. Establish neighborhood liaison & begin regular mailings to neighbors to communicate progress. Present project progress (design, fundraising, milestone schedule status) at Metro Parks Board Sept meeting. 	<ul style="list-style-type: none"> Agenda and attendee list from vendor delivery policy meeting Name of neighborhood liaison Presentation slides
	TDM	<ul style="list-style-type: none"> Develop interim on-site or remote parking strategy for the construction period. Conduct study of Uber/Lyft drop-off options at Cheek Rd. 	<ul style="list-style-type: none"> Summary of interim parking strategy Recommendations from Ride Share study
DEC (+9 mos.)		<i>Submit quarterly progress report for March through June 2025.</i>	

Year Two Recommendations (2026 and forward)

date	category	provision	documentation
MARCH (+12 mos.)	D&C	complete 90% construction documents	90% CD set
	CP	<ul style="list-style-type: none"> • Full execution of loan agreement and promissory note • Fundraising progress 	<ul style="list-style-type: none"> • Promissory note (redacted) • Report of fundraising progress
	MO&C	<ul style="list-style-type: none"> • Present project progress to Metro Parks Board at their March 2026 meeting • Construction timeline 	<ul style="list-style-type: none"> • Presentations slides • 2025 project progress report with estimated construction timeline
	TDM	<ul style="list-style-type: none"> • Present interim parking strategy while the on-site parking is under construction • Implement ride share recommendations from study 	Summary report of ride share implementation and interim parking
	A	<ul style="list-style-type: none"> • Coordinate with NDOT implementation of SR 100 access solution 	Memo
JUNE (+15 mos.)	<i>Submit quarterly progress report for March through June 2026.</i>		
SEPT (+18 mos.)	D&C	<ul style="list-style-type: none"> • 100% Construction Documents • Application for grading permits submitted. 	<ul style="list-style-type: none"> • CD set • Grading permit application
	MO&C	Present project progress to Metro Parks Board at their Sept. 2026 meeting	Presentations slides
DEC (+21 mos.)	<i>Submit quarterly progress report for September through December 2026.</i>		
MARCH (+24 mos.)	D&C	60% Construction	verification of 60% construction
	MO&C	present project progress to Metro Parks Board at their March 2027 meeting	presentation slides

Year Two Recommendations cont. (2026 and forward)

date	category	provision	documentation
SEPT 2027 (+30 mos.)	D&C	<ul style="list-style-type: none"> 99% construction documents apply for use and occupancy permit 	occupancy permit application
	MO&C	<ul style="list-style-type: none"> present project progress to Metro Parks Board at their September 2027 meeting 	presentation slides
DEC 2027 (+33 mos.)	A	coordinate with NDOT on SR 100 access implementation	Memo
	<i>Submit quarterly progress report for September through December 2027</i>		

Part 2: Long Term Solutions

The second part of the implementation plan addresses long term solutions. These are permanent solutions for parking and access that will preclude the need for additional temporary agreements as well meeting the potential of SR 100 as a cultural and recreational corridor.

SR 100 Access

During Part 1 of this plan, NDOT will further the design and construction of a recommended alignment for a SR 100 access point under current and future growth patterns. Access to Cheekwood from SR 100 is essential to removing traffic from Belle Meade Highlands neighborhood streets as demonstrated by the traffic analysis results in Figure 6. Cheekwood should undertake its own independent evaluation of access from SR 100 concurrent with NDOT's work.

Figure 6. Diversion of Cheekwood traffic to new access road.



As part of this task, NDOT should consult with Metro Parks to build on work undertaken in this study that shows impacts to Cheek Road and Forrest Park Drive from Parks uses, in addition to Cheekwood uses. While significantly less than Cheekwood, traffic demand from golf course lot visitors is a burden on the neighborhood. Traffic analysis completed for this study suggests that diversion of park traffic a new SR 100 access road will have a significant positive impact on neighborhood streets (Figure 7). As the city grows, driving higher uses of parks – Metro should lead

the way in ensuring that it is meeting best practices, in terms of traffic management and access for all Nashvillians.

This analysis should determine the benefits to Parks for a joint shared access from SR 100. NDOT should consult with Parks on its 25-year growth outlook to determine whether changes in uses of this portion of the park – or other portions – would necessitate additional SR 100 access, in consideration of its access goals, both physical and constituency. Access should account for pedestrians, bicycles, buses, and vehicular users.

SR 100 Access Road

1. Evaluation led by NDOT
2. Evaluate benefits and feasibility of park access via new road
3. Separate evaluation of access by Cheekwood

Figure 7. Diversion of park traffic to new access road.



NDOT should prepare a briefing for the Parks Board, with input from Parks and Cheekwood, that provides information and recommendations on the benefits of SR 100 shared access prior to August 2025. The request may include:

- » **NDOT**
Account for the benefits of such a shared extension to the neighborhood streets and any broader mobility goals;
- » **Parks staff**
Address benefits and needs from a park purposes perspective (as defined in any policy or legal documents recognized by the Board) and within the context of the overall Master Plan (Plan 2 Play); and
- » **Cheekwood**
Address impacts to historic resources, operations, etc. or as otherwise defined by the Board.

NDOT should provide to the Mayor's Office and Metro Council all recommendations from the technical Phase 2 task, for participation agreements, policy development, or other funding.

Permanent Parking Facility at Cheekwood

A permanent parking facility on Cheekwood's property will replace its use of park property and the need for a recurring agreement.

Cheekwood should complete the evaluation, design, and construction of a new parking facility on its property according to the benchmarks established in Part 1. An analysis of parking facilities prepared for this study has identified several viable locations, with the recommended location at the front entrance in the general location of the existing surface parking lot.



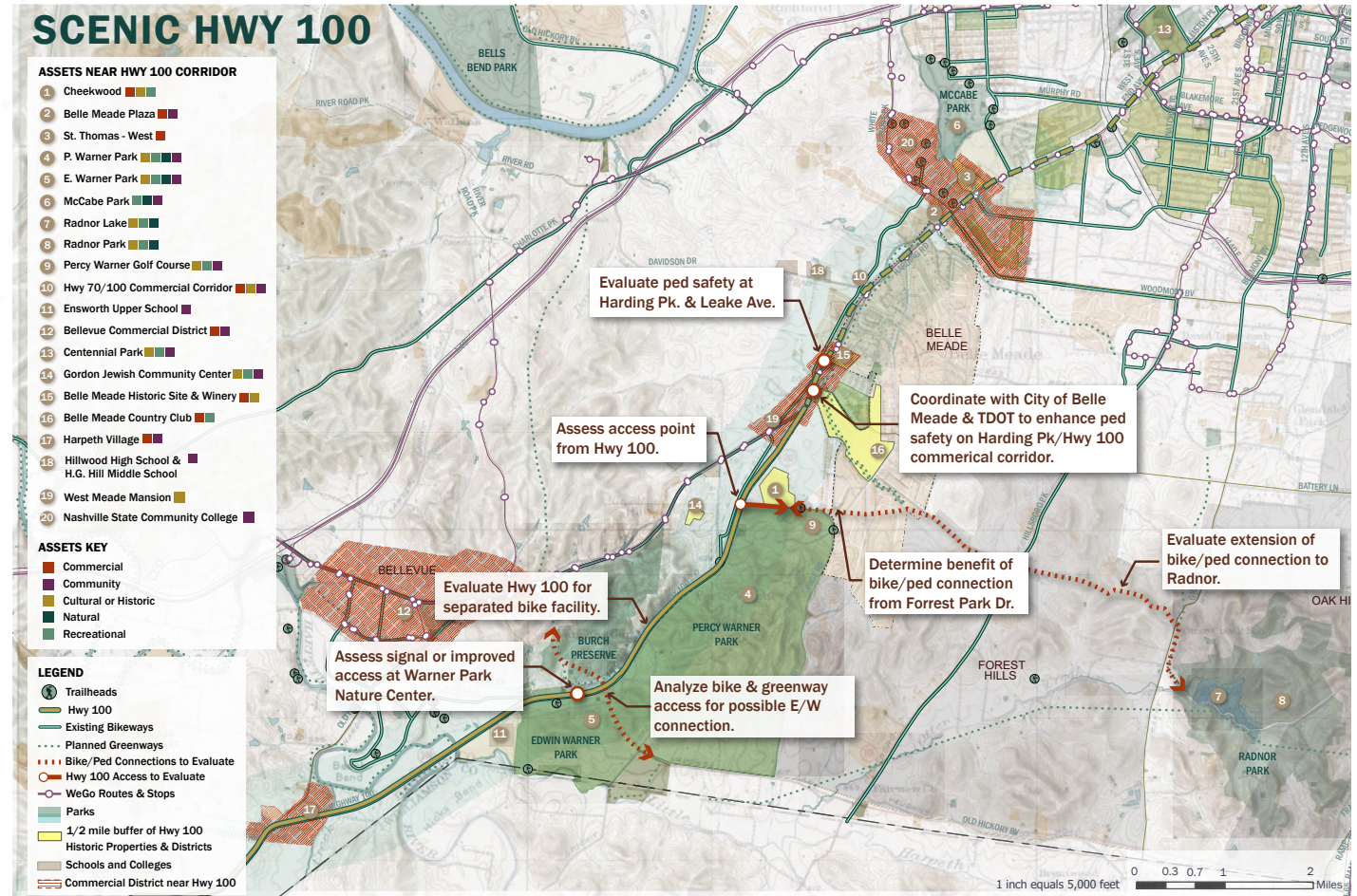
SR 100 Cultural and Scenic Corridor

SR 100 has the potential to become an essential connectivity element for southwest Davidson County's many natural and cultural assets, such as Edwin Warner and Percy Warner Parks, Cheekwood, the Belle Meade Historic Site, and Centennial Park. Figure 9, which illustrates this concept, should be used as a starting point for continued planning and discussion by Metro Planning, NDOT, Parks and its partners, and the broader community for discussion and decision-making about current and future planning.

Metro should undertake an additional technical task focused in more detail on SR 100, administered by NDOT, with support from Metro Parks and Planning. NDOT should build on the illustration shown in Figure 9 that shows how SR 100 can become the connective tissue for all users, including greenways, bikeways, multi-use paths, and frequent transit service.

This concept should be refined to build on Parks' vision, with its nonprofit partners, for both Warner Parks and its broader greenway network, that prioritizes bike and pedestrian access to and through the community and its parks. It should endeavor to remove all obstacles to making SR 100

Figure 9. SR 100 scenic and cultural corridor concept



excellent for that purpose, including adding crosswalks, improving transit stations and transit access, managing motor vehicle access and speeds and making intersections safe, and comfortable for all users.

Administration and Coordination

Successful implementation of the plan is complex and involves a number of key stakeholders, including the Metro Parks Board, Metro Parks staff, Metro Planning, NDOT, and Cheekwood. This section identifies the roles and responsibilities of each stakeholder and recommendations for continuing coordination.

Roles and Responsibilities

Figure 10 identifies the roles and responsibilities of each stakeholder for each of the major elements of the implementation plan. For each element, there is a lead agency and one or more support agencies.

Ongoing Coordination

Implicit to the roles and responsibilities identified in Figure 10 is a high degree of coordination among agencies and stakeholders. It is recommended that coordination occur in three different ways:

- » **Quarterly reporting**
The lead agency or stakeholder should provide a quarterly update for the duration of their respective task. The update can be a brief narrative that describes progress to date and supporting exhibits if applicable.
- » **Coordination meetings**
A number of tasks require coordination and cooperation among the lead and support agencies/stakeholders. A regular meeting schedule, either bi-monthly or quarterly, is recommended to ensure that coordination is taking place.
- » **Public engagement**
A quarterly public reporting schedule is recommended to keep neighbors informed

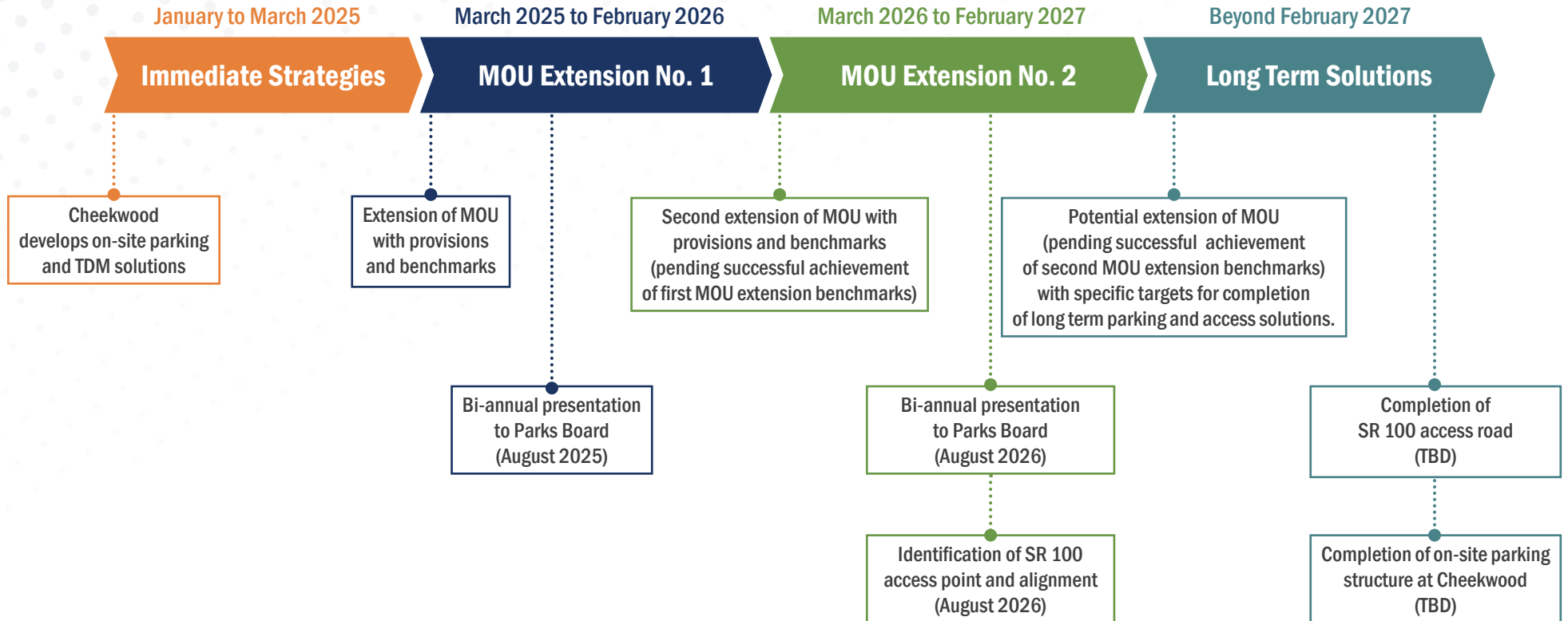


Figure 10. Roles and responsibilities.

	Metro Parks Board	Metro Legal	Metro Parks Staff	NDOT	Metro Planning	Cheekwood
PART 1						
Parking Management Plan			Provide technical assistance to Cheekwood.	Provide technical assistance to Cheekwood.		Develop and implement plan.
Transportation Demand Management Plan			Provide technical assistance to Cheekwood.	Provide technical assistance to Cheekwood.		Develop and implement plan.
Parking Due Diligence	Monitor compliance through quarterly updates.					Provide quarterly updates on progress.
Page Road and Forrest Park Drive Pathway			Coordination with NDOT as necessary.	Prepare the segment from Forrest Park Drive to the golf course for the CIB. Perform additional design and engagement around the segment from Belle Meade Boulevard to Forrest Park Drive.		
Connectivity and Safety Treatments				Study further installation of speed cushions in Belle Meade Highlands. Evaluate and implement modal priority on neighborhood streets and reinforce with low-cost, low-impact design treatments.		
On-site Surface Parking						Develop expanded surface parking.
MOU Extension: March 2025-February 2026	Execute MOU.	Develop revised MOU language.	Advise as necessary.	Advise as necessary.	Advise as necessary.	Execute MOU.
Second MOU Extension: March 2026-February 2027	Execute MOU.	Develop revised MOU language.	Advise as necessary.	Advise as necessary.	Advise as necessary.	Execute MOU.
PART 2						
SR 100 Access			Advise and consult with NDOT and Parks Board on parks benefits.	Evaluate benefits and feasibility of park access via new road.		Conduct independent evaluation of SR 100 access.
Permanent Parking facility at Cheekwood	Monitor for compliance.					Fund, design and construct a new parking facility consistent with benchmarks.

Lead Support

Implementation Timeline





BELLE MEADE HIGHLANDS



Design
and
Mobility
Study

Implementation Plan

January 2025