



PARTNERSHIP 2020

LEAD.

RISE

TO THE CHALLENGE



A MESSAGE FROM OUR CO-CHAIRS

Throughout its history, Nashville has always been a city with its vision on the horizon, focusing on what lies ahead – a community of leaders, innovators, and risk-takers with the collective spirit to create a vibrant place that simply has “it.”

Because of the vision and leadership of Partnership 2020 investors, the Nashville region has risen to national and global prominence as a top destination for talent, tourism, and corporate investment. In the past 25 years, Partnership 2020 has supported the creation of more than 370,000 jobs in Middle Tennessee and been central to the success of many regional economic development initiatives. Today, the Nashville region is considered among the most dynamic, competitive, and admired metropolitan areas in the United States.

Partnership 2020 investors recognize these economic development efforts do not happen in a vacuum – without long-term vision and strategy. The Nashville region is now competing with the “best of the best” – communities that continue to intensely invest in assets and strategic initiatives to enhance their attractiveness in a rapidly changing economy.

As regional leaders, Partnership 2020 investors stand up to the challenge and make the case to continue moving the region’s momentum forward. Over the next five years, they will have the opportunity to shape our region’s future prosperity in momentous ways. Each investor’s voice is essential to help Nashville grow in a way that preserves what’s best about our region and creates opportunities for prosperity essential to its bright future. Lead the way with us.



MEGAN BARRY, mayor,
Metropolitan Government of
Nashville and Davidson County;
Partnership 2020 Co-Chair



JIM SCHMITZ, Middle Tennessee
Area President, Regions Bank;
Partnership 2020 Co-Chair

“Through Partnership 2020, the Nashville region has achieved remarkable success by engaging thousands of business leaders around a common vision for economic prosperity. Together, we must continue to make the case for progress and invest in creative solutions that address the challenges we face.”

- Jim Schmitz, Middle Tennessee Area President,
Regions Bank; Partnership 2020 Co-Chair

PARTNERSHIP 2020 / THE NASHVILLE REGION'S ECONOMIC DEVELOPMENT INITIATIVE

The Nashville Area Chamber of Commerce's Partnership 2020 is the Nashville region's public-private economic development initiative. The Partnership was formed in 1990 to maintain and grow the Nashville region's economy by creating jobs through working with relocating and expanding businesses, attracting a talented and creative workforce, and developing and promoting a quality of place and livability.

The Vision For a Dynamic Nashville

More than 25 years ago, Partnership 2000 was formed as a regional public-private partnership aimed at growing the economy within a 10-county economic market – Cheatham, Davidson, Dickson, Maury, Montgomery, Robertson, Rutherford, Sumner, Williamson and Wilson.

Positioning the region as a broad portfolio of choice for business strengthens the entire Middle Tennessee economic engine. With the support of regional economic development partners and investors, the Partnership has been successful in laying the groundwork for a vibrant, regional economy. Regional economic development work is a key component to success in an environment that is increasingly competitive. It will be critical for leaders across Middle Tennessee to continue to work together to ensure regional prosperity.

PARTNERSHIP 2020 / A RECORD OF RESULTS

Since 1990, the regional Partnership approach has yielded impressive results. Highlights include:

- ▶ More than **370,000 NEW JOBS** created by the expansion and relocation of companies to the Nashville region.
- ▶ The Partnership has played a key role in the relocation of more than **850 NEW COMPANIES** to the Nashville region, including globally recognized brands such as Louisiana-Pacific, Nissan North America, Hankook Tire, Beretta, Aramark, the Loews Corporation, ServiceSource, Clarcor, Asurion and many others.
- ▶ Partnership staff provided project management assistance resulting in the expansions of many local companies, including Bridgestone, HCA, Asurion, Community Health Systems, UBS, General Motors and more.
- ▶ The per capita income of the Nashville region has **GROWN NEARLY 150 PERCENT,** to approximately \$47,000.
- ▶ Population in the region has **GROWN BY MORE THAN 156%** to nearly 1.8 million.
- ▶ Initiatives launched by the Partnership have proven to be a strong, positive force in raising the quality of the region's workforce and educational attainment, contributing to Tennessee's ranking as one of the fastest-rising states in the nation by the National Assessment of Educational Progress.

COLLABORATE

on the path to prosperity.



“The Nashville region is competing both nationally and internationally to continue the momentum for strong business growth. Middle Tennessee leaders understand that region-wide collaboration is essential to successfully addressing our key challenges and ensure prosperity for years to come.”

– *Barry Stowe*, chairman & CEO, Jackson National Life Insurance Company



BUILDING ON OUR STRENGTHS

Nashville's economic momentum is linked to a set of competitive strengths that few cities in America can match. Among these are:

- ▶ A preferred location for relocating and expanding corporations and workforce talent;
- ▶ Strong population and employment growth in diverse high-growth sectors, including health care, technology, advanced manufacturing and corporate operations;
- ▶ Rising wages and income growth, increasing prosperity for more members of the region; and
- ▶ Low cost of living with a creative culture and well-educated population.



“As one of the health care capitals of the world, Nashville is a city with unparalleled diversity of health care companies, leaders in innovation, and an expanding impact on the global industry landscape. To continue to compete at this level of excellence, we must invest in strategies that support industry growth, positioning us well for the decades ahead.”

– Milton Johnson, chairman & CEO, HCA

NOW

is the time.

THE CRITICAL NEED

To continue this momentum, Partnership 2020 will focus to address and improve areas of urgent need in the Nashville region. They include:

- ▶ Growing jobs in strategic target sectors through aggressive recruitment of new companies and fostering the growth of existing businesses.
- ▶ Driving the development of a workforce with the skills essential to meet the needs of businesses in the decades ahead, raising educational attainment, and focusing on attraction and retention of highly skilled talent.
- ▶ Addressing regional growth and affordability with viable transportation and living options.

“Nashville’s business community is one of the key stakeholders in public education in Nashville, and Partnership 2020 is vital to ensuring that our investments count. To its considerable credit, the Chamber has high expectations for the quality of our city’s schools, and our support of Partnership 2020 goes a long way toward our meeting, even exceeding, those standards.”

– *Steve Turner*, principal, Marketstreet Equities Company



A photograph of the Nashville skyline, featuring the AT&T Building with its distinctive top, surrounded by other skyscrapers and greenery in the foreground.

PROSPERITY STRATEGY

Following a year-long period of data-driven research and community input from thousands of business, public policy and economic development leaders, the Partnership 2020 strategy has emerged with a focus in three key areas that will build on the region's successes and ensure the Nashville region's prosperity.

Finally, and most critically, one key characteristic joins and supports all three: *effective regionalism*. In today's marketplace, regionalism is not a tactic to pursue, but a quality that should be embedded in all strategic pursuits. A commitment to effective regionalism is the unifying attribute of the Partnership's implementation efforts in its three primary focus areas.

The Strategic Drivers Are:

Economic prosperity

Creating a diverse range of quality employment opportunities, with a focus on job creation in five target industry sectors while elevating incomes in the region. Differentiating Nashville as a leader in the nation with a strategic focus on attracting international investment, business recruitment, retention and expansion, and supporting small business and entrepreneurial growth.

Talent development

Preparing our K-16 pipeline as the next generation of talent with the skills needed to advance in a variety of existing and emerging fields. Continuing a focus on the attraction and retention of highly skilled and educated workers to generate the competitive talent necessary for businesses starting, growing or moving to the Nashville region.

Place and livability

Proactively addressing the need to plan for our growing population, including regional transit, affordability and global connectivity while maintaining the Nashville region's cost-of-living advantages and preserving its unique assets. Focusing on the region's overall quality of place will ensure Nashville's long-term prosperity as a preferred destination for corporate investment and talent.

INFOCUS

a collective commitment with
a strategic foundation.

ECONOMIC PROSPERITY

Corporate Recruitment &
Relocation

Business Retention &
Expansion

Target Sector Development

International Business
Growth

Small Business Support

Entrepreneurship

TALENT DEVELOPMENT

Skilled Talent Attraction
& Retention

Talent Supply & Demand
Alignment

Pre K-12 Education Focus

Post Secondary Attainment
Gains

Young Professional
Engagement

PLACE AND LIVABILITY

Regional Transit
Solutions

Business Advocacy

Global Connectivity

Affordability

Public Asset
Development

Cost-of-Living
Advantages

EFFECTIVE
REGIONALISM

IN THE

TARGET SECTORS

In an effort to enhance the region's competitive position, Partnership 2020 will maintain a keen focus on a set of target industries to continue the diversification of the Nashville region's economy.

Building on the region's success, these targets were identified as a set of core competencies with a significant existing presence in the area, great short-term growth potential for job creation, and wealth-creating sectors.

Targeted economic development will create the best opportunity to improve the quality of life for the most area residents.

CORPORATE SERVICES

Corporate and
Regional
Headquarters

Back Office,
Data Centers,
Shared Services

HEALTH CARE MANAGEMENT & INFORMATION TECHNOLOGY

Health Care
Management

Health
Information
Technology



“The Nashville Area Chamber’s emphasis on maintaining a competitive business climate for the community is one of the reasons Partnership 2020 has been so successful in attracting and expanding corporate headquarters, manufacturing facilities, and many other business operations. Companies know they can manage their national or global businesses from a Nashville address.”

– Kent Adams, president & CEO, Caterpillar Financial Services Corporation

BALANCE

seeking smart growth.
preserving a legacy.

ADVANCED MANUFACTURING

Automotive
and Parts
Manufacturing

Other
Manufacturing
Opportunities

DISTRIBUTION & TRADE

Storage and
Distribution

Wholesale
Trade

MUSIC & ENTERTAINMENT

Music
Production
and Publishing

Affiliated
Sectors

“Expanding our presence in Nashville was the right business decision for UBS. As a longstanding member of the community, we knew this was a city with the talent capable of helping us grow. Partnership 2020 works to ensure that the community understands the importance of investing in a skilled, trained and educated workforce.”

– *Wanda Lyle*, managing director, general manager of Nashville
Business Solutions Center, UBS



ELEVATE

seize potential. create opportunity.

PERFORMANCE METRICS

Because an investment in Partnership 2020 is an investment in the growth, prosperity and economic future of our region, any wise investor requires accountability. Partnership 2020 will measure key indicators over the five-year program cycle to assure investors that we are hitting key marks along the way and delivering a return on investment. The scorecard for the five-year period will include measures for:

- ▶ **JOB GROWTH**
- ▶ **WAGE GROWTH**
- ▶ **GROWTH IN GROSS METROPOLITAN PRODUCT**
- ▶ **POPULATION GROWTH**
- ▶ **CONGESTION INDEX**
- ▶ **RIISING LEVELS OF EDUCATIONAL ATTAINMENT**



INVESTOR SUPPORT

Significant resources are required to fund an aggressive and proactive economic development strategy. To continue the economic prosperity Nashville has achieved in recent years and remain competitive with our peers, funding for the next five-year plan will require more dedicated resources to deliver the Partnership 2020 strategy set forth in this plan and continue to move the needle for the Nashville region.

“Nashville understands the value of higher education and is committed to helping the greatest number of students possible achieve their dreams of a post-secondary degree. There is no more important issue than continuing to improve our education systems. Partnership 2020 keeps us focused on that goal.”

—*Dr. Glenda Glover*, president, Tennessee State University



LEAD THE

PARTNERSHIP 2020 INVESTMENT BENEFITS

▶ PLATINUM (Minimum contribution of \$50,000/year for five years)

- Visibility as Platinum investor at all P2020 events
- Two top corporate officer seats on the P2020 Lead Investor Council
- Top priority placement as a Platinum investor for company profile on economic development website
- Recognition as a Platinum investor in the Nashville Area Chamber/P2020 Annual Report
- Inclusion in first priority list given to site selectors or prospects inquiring about various business services
- Includes all other benefits provided to Gold, Silver and Bronze investors

▶ GOLD (Minimum contribution of \$25,000/year for five years)

- One top corporate officer seat on the P2020 Lead Investor Council
- Priority invitations to VIP events, including exclusive economic development announcements, as appropriate
- Priority placement as a Gold investor for company profile on economic development website
- Recognition as a Gold investor in the Nashville Area Chamber/P2020 Annual Report
- Includes all other benefits provided to Silver and Bronze investors

WAY prepare for action.

► SILVER (Minimum contribution of \$10,000/year for five years)

- Invitation for two senior-level representatives to serve on the P2020 Economic Development Council to engage in regional economic development strategies
- Invitation for one senior-level representative to participate in a VIP industry tour/event
- Recognition as a top investor in the Nashville Area Chamber's lobby
- Priority placement as a Silver investor for company profile on economic development website
- Recognition as a Silver investor in the Nashville Area Chamber/P2020 Annual Report
- Includes all other benefits provided to Bronze investors

► BRONZE (Minimum contribution of \$5,000/year for five years)

- Invitation for one senior-level representative to serve on the P2020 Economic Development Council to engage in regional economic development strategies
- Invitation to attend P2020 investor meetings, including the Nashville Area Chamber/P2020 Annual Meeting
- Recognition as a Bronze investor for company profile on economic development website
- Recognition as a Bronze investor in the Nashville Area Chamber/P2020 Annual Report
- Exclusive invitation to participate in the Nashville Area Chamber's annual Leadership Study Mission
- Receive notification about significant economic development news, including major relocation announcements, as appropriate
- Receive P2020 investor newsletter and other Chamber communications
- Opportunity to involve senior-level representatives in P2020 committees or task forces, as needed

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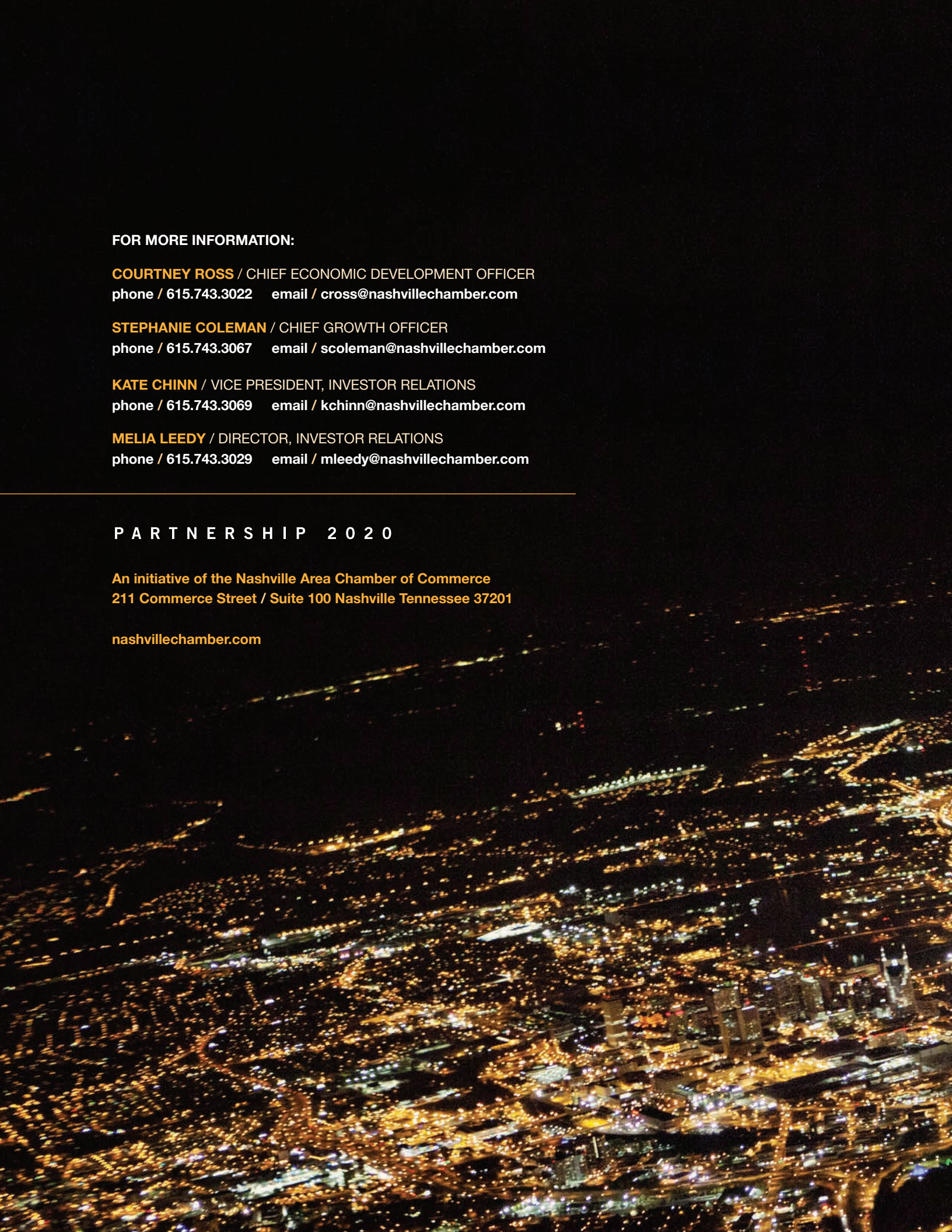
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PARTNERSHIP 2020

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An aerial night photograph of Nashville, Tennessee, showing a dense grid of city lights, highways, and the Mississippi River winding through the landscape. The city skyline is visible in the lower right, with several tall buildings illuminated. The overall scene is a vibrant display of urban development at night.