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P A R T N E R S H I P

20/30

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## ABOUT THE PARTNERSHIP

The Nashville Area Chamber of Commerce's Partnership 2030 is the Nashville region's public-private economic development initiative dedicated to Middle Tennessee's long-term economic prosperity. The Partnership was formed in 1990 to maintain and grow the Nashville region's economy by creating jobs through relocating and expanding businesses, attracting a talented and creative workforce, and developing and promoting quality of place and livability.

Partnership 2030 is **supported by nearly 250 businesses** and community investors dedicated to the success of the Nashville region. The Partnership focuses on a **10-county economic market** – Cheatham, Davidson, Dickson, Maury, Montgomery, Robertson, Rutherford, Sumner, Williamson and Wilson. Presenting the region as a broad portfolio of choice for business strengthens the entire Middle Tennessee economic engine. This **regional approach continues to be a critical component** to success in an increasingly competitive environment. For more than three decades, the Partnership has been successful in creating a vibrant, regional economy and will continue to build upon this foundation for decades to come.

## NASHVILLE ECONOMIC MARKET





## A RECORD OF RESULTS

Since 1990, the Partnership has yielded impressive regional results.

### HIGHLIGHTS INCLUDE:

More than **533,000 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 **1,030 new companies** to the Nashville region including Amazon, Dell, Facebook, Lowe's, Nissan North America, Cardinal Health, AllianceBernstein, Mitsubishi Motors, the ICEE Company, Philips, Hankook, Beretta, Asurion, Louisiana-Pacific, BNY Mellon and many others.

Partnership staff provided project management assistance resulting in more than **2,000 company expansions**, including Bridgestone, UBS, HCA, A.O Smith Corp., Warner Music, Community Health Systems, Inc., Gap Inc., Mars Petcare, SmileDirectClub, General Motors and more.

The per capita income of the Nashville region has grown **more than 208 percent**.

Since 1990, population in the region has **grown 81 percent** with more than **2 million residents** today.

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 continuing to help Tennessee improve its national rankings.



SAM HAZEN

*“Nashville’s dynamic healthcare industry has been a key to the growth of our region. As Middle Tennessee businesses continue to lead through innovation and respond to an ever-changing environment, it is vital that the public and private sectors continue to work together, invest in our region and intentionally plan for our area’s success.”*

Sam Hazen, CEO, HCA Healthcare

DR. SHANNA JACKSON

*“A skilled and educated workforce is critical to the Partnership 2030 plan and continued success of the Nashville region. Nashville State Community College is a workforce solution partner with a focus on equity in this work. We stand committed to preparing the next generation of talent with the skills needed to build the creative talent pipeline that continues to attract globally recognized brands to the region.”*

Dr. Shanna Jackson, President,  
Nashville State Community College



# P2030 FRAMEWORK

## STRATEGIC DRIVERS

JOB GROWTH	EDUCATION & TALENT DEVELOPMENT	QUALITY OF PLACE AND LIVABILITY
Corporate recruitment & relocation Business retention & expansion Good & promising job creation Target sector development International business growth Small business support Entrepreneurship & innovation Technology transfer & commercialization	Early education access After-school & summer programs Governance, leadership & community engagement Career pathways Labor force participation Curriculum alignment Workforce trend analysis Talent attraction & retention	Transportation & mobility Housing affordability Vibrant & balanced downtown core Health, safety & wellness Greenspace, parks & trails Arts, entertainment & cultural amenities

## STRATEGIC FOUNDATIONS

REGIONAL COLLABORATION
Collaborate across the 10-county Nashville Economic Market to ensure strategies meet the needs of the entire region.
DEEP PROSPERITY (ECONOMIC INCLUSION)
Promote economic growth that is robust, shared by all and enduring over the long term.

# PARTNERSHIP 2030 STRATEGY

Following a year-long period of research and community input from thousands of business, public policy and economic development leaders, the Partnership 2030 strategy emerged with a focus on three interconnected strategic drivers: Job Growth, Education and Talent Development, and Quality of Place and Livability.

The strategy also identifies two strategic foundations that support each driver and are critical to the success of this plan: regional collaboration and deep prosperity. **Effective regional collaboration** across the 10-county economic market **remains a top priority** for Middle Tennessee's competitiveness. **Deep prosperity, or economic inclusion**, promotes economic growth that is robust, shared by all, and enduring over the long term.

## JOB GROWTH

Partnership 2030 will ensure the Nashville region's economic development efforts **promote a regional economy that is balanced, sustainable, diverse and benefits all residents**. Nashville is among leading metros in the nation because of a strategic focus on job creation, business recruitment, expansion and restoration, attracting international investment and supporting entrepreneurial growth and innovation. The sustainability and stability of Middle Tennessee's economy is dependent on continuing to expand and attract diversified industries.

## EDUCATION AND TALENT DEVELOPMENT

**A skilled and educated workforce is the most important factor influencing a community's economic competitiveness.** Partnership 2030 will prepare current and future workers for high-demand, high-wage jobs by supporting education and talent development initiatives that support the region's economic growth. Effective talent development happens on a spectrum and requires a multi-faceted approach beginning with pre-K to 12, creating a pipeline from education to career. Development of talent pipelines after high school include adult education, upskilling and reskilling the current workforce, and facilitating connections to industry-recognized credentials and degrees to meet the evolving needs of employers.

## QUALITY OF PLACE AND LIVABILITY

Partnership 2030 will intentionally address issues that impact quality of place and livability to ensure the region's economic growth is beneficial to all residents. **Quality of place is a crucial element in attracting and retaining talent.** Key areas of focus include **transportation and mobility, housing affordability, and health and wellness**.



# KEY TARGET SECTORS

Partnership 2030 will focus on a set of target industries to continue to diversify the Nashville region's economy. Building on the region's success, these industries have a significant presence in the area, strong short-term job growth potential and are wealth-creating sectors. Targeted economic development will enhance the region's competitive position and create the best opportunity to improve the quality of life for all residents.

## DR. WRIGHT PINSON

**“The Nashville business community’s support and leadership provide the foundation for Partnership 2030 and the economic growth our region has experienced over the last 30 years. To continue this momentum, we must unite to address the current challenges and focus on the region’s future health and prosperity for all.”**

*C. Wright Pinson, MBA, M.D., Deputy CEO, Chief Health System Officer, Vanderbilt University Medical Center*



### CORPORATE SERVICES

Corporate and Regional Headquarters

Back Office, Data Centers, Shared Services

### HEALTH CARE MANAGEMENT & INFORMATION TECHNOLOGY

Health Care Management

Health Information Technology

### ADVANCED MANUFACTURING

Automotive and Parts Manufacturing

Other Manufacturing Opportunities

### DISTRIBUTION & TRADE

Storage and Distribution

Wholesale Trade

### MUSIC, ENTERTAINMENT & HOSPITALITY

Music Production and Publishing

Affiliated Sectors

# MEASURING STRATEGY SUCCESS

Partnership 2030 will measure key metrics over the five-year program cycle to assure investors that we are achieving goals and delivering results. The scorecard for the five-year period will include the following top-line metrics for the 10-county Nashville economic market:

## EMPLOYMENT GROWTH

FIVE-YEAR GOAL  
**150,000 JOBS**

## GROWTH IN GROSS DOMESTIC PRODUCT

FIVE-YEAR GOAL  
**\$30 BILLION**

## RISING LEVELS OF EDUCATIONAL ATTAINMENT

FIVE-YEAR GOAL  
**55% OF POPULATION 25-64 WITH ASSOCIATE'S DEGREE OR HIGHER**

## POPULATION GROWTH

FIVE-YEAR GOAL  
**200,000 PEOPLE**

Partnership 2030 will monitor affordability over the five-year period using the Chamber's proprietary Livability Index. The 10-county Nashville economic market index will compare to benchmark regions and the U.S.

## AFFORDABILITY

2021 BASELINE LIVABILITY  
INDEX **NASHVILLE**  
ECONOMIC MARKET  
**92.5**

2021 BASELINE LIVABILITY  
INDEX **U.S.**  
ECONOMIC MARKET  
**100**

## WANDA LYLE



**“Partnership 2030 enhances and promotes the Nashville region’s creative entrepreneurial spirit, skilled and talented workforce, diverse economy and regional collaboration. UBS is proud to call the Nashville region home and continues to see new opportunities for growth and innovation for years to come.”**

*Wanda Lyle, Retired Managing Director, General Manager of UBS Business Solutions Center Nashville*

## IKDEEP SINGH

**“Positioning the broader Nashville region as a leading economic market strengthens access to top talent, fosters a creative and diverse culture, and helps keep the business environment attractive to current employers, as well as those looking to expand or relocate their business.”**

*Ikdeep Singh, Regional President, Mars Petcare North America*



## SARAH TRAHERN



**“Nashville is city of risk-takers and innovators. Music unites the Middle Tennessee region and fuels the creative economy. Through intentional planning, Nashville has become a world-renowned destination for entertainment, as well as a home for music business, a key feature of the quality of life that has drawn so many people to our region.”**

*Sarah Trahern, CEO, Country Music Association*



IMPACT OF 30,000  
TARGET SECTOR JOBS  
CREATED THROUGH  
**ONE YEAR** OF P2030'S  
ECONOMIC DEVELOPMENT EFFORTS.

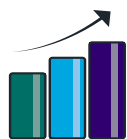
This data is based on economic impacts to the Nashville MSA and Clarksville MSA.



GENERATES ANOTHER  
**41,092 JOBS**  
ACROSS THE TWO MSAS



CREATES  
**\$3.3 BILLION**  
IN WAGES & SALARIES



ADDS  
**\$6.6 BILLION**  
TO REAL GDP (2012)



INCREASES PER CAPITA  
INCOME BY **\$833**



CREATES  
**\$4.7 BILLION**  
IN PERSONAL INCOME



EXPANDS INTERNATIONAL  
EXPORT ACTIVITY BY  
**\$2.7 BILLION**

**\$3.4 BILLION**

IN PERSONAL CONSUMER EXPENDITURES



RECREATION & OTHER SERVICES  
**\$942 MILLION**



HOUSING  
**\$324 MILLION**



HEALTH CARE  
**\$501 MILLION**



MOTOR VEHICLES  
**\$211 MILLION**



FOOD & BEVERAGE  
**\$207 MILLION**



FURNISHINGS  
**\$158 MILLION**

**THE BOTTOM LINE**

THE IMPACT OF 150,000 TARGET SECTOR JOBS  
OVER THE **NEXT 5 YEARS** OF PARTNERSHIP 2030

**233,459**  
JOBS

CREATED IN THE TWO MSAS



**\$35.4 BILLION**  
IN ADDITIONAL GDP



**\$29.3 BILLION**  
IN ADDITIONAL  
PERSONAL INCOME



**\$19.5 BILLION**  
IN ADDITIONAL  
PERSONAL CONSUMER  
EXPENDITURES





PARTNERSHIP 2030 INVESTMENT BENEFITS

PLATINUM

- ★ Visibility as Platinum investor at all P2030 events
- ★ Two top corporate officer seats on the P2030 Lead Investor Council
- ★ Top priority placement as a Platinum investor for company profile at [nashvillechamber.com](http://nashvillechamber.com)
- ★ Recognition as a Platinum investor in the Nashville Area Chamber/P2030 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

- ★ One top corporate officer seat on the P2030 Lead Investor Council
- ★ Priority invitations to VIP events, including exclusive economic development announcements, as appropriate
- ★ Priority placement as a Gold investor for company profile at [nashvillechamber.com](http://nashvillechamber.com)
- ★ Recognition as a Gold investor in the Nashville Area Chamber/P2030 Annual Report
- ★ Includes all other benefits provided to Silver and Bronze investors

SILVER

- ★ Invitation for two senior-level representatives to serve on the P2030 Economic Development Council to engage in regional economic development strategies
- ★ Invitation for one senior-level representative to participate in a VIP experience
- ★ Invitation for one senior-level representative to attend a luncheon with regional economic development leaders
- ★ Recognition as a top investor in the Nashville Area Chamber's lobby
- ★ Priority placement as a Silver investor for company profile at [nashvillechamber.com](http://nashvillechamber.com)
- ★ Recognition as a Silver investor in the Nashville Area Chamber/P2030 Annual Report
- ★ Includes all other benefits provided to Bronze investors

BRONZE

- ★ Invitation for one senior-level representative to serve on the P2030 Economic Development Council to engage in regional economic development strategies
- ★ Invitation to P2030 investor meetings, including the Nashville Area Chamber/P2030 Annual Meeting
- ★ Recognition as a Bronze investor for company profile at [nashvillechamber.com](http://nashvillechamber.com)
- ★ Recognition as a Bronze investor in the Nashville Area Chamber/P2030 Annual Report
- ★ Exclusive invitation to participate in the Nashville Area Chamber's annual Leadership Study Mission
- ★ Exclusive notifications about significant economic development news, including major relocation announcements, as appropriate
- ★ Receive P2030 investor newsletter and other Chamber communications
- ★ Opportunity to involve senior-level representatives in P2030 committees or task forces, as needed
- ★ Opportunity to feature content in the P2030 investor newsletter



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[nashvillechamber.com](http://nashvillechamber.com)

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