



**NASHVILLE
AREA
CHAMBER
OF COMMERCE**

2020 - 2021
ANNUAL REPORT



An aerial photograph of the Nashville skyline at sunset. The city is filled with numerous skyscrapers and modern buildings, many of which are reflecting the warm, golden light of the setting sun. The Tennessee River is visible in the background, winding through the city. The overall atmosphere is one of a thriving, modern metropolis.

OUR PURPOSE TO CREATE ECONOMIC PROSPERITY BY FACILITATING COMMUNITY LEADERSHIP

Our region is experiencing tremendous growth. Nashville is a thriving city filled with risk-takers. Positive energy and camaraderie fuel the spirit of the region. Every day people find new ways to take advantage of opportunities offered, to make something from nothing, to make their mark, to realize their dreams. At the center of this spirit is the Nashville Area Chamber of Commerce.

THANK YOU TO OUR SPONSORS

2020 - 2021

PIVOTAL PARTNERS

BASS
BERRY
SIMS



FRIENDS OF THE CHAMBER



PRESENTING SPONSORS:

BKD,LLP
Baker Donelson
Dev Digital
Frost Brown Todd, LLC
Lipscomb University Pfeffer Graduate School of Business
PNC Bank
Piedmont Natural Gas

ASSOCIATE SPONSORS:

Crown Castle
Vanderbilt Executive Education

TECHNOLOGY PARTNER:

Atiba

MEDIA PARTNERS:

FW Publishing
Lightning 100
Tennessean | LOCALIQ

SUPPORTING SPONSORS:

Amazon
Bank of America
Bank of Tennessee
Barge Design Solutions
Batch Nashville
Belmont University
Bernhard
Delta Dental
First Bank
First Horizon
Gallagher
Google Fiber
Greater Nashville Realtors
Kraft CPAs
Made in TN
Metro Nashville Airport Authority
Mitsui & Co. (USA)
Music City Center
Osborn Barr | Paramore Digital
Pathway Lending
Price CPAs
Ragan-Smith Associates, Inc.
Southwest Airlines
Tennessee Valley Authority
U.S. Smokeless Tobacco Co. (an Altria Company)
US Army Recruiting Battalion
United Healthcare
Zeitlin



At the Nashville Area Chamber of Commerce, we create economic prosperity by facilitating community leadership, and everything we do is tied to that purpose. We do this through opportunities for you to belong to an organization that shares your values, engage on important issues to the region, lead in the things you're passionate about, and prosper as a company and a community due to your efforts.

The Chamber has more than 2,000 member companies and gained 234 new members and 12 new Partnership investors in 2020-2021. Our members enable us to deliver on our purpose. As a Chamber member, your contributions to our region set Nashville apart. Business and community leaders like you play a vital role in leveraging opportunities and providing leadership to advance our region and provide more of our neighbors a chance to share in the region's prosperity. Our region has experienced tremendous growth. This year, we welcomed 29 new company relocations and 29 corporate expansions creating over 14,156 new jobs in the region. We know that growth and opportunity come from strategic decisions along the way. Your involvement and leadership are at the heart of this region's momentum.

As we look toward the future, we must continue to be intentional about creating long-term economic prosperity for the region if we are to continue thriving as a region. In July 2021, we launched a new five-year economic development plan which will focus on three interconnected strategic drivers: Job Growth, Education and Talent Development, and Quality of Place and Livability. The P2030 economic development 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. In essence, our focus will be on expanding opportunities in the region and for the people who live here to have options.

As a Chamber member, you are contributing to the growth of one of the most vibrant business climates in the nation. We are proud to create opportunities for you to belong, engage, lead, and prosper.

We appreciate your support as we continue to thrive as a region and community.

Ralph Schulz
President and CEO
Nashville Area Chamber of Commerce

Wanda Lyle
Retired Managing Director
General Manager
UBS Business Solutions US LLC in Nashville



BOARD OF DIRECTORS

2021 - 2022

OFFICERS:

CHAIR

Wanda Lyle
Retired Managing Director, General
Manager,
UBS Business Solutions US LLC | Nashville

IMMEDIATE PAST CHAIR

Robert A. McCabe, Jr.
Chairman,
Pinnacle Financial Partners

VICE CHAIR

Robert Higgins
CEO,
Barge Design Solutions

SECRETARY

Decosta Jenkins
President and CEO,
Nashville Electric Service

PRESIDENT

Ralph Schulz
President & CEO,
Nashville Area Chamber of Commerce

GENERAL COUNSEL

Carolyn W. Schott
Member,
Sherrard Roe Voigt & Harbison, PLC

BOARD GOVERNANCE COMMITTEE CHAIR

Sidney McPhee
President,
Middle Tennessee State University

FINANCE & AUDIT COMMITTEE CHAIR

Claire W. Tucker
Retired Founding President and CEO Emerita
CapStar Financial Holdings, Inc.

BOARD MEMBERS:

Tim Adams
President & CEO,
Ascension Saint Thomas

Kris Ahrend
CEO,
The Mechanical Licensing Collective

Lee Blank
Middle Tennessee Market Executive,
Regions Bank

Shannon Bowles
Director of Hospitality for Tennessee
State Parks, Tennessee Department of
Environment and Conservation

Doug Brandon
Managing Principal,
Cushman & Wakefield

Mary K. Cavarra
Executive Vice President and Chief
Financial Officer,
Ingram Industries Inc.

Daniel Diermeier
Chancellor,
Vanderbilt University

David Dill
President and CEO,
LifePoint Health

Jeff Drummonds
CPA, Managing Partner and CE,
of LBMC, PC

John Eakin
CEO,
Eakin Partners, LLC

Rod Essig
Co-head of Nashville Office,
Creative Artists Agency (CAA)

Mark Fioravanti
President and Chief Financial Officer,
Ryman Hospitality Properties

Darrell S. Freeman
Executive Managing Director, Zycron,
a Division of BG Staffing, Inc.

Jim Gingrich
Managing Partner,
Elk Mountain Partners

Randy Goodman
Chairman and CEO,
Sony Music Nashville

Terry Hardesty
Managing Partner,
Deloitte

Sean Henry
President, CEO and Alternate Governor,
Nashville Predators

Tim Hingtgen
CEO,
Community Health Systems

Damon Hininger
President and CEO,
CoreCivic

Chris Holmes
President and CEO,
FirstBank

John Gromos
Vice President and General Manager,
Turner Construction Company

Shanna L. Jackson
President,
Nashville State Community College

Christine Karbowskiak
Retired Chief Administrative Officer,
Executive Vice President, Vice Chair of the Board,
Bridgestone Americas, Inc.; and Retired Executive
Vice President, Executive Officer and Global Chief
Sustainability Officer,
Bridgestone Corporation

Stephen Kulinski
Managing Director,
CBRE

Ken Levitan
Founder and Co-President,
Vector Management

Joshua Mundy
Owner,
Pivot Technology School

C. Wright Pinson
M.D., Deputy CEO, Vanderbilt Health System,
Chairman, Vanderbilt Health Affiliated Network,
Deputy CEO, Vanderbilt University Medical Center

Alan J. Pramuk, P.E.
Chairman and CEO,
Gresham Smith

Jim Regnier
Managing Partner,
BKD

William B. Rutherford
Chief Financial Officer,
HCA Healthcare

Brad Southern
Chairman and CEO,
LP Building Solutions

Barry Vandevier
Chief Operating Officer,
Asurion

Dave Walton
Vice President, Caterpillar Inc.
and President & CEO,
Caterpillar Financial
Services Corporation

Sally Williams
President of Nashville Music
and Business Strategy,
Live Nation Entertainment

Kate Wood
Founder, K8 Co and Co-founder,
The Table

Carol Yochem
President Middle Tennessee Region,
First Horizon

RECOGNITION FOR MEMBERS WHO WERE ON THE BOARD 2020-21 AND ROLLED OFF

Jorge Domincius

CEO,
Wellpath

Milton Johnson

Retired Chairman and CEO,
HCA

Todd Rolapp

Managing Partner,
Bass Berry & Sims

Randy Lowry

Chancellor,
Lipscomb University

Flora Tydings

Chancellor,
Tennessee Board of Regents



IMPACT

As our highest-level investors in the Membership and Partnership, organizations at the Impact level recognize the relationship between the prosperity of the region and the success of their own businesses. Their investment supports influential advocacy initiatives that protect the business environment. Companies at our Impact level value the Chamber's influence and view regional collaboration and growth as a key priority to achieving their firms' business objectives.

IMPACT MEMBERS

Amazon
American Airlines
Ascension Saint Thomas
Bank of America
Bass, Berry & Sims PLC
BKD CPAs & Advisors
Bridgestone Americas, Inc.
Butler | Snow
Caterpillar Financial Services Corporation
Facebook
Fifth Third Bank
First Horizon
Gaylord Opryland Resort & Convention Center
Google Fiber
HCA Healthcare
Ingram Industries Inc.
Jackson National Life Insurance Company
Lifeway Christian Resources
Metropolitan Government of Nashville & Davidson County
Metropolitan Nashville Airport Authority
Nashville Electric Service
Nissan North America, Inc.
Pinnacle Financial Partners
Regions Bank
Rubicon Founders LLC
Ryman Hospitality Properties
Southwest Airlines
Tennessean | LOCALiQ
TriStar Health
Truist
TVV Capital
U.S. Bank N.A.
UBS Financial Services, Inc.
Vanderbilt University
Verizon
Waller
Walmart Stores, Inc.
Wells Fargo Commercial Banking

PROSPER MEMBERS

505 Nashville
Ascend Amphitheater
Avenue Bank
BB&T International Services
Berry Global, Inc.
CareNow Urgent Care
Centennial Sportsplex
Dollar General Corporation
Elliston Place Soda Shop
FaithWorks
Firestone Complete Auto Car
General Jackson Showboat
Giarratana Management
Google
Grand Hyatt Nashville Hotel
Grand Ole Opry
Great American Opportunities, Inc.
HealthTrust
Ingram Barge Co.
Ingram Content Group
JW Marriott Nashville
L3Harris - ForceX
Merrill Lynch Pierce Fenner & Smith
Music City Center
Nashville Convention & Visitors Corp.
Nashville Farmers’ Market
Nashville General Hospital at Meharry
Nashville Health Care Council
Nashville Lifestyles/City Publications
Nashville Metropolitan Transit Authority
Nashville Municipal Auditorium
Nashville Ready Mix, Inc.
Ole Red - Blake Shelton Downtown Bar
Opry Entertainment Group
Parallon
Publix Super Markets
Ryman Auditorium
SoundWaves at Gaylord Opryland
Southwestern Family of Companies
The Children’s Hospital at TriStar Centennial
The Inn at Opryland, A Gaylord Hotel
The Parthenon
Thinking Ahead, Inc.

T-Mobile
U.S. Army Recruiting Battalion
U.S. Trust, Bank of America Private
Wealth Management
Uppercut Box Company
Vanderbilt University
Vaughn & Melton Consulting Engineers, Inc.
Verizon
Wachovia
Waste Management
Wildhorse Saloon
WSM AM 650



PROSPER

With your community-minded focus and growth goals in mind, the Chamber offers opportunities to foster prosperity throughout the region. At our highest level of membership, our Prosper members broaden their reach and gain strength through meaningful collaboration with their peers. Members at our Prosper level value large-scale regional influence and collaboration with other influencers across the region.



LEAD

At the Lead level, our members collaborate with other influencers in the region. These members value largescale regional leadership opportunities and view their community leadership as a major extension of their brand.

LEAD MEMBERS

3P America
American Blue Ribbon Holdings
Asurion
AT&T
Belmont University
BluWave
Bongo Java Cafe at the Johnny Cash Museum
Bradley
Cambria Downtown Nashville
Carlex Glass America, LLC
City Enterprises
Comcast
Cracker Barrel Old Country Store
Crown Castle
Cushman & Wakefield
Deloitte LLP
Effectv - A Comcast Company
F&M Bank
Frost Brown Todd LLC
Genesco Inc.
Gino's East & The Comedy Bar
Gresham Smith
Hankook Tire
HIPPIE Radio 94.5
House of Cards
Humana
ICON Entertainment Group
icon Mechanical Construction & Engineering, LLC
Johnny Cash's Kitchen and Saloon
Kroger
La Quinta Inn & Suites Downtown/Stadium
Lendlease (US) Public Partnerships LLC
Lipscomb University
Mars Petcare
Matthew Walker Comprehensive Health Center

Middle Tennessee State University
Mike Curb College of Entertainment & Music Business
at Belmont University
Music City Threads
Nudie's Honky Tonk
O'More School of Design
Patsy Cline Museum
Permobil
Piedmont Natural Gas
PNC Bank
PwC
Randstad USA
Raphah Institute
Renaissance Nashville Hotel
Rocketown
Rosmar USA Inc
Sam's Club - Regional Office
Scott Equipment
Skull's Rainbow Room
SmileDirectClub
Southeast Addiction Center
Spark: Lipscomb's Idea Center
TATA Consultancy Services
The Johnny Cash Museum
The National Museum of African American Music
The Roots Barn
Topgolf Nashville
Tractor Supply Co.
U.S. Smokeless Tobacco Co. (an Altria Company)
Ultimate Air Shuttle - Cincinnati
Vanderbilt Executive Education
Willis Towers Watson Southeast, Inc.



ENGAGE

The Chamber sets the stage for Engage members to share their voices as part of Middle Tennessee’s business community. At this level, our members gain greater visibility and expand their market through increased access to area leaders. Members at our Engage level value a “seat at the table” and being part of the conversation shaping our city.

ENGAGE MEMBERS

3H Group Hotels
4Patriots, LLC
A. Ray Hospitality
A.O. Smith Corporation
Accenture
Adams and Reese LLP
Advance Financial
Adventure Science Center
AFS Foundation & Waterproofing Specialists
Ajax Turner
Alignment Nashville
AllianceBernstein
Allied Waste Services of Murfreesboro
American Constructors
Anesthesia Medical Group, PC
Ankura Consulting Group
Apex Revenue Technologies
Aquarium Restaurant - Opry Mills
Ardent Health Services
Armor Concepts LLC
Arroyo Consulting
Artisan Custom Closets
Assembly Food Hall
Associated Children’s Dentistry
Austin Peay State University
Automated Health Systems
Avaya
Avison Young - Tennessee, Inc.
B.L. Harbert International
Baker Donelson
BAM! Social Business, LLC
Bank of England Mortgage
Bank of Tennessee
Barge Design Solutions, Inc.
Bavarian Bierhaus
Baylor Company
BDO USA, LLP
BEDROC
Bell & Associates Construction, L.P.
benesch
BentoLiving Chestnut Hill
Bernhard
BlueCross BlueShield of Tennessee, Inc.
Bobby Hotel
Boy Scouts of America
Bria Bistro

Brookfield Properties
Brookside Properties, Inc.
Buckeye Partners/Titan Partners
Buckingham Companies
Burr & Forman LLP
C Spire Business
C.B. Ragland Company
C4 Operations Background Check Services
Calvert Street Group
Capital City Construction
Center for Medical Interoperability
Center for Nonprofit Management
Centerstone
CGS Administrators, LLC
Change Healthcare
Chicken Guy!
Cigna
City Tap
City Winery
CLA
Clark Construction Group, LLC
CMT
Coca-Cola Bottling Co.
College of Business at
Austin Peay State University
Colliers Nashville
Commerce Bank
Commonwealth Commercial Partners TN, LLC
Community Health Systems
Comprehensive Security Inc.
Contour Aviation
Convane
CoreCivic
Council Capital
Country Delite Farms, LLC
Covert Results
Crescent Communities, LLC
CrossMediaPartners
Culture Index
Cushion Employer Services Corporation
CW58 TV
Dairy Farmers of America
DBS & Associates Engineering
Dell Nashville
DET Distributing Company
DevMar Products

Don Kennedy Roofing Company
duGard Communications
DVL Seigenthaler/FINN Partners
Dynamic Lifecycle Innovations
eCard Systems, LLC
ECS Southeast, LLP
Elliott Davis, LLC
Embraer Aircraft Maintenance Services, Inc.
EML CALIBRATION
Ensworth School
Enterprise Solutions
Entoura
Envision Healthcare
EOA Architects PLLC
ESa
EvanSon Medical Transportation
Event Logistics, Inc.
Evolution Event Solutions
EY
Faith Technologies
Father Ryan High School
Fayette Janitorial Services, LLC
FedEx Ground
FedEx Office
Ferguson Enterprises, Inc.
Fiber Solutions
FIDELITONE
Fifth + Broadway
Findley
First South Financial Credit Union
FirstBank
Flexential
FMBC Investments
FocusWorks Consulting Group, LLC
Foundry Commercial
FoxFuel Creative
Fraport Tennessee
Freeland Chevrolet Superstore
FW Publishing
Gallagher Benefit Services
Genesis Protective Services
GEODIS | Contract Logistics
Germinator Nashville Sanitizing
and Disinfecting
Gibson Brands Inc.
Goodwill Industries of Middle TN, Inc.
Goodwyn, Mills and Cawood

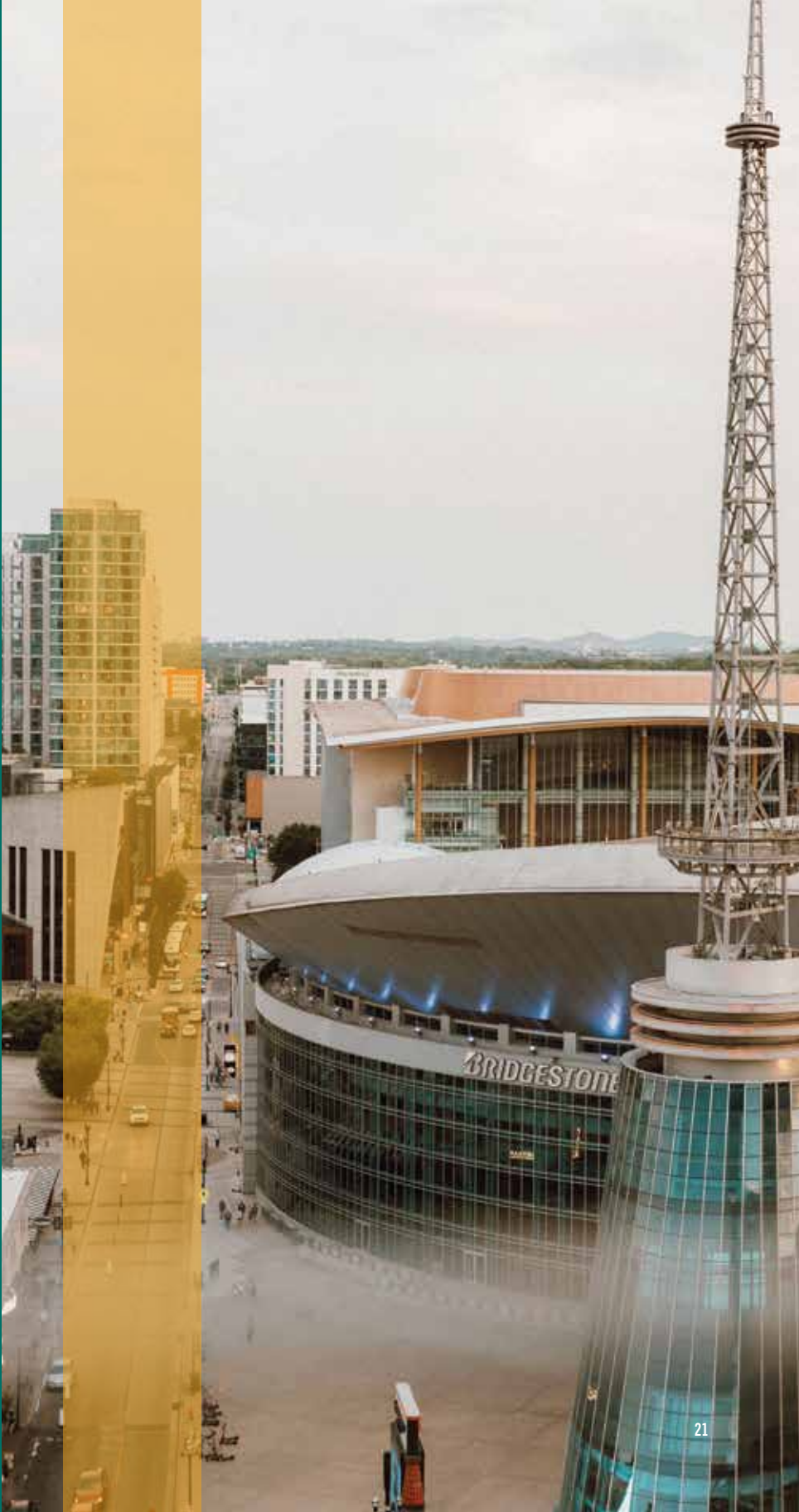
ENGAGE MEMBERS

Gould Turner Group
Graduate Nashville
Grand Avenue
Gray Line of Tennessee
Greater Nashville Regional Council
Groups360
Habitat for Humanity of Greater Nashville
Harding House Custom Catering
Harmony Medical Solutions
HarperCollins Christian Publishing
HASTINGS
Hawkins Partners
HealthStream, Inc.
Hemphill Brothers Coach Company
Hi-Fi Clyde’s on Church
Hilton Nashville Downtown
HNTB Corporation
Hoffmann Brothers
Holiday Inn Express & Suites Nashville
MetroCenter Downtown
Holiday Inn Express & Suites Nashville
Southeast - Antioch
Hotel Preston
HUB International Insurance Services
Hughston Clinic Orthopaedics
Hull’s Environmental Services
Hutton Hotel
Hyatt House Nashville Airport
Hyatt Place Nashville Airport
I Love Juice Bar
I.C. Thomasson Associates, Inc.
IES - Ingram Express Services
Infinity Hospitality Group
InfoWorks, Inc.
Inked Beauty
Jack Daniel Distillery
Janna Landry
JetRight Aerospace Holdings
Jimmy John’s
Jody Lentz
Joe C. Davis Foundation
Johnson Controls Security Solutions
JSM Associates, LLC
Juicy Seafood
K&L Gates

KFC
KGV Studios
Kimley-Horn and Associates Inc
knowledgeBANK
KPMG LLP
Kraft Technology Group, LLC
KraftCPAs PLLC
Kuehne + Nagel
Las Palmas Mexican Restaurants
Law Office of Tara A. Waters
LBMC & Affiliates
Learning Matters, Inc.
Lee Company
Lexus | Cool Springs
LHP Management, LLC
LifePoint Health
Lifest - A Party With a Purpose - Bon Aqua
LifeStorage
Lightning 100
LionZone Inc
Liquor Lab Nashville, LLC
Lithographics, Inc.
LKQ Corp.
Loews Vanderbilt Hotel
Louisiana-Pacific Corporation
Lumina Foods, LLC
Lyon Koncession, LLC
M3 Technology Group
Maggiano’s Little Italy
Margaritaville Nashville Hotel
MarKraft Cabinets
MARQ Labs
McCloskey Mechanical Contractors, Inc.
Meharry Medical College
Mercedes-Benz of Music City
Merchants Restaurant
Messer Construction Company
MF Restaurant Group
Microblading TN
Milk & Honey Nashville
Millennium Maxwell House Hotel
MODA Image and Brand Consulting
ModusLink
Moody Nolan, Inc.
MP&F Strategic Communications

Mployer Advisor
Mrs. Grissom’s Salads, Inc.
Music City Baseball
Music City Creative
Music City Grand Prix
Nashville Civic Design Center
Nashville Downtown Partnership
Nashville Entrepreneur Center
Nashville LGBT Chamber of Commerce
Nashville Marriott at Vanderbilt University
Nashville Post Communications, LLC
Nashville Scene
Nashville Soccer Club
Nashville Sports Council
Nashville State Community College
Nashville Underground
Nashville Veterinary
Specialists + Animal Emergency
Nashville Yards
Neely Coble Company
Neighbor 2 Neighbor
Nelson Andrews Leadership Center
Nelson Mullins Riley & Scarborough, LLP
NewsChannel 5 Network-WTVF
Nfocus
Northwestern Mutual
NSG
Nurture the Next
Off the Dock Nashville, LLC
Ole Smoky Moonshine Distillery
Omega Hotel Group
Omega Recycling Solutions
oneC1TY
OZ Arts Nashville
Page Resource Group
Parking Management Company
Pennington Distilling Co
Philips North America
Pillsbury Winthrop Shaw Pittman LLP
Pinewood Social
Platinum Rule Advisors
Polsinelli PC
Powerplay Studios
Premier Parking of Tennessee, LLC
Preserve at Highland Ridge

Progent Commercial
Promises P.A.T.H. Program
PSC Metals, Inc.
Purity Dairies, LLC
Quality Industries
Quovant
R.C. Mathews Contractor
R.H. Boyd Publishing Corporation
Ragan-Smith Associates, Inc.
Rainforest Cafe - Opry Mills
Reed Public Relations
Reliant Bank
Renewal House
Republic Bank
Republic Services
Reynolds & Reynolds Facility Services, Inc.
Richland Country Club
RJ Young
Robertson County Chamber of Commerce
Rogers Group, Inc.
RSM US LLP
Rutherford County Chamber of Commerce
S&ME, Inc.
Sarah Cannon
Schneider Electric
Second Harvest Food Bank of Middle Tennessee
Service Management Systems
ServiceMaster Facilities Maintenance
SERVPRO of Southeast Nashville - SERVPRO Disaster Recovery Team
SGRX
Sheraton Grand Nashville Downtown
Showpiece Solutions LLC
Simmons Bank
Sinclair Broadcast Group - Fox17/CW58/MyTv30
Sitel
siY, LLC
Skanska USA Building Inc.
Smith Gee Studio, LLC
SMS Holdings Corporation
Soles4Souls
Sonesta Nashville Airport
South College Nashville
SouthComm Digital
Southeast Financial Credit Union
Southernaire Market





ENGAGE MEMBERS

SpecialtyCare
Spin Scooters
Sprintz Furniture Showroom
SSR
Stansell Electric Company, Inc.
State of Tennessee -
 Department of Human Services
Staybridge Suites Nashville-Midtown
STG Design
Stites & Harbison, PLLC
Stones River Group
Strategic Hospitality
Strategy and Leadership LLC
Studio Bank
Summit Constructors, Inc.
Sunrise Contracting, Inc.
Sunrise Promotions
Synovus Bank
Sysco Nashville, LLC
T.W. Frierson Contractor, Inc.
Taco Mamacita
Tenn South Distillery
 - Big Machine Distillery
Tennessee Air National Guard
 - 118th Wing, Berry Field
Tennessee Department of Human Resources
Tennessee Minority Pages
Tennessee State University
Tennessee Valley Authority
Tessler Construction Company, Inc.
The Acme Feed & Seed
The Bridge Building
The Catbird Seat
The Comfort Group
The Crichton Group
the engine fueled by Ankura
The Harding House
The Hermitage Hotel
The Jack C. Massey College of Business -
 Belmont University
The Joint
The Mathews Company
The Memorial Foundation, Inc.
The Monroe Carell Jr. Children's Hospital
 at Vanderbilt

The Patterson House
The Quarter Event Space
The Roman Catholic Diocese of Nashville
The Southern Steak and Oyster
The UPS Store at Belmont University
The Ville Branding
The Westin Nashville
ThinkThru
Thomas & Hutton
Thompson Machinery
 Commerce Corporation
Thompson Nashville
Titans Game Day
TN Human Rights Commission
TomKats Hospitality
TownePlace Suites by Marriott
 Nashville Midtown
Tracy Guarino
Trauger & Tuke
Trevecca Nazarene University
Tri Star Energy
TRICOR
TTL, Inc.
Turner Construction Company
Union Station Hotel
United Way of Greater Nashville
UnitedHealthcare
Universal Capacity Solutions
Universal Lighting Technologies
Vanderbilt Health Walk-In Clinic
Vanderbilt University Medical Center
Vector Management
VendEngine
Vertava Health
VF Imagewear
Virgin Hotels Nashville
Visionary Results, LLC
Vui's Kitchen
Warby Parker
Western Governors University
WIRTGEN AMERICA, Inc.
WKRN-TV, Channel 2 / ABC
Wood Environment &
 Infrastructure Solutions, Inc.
Worthington Advisory

WSMV-TV Channel 4 Nashville
WSP
Wyatt, Tarrant & Combs, LLP
YMCA of Middle Tennessee
YMG Enterprises, LLC
Yoshi
YouScience
Zycron, a brand of BGSF

ECONOMIC DEVELOPMENT REGIONAL PARTNERS

The success of Partnership 2030 is due in large part to the collaboration between the Nashville Chamber and regional economic development partners, government, and chamber organizations throughout the 10-county economic market.

“Nashville’s economy has thrived as a result of three essential ingredients needed for smart and sustainable growth. First, we have a large pool of available capital thanks to robust banking and private equity communities. In addition, we have a deep well of top-tier talent to lead and work in our local businesses. Lastly, we have an economy driven by partnerships. For decades, Nashville has formed lasting partnerships between private business, state and local government, and a thriving philanthropic community. This formula continues to set us apart from our peer cities.” -Rob McCabe, Pinnacle Financial, Partners Director

These regional organizations unite together to continue our region’s economic prosperity:

Cheatham County Economic and Community Development

City of Gallatin Economic Development Agency

City of Goodlettsville

City of Hendersonville

City of Portland

Clarksville-Montgomery County Economic Development Council

Dickson County Economic Development Alliance

Forward Sumner Economic Partnership

Greater Nashville Regional Council

Joint Economic and Community Development Board of Wilson County

Maury County Chamber and Economic Alliance

Metropolitan Government of Nashville and Davidson County

Middle Tennessee Industrial Development Association

Robertson County Economic Development Board

Rutherford County Chamber of Commerce

State of Tennessee Department of Economic and Community Development

Tennessee Valley Authority

Williamson, Inc.



ECONOMIC DEVELOPMENT

The Nashville Chamber economic development team continues to position the Nashville region as a top location for business expansions and relocations. The economic development team continues to work with industry influencers to promote Nashville as a great place to do business. Nashville has been ranked as a top ten metro in the U.S. for job growth nine years in a row. Nashville was also ranked the #1 Metro for the Most Economic Growth in 2021 (Stessa), and the #4 Metro for Economic Strength in 2021 by Policom. In addition, the Milken Institute ranked Nashville #8 for Best-Performing Cities in 2021 based on jobs, wages, and high-tech growth.

JOB & INVESTMENT
SCORECARD

14,156
NEW JOBS

4,420 JOBS
FROM RELOCATIONS

9,736 JOBS
FROM EXPANSIONS

\$6,604,989,107
CAPITAL INVESTMENT

\$1,402,863,634
FROM RELOCATIONS

\$5,202,125,473
FROM EXPANSIONS

13,878,911
SQUARE FEET

2,086,161
SQUARE FEET TO BE
OCCUPIED BY RELOCATIONS

11,792,750
SQUARE FEET TO BE
OCCUPIED BY EXPANSIONS



29
RELOCATIONS

29
EXPANSIONS

58
ANNOUNCED
PROJECTS

RELOCATIONS

COMPANY COUNTY

Advanced Correctional Healthcare	Williamson
Advanex Americas*	Robertson
Ascent Buildings	Sumner
CBE Group Inc.	Montgomery
Darvis*	Davidson
design LAB, Inc.	Davidson
Documotion Research, Inc.	Maury
Educational Media Foundation	Williamson
eSight*	Williamson
EV Biologics	Davidson
Facebook	Sumner
FlexMet Inc.	Williamson
GS Performance	Davidson
Gutterglove	Rutherford
JC Ford	Maury
Landmark Recovery	Williamson
Microvast	Montgomery
Moldex-Metric, Inc.	Wilson
N2M Advisory	Davidson
Nabholz Construction	Sumner
NTT Data*	Davidson
Puritan Medical Products	Robertson
Revance Therapeutics Inc.	Davidson
Simple Logistics Solutions	Davidson
The Daily Wire	Davidson
The Farmer's Dog	Davidson
Troy Industries	Montgomery
True Rail Enterprises	Maury
Woods Air Movement*	Rutherford

*Foreign Direct Investment

EXPANSIONS

COMPANY COUNTY

AJ Capital Partners	Davidson
Amazon	Wilson
Amazon	Regional
Amazon	Rutherford
August Bioservices	Davidson
Federal Express	Wilson
GAP Inc.	Sumner
General Motors	Maury
Groove Life Corporation	Maury
ICON plc*	Davidson
IsoFlex Packaging / Sigma Plastics	Davidson
Leading EDJE	Davidson
LG Electronics*	Montgomery
MAHLE*	Rutherford
Napa Auto Parts	Wilson
NIC Global	Sumner
Pantos USA*	Montgomery
RevSpring	Davidson
Royal Canine	Wilson
Smile Direct Club	Maury
Social Survey	Davidson
Southerland	Davidson
SSW Premier	Sumner
Steel Technologies LLC	Rutherford
Surfcoat	Sumner
Ultium Cells LLC*	Maury
Vi-Jon	Rutherford
Vintage Millworks	Williamson
Yoshi	Davidson

*Foreign Direct Investment

2020 - 2021 HIGHLIGHTS

AUGUST BIOSERVICES

Headquartered in Nashville, biotechnology company August Bioservices announced that the company will significantly expand its operations in Davidson County. The expansion includes a \$64.7 million investment and 180 jobs over the next five years. The project also includes updates and expansions in the company's existing facility as well as the construction of a new, state-of-the-art drug development and manufacturing facility.

EDUCATIONAL MEDIA FOUNDATION

Christian radio and media company, Educational Media Foundation, announced the relocation of their corporate headquarters from California to Franklin, TN. The project will bring 320 new jobs to Williamson County. Educational Media Foundation is the parent company to Christian radio's K-LOVE. The operation is quickly expanding into film, podcasting, live events, and other production.

FACEBOOK

Facebook officials announced that the global technology company will invest \$800 million to build a new, state-of-the-art data center in Gallatin. The facility will encompass 982,000 SF. The project is estimated to support approximately 100 jobs ranging from technical operations, electricians, logistics staff, security, and more. In addition, the Facebook Gallatin Data Center will be among the most advanced, energy- and water-efficient data center facilities in the world, and it will be supported by 100 percent renewable energy.

GENERAL MOTORS

General Motors officials announced that the automaker will invest nearly \$2 billion in its Spring Hill manufacturing plant to build fully electric vehicles, including all-new, luxury Cadillac LYRIQ. Through this investment, GM's Spring Hill plant will undergo major expansions and comprehensive upgrades.

MAHLE

MAHLE, a leading international automotive supplier based in Stuttgart, Germany, announced that it will be expanding its operations in Rutherford County. The expansion will include 300 jobs and an additional 140,000 square feet to its current operations in Murfreesboro. In addition, the expansion will support new injection molding production on site.

MICROVAST

Electric vehicle battery manufacturer, Microvast, announced the establishment of a manufacturing facility in Clarksville. The project will create 287 jobs and represent an investment of \$220 million in Montgomery County. Founded in 2006, Microvast is a leading global provider of next-generation battery technologies for commercial and specialty electric vehicles.

NTT DATA

NTT Data announced the establishment of a digital innovation center in Nashville. The global IT services leader will invest \$9.9 million and create 350 jobs, focusing on healthcare and manufacturing technology positions. NTT Data is based in Tokyo, Japan, and is one of the world's largest IT and business service providers. NTT Data's new Nashville center will focus on developing and deploying digital and industry skills within the IT sector from its office in Capitol View.

PURITAN MEDICAL PRODUCTS

Puritan Medical Products announced it will be establishing a new manufacturing and distribution center in Orlinda in Robertson County. The project represents an investment of \$220 million and the creation of 625 jobs. Headquartered in Maine, Puritan is North America's largest manufacturer of COVID-19 testing swabs.

ROYAL CANIN

Royal Canin, a Mars Petcare brand, announced the expansion of its Wilson County operations. The expansion will add more than 90 jobs and include more than \$200 million in investment. Along with the investment, Royal Canin will add more than 108,000 square feet of new working space.

ULTIUM CELLS LLC

Officials announced Ultium Cells LLC, a joint venture of General Motors and LG Energy Solution, will invest \$2.3 billion to build its second battery cell manufacturing plant in the United States. Located in Spring Hill, the project will create 1,300 new manufacturing jobs in Maury County. Ultium Cells LLC will build the new 2.8 million square foot plant on land leased from General Motors. Through Ultium Cells, LG Energy Solution and GM will merge their advanced technologies and capabilities to help accelerate automotive electrification.

INTERNATIONAL BUSINESS

The International Business Council Advisory Board is comprised of a cross-section of the region's international business leaders. These volunteers serve as advisors and advocates for international businesses operating in or considering investing in Middle Tennessee.

2020-2021 IBC ADVISORY BOARD LEADERSHIP:

CHAIR

Elizabeth Winkle
STR, Inc

VICE CHAIR

Lisa Ferrelli
Bank of America

IMMEDIATE PAST CHAIR

Chris C. Hills
Willis Towers Watson

EXECUTIVE COMMITTEE

Mike Fedele
Mitsui & Co (USA), Inc.

Brian Gleason
Des-Case Corporation

Jeffrey Overby
Belmont University

John Scannapieco
Baker Donelson

Steve Gordijn
Marq Group

Pam Pennington
Global Shares

Leslee Alexander
Tennessee International Trade Center

Anthony Ingham
Bridgestone Americas Tire Operations

Bob Percy
JetRight

John Aron
The Pasta Shoppe, LLC

Hiro Ito
FedEx Services

Julian Schmid
V. Alexander & Co., Inc.

Nathan Buttrey
Staffing as a Mission

Brie Knox
U.S. Department of Commerce

Neil Sherman
LP Building Products

Alban Cambournac
Schneider Electric

Jamie Lee
Nashville Health Care Council

Tod Shuttleworth
Open Skies Solutions

Phillip Corwin
GEODIS

Margaret Martin
Nashville International Airport

Masami Tyson
TN Department of Economic
& Community Development

Susan DiChesere
UnitedHealthcare Global

Don Michelotti
Carlex Glass

John Wagster
Frost Brown Todd

Consul-General Kayoko Fukushima
Consulate General of Japan in Nashville

Brian Moyer
Greater Nashville Technology Council

Nancy Youssef
Soles4Souls

Randall E. Gibson
Gresham Smith

Allen Overby
Bass, Berry & Sims

INTERNATIONAL BUSINESS COUNCIL

The Nashville region continues to shine as a destination for international companies looking to operate in the United States. While COVID impacted international delegations visiting the region, virtual connections thrived, providing the opportunity to connect the region’s business community with consuls general, ambassadors, and senior trade officials from across the globe.

IBC GLOBAL UPDATE WEBINARS

Mexico
Consul General Javier Diaz de Leon

IBC INSIDER SERIES WEBINARS

Tennessee’s Economic Development Efforts in Europe
US-South Korea Business Relations in a New Era
Support for TN Exporters and Hong Kong as a gateway to Asia
London and Nashville: Innovating in Financial Services
Partner event with IBC, London & Partners, Greater Nashville Technology Council, UK Department of International Trade, and the British Consulate in Atlanta

BOARD SPECIFIC PROGRAMMING

IBC Advisory Board Virtual Meetups
IBC Women’s Conversation with Consul General of Japan in Nashville Kayoko Fukushima

VISITS AND MEETINGS WITH TRADE OFFICIALS REPRESENTING KEY MARKETS

- | | | |
|----------------|------------------------|-----------------|
| Belfast | Central Eastern Europe | South Africa |
| Belgium | Ireland | The Netherlands |
| Bulgaria | Japan | Turkey |
| Canada | London & Partners | United Kingdom |
| Canary Islands | Northern Ireland | |



INTERNATIONAL BUSINESS COUNCIL SPONSORS

PRESENTING SPONSOR
BAKER DONELSON

SUPPORTING SPONSORS

Bank of America
Belmont University Center for International Business
BNA
Mitsui & Co. (USA), Inc.
UnitedHealthcare Global

PARTNERSHIP 2020 PROGRESS REPORT

	2016 BASELINE YEAR	2016 - 2021 FIVE-YEAR GOAL	2021 NUMBER	2016 - 2021 FIVE-YEAR CHANGE	2016 - 2021 PERCENT OF FIVE-YEAR GOAL ACHIEVED
EMPLOYMENT GROWTH (BLS, LAUS JULY 2016 - 2021)	985,270	+100,000	1,100,850	+115,580	116%
% OF ADULTS WITH A COLLEGE DEGREE (U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2019)	41.9%	49.0%	44.0%	+2.1%	89.8%
GROSS DOMESTIC PRODUCT (BEA, 2019)	\$115.3 B	\$144.1B	\$142.5B	+\$27.2B	98.8%
NET MIGRATION (U.S. CENSUS BUREAU, 2020 POPULATION ESTIMATES PROGRAM, ANNUAL RESIDENT POPULATION ESTIMATES, COMPONENTS OF CHANGE, AND RATES OF POPULATION CHANGE)	—	+100,000	+21,677	+114,897	114.9%
MEDIAN HOUSEHOLD INCOME (U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2019)	\$61,522	\$68,000	\$67,996	+\$6,474	99.9%

This is the final progress report of Partnership 2020's five-year plan that ended June 30, 2021.



To account for the Middle Tennessee region’s recovery from COVID-19 in the first half of calendar year 2021, the starting point for the 2016 employment data was shifted from the 2016 annual average (ending in December 2016) to a start date of July 2016 and an end date of July 2021. Employment data comes from the Bureau of Labor Statistics, Local Area Unemployment Statistics.

Percent of adults with a college degree is representative of the population 25+ with an Associate’s degree or higher and comes from the U.S. Census Bureau, American Community Survey, 5-year estimates. It is 2019 data. This data does not reflect the impact of COVID-19 on educational attainment.

GDP was obtained from the Bureau of Economic Analysis, CAGDP2, and is in current dollars from 2019. This data does not reflect the effects of the COVID-induced recession.

Net migration data is from the U.S. Census Bureau, 2020 Population Estimates Program, Annual Resident Population Estimates, Components of Change, and Rates of Population Change and is from 2020 and thus also captures data from during the COVID-19 pandemic.

Finally, median household income comes from the U.S. Census Bureau, American Community Survey, 5-year estimates and is 2019 data. This data does not reflect the effects of the COVID-induced recession.

PARTNERSHIP

20/30

Founded in 1990, the Partnership is the Nashville region's public/private economic development initiative responsible for the creation of jobs and capital investments, talent development, and enhanced quality of life.

Nearly 250 Nashville Chamber members have made an additional investment in the Chamber to support the Partnership's strategic priorities to ensure the healthy, intentional growth of the region.

Since 1990, the Nashville Chamber's Partnership initiative has been the economic development strategy for the Nashville region. The Nashville region has seen tremendous success through the 31-year initiative.

1,030+
NEW COMPANIES
RELOCATED

2,000+
COMPANY
EXPANSIONS

533,000+
NEW JOBS
CREATED

208%
INCREASE IN PER
CAPITA INCOME

81%
POPULATION GROWTH TO MORE
THAN 2 MILLION RESIDENTS

ABOUT PARTNERSHIP 2030

The new five-year economic development plan, Partnership 2030, launched on July 1, 2021, following a year-long period of research and community input from business, public policy, and economic development leaders. The P2030 strategy focuses 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.



Nashville has always been a city focused on what lies ahead – a community of trailblazers, visionaries, and risk-takers with the collective spirit to create a vibrant, prosperous place where businesses and people in our community can thrive. Coming through this year with the COVID pandemic will be no different.

In 1990, Nashville's key thought leaders recognized that Nashville lacked a strong vision for its future. These visionaries reacted to create the economic development powerhouse Partnership 2000, now Partnership 2030, which is supported by nearly 250 companies and community investors dedicated to the long-term economic success of the Nashville region.

Over the Partnership's 31-year history, our region has seen numerous successes. Among those successes are more than 1,030 new companies relocating to the region, more than 2,000 company expansions, more than 533,000 new jobs created, 208 percent increase in per capita income, and our population grew by 81 percent, with over 2 million people now living in the region. However, as we look toward the future, we must continue to be intentional about creating economic prosperity for the region.

Following a year-long period of research and community input, a new five-year economic development plan, Partnership 2030, launched on July 1, 2021. The P2030 strategy focuses 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 are critical to the success of this plan: regional collaboration and deep prosperity, which promotes economic growth that is robust and shared by all.

Because of the leadership of P2030 investors, the Nashville region has already achieved remarkable success and is considered among the most dynamic, competitive and admired metropolitan areas in the United States. To continue this momentum, we must address the current challenges from the pandemic and focus on the region's future health and prosperity for all.

Our Partnership investors are crucial to the region's continued growth and success. Thank you for your leadership, innovation and collective spirit. This work would not be possible without you.

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

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.

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

ADD 150,000 JOBS

GROWTH IN GROSS DOMESTIC PRODUCT

FIVE-YEAR GOAL

INCREASE BY \$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

ADD 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

PARTNERSHIP 2030 INVESTOR COMPANIES

PLATINUM INVESTORS:

Ascension Saint Thomas
Community Health Systems
First Horizon Foundation
HCA Healthcare
Ingram Industries Inc.
Lawrence Gateway

LifePoint Health
Metropolitan Government of Nashville
& Davidson County
Nashville Electric Service
Pinnacle Financial Partners
PNC Bank

Regions Bank
Tennessee Valley Authority
Tractor Supply Company
Truist Bank
Vanderbilt University
Vanderbilt University Medical Center

GOLD INVESTORS:

AllianceBernstein
Amazon
Asurion
Baker Donelson
Bank of America
Barge Design Solutions, Inc.
Bass, Berry & Sims PLC
Belmont University
BKD CPAs & Advisors
Bradley
Butler | Snow
CapStar Bank
Caterpillar Financial Services Corporation
CoreCivic
Country Music Association Inc.
Cushman & Wakefield
Deloitte LLP
Delta Dental of Tennessee

Envision Healthcare
ESa
EY
Fifth Third Bank
FirstBank
Frost Brown Todd LLC
Gaylord Opryland Resort & Convention
Center
Genesco Inc.
Gresham Smith
KPMG LLP
LBMC & Affiliates
Louisiana-Pacific Corporation
Mars Petcare U.S.
Metropolitan Nashville Airport Authority
Nashville Predators
Office Resources, Inc. (ORI)
Philips North America

Piedmont Natural Gas
Polsinelli PC
PwC
Renasant Bank
Ryman Hospitality Properties
Tennessean | LOCALiQ
Tennessee Titans
The Memorial Foundation, Inc.
UBS
U.S. Smokeless Tobacco Co., LLC
(an Altria Company)
Waller
Wells Fargo
Zycron, A Brand of BG Staffing, Inc.

SILVER INVESTORS:

Accenture
Atiba
Avison Young - Tennessee, Inc.
Bell and Associates Construction, L.P.
Brasfield & Gorrie, LLC
Bridgestone Americas, Inc.
Cheekwood Estate & Gardens
Comcast Cable Communications, Inc.
Corsair Artisan Distillery

Dell Nashville
DET Distributing Company
DPR Construction
Facebook
Google Fiber
Highwoods Properties
Lipscomb University
Rogers Group, Inc.
Sherrard Roe Voigt and Harbison, PLC

SpecialtyCare
Stites & Harbison, PLLC
Turner Construction Company
TVV Capital
U.S. Bank N.A.
Vaco
Vanderbilt University Executive Education

BRONZE INVESTORS:

A. Marshall Hospitality
Adams and Reese LLP
Ajax Turner Company
Albany Road Real Estate Partners
Alfred Williams & Co.
American Airlines
American Constructors, Inc.
Amerigroup Tennessee, Inc.
Ankura Consulting Group
Armstrong Relocation
Ascend Federal Credit Union
Austin Peay State University
Bank of Tennessee
Batch Nashville
BDO USA, LLP
Berkshire Hathaway Home Services
Woodmont Realty
Bernhard
Big Visual Group
BlueCross BlueShield of Tennessee, Inc.
Boyle Nashville, LLC
Building Ideas | Marcelle Guilbeau
Interior Design
Carter Group, LLC
C.B. Ragland Company
CBI | Workplace Solutions
CBRE
Centric Architecture
Charles Hawkins Co.
Cheatham County Joint Economic &
Community Development Board
City of Gallatin
Economic Development Agency
City of Goodlettsville, ECD
City of Hendersonville
Civil Site Design Group, PLLC
CLA
Clarksville-Montgomery County Economic
Development Council
CMT
Coldwell Banker Barnes
Colliers Nashville
Concept Technology, Inc.
Conexión Américas
Crain Construction

Crosslin
Cummins Station/DZL Management Co.
Dickson County Economic
Development Alliance
Digital Group, LLC
DVL Seigenthaler/FINN Partners
Eakin Partners, LLC
Elliott Davis
Elmington Capital Group
emids
Energy Land & Infrastructure, LLC
Enterprise Holdings
Findley
Forward Sumner Economic Partnership
Fourth Capital
Fridrich & Clark Realty, LLC
Gallagher
Geodis Logistics, LLC
GHP, Inc.
Goodwyn | Mills | Cawood
Greater Nashville REALTORS
Greater Nashville Regional Council
Green & Little, LP
Gullett Sanford Robinson & Martin, PLLC
Hancock Whitney
HASTINGS
HDR
Hire Dynamics
Holladay Properties
HSBC Bank US
Hutton Hotel
IDR
IRIS Networks, LLC
Jack B. Turner and Associates
Jackson National Life Insurance
JetRight
JLL
Joint Economic & Community
Development Board
of Wilson County
Journal Communications, Inc.
JPMorgan Chase & Co.
KraftCPAs, PLLC
Lee Company
Lifeway Christian Resources

LKQ Corporation
Lose Design
Lovell Communications, Inc.
Maury County Chamber
& Economic Alliance
Mayer Electric Supply
Messer Construction
Middle Tennessee State University
Middle Tennessee State University,
Jones College of Business
Mitsui & Co. (U.S.A.), Inc.
MP&F Strategic Communications
Nashville Business Journal
Nashville LGBT Chamber of Commerce
Nashville Soccer Club
Nashville State Community College
Nashville Yards
Nelson Mullins Riley & Scarborough LLP
Nissan North America Inc.
NTT DATA
Off the Dock Nashville, LLC
Ogletree, Deakins, Nash, Smoak &
Stewart, P.C.
Parking Management Company
Pathway Lending
Pillars Development, LLC
Quanta Manufacturing Nashville
R.C. Mathews Contractor
Randstad USA
RE/MAX Homes And Estates:
Lipman Group
Renaissance Nashville Hotel
Robertson County
Economic Development Board
RSM US LLP
Rubicon Founders LLC
Rutherford County Chamber of Commerce
Second Harvest Food Bank
of Middle Tennessee
SERVPRO of Southeast Nashville
Skanska USA Building, Inc.
Smith Seckman Reid, Inc.
Soles4Souls
Southeast Venture LLC

BRONZE INVESTORS:

Southwest Airlines
SpringHill Suites/Residence Inn/AC Hotel
by Marriott Nashville Downtown
SSOE Group
Staffing as a Mission, LLC
Stansell Electric Company
STG Design
Studio Bank
Synergy Business Environments
T. W. Frierson Contractor, Inc.
Tennessee State University
Terracon
The Ashton Real Estate Group
of RE/MAX Advantage
The Bohan Agency
The Buntin Group
The Frist Foundation
The Mathews Company
The Wilson Group Real Estate Services
TMPartners, PLLC
Topgolf
TriStar Health
Truxton Trust
TTL, Inc.
Tuck Hinton Architects
United Way of Greater Nashville
Urban League of Middle Tennessee
Verizon
Walmart Stores, Inc.
Wesley Financial Group
Western Express
Wieck Construction, LLC
Williamson, Inc.
Wilson Bank & Trust
Wood Personnel Services, Inc.
YMCA of Middle Tennessee
Zeitlin Sotheby's International Realty



PAST PARTNERSHIP CHAIRS:

Companies represented at time of chairmanship

2017 - 2019
William F. Carpenter III
LifePoint Health

2015 - 2017
Jim Schmitz
Regions Bank

2013 - 2015
Milton Johnson
HCA Healthcare

2010 - 2013
Jim Wright
Tractor Supply Co.

2008 - 2010
C. Keith Herron
Regions Bank

2005 - 2008
Jack O. Bovender, Jr.
HCA Healthcare

2004 - 2005
Tom Beeman
Saint Thomas Health Services

2001 - 2004
Beth Mooney
AmSouth Bank

2000 - 2001
Marty Dickens
AT&T

1999 - 2000
Terry London
Gaylord Entertainment Company

1998 - 1999
Doyle Rippee
Morgan Keegan & Company

1997 - 1998
Robert A. McCabe, Jr.
Pinnacle Financial Partners

1996 - 1997
Craven Crowell
Tennessee Valley Authority

1995 - 1996
Clayton McWhorter
Clayton Associates, Inc.

1994 - 1995
Owen (Bob) G. Shell, Jr.
Bank of America

1993 - 1994
Dennis C. Bottorff
Council Capital Management

1992 - 1993
Richard W. Carden
Arthur Andersen

1990 - 1992
Thomas J. Sherrard
Sherrard & Roe, PLC

2020 MUSIC INDUSTRY STUDY AND INTERACTIVE STORY MAP

The 2020 Music Industry Study was conducted in collaboration with music rights management company, Exploration, and was released during a virtual event in December 2020. The study updates the findings of the Research Center's 2013 Music Industry Study but added a history of Nashville's music industry, an explanation of how the music industry works, and economic impact analyses on the regional and national level. The 2020 Music Industry Study incorporated findings from over 100 interviews with industry insiders and experts, 2,500 survey responses from music consumers and professionals, the insights from 3 focus groups, and a real-time economic impact case study of COVID-19 on independent music venues in Nashville-Davidson County. Much of this report could not have been completed without help from the 215 music organizations that the Chamber has in its membership and the 258 individuals in our music advisory group.

An interactive story map accompanies the findings in the report. The story map was created to highlight the diverse set of music venues that call the Nashville region home. The interactive map showcases the over 200 live music venues in Nashville and allows the user to filter by type of venue, genre, capacity, and different standing events. Additionally, this map highlights the importance of independent venues to the Nashville music scene and how the COVID-19 pandemic has impacted these venues. Both the 2020 Music Industry Study and Interactive Story Map can be found at [**nashvillechamber.com/research**](https://nashvillechamber.com/research).

VITAL SIGNS INTERACTIVE DASHBOARD

The Research Center wrote, programmed, and distributed the 2020 Vital Signs Resident Survey, which discerned how Middle Tennessee residents understand the challenges facing our region, and then coupled this with data from a variety of public and proprietary datasets to help further explain the complexity of these issues. The Research Center also created an interactive dashboard on MySidewalk, a data library and storytelling platform, to allow Vital Signs stakeholders and members of the community to delve into the rich findings and insights from the Vital Signs Middle Tennessee Resident Survey. Both the report and dashboard can be found at [**nashvillechamber.com/public-policy**](https://nashvillechamber.com/public-policy).

COVID-19 ECONOMIC IMPACT MODEL

In the Fiscal Year 2020-2021, the Research Center provided tremendous value to local, regional, and state elected officials and policymakers with its work with the State of Tennessee to conduct economic impact modeling, exploring the effects of COVID-19. This analysis was based on wide-ranging unemployment claims data, which includes all claimants collecting federal unemployment and 1099 gig workers. This data differs from the state unemployment reporting and includes an additional 100,000 more claimants than are reported on official roles. For more information go to [**nashvillechamber.com/research**](https://nashvillechamber.com/research) under '**Studies and Publications**'.

RESEARCH

Original research is a cornerstone of the Nashville Area Chamber's ability to execute our mission effectively. The Chamber's Research Center conducts a wide array of studies on economic, demographic, and geographic topics. With sensible, rational, and consistent methodologies, the Research Center works with businesses, nonprofits, institutions, communities, and entrepreneurs to achieve the Chamber's mission - creating economic prosperity by facilitating community leadership based on informed research and analysis.



A photograph of several children playing in a pile of dry, brown autumn leaves. One child in the foreground is wearing a blue jacket and is reaching out towards the leaves. Other children are visible in the background, some wearing colorful clothing. The scene is outdoors with trees and foliage in the background.

EDUCATION & TALENT DEVELOPMENT

A skilled and educated workforce is the most important factor influencing a community's economic competitiveness. The Chamber helps prepare current and future workers for high-demand, high-wage jobs through 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-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.

PRE K-12 EDUCATION

EDUCATION REPORT

In January 2021, the Chamber released its annual Education Report. For nearly 30 years, the report has served as a community resource to highlight the successes, challenges, and opportunities in Metro Nashville Public Schools (MNPS). This year, the education report committee selected "the challenges and opportunities presented by COVID-19" as their special topic.

ACADEMIES OF NASHVILLE

The Chamber serves as a resource to the MNPS Academies of Nashville by engaging the greater business community in the success of students and teachers.

In partnership with MNPS and PENCIL, the Chamber hosts regular meetings for the Academies of Nashville Partnership Councils. The Partnership Councils create, evaluate, and maintain a framework for the nearly 400 school-business partnerships.

Industry certifications provide students with relevant industry credentials and an edge in the labor market after high school and while completing a postsecondary program. The Chamber engages business partners to determine which certifications are most relevant and matches business mentors to coach student credential attainment.

The Chamber developed the Academy to Postsecondary Education Pathways to advise students and counselors on steps to a postsecondary credential or degree at a community or technical college leveraging Tennessee Promise scholarships.

The Teacher Team Externship Program provides teachers an opportunity to interact with Chamber staff and have a real-world business experience to bring back to the classroom. A team of Glendale High School teachers joined the Chamber's two-day Nashpreneurs Conference in June 2021 and developed a project for students based on what they learned.

In 2020, the Chamber and MNPS piloted Career Launch, the Academies' first pre-apprenticeship program. The first cohort included nearly 70 ninth-grade fellows focused on three career pathways - electrical, culinary, and healthcare.

LEADERSHIP PUBLIC EDUCATION

Leadership Public Education is a six-month leadership program that empowers individuals with the knowledge and skills to serve in community leadership roles at all levels of MNPS. From January to June 2021, the second LPE cohort learned about the structures, challenges, and opportunities that impact MNPS. The group was comprised of 23 people from community-based organizations, employers, Metro Nashville, and higher education.

CABINET FOR GREAT NASHVILLE SCHOOLS

The Cabinet for Great Nashville Schools, comprised of business leaders and supporters of MNPS, identified five priority areas that have the potential to transform public education in Nashville: an effective and accountable governance structure, effective management systems that build capacity of MNPS leadership, outstanding teachers and a pipeline of future leadership, an infrastructure and culture of innovation across all aspects of education, and community support, funding and resources needed to improve student performance.

POST-SECONDARY ATTAINMENT

NEW SKILLS READY

In October 2020, JPMorgan Chase announced Nashville as one of six U.S. sites selected for the New Skills Ready grant, providing a \$7 million investment in Nashville over the next five years. The grant supports the seamless transition of underrepresented students from MNPS into Nashville State Community College (NSCC) to earn a credential or degree and enter a high-wage, high-demand career. It also accelerates the development of equitable career pathways critical for the city's rebounding economy. The Chamber is serving as the site lead and fiscal agent for the grant. Other partners include MNPS, NSCC, Middle Tennessee State University, Tennessee Department of Education, Tennessee Higher Education Commission, Tennessee Department of Labor and Workforce Development, Tennessee Board of Regents, Tennessee College Access and Success Network, the Scarlett Family Foundation, and the Mayor's Office.

COMPETENCY-BASED IT PROGRAMMING CURRICULUM

Funded through a grant from JPMorgan Chase, the competency-based programming credential offers students a flexible, self-paced curriculum to enter an IT career. The course launches at Nashville State Community College in the fall of 2021. Columbia State Community College is developing a similar curriculum on the Williamson County campus. The Chamber's communications team developed a marketing and social media plan to target underrepresented populations to enroll and gain a credential to enter or advance in a career in IT programming.

NASHVILLE TALENT HUB AND NASHVILLE RECONNECT

The Nashville Talent Hub, designated by the Lumina Foundation in 2017, brings together community-based organizations, churches, employers, and government agencies to increase college enrollment, persistence, and success. The Talent Hub Guiding Team has implemented the Listening Tour 2.0 to follow the Listening Tour conducted in 2018. A communications team is conducting listening sessions across Nashville to measure the impact of current interventions and identify barriers keeping adults from entering and completing a degree or credential.

Nashville Reconnect is part of Tennessee Reconnect, an initiative to help adults return to higher education to gain new skills, advance in the workplace, and fulfill lifelong dreams of completing a degree or credential. The Nashville Talent Hub provides neutral navigation and connection to wraparound services in two Reconnect Cafés while working with employers to leverage Reconnect grants to build internal and external pipelines of talent.

**NASHVILLE RECONNECT
CURRENTLY SERVES
1,030 ADULTS
IN THE NASHVILLE
PROMISE ZONE AND
ADJACENT ZIP CODES.**

**422 OF WHOM ARE ENROLLED, AND 608 ARE PRE-ENROLLED.
OF THE TOTAL NUMBER OF RECONNECTORS,
56% ARE BLACK, 31% ARE WHITE, AND 4% ARE HISPANIC/LATINX.**

**THE CHAMBER HAS TRAINED MORE THAN 250 PEOPLE
FROM EMPLOYERS, CHURCHES, COMMUNITY-BASED
ORGANIZATIONS AND TRAINING AND EDUCATION
PROVIDERS TO SERVE AS RECONNECT AMBASSADORS.**

NATIONAL SKILLS COALITION, SKILLSPAN AND BUSINESS LEADERS UNITED

National Skills Coalition awarded grant funds to build a statewide coalition to create Tennessee chapters of Business Leaders United (BLU) and SkillSPAN. BLU is comprised of Tennessee employers and chambers working to address policy barriers that keep employers from filling middle-skills jobs, jobs that require some education beyond high school. SkillSPAN brings together education, community-based organizations, and policymakers to address policy barriers impacting those served by these organizations. These two groups will be combined under one umbrella in 2021 and will include more than 80 chambers, employers, community-based organizations, state and metro agencies. This is the first combined chapter of BLU and SkillSPAN in the country.

In addition to the Chamber's work with BLU and SkillSPAN, Laura Ward represented the Chamber and the state of Tennessee on two National Skills Coalition Hospitality & Retail Industry Recovery Panels where she shared workforce issues experienced by employers in the hospitality and retail sectors.

A partnership between the Chamber and the Nashville Talent Hub, the Clean Slate program is part of the Chamber's policy work with BLU and SkillSPAN. The program launched in January 2021 at Nashville State Community College and is designed to reengage students with a past due balance and move them to completion of a degree or credential. This program is funded by a grant from the Memorial Foundation, as current state law does not allow schools to forgive a past due balance. This pilot hopes to show a positive return on investment of forgiving that balance. Currently, there are over 14,000 students at the college with a past due balance, and more than 8,500 have a balance below \$500.

FORT CAMPBELL TALENT PIPELINE

The Chamber is working with the Northern Middle TN Workforce Board and Fort Campbell to build a process around employer connection to exiting soldiers. The goal of this work is to retain valuable talent exiting the military to fill workforce needs in Middle Tennessee and beyond.

TALENT SOLUTIONS COUNCILS AND TALENT SOLUTIONS FORUMS

The Talent Solutions Councils are comprised of human resource decision-makers from key employers solving common HR challenges using a supply chain management framework from the U.S. Chamber of Commerce Foundation's Talent Pipeline Management System. The Chamber also hosts quarterly Talent Solution Forums to inform and inspire action by employers in talent supply solutions.

2020 MIDDLE TENNESSEE WORKFORCE STUDY

The Chamber released the 2020 Middle Tennessee Workforce Study, sponsored by the Northern Middle TN Workforce Board, in January 2021. The study highlights strengths and opportunities within the Nashville and Clarksville Metropolitan Statistical Areas' economic and labor force landscapes and helps identify high-wage, high-demand career pathways.



YP NASHVILLE

Building the next generation of leaders, YP Nashville is a partnership between the Nashville Area Chamber of Commerce and 50 young professional organizations working together to engage, connect and empower young professionals to actively shape the future of the Nashville region.

245,214 (AGE 20-39)
YOUNG PROFESSIONALS
IN **DAVIDSON COUNTY**

35.3% OF DAVIDSON COUNTY'S
POPULATION

559,939 (AGE 20-39)
YOUNG PROFESSIONALS
IN THE **NASHVILLE MSA**

28.9% OF THE NASHVILLE MSA'S
POPULATION

YP EVENTS

In January 2021, YP Nashville hosted its first virtual YP Connect networking and trade show event on iBreakthrough. This platform provided young professionals the opportunity to learn about leadership and engagement opportunities from YP Nashville Partners. Nearly 200 attendees joined the event.

In December 2020, YP Nashville hosted a virtual Drinks and Dialogue program featuring a cocktail class by Lou|Na at Grand Hyatt Nashville and a discussion on policy issues impacting the region.

YP Nashville hosted a virtual Leadership Series in September 2020 with leadership from Mercer, KraftCPAs, Thnks, Metro Nashville Public Schools, CDM Smith, and the Pfeffer Graduate School of Business at Lipscomb University. More than 60 young professionals joined to learn and discuss how to maintain and enhance workplace culture in a remote working environment.

Judges across 14 industry categories selected the 2020 Nashville Emerging Leader Award finalists in the summer of 2020. Due to the pandemic, the in-person NELAs Ceremony was postponed to the summer of 2021. The NELAs recognize outstanding young professionals in the region for significant accomplishments in their careers and substantial contributions to our community.

YOUNG TALENT COUNCIL

The Young Talent Council consists of human resource leaders from 17 employers advising the development of YP Nashville and designing the Nashville Region Young Talent Guidebook. The guidebook focuses on ten strategies to retain and attract young talent and include profiles of Nashville area employer and research on the workplace qualities, environment, and priorities of young talent.

SUPPORT FOR BUSINESSES DURING COVID-19

Since the first cases of COVID-19 were reported in Tennessee, Chamber policy staff actively tracked and shared Safer at Home Orders; provided updates on business and employee assistance offered by Congress, the State, and Metro Nashville-Davidson County; and conveyed guidance and regulation around reopening. The Chamber shared information with members through our Coronavirus Resources and Reopening webpages. The policy team continues to track and lobby when necessary for legislation and regulation to benefit Middle Tennessee businesses impacted by COVID-19 and help businesses thrive in recovery.

METRO PROPERTY TAX REFERENDUM

On August 26, 2020, 4 Good Government filed a petition for a referendum to amend Metro's charter to repeal the property tax rate adopted by Council for FY21 and take four other actions, impacting the sale and lease of Metro property, limiting Metro's ability to issue bonds, impacting professional sports teams in Metro, and discussing Tennessee Open Records Act. On November 3, Davidson County Chancellor Ellen Hobbs Lyle issued her ruling, saying the petition challenging the tax increase was invalid under Tennessee law and would not be placed on the ballot.

The 4 Good Government group again collected signatures for the "Nashville Taxpayer Protection Act" petition in early 2021. Those signatures were submitted to the Election Commission for verification. The Election Commission verified the signatures and set an election date but was then sued by Metro government and later by the Save Nashville Now campaign. As of the publication of this report, these court cases continue, and a proposed September election appears unlikely to proceed.

The Nashville Area Chamber opposes the 4 Good Government petitions, noting that the proposed reduction in the Metro property tax rate would create a shortfall in Metro's budget that would impact public safety and schools.

FY22 METRO NASHVILLE-DAVIDSON COUNTY BUDGET

The annual operating budget for the Metropolitan Government of Nashville and Davidson County for Fiscal Year 2022 included investment in education, affordable housing, transportation, and employee and teacher pay and proposed maintaining the automatic property tax rate adjustment following this year's reappraisal process. The Chamber endorsed Metro Nashville-Davidson County's FY22 Operating Budget. After weathering a year of devastating natural disasters, a COVID-19 pandemic, a bombing, and the city slowly building a strong financial footing, it was time to invest in things that are important to Nashvillians, including Chamber members, and help to maintain and strengthen Nashville's quality of life. The annual operating budget invests in these critical issues that Chamber members say matter to them.

POLICY

Through a tumultuous 2020 and early 2021, the Nashville Area Chamber of Commerce continued to serve as the voice of business throughout Middle Tennessee. In the past year, the Chamber kept its focus and energy on community development and advocacy but supplemented these efforts with work connecting businesses to government tools and resources and keeping businesses current on public health orders. Through these efforts, the Chamber supports our members and creates an environment where businesses can succeed, and our local economy can thrive.

MIDDLE TENNESSEE REGION

VITAL SIGNS

Vital Signs 2020 was officially released at the Greater Nashville Regional Council (GNRC) Executive Board meeting on April 21, 2021. The virtual release event was attended by regional county and city mayors. This year’s edition addresses challenges and opportunities around the topics of economic and workforce development, housing, transportation, and infrastructure. For each topic, Vital Signs provides a snapshot of regional issues pre-COVID and provides insight on how the region might respond to these challenges for a recovery that will benefit all Middle Tennesseans.

REGIONAL SOUNDING BOARD

This new initiative provides a platform for business leaders with a regional footprint to connect with policymakers and discuss issues that impact the business community, workforce, and residents on a regional level. The Nashville Area Chamber is a regional chamber, and this initiative provides an opportunity for regional members to engage around issues that impact Middle Tennessee communities and business.

STATE

TENNESSEE STATE LEGISLATURE

The 112th General Assembly reconvened on Tuesday, January 12, 2021. With better than anticipated collection of state taxes against budget and federal, COVID-related stimulus money, the state budget was expected to top \$41.7 billion. This included \$200 million in local infrastructure grants, \$21 million in rural economic development, and \$200 million in broadband investment. Further, the Governor prioritized and urged the legislature to consider more than \$1 billion in state infrastructure maintenance and improvements. Other highlights of the state budget included \$250 million in the mental health trust fund, \$200 million in broadband buildout investment, \$200 million in local recovery and rebuilding, \$140 million in economic and development incentives, and \$80 million in reducing the Tennessee College of Applied Technology (TCAT) waitlist.

This session saw more than 20 bills and their companion bills filed precluding or limiting the government’s power to restrict business, people, and society in general during a pandemic. The Chamber lobbied to ensure that no bills passed that would impede an employer’s right to regulate COVID-related public health actions at their business.

TENNESSEE COVID-19 RECOVERY ACT

This new law limits liability relating to loss, damage, injury, or death from coronavirus. Under the law, an individual or legal entity will not be liable for loss, damage, injury, or death that arises from COVID-19 unless the plaintiff proves by clear and convincing evidence that the person caused the injury by an act or omission constituting gross negligence or willful misconduct. These requirements provide protection from frivolous lawsuits while not protecting businesses who ignore or outright defy guidance from local, state, and federal medical experts. This law should prevent most frivolous lawsuits from being filed, providing more confidence to business owners as they reopen their doors. It became effective with the Governor’s signature on August 20, 2020, and the protections will be in place for all claims that allege an injury through June 30, 2022. The Chamber is grateful to the Governor and the General Assembly for the passage of this law, and it is another example of Tennessee’s commonsense, business-friendly environment.

MOVING FORWARD

IMPACTS OF COVID-19

With the onset of COVID-19 in Middle Tennessee in March 2020, the role of transportation and the use of transit shifted. During this time, WeGo made service adjustments and implemented additional cleaning and safety measures. Despite these changes, the shift to telecommuting reduced transit ridership, and many remaining transit riders chose other modes of transportation. However, even with decreases in ridership, transit was still critical for essential workers who continued to commute to jobs in public safety, hospitals, grocery stores, convenience stores, and pharmacies.

Even with these unique, timely challenges, Moving Forward believes it is as important as ever to prioritize innovative mobility and transit options for our citizens. According to data from Transportation for America, cities that invest in transit during and emerging from recessions experience larger and more equitable recovery. Our entire community benefits when we invest in transit, and all Nashvillians and Middle Tennesseans should have access to affordable, convenient, dependable transit.

SPEAKER SERIES

Moving Forward considered how to continue the conversation about regional transportation and mobility solutions and hosted a Speaker Series, open to Moving Forward members, partners, and the larger business community. This series of presentations focused on the current state of transportation and mobility, the impacts of COVID-19, and what is next for transit. The Speaker Series featured thought leaders from the Brookings Institution, Transportation for America, TDOT, the Greater Nashville Regional Council, and the Office of Mayor John Cooper.

METRO NASHVILLE TRANSPORTATION PLAN

In 2020, Mayor Cooper's Office of Transportation, Infrastructure and Sustainability engaged the community in creating a transportation plan for Metro Nashville. The proposed Transportation Plan was intended to reflect the community's priorities for investment and would draw on specific projects from Metro's many previous, approved transportation plans, including plans for bike/pedestrians, for transit, for smart infrastructure, etc.

The draft plan was released for comment in October 2020. The proposed plan focused on upgrading the bus system, traffic and modernizing our traffic management system; investing in neighborhood infrastructure - including sidewalks, bikeways, and greenways; improving safety and advancing the Mayor's Vision Zero Action Plan; and the creation of a Nashville Department of Transportation.

Moving Forward leadership emphasized that the group supports the Metro Nashville Transportation Plan as a next step for the city and is particularly interested in achieving equitable access - to jobs, education, and amenities - through thoughtful planning and investments in mobility. Moving Forward urged the Metro Council and the Mayor's Office, however, to remain focused on the necessity of securing dedicated funding as the foundation for significant action as well as the need for a plan for moving people, goods, and vehicles to, through and around downtown Nashville.





SMALL BUSINESS & ENTREPRENEURSHIP

Small businesses are the foundation of Nashville's economy and the backbone of Chamber membership. Approximately 75 percent of Chamber-member businesses have 50 employees or fewer. The Chamber continues to enhance its focus on small business support through our Business Studio initiatives.

#BEAGOODNEIGHBOR

The Chamber launched the "Be a Good Neighbor" campaign to spotlight businesses that have worked to be a part of the solution for COVID-19 and have pivoted their own business to support recovery efforts.

PROPEL - CARES ACT PROGRAMS FOR COVID SUPPORT

The Chamber offered enhanced programs for small businesses, including a suite of virtual programs implemented to support business recovery from COVID-19. Made possible by funding from the Metropolitan Government of Nashville and Davidson County, the Chamber broadcasted 42 educational webinars from September 2020 to December 2020, delivering urgent tools to a diverse range of small businesses, 36% women-owned businesses, 29% were minority-owned. Businesses disproportionately impacted by the pandemic received critical information with sessions ranging from financial literacy, HR and legal structures, marketing, and more.

PROPEL continued with an enhanced focus on minority and diverse-led small businesses that are key to the restoration and recovery of the Nashville business ecosystem. In April 2021, a special virtual session featured Ron Harris, Vice President of Diversity and Inclusion, BlueCross BlueShield of Tennessee. Mr. Harris facilitated a discussion spotlighting principles necessary for impactful leadership.

BUSINESS STUDIO

Business Studio gathers Nashville's small business community, entrepreneurs, and creatives for events offering learning and relationship-building opportunities. This year, virtual programs amplified resource offerings for small business owners impacted by COVID-19.

GROWING TOGETHER – FOR WOMEN IN BUSINESS

This program was launched in May 2020 to help women succeed in business by providing training, resources, and mentoring opportunities. In March 2021, Growing Together Women's and Executive Insights program series joined to present four programs featuring top corporate leaders making a national impact and spotlighting the key roles of these women in business during Women's History Month. Speakers represented global, national, and local companies from Amazon, Bank of America, Marriott International, Career Thrivers, and pH-D Feminine Health.

NASHPRENEURS CONFERENCE

The third annual Nashpreneurs Conference featured small business leaders, entrepreneurs, and creatives for an interactive two-day “Innovate Now” themed conference. Topics ranged from digital marketing, automation, branding, and commercial leasing. This year, a new award was incorporated to honor one individual in the community who exemplifies what it means to be a Nashpreneur – creative, resilient, risk-taking, and a leader who paves the way for other entrepreneurs and small businesses to also succeed. Marcus Whitney was recognized as the inaugural Nashpreneur of the Year award recipient. Marcus is Founding Partner of Jumpstart Health Investors, the most active venture capital firm in America focused on innovative healthcare companies with a portfolio of over 130 companies. He recently launched Jumpstart Nova, the first Black healthcare venture fund in America.

SMALL & DIVERSE BUSINESS FORUM

This annual event, hosted virtually in February 2021, was made possible by a partnership with the Music City Center, First Horizon Bank, Amazon, and Google Fiber. The forum sessions included Legal & Marketing Preparedness, Digital Resilience, Stimulus Smart, and a keynote presentation by John Hope Bryant, Chairman, and CEO of Operation HOPE. The purpose of the forum is to provide small and minority-owned companies with tools for success through education, procurement opportunities, and business connections.

MUSIC INDUSTRY

The Nashville Chamber’s Music Industry Initiative shines a spotlight on the industry attributed to Nashville’s favorite nickname - Music City. Founded as the Music Industry Advisory Group in 2016 to support Nashville’s growing creative economy, this initiative is comprised of music industry affiliated businesses and convenes key staff for networking and growth opportunities.



LEADERSHIP CONNECT

Each year, a small class of entrepreneurs come together to collaborate and learn from the region’s top leaders on how to become more involved in affecting positive change in the Nashville community. In addition, participants meet with CEOs and community experts to develop a deeper understanding of what is needed to move our region forward. Leadership Connect graduates are now pursuing community leadership positions and regularly convene to discuss issues and share resources relating to local small business owners.

NEXT NORMAL SERIES

As the Nashville region continued to navigate the COVID-19 pandemic, the Next Normal series provided virtual learning opportunities for members on various timely topics. A few of the topics included improving your virtual presentation style, how to coach and develop your workforce in 2021, and employment issues regarding the COVID-19 vaccine.

LEADERSHIP STUDY MISSION

The annual Leadership Study Mission inter-city visit was rescheduled from 2020 to May of 2022. In preparation for the visit to San Diego, all delegates were invited to participate in virtual sessions. The first virtual session was a preview of the economic inclusion strategy in San Diego. The subsequent sessions were held with topic experts from previous visit cities – including Austin and Seattle.



MEMBERSHIP

The collaborative spirit of our region allows Middle Tennessee to thrive economically. The Chamber's work is made possible by our members who are driving our region's future. Through Chamber events, programs and initiatives, our members have grown their businesses, taken leadership roles in the community, mentored each other, and helped Middle Tennessee grow and prosper.

BY THE NUMBERS

As Middle Tennessee's largest business federation, the Chamber represents more than 2,000 member companies and welcomed 234 new members last year. Our members range from sole proprietorships to corporations with more than 24,000 employees and represent more than 100 industry categories. This year, the member and investor relations teams proactively reached out to all members and investors to check in and understand their needs, particularly considering COVID-19 and Nashville's recovery. The team also hosted 33 ribbon cuttings and more than 300 engagement meetings for new and existing members to share opportunities to get engaged with the Chamber and grow their business.

AREA ADVISORY COUNCILS

Area Advisory Councils (AAC) continue to create programming which fosters community impact and business development within the six geographical areas. The councils provide an opportunity for leaders in these areas to get involved in solving problems, discussing issues, and implementing special projects for the benefit of the areas in which they work. The Area Advisory Councils continued the webinar series called "Coffee, Content & Conversation," which is a collaborative effort between all Area Advisory Councils.

INTRO NASHVILLE

The Nashville Area Chamber of Commerce's launched Intro Nashville, as a resource for employers to recruit, retain and engage top talent. Intro Nashville is a multi-day experience where participants will discover what makes the region unique, Nashville's history, economy, the inner workings of our public and private sectors and why Nashville is deemed the "it city," all while establishing new relationships with local business and community leaders. Participants learn how to actively engage in the region, navigate the intricacies of doing business in Nashville, and become more connected to the city - and as a result, more connected to their organization.

**TRANSFORMATIVE STORYTELLING
& DATA-DRIVEN RESULTS**

We continue to achieve strong results from our marketing strategies and campaigns, driving online conversions for membership, increasing leads through our marketing funnel with our sales enablement print and digital collateral. Due to the pandemic, we grew event attendance year-over-year with a record number of virtual event registrations and increased social engagement across all digital platforms. In addition, our agency-level design and storytelling has transformed our consumer-facing brand image and produced results.



67,000 FOLLOWERS
ACROSS ALL PLATFORMS

237,000
WEBSITE VISITORS

615,000
PAGE VIEWS

330,000
WEBSITE SESSIONS

**MARKETING &
COMMUNICATIONS**

Our Marketing and Communications team is charged with growing our brand, maximizing engagement, and connecting our brands to target audiences in meaningful ways. In addition, this team supports internal Chamber departments to communicate with numerous audiences, including Chamber members, prospective members, government officials, community members, and media. Our Marketing and Communications team has focused intensely on overlaying strategic thinking and marketing analytics to how we approach our brand, brand messaging, and our brand position.



SPIRIT OF THE REGION

The Spirit of the Region Awards recognize individuals who are propelling this region forward by devoting their time and energy to helping advance key regional priorities. Since 2008, the Chamber's annual awards have honored individuals and companies that have contributed the most toward the organization's purpose of creating economic prosperity by facilitating community leadership. These individuals embody the Chamber's brand promise to Belong, Engage, Lead and Prosper while helping position Middle Tennessee for continued success.

AWARD RECIPIENTS

SENATOR THELMA CLAYBROOKS HARPER

(DECEMBER 2, 1940 – APRIL 22, 2021)

Senator Thelma Harper was the first African-American woman state senator in Tennessee and served for 30 years as the longest-serving female state senator in Tennessee history. She became the first woman to preside over the Senate and the first African-American woman to serve as the chair of the Senate Government Operations Committee. Senator Harper also served as vice chair of the Senate State, chair of the Local Government Committee and was the first senator to chair the Tennessee Black Caucus. Harper began her public service career as grand jury foreman for Davidson County's 5th Circuit Court and subsequently represented the 2nd District for the Metropolitan Nashville/Davidson County Council.

NANCY EISENBRANDT

Nancy Eisenbrandt retired from the Chamber in August 2020 after almost forty years of service. Her staff leadership roles included small business, economic development and business services. Her passion for workforce development and talent recruitment has attracted investments from JP Morgan Chase Foundation, Lumina Foundation, the Council on Adult and Experiential Learning. Nancy has co-chaired the launch of ACCE's Education and Talent Division for seven years and was instrumental in the launch of a fellowship that continues to develop education and workforce leaders across the nation. She continues to serve as a consultant on two grant investments from JP Morgan Chase, TCAT-Nashville Advisory Board, and is Vice Chair of the Nashville State Community College Foundation.

PAT EMERY

Pat Emery is Chairman of Hall Emery. Pat's commercial real estate career spans 40 years of experience in Nashville, Charlotte, Tulsa, Denver, San Antonio and Kansas City. Prior to the creation of Hall Emery, Pat was with Spectrum Emery. Prior to, Pat developed, constructed, leased, managed and sold ten office buildings totaling over 1.5 million square feet of speculative Class A suburban office space in Cool Springs along with four speculative warehouse buildings totaling over 1.2 million square feet in LaVergne, TN. Emery ignited the development of the Cool Springs area having the vision in 1996 to see its potential as the Fortune 500 hub it is today.

H. BEECHER HICKS III

H. Beecher Hicks III's is the founding president and CEO of the National Museum of African American Music, or NMAAM. His relationship with the project began in 2010 when he began serving on NMAAM's board before becoming CEO in 2013. From traditional African drum beats to modern hip-hop, the 56,000 square-foot experiential museum will highlight the many contributions African Americans have made to American music and culture. Henry draws on his musical passion and financial acumen to lead NMAAM's fundraising efforts which help provide the museum with a sturdy fiscal foundation, as NMAAM becomes a national tourist destination and economic development engine for Middle TN.

DR. JAMES HILDRETH

James E.K. Hildreth, Ph.D., M.D. is the 12th president and chief executive officer of Meharry Medical College, the nation's largest private, independent historically black academic health sciences center. Dr. Hildreth was the first African-American Rhodes Scholar from Arkansas and the first African-American dean of the College of Biological Sciences at University of California, Davis. Recently chosen by President Biden as a member of the COVID-19 Health Equity Task Force. Dr. Hildreth continues to be a leading voice, by spearheading local, regional, national and international initiatives that disproportionately impact communities of color, specifically among Black and brown Americans with underlying health conditions.

COMMISSIONER BOB ROLFE

Bob Rolfe serves as commissioner of the Tennessee Department of Economic and Community Development. The department is responsible for recruiting new businesses and industry to the state, supporting existing companies, expanding economic opportunities across rural Tennessee and boosting the state's overall economic prosperity. During Rolfe's tenure, TNECD has landed roughly 600 projects, which represent more than 91,000 job commitments and \$24 billion in capital investment. Under Rolfe's leadership, Tennessee has secured a number of record-breaking wins and has recently led TNECD's recruitment efforts to land Oracle, the world's largest data management company. At 8,500 jobs, the Oracle project is the single biggest jobs announcement in Tennessee's history.

2020 - 2021 ACTUALS

REVENUE	COMBINED CHAMBER
Investor Contributions	\$3,518,053
Membership Dues	\$1,571,801
Sponsorship Revenue	\$964,333
Program Revenue	\$606,760
Total Revenue	\$6,660,947 ¹

EXPENSES	
Economic Development	\$735,458
Investor Relations	\$595,047
Marketing & Communications	\$443,835
Research	\$407,497
Talent Development	\$322,623
Education	\$232,192
Policy	\$684,308
Membership Services	\$659,302
Programs & Events	\$767,990
General & Administrative	\$873,247
Capital Expenditures	\$6,767
Total Expenses	\$5,728,266
Net Excess	\$932,681

2021 - 2022 BUDGET

REVENUE	COMBINED CHAMBER
Investor Contributions	\$4,125,310
Membership Dues	\$1,497,465
Sponsorship Revenue	\$972,371
Program Revenue	\$1,679,846
Total Revenue	\$8,274,992

EXPENSES	
Economic Development	\$923,585
Investor Relations	\$416,184
Marketing & Communications	\$485,856
Research	\$349,384
Talent Development	\$1,445,297
Education	\$204,108
Policy	\$908,875
Membership Services	\$873,847
Programs & Events	\$1,026,985
General & Administrative	\$1,067,227
Capital Expenditures	\$10,000
Total Expenses	\$8,562,721
Net Deficit	(\$287,729)

¹ - Excludes \$715,025 of PPP loan income forgiven by the Small Business Administration





OUR PURPOSE
**TO CREATE
ECONOMIC PROSPERITY
BY FACILITATING
COMMUNITY LEADERSHIP**



NASHVILLECHAMBER.COM