
NASHVILLE

2017 REGIONAL ECONOMIC DEVELOPMENT GUIDE





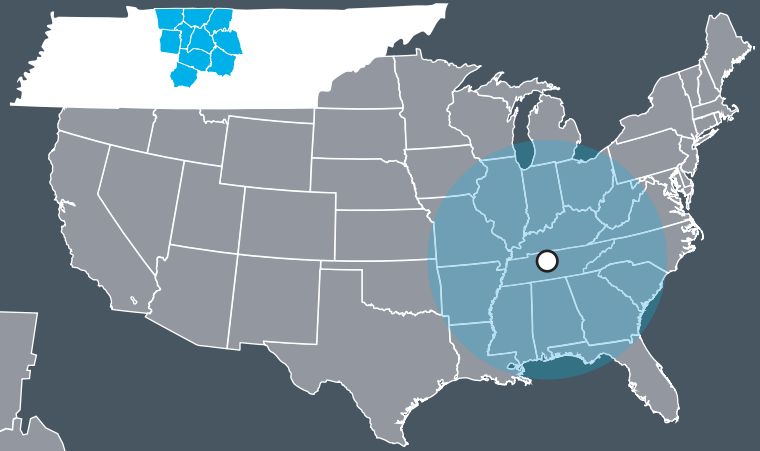
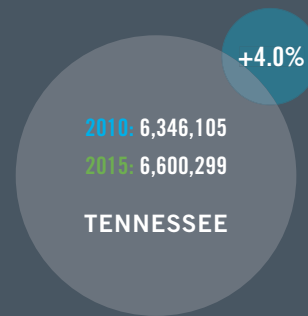
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Photo credit: Warner Riker

Population growth



LOCATION

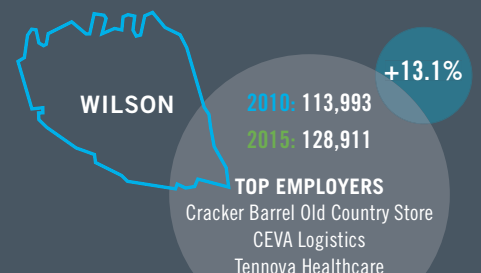
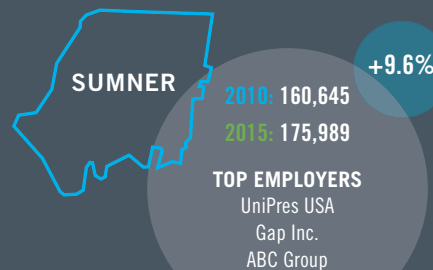
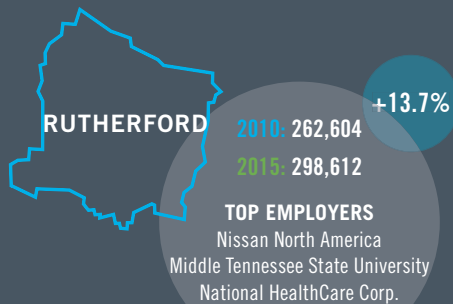
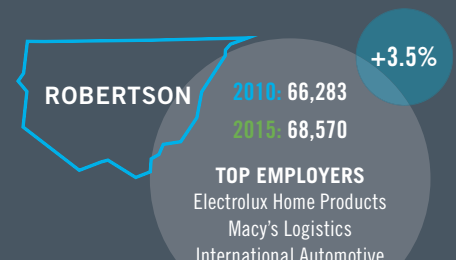
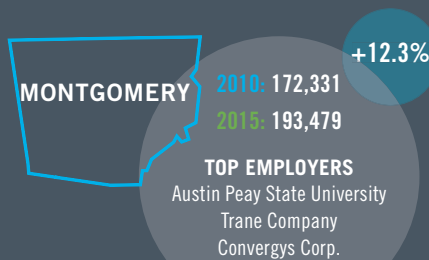
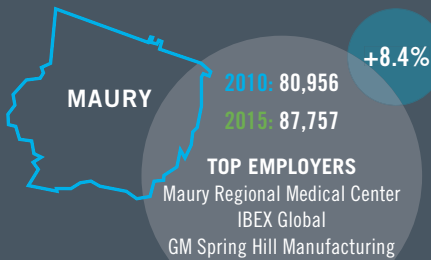
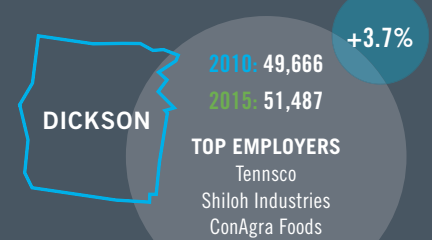
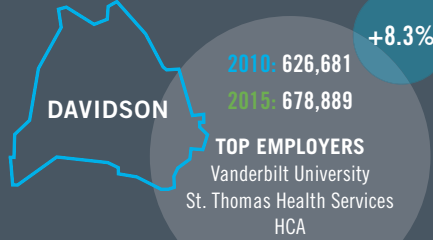
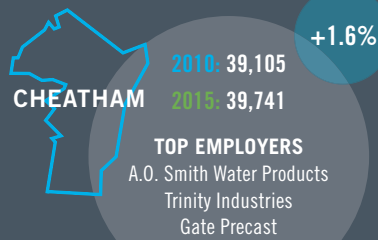
Nashville

Strategically located in the heart of the Tennessee Valley, the Nashville region is where businesses thrive and the creative spirit resonates across industries and communities. The Nashville Economic Market has 10 counties and a population of more than 1.9 million, making it the largest metro area in a five-state region. Many corporate headquarter giants call Nashville home, including Nissan North America, Bridgestone Americas, Dollar General, Hospital Corporation of America and Gibson Guitar.

A national hub for the creative class, Nashville has the strongest concentration of the music industry in America. The Nashville region's educated workforce not only provides an abundant talent pool for companies, but also bolsters the region's vibrancy, artistic and musical essence, and competitive edge in technology and innovation. The Nashville region is defined by a diverse economy, low costs of living and doing business, a creative culture and a well-educated population. Cultural diversity, unique neighborhoods, a variety of industries and a thriving creative community make Middle Tennessee among the nation's best locations for relocating, expanding and startup companies.

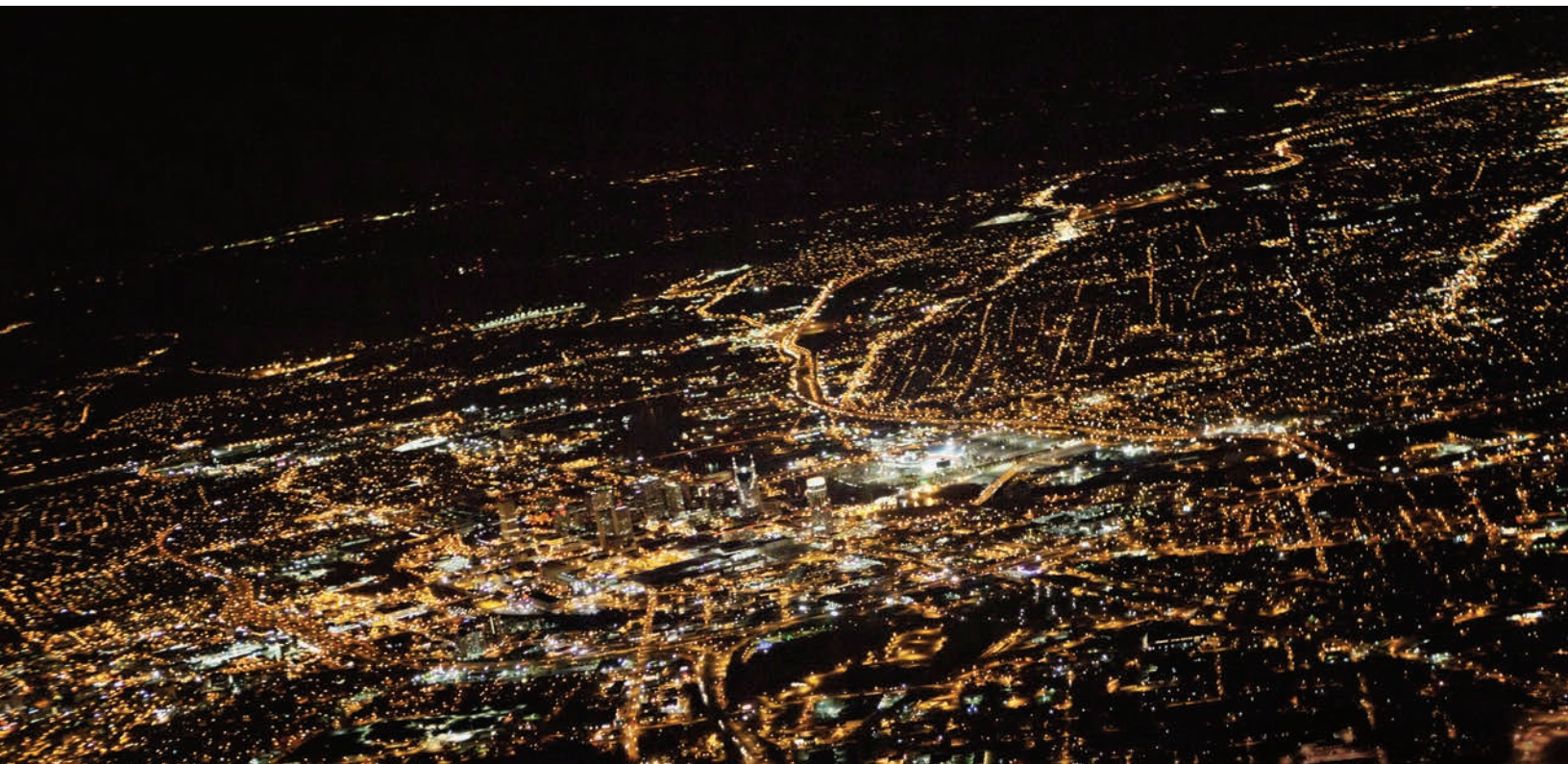
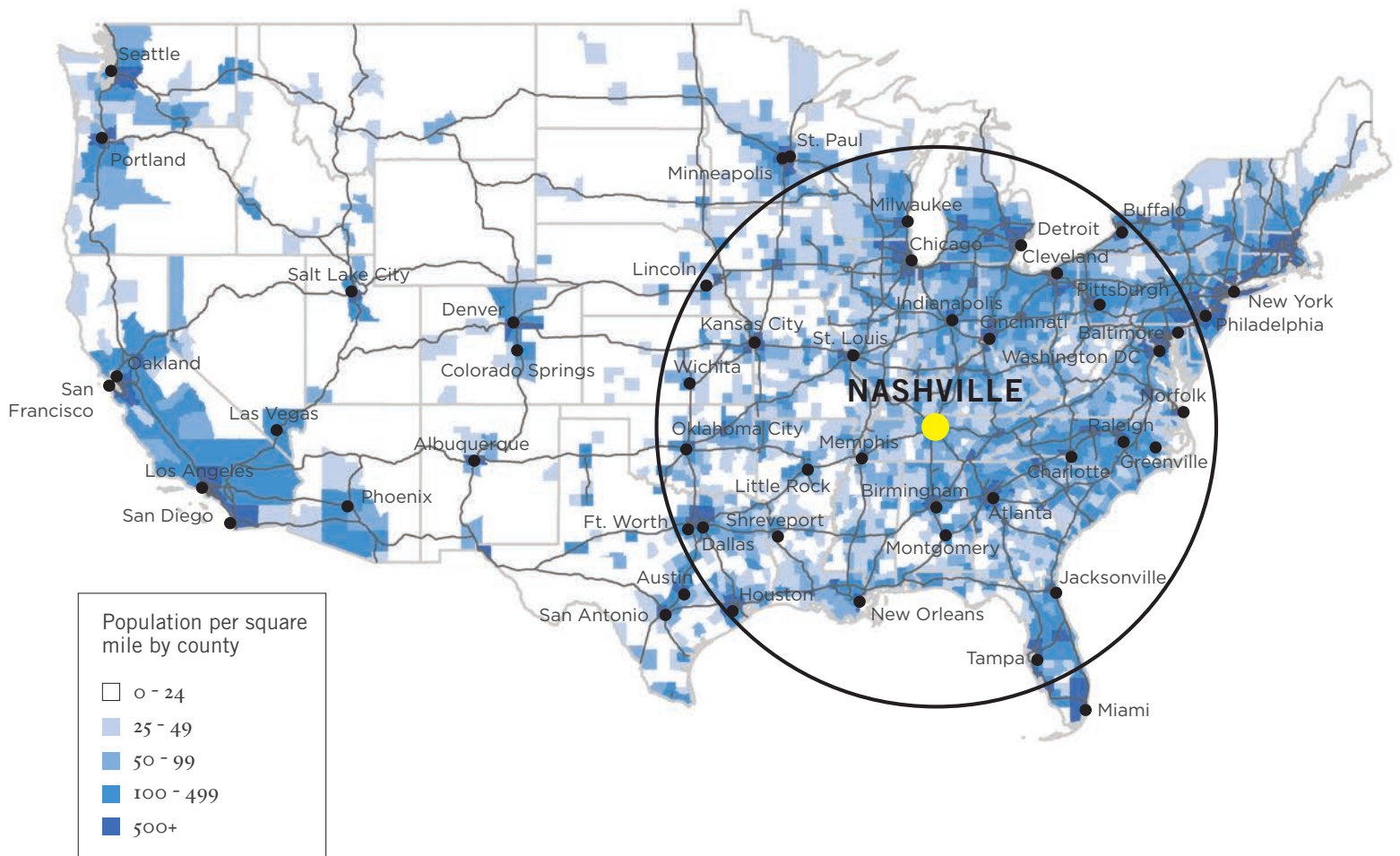


Population growth and top employers



U.S. Population around Nashville

More than half of the nation's population resides within 650 miles of Nashville



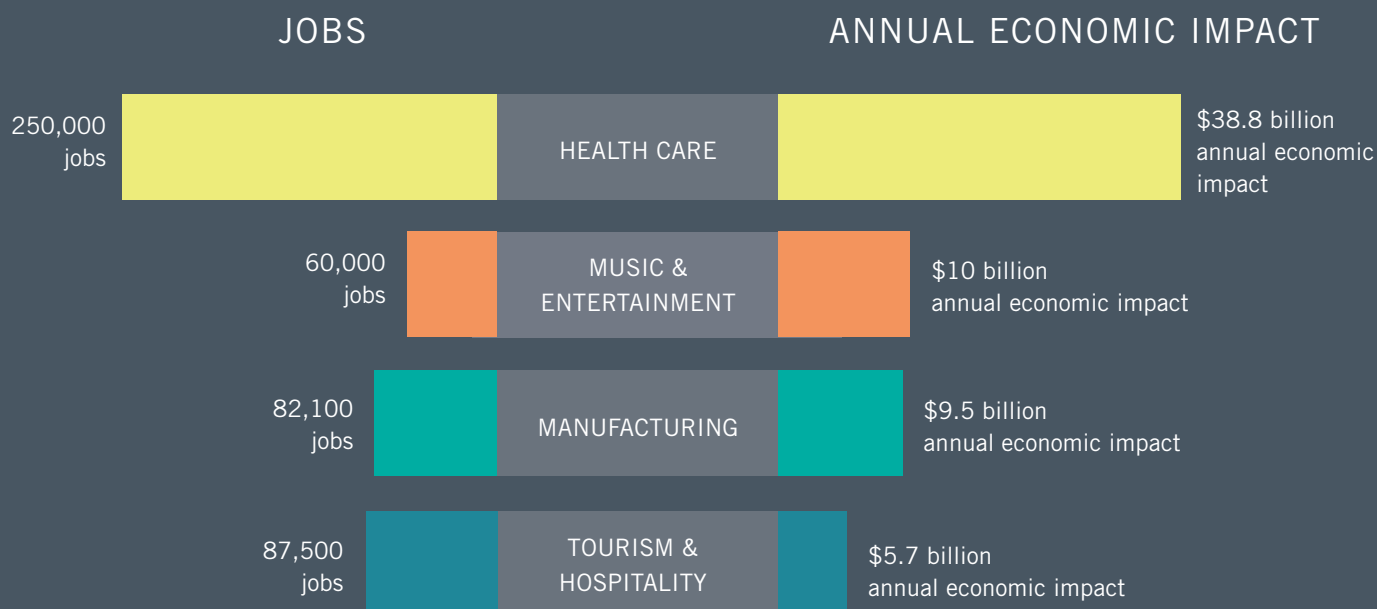
ECONOMY



Economic drivers

The Nashville region's economy continues to be a key driver of business activity in Tennessee and the southeast region. The area benefits from a diverse economy, and the balance of health care and corporate operations with manufacturing and supply chain sectors makes Nashville one of the region's most attractive growth centers.

Nashville has ranked within the top 10 large metros for job growth and population growth for the past four years. The Nashville region experiences low unemployment, steady in-migration, and a favorable business climate, making it a top location for companies looking to relocate or expand their business.





- Management, information, administration, professional and technical services (7,875)
- Retail trade (5,991)
- Finance, insurance and real estate (4,869)
- Health care and social assistance (4,445)
- Accommodation and food services (3,753)
- Transportation, warehousing and wholesale trade (3,211)
- Construction (2,966)
- Education, arts, ent. and rec. (1,695)
- Manufacturing (1,440)
- Miscellaneous services (4,239)

TOP REGIONAL EMPLOYERS

**National, regional or division headquarters*

LOCAL EMPLOYEES

Vanderbilt University Medical Center*	20,000
HCA Holdings*	10,380
Nissan North America*	10,100
Saint Thomas Health*	7,100
Vanderbilt University*	6,400
Community Health Systems*	5,000
Randstad	4,361
Asurion*	4,000
Electrolux Home Products	3,400
The Kroger Co	3,212
National HealthCare Corp.	3,100
Shoney's Inc.*	3,000
Lowe's Cos.	2,981
General Motors	2,643
Cracker Barrel Old Country Store*	2,600
Gaylord Opryland*	2,500
Maury Regional Medical Center*	2,200
Middle Tennessee State University*	2,174
Triumph Aerostructures	2,135
AT&T	2,100
UPS	2,084
Amazon	2,050
Dollar General Corp.*	2,025

Source: Book of Lists, 2015-2016

FORTUNE 500 / 1000 COMPANIES HEADQUARTERED IN THE NASHVILLE REGION

2015 RANKING

HCA	63
Community Health Systems	125
Dollar General	138
Tractor Supply Company	415
LifePoint Health	430
Delek US Holdings, Inc.	445
Brookdale Senior Living	515
Iasis Healthcare	697
Genesco	721
Cracker Barrel Old Country Store	763
Amsurg	766

Doing business

CORPORATE BUSINESS CLIMATE

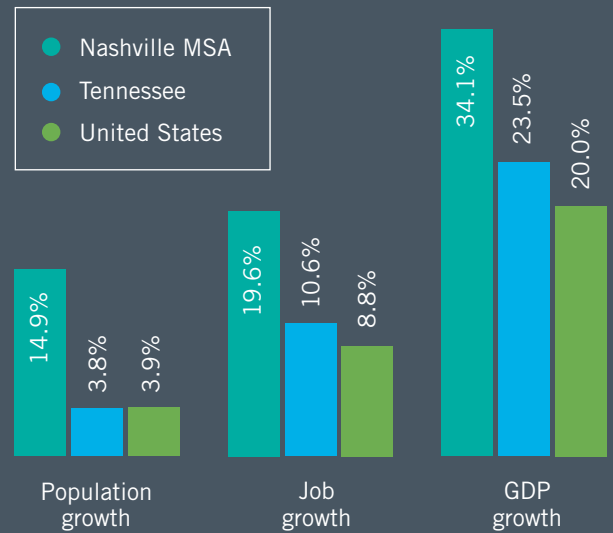
Corporate income tax rate	6.5%
Personal income tax rate	0%
Franchise tax	0.25%
Sales tax rate	7% state (2.75% local option)
Average effective property tax rate	0.75%
Unemployment insurance tax	2.7% (of first \$8,000 in wages)
Right-to-work state	Yes
State labor force	3,062,800
Regional labor force	934,340
Cost of doing business	94%
CNBC state business friendliness ranking	6
CNBC state infrastructure ranking	2
CNBC state cost of doing business ranking	10
CEO magazine business climate ranking	4
Cost-of-living index	95.2
Average lease rate PSF for CBD office	\$24.49
Average lease rate PSF for suburban office	\$23.77
Average lease rate PSF for industrial	\$4.27

Unprecedented growth

UNEMPLOYMENT RATE (2015)



KEY ECONOMIC INDICATORS (2010 - 2015)



PER CAPITA INCOME (2015)

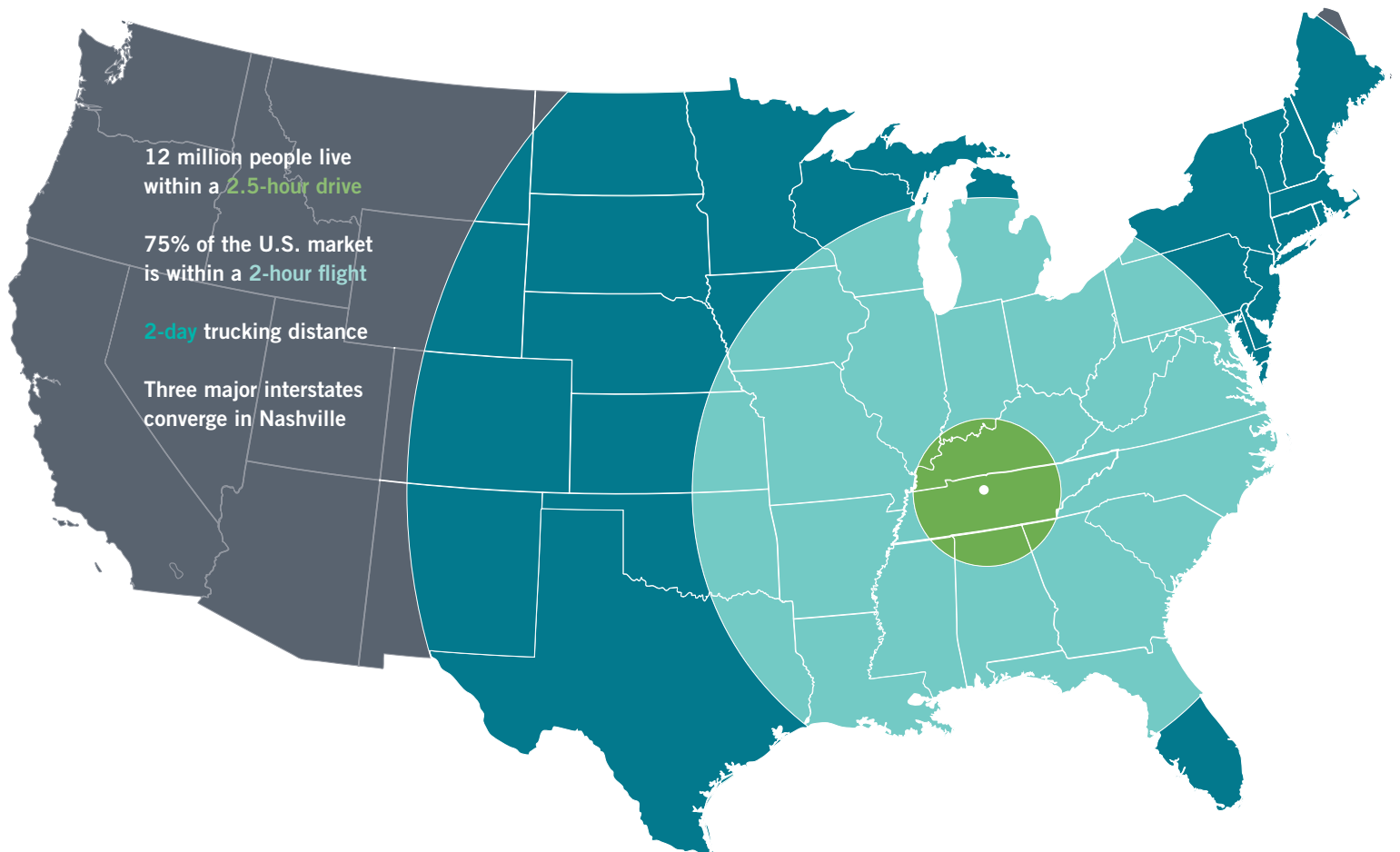


Source: Tax Foundation 2016, State of Tennessee Department of Labor and Workforce Development, Moody's Analytics, CNBC Top States for Doing Business 2016, ACCRA Cost of Living Index, CBRE

ACCESSIBILITY & TRANSPORTATION



The Nashville region is centrally located within the United States, providing a competitive advantage to businesses that locate here. Nashville's location and expansive modes of transportation allow manufacturing and logistics businesses to reach U.S. and international locations with ease and affordability. Tennessee shares a border with eight different states, providing connectivity to the southeast region and beyond.





AIR

- Nashville International Airport (BNA) is located only eight miles from downtown.
- The airport averages 440 daily arriving and departing flights and provides service to more than 12.9 million passengers annually.
- BNA is served by 10 carriers with flights to more than 50 nonstop destinations.
- Port of entry with four runways at 49 gates

ROAD

- Nashville is one of only six U.S. cities at the convergence of three major interstate highways – I-40, I-65 and I-24.
- The 440 Parkway downtown loop and Briley Parkway link the urbanized areas; Route 840 connects four counties in an outer loop.
- 140 freight carriers and 150 truck terminals

RAIL

- CSX Transportation has two major rail yards in Nashville, as well as an Intermodal terminal, TDSI automatic distribution terminal and TRANSFLO terminal. Nashville is CSX's division headquarters.
- Goods can travel on rail to Memphis, then to Canada or from Nashville directly to the Port of Savannah.

WATER

- Port of Nashville on the Cumberland River; nine-foot navigation channel accessible to Ohio River, Mississippi River and Gulf of Mexico

TRANSIT

- Comprehensive plan in place to break ground on regional transit project by 2020
- Intercity bus system
- Music City Star suburban rail
- Nashville B-cycle bike-share system
- Lyft and Uber rideshare services

INTERNATIONAL BUSINESS

The Nashville Economic Market is one of America's most dynamic centers for business growth, with expanding global links and opportunities. With international businesses and headquarters spanning all business sectors, including corporate services, health care, advanced manufacturing, supply chain and music and entertainment, it is easy to see the diversity present in every aspect of Music City. No city of similar size offers as great a setting and potential for international trade and investment.

Foreign direct investment supports nearly \$5.9 billion of labor income in the Nashville area annually (2013).

Foreign-owned companies employ more than 46,000 people in the Nashville area (2016) and foreign direct investment activities created and sustain 83,000 jobs within the Nashville area (2013).

Tennessee exports total \$32.6 billion (2015).

Tennessee ranked No. 1 for new FDI job commitments (IBM Global Location Trends Report, 2015).

On average, Nashville MSA goods exports have increased by 6.4 percent annually over the past 10 years.

NASHVILLE'S SISTER CITIES:

- Mendoza, Argentina
- Caen, France
- Magdeburg, Germany
- Belfast, Northern Ireland
- Edmonton, Canada
- Taiyuan, China
- Kamakura, Japan
- Tamworth, Australia

301
foreign-owned
company
locations
(2016)

FOREIGN DIRECT INVESTMENT IN THE NASHVILLE REGION

LOCATIONS

PERCENT OF LOCATIONS

EMPLOYEES

Japan	66	21.9%	19,162
United Kingdom	37	12.3%	3,480
Canada	25	8.3%	2,755
France	24	8.0%	2,264
Germany	20	6.6%	2,331
Switzerland	18	6.0%	2,497
Ireland	9	3.0%	2,177
All others	102	33.9%	11,719

Source: State of Tennessee
Department of
Economic and Community
Development, 2016

EXPORT PRODUCTS

Transportation equipment manufacturing	\$3,917,404,818
Computer and electronic product manufacturing	\$2,180,956,386
Electrical equipment, appliance and component manufacturing	\$581,356,465
Chemical manufacturing	\$467,309,783
Machinery manufacturing	\$451,394,917
All other	\$1,754,572,071
Total	\$9,352,994,440

Source: U.S. Department of Commerce, 2015

TRADING PARTNERS

EXPORTS

Canada	\$4,024,051,161
Mexico	\$1,472,963,439
China	\$445,445,008
Japan	\$421,535,512
All other	\$2,988,999,320
Total	\$9,352,994,440

Source: U.S. Department of Commerce, 2015

Foreign direct
investment
contributes \$10.2
billion to the local
economy for a total
output of \$25.5
billion within the
Nashville MSA
(2013).

Nashville MSA
exports total
\$9.4 billion
(2015).

Nashville offers a unique set of possibilities for multinational organizations and people with a global mindset. With a dynamic and fast-growing economy, strong and expanding infrastructure supporting such growth, increased connectivity to international capital markets and universal businesses, and a great yet cost-effective quality of life, Nashville is steadily evolving into a crown jewel for both international investors and seekers of a global business hub."

- Amr El-Husseini, Chief Executive Officer, Lodestone Advisory Group



Nashville's Foreign Investment Timeline

19
60

○ THE TRANE COMPANY
IRELAND

19
70

● TRIDON
CANADA

● WILSON
SPORTING GOODS
FINLAND

○ TOSHIBA AMERICA
CONSUMER PRODUCTS
JAPAN

○ TEKSID ALUMINUM
ITALY

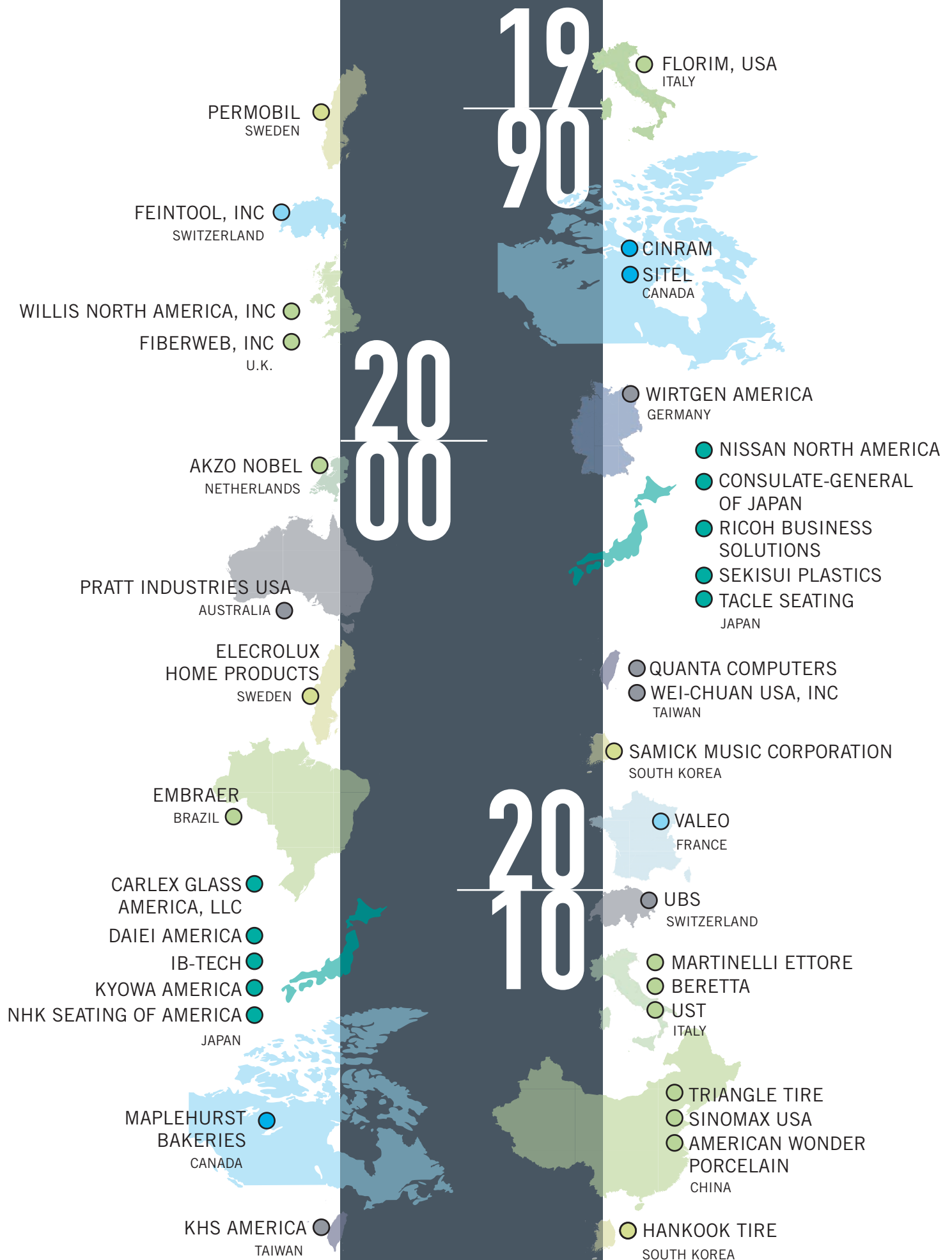
○ MAHLE FILTER SYSTEMS
NORTH AMERICA, INC
GERMANY

19
80

● ALCOA FUJIKURA
● BRIDGESTONE AMERICAS, INC
● NISSAN MOTOR
MANUFACTURING
● SONY MUSIC
● UNIPRES USA, INC.
JAPAN

● NEMAK
MEXICO

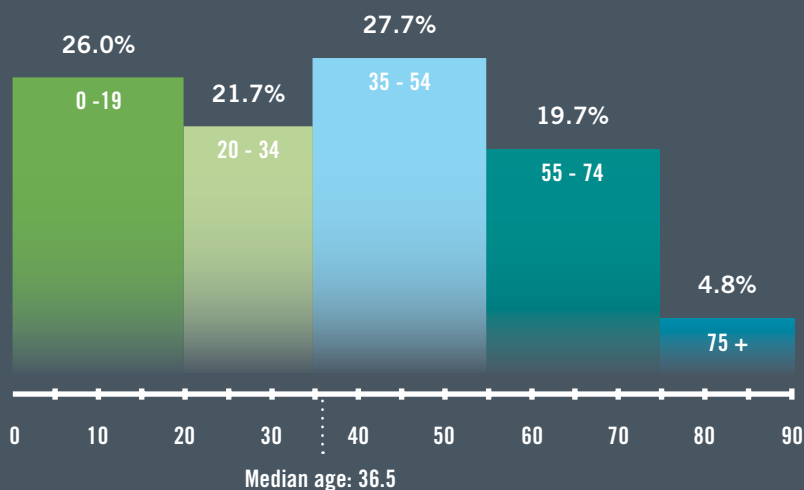
○ SQUARE D
FRANCE



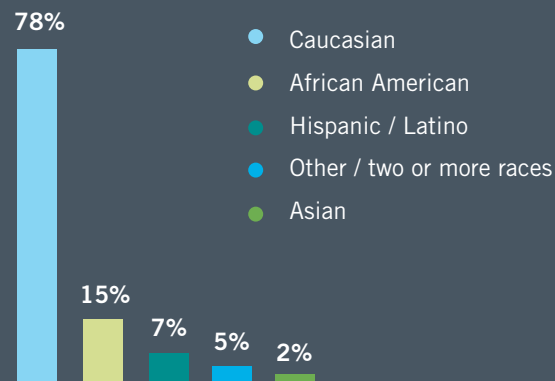
DEMOGRAPHICS

NASHVILLE MSA

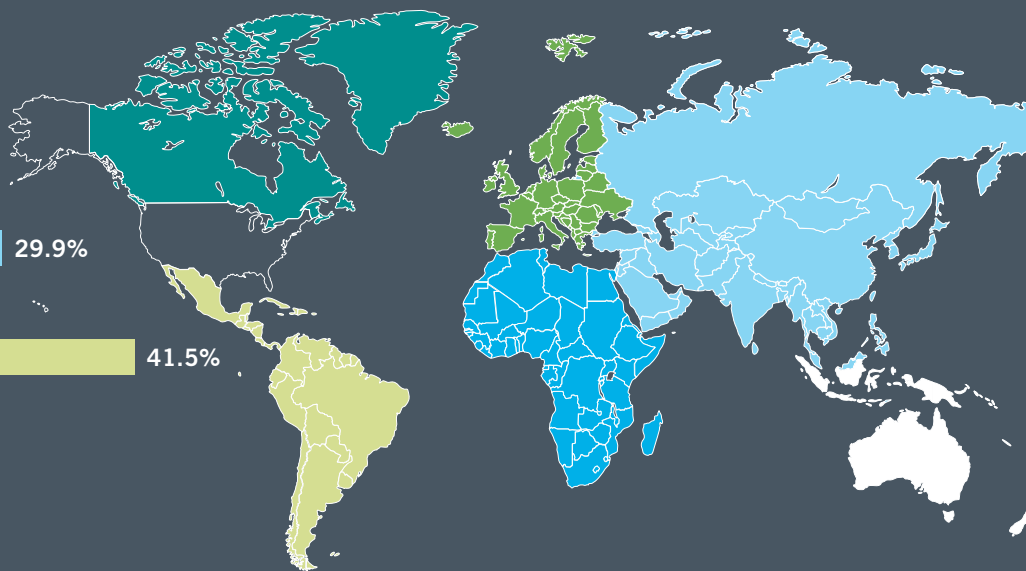
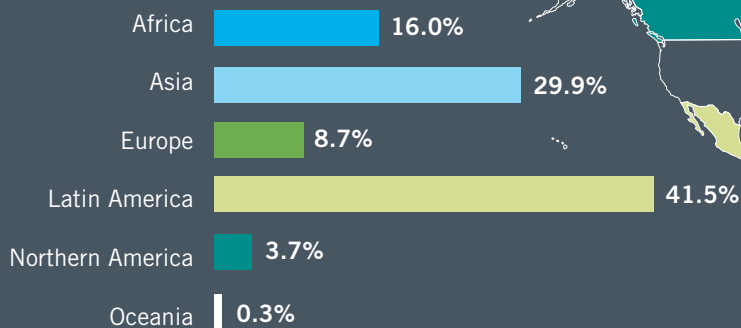
Age



Race & ethnicity

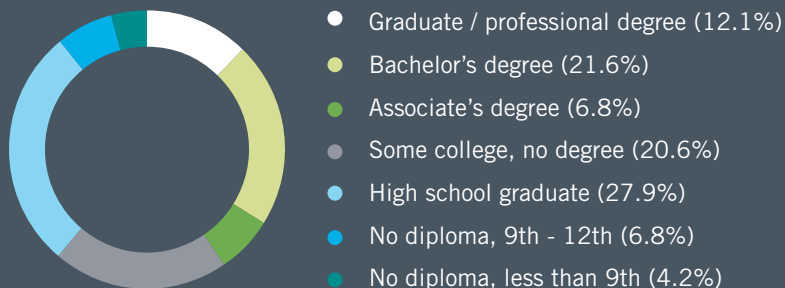


Foreign-born population



Educational attainment

age 25 years and older



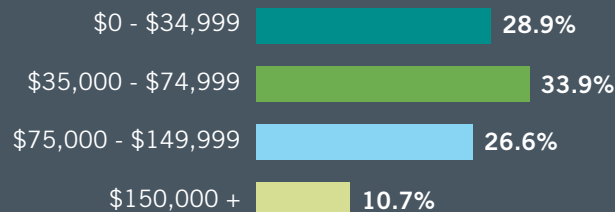
Household income & size



Average household size: 2.62 people

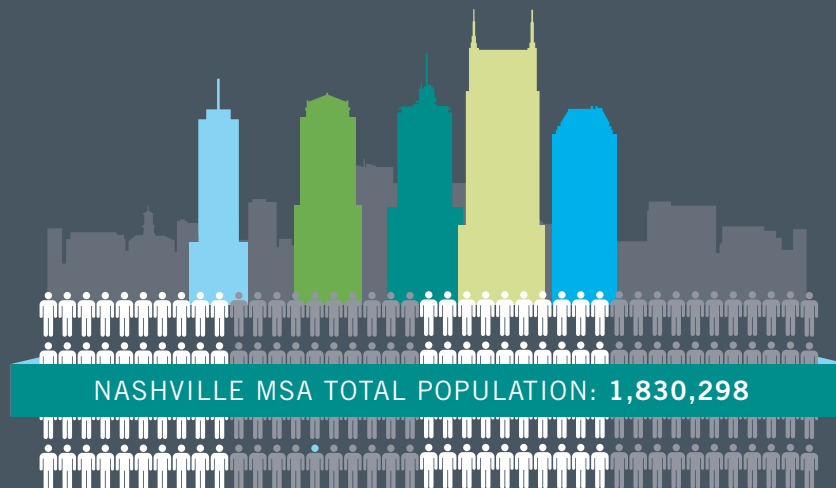


Median household income: \$57,985





MSA population

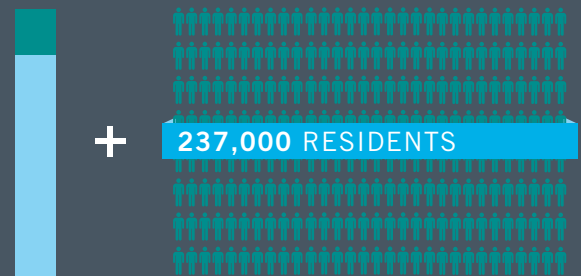


THE NASHVILLE REGION GAINED **71** NET NEW PEOPLE PER DAY ON AVERAGE IN 2015.

IN THE NASHVILLE REGION, MORE THAN **237,000** RESIDENTS WERE ADDED FROM 2010 TO 2015.



● 2010 ● 2015



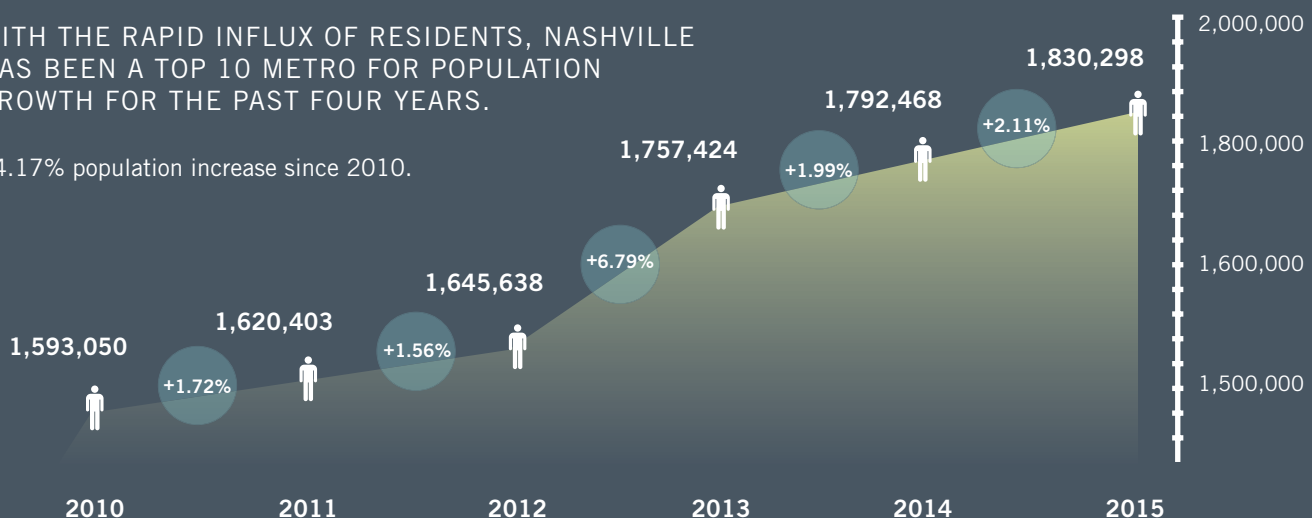
POPULATION PROJECTIONS PREDICT THAT MORE THAN 2.5 MILLION WILL LIVE IN THE NASHVILLE AREA BY 2040.

2015 census 1,830,298

2040 prediction 2,500,000

WITH THE RAPID INFLUX OF RESIDENTS, NASHVILLE HAS BEEN A TOP 10 METRO FOR POPULATION GROWTH FOR THE PAST FOUR YEARS.

14.17% population increase since 2010.



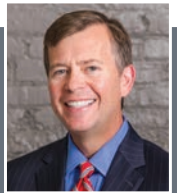
Source: U.S. Census Bureau 2015

TALENT & WORKFORCE

Middle Tennessee is a magnet for talent, young graduates and the types of workers new, growing industries seek. Considered a national hub for the creative class, the Nashville region's educated workforce not only provides an abundant talent pool for companies, but also bolsters the region's vibrancy, artistic and musical essence, and competitive edge in technology and innovation. While our region supports many innovative and aggressive local programs to recruit workers to the region, many of Nashville's most valuable workers come from the area's own vast educational system, with its 24 accredited four-year, two-year, tech schools and postgraduate institutions. More than 123,000 students are enrolled in higher education in the Nashville area, the largest concentration in a four-state region. We retain 60 percent of these graduates annually in our region. More than 33 percent of adults in the Nashville region have a bachelor's degree or higher, and more than 140,000 people have graduate or professional degrees.

"Change Healthcare has enjoyed being a part of the Nashville healthcare ecosystem, where we've been able to attract and retain a high quality workforce. Through the Chamber and Partnership 2020, we've participated in the planning, growth and development of the region. Additionally, we have benefited from the collaborative spirit of fellow Nashville business leaders."

-Tommy Lewis, senior vice president, Change Healthcare



LABOR FORCE BY SECTOR

Management and professional services	18.0%
Service industry	23.1%
Health care	9.1%
Sales and office	26.9%
Construction, extraction, maintenance and repair	7.4%
Production, transportation and material moving	15.5%

Source: EMSI, 2016

Total
population

1,830,298

Total
labor force

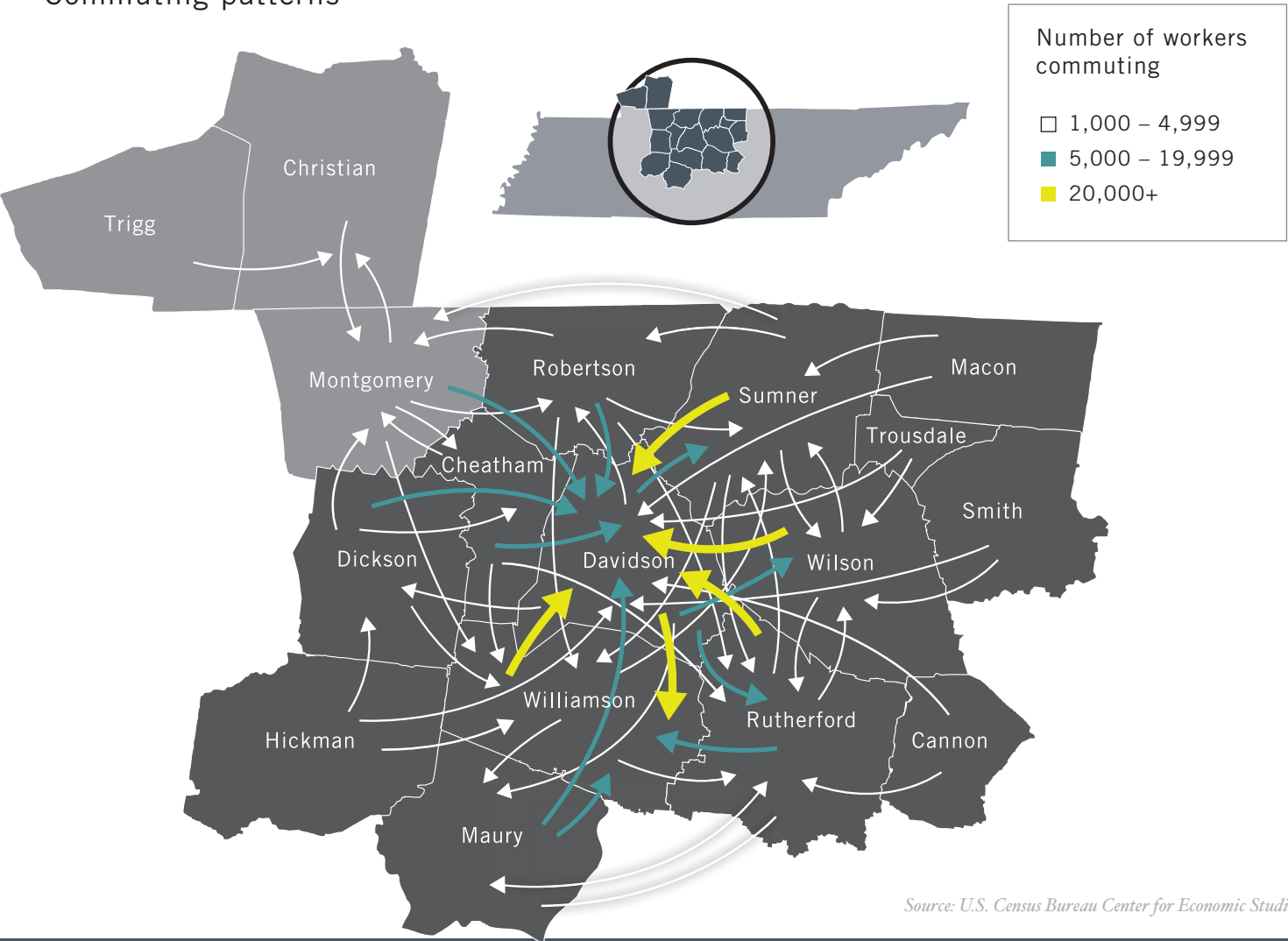
934,340

Labor
participation rate

66%



Commuting patterns



INDUSTRY SECTOR JOBS AND WAGE RATES	NASHVILLE WORKERS	NASHVILLE MEDIAN	U.S. MEDIAN
Management	60,235	\$80,520	\$98,260
Business and financial operations	44,567	\$57,780	\$64,880
Computer and mathematical	21,707	\$67,420	\$79,820
Architecture and engineering	13,002	\$66,100	\$77,060
Life, physical and social science	4,891	\$51,740	\$64,360
Community and social service	13,947	\$38,720	\$42,140
Legal	5,783	\$84,780	\$89,360
Education, training and library	46,051	\$42,380	\$47,900
Arts, design, entertainment, sports and media	15,607	\$43,400	\$47,660
Health care practitioners and technical	59,297	\$64,640	\$72,620
Health care support	24,966	\$26,820	\$27,700
Protective service	20,637	\$31,900	\$41,960
Food preparation and serving related	82,809	\$20,547	\$21,000
Building and grounds cleaning and maintenance	25,926	\$23,334	\$24,666
Personal care and service	23,579	\$23,191	\$23,353
Sales and related	87,913	\$31,781	\$32,756
Office and administrative support	160,027	\$32,919	\$33,504
Farming, fishing and forestry	1,383	\$24,516	\$24,134
Construction and extraction	28,296	\$38,109	\$44,172
Installation, maintenance and repair	39,447	\$42,004	\$42,796
Production	70,380	\$33,782	\$33,365
Transportation and material moving	72,407	\$30,522	\$31,843

Source: EMSI, 2016



The talent pipeline

More than
123,000
students attend the area's
colleges and universities.

60%
of college graduates
remain in the region.

There were more than
26,000
graduates of Nashville-area
colleges and universities in 2014.

ENROLLMENT IN HIGHER EDUCATION INSTITUTIONS

Accredited Four-Year & Postgraduate	Location	Enrolled in 2015
Middle Tennessee State University	Murfreesboro	22,511
Vanderbilt University	Nashville	12,567
Tennessee Technological University	Cookeville	10,900
Austin Peay State University	Clarksville	10,099
Tennessee State University	Nashville	9,167
Belmont University	Nashville	7,350
Bethel University	McKenzie	5,951
Lipscomb University	Nashville	4,680
Trevecca Nazarene University	Nashville	2,640
University of the South	Sewanee	1,797
Cumberland University	Lebanon	1,550
Fisk University	Nashville	855
Meharry Medical College	Nashville	829
Aquinas College	Nashville	384
Accredited Two-Year Institutions & Tech Schools		
Nashville State Community College	Nashville	10,192
Volunteer State Community College	Gallatin	8,098
Columbia State Community College	Columbia	5,297
Motlow State Community College	Lynchburg	5,256
Tennessee College of Applied Technology	Nashville	931
Tennessee College of Applied Technology	Hartsville	621
Tennessee College of Applied Technology	Shelbyville	562
Tennessee College of Applied Technology	Dickson	508
Tennessee College of Applied Technology	Hohenwald	443
Tennessee College of Applied Technology	Murfreesboro	428
Total		123,616

Source: National Center for Education Statistics, 2015

Workforce initiatives

Drive to 55

Tennessee's Drive to 55 initiative will get 55 percent of Tennesseans equipped with a postsecondary degree or certificate by 2025. It is projected that 55 percent of occupations will require this level of educational attainment, and Tennessee will be ready.

Tennessee Promise

Tennessee Promise is both a scholarship and a mentoring program focused on increasing the number of students that attend college in our state. It provides students a last-dollar scholarship, meaning the scholarship will cover tuition and fees not covered by the Pell grant, the HOPE scholarship or state student assistance funds. Students may use the scholarship at any of the state's 13 community colleges, 27 colleges of applied technology, or other eligible institutions offering an associate degree program.

A critical component of Tennessee Promise is the individual guidance each participant will receive from a mentor who will assist the student as he or she navigates the college admissions process. This is accomplished primarily via mandatory meetings that students attend to remain eligible for the program. Tennessee Promise participants must complete eight hours of community service per term enrolled, as well as maintain satisfactory academic progress (2.0 GPA) at their institution.

Labor Education Alignment Program

The Tennessee Labor Education Alignment Program (LEAP) ensures that postsecondary institutions are producing the skills and credentials Tennessee employers actually need. Tennessee LEAP eliminates skills gaps across the state in a proactive, data-driven and coordinated manner by encouraging collaboration across education and industry and by utilizing regional workforce data to identify and then fill skills gaps across the state.

Middle Tennessee Reconnect

The Middle Tennessee Reconnect Community is an 11-county collaborative dedicated to supporting the 200,000 adults in the region, who have some college, but no degree, and who aspire to earn a college degree. As part of the initiative, all Tennessee adults can now attend and earn a diploma or certificate at any of the six Tennessee Colleges of Applied Technology (TCATs) in Middle Tennessee completely free of tuition and fees. The collaborative includes public and private, nonprofit higher education institutions; the region's three workforce development boards; and community and employer partners. The goal of this program is to ensure each adult has access to resources and supports necessary to start and finish a college degree. This initiative is supported by a grant from Lumina Foundation and through Tennessee Reconnect, the state's strategy to help adults enter higher education to gain new skills, enter jobs that pay well, or advance in their current workplace. The Middle Tennessee Reconnect Community's advisors, located in American Job Centers around the region, engage community organizations and employers to provide adults with advising, support and a personalized path to and through college. For more information, visit midtnreconnect.org.





YP Nashville

YP Nashville is a partnership among the Nashville Area Chamber of Commerce and more than 45 young professional organizations across the region working to engage, connect and empower young professionals to actively shape the future of the Nashville region. The goal of YP Nashville is to connect young professionals to diverse opportunities for professional development, community involvement and networking and, ultimately, advance regional prosperity by building the next generation of community leaders. For more information, visit ypnashville.org.

We Build Tech

We Build Tech is a rich network of technology training and employment tools for individuals, educators and businesses. With resources that are specifically tailored to the Nashville community, the goal is to create a pipeline of talent and to see Nashville become a center for technology-based innovation and development. We Build Tech offers a suite of tools to help individuals discover and explore job and educational opportunities in tech including:

- Promotion of technology careers and companies
- Promotion of education programs and learning
- Helping tech professionals build skills
- Enhancing student and grad tech skills
- Connecting new talent to tech communities
- Connecting students to internships

For more information, visit webuildtech.com.



TARGET INDUSTRIES

Middle Tennessee's economy is characterized by a diverse mix of industries. The Nashville Area Chamber's long-term economic development strategy has identified five target sectors that drive Middle Tennessee's economy and provide a concentrated focus for strategic growth within the region: corporate services, health care management and information technology, music and entertainment, advanced manufacturing, and distribution and trade. Building on the Nashville region's successes and core competencies, companies within these target sectors experience a built-in network of existing expertise, strong growth potential, an available and educated workforce and decades of proven success.

CORPORATE SERVICES

HEALTH CARE MANAGEMENT & INFORMATION TECHNOLOGY

ADVANCED MANUFACTURING

DISTRIBUTION & TRADE

MUSIC & ENTERTAINMENT

Corporate and regional headquarters	Health care management	Automotive and parts manufacturing	Storage and distribution	Music production and publishing
Back office, data centers, shared services	Health information technology	Other manufacturing opportunities	Wholesale trade	Affiliated sectors

Inside Bridgestone Americas North American Headquarters Expansion

Why do you choose to have a headquarters in Nashville and continue to expand in the region?

Bridgestone Americas could do business anywhere in the U.S. – and after a competitive process, we chose Nashville to locate our headquarters because it's a great place to work and do business. This expansion is a tremendous opportunity for Bridgestone and the Nashville region.

Selecting new locations for our headquarters and another office facility was not a simple task – the process was thorough and required thoughtful consideration, analysis and cross-functional input across several sectors of our businesses. The Nashville area was selected after an extensive and intensive review of locations, including cities across the country, and was selected for its great quality of life, competitive business costs, capacity for growth and strategic location.

Bridgestone Americas has a longstanding and strong footprint in the Nashville region with deep existing ties to the community, and this region provides strategic proximity to several manufacturing sites and large groups of teammates. We've been a proactive member of the Middle Tennessee community for 36 years. We are committed to making the community in which we work a better place to live.

What has your experience been in hiring talent in the Nashville region?

Nashville is home and we're proud to be here. The Bridgestone business portfolio provides a unique opportunity to experience a wide variety of career experiences. We believe this type of career experience is in line with what working professionals are looking for in an employer today. Coupled with the 2017 opening of a state-of-the-art new corporate HQ located in the heart of downtown Nashville, we are confident in our ability to compete for the best talent in Middle Tennessee as we move forward.

We believe Middle Tennessee is an attractive job market. Nashville, in particular, is drawing more and more qualified workers to the city as the region has grown and diversified. We feel very fortunate to be based in this thriving community, and, with our new headquarters building downtown and our facility in Antioch opening in 2017, we are proud to continue to invest in its growth. One of our biggest challenges is the sheer volume of roles we will be looking to hire in the coming years as we expand into our new headquarters and establish our facility in Antioch.

Have there been any specific programs that have helped Bridgestone succeed in the Nashville region?

Bridgestone appreciates the support of our many community partners who make Nashville a great place to work and live. There is a perception that all manufacturing and automotive jobs are assembly line jobs, and that's not the case. We are working to change that perception by starting our recruiting process early and being active in the community through special partnerships and programs with different educational institutions. A few examples are below:

1. Motlow State Community College expanded its mechatronics program and partnered with Bridgestone to create a 2,200-square-foot training facility on-site at Bridgestone Americas' LaVergne Tire Manufacturing Plant to prepare students to move quickly into high-skill jobs. In addition, Bridgestone Americas' tire manufacturing facilities in LaVergne and Warren County provide internship opportunities for students to gain hands-on experience while completing their degree.
2. Middle Tennessee State University is the first university in the country to offer a bachelor's degree in mechatronics engineering, and Bridgestone offers paid internships dedicated this field.
3. In 2015, Maplewood High School opened the training center, which represents a true collaboration between Bridgestone Americas, our retail division (Firestone Complete Auto Care), and Metro Nashville Public Schools. The Center provides assistance with making the curriculum ASE-certified. Through dual enrollment at Nashville State Community College or Volunteer State Community College, students have the opportunity to earn up to three college credits in maintenance and light repair. They can also take the exam for the ASE professional certification, a key step in starting a career or post-secondary education in automotive technology. Students who complete the training program and graduate can enter the workforce immediately.

CORPORATE SERVICES

The Nashville region has emerged in the last decade as one of the most desirable headquarters and corporate office locations in America. The top driver of that growth is the city's position as home to more than 123,000 students who attend the region's higher education institutions, with 60 percent choosing to stay in the area. Vanderbilt University, Middle Tennessee State University, Fisk University, Tennessee State University, Belmont University, Lipscomb University and a host of two-year institutions are just a few of the talent suppliers for the area's corporate offices.

Corporate headquarters in the region range from sectors including retail (Dollar General, Tractor Supply Company, Kirkland's) to health care (HCA, CHS, Healthways, Healthtrust) to manufacturing (Nissan, Bridgestone, Hankook Tire). All these corporations are driven by the regional talent pool, affordable operating costs, and the ability to recruit key talent to the region. The Nashville region has also earned a reputation as a hotbed for technology development. Lately, this evolution has become even more evident through the region's creative talent and a wealth of entrepreneurial success.

LEADING HEADQUARTERS AND CORPORATE SERVICES COMPANIES

LOCAL EMPLOYMENT

Vanderbilt University and Medical Center	26,400
HCA	10,380
Nissan North America	10,100
Saint Thomas Health	7,100
Community Health Systems	5,000
Asurion	4,000
National HealthCare Corp.	3,100
Cracker Barrel Old Country Store	2,600
AT&T	2,100
Dollar General Corp.	2,025
A.O. Smith Water Products	1,912
Bridgestone Americas	1,855
UnitedHealthcare	1,816
Ingram Content Group	1,807
State Farm Insurance Cos.	1,650

Source: Book of Lists, 2015-2016

CORPORATE SERVICES WAGES

Occupation	Jobs in Nashville MSA	Median hourly earnings
Accountants and auditors	8,466	\$29.03
Bill and account collectors	3,583	\$16.90
Billing and posting clerks	3,324	\$17.01
Computer operators	810	\$20.60
Customer service representatives	21,699	\$15.01
Data entry keyers	1,808	\$14.20
Exec. secretaries and exec. admin. assistants	5,453	\$21.66
Financial specialists	17,045	\$30.99
Human resources managers	1,077	\$38.99
Market research analysts	2,851	\$24.42
Payroll and timekeeping clerks	1,031	\$18.71
Purchasing agents	1,170	\$25.82
Receptionists and information clerks	6,149	\$13.91
Sales representatives, services	14,620	\$22.60
Switchboard operators, including answering service	887	\$13.70

Source: EMSI, 2016



"Expanding our presence in Nashville was the right business decision for UBS. As a longstanding member of the community, we knew this was a city with the talent capable of helping us grow."

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

"Vanderbilt, Belmont, and Lipscomb universities offer top-ranked MBA programs"

Bloomberg Business

"No. 5 MSA for growth over the past five years"

Brookings Institution, February 2016

147,800 people in the Nashville MSA have a graduate or professional degree.

U.S. Census Bureau 2015

"No. 1 city creating the most white-collar jobs"

Forbes, July 2016

The Nashville region is home to 11 Fortune 1000 companies, including six Fortune 500 headquarters.

Fortune 2015



HEALTH CARE MANAGEMENT

Nashville is widely recognized as a national health care industry capital and global health care industry leader. With a reputation for nurturing dynamic, innovative health care companies, the Nashville region has a rich tradition of entrepreneurship and strong industry management talent. Nashville has helped shape the nation’s health care landscape for the past four decades, and continues to improve the delivery of patient care across the globe. The health care industry contributes an overall benefit of nearly \$40 billion and more than 250,000 jobs to the local economy annually.

Nearly 400 health care companies are located in Middle Tennessee, making it the region’s largest and fastest-growing industry. Eighteen publicly traded health care companies are headquartered in the region, with combined worldwide employment of nearly 500,000 and \$73 billion in global revenue. More than half of the privately owned hospital beds in the U.S. are operated by Nashville-area companies. Nashville’s industry has also developed a network of professional service firms specializing in health care industry support – including legal, accounting, finance and real estate services.

Nashville’s health care industry directly employs 126,000 people.

LEADING HEALTH CARE EMPLOYERS	LOCAL EMPLOYEES
Vanderbilt University Medical Center	20,000
HCA	10,380
Saint Thomas Health	7,100
Community Health Systems	5,000
National HealthCare Corp.	3,100
UnitedHealthcare	1,816
Cigna-Healthspring	1,200
Centerstone	1,110
Change Healthcare	950
Brookdale Senior Living	730
eviCore healthcare	770
Healthways	713
Correct Care Solutions	644
Premise Health	550
MEDHOST Inc.	520

Source: Book of Lists, 2015-2016

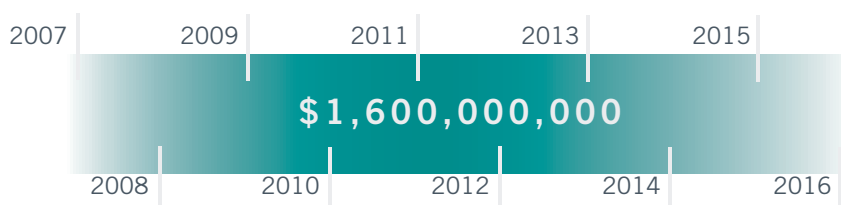
HEALTH CARE WAGES	JOB'S IN NASHVILLE MSA	MEDIAN HOURLY EARNINGS
File clerks	807	\$13.86
Health educators	432	\$15.63
Healthcare practitioners and technical occupations	973	\$25.04
Healthcare social workers	915	\$27.93
Home health aides	2,571	\$9.99
Licensed practical and vocational nurses	6,384	\$18.79
Medical assistants	2,138	\$17.51
Medical and clinical laboratory technicians	3,371	\$40.87
Medical and health services managers	4,810	\$15.69
Occupational health and safety specialists	475	\$31.31
Purchasing managers	692	\$37.78
Receptionists and information clerks	6,149	\$13.91
Registered nurses	18,477	\$28.57
Surgical technologists	817	\$19.84

Source: EMSI, 2016

18 PUBLICLY TRADED HEALTH CARE COMPANIES IN THE NASHVILLE REGION.



MORE THAN **\$1.6 BILLION** IN VENTURE CAPITAL WAS INVESTED IN NASHVILLE HEALTH CARE COMPANIES OVER THE PAST 10 YEARS.



NEARLY **400** HEALTH CARE COMPANIES HAVE OPERATIONS IN NASHVILLE AND WORK ON A MULTISTATE, NATIONAL OR INTERNATIONAL BASIS.



NASHVILLE IS HOME TO MORE THAN **400** PROFESSIONAL SERVICE FIRMS THAT PROVIDE EXPERTISE IN THE HEALTH CARE INDUSTRY.

Fortune 100 Health Care Leader HCA Continues to Commit to Nashville

Nashville-based HCA is one of the nation's leading providers of healthcare services, comprising 170 locally managed hospitals and 118 freestanding surgery centers in 20 states and the United Kingdom. With its founding in 1968, HCA created a new model for hospital care in the United States, using combined resources to strengthen hospitals, deliver patient-focused care and improve the practice of medicine.

From the study demonstrating that early elective delivery of babies is not as good as full-term delivery, to the study identifying a method to reduce all bloodstream infections by 44% more than previously known best practices, HCA is a learning healthcare system that uses its more than 26 million annual patient encounters to advance science, improve patient care and save lives.

Throughout its history, HCA has invested in the Nashville community, most recently completing a \$200 million office building in the Capitol View development bringing around 2,000 jobs to the area. HCA currently employs approximately 16,500 people in the Middle Tennessee area and invests approximately \$15 million locally through annual charitable giving.



"The secret to Nashville's success is its collaborative and entrepreneurial spirit, and nowhere is that more evident than in our healthcare industry. Ideas and solutions developed here—whether by established innovators like HCA or startups and collaborations—are improving the lives of patients across the country. There is no place like Nashville."

— Milton Johnson,
chairman and CEO, HCA





INFORMATION TECHNOLOGY

The Nashville region has become a premier destination for innovation and creativity. A national hub for the creative class, Nashville enjoys the competitive advantages of having a creative culture, a well-educated population, and a thriving technology industry. This strength is seen in the enterprising and entrepreneurial spirit of Nashville, which creates a space for ingenuity and innovation.

The technology sector is the leading edge of the region's growth, with thousands of technology job opportunities in fields from music and entertainment to health care to enterprise software development. The tech sector in Middle Tennessee is growing by 4.9 percent per year, with an estimated 7,100 new jobs being added between 2009 and 2019.

Nashville is stepping up its technology infrastructure to accommodate and encourage future growth, with three Internet service providers offering gigabit Internet speeds. Google Fiber, Comcast and AT&T provide the infrastructure that further establishes Nashville as an advanced tech city that will now be able to better accommodate its population of entrepreneurs and software developers, as well as the growing number of individuals working from their homes.

Nashville's unparalleled creative community – with a mashup of musicians, artists, writers, developers and designers – translates into a tech scene unlike any other in America.

LEADING IT EMPLOYERS	LOCAL IT EMPLOYMENT
Vanderbilt University	1,095
Asurion	500
MEDHOST Inc.	450
Deloitte	423
UBS	410
HP Enterprise Services	361
Change Healthcare	280
Ingram Content Group Inc.	208
Dollar General Corp.	165
OHL	150
HealthStream Inc.	134
Lifeway Christian Resources	129
LBMC	90
Franklin American Mortgage Co.	89
eviCore healthcare	67
CGS Administrators	65

Source: Book of Lists, 2015-2016

INFORMATION TECHNOLOGY WAGES	JOB ^S IN NASHVILLE MSA	MEDIAN HOURLY EARNINGS
Computer and information research scientists	35	\$46.11
Computer systems analysts	3,382	\$34.93
Information security analysts	395	\$35.03
Computer programmers	1,360	\$35.87
Software developers, systems software	1,504	\$41.81
Web developers	733	\$28.54
Database administrators	602	\$41.95
Network and computer systems administrators	2,180	\$37.69
Computer network architects	783	\$51.57
Computer user support specialists	4,209	\$21.99
Computer network support specialists	1,459	\$28.22
Computer occupations, all other	1,096	\$31.18

Source: EMSI, 2016

**“No. 2 city for
freelancers”**

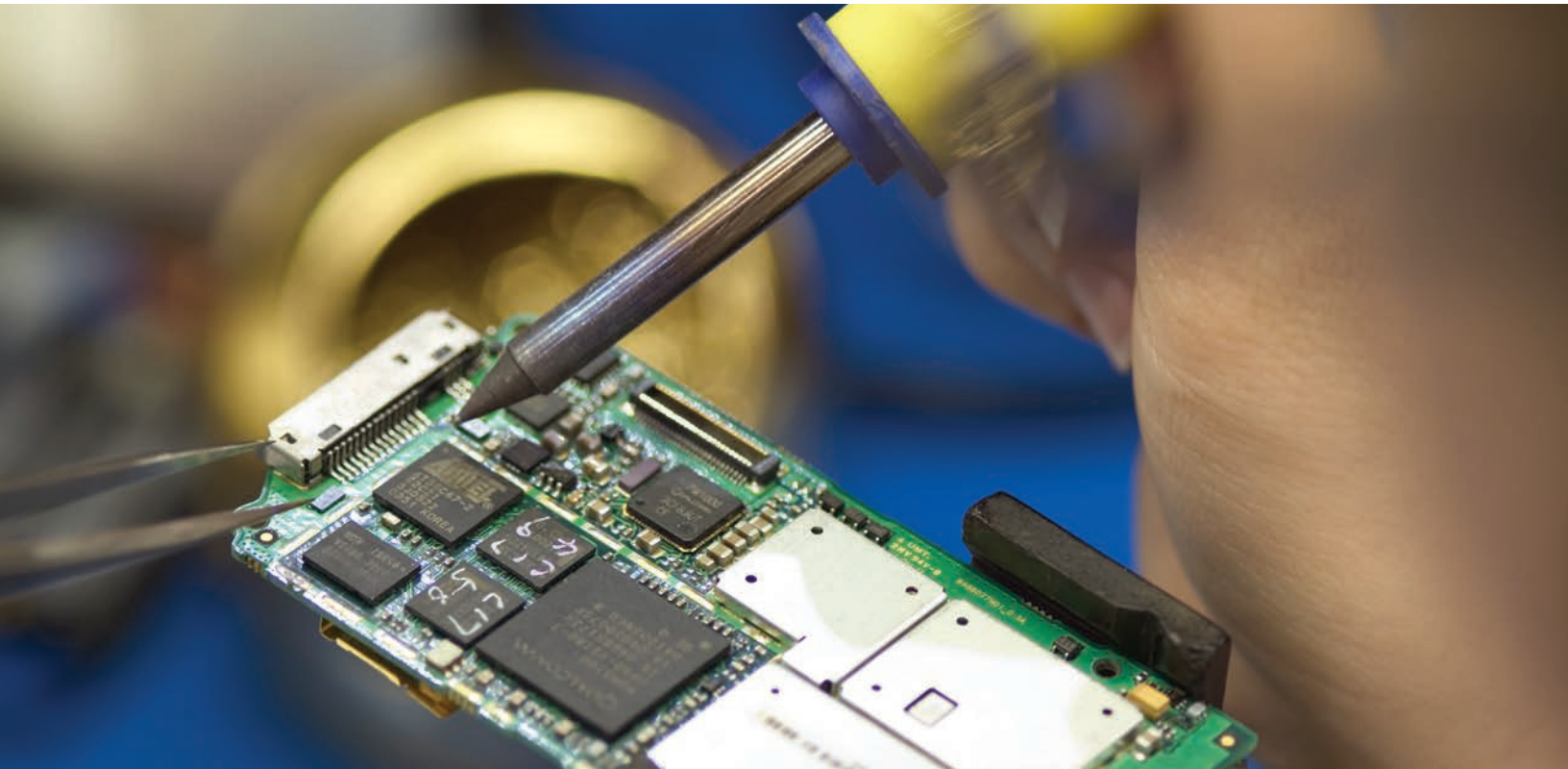
Nerdwallet, August 2016

**No. 2 market for growth of
highly skilled tech workers**

CBRE, 2016

**“No. 4 city for
tech jobs”**

New York Times, August 2016



Tech Giant Eventbrite Chooses Nashville

A Conversation with Nashville's Head of Engineering, Bryan Mayes

Why did you choose to open an Eventbrite office in Nashville?

We chose Nashville from a pool of fantastic markets as our second city to set up operations in the U.S. outside of San Francisco. In addition to being able to tap into Nashville's amazing talent pool, it has also been a huge benefit that our culture and values are largely shared with the Nashville community. As the world's largest self-service ticketing and event technology platform, Eventbrite's passion for live events fits well in Music City.

Why does Eventbrite continue to grow and do business in Nashville?

Nashville has been a great expansion opportunity for Eventbrite. We started in Nashville focusing on hiring customer experience professionals and were thrilled with the incredible talent here. We have since expanded our operations in Nashville and built out an even more robust team to include engineering and sales professionals. We are constantly trying to build career opportunities for people on all our teams. Eventbrite is all about helping people grow personally and professionally, and we are highly supportive of internal mobility.

What has your experience been in hiring talent in the Nashville region?

Our continuing to add teams to Nashville is a testament to the incredible talent in the Nashville area. As a member of the software engineering team, I can most confidently speak about our technology team. The level of talent is extremely high, and we have found highly seasoned senior developers as well as a community of well-trained juniors who have grown with us into some of our strongest team members.

How has it been personally relocating to living in Nashville?

My wife and I moved just south of Nashville a few years ago from the Silicon Valley area. We are both employed in the technology industry. We were drawn to this city over others because of nearby family, great schools for our kids, insanely lower cost of living and the fact that it had a growing tech community that would allow us to continue doing what we love for work. When we made the decision to move, I was worried it might be a mistake. Today, I feel like not moving would have been a mistake. We love our lives and our careers here, and I'm happy to be a part of this vibrant and growing community.

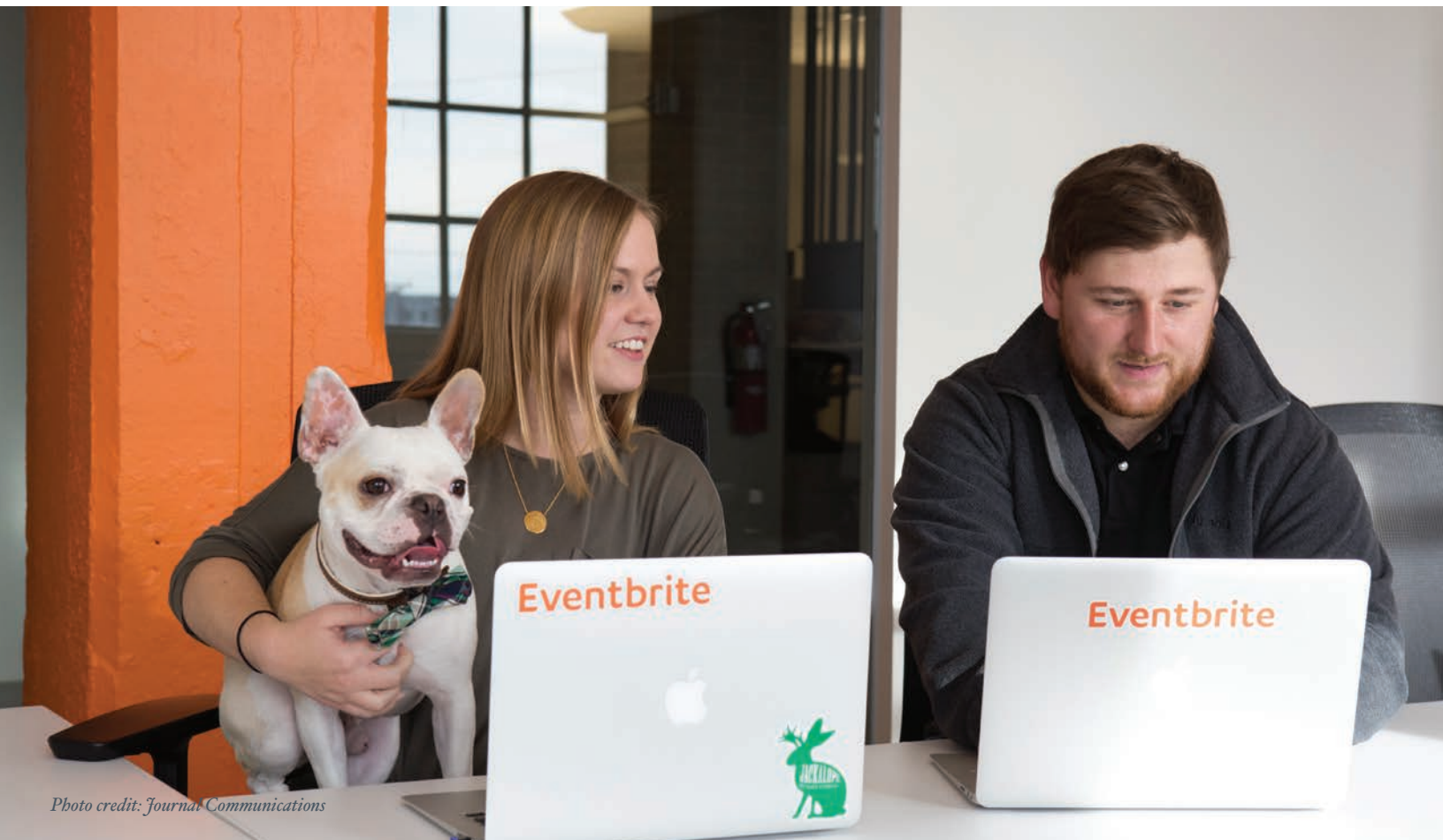


Photo credit: Journal Communications



MUSIC & ENTERTAINMENT

With live music of every genre being performed every night of the week, more than 190 recording studios, and some 5,000 working musicians, Nashville is a hub for the music business. The Nashville region's concentration of musicians and music businesses is the highest in the nation. Music industry activity in Nashville is as much as 30 times greater than the nation overall – 10 times greater than New York or Los Angeles, and even greater compared to other cities such as Atlanta, Austin and New Orleans.

Nashville has evolved alongside the music business and has maintained its status as a global center for the entertainment industry. The local music scene has been praised in major publications such as *Travel + Leisure*, *Nylon*, *SPIN* and *Rolling Stone*.

The Nashville region has been a magnet for creative talent since the 1930s. Today, that energy is stronger than ever, and it is drawing not only songwriters and instrumentalists from all genres, but also filmmakers, artists, authors and digital entrepreneurs. The Nashville region is the home base of some of the world's most popular entertainers, including Tim McGraw, Jack White, Sheryl Crow, Ke\$ha, The Black Keys, Paramore and Kings of Leon. Nashville's incredibly diverse music and entertainment industry continues to expand, making the city a creative core for the region and the country.

LEADING MUSIC & ENTERTAINMENT EMPLOYERS

ASCAP	CMT	Sony Entertainment
ACM	Country Music Hall of Fame & Museum	Sony/ATV Music Publishing
Big Machine Records	Curb Records	St. Jude Country Cares
Billboard	GAC	Third Man Records
BMG/Chrysalis Publishing	Gibson Guitar Corporation	Universal Music Group
BMI	LiveNation	Vector Management
Broken Bow	Musicians Hall of Fame	Viacom/MTV
CAA	Ryman Hospitality Properties	Warner Music Nashville
Capitol Records	SESAC	William Morris

HEADQUARTERED MUSIC & ENTERTAINMENT ASSOCIATIONS

Americana Music Association	Gospel Music Association
Academy of Country Music	International Bluegrass Music Association
Barbershop Harmony Society	National Museum of African American Music
Country Music Association	Nashville Songwriters Association International
Country Radio Broadcasters	

"Nashville is not only one of CMT's biggest hits, but also our hometown. We are proud to be a part of the city's vibrant community. CMT celebrates the region's diversity, entrepreneurial spirit, and quality of life."

- Brian Phillips, President, CMT



MUSIC & ENTERTAINMENT WAGES	JOB IN NASHVILLE MSA	MEDIAN HOURLY EARNINGS
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Financial managers	5,913	\$45.47
Producers and directors	770	\$22.12
Human resource managers	1,077	\$38.99
Musicians and singers	1,656	\$31.99
Agents and business managers	407	\$28.67
Accountants	8,466	\$29.03
Public relations specialists	1,066	\$25.53
Audio and video equipment technicians	1,159	\$17.37
Graphic designers	1,400	\$21.55
Entertainers and performers, sports and related workers	5,717	\$22.90
Executive secretaries and executive assistants	5,453	\$21.66
Radio and television announcers	442	\$11.94
Sound engineering technicians	443	\$26.15
Photographers	276	\$15.70

Source: EMSI, 2016

\$9.7B

TOTAL ANNUAL INDUSTRY IMPACT WITHIN THE NASHVILLE MSA

\$5.5B

ANNUAL CONTRIBUTION TO THE LOCAL ECONOMY

56,000

MUSIC INDUSTRY JOBS IN THE NASHVILLE REGION

4X

MORE MUSIC INDUSTRY EMPLOYMENT THAN ANY OTHER CITY IN THE U.S.

NO. 9

CITY FOR CREATIVES
SmartAsset.com, May 2016



ADVANCED MANUFACTURING

Over the past two decades, the Nashville region's premier location, skilled workforce, labor cost advantages and advanced training and technology have made the region an ideal destination for world-class manufacturers. These advantages allow our celebrated manufacturing base to operate more efficiently and at a lower cost than almost anywhere in America.

Three interstate highways converge in Nashville, providing ideal access to market for the manufacturing community. Nashville is a hub in the CSX rail system, connecting 20 states, 140 freight carriers and 150 truck terminals. Air cargo at Nashville International Airport (BNA) is supported by 10 major carriers. Rates for freight transport are among the most competitive in the nation.

As a right-to-work state, Tennessee consistently gives employers optimal return on investment. Favorable business regulatory and tax climates allow manufacturing firms to focus on high-quality production. The community college system of vocational / technical schools provides the workforce that helped Nashville earn a national reputation as a top location for advanced manufacturing operations.

LEADING ADVANCED MANUFACTURING EMPLOYERS

LOCAL EMPLOYEES

Nissan North America	10,100
Electrolux Home Products	3,400
General Motors	2,643
A.O. Smith Corp.	1,912
Bridgestone Americas - Tire Operations	1,855
Schneider Electric	1,600
Tyson Foods	1,600
Dell Corp.	1,500
The Trane Company	1,100
Johnson Controls	1,000
Mars Petcare US	1,000
Unipres USA	950
General Mills	891
Triumph Aerostructures	800
Vi-Jon Laboratories	728

Source: Book of Lists, 2015-2016

ADVANCED MANUFACTURING WAGES	JOB IN NASHVILLE MSA	MEDIAN HOURLY EARNINGS
Paving, surfacing and tamping equipment operators	68	\$20.89
Operating engineers and other construction equipment operators	4,421	\$10.94
Drafters, all other	893	\$17.91
Helpers-production workers	2,330	\$38.37
Human resources assistants (except payroll and timekeeping)	4,947	\$14.52
Industrial engineers	3,739	\$15.35
Industrial truck and tractor operators	21,952	\$11.99
Inspectors, testers, sorters, samplers and weighers	1,430	\$18.49
Laborers and freight, stock, and material movers, hand	890	\$35.99
Machinists	1,556	\$18.53
Mechanical engineers	1,015	\$15.01
Painters, construction and maintenance	436	\$17.21
Production, planning and expediting clerks	2,858	\$23.17
Stock clerks, and order fillers	16,761	\$11.80
Welders, cutters, solderers and brazers	1,371	\$17.87
Wholesale and retail buyers (except farm products)	1,083	\$24.54

Source: EMSI, 2016

81,647 MANUFACTURING JOBS IN THE NASHVILLE REGION



18,907 NEW JOBS IN THE NASHVILLE REGION'S MANUFACTURING SECTOR SINCE 2010



NO. 1 CITY AND STATE FOR ADVANCED INDUSTRY JOB GROWTH -BROOKINGS INSTITUTION, AUGUST 2016



NO. 4 STATE FOR DOING BUSINESS -AREA DEVELOPMENT, SEPTEMBER 2016



"Nashville is experiencing dynamic growth and the city is hitting its stride. We're honored and excited to be a part of that growth. From adding new jobs to supporting the community through philanthropy, volunteerism and leadership, we are investing significantly in the growth and success of Nashville."

- Gordon Knapp, CEO and president, Bridgestone Americas; vice president and senior officer, Bridgestone Corporation; and member of the board of Bridgestone Americas, Inc.



DISTRIBUTION & TRADE

The Nashville region is centrally located and offers expansive modes of transportation, allowing businesses to reach U.S. and international locations with ease and affordability.

Fifty percent of the U.S. population lives within 650 miles of Nashville, and 24 states are located within that 650-mile radius. Tennessee borders eight states. These location advantages translate to one- and two-day truck delivery times to more than 75 percent of all U.S. markets.

Nashville is one of only six U.S. cities with three major intersecting interstate highways. Highway systems in Tennessee are rated among the nation's best, offering exceptional connections for freight and commuting. Middle Tennessee is within 250 miles of one-third of all car and truck assembly in the United States, offering an ideal location for vehicle shipment. Unmatched access to North American markets delivers bottom-line advantage in freight costs.

72,000+ distribution and trade jobs in the Nashville region

1-2 day truck delivery times to more than 75 percent of all U.S. markets

LEADING DISTRIBUTION AND TRADE EMPLOYERS

LOCAL EMPLOYEES

Nissan North America	10,100
Electrolux Home Products	3,400
General Motors	2,643
UPS	2,084
Amazon - Murfreesboro	2,050
A.O. Smith Corp.	1,912
Bridgestone Americas	1,855
Ingram Distribution	1,807
Geodis	1,394
Lifeway Christian Resources	1,252
Macy's Logistics	1,200
General Mills	891
CEVA Logistics	845
GAP	800
Western Express	650

Source: Book of Lists, 2015-2016



DISTRIBUTION & TRADE WAGES	JOB IN NASHVILLE MSA	MEDIAN HOURLY EARNINGS
Bus and truck mechanics and diesel engine specialists	1,865	\$21.67
Cargo and freight agents	199	\$21.05
Customer service representatives	21,699	\$15.01
Dispatchers, except police, fire and ambulance	1,660	\$15.98
First-line supervisors of helpers, laborers, material movers and vehicle operators	1,983	\$20.78
Heavy and tractor-trailer truck drivers	15,531	\$18.26
Light truck or delivery service drivers	5,348	\$15.84
Logisticians	755	\$29.53
Postal service mail carriers	1,616	\$28.28
Shipping, receiving and traffic clerks	4,957	\$14.22
Transportation inspectors	113	\$38.58
Transportation, storage and distribution managers	1,118	\$35.52

Source: EMSI, 2016

One-third of all car and truck assembly in the U.S. is within 250 miles of Nashville.



ARTS, CULTURE & ENTERTAINMENT

Diversity

Nashville's population continues to expand in diversity of origin, ancestry and ethnicity, enhancing the region as a cosmopolitan place to live and work.

- International migration accounted for more than 20 percent of Nashville's net in-migration from 2010 to 2015.
- One in eight Davidson county residents is foreign-born.
- Nashville is home to large Hispanic, Middle Eastern, Kurdish and South and Southeast Asian populations.
- Nashville and Middle Tennessee offer a wide variety of international cultural and social organizations.

Sports and leisure

- Nashville Predators (NHL)
- Tennessee Titans (NFL)
- Nashville Sounds (MLB)
- Nashville Zoo at Grassmere
- Nashville Shores
- Area farmers' markets
- More than 100 public parks
- 80 miles of paved trails
- 56 golf courses
- 30,000 acres of inland lakes

Creative vitality

The Nashville MSA is home to more than 630 arts, culture and humanities destinations.

- Platinum-level certified: Valley Sustainable Community (TVA)
- \$9.7 billion music industry impact
- More than 180 arts-related non-profits
- 200 downtown restaurants and bars
- 8,660 residents live downtown
- 56,000 people work in the downtown core



Performing arts

- Ryman Auditorium
- Schermerhorn Symphony Center
- Tennessee Performing Arts Center
- Nashville Ballet
- Nashville Opera
- Nashville Children's Theatre
- Grand Ole Opry
- Bridgestone Arena
- Nissan Stadium
- Ascend Amphitheater
- Live music performances every day of the week
- More than 120 live performance venues

Museums and festivals

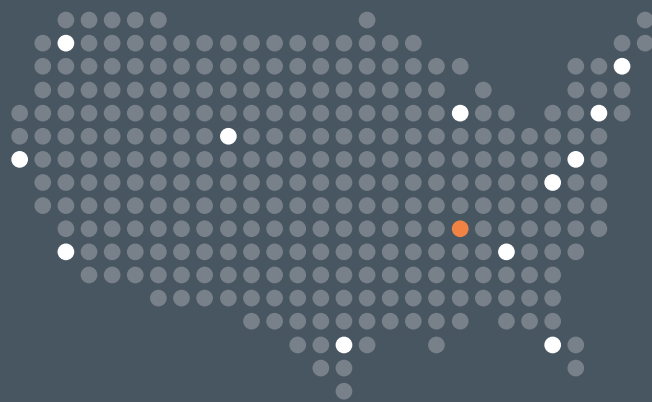
- Country Music Hall of Fame & Museum
- Frist Center for the Visual Arts
- Johnny Cash Museum
- Cheekwood Botanical Gardens & Museum of Art
- The Parthenon
- Tennessee State Museum
- CMA Music Festival
- Bonnaroo Music and Arts Festival
- Pilgrimage Music & Cultural Festival
- Tennessee Craft Fair

Quality of life

Living and working in the Nashville MSA has many advantages that appeal to companies and workers considering a relocation. Nashvillians enjoy a higher standard of living than workers in other large metros. The region has a relatively low cost of living and high per capita income, resulting in more disposable income for its residents.

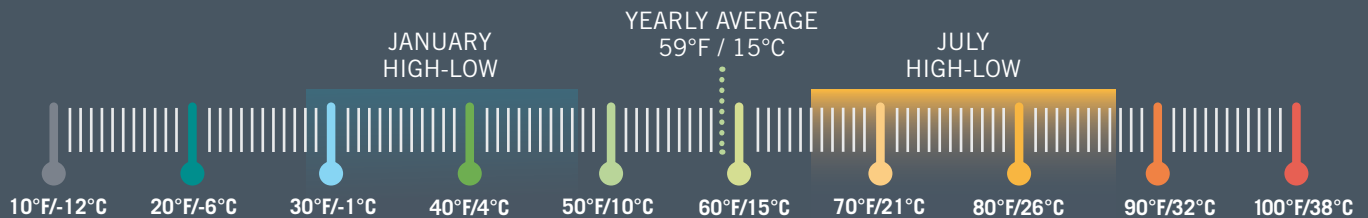
Nashville routinely places at the top of national and international livability rankings. The region has a vibrant culture centered on creativity, music and entrepreneurship that complements its robust dining scene, popular entertainment venues and beautiful outdoor spaces.

Cost of living



New York City	228.2
San Francisco	177.4
Boston	148.1
Seattle	145.1
Los Angeles	142.3
Chicago	118.5
Atlanta	98.7
Austin	96.7
Nashville	95.5
Charlotte	94.8
Raleigh	94.4
Indianapolis	91.8
Tampa	91.5

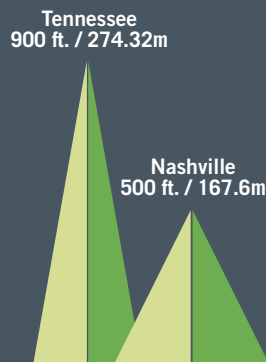
Climate and setting



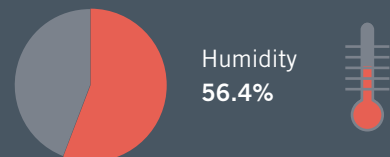
DAYS OF SUNSHINE PER YEAR



ELEVATION



AVERAGE RELATIVE HUMIDITY




AVERAGE ANNUAL RAINFALL

Nashville: 47.2 inches (122 cm)

Tennessee: 54.2 inches (137 cm)

United States: 63.7 inches (160 cm)



TIME ZONE



Contact us

The Nashville Area Chamber of Commerce's top-ranked economic development team is dedicated to assisting you with your business relocation or expansion across the 10-county Nashville region. We serve as your single point of contact to make your transition into the Nashville region as smooth as possible. Our services include:

- Providing regional research and data
- Assisting with comprehensive real estate search
- Coordinating with all regional economic development partners including State of Tennessee, Tennessee Valley Authority and local entities
- Facilitating company and site consultant visits to the region
- Creating customized talent recruitment plans
- Assisting with employee and family relocation process

For more information or assistance with your site selection process, please contact a member of our economic development team.



Courtney Ross
Chief Economic
Development Officer
615-743-3022
cross@nashvillechamber.com



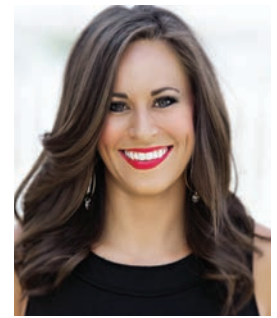
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