WHY NASHVILLE?

In 2018, Nashville was the seventh fastest-growing region in the country. Nashville’s $9.7 billion music industry has a higher concentration of establishments than any other place in the United States. Embracing the brand of “Music City,” Nashville has become a tourism capital that boasts a two million square foot convention center as well as NFL, NHL and (soon) MLS franchises. Our program will explore Nashville’s rich history as a hub of American music and the role this identity has played in the region’s rapid growth.

Anchored by the world’s largest private hospital company, HCA Healthcare, Nashville has been a center for the health industry for more than 50 years. The region is home to 11 Fortune 1000 corporate headquarters, six of which crack the Fortune 500 list, as well as a rapidly growing entrepreneurial sector. We will hear about the factors attracting employers and a new millennial workforce to this mecca of the Mid-South and how strong partnerships between private businesses and civic leaders enhance the region’s competitive edge.

But rapid growth is not without its challenges. A booming economy has created new demand for housing in and around the city. Many, once comfortable, Nashvillians have been priced out of their homes as rents increased more than 60 percent over the last six years. Workers and families have moved further out of the urban core, which has increased congestion on roadways and lengthened commute times. Calls for transit investment to provide more options to people at all income levels have been met with resistance. We will learn how the city is working with regional stakeholders to invest in affordable housing and the work that lies ahead.

The influx of development in Nashville has also resulted in important conversations about equity, inclusion and preservation. Government and citizens have come together to preserve the history of Music Row, the home of the iconic RCA Studio B. Scholars are advancing an honest dialogue about race and justice in Nashville as neighborhoods of color struggle with historic disinvestment and disproportionate rates of incarceration. Community leaders have negotiated a benefits agreement for the development of the new professional soccer stadium. Residents and City Hall are working together to promote connected public parks that preserve green space. We will discover how Nashville has approached these exchanges and consider how they parallel our own experiences.

Over the next three days, we will hear from Nashville leaders across the government, corporate and non-profit communities about how they are working together to create a growing region that will sustain its luster for the next generation. Thank you for joining us.
1779 | PROTECTION
Fort Nashborough is built in honor of Revolutionary War General Francis Nash.

1806 | CITY OF NASHVILLE
The City of Nashville is incorporated by the state’s General Assembly.

1824 | MUSIC
“The Western Harmony” hymnbook is published, marking the beginning of musical and religious publishing in Nashville.

1843 | CAPITAL
Nashville becomes the state capital permanently.

1862-67 | CIVIL WAR
Nashville serves as headquarters for the Union Army.

1866-67 | COLLEGE
Fisk University is established in former Union army barracks to provide education for former slaves and train teachers.

1872-73 | GRAND OLE OPRY
Thomas Ryman builds the Union Gospel Tabernacle, which becomes known as Ryman Auditorium and home to the Grand Ole Opry.

1882 | MUSIC ROW
Bradley Studios (1954) and RCA Studio B (1957) open, marking the beginning of Music Row, and the development of the “Nashville Sound”.

1905 | SEGREGATION
The state passes segregation laws; African Americans boycott in the streets and black businessmen form their own transit company.

1913 | VANDERBILT
Central University is founded and renamed Vanderbilt University after transportation magnate Cornelius Vanderbilt.

1917 | FRIST CENTER
The Frist Center for the Visual Arts opens in the restored downtown Post Office.

1943 | CIVIL WAR
Nashville serves as headquarters for the Union Army.

1954-57 | MUSIC ROW
Bradley Studios (1954) and RCA Studio B (1957) open, marking the beginning of Music Row, and the development of the “Nashville Sound”.

1956 | OPYLAND
Opryland USA Theme park opens and becomes home to the Grand Ole Opry.

1960 | DESEGREGATION
Nashville becomes the first major southern city with desegregated lunch counters.

1962 | CONSOLIDATION
Voters of Nashville and Davidson County vote to consolidate governments into a single metropolitan entity.

1972 | FOOTBALL
The Houston Oilers relocate to Nashville. The football team is renamed the Tennessee Titans.

1994 | OPYLAND
Opryland USA Theme park closes and the Grand Ole Opry returns to Ryman Auditorium.

1997 | HOCKEY
The NHL grants an expansion franchise. The Nashville Predators play their first game the following year.

1997 | OPYLAND
Opryland USA Theme park closes and the Grand Ole Opry returns to Ryman Auditorium.

1997 | SOCCER
MLS awards an expansion franchise to Nashville Soccer Club, with play to begin in 2022.

2000 | TNN
The Nashville Network (TNN), a country music cable network, ends production.

2001 | RAVENS
The Ravens defeat the Titans 24-10 in Nashville, en route to their first Superbowl victory. #52: 12 TOT, 1 INT (50 yd, TD)

2006 | CONCERT HALL
The Schermerhorn Symphony Hall opens and is immediately hailed as one of the finest concert halls in the country.

2008 | FIST CENTER
The Frist Center for the Visual Arts opens in the restored downtown Post Office.

2010 | MUSIC CITY CENTER
Construction of a new 2.1 million of convention center is approved. The Music City Center opens in 2013.

2017 | SOCCER
MLS awards an expansion franchise to Nashville Soccer Club, with play to begin in 2022.

1892 | GRAND OLE OPRY
Thomas Ryman builds the Union Gospel Tabernacle, which becomes known as Ryman Auditorium and home to the Grand Ole Opry.

1892 | SEGREGATION
The state passes segregation laws; African Americans boycott in the streets and black businessmen form their own transit company.

1892 | PROTECTION
Fort Nashborough is built in honor of Revolutionary War General Francis Nash.

1892 | FOOTBALL
The Houston Oilers relocate to Nashville. The football team is renamed the Tennessee Titans.

1892 | CIVIL WAR
Nashville serves as headquarters for the Union Army.
GETTING AROUND

The Cambria Hotel
118 8th Ave S, Nashville, TN 37203
629.204.6149
See numbers for locations

WEDNESDAY, OCTOBER 23
1 Martin’s Bar-B-Que Joint

THURSDAY, OCTOBER 24
2 Music City Center
Our team will split into small groups and visit four communities and programs.
3 Nashville Entrepreneur Center
4 Bells Bend & Old School Farm
5 Historic Music Row
6 Walker House
7 The Listening Room Café

FRIDAY, OCTOBER 25
8 The Fairgrounds
Our program will close with a reception at The Cambria Hotel.
**General Demographics**

- **Population**
  - Baltimore (MSA): 2.80 M
  - Baltimore (City): 0.61 M
  - Nashville (MSA): 1.91 M
  - Nashville (City): 0.70 M

- **Land Area (sq miles)**
  - Baltimore (MSA): 2,602
  - Baltimore (City): 81
  - Nashville (MSA): 6,302
  - Nashville (City): 504

- **Median Age**
  - Baltimore (MSA): 38.3
  - Baltimore (City): 34.9
  - Nashville (MSA): 37.7
  - Nashville (City): 35.7

- **Median Household Income**
  - Baltimore (MSA): $75,646
  - Baltimore (City): $46,641
  - Nashville (MSA): $59,365
  - Nashville (City): $92,419

- **Jobs**
  - Baltimore (MSA): 1.34 M
  - Baltimore (City): 334 K
  - Nashville (MSA): 496 K
  - Nashville (City): 959 K

- **Cost of Living Index**
  - Baltimore (MSA): 121.7
  - Baltimore (City): 96.8
  - Nashville (MSA): 112.1
  - Nashville (City): 110.4

**Housing & Community**

- **Population Density (per sq mile)**
  - Baltimore (MSA): 7,556
  - Baltimore (City): 22.2
  - Nashville (MSA): 2.6
  - Nashville (City): 18%

- **Population (per sq mile)**
  - Baltimore (MSA): 1,080
  - Baltimore (City): 10.2
  - Nashville (MSA): 780 K
  - Nashville (City): 7.2

- **Vacancy Rate**
  - Baltimore (MSA): 10.2%
  - Baltimore (City): 0.7 M
  - Nashville (MSA): 8%
  - Nashville (City): 139

**Total Units of Government**

- **Counties**
  - Baltimore (MSA): 12
  - Baltimore (City): 55
  - Nashville (MSA): 72
  - Nation: 139

- **Municipalities**
  - Baltimore (MSA): 20
  - Baltimore (City): 14
  - Nashville (MSA): 41
  - Nation: 77

- **Special Purpose Governments**
  - Baltimore (MSA): 7
  - Baltimore (City): 5
  - Nashville (MSA): 18
  - Nation: 15

- **Total**
  - Baltimore (MSA): 41
  - Baltimore (City): 77
  - Nashville (MSA): 139
  - Nation: 139

- **Units of Government per 100,000 Residents**
  - Baltimore (MSA): 12.4
  - Baltimore (City): 1.5
  - Nashville (MSA): 7.2
  - Nation: 12.4
### Top Industries for Job Gain/Loss

#### Baltimore (MSA)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Assistance</td>
<td>62,146</td>
<td>40%</td>
<td>$65,955</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>29,241</td>
<td>30%</td>
<td>$108,173</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>27,509</td>
<td>32%</td>
<td>$24,906</td>
</tr>
<tr>
<td>Educational Services</td>
<td>23,870</td>
<td>58%</td>
<td>$64,545</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>15,778</td>
<td>39%</td>
<td>$65,120</td>
</tr>
</tbody>
</table>

#### Nashville (MSA)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Assistance</td>
<td>54,241</td>
<td>75%</td>
<td>$72,669</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>38,245</td>
<td>60%</td>
<td>$25,665</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>36,526</td>
<td>102%</td>
<td>$99,802</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>25,920</td>
<td>93%</td>
<td>$57,024</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>22,795</td>
<td>39%</td>
<td>$44,925</td>
</tr>
</tbody>
</table>

#### Top Industries with Greatest Job Loss

<table>
<thead>
<tr>
<th>Top Industries with Greatest Job Loss</th>
<th>2001-2018 Change</th>
<th>2001-2018 % Change</th>
<th>Avg. Earnings Per Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>(34,725)</td>
<td>(37%)</td>
<td>$96,573</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>(10,741)</td>
<td>(7%)</td>
<td>$37,784</td>
</tr>
<tr>
<td>Information</td>
<td>(8,378)</td>
<td>(33%)</td>
<td>$101,085</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>(5,560)</td>
<td>(11%)</td>
<td>$88,590</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>(4,124)</td>
<td>(7%)</td>
<td>$132,364</td>
</tr>
</tbody>
</table>

#### Nashville (MSA)

<table>
<thead>
<tr>
<th>Top Industries with Greatest Job Loss</th>
<th>2001-2018 Change</th>
<th>2001-2018 % Change</th>
<th>Avg. Earnings Per Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>(14,518)</td>
<td>(15%)</td>
<td>$76,676</td>
</tr>
<tr>
<td>Information</td>
<td>(479)</td>
<td>(2%)</td>
<td>$88,400</td>
</tr>
<tr>
<td>Other Industry</td>
<td>(290)</td>
<td>(8%)</td>
<td>$31,876</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>(281)</td>
<td>(9%)</td>
<td>$38,269</td>
</tr>
<tr>
<td>Utilities</td>
<td>(102)</td>
<td>(8%)</td>
<td>$114,933</td>
</tr>
</tbody>
</table>

### Employment by Industry

#### Baltimore (MSA) vs. Nashville (MSA)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Baltimore (MSA)</th>
<th>Nashville (MSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>283,691</td>
<td>126,602</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>218,058</td>
<td>120,696</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>136,731</td>
<td>104,445</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>125,679</td>
<td>101,878</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>112,703</td>
<td>85,278</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>94,827</td>
<td>80,898</td>
</tr>
<tr>
<td>Construction</td>
<td>88,400</td>
<td>72,326</td>
</tr>
<tr>
<td>Other Services</td>
<td>66,717</td>
<td>59,174</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>58,318</td>
<td>53,738</td>
</tr>
<tr>
<td>Educational Services</td>
<td>65,298</td>
<td>54,436</td>
</tr>
<tr>
<td>Other Industry</td>
<td>53,738</td>
<td>31,876</td>
</tr>
</tbody>
</table>

### Millennials

#### Growth in Millennials

- **Baltimore (MSA) Total Population Growth:** 30.8%
- **Baltimore (MSA) Millennials Growth:** 21.3%
- **Baltimore (MSA) Millennial Share:** 41.8%
- **Nashville (MSA) Total Population Growth:** 20.3%
- **Nashville (MSA) Millennials Growth:** 21.2%
- **Nashville (MSA) Millennial Share:** 40.3%

#### Change in Millennials

- **Baltimore (MSA) 2007-2012:** 25 K
- **Baltimore (MSA) 2012-2017:** 55 K
- **Nashville (MSA) 2007-2012:** 124 K
- **Nashville (MSA) 2012-2017:** 259 K
Race/Ethnicity Demographics

Baltimore (MSA)
- White: 53.7 K (3.3%)
- Black: 159.6 K (5.7%)
- Asian: 164.9 K (5.9%)
- Other Races: 52.3 K (3.3%)
- Latino: 55.4% (1.6 M)

Nashville (MSA)
- White: 137.7 K (72.4%)
- Black: 282.2 K (14.8%)
- Asian: 147.4 K (7.2%)
- Other Races: 137.7 K (72.4%)
- Latino: 1.4 M (14.8%)

Population in Poverty by Race

Baltimore (MSA)
- White: 112.5 K (5.8%)
- Black: 133 K (4.3%)
- Asian: 46.3 K (2.8%)
- Other Races: 93 K (5.7%)
- Latino: 36.2% (159.6 K)

Nashville (MSA)
- White: 61.2 K (23.1%)
- Black: 144.6 K (56.7%)
- Asian: 17.7 K (6.4%)
- Other Races: 17 K (6.4%)
- Latino: 12.9% (34.2 K)
Population Over Time

- Baltimore (MSA)
- Baltimore (City)
- Nashville (MSA)
- Nashville (City)

Educational Attainment

- Less than HS Diploma
- HS Diploma
- Some College or Associates
- Bachelor's Degree
- Graduate Degree

(% of population)
## Music Industry

### JOBS
- Jobs: 56,000

### Average Annual Earnings
- Average Annual Earnings: $72,382

### Economy
- Nashville’s music industry contributions:
  - Local Economy: $5.5B
  - Nashville Area: $9.7B
  - Annual Labor Income: $3.2B

## Tourism

### Comparison
- **1979**
  - Constructed Land Area (acres): 14
  - Enclosed Area (sq feet): 407,200
  - Meeting Rooms: 50
  - Exhibit Space (sq feet): 300,000
  - Ballroom Space (sq feet): 300,000

- **2013**
  - Constructed Land Area (acres): 16
  - Enclosed Area (sq feet): 57
  - Meeting Rooms: 57
  - Exhibit Space (sq feet): 510,600
  - Ballroom Space (sq feet): 353,100
  - Meeting Space (sq feet): 82,100

### Tourism
- Local Economy: $9.7B
- Annual Labor Income: $3.2B

### Tennessee
- Nashville Area: $5.5B
**WEDNESDAY | October 23rd**

**10:55 (EST)** Flight to Nashville          BWI  
**11:50 (CST)** Arrive in Nashville          BNA  
**1:00-3:00** Welcoming Lunch - Branding and the Music Economy  
The Cambria Hotel - Gibson Ballroom A&B  
**3:30–4:00** Hotel Check-In  
The Cambria Hotel - Lobby  
**5:00–6:00** Meet and Greet  
The Cambria Hotel - True Music Room  
**6:00–9:00** Dinner  
Martin’s Bar-B-Que Joint

**THURSDAY | OCTOBER 24th**

**8:00-9:00** Convention Center Breakfast  
Music City Center  
**9:00-10:30** Impactful Collaboration  
Music City Center  
**10:30-1:30** Lunch & Community Visits  
Bell’s Bend & Old School Farm  
Nashville Entrepreneur Center & Nashville Healthcare Council  
Historic Music Row  
Walker House & American Baptist College  
**1:30-2:00** Buses Depart for the Cambria  
The Cambria Hotel - Gibson Ballroom A&B  
**2:00-3:00** Reports from Visits  
The Cambria Hotel - Gibson Ballroom A&B  
**3:00-5:30** Break  
On Your Own  
**5:30-6:00** Buses Depart for Dinner  
The Cambria Hotel - Lobby  
**6:00-9:00** Dinner  
The Listening Room Cafe

**FRIDAY | October 25th**

**8:00-10:00** Breakfast  
The Cambria Hotel - Gibson Ballroom A&B  
**10:00-12:00** Bus Tour of Development Sites  
Fairgrounds  
**12:00-1:00** Closing Lunch  
The Cambria Hotel - Gibson Ballroom A&B  
**1:00-4:00** Break  
On Your Own  
**4:00** Buses Depart For Airport  
The Cambria Hotel - Lobby  
**7:05 (CST)** Flight to Baltimore  
BNA  
**9:40 (EST)** Arrive in Baltimore  
BWI

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**THANK YOU**

To Our Sponsors

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**WITH PHILANTHROPIC**

Support From

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**AGENDA AT A GLANCE**

**WELCOME AND INTRODUCTION TO MUSIC CITY**

10:55 (EST)  
Flight to Nashville  
BWI  
11:50 (CST)  
Arrive in Nashville  
BNA  
1:00-3:00  
Welcoming Lunch - Branding and the Music Economy  
The Cambria Hotel - Gibson Ballroom A&B  
3:30–4:00  
Hotel Check-In  
The Cambria Hotel - Lobby  
5:00–6:00  
Meet and Greet  
The Cambria Hotel - True Music Room  
6:00–9:00  
Dinner  
Martin’s Bar-B-Que Joint

**ECONOMIC DEVELOPMENT & IMPACTFUL COLLABORATION**

8:00-9:00  
Convention Center Breakfast  
Music City Center  
9:00-10:30  
Impactful Collaboration  
Music City Center  
10:30-1:30  
Lunch & Community Visits  
Bell’s Bend & Old School Farm  
Nashville Entrepreneur Center & Nashville Healthcare Council  
Historic Music Row  
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Reports from Visits  
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3:00-5:30  
Break  
On Your Own  
5:30-6:00  
Buses Depart for Dinner  
The Cambria Hotel - Lobby  
6:00-9:00  
Dinner  
The Listening Room Cafe

**GROWTH & EQUITY**

8:00-10:00  
Breakfast  
The Cambria Hotel - Gibson Ballroom A&B  
10:00-12:00  
Bus Tour of Development Sites  
Fairgrounds  
12:00-1:00  
Closing Lunch  
The Cambria Hotel - Gibson Ballroom A&B  
1:00-4:00  
Break  
On Your Own  
4:00  
Buses Depart For Airport  
The Cambria Hotel - Lobby  
7:05 (CST)  
Flight to Baltimore  
BNA  
9:40 (EST)  
Arrive in Baltimore  
BWI
Welcome and Introduction to Music City

October 23rd | Wednesday

10:55 (EST) FLIGHT TO NASHVILLE
BWI

11:50 (CST) ARRIVE IN NASHVILLE
BNA

Guests will arrive at Nashville International Airport (BNA) and board a charter bus for our welcome luncheon. When they arrive at The Cambria Hotel, guests will store their bags in the Rickenbocker Room until the completion of our opening session.

1:00-3:00 WELCOMING LUNCH - BRANDING AND THE MUSIC ECONOMY
The Cambria Hotel - Gibson Ballroom A&B

Butch Spyridon will welcome our team to Nashville and BMC staff will present an overview of the schedule and objectives of our trip.

Bringing visitors to Music City is the Nashville Convention & Visitors Corporation’s business. Tourism is a $7 billion industry, generating one-third of all visitor spending in the state of Tennessee. A record 15.8 million visitors came to Nashville in FY 2018-19. Music is Nashville’s heart and soul. With over 8,900 jobs, the local music industry provides $3.2 billion in salaries and contributes $97 billion to the Nashville economy. Guests will learn about Nashville’s embrace of its “Music City” brand and the importance of tourism to the region.

Butch Spyridon
President and CEO, Nashville Convention & Visitors Corporation

Butch Spyridon has served as the head of the Nashville Convention & Visitors Corp (NCVC) since 1991. Since that time, the NCVC has led the strategic development of Nashville’s hospitality industry, and Music City has evolved into a global, year-round destination, generating over $7 billion in visitor spending.

During Spyridon’s tenure, the NCVC has been involved with development initiatives that include the Tennessee Titans, Bridgestone Arena, Music City July 4th, New Year’s Eve in Nashville, the Music City Center, Music City Walk of Fame, and the city’s first ever branding initiative. In addition, the CVC has produced two award-winning documentary films, including Silver Lion Awards at the Cannes Lions International Festival of Creativity. Combined with the NCVC ongoing sales and marketing initiatives, Nashville hotel demand has grown faster than any other top 30 US city since 2013 and was named a top destination in the world by multiple publications for six consecutive years. Spyridon is a graduate of Vanderbilt University and the Institute of Comparative Political and Economic Systems at Georgetown University.

3:30-4:00 HOTEL CHECK-IN
The Cambria Hotel - Lobby

Guests will arrive at the Cambria Hotel for check-in and a rest before dinner.

5:00-6:00 MEET AND GREET
The Cambria Hotel - True Music Room

Our team will gather in the True Music Room before dinner.

6:00-9:00 DINNER
Martin’s Bar-B-Que Joint

Guests will take a short walk from the Cambria to the renowned Martin’s Bar-B-Que Joint downtown. There, we’ll dig into traditional West Tennessee “whole-hog” bbq. Don’t fret, veggie lovers. There will be plenty of options for all to enjoy.
8:00-9:00
CONVENTION CENTER BREAKFAST
Music City Center

Guests will take a short walk from the Cambria to Music City Center, where Charles Starks will welcome the group to the 2.1 million square foot facility that opened in 2013. The Music City Center was designed to accommodate 75 percent of the convention business in the country. The group will hear about what convention business means to Music City and the journey to developing and constructing this facility in the heart of downtown.

Charles Starks
President & CEO, Music City Center

Charles Starks is the President & CEO of the Convention Center Authority which owns and operates the Music City Center. Charles has been with the convention center since 2005. Prior to that he had worked for Gaylord Opryland and several other Nashville based hotel companies since starting his career in the hotel industry at age 14. Charles is a graduate of the University of Tennessee at Knoxville with a Bachelor of Science in Tourism, Food and Lodging Administration. He is also a Certified Hotel Administrator through the American Hotel and Lodging Association.

9:00-10:30
IMPACTFUL COLLABORATION
Music City Center

Ralph Schuld will discuss Partnership 2020, the Nashville region’s public/private economic development initiative responsible for the creation of jobs and capital investments through business expansions and relocations, talent development through education advancement and postsecondary alignment with workforce needs, and enhanced livability and quality of life through efforts such as transit infrastructure, affordability and health improvement.

Launched in 1993, Nashville’s Agenda is a coalition of community leaders organized to advance a shared vision of Nashville’s future. Supported by public input, the vision includes goals ranging from education to community and economic development, and from housing and transportation to public safety and health. Keel Hunt will share his experience working with Nashville’s public and private sectors to develop and execute Nashville’s Agenda.

Ralph J. Schuld, Jr.
President & CEO, Nashville Area Chamber of Commerce

Ralph Schuld became president and CEO of the Nashville Area Chamber of Commerce November 2006, following a 30-year career in nonprofit management, marketing and fundraising. During his tenure, the Chamber has played a key role in helping the region emerge from the 2007 recession to a period of unprecedented growth. The Nashville Chamber has been consistently recognized as a top local and regional economic development agency for its role in helping to deliver prosperity to Middle Tennessee communities. The Chamber has also led the movement to improve public school performance through the creation of the Academies of Nashville, established the Moving Forward initiative to ensure the creation of a regional transportation solution through a cohesive community effort and developed into a respected publisher of data on the Nashville Metropolitan Statistical Area with the annual publication of the Vital Signs report.

10:30-1:30
SMALL GROUP COMMUNITY LUNCHES
During this time, our team will split into small groups and visit four communities and programs around Nashville.

BELL’S BEND & OLD SCHOOL FARM

Green space is an essential element to complete, healthy communities. Greenways are linear parks and trails that connect neighborhoods to schools, parks, transportation, shopping and work. Amy Crownover will provide a tour of Bells Bend and discuss how Greenways for Nashville works to create, preserve, and promote Nashville’s system of greenways.

Nestled in the heart of Bell’s Bend, Old School Farm was founded in 2013 on the belief that creating a sustainable farm can also produce sustainable jobs while giving back to the community at large. Dustin Jacobsen will provide a tour of the farm and discuss the importance of providing employment opportunities to people of all abilities.

Amy Parks Crownover
Executive Director, Greenways for Nashville

As a longtime enthusiast and avid greenway user, Amy joined Greenways for Nashville as Executive Director in July 2017. Before this role, Amy was most recently the development director of Harpeth Conservancy. Prior to that, she worked in the Office of Innovation in the Metropolitan Nashville Public Schools (MNPS) as a Marketing and Recruiting Coordinator for the STEM, Museum and Entertainment thematic magnet programs. Amy’s professional career also includes experience as Crownover Charity Fundraising Consultant, the Director of Development for Tennessee Environmental Council, and Vice President of Corporate Lending for SunTrust Bank. Amy received a Bachelor of Engineering in Chemical Engineering from Vanderbilt University.

Dustin Jacobsen
Executive Director, Old School Farm

Dustin Jacobsen became Executive Director of Old School Farm in October of 2017. During his tenure, he has worked to balance the non-profit’s budget, launch a successful pottery studio and double its workforce from 9 to 18 employees. Jacobsen began his non-profit career in 2012 at California Community Opportunities, a company dedicated to caring for people with disabilities in both a day and home-based program. In early 2017, Jacobsen was recruited to become the Supported Employment Manager for MillarRich - sponsor of Old School Farm - an organization dedicated to providing family-based home placements and employment opportunities to people with disabilities in Nashville. Jacobsen earned a Bachelor of Science degree in Education from the University of Kansas.
NASHVILLE ENTREPRENEUR CENTER & NASHVILLE HEALTHCARE COUNCIL

Originally a vision of the Partnership 2010 initiatives of the Nashville Area Chamber of Commerce, the Nashville Entrepreneur Center (EC) began in 2007 with the mission of raising the quality of resources available to Nashville’s entrepreneurial and small business communities. John Murdock will share how Nashville Entrepreneur Center works to connect entrepreneurs with critical resources to create, launch and grow businesses.

Nashville’s health care community is recognized as a one-of-a-kind center for innovation and home to a dynamic ecosystem of more than 500 companies. These companies generate more than $92 billion in annual revenue and more than 570,000 jobs. Hayley Hovious will talk about the impact of this industry and its booming entrepreneurial spirit.

John Murdock
CPG/COO, Nashville Entrepreneur Center

John Murdock joined the EC in 2011 and has led programming, products, and operations from the organization’s first year. Prior to joining the EC team, John worked for Enterprise Holdings. Murdock received his MBA from Vanderbilt’s Graduate School of Management, graduating first in his class. Murdock also received his B.S. in Business from Wake Forest University.

Hayley Hovious
President, Nashville Health Care Council

Prior to her appointment as president, Hovious served as the executive director of the Council Fellows, an initiative which seeks to engage, educate and inspire senior executives in health care. Hovious also previously served as trade director at the Tennessee Department of Economic and Community Development where she developed and managed the states export program. She worked as a marketing manager for software startup Consensus Point, and before that as a brand manager at E.J. Gallo Winery in Modesto, Calif. A Nashville native, Hovious is a cum laude graduate of Smith College and has an M.B.A. from Vanderbilt University Owen Graduate School of Management.

HISTORIC MUSIC ROW

Home to record label offices, radio stations and recording studios, Music Row is at the heart of Nashville’s country music industry. The iconic Historic RCA Studio B, where legends like Elvis Presley and Dolly Parton recorded hits, is open for tours. Various country stars are honored with street names in the area, and in Owen Bradley Park there is a statue of the influential record producer seated at a grand piano. Music Row is undergoing rapid change as Nashville grows. Joni Williams will discuss plans and strategies being employed to preserve the history of this important neighborhood.

Joni Williams
Design Studio Manager, Nashville Department of Planning

Joni Priest Williams manages the Nashville Planning Department’s Design Studio, focusing on the regeneration of Nashville’s neighborhoods and corridors through planning and zoning efforts. By creating, refining, and implementing various form-based zoning codes, Joni’s team oversees growth and preservation in neighborhoods as diverse as Downtown Nashville, River North, and Carothers Farms.

John & Natasha Deane Foundation

Natasha Deane, a founding member of the Episcopal Diocese of Tennessee’s Beloved Community Commission, is a cum laude graduate of Texas Medical Branch on Galveston Island. For over 11 years, Natasha served as Research Contributions of people of color to the advancement of social equality in Nashville. Our speakers will explore how policy making impacts voting rights, affordable housing, gentrification, public education and criminal justice as well as the work that lies ahead.

Phyllis D.K. Hildreth
Vice President for Strategy and Institutional Advancement, American Baptist College

Ms. Hildreth joined American Baptist College (ABC) in two years ago as Vice President for Institutional Advancement and Strategic Partnerships. She also serves on Nashville’s first Community Oversight Board for policing. From 2016-2017, Hildreth served as Associate Professor in the College of Leadership and Public Service, Institute for Conflict Management, at Lipscomb University. Hildreth came to Nashville from Baltimore, where she served in several roles within the Juvenile Justice system including Chief Counsel to the Maryland Public Defender’s office, Deputy Secretary for the Maryland Department of Juvenile Justice, and Managing Director for the Baltimore Juvenile Justice Center. Hildreth holds a Bachelor’s degree from Harvard University, a Juris Doctorate from the University of Maryland School of Law, and a Master’s Degree in Conflict Management from Lipscomb University.

Phyllis Hildreth
Vice President for Strategy and Institutional Advancement, American Baptist College

In the College of Leadership and Public Service, Institute for Conflict Management, at Lipscomb University. Hildreth came to Nashville from Baltimore, where she served in several roles within the Juvenile Justice system including Chief Counsel to the Maryland Public Defender’s office, Deputy Secretary for the Maryland Department of Juvenile Justice, and Managing Director for the Baltimore Juvenile Justice Center. Hildreth holds a Bachelor’s degree from Harvard University, a Juris Doctorate from the University of Maryland School of Law, and a Master’s Degree in Conflict Management from Lipscomb University.

Natasha Deane
Co-Founder, John & Natasha Deane Foundation

Natasha Deane studied Biology and Medicine at Brown University and Virology at the University of Texas Medical Branch on Galveston Island. For over 11 years, Natasha served as Research Associate Professor of the Department of Surgery at Vanderbilt University Medical Center. She is a founding member of the Episcopal Diocese of Tennessee's Beloved Community Commission, and a community leader and advocate for historical justice in Tennessee.

3:00-5:30
BREAK
On Your Own
An opportunity to catch up on missed calls and emails, check in at home, and rest before dinner.

5:30
BUSES DEPART FOR DINNER
The Cambria Hotel - Lobby

Joni began her career in the Design Studio in 2005, and then worked for four years in the private sector as director of planning for a local architecture firm and as a consultant in real estate and development. She returned to public service in the Planning Department in 2018. Joni holds a master’s degree and an undergraduate degree in architecture from Judson University.

WALKER HOUSE & AMERICAN BAPTIST COLLEGE

From its earliest settlers to the Civil War; reconstruction to the Jim Crow era; Nashville has been at the center of the struggle for civil rights in America. A representative of one of Nashville’s esteemed historically black colleges and universities, Phyllis Hildreth, will discuss the important contributions of people of color to the advancement of social equality in Nashville. Our speakers will explore how policy making impacts voting rights, affordable housing, gentrification, public education and criminal justice as well as the work that lies ahead.

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Vice President for Strategy and Institutional Advancement, American Baptist College

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BUSES DEPART FOR THE CAMBRIA

1:30
REPORTS FROM VISITS
The Cambria Hotel - Gibson Ballroom A&B
Our team will reconvene to report on our small group lunches and share feedback on the day’s events.
DINNER  

The Listening Room Cafe

The Nashville Songwriters Association International (NSAI) is the world’s largest not-for-profit songwriters trade association with 5,000 active and professional members. NSAI is dedicated to protecting the rights of and serving aspiring and professional songwriters in all genres of music. Steve Bogard will describe how NSAI acts as a unifying force within the music community and the community at large.

Steve Bogard
President, Nashville Songwriters Association International

Steve Bogard is President of the Board of NSAI. He has written ten #1 country songs, including George Strait’s “Carried Away” and “Carrying Your Love with Me,” Rascal Flatts’ “Prayin’ For Daylight,” and Dustin Lynch’s “Seein’ Red.” Bogard has won 22 industry awards with cuts by artists as diverse as Reba McEntire, Tanya Tucker, Patty Loveless, Etta James, The Four Tops, Sinead O’Connor, Jack Ingram and Restless Heart. He has had two Grammy nominations for Best Country Song with Dierks Bentley. Total sales of albums containing Bogard songs are well over 150 million units.
8:00-10:00 **BREAKFAST**

**The Cambria Hotel - Gibson Ballroom A&B**

Nashville’s population has grown rapidly over the last decade. While the draw of more residents is generally seen as an indicator of a healthy economy, growth has also increased demand for housing and strained long-time residents as they endure higher prices and longer commutes. Michael Skipper will share insights on the factors the Greater Nashville Regional Council (GNRC) is tracking to understand and respond to the needs of an ever-evolving Nashville region through its Vital Signs report, a collaborative product of GNRC and the Chamber of Commerce.

Hannah Davis will discuss how Nashville is working to create new affordable housing opportunities around Nashville for people at various levels of income. Established in 2013, the city’s housing trust fund has played a central role in this effort. The Barnes Fund makes competitive grants to nonprofit housing developers for renovation or construction of affordable homeownership and rental opportunities as well as other supportive efforts to encourage affordability.

**Michael Skipper, AICP**
Executive Director, Greater Nashville Regional Council

As Executive Director, Michael Skipper oversees the operations of the agency and staffs the Middle Tennessee Mayors Caucus. He has more than a decade of experience in transportation policy, planning, and research, beginning his career with the Nashville Area MPO in the mid-1990s. Prior to his return to the MPO, he directed the public transportation work program for an MPO in central Florida and held senior-level management positions with consulting firms in Austin, Texas and Seattle, Washington, where he conducted public policy research for governments and transportation agencies.

**Hannah Davis**
Affordable Housing Program Manager, Nashville’s Mayor’s Office

Davis was named Affordable Housing Program Manager in February 2019. In this role, Davis is responsible for the Barnes Fund, a $10 million annual fund that makes competitive grants to nonprofit housing developers in order to increase affordable housing options for Nashvillians. Prior to this role she served as Director of Community for the Social Enterprise Alliance, a nonprofit that provides social enterprises with resources and support and also advocates for sustainable social impact. Davis also previously owned a company that helped entrepreneurs scale by providing outsourced business services to subject matter experts including climate scientists and social enterprises. Davis earned her bachelor’s degree from Ohio State University and her MBA from Colorado State University.

10:00-12:00 **BUS TOUR OF DEVELOPMENT SITES**

**Fairgrounds**

Guests will board buses for a tour of recent development sites around Nashville. Metro Council Member Colby Sledge will discuss the historic community benefits agreement negotiated between the residents of south Nashville and the developers of the new Nashville Soccer Club stadium at the fairgrounds. We will also see examples of Nashville’s focused efforts to build and preserve its affordable housing stock.

**Colby Sledge**
Metro Council Member, District 17

Councilman Sledge began his Nashville life at The Tennessean, where he covered crime, politics and higher education. Prior to this role, he served as press secretary for the Tennessee Senate Democratic Caucus, where he directed successful public awareness efforts to maintain student-teacher ratios, preserve higher education access and increase benefits for military families. During this time, Colby was elected co-chair of South Nashville Action People, a nonprofit that serves the Wedgewood-Houston neighborhood. Sledge runs his own public relations company, Sledge Strategies, and has more than a decade of experience in communications. He has worked on topics ranging from countywide planning and after-school programming to comprehensive immigration reform.

12:00-1:00 **CLOSING LUNCH**

**The Cambria Hotel - Gibson Ballroom A&B**

We will briefly recap our tour and bid farewell to the group.

1:00-4:00 **BREAK**

**On Your Own**

An opportunity to explore Nashville on your own. Have fun, but don’t miss the bus to the airport!

4:00 **BUSES DEPART FOR AIRPORT**

**The Cambria Hotel - Lobby**

Buses will leave promptly at 4:00 PM to ensure everyone has plenty of time to make our flight home.

7:05 (CST) **FLIGHT TO BALTIMORE**

657 BNA

9:40 (EST) **ARRIVE IN BALTIMORE**

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DID YOU KNOW?

• The Greater Baltimore Committee (GBC) is one of the most influential business advocacy organizations in Maryland.

• The GBC’s membership includes more than 1000 businesses, nonprofits, medical systems, foundations and educational and civic institutions.

• The GBC works to ensure the private sector is an influential voice on matters of public policy, business issues, and promoting jobs and economic growth in the Baltimore region and in Maryland.

• The GBC is the most persistent, reliable and respected organization in Maryland working to improve the Greater Baltimore business climate.

Is your business or institution looking for a way to get involved with an action-oriented organization with a history of achievement that supports business growth, job creation, entrepreneurship and innovation?

Contact us about membership opportunities, or attend one of the GBC’s major annual events to learn more about us and network with top executives and civic leaders in the Greater Baltimore region.

GBC Annual Meeting
Maryland General Assembly Legislative Forum
Economic Outlook Conference • Transportation Summit
Bridging The Gap Diversity, Equity and Inclusion Summit
Bridging the Gap Achievement Awards
Mayor’s Business Recognition Awards • Golf Classic

Learn more about upcoming events:
Contact Lisa Byrd at lisabyrd@gbc.org or visit gbc.org/events-listing/

Join the Greater Baltimore Committee and be part of the most influential business organization in Maryland.

For membership information, call 410-727-2820 or visit gbc.org/membership/join-gbc/
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Is your IT strategy helping you reach your goals?

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Hartman Executive Advisors is the Mid-Atlantic’s only complete independent technology advisory firm. Working alongside executives, Hartman’s C-level IT leaders help:

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Southway delivers award-winning historic restoration, commercial, multifamily, adaptive re-use and institutional projects to organizations throughout the Mid-Atlantic.

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410.332.4134 1318 E. Fort Ave. Baltimore southwaybuilders.com
CELESTE AMATO
President
Maryland Philanthropy Network
camato@marylandphilanthropy.org

MICHAEL F. DOUGHERTY
Mid-Atlantic Market Manager
Wheelabrator Technologies
mdougherty@wtienergy.com

BEN BIRGE
Chief Administrative Officer
Anne Arundel County
ben.birge@aacounty.org

NAKIA L. DRUMMOND
Founder & CEO
NLD Strategic
ndrummond@nldestinationstrategic.com

WILLIAM COLE
CEO
Cole Roofing & Gordan Energy Systems
billy@coleroofing.com

MICHAEL H. COLE
Partner
Margrave Strategies
bill@margravestrategies.com

KATHY EBNER
President & CEO
Homes for America
kathy@homesforamerica.org

CARMINE G. D’ALESSANDRO
Chief Legal Officer
Chesapeake Employers’ Insurance Company
cdalessandro@ceiwc.com

LYNDA EISENBERG
Director, Department of Planning
Carroll County
leisenberg@carrollcountymd.gov

MICHAEL DONILON
General Manager
Guinness Open Gate Brewery & Barrel House
michael.donilon@diageo.com

GREG FITCHITT
President, Columbia
The Howard Hughes Corporation
greg.fitchitt@howardhughes.com

TRIP ATTENDEES
TRIP ATTENDEES (CONTINUED)

BECKY FRANK
VP, Marketing & Development
Chase Brexton Health Care
bfrank@chasebrexton.org

TALIB HORNE
Director, Baltimore Civic Site
The Annie E. Casey Foundation
thorne@aeef.org

RICK KOHR
CEO
Evergreen Advisors LLC
rkohr@evergreenadvisorsllc.com

MATTHEW MOORE
Partner
Verdence Capital Advisors
mmoore@verdence.com

DONALD C. FRY
President & CEO
Greater Baltimore Committee
donaldf@gbc.org

JIM HUGHES
Senior Vice President, Enterprise and Economic Development
University of Maryland, Baltimore
jhughes@umd.edu

ROB KUNISCH
President
Howard Bank
rkunisch@howardbank.com

CAROLYN MOZELL
Deputy Chief of Staff, Neighborhood and Economic Development
Mayor’s Office, City of Baltimore
carolyn.mozell@baltimorecity.gov

ANNA-MARIA GONZALEZ PALMER
Vice President & Chief HR Officer
GBMC Healthcare System
apalmer@gbmc.org

AL HUTCHINSON
President & CEO
Visit Baltimore
ahutchinson@baltimore.org

ALEX MANDEL
Real estate developer
28 Walker Development
alex@28walker.com

RYAN C. O’DOHERTY
Vice President, External Affairs
Mercy Medical Center
rodoherty@mdmercy.com

ADAM GROSS
Design Principal
Ayers Saint Gross
agross@asg-architects.com

ELLEN JANES
Executive Director
The Central Baltimore Partnership, Inc.
ejanes@centralbaltimore.org

ALPHONSO MAYO
Founder/ Executive Director
Mentoring Mentors, Inc.
alphonsumayo@mentoring-mentors.org

LAFONTAINE E. OLIVER
President and General Manager
WYPR Radio 88.1 FM
loliver@wypr.org

ANITA HAMMOND
Executive Director
Baltimore Alliance for Careers in Healthcare
ahammond@baltimorealliance.org

WILL JOVEL
Principal
Design Collective, Inc.
wjovel@designcollective.com

KAREN R. MCJUNKIN
Regional Partner
Elm Street Communities
kmcjunkin@elmstreetdev.com

SAM O’NEIL
Senior Advisor
Baltimore County
soneil@baltimorecountymd.gov

MARIE HARTMAN
Executive Vice President
Hartman Executive Advisors
mhartman@hartmanadvisors.com

GREG KAHLERT
President
The Kahleart Foundation
gkahleart@thekahleartfoundation.org

SHERI PARKS
Vice President of Strategic Initiatives
Maryland Institute College of Art
sparko1@mica.edu

SARAH HEMMINGER
Co-founder and CEO
Thread
sarah.hemminger@thread.org

MARTIN KNOTT
President
Knott Mechanical
mknott@knottmechanical.com

WILLIAM H. (WILLY) MOORE
President
Southway Builders, Inc.
wmoore@southwaybuilders.com

FRANK PRINCIPE
Chief of Staff
University of Maryland Global Campus
frank.principe@umuc.edu
MICHAEL ROSENFELD
Managing Partner
WebConnection
mike@webconnection.com

SHANAYSHA SAULS
President & CEO
Baltimore Community Foundation
ssauls@bcf.org

JASON SCHWARTZBERG
President
MD Energy Advisors
jason@mdenergyadvisors.com

CHRISTOPHER SHANK
Chief Legislative Officer
Governor’s Office
christopher.shank@maryland.gov

BLAKE SHEEHAN
Partner & Portfolio Manager
Brown Advisory
bsheehan@brownadvisory.com

SAMEER SIDH
Chief of Staff
Howard County
ssidh@howardcountymd.gov

SABRINA SIKES THORNTON
Program Officer
T. Rowe Price Foundation
sabrina_thornton@troweprice.com

K. KIRBY SPENCER
Vice President
Baltimore County Arts Guild
kirbybx@gmail.com

RYLAND SUMNER
President
Point Field Partners
rsumner@pointfieldpartners.com

DREW VETTER
Deputy Administrative Officer
Baltimore County
dvetter@baltimorecountymd.gov

MARK WASHINGTON
Executive Director
Coldstream Homestead Montebello Community Corporation
chmc.corp@gmail.com

JUSTIN WILLIAMS
Partner
Rosenberg Martin Greenberg, LLP
jwilliams@rosenbergmartin.com

SABRINA SIKES THORNTON
Program Officer
T. Rowe Price Foundation
sabrina_thornton@troweprice.com

Founded in 1826, Maryland Institute College of Art (MICA) is the oldest continuously degree-granting college of art and design in the nation. With art and design programs ranked in the top 10 by U.S. News and World Report, MICA is pioneering interdisciplinary approaches to innovation, research, and community and social engagement. Alumni and programming reach around the globe, even as MICA remains a cultural cornerstone in the Baltimore/Washington region, hosting hundreds of exhibitions and events annually by students, faculty and other established artists. MICA has been identified by a Kresge Foundation-funded report as the top socially engaged art and design college in the US.

TRIP ATTENDEES (CONTINUED)

A UNIVERSITY THAT WORKS FOR YOU

A leader in adult higher education innovation since 1947, University of Maryland Global Campus offers career-focused online learning that enables students to gain real-world skills they can apply in the workplace right away. We achieve this by

• Offering programs in high-demand fields like business, cybersecurity, homeland security, health care and more
• Teaming up with prominent employers and faculty who are leaders in their fields, so students can gain the skills and knowledge they need to succeed
• Providing no-cost digital course materials

A proud sponsor of Chesapeake Connect 2019
In 2013, Metro Nashville created its first housing trust fund to leverage affordable housing development countywide. The Barnes Fund makes competitive grants to nonprofit housing developers to increase affordable housing options for Nashvillians. Grants include funding for renovation or construction of affordable homeownership and rental opportunities as well as other supportive efforts to encourage affordability. Since inception, the Barnes Fund has invested more than $27M in affordable housing development and rehabilitation and has leveraged over $127M of federal and private funding to construct more than 1300 housing units.

Greater Nashville Regional Council

The Greater Nashville Regional Council (GNRC) exists to assist local communities and state agencies in the development of plans and programs that guide growth and development in the most desirable, efficient, and cost-effective manner, while ensuring the continued long-term livability of the region. GNRC serves as the metropolitan planning organization, state and federal economic development district, and agency for aging and disability in the region.

Music City Center

Opened in 2013, the Music City Center is Nashville’s 2.1 million square foot convention center located in the heart of downtown. In 2004, the Metropolitan Council of Nashville released a study recommending the construction of additional convention space and a committee was established to assess whether to expand the existing convention center or build a new facility. In February 2006, the group recommended the development of a new center - large enough to accommodate 75 percent of the nation’s convention market. In 2007, newly-elected Mayor Karl Dean made construction of the facility a top priority for his administration. The Music City Center Coalition was formed shortly thereafter by business leaders, grassroots activists, and Nashville residents to support the project. In January 2010, the project received approval from the Metro Council and broke ground in March of the same year.

Music Row

Home to record label offices, radio stations and recording studios, Music Row is at the heart of Nashville’s country music industry. The iconic historic RCA Studio B, where legends like Elvis Presley and Dolly Parton recorded hits, is open for tours. Various country stars are honored with street names in the area, and in Owen Bradley Park there is a statue of the influential record producer seated at a grand piano. Music Row is undergoing rapid change as Nashville grows and efforts are being made to preserve the history of this important neighborhood. *Credit: Google

Nashville’s Agenda

Launched in 1993 by alumni of Leadership Nashville, Nashville’s Agenda is a coalition of community leaders organized to advance a shared vision of Nashville’s future. The agenda-setting process gathered public opinions from the community, which it first released in a compendia entitled, “21 Goals for the 21st Century.” These goals range from education to community and economic development, and from housing and transportation to public safety and health. The Nashville’s Agenda goals were updated in 1999, 2007 and again in 2013 using modern polling methods. The work of Nashville’s Agenda has produced the Frist Center for the Visual Arts, the Nashville Housing Fund, the Music City Center, and other important accomplishments that today help define the new Nashville. The Frist Foundation funded the last Nashville’s Agenda update and a 50-member advisory team oversees the progress toward achieving these goals.

Nashville Area Chamber of Commerce/Partnership 2020

The Nashville Area Chamber of Commerce seeks to create economic prosperity by facilitating community leadership. As a regional member organization that represents the business community in Nashville and Middle Tennessee, its mission is to create economic prosperity by facilitating community leaders. Partnership 2020 is the Nashville region’s public/private economic development initiative responsible for the creation of jobs and capital investments through business expansions and relocations, talent development through education advancement and postsecondary alignment with workforce needs, and enhanced livability and quality of life through efforts such as transit infrastructure, affordability and health improvement. Partnership 2020 is executing a 5-year economic development strategy from 2016 to 2021 with funding and leadership provided by more than 275 corporations, associations and government entities.

Nashville Convention & Visitors Corporation

The Nashville Convention & Visitors Corp (CVC) brands, sells and markets Nashville as Music City to the world as a premier entertainment destination for travelers who seek authentic and unique leisure and convention experiences. In 2003, its Board of Directors set a goal to grow Nashville’s second-largest industry from $3 billion to $5 billion. In 2013, it reached that goal, and today it is a $7 billion industry, generating one-third of all visitor spending in the state of Tennessee. Nashville CVC has sales staff based in Nashville, as well as satellite offices in Chicago, Atlanta, Washington D.C., Philadelphia, Los Angeles, Denver, and Dallas. Bringing visitors to Music City is the CVC’s business, and a record 15.8 million visitors came to Nashville in FY 2018-19.

Nashville Entrepreneur Center

Nashville Entrepreneur Center works to connect entrepreneurs with critical resources to create, launch and grow businesses. The EC became the first door for entrepreneurs aspiring to create companies in Nashville with the opening of its flagship facility in 2010. In 2013, the EC moved to its current location in one of the many Trolley Barns on Rolling Mill Hill. Originally a vision of the Partnership 2010 initiatives of the Nashville Area Chamber of Commerce, the EC began in 2007 with the mission of raising the quality of resources available to Nashville’s entrepreneurial and small business communities.

Nashville Health Care Council

The Nashville Health Care Council inspires global collaboration to improve health care by serving as a catalyst for leadership and innovation. For more than 20 years, the Council has convened the industry’s top minds and has provided a foundation for collaboration in health care. Nashville’s health care community is recognized as a one-of-a-kind center for innovation and home to a dynamic ecosystem of more than 500 companies. These companies generate more than $92 billion in annual revenue and more than 570,000 jobs.

Nashville Songwriters Association International

The Nashville Songwriters Association International (NSAI) is the world’s largest not-for-profit songwriters trade association. Established in 1967, the membership of more than 5,000 active and professional members spans the United States and foreign countries. NSAI is dedicated to protecting the rights of and serving aspiring and professional songwriters in all genres of music. NSAI seeks to educate, elevate and celebrate the songwriter and to act as a unifying force within the music community and the community at large.

Old School Farm

Nestled in the heart of Bell Bend, ten minutes outside of Nashville, is a unique non-profit dedicated to producing quality farm-to-table food while providing employment for individuals of all abilities. Old School Farm was founded in 2013 on the belief that creating a sustainable farm can also produce sustainable jobs while giving back to the community at large. Old School Farm also features a pottery studio designed to provide meaningful employment for adults with intellectual disabilities by crafting high-quality dinnerware, with related educational programs and community outreach.

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Chesapeake Connect is a program of the Baltimore Metropolitan Council (BMC), our region’s council of governments. BMC’s member jurisdictions include Baltimore City and Anne Arundel, Baltimore, Carroll, Harford, Howard and Queen Anne’s Counties. Now in its second year, Chesapeake Connect brings together leaders from in and around Baltimore to explore and learn from a region outside of our own.

Chesapeake Connect’s objectives are two-fold. First, the trip provides an insider’s perspective on the strengths and struggles of a peer metropolitan area. Second, the experience is a forum for civic-minded leaders from the Baltimore region to strengthen and expand their own networks and relationships.

BMC’s Board of Directors nominates all participants in the program. BMC staff has worked closely with leaders from greater Nashville to create an agenda that paints a realistic picture of our host city and highlights programs and innovations we can bring back to Baltimore.

ABOUT BALTIMORE METROPOLITAN COUNCIL

The Baltimore Metropolitan Council (BMC) works collaboratively with the chief elected officials in the region to create initiatives to improve our quality of life and economic vitality. BMC supports local governments by coordinating efforts in a range of policy areas including transportation, housing, workforce development and environmental planning.

BMC’s Board of Directors includes the mayor of the City of Baltimore; the executives of Anne Arundel, Baltimore, Harford, and Howard counties; a member of both the Carroll County and Queen Anne’s County boards of commissioners; a member of the Maryland State Senate; a member of the Maryland House of Delegates; and a gubernatorial appointee from the private sector.