

Nashville



CHESAPEAKE CONNECT 2019

A PROGRAM OF THE BALTIMORE METROPOLITAN COUNCIL

NASHVILLE, TENNESSEE | OCTOBER 23 - 25, 2019

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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.

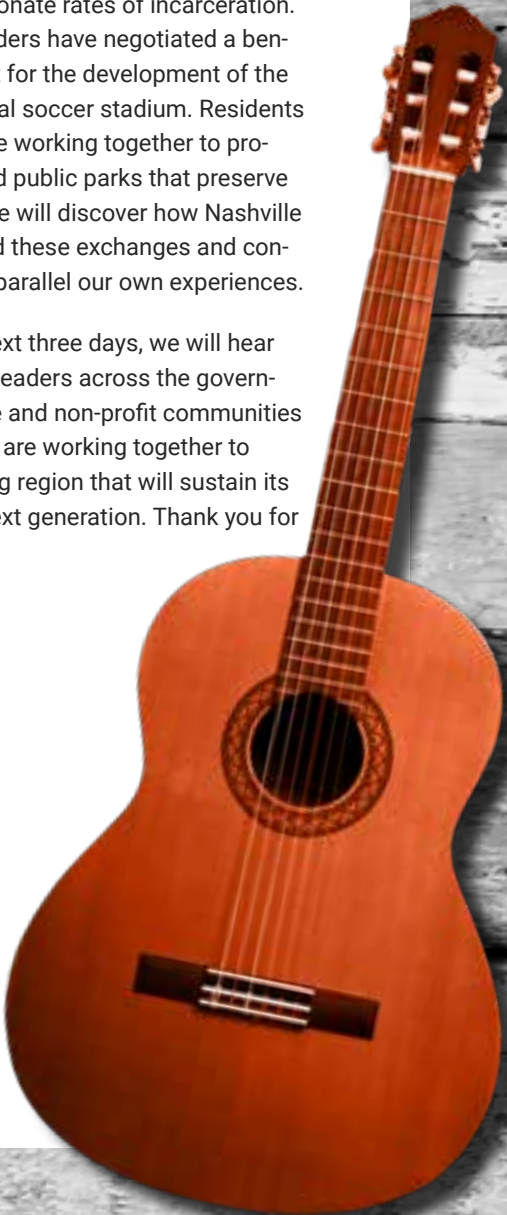
Anchored by the world’s largest private hospital company, HCA Healthcare, Nashville has been a center for the health industry for more than 50 years. The region is home to 11 Fortune 1000 corporate headquarters, six of which crack the Fortune 500 list, as well as a rapidly growing entrepreneurial sector. 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

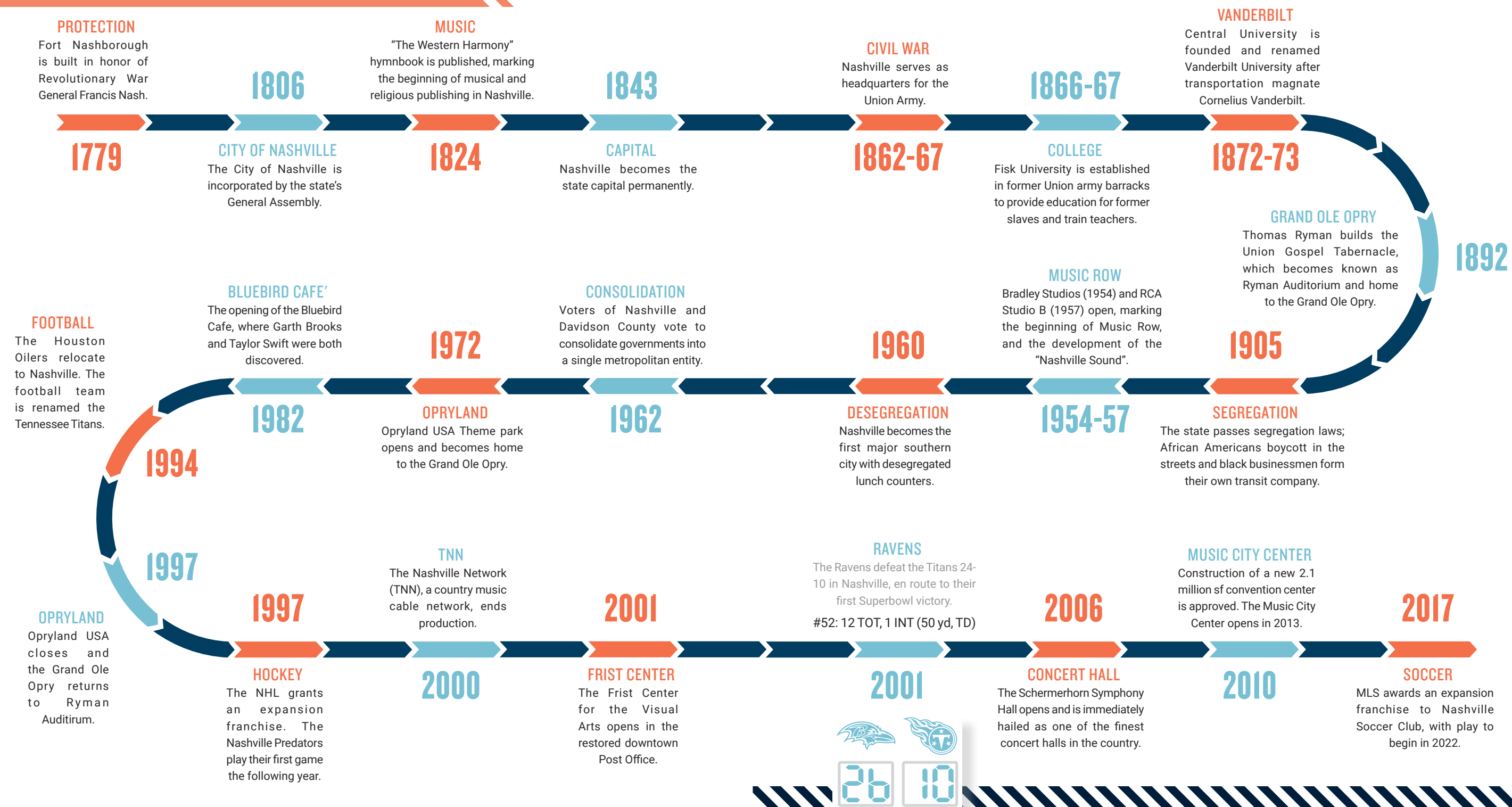
working with regional stakeholders to invest in affordable housing and the work that lies ahead.

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.



TIMELINE



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 Cafe

FRIDAY, OCTOBER 25

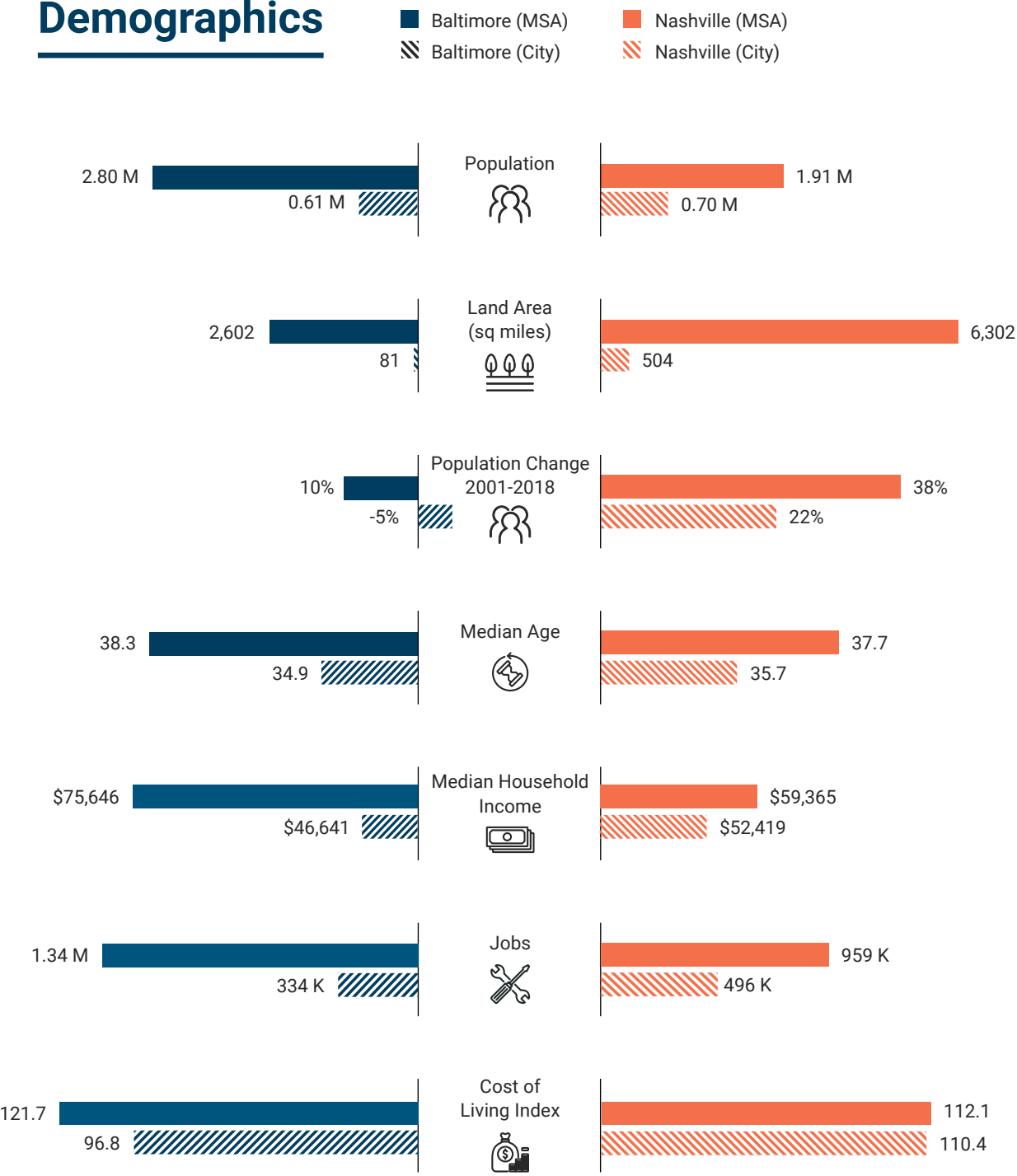
8 // The Fairgrounds

Our program will close with a reception at The Cambria Hotel.

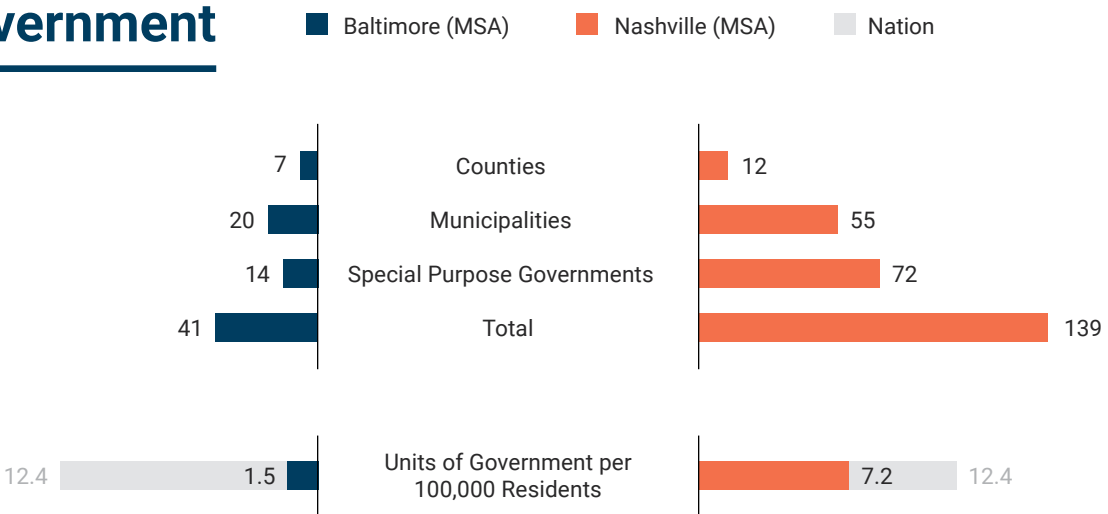


PEER COMPARISON

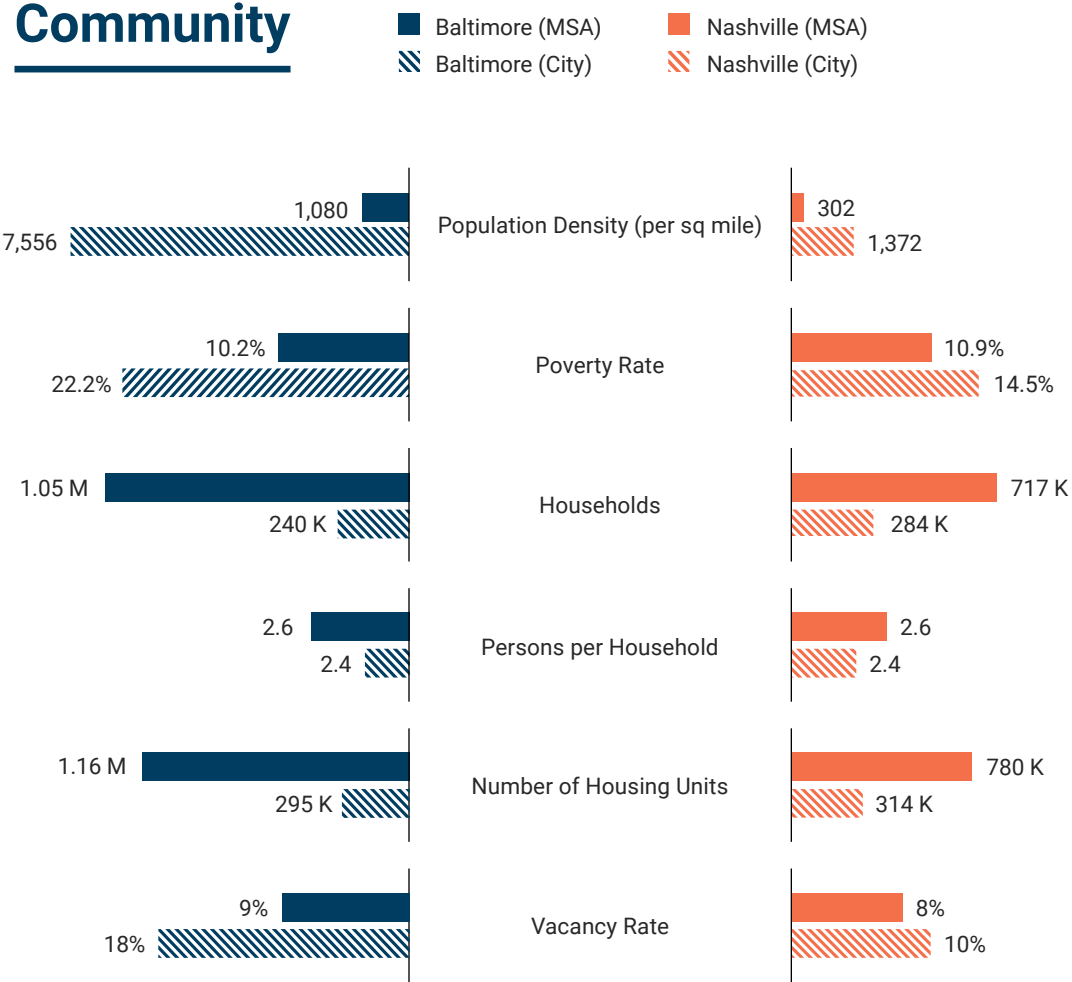
General Demographics



Total Units of Government



Housing & Community



Top Industries for Job Gain/Loss

Baltimore (MSA)

Top Industries with Greatest Job Gain	2001 - 2018 Change	2001 - 2018 % Change	Avg. Earnings Per Job
Health Care and Social Assistance	62,146	40%	\$65,955
Professional, Scientific, and Technical Services	29,241	30%	\$108,173
Accommodation and Food Services	27,509	32%	\$24,906
Educational Services	23,870	58%	\$64,545
Transportation and Warehousing	15,778	39%	\$65,120

Top Industries with Greatest Job Loss

Manufacturing	(34,725)	(37%)	\$96,573
Retail Trade	(10,741)	(7%)	\$37,784
Information	(8,378)	(33%)	\$101,085
Wholesale Trade	(5,560)	(11%)	\$88,590
Finance and Insurance	(4,124)	(7%)	\$132,364

Nashville (MSA)

Top Industries with Greatest Job Gain	2001-2018 Change	2001-2018 % Change	Avg. Earnings Per Job
Health Care and Social Assistance	54,241	75%	\$72,669
Accommodation and Food Services	38,245	60%	\$25,665
Professional, Scientific, and Technical Services	36,526	102%	\$99,802
Transportation and Warehousing	25,920	93%	\$57,024
Administrative and Support and Waste Management and Remediation Services	22,795	39%	\$44,925

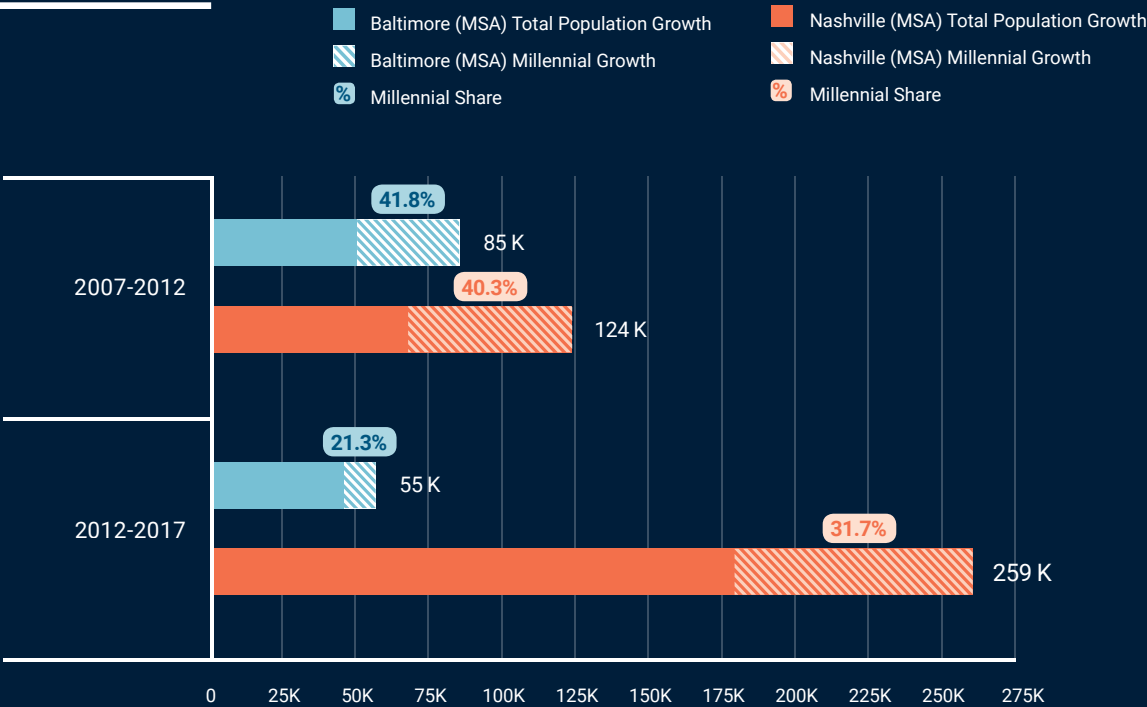
Top Industries with Greatest Job Loss

Manufacturing	(14,518)	(15%)	\$76,676
Information	(479)	(2%)	\$88,400
Other Industry	(290)	(85%)	\$31,876
Agriculture, Forestry, Fishing and Hunting	(281)	(9%)	\$38,269
Utilities	(102)	(8%)	\$114,933

Employment by Industry

Baltimore (MSA)	Total Employed	Nashville (MSA)
Government	283,691	126,602
Health Care and Social Assistance	218,058	120,696
Retail Trade	136,731	104,445
Professional, Scientific, Tech Services	125,679	101,878
Accommodation and Food Services	112,703	85,278
Administrative and Support and Waste Management and Remediation Services	94,827	80,898
Construction	88,400	72,326
Other Services (except Public Administration)	66,717	59,174
Educational Services	65,298	54,436
Manufacturing	58,318	53,738

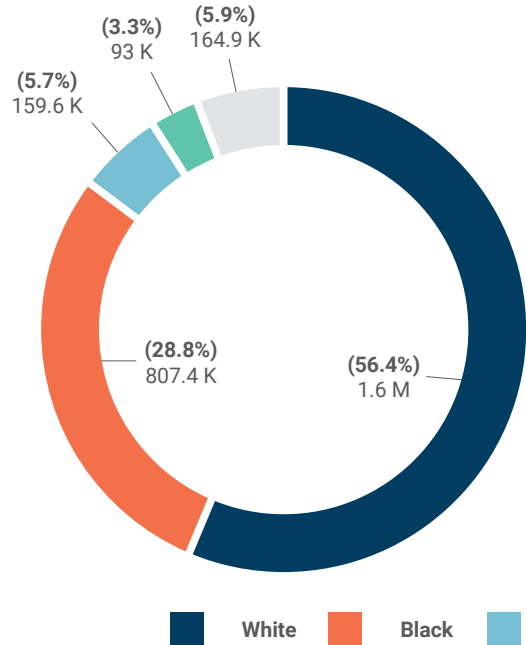
Millennials



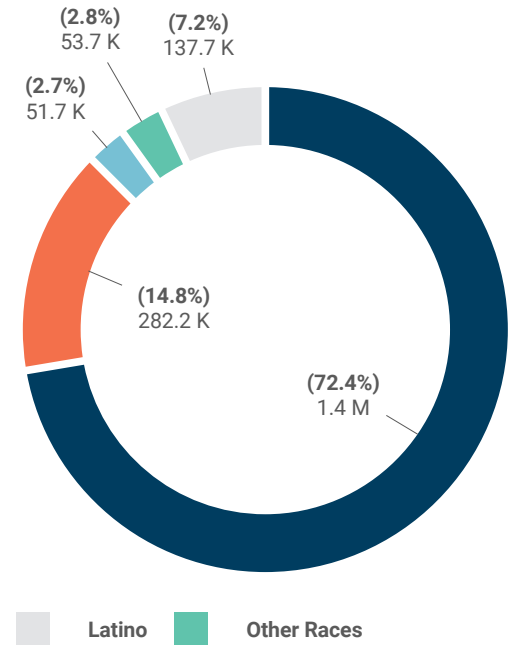


Race/Ethnicity Demographics

Baltimore (MSA)

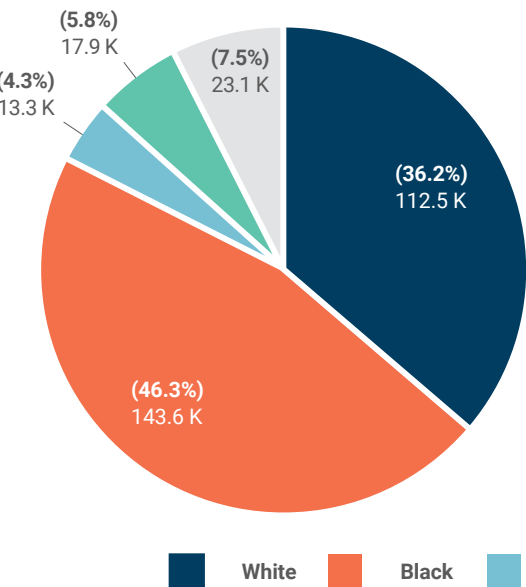


Nashville (MSA)

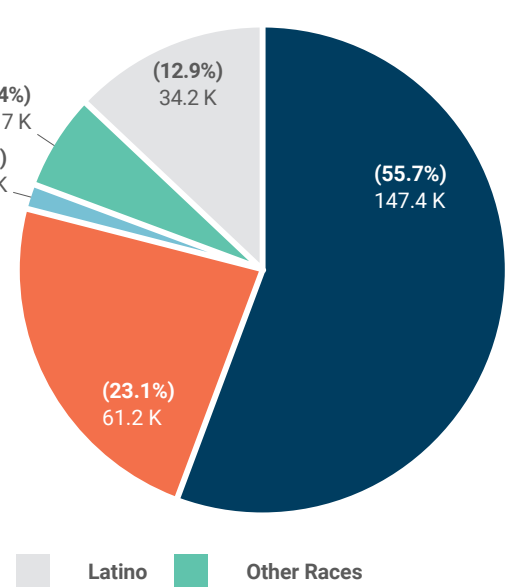


Population in Poverty by Race

Baltimore (MSA)

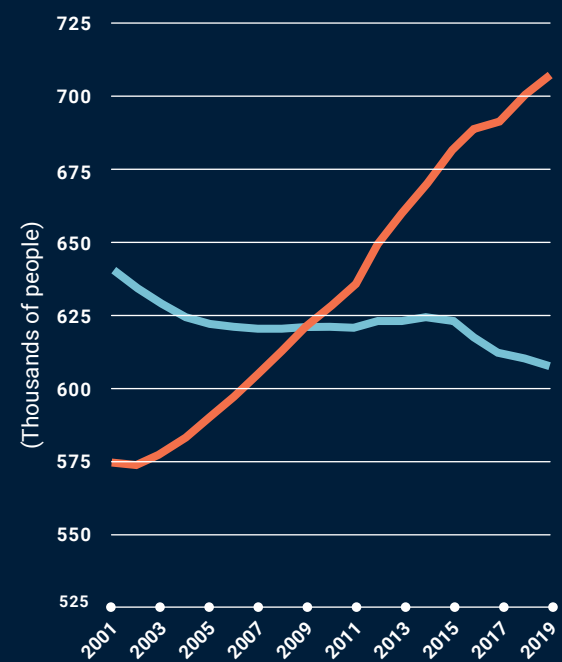
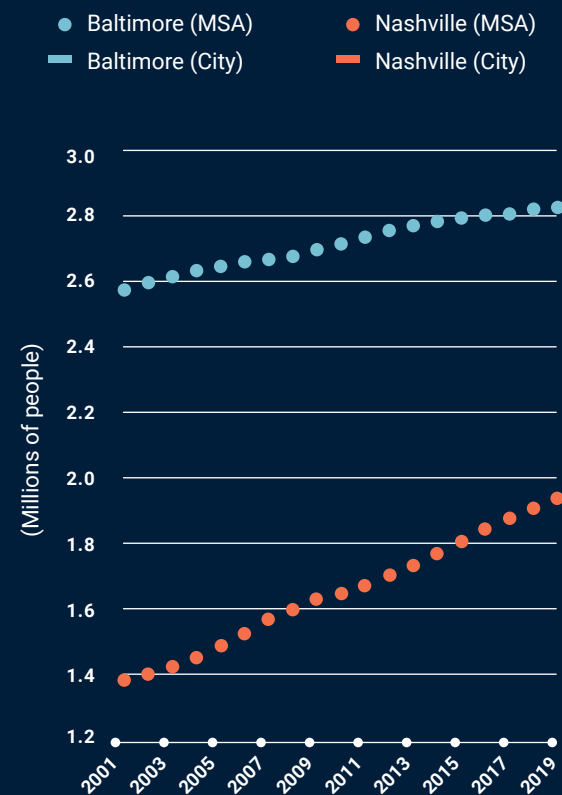


Nashville (MSA)

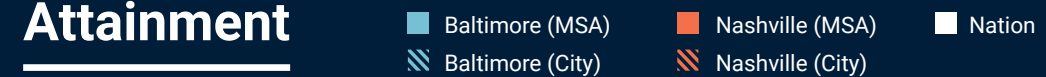




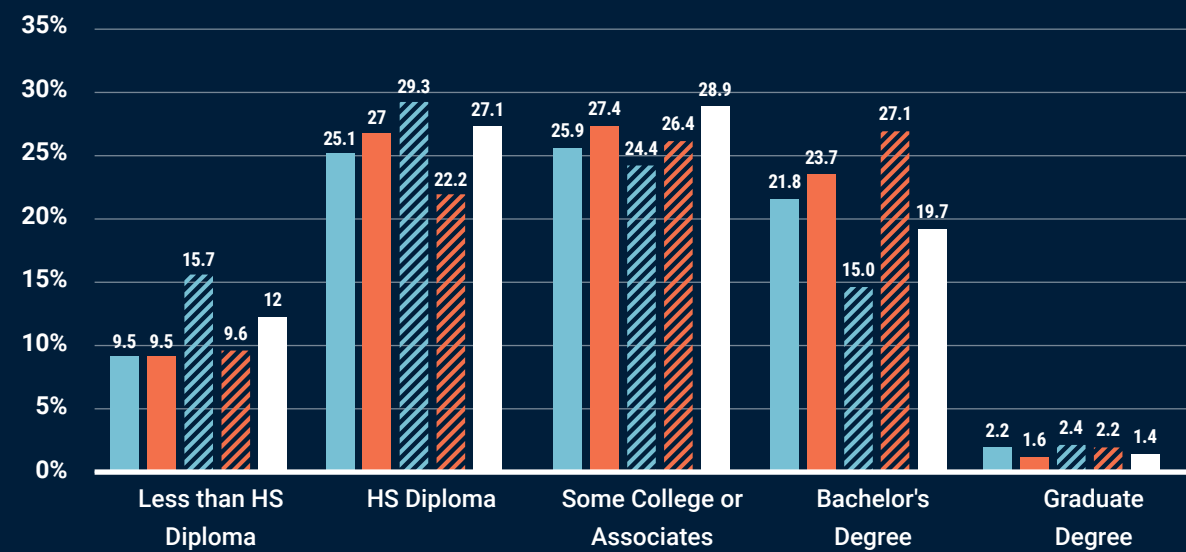
Population Over Time



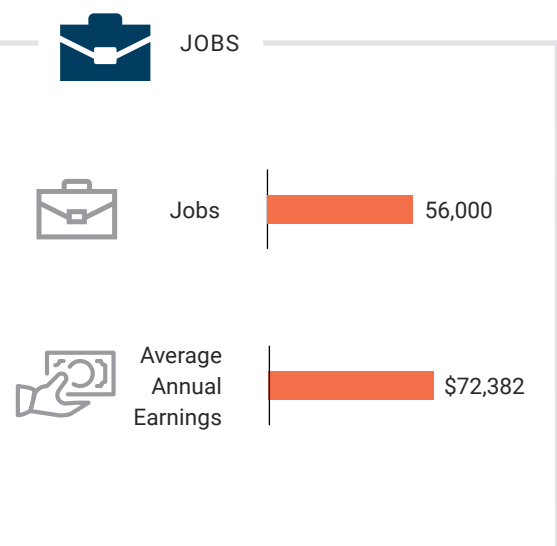
Educational Attainment



(% of population)

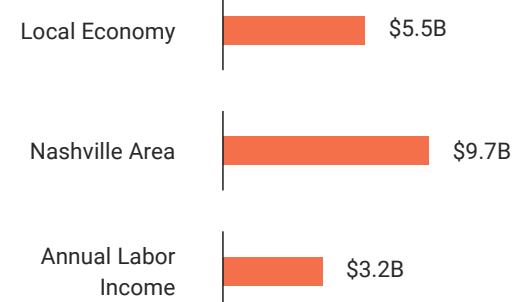


Music Industry



ECONOMY

Nashville's music industry contributions



Tourism



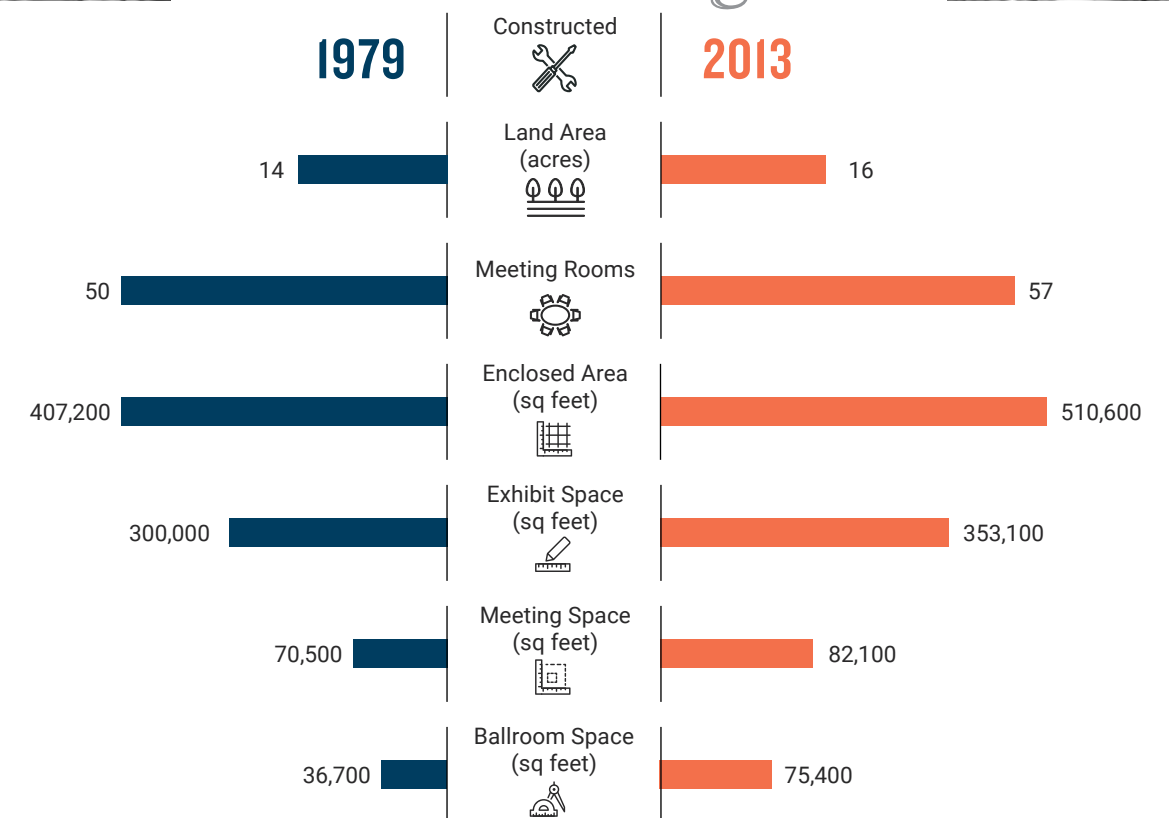
The Baltimore Convention Center

1979



Music City Center

2013



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AGENDA AT A GLANCE

WEDNESDAY | October 23th

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

THURSDAY | OCTOBER 24th

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 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

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



Economic Development & Impactful Collaboration



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 Schulz 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. Schulz, Jr.

President & CEO, *Nashville Area Chamber of Commerce*

Ralph Schulz 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.



Keel Hunt

Founder & Chairman, *The Strategy Group*

Keel Hunt is a Nashville native and a graduate of Middle Tennessee State University. He received his master's degree from the Medill School of Journalism at Northwestern University and attended the senior executive program of the Kennedy School of Government at Harvard. In his early career, Keel was an editorial writer, Washington correspondent, and City Editor of the *The Tennessean* newspaper in Nashville. Keel was research director and speechwriter for Lamar Alexander's successful 1978 campaign for Governor of Tennessee. He was appointed Special Assistant to Governor Alexander, whom he served as coordinator of the Governor's Policy Group until 1986, when he left government to become a consultant to businesses, institutions and individuals.

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 Bells 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 Bachelors 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

CPO/COO, Nashville Enterprenuer 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.

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.

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 2010 - 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.

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.

1:30

BUSES DEPART FOR THE CAMBRIA

2:00-3:00

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.

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

6:00-9:00

DINNER

 The Listening Room Cafe

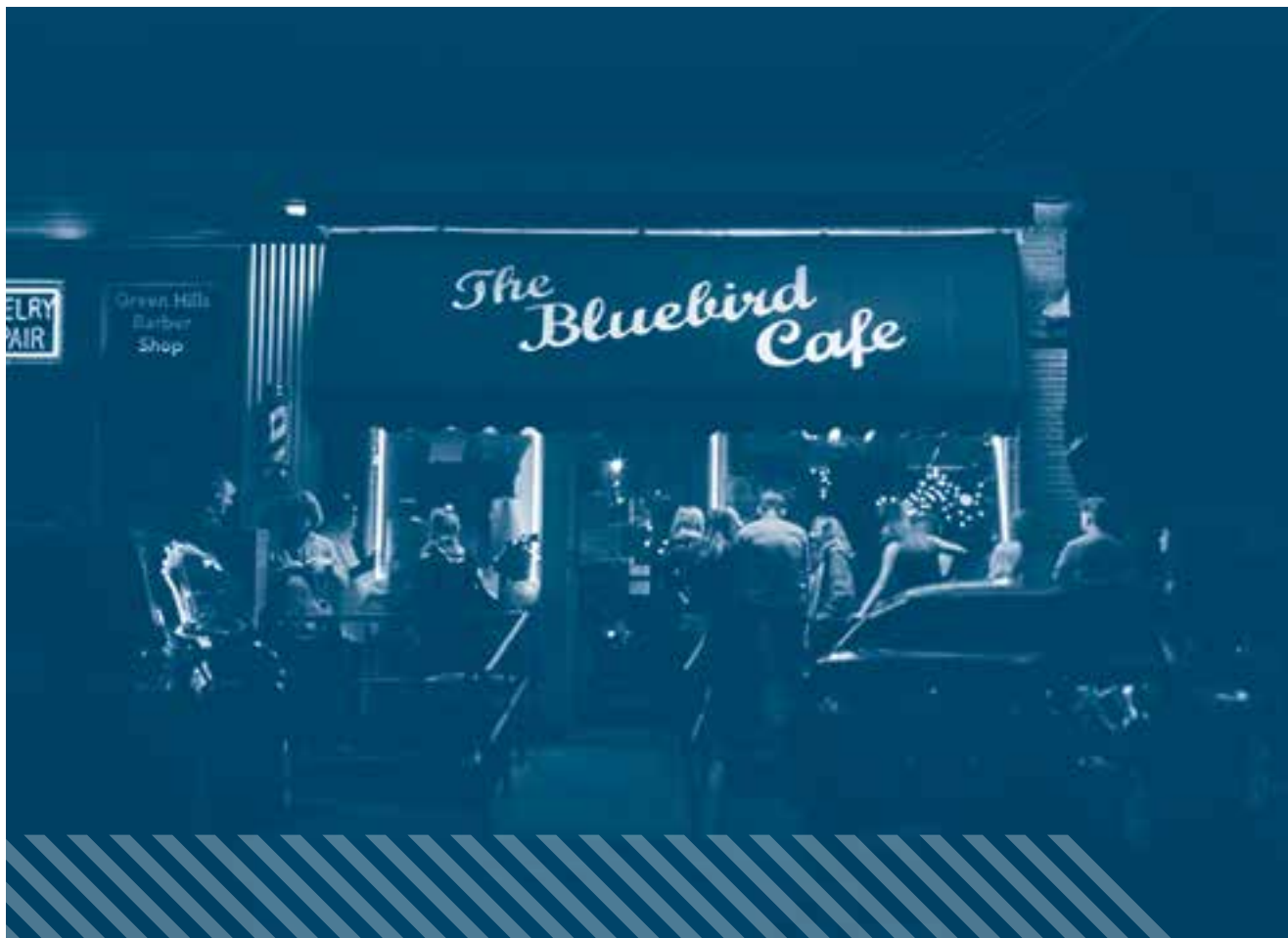
The Nashville Songwriters Association International (NSAI) is the world's largest not-for-profit songwriters trade association with 5,000 active and professional members. NSAI is dedicated to protecting the rights of and serving aspiring and professional songwriters in all genres of music. Steve Bogard 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.



A New Discovery at Merriweather District

**Juniper apartments
are available for
leasing Oct 2019**

Today a new cultural hub is waiting to be discovered at the Merriweather District in Downtown Columbia

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THE COLLECTIVE
AT CANTON

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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



9:40 (EST)

ARRIVE IN BALTIMORE



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GREATER BALTIMORE COMMITTEE

Regional business leaders creating a better tomorrow...today.



Connect. Influence. Succeed.

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 500 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
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Barnes Housing Trust Fund

nashville.gov/mayors-office/housing/barnes-fund.aspx

In 2013, Metro Nashville created its first housing trust fund to leverage affordable housing developments 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

gnrc.org

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 convenes elected leadership and local practitioners to brainstorm strategies for improving quality of life; facilitates cooperative policy-making in order to prioritize state and federal investments into area social services and public infrastructure; and provides a public forum for residents to shape regional decisions. 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

nashvillemusiccitycenter.com

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 soon after 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 Quick Facts – Music Row

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

nashvillechamber.com

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

visitmusiccity.com

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

ec.co

Nashville Entrepreneur Center works to connect entrepreneurs with critical resources to create, launch and grow businesses. The EC became the front 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

healthcarecouncil.com

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

nashvillesongwriters.com

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

oldschoolfarm.org

Nestled in the heart of Bells 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.





NOTES

DAY 1 | Wednesday, October 23rd

Dotted lines for note-taking on Day 1.

DAY 2 | Thursday, October 24th

Dotted lines for note-taking on Day 2.



ABOUT CHESAPEAKE CONNECT

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.



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