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Dear Fellow Council Members and Regional Partners,

As I look back on my time as president of the Greater Nashville Regional Council, I am humbled by the experience of working alongside Middle Tennessee’s elected leaders during one of the greatest challenges in our history. As a regional council of governments, our role in building relationships across political geography is important. Those relationships have proven essential as we have drawn upon them throughout this long and trying year. Since the onset of the COVID-19 pandemic, GNRC has provided a forum for mayors to share resources and to support each other in the difficult decisions we each had to make for our local communities.

The ability of our organization to serve in such a vital role is due in large part to the foundation laid by Council leadership who have come before me. In recent years, GNRC has transformed itself into a relevant and resourceful agency with a growing repertoire of talent and service. My tenure as President began two years ago alongside the launch of a new brand and mantra, “Connecting Communities, Empowering People.” For years, many knew about our programs and services, but few recognized the importance of the organization on the whole. Those four words exemplify who we are and why we exist.

I am proud of our work to increase the levels of awareness about GNRC, and to build its reputation as a coordinated, expertly staffed council of elected leaders charged with making policies and directing investments to improve quality of life for Middle Tennesseans. It is our job to serve, help others, and to work together to make our region a great place to call home. As you read through this year’s annual report, I know you will be impressed by the variety of activities and accomplishments that have advanced that goal.

I want to thank my fellow Regional Council members for their ongoing commitment to GNRC, and acknowledge the extraordinary effort, resilience, and resolve of the executive board and professional staff as they continue to move us forward.

Respectfully,

Anthony Holt
Sumner County Mayor
The Greater Nashville Regional Council (GNRC) is one of nine development districts established by the Tennessee General Assembly under the Tennessee Development District Act of 1965.

GNRC operates as a council of governments representing a 13 county area that includes Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson counties.

We provide a regional forum where elected officials, industry experts, community leaders, and community members can come together to discuss issues and share ideas to help solve local challenges. This setting allows for candid conversations about Middle Tennessee’s future, and connects communities with resources and investments to help achieve their vision.

**52**
Towns and Cities represented

**13**
Counties represented

**2,000,000+**
Middle Tennesseans represented by the Greater Nashville Regional Council

**93**
Members of the Regional Council Governing body

**80**
Employees
Our Mission

The mission of the Greater Nashville Regional Council is 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.

In carrying out this mission, GNRC convenes elected officials 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 Middle Tennesseans to shape regional decisions.

Community-Focused

GNRC responds to the grassroots needs of communities on a local and regional level, developing solutions and creating opportunities to meet those needs head-on.

Strategic

GNRC thoughtful and responsibly develops plans and programs that are custom tailored and grounded in information and analysis.

Collaborative

GNRC fosters collaboration among its local and state partners to identify and accelerate investments into Middle Tennessee communities.

Comprehensive

GNRC provides comprehensive expertise and resources to ensure citizens and leaders stay connected with information and a wide variety of programs and services.
Major Programs

Designated by the U.S. Economic Development Administration, GNRC serves as the region’s Economic Development District and prepares the Comprehensive Economic Development Strategy (CEDS) on behalf of local officials, Chambers of Commerce, and private sector investors.

GNRC is designated by the Tennessee Commission on Aging and Disability as the Area Agency on Aging and Disability (AAAD) to provide care, nutrition, transportation, and other services to older or physically disabled Middle Tennesseans.

GNRC is designated by the Bureau of TennCare to function as the single point of entry to Medicaid-reimbursed long-term services for senior adults, and adults over age 21 with a physical disability.

GNRC participates as a member of the Tennessee State Health Insurance Assistance Program (SHIP), serving as Middle Tennessee’s primary source of unbiased Medicare counseling.

GNRC convenes the Middle Tennessee Mayors Caucus in support of regional collaboration around the development of legislative priorities.

GNRC provides administration and professional staffing support to the federally-designated Nashville Area Metropolitan Planning Organization (MPO), responsible for implementing regional transportation planning and programming, and serving as a member of the Clarksville Urbanized Area MPO and the Middle Tennessee RPO.

GNRC offers a variety of local planning and economic and community development services to communities across the mid-state including grant-writing, administration and technical assistance related to land use and zoning, solid waste, historic preservation, and housing.

GNRC staffs the Mid-Cumberland Area Development Corporation (MADC) which administers a variety of lending programs available to small businesses, including the SBA 504 program through the U.S. Small Business Administration.

GNRC staffs the Middle Tennessee Tourism Council which provides tourism marketing and other promotional activities to its membership is comprised of chambers of commerce, area attractions, local governments, and convention and visitor bureaus.
WE ARE A REGIONAL FORUM FOR POLICYMAKERS.

GNRC is a regional policy-making body made up of local and state government officials tasked with working together to make Middle Tennessee a better place to call home.
EXECUTIVE BOARD OFFICERS

Executive Board

A 24-member Executive Board meets monthly to conduct business on behalf of the larger Regional Council. The current membership of the Executive Board is defined by state law and includes the council officers, a small city representative, a large city representative, two state legislators, a city or county representative from each of GNRC’s counties, and the minority representatives from the four counties within GNRC with the highest minority populations.

In addition to the Executive Board, the GNRC programs are supported by a variety of boards and committees including the Aging Advisory Council, the Mid-Cumberlalnd Area Development Corporation, the Middle Tennessee Mayors Caucus, the Middle Tennessee Tourism Council, and the Transportation Policy Board.
COMMITTEES AND PROGRAM LEADERSHIP

Aging and Disability Advisory Committee

Don Ames, Chair Representing Sumner County

Monroe Gildersleeve, Vice Chair Representing Montgomery County

Mid-Cumberland Area Development Corporation

Bruce Carter, President Representing Cheatham County

Mark Beeler, Vice President Representing Trousdale County

Audra Ladd, Secretary/Treasurer Representing Davidson County

Solid Waste Directors Roundtable

Mac Nolen, Chair Rutherford County Solid Waste Director

Joey Smith, Vice Chair City of Murfreesboro Solid Waste Director

Middle Tennessee Mayors Caucus

Ken Moore, Chair Mayor of Franklin

Jessie Wallace, Vice Chair Humphreys County Executive

Transportation Coordinating Committee

Glenn Harper, Chair City of Columbia Engineer

Andy Barlow, Vice Chair City of Mt. Juliet Public Works Director

Transportation Policy Board

Mary Esther Reed, Chair Town of Smyrna Mayor

Billy Vogle, Vice Chair Robertson County Mayor

I.T. Directors Roundtable

Keith Durbin, Co-Chair Metro Nashville Chief Information Officer

Jordon Shaw, Co-Chair City of Franklin IT Director

Middle Tennessee Tourism Council

Karin Landers, Chair Humphreys County Tourism
REGIONAL COUNCIL
MEMBERSHIP

CHEATHAM COUNTY
County Mayor Kerry McCarver
Ashland City Mayor Steve Allen
Kingston Springs Mayor Tony Gross
Pegram Mayor Charles Morehead
Pleasant View Mayor Perry Keenan
Hadley Williams, Minority Rep.

DAVIDSON COUNTY
Metropolitan Mayor John Cooper
Belle Meade Mayor James Hunt, Sr.
Berry Hill Mayor Greg Mabey
Forest Hills Mayor Lanson Hyde
Goodlettsville Mayor Jeff Duncan
Oak Hill Mayor Heidi Campbell*
Oak Hill Mayor Dale Grimes**
Antoinette Lee, Minority Rep.

DICKSON COUNTY
County Mayor Bob Rial
Burns Mayor Landon Mathis
Charlotte Mayor William R. Davis
Dickson Mayor Don L. Weiss, Jr.
Slayden Mayor Wayne White
Vanleer Mayor Jason Weaver
White Bluff Mayor Linda Hayes
Dwight Haynes, Minority Rep.
Darrell James, Business Rep.

HOUSTON COUNTY
County Mayor James Bridges
Erin Mayor Paul Bailey
Tennessee Ridge Mayor Stony Odom
Lori Taylor, Minority Rep.

HUMPHREYS COUNTY
County Executive Jessie Wallace
McEwen Mayor Brad Rachford
New Johnsonville Mayor David Cagle
Waverly Mayor W. B. (Buddy) Frazier
Tomasine Hill, Minority Rep.

MONTGOMERY COUNTY
County Mayor Jim Durrett
Clarksville Mayor Joe Pitts
Rene Llanos, Minority Rep.
Jeff Truitt, Business Rep.

ROBERTSON COUNTY
County Mayor Bill Vogle
Adams Mayor Mary Mantooth
Cedar Hill Mayor Tom Richards
Coopertown Mayor Glen Guyor
Cross Plains Mayor Barry Faulkner
Greenbrier Mayor Bonnette Dawson
Orlinda Mayor Ricky Stark
Ridgetop Mayor Tony Reasoner
Springfield Mayor Ann Schneider
White House Mayor Mike Arnold
Herbert Barbee, Minority Rep.

RUTHERFORD COUNTY
County Mayor Bill Ketron
Eagleville Mayor Chad Leeman
La Vergne Mayor Jason Cole
Murfreesboro Mayor Shane McFarland
Smyrna Mayor Mary Esther Reed
Darlyn Green, Minority Rep.
Patrick Cammack, Business Rep.

STEWART COUNTY
County Mayor Robin Brandon
Cumberland City Mayor Gary Vaughn
Dover Mayor Lesa Fitzhugh
David Dunlap, Minority Rep.
Madison Campbell, Business Rep.

SUMNER COUNTY
County Mayor Anthony Holt
Gallatin Mayor Paige Brown
Goodlettsville Mayor Jeff Duncan
Hendersonville Mayor Jamie Clary
Millersville Mayor Tim Lassiter
Mitchellville Mayor Bobby Worman
Portland Mayor Mike Callis
Westmoreland Mayor Jerry Kirkman
White House Mayor Mike Arnold
Darryl D. Eubanks, Minority Rep.

**TROUSDALE COUNTY**
County Mayor Stephen Chambers
Vacant, Minority Rep.

**WILLIAMSON COUNTY**
County Mayor Rogers Anderson
Brentwood Mayor Rhea Little
Fairview Mayor John Blade
Franklin Mayor Ken Moore
Nolensville Mayor Jimmy Alexander
Spring Hill Mayor Rick Graham
Thompson’s Station Mayor Corey Napier
Juanita Patton, Minority Rep.

**WILSON COUNTY**
County Mayor Randall Hutto
Lebanon Mayor Bernie Ash
Mount Juliet Mayor Ed Hagerty
Watertown Mayor Michael Jennings
Fred Burton, Minority Rep.

**TENNESSEE GENERAL ASSEMBLY**
Representative Susan Lynn
Senator Steve Dickerson

The Regional Council governing body is made up of 93 members and includes 13 county mayors and executives, 52 mayors of cities or towns, 2 members of the Tennessee General Assembly, and 26 appointments representing the interests of the business community and minority populations. The full Council is charged with electing officers, certifying the executive board, and adopting the annual work program and budget.

* Members listed in orange serve on the Executive Board

Regional Council roster as of August 2020
* outgoing  **incoming
COVID-19
SUPPORT AND COORDINATION

Following the on-set of COVID-19 shelter in place orders across Tennessee, GNRC began working with local governments, and state and federal agencies to provide resources to members of the public.

**Supported Local Restaurants**
GNRC received $1 million through the Families First Act passed by Congress at the on-set of the statewide shelter in place directive. 60% the funds from this program were used as a stimulus for locally owned restaurants who were paid to provide meals to senior adults.

$447K+ Was paid to 22 restaurants across the region

“We are so glad we had the GNRC program, thank you for everything you have done to help us.”
- Amy Mullinicks, Memories and Marmalade

“Thank you so much for allowing me to be a part of this program. It has truly been a blessing to me.”
- Crissy Tuttle, Southern Bites Food Truck

“Thank you very much for the opportunity to serve our community. We appreciate being able to make it to the other side of COVID with your support.”
- Theresa Chandler, Sweet T’s

**Expanded Nutrition Programs for Older Adults**
The Families First Act provided funding for GNRC to expand its traditional meal programs for senior adults. GNRC contracted with the Mid-Cumberland HRA and Metro Social Services to coordinate meal delivery.

46K+ Meals were provided to nearly 4,000 older adults across Middle Tennessee

**Connected Small Businesses to Funding**
GNRC provided assistance to small businesses adversely affected by the pandemic through its Revolving Loan Fund program.

$2.5M Awarded to capitalize a Revolving Loan Fund to support small businesses impacted by the pandemic

**Connected with Seniors**
GNRC launched a letter writing campaign to help prevent seniors from a sense of isolation during the pandemic.

3,825 Letters written by 485 volunteers and mailed to seniors
Facilitated Communication Among Mayors, Communities
GNRC provided a regular coordination call among its members to share information, understand challenges and identify opportunities to assist one another as the effects of the pandemic set in across Middle Tennessee. The calls provided an opportunity for direct interaction with the Governor’s administration and members of the legislature.

Additionally, GNRC’s RoundTable Network kept IT and Solid Waste department heads across the region connected. RoundTable members shared challenges, innovations, and best practices as each community strived to maintain operations.

Connected Members to Economic Support
The U.S. Economic Development Administration (EDA) announced the availability of $1.5 Billion in CARES Act funds to aid communities impacted by the Coronavirus pandemic. GNRC, in partnership with Tennessee’s EDA representative, held a webinar to help communities understand and navigate this highly competitive funding opportunity.

GNRC was awarded $400,000 in funding the CARES Act that will be leveraged to update the region’s Comprehensive Economic Development Strategy to reflect the drastic economic changes to our region and identify and prioritize initiatives that promote economic recovery and resiliency.
WE ARE EXPERTS, PROFESSIONALS, AND PUBLIC SERVANTS.

GNRC staff support the activities of the Regional Council and provide additional capacity to state agencies and local governments working to improve quality life.
Executive Office and Administrative Support
Michael Skipper, Executive Director
Michelle Lacewell, Deputy Director
Kristen Scuderi, Special Projects Coordinator
Rebecca Nofi, Volunteer Coordinator
Shannon Lewallen, Creative Services Manager
Michael Gill, Creative Services Intern

HR and Office Support
Amanda Evilcizer, Human Resources Manager
Angie Hutchison, Office Manager
Lou Edwards, Senior Administrative Assistant
Brenda Edwards, Administrative Assistant
Lisa Evans, Administrative Assistant
Sherry Cosby, Administrative Assistant

Legal Department
Laylah Smith, Chief Legal Counsel
Grant Kehler, Compliance Officer

Finance Department
Gayle Wilson, Finance Director
Jovia King, Finance Manager
Dorothy Olszewski, Finance Officer
Nathan Wade II, Finance Officer

Research and Analytics
Max Baker, Director of Research and Analytics
Haryono Prawiranata, Senior Research Analyst
Ashleigh Reeves, Senior Research Analyst
Carson Cooper, Research Analyst
Samuel Williams, Research Analyst

Community and Regional Planning
Becky Caldwell, Solid Waste Program Manager and Director of Community and Regional Planning

Policy and Government Affairs
Peter Westerholm, Policy Director
Shelly Hazle, Senior Policy Advisor

Economic and Community Development
Angela Hubbard, Director of Economic and Community Development

Matt Von Lunen, Chief Economic Development Officer
Rasheedah Pardue, Community Development Programs Manager
Tonya Blades, Historic and Community Development Specialist
James Dean, Housing Coordinator
Gwen Schaefer, Senior Credit Analyst
Rhonda Smith, Credit Analyst
Aging and Disability Services

Sara Fowler, Director of Aging and Disability Programs

Aging and Disability Support
April Merritts, Aging Support Specialist
Ruth Childers, Aging Support Specialist

Quality Assurance and Monitoring
Marilyn Wade, Program Manager
Jennifer Meade, Quality Assurance Analyst
Christy Earheart, Quality Assurance Analyst

Medicare Counseling (SHIP)
Hardy Adham, Lead Counselor
Lori Galbreath, Counselor

Data Management
Cynthia Balfour, Program Manager
Linda Murphy-Esmond, Data Processor

Information and Assistance
Diane Schlaufman, Program Manager
Mark Singer, Lead Counselor
Christine Mather, Counselor
Carole Russell-Griffin, Counselor
Reisha Wardlaw, Counselor
Vonda Jenkins, Counselor

Public Guardianship
Kim Hale, Public Conservator
Keisha Harris, Assistant Public Conservator
Susan Gilliam, Assistant Public Conservator
Teresa Gamble, Fiscal Specialist
Janie Jewell, Community Living Supports Ombudsman

TennCare CHOICES Intake Program
Fredna Neas Hodge, Program Manager
Kara Tillery, Counselor
Lindsay Rhodes, Counselor
Lisa Brooks, Financial Coordinator
Venus Johnson, Counselor
Margaret Wolf, Counselor
Misty Donaldson, Senior Counselor

Service Coordination/Options Program
Earlean Chenault, Lead Counselor
Angela Reeves, Counselor
Anthony Anderson, Counselor
Deborah Carson, Counselor
Faye Head, Senior Counselor
Josh Richardson, Counselor
Pamela Williamson, Counselor
Quenteena Baldwin-Jarrett, Counselor
Tammy Cooper, Counselor
Tonya Johnson-Lee, Counselor

Family Caregiver and Veterans Support
Johnna Neel, Senior Counselor

*Staff roster as of August 2020
AGENCY HIGHLIGHTS

501 Union Building Proceeds

After three years of litigation surrounding the sale of GNRC’s 501 Union office space, proceeds were finally disbursed in 2020. The funds from the sale of the building will be used for continued reinvestment into the agency.

Instituted Teleworking for staff in response to Tornado, then COVID-19

The administrative support team has worked very hard this year to mitigate disruption to our normal business operations for GNRC due to the March tornado and the ongoing COVID-19 pandemic.

As GNRC pivoted to remote work policy, the administrative team quickly turned its attention to deploying the necessary technology and equipment to keep staff productive. Over the summer, staff prepared the office environment with personal protective equipment and safety protocols to ensure our employees’ safe return.

Improvements to Finance Operations, Management, and Employee Benefits

After a series of recent improvements to internal controls over the last few years, GNRC turned a proverbial corner by receiving its first clean, independent audit in many years. Continuing efforts to advance the finance department’s operations includes a new web-based accounting system that will automate several purchasing and reimbursement workflows and provide management and program staff with greater access to financial information about their projects and grants.

GNRC also upgraded its deferred compensation plan to provide its staff with better options for supplementing the legacy pension plan provided through the Tennessee Consolidated Retirement System.
Completed Executive Board Member Development Training

To increase member engagement, staff led a year-long development program for members of the Regional Council. These sessions provided in-depth training on the agency’s history, operations, governance, authority, and programming.

Because the Regional Council membership has experienced turnover through elections in recent years, it was essential to use the member development session to build relationships. Each session started with icebreakers, team building activities, facilitated conversation by Leadership Tennessee’s Executive Director, Cathy Cate, to make new connections among the members.

Evaluated Small Business Lending and Economic Development Efforts

GNRC convened a panel of local lending experts to evaluate the organization’s small business lending programs. GNRC provides administration and staffing to the Mid-Cumberland Area Development Corporation (MADC) which it launched as a separate non-profit Certified Development Company in 1983. MADC reviews and approves loans made available to support the local economy. GNRC collaborated with experts to develop a set of recommendations for modernizing its business development, loan servicing, and performance tracking.

Expert Lender Panel Participants included:
- Howard Bradley, F&M Bank, MADC Board Member
- Bruce Carter, retired Simmons Bank, MADC President
- Lethia Mann, First Tennessee Bank
- Jim Schmitz, Elliott Davis; retired Regions Bank
- Pete Wooten, Pinnacle Bank
SNAPSHOT OF IMPACT ACROSS THE REGION

In fiscal year 2020, GNRC leveraged its $15 million budget to improve the lives of thousands of Middle Tennesseans to support the local initiatives of dozens of communities.

This map depicts the location of grants and infrastructure investments, planning assistance, and aging and disability services administered by the GNRC during the fiscal year. The following section highlights the major accomplishments of each program area.

The map series on the following pages depict the local impact of specific program areas within GNRC.
Aging and Disability Services

Serving as the Area Agency on Aging and Disability for thirteen counties, GNRC plans and coordinates a range of programs and services which focus on quality of life for older adults and disabled Middle Tennesseans. Each dot represents a location of services or programs delivered to an individual.
As the Economic Development District for northern Middle Tennessee, GNRC is responsible for developing the region’s Comprehensive Economic Development Strategy to guide federal investment into projects that help retain and create jobs. Each dot represents a location of investment through ECD grants and programs.

At the local level, GNRC’s planning team works directly with communities on matters related to land use, zoning, and design guidelines. At a regional scale, the team coordinates the production of infrastructure plans and capital investment programs.

Each dot represents the location of a planning project, technical assistance contract, or direct investment in the transportation system through the metropolitan Transportation Improvement Program.
AGING & DISABILITY SERVICES

GNRC’s Aging and Disability Services empower older adults and adults with physical disabilities to maintain a high quality of life in their homes and communities for as long as possible by providing them with information and supports.

In FY2020, GNRC enhanced its elder abuse prevention efforts by participating in World Elder Abuse Awareness Day. Through a week-long social media campaign, GNRC shared statistics, resources, and stories to shine a light on this crucial issue. Care packages containing information about elder abuse prevention were delivered to 1,500 individuals around the region.

Information and Assistance
GNRC’s Information and Assistance Helpline offers easy access to information about resources available in the region for various needs and challenges faced by older adults, and adults with disabilities, and their caregivers.

7,000+
Middle Tennesseans received information or screening services

In-Home Services
The Options for Community Living program provides a connection to services that assist older adults and adults with physical disabilities with everyday activities.

53K+
Collective hours of in-home services provided to 2,000+ individuals

Medicare Counseling
Through the State Health Insurance Assistance Program (TNSHIP), GNRC provides Medicare beneficiaries with the resources they need to make informed decisions about Medicare that optimize their access to care and benefits.

12,800+
Individuals received assistance with Medicare

Meal Programs
Through nutrition programs, GNRC provides balanced meals to older adults with nutritional risk. These meals are delivered to individuals’ homes by trained volunteers or shared among peers in a congregate settings.

455K+
Meals provided to nearly 4,000 senior adults
### Caregiver Support
The National Family Caregiver Support Program is focused on preventing burn-out and social isolation for caregivers of older adults through the provision of respite services.

200+ Caregivers received over 28,000 hours of relief

### Long-Term Care Services
Through TennCare’s CHOICES intake program, GNRC assists individuals who require nursing home-level care can remain at home with the needed supports as appropriate.

1,000+ Individuals assisted through the CHOICES intake process

### Public Guardianship
Public conservators are appointed by the courts to provide conservatorship to individuals who are unable to safely make their own decisions regarding their person and/or property.

95 Number of senior adults who received conservatorship services

### Veterans Services
GNRC facilitates access to sources of income for caregivers for veterans and other supportive services. This program is offered through a partnership with the Pennyrile Area Agency on Aging and Independent Living, and the Veterans Administration.

11 Veterans received 70+ hours of services and assistance from loved ones or family friends

### Key Partnerships
In partnership with Mid-Cumberland Human Resource Agency, Legal Aid Society of Middle Tennessee, The Cumberland’s, and Metropolitan Social Services, GNRC funds transportation, legal, and ombudsman services for older adults and adults with physical disabilities. In addition, seventeen senior centers throughout the region receive funding to support additional programming and services for older adults.

755 Individuals received transportation services
The Economic and Community Development team collaborates with local elected leaders, area chambers of commerce, local and state economic development officials, and state and federal agencies to prioritize and make investments in initiatives that increase economic prosperity and improve quality of life throughout the region. GNRC brings expertise and capacity to help communities receive grants and assistance that build a stronger and more resilient regional economy.

In FY 2020, the ECD team supported communities throughout the region to further workforce development, improve infrastructure, prepare sites for industrial development, and enhance tourism.

Additionally, GNRC supported small businesses by providing access to capital and promoting contracting opportunities. Through these efforts, GNRC’s current economic development portfolio includes projects and programs that have brought over $100 million in investment to the region.

**Grant Writing and Administration**
GNRC assists communities with planning and packaging grant applications to address community needs. Support includes structuring the application, organizing target area surveys, holding public hearings, and completing the full application. The ECD team also manages many programs after the grants are awarded.

**$64M** Total value of on-going projects administered across the region.

**Historic Preservation**
GNRC aids individuals, city governments, and not-for-profit organizations regarding historic preservation programs, practices, and activities. Historic preservation is an essential economic development tool to create vibrant places and support growth and sustainability.

**TWO** African American sites were added to the National Register of Historic Places.
Rural Tourism
GNRC supports growing tourism revenue for rural counties through its work with the Middle Tennessee Tourism Council and the Tennessee River Trails Association. These programs provide access to state and federal grant programs, and improve coordination among local governments and industry partners.

$35K Awarded to local communities to support tourism activities.

Arts and Creative Placemaking
GNRC is the designated agency to facilitate the Tennessee Arts Commission’s Arts Builds Communities grant program across eligible Middle Tennessee counties. This program supports efforts local governments and charitable organizations broaden access to arts experiences, address community quality of life, or enhance asset-based cultural enterprises’ sustainability.

$40K+ Awarded to support local arts projects across Middle Tennessee.

Housing Resources
GNRC administers home repair programs benefiting low-income families, elderly persons, and persons with disabilities with funds from the Tennessee Housing Development Agency.

18 Low-income homeowners received repairs to their homes

Key Partnerships
One of the ECD Team’s key roles is to lead and actively engage in economic development conversations at the local, state, and national levels. Each year, staff convenes stakeholders throughout the region to discuss economic development priorities as part of the annual update to the Comprehensive Development Strategy (CEDS).

To keep its pulse on the latest in economic and community development, the team participated in TVA’s Economic Development Forum, the Governor’s Conference on Economic and Community Development, and the Nashville Chamber’s regional partners events.
The Community and Regional Planning team at GNRC plays a vital role in shaping the future of Middle Tennessee. Its programs and services operate on both a multi-county, regional scale as well as at the neighborhood level. At the regional level, the GNRC connects conversations about economic development and infrastructure planning.

**Transportation Planning**

Over the last year, GNRC has worked with its Transportation Policy Board to update the region’s short-term Transportation Improvement Program and to issue a call-for-projects to identify longer term investments to improve the area transportation system.

More than $1 billion was made available through an update to the Transportation Improvement Program in late 2019.

**Environmental Planning**

This year GNRC launched a first of its kind environmental roundtable to bring together practitioners from state and federal resource management agencies with local environmental experts and advocates. The group was formed to foster regional collaboration on issues and challenges related to environmental quality and to help establish the Council’s first strategy for the preservation and conservation of natural and socio-cultural resources.

People are on the Regional Environmental RoundTable established in FY20.

Last year, GNRC hosted a Transportation Summit and launched the “Solve this Together” campaign to announce an update to the region’s Unified Transportation Plan.

Attend by Governor Bill Lee, State department commissioners, and more than 200 elected and community leaders, the summit reaffirmed the commitment of mayors to work across county lines and in collaboration with the state to find real solutions transportation challenges.

Visit SolveThisTogether.org to learn more.
Local Zoning and Comprehensive Planning
GNRC provides a range of local planning services on a fee for service basis. In 2020, GNRC provided staffing services to more than 15 local planning commissions and was retained by others to update local comprehensive plans. Over the last year, GNRC performed consulting work for City of Gallatin, Rutherford County, the Town of Ashland City, the City of Berry Hill, the Town of Burns, Cheatham County, the Town of Cooperstown, the City of Dickson, Dickson County, the Town of Dover, Metropolitan Hartsville-Trousdale County, Humphreys County, the City of McEwen, the City of Ridgetop, the City of Westmoreland, and the Town of White Bluff.

Capital Improvements
GNRC works with local governments to identify and track upgrades or expansions to area schools, transportation systems, government buildings, and other public infrastructure. GNRC also provides support to communities interested in optimizing their local capital planning process or those needing assistance to identify and apply for funding made available through state and federal grants.

$7.9B Dollars in infrastructure needs were identified across the region.

Spotlight Project: PlanGallatin!
Following the completion of its Strategic Plan in 2019, GNRC continued to work with the City of Gallatin to update its Comprehensive Plan. To empower residents, GNRC staff developed a scenario planning tool to allow the public to evaluate the trade offs and costs associated with various ways the City could grow in the future. More info at PlanGallatin.org.

How Should We Grow?
A Scorecard Comparison of Growth Scenarios
TREND: Forecasted growth and development patterns based on current land use policies
SPRAWL: Low-density land use patterns and scattered development that increases distance between community assets
COMPACT: Increased density areas with shared functions to consume the amount of land used for development

TREND
TREND vs SPRAWL
TREND vs COMPACT
The Research and Analytics team is responsible for maintaining information and datasets, creating maps and other data visualizations, and performing analysis in support of the organization’s programs and local member data needs.

Completing an update to the agency’s land-use and travel demand models was a major accomplishment for the Research and Analytics team in FY20. The land-use model predicts the future growth and development pattern across the region and is primarily used in the development of a new regional transportation plan. This model also supports local comprehensive plans and other regional planning activities.

The predictions are a key input into GNRC’s travel demand model used to forecast future year travel behaviors and transportation system performance (e.g., travel speeds, traffic congestion levels, transit ridership, etc.).

76% more miles traveled along the 7-county transportation planning area according to GNRC model forecasts, which translates into 66% more time spent in vehicles by 2045.

Data Dashboards
GNRC has continued to build out its Data Dashboards as a resource for Regional Council members. The interactive platforms allow users to explore big data and identify trends or patterns to support data driven problem solving at the local level.

Visit GNRC.org/Dashboards to explore available data.
GNRC predicts the 13 county region will be home to 3.2M PEOPLE BY 2045

Population Growth is expected to increase by 2.25% per year for a total increase of 63% over the next 25 years.

The hexagon design throughout the annual report is inspired by the Research and Analytics team’s innovative approach to helping partners visualize big datasets and their geographic patterns.
The Policy and Government Affairs team supports the organization by participating in various local, statewide, and national initiatives being carried out by public agencies and non-profit organizations. This work includes building partnerships with other organizations with a common interest in aging and disability issues, population health outcomes, affordable housing, social equity and inclusion, environmental quality, and growth and development trends.

A significant part of the team’s activities center around the review and analysis of proposed policies, rule-making, or legislation that could have an impact – for better or worse – on GNRC programs, clients, and local member communities. GNRC monitors activities within the Tennessee General Assembly and U.S. Congress to inform local elected leaders on bills that may impact their community or the region.

**POLICY AND GOVERNMENT AFFAIRS**

**MAYORS CAUCUS**

Legislative issues for the GNRC area are discussed and prioritized by the Mayors Caucus. The Caucus was formed in 2009 to provide leadership on important issues facing a rapidly changing regional landscape.

Transportation, and particularly the pursuit of a modern regional transit system, served as the early catalyst, but in its brief history the Caucus has served as an effective forum for building personal relationships among mayors and has helped local governments support each other on state and federal legislative priorities. The Caucus is staffed by GNRC with consulting assistance provided by Stones River Group.

In 2020, the top priorities identified by the annual Caucus poll included continued support for solving Middle Tennessee’s ongoing transportation challenges, new regional capacity to address emerging solid waste issues, and support for the Governor’s proposed criminal justice reforms.

**MAYORS CAUCUS LEADERSHIP**

Ken Moore, Chair  
Mayor of Franklin

Jessie Wallace, Vice Chair  
Humphreys County Executive

The Roundtable network is an important part of the agency’s policy programming. The Roundtables bring together industry professionals, public-sector practitioners, and local elected leaders around specific issues of regional interest. Find a list at GNRC.org/Roundtables

In 2020, GNRC continued to staff Cumberland Region Tomorrow and facilitated strategic planning efforts to assist the organization’s leadership in planning for the future.
Mayors and County Executives actively participate in the Mayors Caucus.


The Mayors Caucus coordinates regularly with the Governor’s Office and State legislators to address issues important to Middle Tennessee.
GNRC’s volunteer program continued to expand in 2020. Volunteers gave back to their community by supporting a variety of aging and disability programs, performing Medicare counseling services, assisting with outreach efforts, and mobilizing in response to COVID-19.

**Launched Management Platform, Orientation**

GNRC implemented Galaxy Digital online platform to recruit and manage volunteer opportunities, and improve tracking and reporting.

New volunteers go through a formal orientation program to further their engagement and increase their knowledge of GNRC and its programs.

**Expanded Volunteer Opportunities**

New opportunities for volunteers to engage with GNRC programming were created across the agency.

Partnerships with Hands on Nashville, local universities, and other community partners have been established to increase volunteer recruitment.

GNRC launched a social media campaign - #VolunteeringMatters to raise awareness of the volunteer program and encourage volunteers across the region to get involved.

**$200K Overall value of volunteer time**

**Celebrated Volunteer Appreciation**

In February 2020, GNRC held its first volunteer appreciation luncheon to honor our volunteers. Seven volunteers received an achievement award for their service and the capacity they build for our programming.

**300% Increase in volunteer base to 451 active volunteers**

**2020 Volunteer Award Recipients**

**Volunteers with 100+ Hours:**
Dee Brown
Gwen Lundy
Kathy Ramsay
Lielani Charley

**Most Engaged New Volunteer:**
Gwen Lundy

**Volunteer with the Most Diverse Needs Supported:**
Kathy Ramsay

**Volunteer with 300+ Hours:**
Ray Daws

**Volunteer with Extraordinary Dedication:**
Nancy Parker

**Volunteer of the Year:**
Richell Breakwell
“Thank you so much for giving me the best award of my life! It is an honor to volunteer for GNRC.”

- Richell Breakwell

Guardianship Program Volunteer
2020 Volunteer of the Year Recipient
WE ARE
PURPOSEFUL AND STRIVE TO DO MORE WITH LIMITED RESOURCES.

GNRC’s funding partners make its work possible. The agency’s operating budget is made up of federal and state grants, membership dues, and program revenue.
$15 Million
ANNUAL BUDGET

59% Federal Funds
58% Federal Grants Received Through State Contracts
<1% Federal Grant Contracts

25% State Funds
State Grants Programs 24%
State Budget Allocation 1%

16% Local Funds
GNRC Member Dues 4%
Program Dues 3%
Program Revenue 9%

61% Program Expenditures
41% Salaries + Benefits
4% Other Direct Costs
5% Office Leases + Technology
11% Contracted Services

39% Subgrant Awards

Aging + Disability Providers 37%
Housing, Arts, Tourism, and Community Development Grants 2%
STATE FUNDING PARTNERS

Tennessee Arts Commission
Tennessee Commission on Aging and Disability
Department of Economic and Community Development
Department of Environment and Conservation
Department of Finance Bureau of TennCare
Department of Tourist Development
Department of Transportation
Tennessee Advisory Council on Intergovernmental Relations
Tennessee Historical Commission
Tennessee Housing Development Agency

FEDERAL FUNDING PARTNERS

Department of Agriculture
Department of Commerce
Department of Health and Human Services
Department of Housing and Urban Development
Department of the Interior
Department of Transportation
Small Business Administration
PHOTO ACKNOWLEDGMENTS

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Second Avenue North, Downtown Nashville (Photo Credit: Shannon Lewallen)

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1. Mayor Holt leading a breakout strategy discussion among Executive Board members; 2. Gov. Bill Lee fielding interview questions during GNRC Transportation Summit; 3. Mayor Holt and Mary Poole at Cumberland Region Tomorrow’s Power of 10 Summit at the Westin.

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Members of GNRC’s Executive Board and Cathy Cate following a team building activity during the member development session.

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1. Transportation Policy Board members during a monthly meeting; 2. L-R, City of Columbia Mayor Chaz Molder (center), and city staff members recognized with a 2019 Local Government Award; 3. L-R, GNRC staff members Matt Von Lunen and James Dean at the annual holiday bowling party; 4. GNRC’s Seham Yateem, Rasheedah Pardue, and Rochelle Carpenter at the Power of 10 Summit.

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1. GNRC staff member Carson Cooper talks with attendee at a Downtown Inner Loop Study public meeting; 2. L-R, Solid Waste Directors’ RoundTable co-chairs Mack Nolan of Rutherford County and Joey Smith of the City of Murfreesboro; 3. Hartsville-Trousdale Mayor Stephen Chambers, leading a breakout strategy discussion among Executive Board members; 4. L-R, GNRC Executive Director Michael Skipper and Columbia Mayor Chaz Molder.

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1. Food prep at COVID-19 Meal Program restaurant; 2. GNRC volunteer delivering meals to a Senior High-rise Residence; 3 and 4. Letters created by GNRC volunteers for the letter-writing campaign.

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GNRC staff members at the 2019 Senior Brain Games event.

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Executive Board members participating in a team building activity as part of the Member Development Training sessions.

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Senior Brain Games Emcee, Dan Thomas from News Channel 4 with participants in the annual trivia contest.

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L-R Shawn McKeehan, SBA Tennessee Office, GNRC’s Rhonda Smith and Gwen Schaefer, Lance Brock, Owner of Climb Nashville, Lisa Denson, SBA Tennessee Office, Drew Sloss, Owner of Climb Nashville, LaTanya Channel, District Director, SBA Tennessee Office

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Transportation Summit panel participants, L-R Todd Rolapp, Bass Barry & Sims, Steve Bland, WeGo Public Transit, Ashley Northington, entrepreneur, Allen Broden, Deputy Commissioner of TN Dept of Economic and Community Development, and Clay Bright, Commissioner of TN Dept of Transportation.

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GNRC staff member Ashleigh Reeves describing the interactive data displays to a local reporter during the Transportation Summit.

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1. L-R, Mayors Caucus Chair and Franklin Mayor Ken Moore, former Oak Hill Mayor Heidi Campbell, Belle Meade Mayor Jim Hunt, Metro Nashville Mayor John Cooper, Wilson County Mayor Randall Hutto, Sumner County Mayor Anthony Holt, and Williamson County Mayor Rogers Anderson share the stage at a legislative reception. 2. L-R, State Commissioner for
a presentation by the commissioner, then Gov. Bill Lee’s chief of staff on legislative priorities. 3. Mayors Caucus Day on the Hill meeting L-R, Cheatham County Mayor McCarver, Humphreys County Executive Jessie Wallace, Gallatin Mayor Paige Brown, Dickson County Mayor Bob Rial, Franklin Mayor Ken Moore, Lt. Gov. Randy McNally, Sumner County Mayor Anthony Holt, Town of Smyrna Mayor Mary Ester Reed, Rutherford County Mayor Bill Ketron, GNRC Executive Director Michael Skipper, and Williamson County Mayor Rogers Anderson; 4. Tennessee State Capitol.

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1. Downtown Partnership’s Executive Director Tom Turner speaks during a Downtown Inner Loop Study meeting; 2. Rep Bob Freeman participating in the “Solve This Together” video shoot in his office; 3. L-R, Mindy Tate, Franklin Tomorrow, Rep. Sam Whitson, Michelle Lacewell, GNRC, Mayor Ken Moore at Franklin Tomorrow presentation on the South Corridor Study; 4. GNRC’s Angie Hubbard, Sara Jane Glynn, and Michelle Lacewell pose for a group photo during a peer exchange in Boston with councils of governments from across the county.

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1. L-R: ECD team members Rasheedah Pardue, Angie Hubbard and James Dean at the annual THDA housing conference. 2. L-R: Staff members Sam Williams, Bryan Collins, Ashleigh Reeves, and Brad Baumgartner at the GNRC “parking spot” during the annual downtown Parking Day. 3. GNRC staff members, Elham Daha and Hary Prawiranata with Wilson County Mayor Randall Hutto (center) at the Power of Ten Summit.