



Are We Prepared for a Hotter Nashville?

What We Heard: A Community Conversation About Extreme Heat Preparedness

July 15, 2026 · The Community Foundation of Middle Tennessee

A partnership of Urban Green Lab, Nashville VOAD & Metro Nashville



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CONVENED BY



In keeping with the commitment made to participants, pre-event assessment results are reported anonymously and discussion insights are unattributed. Quotes from the formal program (Urban Green Lab, Nashville VOA, and invited speakers) are attributed. Percentages are exact, based on 26 assessment responses. This report will be shared with all attendees, Metro Nashville, and Duke's Heat Policy Innovation Hub.

Nashville is getting hotter. Our organizations want a role in what comes next.

On July 15, 2026, [Urban Green Lab](#), [Nashville VOAD](#), and the Mayor's Office convened roughly thirty leaders from Nashville's nonprofit, private, and academic sectors at the [Community Foundation of Middle Tennessee](#) to ask a simple question: **are we prepared for a hotter Nashville?**

The short answer from the room: **not yet — but the will, the relationships, and the assets to get there are already here.**

The conversation grew out of Winter Storm Fern. After the February ice storm, Urban Green Lab and Nashville VOAD hosted a community conversation to hear how residents experienced the storm — and resolved to get ahead of the next extreme, rather than convene after it. Extreme heat kills more Americans each year than any other natural hazard, and Nashville's own climate data projects up to 133 days per year above 90°F by the end of the century. This gathering brought together the organizations working closest to the people who feel that heat first, worst, and longest.

What we learned before we met

A 22-question pre-event assessment, completed by 26 organizations, painted a candid picture of where Nashville's private and nonprofit sectors stand:

77%

named stronger cross-sector coordination as the biggest opportunity — the top answer

42%

report no current engagement with Metro on heat-related work

65%

asked for funding information and a clearer framework for their role — the top two requests

23%

correctly identified the 133-day projection — most underestimated heat's trajectory

- **We believe in partnership.** Cross-sector coordination is both our most-cited strength (69%) and our biggest opportunity (77%).
- **But 4 in 10 of us aren't connected to Metro.** 42% report no engagement on heat work; only 12% have an active partnership, and awareness of the [2022 Heat Study](#) and the [Climate Adaptation & Resilience Plan \(CARP\)](#) is low.
- **Funding is the thread through everything.** Our most-cited weakness (58%), a leading threat (77% cited funding gaps), and the top requested support (65%, tied with a clearer role framework).
- **We know heat kills, but not the trajectory.** 85% know extreme heat is the deadliest natural hazard; only 23% know how much worse it is projected to get.
- **We want a role, not just a warning.** 65% asked for a clearer framework for their role in a city-wide response; role uncertainty now ranks among our top weaknesses (42%).

What the room produced

After grounding presentations from [Dr. Lin Meng](#) (Vanderbilt University) on Nashville's heat science and [Dr. Kendra Abkowitz](#) (Mayor O'Connell's Office) on Metro's climate adaptation work, four facilitated groups worked the problem from different angles. Their ideas converged with striking consistency:

- **Trust and proximity beat scale.** The most effective responses during recent extremes were hyper-local and community-trusted: congregations organizing for their neighbors, phone banks and door-knocking reaching immigrant families and isolated seniors, and a low-barrier neighborhood shelter that worked because "we just allowed people to be."
- **Nashville has a cooling gap.** Metro operates a cold-weather shelter protocol at 32°F, but no equivalent was activated during this summer's heat dome. Buildings exist — libraries, schools, community centers, downtown lobbies — but staffing, operations, and welcome are the real barriers.
- **Communication is the connective tissue.** Alerts must be multimodal, multilingual, community-delivered, and specific about where to go — wired in advance, not improvised in the moment.
- **Prepare in the space between the storms.** Position supplies, plans, and partnerships before the season, and make heat a standing part of Nashville's disaster-philanthropy conversation rather than a moment of fleeting attention.
- **Plans need resources.** Participants respect the CARP's ambition and named its central challenge plainly: implementation in a resource-constrained environment. Philanthropy has an opening to get behind extreme weather before it gets us.

Top recommendations moving forward

- 1 Wire a trusted communication network before next summer.** Multimodal, multilingual, community-delivered alerts and education — centralized through the Mayor's Office, carried by trusted local messengers, refreshed with annual training.
- 2 Close the cooling gap.** A heat-activation protocol to match Metro's 32°F cold-weather standard, plus low-barrier neighborhood cooling spaces and restored free public water.
- 3 Resource the space between the storms.** Put heat into disaster philanthropy, pre-position supplies before the season, and carry this report to funders — starting with the Middle Tennessee Donors Forum.
- 4 Map the ecosystem and keep meeting.** A community resource map of who is doing what — and this stakeholder body reconvened as a standing working group.
- 5 Advance three ideas for shared action:** a model-city community panel, organizational resilience champions, and neighborhood resilience centers — the latter echoed independently in the equity discussion.
- 6 Deliver on near-term commitments.** Metro reports back after the August 6 [Duke Heat Policy Innovation Hub](#) convening; every organization adds heat to its disaster plan.

"Everyone in this room has fought hard for different issues over their careers and got stuff done. Why can't we get this done too?"

[Todd Lawrence](#), Executive Director, Urban Green Lab



BACKGROUND

Why This Conversation

This gathering began with ice, not heat. When Winter Storm Fern struck Nashville in February 2026, the public conversation that followed was loud but fragmented — plenty of blame, little shared learning. Urban Green Lab reached out to [Amy Fair](#) at Nashville VOAD and the Community Foundation with a different idea: bring the community together to talk honestly about what happened and what could be done differently. That first community conversation, held at the Patagonia Nashville store, surfaced insight the city hadn't captured anywhere else.

Heat was the natural next chapter — and this time, the partners chose to convene **before** the disaster rather than after it. Instead of a general public forum, we invited key stakeholders: organizations on the front lines of social change, emergency response, and community service, each with a vantage point on neighborhoods and populations that no citywide plan can see on its own.

The event was co-facilitated by Todd Lawrence (Urban Green Lab) and Amy Fair (Nashville VOAD), with Dr. Kendra Abkowitz representing Mayor O'Connell's Office. Surrounding the room was Urban Green Lab's [Voices of Resilience](#) exhibit — an oral history project with Tennessee State University capturing the stories of Nashvillians living through extreme weather. The exhibit, on display at Vanderbilt's Curb Center through July 29, 2026, puts faces to the themes discussed in this report and tours Nashville through 2027.

Our objectives

- **Understand the risk** — better understand extreme heat vulnerability in Nashville
- **Learn what's underway** — Metro's current efforts and the Duke Heat Innovation Hub partnership
- **Get to know each other** — understand one another's work and strengthen coordination
- **Map assets & gaps** — explore our collective assets, gaps, and opportunities
- **Find next steps** — identify next steps and potential shared projects



Dr. Lin Meng (Vanderbilt University) presents Nashville's warming trend data at the Community Foundation of Middle Tennessee, July 15, 2026.

Who Was in the Room

Roughly thirty leaders participated, spanning homeless outreach and shelter providers, immigrant and refugee advocacy, disaster response and relief, home repair, youth services, food security, animal welfare, urban forestry, public schools, universities, occupational safety, the building sciences, philanthropy, and Metro government. Among organizations completing the pre-event assessment, 65% were nonprofit or community organizations, 23% universities and educational institutions, and 12% business or private sector.

Organizations of every size were represented — from teams of fewer than 25 staff to institutions with more than 2,000 employees. Participants flagged thinner representation from Bellevue, North Nashville, and West Nashville as a gap to close in future convenings.

The populations our organizations serve

Participating organizations regularly serve the very populations most vulnerable to extreme heat: older adults (62%), people experiencing homelessness (50%), non-English-speaking communities (50%), low-income households without air conditioning (46%), infants and young children (42%), outdoor workers (42%), and people with chronic illness or disability (42%).

PARTICIPATING ORGANIZATIONS



"I didn't even know what the people in my group brought to this particular topic. We have our hands full with a great group of people who already have a lot of resources."

Small group discussion, unattributed

"To me, extreme heat is..."

"...an overlooked danger." · "...deadly." · "...a matter of life and death." · "...inevitable. What we can decide is how we adapt to it and how well we prepare for it." · "...an opportunity to change for the good."

Responses to the pre-event assessment's final open question, anonymous

Topic: Metro's response to extreme heat

- Deputy Chief of Operations — Infrastructure, Sustainability & Resiliency, Mayor O'Connell's Office; former Chief Sustainability and Resilience Officer
- Led Metro's Climate Adaptation and Resilience Plan, preparing Nashville for extreme heat, storms, floods
- 9 years at TDEC, rising from policy analyst to Assistant Commissioner for Policy & Sustainable Practices
- Nashville native; PhD in environmental management and policy (Vanderbilt), MBA (MTSU); EPA Local Government Advisory Committee appointee



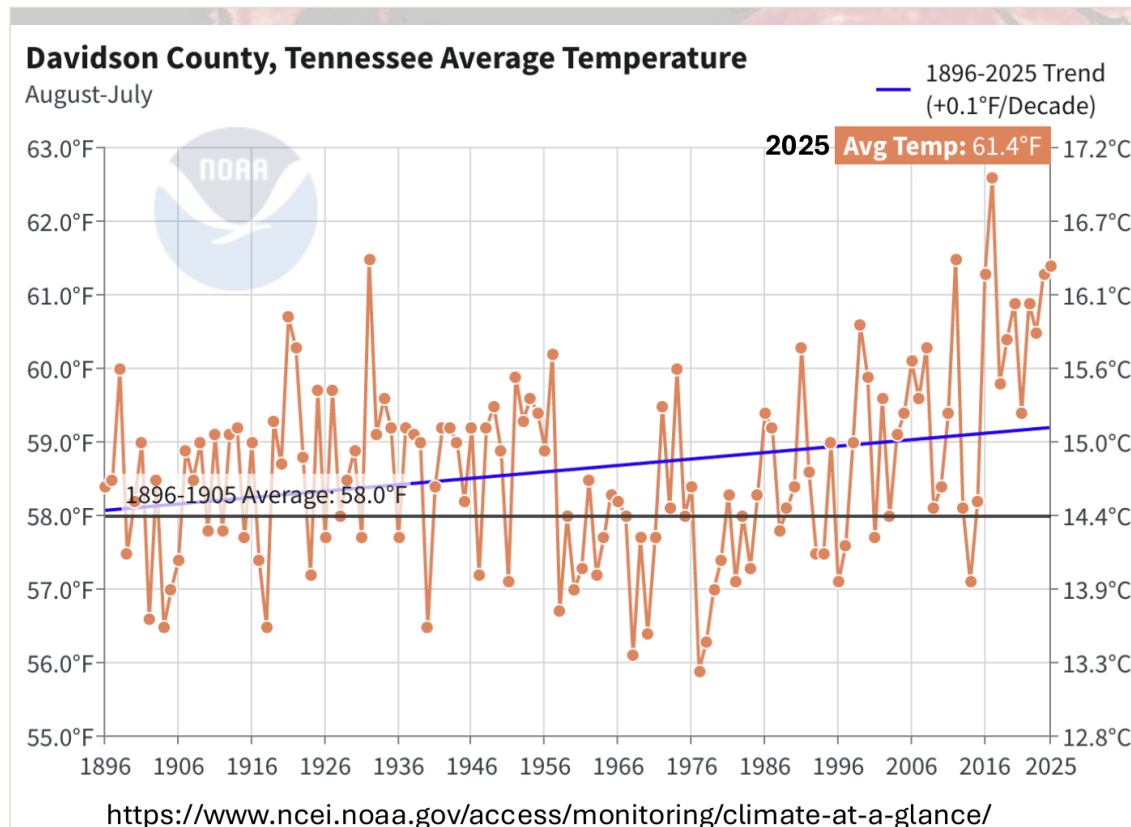
The Science: Heat in Nashville

Dr. Lin Meng, Assistant Professor of Earth and Environmental Sciences at Vanderbilt University, grounded the room in what the data says about Nashville's changing heat risk.

Nashville is warming faster than the global average. The planet has warmed 1.5°C (2.7°F) since the pre-industrial era; Nashville has warmed 3.4°F (1.9°C) since the late 1800s, with most of the warmest years in recent decades. Two forces drive this: global climate change and local urban expansion — pavement, rooftops, roads, and parking lots that absorb and hold heat.

Nights are warming faster than days. Warm nights prevent the body from recovering from daytime heat stress, disrupt sleep, and push energy demand — a hidden dimension of heat risk that participants returned to throughout the day.

Davidson County, Tennessee: Average Temperature, 1896–2025



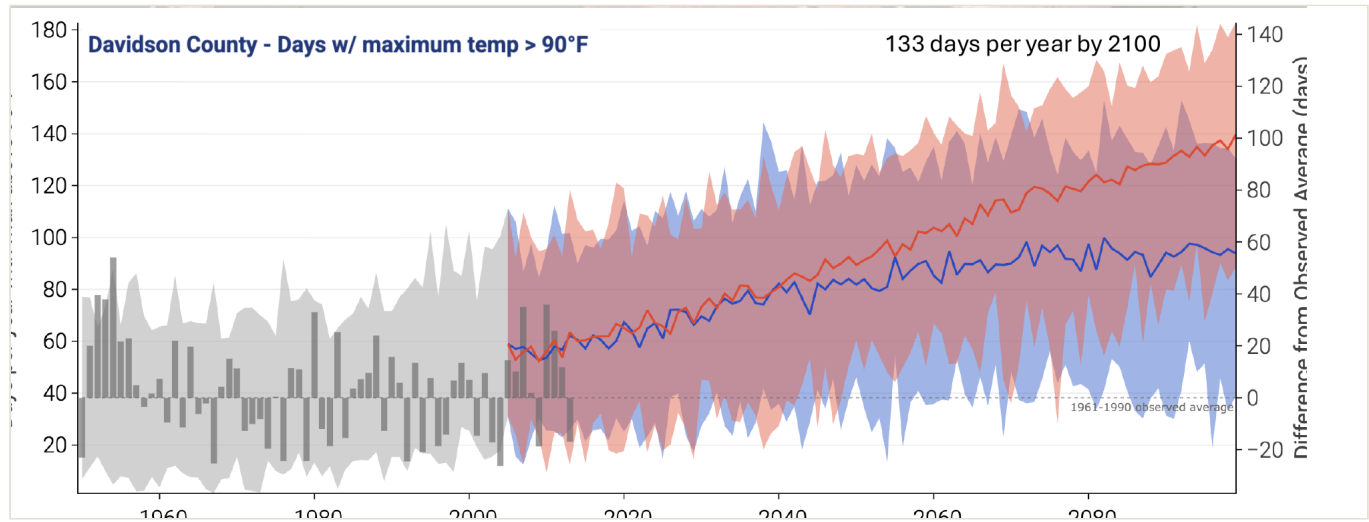
Nashville has warmed 3.4°F since the late 1800s. Source: [NOAA Climate at a Glance](#), presented by Dr. Lin Meng, July 15, 2026.

Heat is not felt equally across the city. In Nashville's 2022 NOAA Heat Watch campaign — one of 14 cities selected — citizen scientists collected more than 56,000 measurements across 100 square miles and found temperatures varying by more than 12°F between neighborhoods. Areas with more pavement and less tree canopy run hottest; tree cover provides natural cooling.

Heat is the deadliest natural hazard — killing more Americans each year than tornadoes, hurricanes, flooding, and lightning combined. Its impacts cascade beyond health: higher electricity demand and outage risk, damage to roads and infrastructure, reduced outdoor worker productivity, and stress on the urban forest that in turn reduces the tree canopy's cooling capacity.

The most vulnerable: older adults, infants and young children, pregnant people, outdoor workers, people with chronic health conditions, and households without reliable cooling — concentrated in neighborhoods with limited tree canopy, older or poorly insulated housing, and historically underserved communities. Because adaptation requires resources, heat is fundamentally an equity issue.

Projected Days Above 90°F per Year, Davidson County



Observed and projected. Under a high-emission scenario, Nashville reaches 133 days per year by 2100, with cooling demand projected to double from 2012 levels. Source: Nashville Climate Adaptation and Resilience Plan; [Climate Explorer](#); presented by Dr. Lin Meng, July 15, 2026.

What would "ready" look like? Dr. Meng offered a four-part frame: **people** (heat education, early warning, community check-in networks), **places** (tree canopy, cool and reflective building techniques, cooling centers), **organizations** (employer heat safety plans, healthcare preparedness), and **systems** (emergency response and cross-sector coordination). Her closing economic point: the earlier we act, the more affordable adaptation is — wait too long, and some options disappear entirely.

"Heat resilience is built before the next heat wave, not during it."

Dr. Lin Meng, Vanderbilt University

Metro's Response to Extreme Heat

Dr. Kendra Abkowitz, Deputy Chief of Operations in Mayor O'Connell's Office and architect of Metro's Climate Adaptation & Resilience Plan, traced how the city's climate planning has evolved — and where it goes next.

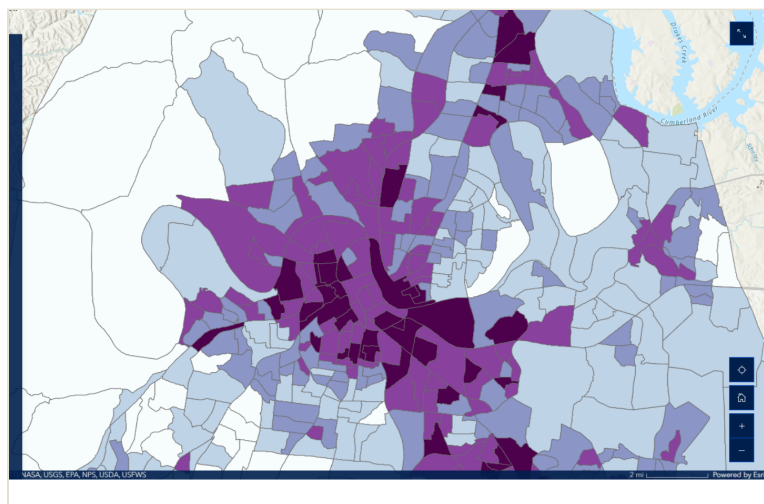
From sustainability to adaptation. Metro's climate planning spans four administrations: Together Making Nashville Green (2009), Livable Nashville (2017), the mitigation-focused [Climate Action Plan](#) (2021), and the 2024 **Climate Adaptation & Resilience Plan (CARP)** — the first to put natural hazards and extreme heat at the forefront. The CARP identifies extreme heat as a high-probability, high-impact hazard, establishes a strategy roadmap, and is paired with an internal Climate Resiliency Toolkit and a public [StoryMap](#) — useful companions, since the CARP itself runs about 200 pages.

An honest word on implementation. Dr. Abkowitz was candid about the plan's central challenge: implementing an ambitious roadmap in a resource-constrained environment. Metro's working approach is to embed heat resilience into existing priorities — heat-resilient affordable housing being a leading example — rather than waiting for dedicated funding.

Data already in use. The 2022 Heat Watch data — covering 100 of Davidson County's 526 square miles, with interest in a countywide replication — feeds a Heat Vulnerability Index combining heat exposure with social vulnerability. That data now guides cool-sealant pilots on three road segments, green and complete streets deployment, and the innovation team's energy-burden engagement.

What's next: the Duke partnership. Through technical assistance from Duke's Heat Policy Innovation Hub, Metro will convene the 15–20 departments whose work touches extreme heat on **August 6** — mapping governance, roles, gaps, and joint pilot projects. Dr. Abkowitz committed to reporting back to this group after that convening.

Metro Nashville Heat Vulnerability Index



Neighborhoods both hotter and home to residents most vulnerable to heat illness. Source: "Understanding Nashville Heat" StoryMap, presented July 15, 2026; explore via Metro's Climate Resilience webpage.



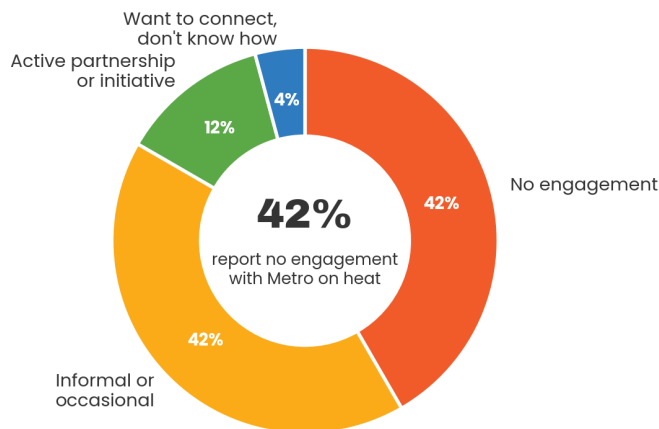
What the Assessment Told Us

Before the event, participants completed a 22-question assessment covering organizational readiness, awareness of Nashville's climate plans, and a SWOT analysis of heat preparedness. Results are reported anonymously. Percentages are exact, calculated based on responses per question.

Five key findings

- **We believe in partnership.** Cross-sector coordination is our #1 strength (69%) and our #1 opportunity (77%).
- **But 4 in 10 of us aren't connected to Metro.** 42% report no engagement with Metro on heat work; only 12% have an active partnership. One respondent wants to connect but doesn't know how.
- **Funding is the thread through everything.** The most-cited weakness (58%), a leading threat (77% cited funding gaps), and the top requested support (65%, tied with a clearer role framework).
- **We know heat kills, but not the trajectory.** 85% correctly answered that extreme heat kills more Americans than any other natural hazard — but only 23% identified the 133-day projection for 90°F days by 2100.
- **We want a role, not just a warning.** 65% asked for a clearer framework for their role in a city-wide response, and role uncertainty ranks among the top three organizational weaknesses (42%).

Engagement with Metro on heat



Readiness, in our own words

Only 15% of organizations consider themselves a leader or resource for others, and 15% report a solid foundation. The remaining majority describe themselves as having "some pieces in place but significant gaps" (31%), being in "early awareness or planning stages" (27%), or having "not yet addressed this" (8%).

An inventory of concrete assets sharpens the picture: organizations bring soft infrastructure — 58% conduct heat-related outreach, education, or communications and 46% distribute physical resources like fans and water — but far fewer have the harder infrastructure in place: only 19% have emergency or continuity plans that address heat, 15% operate cooling spaces open to the public, and 15% have community health workers or trusted messengers.

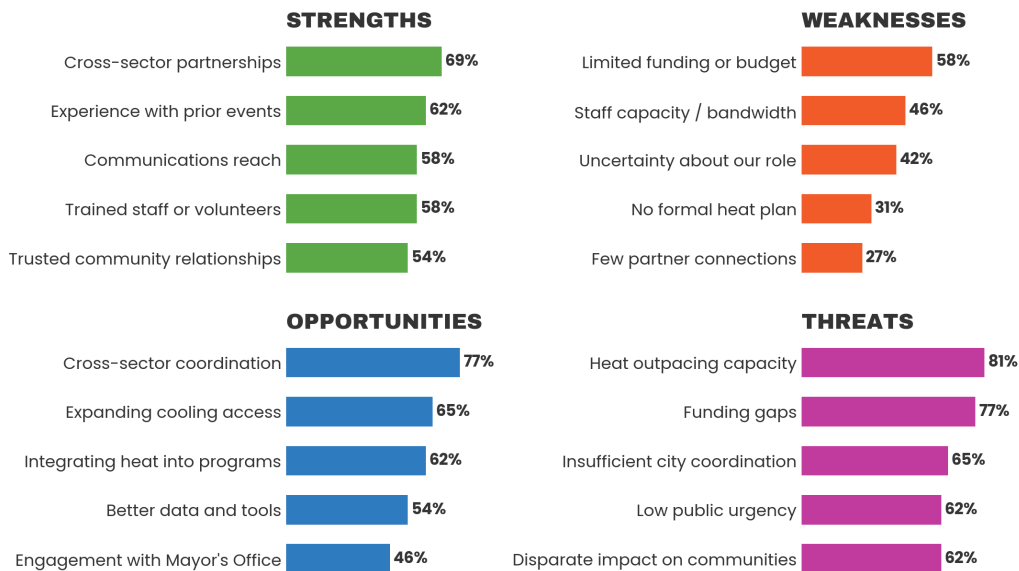
Awareness of Metro's plans is a clear gap: 42% are not at all familiar with the 2022 Heat Study, and 38% are not at all familiar with the CARP — the city's roadmap for extreme heat.

"To me, extreme heat is the canary in the coal mine of the climate crisis. What we do and who we protect and what we prioritize now sets the norms for future crises."

Assessment respondent, anonymous

Organizational SWOT: heat preparedness

Participants assessed what their organizations bring to heat preparedness — and what holds them back. Top responses in each category:



Top five responses per category, percent of the 26 responding organizations.

What support would help most



Most-requested types of support or resources.

What we called for in the next 12 months

Asked what single action would most improve Nashville's heat preparedness within a year, respondents converged on a handful of themes: a **coordinated, city-wide framework** and a multilingual rapid-response plan ready to execute before the next heat wave; **cooling access for underserved communities** — including opening parks and community centers as neighborhood cooling shelters, a heat equivalent of Metro's cold-weather protocol, and restoring free public water; **protections for outdoor workers**, from an OSHA heat-illness program to a voluntary business pledge where legislation is preempted; **expanding the urban tree canopy**, public and private; a **public communication campaign** with real-time heat information; and a **moratorium on evictions and utility shutoffs during extreme heat**.



What the Small Groups Said

Four facilitated groups tackled the questions raised by the assessment, each reporting out on three shared prompts: Who else should be at this table? What meaningful project can we start in 12 months? What's our first step? Insights below are unattributed.

Group 1 • Coordination Across Sectors

The trust factor is real. Coordinating with government runs into trust barriers in many communities — so communication must flow through trusted local channels: HOAs, congregations, community organizations, and neighborhood centers. The group's flagship proposal: a **multimodal communication network wired in advance** — centralized information from the Mayor's Office, distributed through door-knocking, texting, newsletters, and community messengers, paired with response training refreshed each year. Phone-banking and door-to-door outreach during Winter Storm Fern — which found hundreds of residents, disproportionately elderly and immigrant families, without power and unreached — proved the model. The group also flagged the tens of thousands of Tennessee homes without HVAC, proposed identifying them in Davidson County, and raised a voluntary **business pledge for outdoor worker protections** given state preemption of local heat legislation. Missing from the table: the public library system and other public-facing arms of Metro. And a pointed observation: Metro operates a cold-weather shelter protocol at 32°F — but nothing equivalent was activated during this summer's heat dome. Language access matters across all of it.

Group 2 • Funding & Resourcing the Work

A nugget of encouragement in a discouraging landscape. Since 2020, some funders have shifted from a disaster-response mindset toward preparedness — but heat is not yet part of the disaster-funding conversation the way tornadoes and floods are, and putting it there is the assignment. Nonprofits already shoulder the shelter burden while the private sector was largely absent from the room; participants want more corporate partners at the table. Ideas with 12-month traction: pre-season supply drives ("what if I got those blankets in October?"), disaster-specific organizational wish lists, city-owned facilities doubling as distribution hubs and cooling centers, and unified nonprofit advocacy for city-level commitment. The Community Foundation will push this report to the Middle Tennessee Donors Forum; United Way's nascent preparedness fund signals the shift. One clear opening: attaching heat funding to Middle Tennessee's existing natural disaster philanthropy — the giving already mobilized around floods and tornadoes — rather than building a new funding category from scratch. Participants also named the implementation gap directly: a strong plan without dedicated resources or binding commitments.

"Our city gets surprised when a disaster happens — every time. How do we keep this conversation going 365, in the space between the storms?"

Small group discussion, unattributed

Group 3 · Data & Early Warning

The data exists; the connections don't. Research on Nashville heat is scattered across disparate studies with no cohesive landing spot — and even good data fails if it isn't translated for the people who need it. The group called for a **community resource map**: not just mapping trees and temperatures, but mapping who is already doing this work, so gaps become visible and warming-shelter operators can find cooling-season partners before the emergency. Missing from the table: the National Weather Service — the very agency that decides when a day warrants a warning — plus fire, hospitals, police, schools, and faith-based organizations that traditionally carry disaster relief. Additional threads: a parks heat study (research elsewhere shows parks in low-income areas run hotter with fewer cooling amenities), preserving historic climate data as federal datasets disappear, meeting young audiences on the platforms they use, and finding trusted community champions to carry verified information. First step: reconvene this stakeholder body and keep building it.

Group 4 · Community Impact & Equity

Cooling shelters that don't look like cooling shelters. The people most at risk often won't use official shelters — a previously opened Metro cooling shelter was discontinued for low turnout, while libraries, grocery stores, and gas stations serve as de facto cooling spaces every day. What works is hyper-local and low-barrier: a neighborhood warming shelter succeeded because it was rooted in community trust and minimal rules. The group's vision — **community resource hubs staffed by people from the community itself** — independently mirrors the neighborhood resilience centers idea presented later in the program. Other needs surfaced: alerts that say where to go (and arrive from trusted messengers, not patrol vehicles); "fixed-income" as a frame alongside low-income; energy-burden relief as households trade cooling against rent; tenant protections when air conditioning fails; expanded utility bill assistance; Spanish translation of resource guides; educating businesses and law enforcement to welcome rather than criminalize; attention to outdoor workforces (construction, event staff, security); and restoring free public water — fountains and splash pads that have quietly disappeared from the city.

"When you create trust within a smaller community, and people don't have to travel far, they will come. We just allowed people to be — and it worked."

Small group discussion, unattributed



What We Heard Across Every Conversation

Six themes surfaced independently across the assessment, the speaker sessions, and all four groups:

- 1 Trust and proximity beat scale.** The interventions that worked — congregation-organized neighborhood shelters, phone banks, door-knocking, low-barrier community spaces — were local, trusted, and human. Any citywide system must be delivered through community messengers, in community languages.
- 2 Nashville has a cooling gap.** A cold-weather protocol exists at 32°F; no heat equivalent was activated during the heat dome. The barrier is not buildings — it is staffing, operations, welcome, and awareness of what already exists.
- 3 Communication is the connective tissue.** Multimodal, multilingual, community-distributed, specific about where to go — and wired in advance with annual training, not improvised mid-crisis.
- 4 Prepare in the space between the storms.** Pre-position supplies, plans, and partnerships before the season. Make heat a standing part of Nashville's disaster-philanthropy conversation, not a moment of attention when the temperature spikes.
- 5 Plans need resources — and owners.** The CARP earns respect; its implementation gap was named in nearly every conversation — a 200-page plan that even its champions admit is a tough read. Funding, dedicated capacity, and clear role frameworks are the missing infrastructure.
- 6 Housing and energy are heat policy.** Homes without HVAC, energy burden, tenant protections, weatherization, and utility assistance surfaced in every group — heat resilience is inseparable from housing equity.

"It's about giving people information and taking out that intimidation factor."

Small group discussion, unattributed

Three Ideas on the Table

Closing the session, Urban Green Lab shared three ideas developed with Nashville VOAD for the group's continued reaction:

- 1 Community panel with a model city.** Convene a panel with a peer city that has implemented extreme-weather resilience strategies — Miami's heat work was offered as one example — so Nashville builds from national best practice rather than from scratch.
- 2 Train organizational resilience champions.** Identify and train a point person for extreme weather readiness inside every Nashville organization — keeping education, preparedness, and momentum alive between events.
- 3 Neighborhood resilience centers.** Every neighborhood has a coffee shop, school, congregation, or business that can serve as its local resilience hub — where education, coordination, and mobilization happen before, during, and after extreme weather.

Early reactions. The brief discussion that did happen went straight to public water: participants urged bringing back the fountains and splash pads that have disappeared from public spaces and noted that Nashville still lacks an outdoor community pool, connecting free water access directly to cooling equity. Notably, the neighborhood resilience centers concept had already emerged independently in the Community Impact & Equity group — a sign the idea reflects genuine community demand rather than a top-down proposal. Participants are invited to share further reactions with Urban Green Lab.

"Add heat to your disaster plan thinking. If you already have a disaster plan for your organization, review it and ask: is there anything in here about heat?"

Amy Fair, Nashville VOAD

Next Steps

- **This report, shared widely.** Urban Green Lab compiled this report from the day's assessment, presentations, and discussions and is sharing it with all attendees, Metro Nashville, and [Duke's Heat Policy Innovation Hub](#) — with an ask to every reader: pass it to someone who should have been in the room.
- **Metro reports back after August 6.** Metro convenes 15–20 departments with Duke's Heat Policy Innovation Hub on August 6 to map governance, roles, gaps, and pilot projects — and will report outcomes back to this group.
- **Complete and share the [assessment](#).** Organizations that haven't yet completed the pre-event assessment are asked to do so — and to share it with a peer organization that should be part of this work.
- **Review the [CARP](#) and Heat Study.** Read the [Climate Adaptation & Resilience Plan](#), explore the [StoryMaps](#), and review the [2022 Heat Study findings](#).
- **Add heat to your disaster plan.** Every organization: review your existing disaster plan and make extreme heat part of it. If you don't yet have one, make heat part of the conversation from day one.
- **Keep meeting.** This was the first conversation of its kind — and by unanimous sentiment, not the last. The data group proposed reconvening this stakeholder body as a standing working group.



Amy Fair (Nashville VOAD) walks the room through shared next steps and commitments.

Let's get this done together.

This conversation was convened by [Urban Green Lab](#), [Nashville VOAD](#), and the Office of Mayor Freddie O'Connell, and hosted by the [Community Foundation of Middle Tennessee](#). Thank you to Dr. Lin Meng and Dr. Kendra Abkowitz for grounding the day in science and strategy — and to every participant who gave an afternoon of their July to a hotter Nashville's most important question.

Urban Green Lab is a Nashville nonprofit building a more sustainable city through education, training, convening, and advocacy. Extreme weather preparedness is a core priority for Urban Green Lab, encompassing community conversations like this one, the Voices of Resilience oral history archive, and a growing network of neighborhood resilience partnerships.

FOR MORE INFORMATION

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