

DELIVERING ON OUR PROMISE

It has been one year since the Nashville Area Chamber of Commerce launched its *Belong, Engage, Lead, Prosper* brand promise, and we have spent a year working to deliver on that promise by helping Chamber-member businesses grow and helping the economic development engine of the region keep working.



At Terrazzo in the Gulch, pictured left to right: Jack O. Bovender, Jr., chairman and CEO, HCA, co-chairman, Partnership 2010 (2005-2008); Ralph Schulz, president and CEO, Nashville Area Chamber of Commerce; The Honorable Karl Dean, Mayor, Nashville/Davidson County, co-chairman, Partnership 2010; and Ron Samuels, chairman, president and CEO, Avenue Bank, chairman of the board, Nashville Area Chamber of Commerce. Photo by Dean Dixon Photography.

Nashville has prospered over the past year. In fact, 5,242 net jobs were created in the region at a time when other cities are struggling with net losses. The Nashville region also welcomed 51 new corporations that chose to move to the area this year – delivering on the economic development prosperity promise of the Chamber.

We have strengthened our program offerings, strengthened our balance sheet, and – most importantly – strengthened the ties that connect our members and lead to greater prosperity for the visionary leaders who call the Chamber home.

And the Chamber has not shied away from the tough issues that impact the future prosperity of the region. The city is at a crossroads for the quality of public education, land use decisions and legislative issues. The Chamber weighs in on issues that impact the prosperity agenda of our region, and we believe that our voice has made a difference in the past 12 months.

Our goal for the coming year is to continue to deliver on our mission of facilitating community leadership to create economic prosperity, and we intend to keep providing opportunities for our members to *belong, engage, lead and prosper*.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Samuels".

Ron Samuels
Chairman of the Board
Nashville Area Chamber of Commerce
Chairman, President and CEO
Avenue Bank

MISSION:

THE NASHVILLE AREA CHAMBER OF COMMERCE FACILITATES COMMUNITY LEADERSHIP TO CREATE ECONOMIC PROSPERITY.

BRAND PROMISE:

NASHVILLE IS A THRIVING CITY FILLED WITH RISK-TAKERS. POSITIVE ENERGY AND CAMARADERIE FUEL THE SPIRIT OF THE REGION. EVERY DAY, PEOPLE FIND NEW WAYS TO TAKE ADVANTAGE OF OPPORTUNITIES OFFERED, TO CREATE SOMETHING FROM NOTHING, TO MAKE THEIR MARK, TO REALIZE THEIR DREAMS.

AT THE CENTER OF THIS SPIRIT IS THE NASHVILLE AREA CHAMBER OF COMMERCE.

AT THE CHAMBER, YOU:



belong

COLLABORATING WITH OTHERS, ENERGIZED BY A COMMON DRIVE AND PASSION



engage

SHARING A VISION FOR THE FUTURE AND SHARING THE COLLECTIVE INFLUENCE TO MAKE IT HAPPEN



lead

IMPACTING OUR REGION, TRANSFORMING OUR FUTURE



prosper

REALIZING OPPORTUNITIES THAT GROW YOUR BUSINESS AND ENRICH OUR COMMUNITIES

NASHVILLE AREA CHAMBER OF COMMERCE 2008-2009 BOARD OF DIRECTORS

CHAIRMAN **Ron Samuels**

Chairman, president and CEO
Avenue Bank

VICE CHAIRMAN **Bert Mathews**

President
The Mathews Company

SECRETARY **Bob Grimes**

Marketing manager
Turner Universal
Construction Company

PRESIDENT **Ralph Schulz**

President and CEO
Nashville Area Chamber
of Commerce

IMMEDIATE PAST CHAIRMAN

Darrell S. Freeman, Sr.
Chairman and CEO
Zycron, Inc.

Tom Aaron

Partner
Deloitte & Touche LLP

Dennis Alpert

Senior manager of public
affairs/government relations
Wal-Mart Stores, Inc.

Kenneth Blackburn

Vice president of external affairs
AT&T

Andrew Byrd

President and chief manager
Andrew W. Byrd & Co., LLC

Ramón Cisneros

President and CEO
La Campana – Nashville's
Premier Spanish Newspaper

Ron Corbin

Field vice president
Allstate Insurance Company

Mike Edwards

President, Tennessee Banking Group
First Tennessee

Marc Fortune

Chairman emeritus
Century II, Inc.

Tom Foster

President
Interior Design Services, Inc.

David Fox

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McNeely Pigott & Fox
Public Relations, LLC

Rick Frost

CEO
Louisiana-Pacific Corporation

Marcela Gomez

President
Diversity Brands/
Hispanic Marketing Group

Cheri Henderson

President
Tennessee Minority Supplier
Development Council

Kate Herman

President and publisher
Nashville Business Journal

Dan Hogan

President and CEO
Fifth Third Bank

Harvey Hoskins

Managing director
Hoskins & Company CPAs

Orrin Ingram

President and CEO
Ingram Industries, Inc.

Clay Jackson

Senior vice president and
regional agency manager
BB&T Cooper, Love, Jackson,
Thornton & Harwell

Dr. Melvin N. Johnson

President
Tennessee State University

Christine Karbowski

Vice president of public affairs
Bridgestone Americas Holding, Inc.

Larry Kloess

President
HCA's TriStar Health System

Ellen Leifeld

Publisher and president
The Tennessean

Rob McNeilly

President and CEO
SunTrust Bank

Tom Negri

General manager
Loews Vanderbilt Hotel

Tom Oreck

Executive chairman
Oreck Corporation

Deborah Story

Commissioner
Tennessee Department of
Human Resources

Charles Sueing

President
The Sueing Agency, Nationwide
Insurance & Financial Services

Uzi Yemin

President and CEO
Delek US Holdings, Inc./
MAPCO Express

Nick Zeppos

Chancellor
Vanderbilt University

PARTNERSHIP 2010 **CO-CHAIRMEN**

Keith Herron

Mid-South regional president
Regions

The Honorable Karl Dean

Mayor
Nashville & Davidson County

PIVOTAL PARTNERS



NASHVILLE AREA CHAMBER OF COMMERCE SPECIAL THANKS



Darrell S. Freeman, Sr.

Chairman and CEO

Zycron, Inc.

Nashville Area Chamber of Commerce chairman of the board, 2006-2008

During his tenure, Darrell Freeman's vision and guidance helped transform the Chamber. His contribution to the re-branding effort, as well as his commitment to education and economic development in the Nashville region, helped the Chamber reach new levels of accomplishment.



Ron Samuels

Chairman, president and CEO

Avenue Bank

Nashville Area Chamber of Commerce chairman of the board

Ron Samuels has served in numerous leadership positions at the Chamber. His enthusiasm and natural ability to lead have helped the Chamber succeed in a number of initiatives, including keeping the Nashville Predators from leaving the city in 2007.



Jack O. Bovender, Jr.

Chairman and CEO

HCA

Partnership 2010 co-chairman, 2005-2008

Jack Bovender's strong leadership and knowledge of the business landscape in Middle Tennessee helped Partnership 2010 gain a reputation for excellence and a track record of success in recruiting new businesses and helping retain and expand existing businesses in the region.



Keith Herron

Mid-South regional president

Regions

Partnership 2010 co-chairman

Keith Herron has played a vital role at the Chamber, recently chairing the Chamber's Finance and Audit Committee and the Partnership 2010 Business Recruitment Committee. Herron's financial expertise has been a great asset to Partnership 2010 and, in his new role as co-chair, he will help Partnership 2010 gain success in 2008-2009.



Dean Dixon

Dean Dixon Photography

Dean Dixon's talent has taken him around the world to capture images for CD covers, magazines and corporations. When the Chamber began developing the idea for a new marketing campaign, they knew they needed a creative genius to bring it to life. With his sense of humor and love of art, Dixon has been a driving force in making the Chamber's campaign a success by providing all of the photography.

Photo by David Johnson

MISSION CHAMPIONS



Belong

BIRDS OF A FEATHER FLOCK TOGETHER. THE SAME IS TRUE OF ENTREPRENEURS AND LEADERS OF LARGE AND SMALL BUSINESSES. MEMBERS OF THE CHAMBER BELONG TO A SPECIAL GROUP THAT IS INTEGRAL TO MIDDLE TENNESSEE'S CONTINUED SUCCESS. BY COLLABORATING AND COMBINING THEIR STRENGTHS, CHAMBER MEMBERS ARE ABLE TO GROW THE ORGANIZATION AS WELL AS THEIR OWN COMPANIES, ULTIMATELY IMPROVING THE ECONOMY OF THE NASHVILLE REGION.



CHAMBER GROWTH

The Chamber continued on a redefined path in 2007-2008, working to strengthen the overall organization and find high-impact ways to help grow member businesses and the prosperity of Nashville. Highlights for the year included:

- A 27 percent increase in the number of businesses choosing to belong as members of Middle Tennessee's largest business organization, with 411 companies added to the membership – up from 296 new businesses the prior year.
- A record year for member involvement, with 748 members actively participating in Chamber initiatives in areas including education, work force development, Area Business Councils, community action, economic development, member relations and research.
- Continued implementation of a sound budget plan that exceeded the annual goal for reserve-fund contributions, putting the Chamber on an even stronger economic footing for the future.
- Rolled out all-new creative materials to support the *belong, engage, lead, prosper* brand promise and to position the new Chamber look and logos in the marketplace. The Chamber received a national award from the American Chamber of Commerce Executives association for the re-branding campaign unveiled at last year's annual meeting.

SPONSORSHIP

A major overhaul of the sponsorship program led to a much more valuable menu of options for companies seeking to engage with members through brand exposure at Chamber programs and events. Pivotal Partners were introduced as the highest level of sponsorship, featuring year-round exposure across multiple organization activities. Packages were retooled to feature new benefits, and dedicated staff raised the bar for service. Twenty packages in varying levels of exposure and costs were available, resulting in 38 member companies choosing to market their products and services through sponsorships.

MARKETING CAMPAIGN

"Iconic Chamber" is the first fully developed marketing campaign undertaken by the Chamber in recent history. In the coming months, icons will be used to represent a variety of Chamber programming and events. Symbolizing not only the content but the character, the heart and soul of entrepreneurial membership, these icons are key to member engagement. Sneak peeks of the Iconic Chamber campaign are featured throughout this report.



engage

BREAK THE CHAIN AND YOU LOSE. IT'S A SIMPLE RULE FROM THE POPULAR GAME BARREL OF MONKEYS, BUT IT ALSO HOLDS TRUE AT THE CHAMBER. WHEN CHAMBER MEMBERS ENGAGE AND CONNECT WITH EACH OTHER, IT MAKES THE ORGANIZATION ONE STRONG UNIT. AND WHEN THAT HAPPENS, WE ALL REAP THE BENEFITS. NOW, WHAT'S MORE FUN THAN THAT?



CHAMBER EVENTS



SMALL BUSINESS COUNCIL

Dramatic growth was seen in the Small Business Council, with participation doubling to 328 in 2007-2008. The Informed & Inspired Speaker Series has grown to an average registration of more than 110 at its six events. Topics for this year's best-attended sessions included a panel discussion on how to effectively buy media and a presentation from HCA's Jack Bovender on the benefits of community involvement.



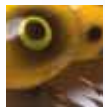
FUTURE 50 AWARDS

The 16th annual Future 50 Awards recognized the 50 fastest-growing, privately held companies headquartered in Middle Tennessee that have exhibited exceptional success in both employment and revenue growth. In aggregate, 2007 Future 50 companies employed 3,467 people and had combined annual revenue of more than \$415 million. Industries represented included health care, technology, construction, manufacturing, finance, retail and services.



CEO SPEAKER SERIES

The CEO Speaker Series provided members the benefit of hearing prominent CEOs share their best practices and lessons learned. Dunkin' Brands Chairman and CEO Jon Luther drew a sold-out crowd of 400. Eddie George, principal of EDGE Planning, Landscape Architecture & Graphic Design, described how he incorporates lessons learned as a Tennessee Titan to instill values in his company's culture. Oreck Corporation Executive Chairman Tom Oreck discussed his company's recent relocation and shared his insight on branding a product, a company and even a city.



REGIONAL BUSINESS AFTER HOURS

The Chamber's largest networking event, Regional Business After Hours, unites the memberships of 16 chambers to provide unprecedented networking opportunities with decision-makers across six Middle Tennessee counties. This November 2007 event featured more than 180 exhibits and 1,300 registrants.



LEGISLATIVE LUNCHEONS

The Chamber's Legislative Luncheon series includes updates from key elected officials on topics important to the Middle Tennessee business community. Featured speakers included Gov. Phil Bredesen, Sen. Bob Corker and Rep. Marsha Blackburn.



AREA BUSINESS COUNCILS

More than 300 members became engaged in one of the Chamber's four Area Business Councils through events such as Let's Do Lunch, TVA workshops, ArtWorks, National Night Out Against Crime and information sessions focused around local transportation issues.



ROUNDTABLES

Created to serve as peer advisory groups for top officers from noncompeting businesses, the roundtable program has expanded to offer engagement opportunities for CEOs, chief marketing officers, chief financial officers and leaders in the manufacturing industry.



BUSINESS GROWTH SERIES

This "Ask the Expert" series of workshops provided valuable, affordable training for small-business owners and their employees, reaching more than 100 members over the course of four sessions with topics such as search engine optimization.



12 @ 12 AND NETWORKING 9s

Responding to member feedback from the 2007 small-business survey, new events were introduced to provide networking and relationship-building opportunities in small group settings. 12 @ 12 featured 22 local business leaders who shared advice in small groups of up to 12 each at these mentoring events designed for small-business owners. Chamber networking made its way to the golf course at the new Networking 9s event, which brought together more than 100 golfers of all experience levels for this non-competitive group outing.



lead

A PRIDE OF LIONS IS ONLY AS STRONG AS ITS LEADER, JUST AS THE NASHVILLE ECONOMY DEPENDS ON THE STRENGTH OF THE CHAMBER AND ITS MEMBER COMPANIES. BY FACILITATING COMMUNITY LEADERSHIP, THE CHAMBER GREATLY IMPACTS THE WELL-BEING AND FUTURE SUCCESS OF OUR COMMUNITY.

COMMUNITY ACTION AND ADVOCACY

The Chamber continued to be a strong community advocate and leader on a number of critical issues facing the Nashville region. Highlights of the year included:

ADVANCEMENT IN POLICY DEVELOPMENT INITIATIVES

- Directed the first-ever regional work force study, co-sponsored by the Tennessee Department of Labor and Workforce Development, the Nashville Career Advancement Center and three Middle Tennessee Workforce Investment Areas;
- Worked with the Brookings Institution regarding the public policy role of Metro areas;
- Surveyed Chamber members regarding ways Metro can increase the number of small and minority businesses bidding on open contracts; and
- Participated in the Mayor's Small Business Summit.

LEADERSHIP IN COMMUNITY DEVELOPMENT INITIATIVES

- Developed a new and existing retail strategy for the Area Business Councils' trade areas, in partnership with the Tennessee Valley Authority; and
- Launched the Prosperity Project, an annual community indicators project to support and facilitate community action.

ADVOCACY FOR CRITICAL ISSUES FACING THE NASHVILLE-AREA COMMUNITY

- Supported additional funding for public education on local and state levels;
- Continued support for a new convention center;
- Continued opposition to English-only legislation; and
- Supported the creation of the Metro Government Procurement Non-discrimination Program.

CONNECTION WITH PUBLIC OFFICIALS

- Hosted President Bush's town hall meeting in Nashville;
- Held luncheon events with Gov. Phil Bredesen, Sen. Bob Corker and Rep. Marsha Blackburn;
- Partnered with WSMV-TV on two televised mayoral debates; and
- Partnered with Vice Mayor Diane Neighbors to hold a regional planning orientation workshop for Metro Council members.

LEADERSHIP STUDY MISSION

This annual trip, hosted by the Chamber and the Nashville Convention & Visitors Bureau, has become a launchpad for tackling issues facing the Middle Tennessee community. During the 17th annual Leadership Study Mission, 153 delegates examined best practices and lessons learned in Miami in the areas of multimodal transportation, regionalism, economic development and hospitality, public education and the integration of new Americans.



prosper

WHETHER IT'S GROWING A BUSINESS, SHARING ADVICE WITH FELLOW BUSINESS LEADERS OR BECOMING INVOLVED IN COMMUNITY IMPROVEMENT INITIATIVES, CHAMBER MEMBERS PLAY A VITAL ROLE IN THE EFFORT TO INCREASE ECONOMIC PROSPERITY AND IMPROVE THE QUALITY OF LIFE IN MIDDLE TENNESSEE.



BUSINESS RECRUITMENT HIGHLIGHTS AND ACCOMPLISHMENTS

Partnership 2010, the economic development initiative of the Chamber, worked throughout the year to provide hands-on project management assistance to targeted corporate relocations for the Nashville region and to run effective marketing campaigns highlighting the economic development strengths of the region.

Recruitment efforts were largely centered on companies in the five target industry sectors, with a goal of 75 percent of all relocations in these sectors:

- Corporate headquarters
- Advanced manufacturing
- Digital music and entertainment business
- Health care
- Logistics

Fifty-one new companies relocated or established major new facilities in the Nashville region, accounting for:

- **3,367** jobs;
- **\$238.46 million** in new capital investment; and
- **3,052,360** square feet leased, purchased or developed for their use.

Fourteen companies relocated sizable headquarters and/or administrative operations to the region, including Back Yard Burgers Inc., Oreck Corporation, Verizon Wireless, Centerre Healthcare Corporation, Cogent Healthcare, Inc., Tasti D-Lite, Shoals Technology Group, the Consulate-General of Japan and XLNT Veterinary Care, Inc.

Partnership 2010's national public relations efforts continued to highlight the strength of the region as a business destination. Major rankings included:

- **15th best place for business and careers in America**, *Forbes, Inc.*, March 2008
- **One of the five friendliest cities in America**, the *Today* show, May 2008
- **Sixth top metro** (ranked by number of economic development location projects), *Site Selection*, March 2008
- **16th for housing affordability**, *bizjournals Inc.*, March 2008
- **Tennessee ranks first in the top 10 competitive states award**, *Site Selection*, May 2008
- **100 best cities in America to live and launch a business**, *cnnmoney.com*, May 2008
- **22nd biggest city for the arts**, *Americanstyle* magazine, May 2008
- **Nashville International Airport ranks sixth in customer satisfaction**, J.D. Power and Associates, May 2008
- **20th best city for relocating families**, Worldwide ERC, May 2008

The Partnership hosted a series of inbound and outbound marketing events to showcase the region to relocation prospects and site consultants, including:

- Outbound team trips to Dallas (Nashville Predators game) and site consultant meetings in Greenville, S.C.;
- Site selection and corporate prospect relocation conferences, including Corenet, the International Asset Management Council and the Roundtable in the Rockies;
- Prospect-related trips to Southern California, Northern California and New York; and
- Inbound activities for relocation prospects, including special events for the Jr. Achievement U.S. Business Hall of Fame and the Country Music Association Awards in November.

EXISTING BUSINESS GROWTH AND RETENTION HIGHLIGHTS AND ACCOMPLISHMENTS

One of the top strategic priorities for Partnership 2010 in the 2007-2008 program year was to provide a higher level of hands-on project management assistance to existing Nashville companies interested in staying and growing in the region. This increased focus paid great dividends in 2007-2008.

- **50** companies announced major expansion plans, adding:
 - **6,258** new jobs;
 - **1,855,848** square feet of new space to be occupied; and
 - **\$997,695,514** of capital investment in building and equipment.
- **13,253** jobs were retained in the region through the existing business program, managed by Partnership 2010 staff, with **3,803** new jobs reported as new additions. Of the **43** companies visited by Partnership 2010, **83 percent** have needs related to expansion plans occurring within the next three years.
- The existing business team developed an entire portfolio of new marketing and collateral pieces to highlight the project management program of the Partnership, including case studies of firms that have successfully expanded in Middle Tennessee.
- The Partnership also launched a new industry appreciation campaign through the Existing Business committee to congratulate and extend services to successful companies in the Middle Tennessee region.



BUSINESS EXPANSIONS 2007-2008	
	BioMimetic Therapeutics, Inc. Williamson County, Franklin • 30,000 square feet for manufacturing operations • 100 employees total in year one
	Deloitte & Touche LLP Davidson County, Nashville • \$30 million investment in new data center • 100 new employees
	Franke Foodservice Systems Rutherford County, Smyrna • Building new 100,000-square-foot manufacturing facility and headquarters • 20 additional employees
	General Motors Corporation Maury County, Spring Hill • \$225 million reinvestment into former Saturn plant • Rehiring of 3,500 workers to manufacture GM Traverse
	Kroll Inc. Davidson County, Nashville • 90,000-square-foot lease in Commerce Center East, consolidating local operations • 360 total employees
	Podiatry Insurance Company of America Williamson County, Franklin • Constructing new 50,000-square-foot headquarters
	Triton Boats Cheatham County, Ashland City • \$3 million expansion • Addition of 10 new employees
	Vanderbilt University Medical Center Davidson County, Nashville • Conducting complete renovation of 436,000 square feet of 100 Oaks Mall for outpatient clinics and offices
	Zeledyne Davidson County, Nashville • Former Ford glass facility acquired by Tulsa, Okla.-based investor who is reinvesting in the facility and keeping 700 jobs in place

BUSINESS RELOCATION

HIGHLIGHTS AND ACCOMPLISHMENTS

Middle Tennessee's business community continues to grow as it attracts companies from across the nation to relocate to the area. In fact, **51** companies have relocated to the region this year, accounting for **3,367** new jobs.

BUSINESS RELOCATIONS 2007-2008



Back Yard Burgers Inc.

Davidson County, Nashville

- Corporate headquarters relocated from Memphis
- 40 employees in its downtown headquarters



Cogent Healthcare, Inc.

Williamson County, Brentwood

- Corporate headquarters
- 50 employees in Maryland Farms



Office of the Consulate-General of Japan

Davidson County, Nashville

- Relocated to Nashville from New Orleans
- West End, Palmer Plaza location for 20 employees



Oreck Corporation

Davidson County, Nashville

- Relocated headquarters, sales, marketing and administration offices
- 65 employees in Highland Ridge Office Park



Ricoh Americas Corporation

Davidson County, Nashville

- 210,000-square-foot distribution center consolidation from multiple U.S. cities
- 55 employees



ServiceSource Corporation

Davidson County, Nashville

- Customer care center for 125 employees
- 30,000 square feet in Commerce Center East



Shoals Technology Group

Sumner County, Gallatin

- 100 employees
- Manufacturer of solar energy panel components bringing headquarters to Gallatin



Verizon Wireless

Williamson County, Franklin

- State headquarters for wireless division
- 700 new jobs in a \$54 million headquarters facility in Cool Springs

EDUCATION

Because the success of our public schools affects the economic development potential of the Nashville region as well as the quality of life of every individual, education remained a top priority for the Chamber in 2007-2008. Highlights and accomplishments included:

ADVOCACY FOR FUNDING OF METRO SCHOOLS

- Lobbied Mayor Karl Dean and the Metro Council to adopt a 2008-2009 budget that fully funded the School Board's request of \$620.7 million;
- Worked with other community organizations to form Friends of Metro Schools, a grassroots organization dedicated to making sure Nashville's public schools are adequately funded; and
- Created the Chamber's Public Education Advocacy Committee, which examines issues related to adequate school funding and effective communication to the broader community.

EFFORTS TO IMPROVE NASHVILLE'S PUBLIC HIGH SCHOOLS

- Helped Metro Schools plan the creation of high school career academies by providing job growth projections for key industries in the 10-county area. High school career academies are designed to increase graduation rates and better prepare graduates for college and the work force;
- Worked with the PENCIL Foundation to design a model for involving businesses in the day-to-day operation of the seven Metro high schools that opened career academies in August 2008; and
- Helped draft and pass state legislation specific to the career academy initiative in Metro Schools, allowing for more effective allocation and teaming of career academy teachers (Public Chapter 993, 2008).

RESULTS AND ACTION THROUGH THE EDUCATION REPORT CARD COMMITTEE

- Completed its 15th year of providing data and analysis about the performance of Metro Nashville Public Schools;
- Commended the progress of the district's elementary schools and the improvement in the high school graduation rate; and
- Offered 10 recommendations on how the district can improve its No Child Left Behind status, ranging from more focused teacher training to ideas for increasing parental and community involvement.



WORK FORCE DEVELOPMENT AND HIGHER EDUCATION

HIGHLIGHTS AND ACCOMPLISHMENTS

- **InternNashville:** The Chamber is focusing on internships to engage our local college students, connect them to the business community and retain them after they graduate. In April 2008, the inaugural InternNashville Networking Event was a successful kick-off to the new program, with 250 attendees representing 10 colleges and universities and more than 50 local employers. The new InternNashville Employer Resource Guide was released in August 2008.
- **Labor Market Opportunities Study:** The Chamber was an integral partner in releasing the results of the first-ever comprehensive study of Middle Tennessee's work force characteristics and conditions. The study examined work force supply and demand trends through 2017, and occupational and educational demands. The data were compiled for the 10-county Nashville Economic Market, resulting in data sets that have not previously been available. Highlights and details can be found at www.nashvillechamber.com/workforcestudy.
- **Projects that work to attract and retain highly skilled and highly educated workers to the Nashville region with an emphasis on young professionals:**
 - **The Nashville Emerging Leader Awards:** In July 2008, the second annual NELAs honored outstanding young professional leaders in 13 industry sectors who are making a difference in their careers and in their communities.
 - **Cool School and JobsLink programs:** The Chamber's popular Cool School program is celebrating its fifth anniversary in 2008 and continues to sell out. The program provides employers with insight on leveraging Nashville as a cool community in order to recruit, engage and retain young professionals. More than 60,000 visitors search for jobs in the region each month through the Chamber's community job-search Web site, www.nashvillejobslink.com.
 - **Young Professionals Day:** In November 2007, the third annual YP Day united more than 150 young professionals as they discussed topics such as managing upward, civic design and work/life balance.

HIGHER EDUCATION RESULTS:

- **Logistics curriculum development:** Nashville State Community College plans to offer a new associate's degree program in Logistics Technology in fall 2009. The Chamber partnered with NSCC faculty and numerous area business representatives to meet and conduct logistics skill surveys in order to develop a curriculum targeting Nashville-area logistics needs.



ENTREPRENEURSHIP

The Nashville region has been named one of the top cities for entrepreneurs by *Entrepreneur* magazine every year for the past decade.

To fulfill one of Partnership 2010's five-year economic development objectives, an Entrepreneurship Task Force was convened in the fall of 2007 to engage the community in identifying opportunities to make Middle Tennessee an even stronger community for high-growth ventures, and to provide a slate of recommendations to support Middle Tennessee's culture of innovation.

The 75-member task force was led by Robert A. Frist, Jr., and Michael Shmerling, with a strategy development subcommittee chaired by Keith Gregg. The task force met and worked together over a nine-month period to study and consider the best way to achieve the entrepreneurship objectives, and the group will present full recommendations in early October 2008.

The slate of recommendations includes the following:

- As a long-term strategy, the task force recommends the future creation of an Entrepreneur Resource Center for Middle Tennessee that will focus on the cultivation of high-growth ventures in the region, largely in the target sectors of health care, music and entertainment, advanced manufacturing, corporate headquarters and logistics.
- In support of this strategy, the Chamber will create a "virtual front door" Web tool that will serve as a one-stop guide to existing entrepreneurial resources currently available in Middle Tennessee.
- The task force also recommends leveraging the presence of a wide portfolio of existing entrepreneurial organizations and initiatives in Middle Tennessee. These partnering opportunities will include discussions with entrepreneur support organizations, capital providers, service providers and new initiatives aimed at strengthening the retention and growth of entrepreneurial ventures.

- Supporting the growth of early-stage capital is another long-term recommendation of the task force. To this end, Partnership 2010 will host a VIP event for approximately 30 risk capital investors who will be in Nashville in early November for the Tennessee Technology Development Corporation's inaugural Innovation & Capital Formation Conference. The event will introduce these important sources of capital to area CEOs and innovators.
- The five-year vision of the task force includes the exploration of establishing a permanent campus for the Entrepreneur Resource Center.
- The group's final recommendation is adoption of a high-impact economic development branding strategy for the region, highlighting the region's creative community and entrepreneurial spirit. These branding initiatives would be delivered through the existing Partnership 2010 external market strategies.



INTERNATIONAL BUSINESS

- January 2008 saw the opening of the Office of the Consulate-General of Japan in Nashville – Tennessee’s first permanent, full-time foreign mission. The consulate is staffed by more than 20 foreign service professionals and is headed by the Honorable Koichi Funayama.
- The Chamber co-hosted an event with the Nashville Health Care Council at the Wildhorse Saloon for a group of 50 health care administrators and physicians responsible for delivery of health care in rural areas of China. The group’s visit was part of Gov. Bredesen’s “China Health Care Exchange.”
- Attendance at International Business Council events continued to grow during 2007-2008. The four Luncheon Briefings attracted more than 240 attendees. Speakers included the Honorable Koichi Funayama, consul of Japan in Nashville.
- The International Business Council’s China Business Group met for five breakfast sessions, two of which provided reports on Gov. Bredesen’s October 2007 trade mission to China and the opening of the Tennessee China Development Center in Beijing. Other breakfasts welcomed representatives from Invest Hong Kong, the Suzhou Industrial Park and Russell Brown of Beijing-based Lehman Brown.
- The International Business Council also partnered to produce several valuable events during the year:
 - **“Intellectual Property in India and China”** with Baker, Donelson, Bearman, Caldwell & Berkowitz
 - **“The Current German & EU Business Climate”** with Frost Brown Todd
 - **“Incoterms Workshop”** with Team Worldwide
 - **“International Trade Conference”** with Rep. Marsha Blackburn
- The Chamber’s International Business Council and the Chamber-affiliated Nashville Health Care Council completed their seventh health care trade mission in September 2008. The 2008 mission to Stockholm and Berlin was the largest health care trade mission to date and consisted of 32 delegates led by HCA Chairman and CEO Jack Bovender. The delegation met with health care policy makers, including the Swedish health minister, public and private sector providers and payers, industry analysts and financiers and U.S. embassy officials in both countries.



RELOCATIONS AND

JULY 2007 – JUNE 2008

RELOCATIONS

1720 Entertainment
Davidson

ABC Coating Inc. of Texas
Davidson

Atwell-Hicks
Davidson

Back Yard Burgers Inc.
Davidson

B&G Foods, Inc.
Davidson

BBK
Davidson

Blue Lizard Technologies, Inc.
Davidson

Bostwick Laboratories, Inc.
Davidson

Brewco Racing Team
Davidson

Bulow Bio Tech Prosthetics
Davidson

Catapult Marketing
Davidson

Centerre Healthcare Corporation
Williamson

Cogent Healthcare, Inc.
Williamson

ConnectivHealth Inc.
Williamson

Corvette Nation
Davidson

**Dixie Plywood and Lumber
Company of Nashville**
Davidson

Dynamic Edge, Inc.
Davidson

Encapsula NanoSciences LLC
Davidson

George P. Johnson
Rutherford

H.H. Gregg Appliances Inc.
Davidson

Health Care REIT, Inc.
Williamson

Indie Extreme
Williamson

Itac Solutions, LLC
Davidson

L&W Engineering Co.
Rutherford

**Leviton Manufacturing
Company**
Wilson

McColloch Sales Co.
Davidson

**Mechanical Components
of Tennessee**
Sumner

MegaColor Corporation
Davidson

Millwood, Inc.
Davidson

Novita Technologies Inc.
Sumner

**Office of the Consulate-General
of Japan Nashville**
Davidson

Oreck Corporation
Davidson

Policy Studies Inc.
Davidson

Pretty Products Industries
Maury

Printworks South LP
Sumner

Radio Music License Committee
Davidson

Ricoh Americas Corporation
Davidson

Sanctuary Artist Management
Davidson

Sanderson Pipe Corporation
Montgomery

Schrader Electronics Limited
Robertson

ServiceSource Corporation
Davidson

Shoals Technology Group
Sumner

Signature Resorts
Davidson

Stratford Hall Group
Williamson

The SyMedica Group
Williamson

Tasti D-Lite
Williamson

Taylor Truck Lines Inc.
Sumner

Tech Form
Sumner

Verizon Wireless
Williamson

VerusMed
Davidson

XLNT Veterinary Care, Inc.
Williamson



EXPANSIONS

American Banknote Co.
Maury

American Fabricators Inc.
Davidson

Arthur Blank and Co. Inc.
Maury

Baker Glass Co. Inc.
Davidson

The Bank of New York Mellon
Davidson

B.F. Myers Furniture
Davidson

BioMimetic Therapeutics Inc.
Williamson

CHD Meridian Healthcare, LLC
Williamson

Chromalox
Rutherford

CIGNA Government Services, LLC
Davidson

Client Logic Corporation
Davidson

Comcast Corp.
Davidson and Williamson

ComFrame Software Corporation
Davidson

Dell, Inc.
Davidson

Deloitte & Touche LLP
Davidson

Emma, Inc.
Davidson

Essex Technology Group
Davidson

Franke Foodservice Systems, Inc.
Rutherford

General Motors Corporation
Maury

GKN Aerospace
Davidson

Horizon Wine & Spirits Inc.
Davidson

InsCap Management, LLC
Davidson

Jacobson Cos.
Wilson

Kroll Inc.
Davidson

Lithographics Inc.
Davidson

Menlo Logistics
Wilson

Microsoft Corporation
Williamson

Passport Health Communications, Inc.
Williamson

Peak 10, Inc.
Williamson

Performance Food Group
Wilson

Plumgood Food, LLC
Davidson

Podiatry Insurance Company of America
Williamson

Robert Bosch LLC
Montgomery

SAIA-Burgess Automotive
Robertson

Scripps Networks
Davidson

Southeastern Financial Credit Union
Williamson

Thomas & Betts
Sumner

TKA Fabco
Robertson

Triton Boats
Cheatham

United Benefits of America
Davidson

United Stationers, Inc.
Davidson

Vanderbilt University Medical Center
Davidson

Webmedx, Inc.
Williamson

Wright's
Davidson

EXPANSIONS

PARTNERSHIP 2010 PROGRESS REPORT

JULY 1, 2007 - JUNE 30, 2008

2006-2011 METRICS (FIVE-YEAR GOALS)	2007-2008 GOALS	2007-2008 ACTUAL	PERCENTAGE OF ONE-YEAR GOALS ACHIEVED	2006-2008 RESULTS	PERCENTAGE OF TWO-YEAR GOALS ACHIEVED
OBJECTIVE 1 Employment growth of 1.5% per year in the region	11,500	5,242	45.6%	24,628	107.1%
OBJECTIVE 2 Maintain average unemployment rates below 5% each year	<5.0%	4.5%	1.0%	4.3%	100.0%
OBJECTIVE 3 Population growth of 2% per year in the region	32,556	42,685	131.1%	80,660	125.6%
OBJECTIVE 4 Increase real per capita personal income at a rate that exceeds the CPI by 0.5%	\$1,246	\$1,401	112.4%	\$3,243	124.8%
OBJECTIVE 5 Recruit new employers to Middle Tennessee, with focus in target sectors					
Total relocations	30	51	170.0%	94	157.0%
Percent of relocations in target sectors (HQ, advanced manufacturing, logistics, health care, entertainment)	75%	84%	100.0%	83.5%	100.0%
OBJECTIVE 6 Support the expansion of small and existing businesses					
Total expansions (announced and in-process)	30	50	166.7%	84	140.0%
% of expansions in target sectors	75%	96%	100.0%	88.5%	100.0%
Hands-on assistance to local companies by Partnership 2010 staff	30	43	143.3%	77	128.3%
Jobs retained		13,253		24,729	
Jobs added		3,803		4,503	
Total jobs impacted		17,056		29,232	

JOBS AND INVESTMENT SCORECARD

Total number of tracked relocations and expansions	Jobs created by tracked relocations and expansions	Capital investment made by relocating or expanding companies	Square footage of new space occupied by relocating and expanding companies
101	9,625	\$1,236,155,514	4,908,208
Relocations: 51 Expansions: 50	Relocations: 3,367 Expansions: 6,258	Relocations: \$238,460,000 Expansions: \$997,695,514	Relocations: 3,052,360 Expansions: 1,855,848

Source: Nashville Area Chamber of Commerce, Research Division, 2008

BUDGET 2007-2008

FIVE-YEAR ECONOMIC DEVELOPMENT OBJECTIVES

DIVERSIFIED SUSTAINABLE ECONOMY

2007-2008
EXPENDITURES

“The region will have a strong, diversified economy that generates quality jobs and improves the standard of living for its residents.”

Business recruitment and marketing the region as a business location	\$919,819
Business expansion and retention	\$252,634
International business	\$178,435

EDUCATION AND WORK FORCE DEVELOPMENT

“The region’s existing and future work force will have the skills and education levels necessary for success in the jobs of the future.”

Education	\$396,191
Work force development	\$254,881

INNOVATION AND ENTREPRENEURSHIP

“The region will have a culture of innovation and entrepreneurship that is nurtured by businesses, universities and economic development entities.”

Innovation and entrepreneurship	\$89,813
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INFRASTRUCTURE DEVELOPMENT

“The region will invest in infrastructure and planning necessary to improve the quality of life for new and existing residents and businesses.”

Advocacy, transportation and infrastructure	\$258,830
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INVESTOR RELATIONS

Keeping Partnership 2010 investors involved and informed	\$139,698
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RESEARCH AND INFORMATION SERVICES

\$102,479

GENERAL AND ADMINISTRATIVE

\$476,241

TOTAL EXPENSES

\$3,069,021

PAST PARTNERSHIP 2010 CHAIRS

2005-2008

Jack O. Bovender, Jr.
HCA

2004-2005

Tom Beeman
Saint Thomas Health Services

2001-2004

Beth Mooney
AmSouth Bank

2000-2001

Marty Dickens
AT&T

1999-2000

Terry London
Gaylord Entertainment Company

1998-1999

Doyle Rippee
Morgan Keegan & Company, Inc.

1997-1998

Rob McCabe
Pinnacle Financial Partners, Inc.

1996-1997

Craven Crowell
Tennessee Valley Authority (retired)

1995-1996

Clayton McWhorter
Clayton Associates, Inc.

1994-1995

Owen (Bob) G. Shell, Jr.
Bank of America (retired)

1993-1994

Dennis C. Bottorff
Council Capital Management

1992-1993

Richard W. Carden
Arthur Andersen LLP (retired)

1990-1992

Thomas J. Sherrard
Sherrard & Roe, PLC



PARTNERSHIP 2010 INVESTORS (CURRENT AS OF 8/29/08)

PARTNERSHIP 2010 LEAD INVESTORS \$100,000+

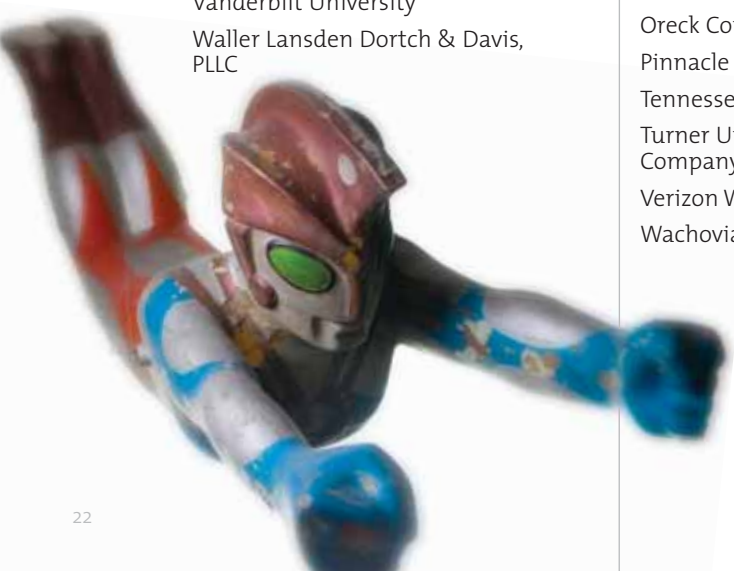
AT&T
Bank of America Corporation
Bass, Berry & Sims PLC
Boult, Cummings, Conners
& Berry, PLC
Caterpillar Financial Services
Corp.
CVS Caremark Corp.
Dell, Inc.
Deloitte & Touche LLP
Dollar General Corporation
First Tennessee
The Frist Foundation
Gaylord Entertainment Company
Genesco Inc.
HCA
Ingram Industries, Inc.
Louisiana-Pacific Corporation
Metropolitan Government of
Nashville/Davidson County
Metropolitan Nashville Airport
Authority
Nashville Electric Service
Nissan North America, Inc.
Piedmont Natural Gas
Company, Inc.
Regions
Saint Thomas Health Services
SunTrust Bank
Tennessee Valley Authority
The Tennessean
Tractor Supply Co.
Vanderbilt University
Waller Lansden Dortch & Davis,
PLLC

PARTNERSHIP 2010 LEAD INVESTORS \$75,000-\$99,999

Adams and Reese, LLP
Allstate Insurance Company
Asurion
Baker, Donelson, Bearman,
Caldwell & Berkowitz, PC
The Bank of New York Mellon
Bell and Associates Construction, L.P.
Bob Parks Realty, LLC
Branch Banking & Trust Company
Bridgestone Americas
Holding, Inc.
Central Parking System
CLARCOR Inc.
Colliers Turley Martin Tucker
Country Music Association
Crescent Resources, LLC
Cricket Communications, Inc.
Dean Dixon Photography
Delek US Holdings, Inc.
Delta Dental of Tennessee
D.F. Chase, Inc.
Earl Swensson Associates, Inc.
Ernst & Young LLP
Fifth Third Bank
Gresham, Smith and Partners
Interior Design Services, Inc.
KPMG LLP
Lattimore Black Morgan & Cain, PC
Nashville Predators
National City Bank
Ogletree, Deakins, Nash, Smoak
& Stewart, PC
Oreck Corporation
Pinnacle Financial Partners, Inc.
Tennessee Titans
Turner Universal Construction
Company
Verizon Wireless
Wachovia Corporation

PARTNERSHIP 2010 INVESTORS

ADS Security
ATB Furnished Housing
Alex S. Palmer & Company
Alfred Williams & Co.
All-Star Personnel, Inc.
American Constructors, Inc.
AmSurg Corp.
Andrew W. Byrd & Co., LLC
APEX & Robert E. Lee Moving
and Storage
Armstrong Relocations
Athena Company
Atkinson Public Relations, Inc.
Atmos Energy Corporation
Avenue Bank
Balfour Beatty Construction
BancorpSouth
The Bank of Nashville
Barge Waggoner Sumner &
Cannon, Inc.
Beaman Automotive Group
Belmont University
BlueCross BlueShield of Tennessee
BOHAN Advertising/Marketing
Boyle Nashville, LLC
Brasfield & Gorrie, LLC
Bryan, Pendleton, Swats and
McAllister, LLC
Burr & Forman LLP
C.B. Ragland Company
Carter Lankford CPAs P.C.
CapStar Bank
CB Richard Ellis
The CFP Group, L.L.C.
CH2M Hill Lockwood Greene
Centric Architecture
Chas. Hawkins Co., Inc./
CORFAC International
Cheatham County Joint Economic
and Community Development Board
City of Franklin
City of Gallatin Economic
Development Agency
City of Goodlettsville
Clarksville-Montgomery County
Economic Development Council
Coldwell Banker Barnes
Coldwell Banker Commercial -
Professionals
Comcast
Corporate Real Estate Advisors



CORT
Corrections Corporation of America
Crosland
Crye-Leike Relocation Services
Cummins Station/DZL Management Co.
Dickson County Chamber of Commerce
Dolphini Networks
Doster Construction Company, Inc.
DoubleTree Hotel Nashville
Duke Realty Corporation
DWC Construction Company, Inc.
Dye, Van Mol & Lawrence
Eakin Partners, LLC
Everton Oglesby Architects PLLC
Facility Planners, Inc.
FASTSIGNS
First Horizon Insurance
FirstBank
Fisher & Arnold, Inc.
Forward Sumner Economic Council
Frasier, Dean & Howard, PLLC
Fridrich & Clark Realty, LLC
Frost Brown Todd LLC
Giarratana Development, LLC
Girl Scout Council of Cumberland Valley
Greater Nashville Association of REALTORS®, Inc.
Grubb & Ellis/Centennial
Hall Strategies
Halo Properties, LLC
Hardaway Construction Corp.
Hart-Freeland-Roberts, Inc.
Hastings Architecture Associates, LLC
Hawkins Development Company
Healthways, Inc.
Heery International, Inc.
The Hermitage Hotel
Highwoods Properties
Hilton Nashville Downtown
Hoar Construction, LLC
Horrell Company
The HR Group, LLC
The Human Capital Group, Inc.
I.C. Thomasson Associates, Inc.
Interior Design & Architecture, Inc.
IRIS Networks, LLC
J.E. Crain & Son, Inc.

Jack B. Turner and Associates
Joint Economic and Community Development Board of Wilson County
Journal Communications, Inc.
Katcher Vaughn & Bailey Public Relations, Inc.
Kingery & Associates
Knestrick Contractor, Inc.
KraftCPAs PLLC
The Kroger Co.
Larry Hyatt & Associates, PLLC
Lee Company
Lee Hecht Harrison
LifePoint Hospitals, Inc.
The Lipman Group | Sotheby's International Realty
Lipscomb University
Littlejohn Engineering Associates, Inc.
LoJac Enterprises Inc.
Lovell Communications Inc.
Management Solutions Group, LLC
Marsh USA, Inc.
Matteson-Hudson Construction Company
Maury Alliance
McNeely Pigott & Fox Public Relations, LLC
Miller & Martin, PLLC
Modular Designs
Morgan Keegan & Co., Inc.
NAI Nashville
Nashville Business Journal
Nashville City Center Limited Partnership
Nashville Commercial | Cushman & Wakefield Alliance
Nashville Office Interiors
Nashville State Community College
Neel-Schaffer, Inc.
Now Leasing, LLC
O'Charley's Inc.
Ozburn-Hessey Logistics, LLC
Panattoni Development Company, LLC
Phoenix Holdings, Inc.
Prudential Woodmont Realty
Purity Dairies Inc.
Quanta Manufacturing Nashville
R.C. Mathews Contractor/The Mathews Company

Randstad USA
Renaissance Nashville Hotel
Renasant Bank
Right Management
RJ Young Company
Robert Orr Sysco Food Services Company, LLC
Robert W. Baird & Co., Inc.
Robertson County Chamber of Commerce
Rogers Group, Inc.
Royal Cup Coffee
Rutherford County Chamber of Commerce
Seigenthaler Public Relations
Sherrard & Roe, PLC
Skanska USA Building, Inc.
SmartSpace, LLC
Smith Barney
Smith Seckman Reid, Inc.
Solomon Builders, Inc.
Southeast Venture LLC
Southern Land Company
SSOE, Inc. - Architects Engineers Managers
Stites & Harbison, PLLC
Susman Tisdale Gayle Inc.
Synergy Business Environments
T.W. Frierson Contractor, Inc.
Technical Innovation, LLC
Thomas, Miller & Partners, LLC
Tower Investments, Inc.
Turner & Townsend PLC
TW Telecom
United Methodist Publishing House
United Way of Metropolitan Nashville
US Bank, N.A.
Wieck Construction, LLC
Wood Personnel Services
Worth Properties, LLC
Wright Travel
Wyatt, Tarrant & Combs, LLP
YMCA of Middle Tennessee
Zeitlin & Co., Realtors
Zycron, Inc.

REGIONAL PARTNERS

Partnership 2010 has been one of the most successful economic development initiatives in America for more than 16 years, primarily due to the collaboration between the Chamber and its partners throughout the 10-county Middle Tennessee region. These organizations understand that the assets spread throughout the Nashville area help the region compete on a national scale, and that a rising tide truly does lift all ships. Thanks to the regional economic development, government and Chamber organizations that support Partnership 2010 and help ensure the success of Middle Tennessee's economy.



TENNESSEE VALLEY AUTHORITY

TENNESSEE DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

METRO NASHVILLE MAYOR'S OFFICE
OF ECONOMIC & COMMUNITY DEVELOPMENT

BRENTWOOD/COOL SPRINGS CHAMBER OF COMMERCE

CHEATHAM COUNTY JOINT ECONOMIC & COMMUNITY DEVELOPMENT

CITY OF FRANKLIN

CITY OF GALLATIN ECONOMIC DEVELOPMENT AGENCY

CITY OF GOODLETTSVILLE

CITY OF HENDERSONVILLE

CITY OF PORTLAND

CLARKSVILLE/MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

DICKSON COUNTY CHAMBER OF COMMERCE

FORWARD SUMNER ECONOMIC COUNCIL

GOODLETTSVILLE AREA CHAMBER OF COMMERCE

GREATER COOL SPRINGS CHAMBER OF COMMERCE

HENDERSONVILLE AREA CHAMBER OF COMMERCE

JOINT ECONOMIC & COMMUNITY DEVELOPMENT BOARD OF WILSON COUNTY

MAURY ALLIANCE

ROBERTSON COUNTY CHAMBER OF COMMERCE

RUTHERFORD COUNTY CHAMBER OF COMMERCE

WHITE HOUSE AREA CHAMBER OF COMMERCE

WILLIAMSON COUNTY/FRANKLIN CHAMBER OF COMMERCE

WILLIAMSON COUNTY OFFICE OF ECONOMIC DEVELOPMENT

THE YEAR AHEAD

NEW CHAMBER INITIATIVES

PROSPERITY PROJECT

The Prosperity Project was launched as a new community trends/indicators initiative in 2007-2008 to identify avenues and barriers to individual and community prosperity. Over the year, research was collected on hundreds of community indicators. In 2008-2009, the next phase of this project will be introduced. Action Teams will use the data from the indicators to create recommended action steps that draw the business community and the community at large together to address the basic question of what it means for Nashvillians to be Educated and Enriched, Engaged and Involved, Healthy and Active, Prosperous and Mobile, and Safe and Secure.

BUSINESS CONDITIONS COUNCIL & BUSINESS OUTLOOK SUMMIT

The new Business Conditions Council will include key business leaders representing a cross-section of the area's economy. The Council will foster discussion, research and insight into current and emerging economic conditions facing local and regional business.

The Business Outlook Summit will be the first-ever signature event focusing attention on key business and economic trends for Nashville-area businesses – by sector, size and type. Business leaders eager to gain insights for the year ahead will benefit from the depth and breadth of discussion and data on the Nashville business environment.



REGIONAL TRANSPORTATION

The Chamber will continue its role in regional transportation issues by joining a newly formed coalition supporting dedicated funding for multimodal transportation.

EDUCATION INITIATIVES

Career academies, which provide work-based learning opportunities for high school students, will be expanded to all Metro comprehensive high schools in 2009-2010. The Chamber is helping coordinate Partnership Councils, which are advisory groups of professionals, to help identify industry skill needs and trends, provide input on curriculum, identify resource needs and recruit school partners that can provide direct service needs to individual career academies.

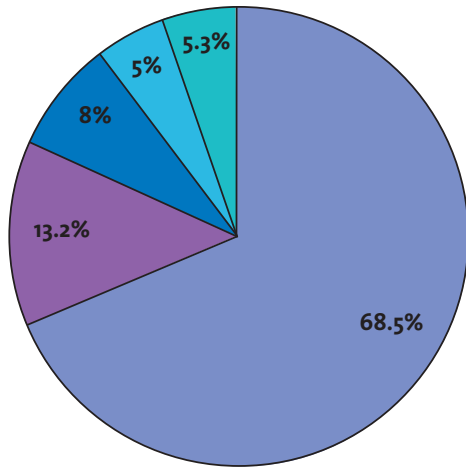
The Chamber's education department will launch a new speaker series to engage the business community around the critical issues relating to the improvement of our public schools.

TRADE MISSION TO INDIA

The Chamber's International Business Council, along with two Chamber affiliates, the Nashville Technology Council and the Nashville Health Care Council, are planning a multi-disciplined trade mission to India in February 2009. In response to a growing demand from the membership of all three organizations, the mission will explore developing business opportunities for U.S. companies in various industries within the Indian market. The mission will visit three cities: the capital city of New Delhi and the technology centers of Hyderabad and Bangalore.

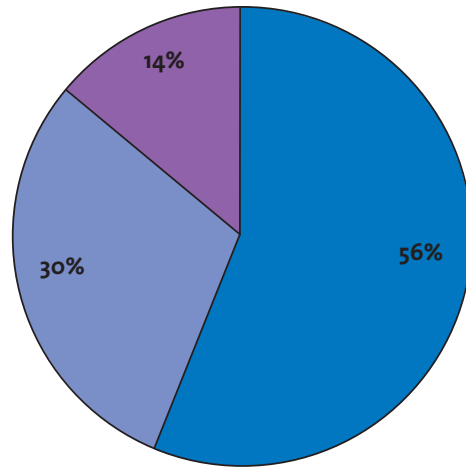
FINANCIAL AND MEMBERSHIP OVERVIEW

NASHVILLE AREA CHAMBER OF COMMERCE



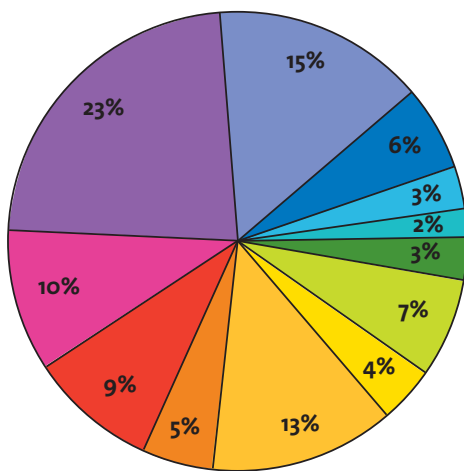
MEMBER COMPANIES BY NUMBER OF EMPLOYEES

1 to 25	68.5%
26 to 50	13.2%
51 to 100	8%
101 to 200	5%
Over 200	5.3%



REVENUES \$6.39 MILLION

Partnership 2010 contributions	56%
Membership investment	30%
Program-generated revenue	14%



EXPENSES \$6.01 MILLION

Economic development - recruitment	15%
Economic development - existing business and entrepreneurship	6%
Economic development - international	3%
Investor relations	2%
Research and information services	3%
Education	7%
Work force development	4%
Advocacy and infrastructure, including Area Business Councils	13%
Communications	5%
Membership services	9%
Programs and events/events support	10%
General and administrative, including capital expenditures	23%

NASHVILLE AREA CHAMBER OF COMMERCE 2008-2009 BUDGET SUMMARY

2008-2009 BUDGET

REVENUE	PARTNERSHIP 2010	CHAMBER	COMBINED CHAMBER
Investor contributions, Partnership	\$3,085,675	—	\$3,085,675
Investor contributions, Special Friends Gift	125,000	—	125,000
Investor contributions, Education	600,000	—	600,000
Membership dues	—	\$1,935,000	1,935,000
Program revenue	30,445	790,930	821,375
Trade mission revenue	300,000	—	300,000
Sponsorship revenue	<u>10,000</u>	<u>686,750</u>	<u>696,750</u>
TOTAL REVENUE	\$4,151,120	\$3,412,680	\$7,563,800
EXPENSES			
Economic development:			
- Recruitment	\$890,316	—	\$890,316
- Existing business and entrepreneurship	498,647	—	498,647
Economic development - International	464,455	—	464,455
Investor relations	231,445	—	231,445
Research and information services	198,108	\$99,970	298,078
Education	600,000	—	600,000
Work force development	278,362	59,855	338,217
Advocacy and infrastructure, including Area Business Councils	337,829	569,319	907,148
Communications	—	305,437	305,437
Membership services	—	709,140	709,140
Programs and events/events support	—	691,924	691,924
General and administrative, including capital expenditures	<u>525,752</u>	<u>823,818</u>	<u>1,349,570</u>
TOTAL EXPENSES	\$4,024,914	\$3,259,463	\$7,284,377
NET EXCESS	\$126,206	\$153,217	\$279,423

2007-2008 ACTUALS (BEFORE AUDIT)

REVENUE	PARTNERSHIP 2010	CHAMBER	COMBINED CHAMBER
Investor contributions, Partnership	\$3,247,609	—	\$3,247,609
Investor contributions, Special Friends Gift	—	—	—
Investor contributions, Education	—	—	—
Membership dues	—	\$1,724,714	1,724,714
Program revenue	—	834,196	834,196
Trade mission revenue	9,368	—	9,368
Sponsorship revenue	<u>17,100</u>	<u>556,376</u>	<u>573,476</u>
TOTAL REVENUE	\$3,274,077	\$3,115,286	\$6,389,363
EXPENSES			
Economic development:			
- Recruitment	\$919,819	—	\$919,819
- Existing business and entrepreneurship	342,447	—	342,447
Economic development - International	178,435	—	178,435
Investor relations	139,698	—	139,698
Research and information services	102,479	\$90,269	192,748
Education	396,191	—	396,191
Work force development	254,881	—	254,881
Advocacy and infrastructure, including Area Business Councils	258,830	523,331	782,161
Communications	—	315,276	315,276
Membership services	—	568,745	568,745
Programs and events/events support	—	590,427	590,427
General and administrative, including capital expenditures	<u>476,241</u>	<u>848,945</u>	<u>1,325,186</u>
TOTAL EXPENSES	\$3,069,021	\$2,936,993	\$6,006,014
NET EXCESS	\$205,056	\$178,293	\$383,349



2007-2008 CHAMBER TOP INVESTORS

(CURRENT AS OF 9/15/08)

CHAIRMAN'S CIRCLE:

American General Life & Accident Insurance Co.
 AT&T
 Bank of America Corporation
 Bridgestone Americas Holding, Inc.
 CIGNA Government Services
 CVS Caremark Corp.
 Dollar General Corporation
 Fifth Third Bank
 Gaylord Entertainment Company
 Gaylord Opryland Resort & Convention Center
 HCA
 HCA's TriStar Health System
 Ingram Industries, Inc.
 LifeWay Christian Resources
 Metropolitan Government of Nashville/Davidson County
 Nashville Electric Service
 Nissan North America, Inc. Regions
 SunTrust Bank
The Tennessean
 Tennessee Valley Authority
 US Bank, N.A.
 Vanderbilt University
 Wal-Mart Stores, Inc.
 Wal-Mart Stores, Inc. #0688

PRESIDENT'S CIRCLE:

Andrew W. Byrd & Co., LLC
 Bass, Berry & Sims PLC
 Caterpillar Financial Services Corp.
 Comdata Corporation
 Educational Services of America
 First Tennessee
 Nationwide Insurance
 Pinnacle Financial Partners, Inc.
 Renaissance Nashville Hotel
 Saint Thomas Health Services
 Southwestern/
 Great American, Inc.
 Waller Lansden Dortch & Davis, PLLC

EXECUTIVE LEVEL:

Actus Lend Lease, LLC
 Asurion
 Belmont University
 Boulton, Cummings, Connors & Berry, PLC
 Branch Banking and Trust Company

Burr & Forman LLP
 Captain D's, LLC
 Colliers Turley Martin Tucker
 Comcast
 Continental Airlines
 Cracker Barrel Old Country Store, Inc.
 Dell, Inc.
 Deloitte & Touche LLP
 First Horizon Insurance
 Frost Brown Todd LLC
 Genesco Inc.
 Gresham, Smith and Partners
 The Guardian Group
 HealthSpring, Inc.
 Humana
 The Kroger Co.
 Lipscomb University
 National City Bank
 Nixon Power Services Company
 The Pepsi Bottling Group, Inc.
 Piedmont Natural Gas Company, Inc.
 Purity Dairies Inc.
 Randstad USA
 Sam's Club - Regional Office
 Tractor Supply Co.
 U.S. Smokeless Tobacco, LP
 Wachovia Corporation
 Willis of Tennessee, Inc.

CORPORATE LEVEL:

AC Service & Installation, Inc.
 Adams and Reese, LLP
 Ajax Turner Co., Inc.
 Allied Waste Services of Nashville
 Allstate Insurance Company
 AMEC
 American Airlines
 American Endoscopy Services, Inc.
 AMERIGROUP Community Care
 AmMed Direct for Diabetes
 AmSurg Corp.
 Anesthesia Medical Group, P.C.
 A.O. Smith Water Products Company
 Aquinas College
 Aramark Uniform Services, Inc.
 Ardent Health Services
 Ascend Federal Credit Union
 Associated Wholesale Grocers
 Athena Health Club & Day Spa
 Atmos Energy Corporation
 Bailey's Sports Bar & Grille

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
 The Bank of Nashville
 Barge Waggoner Sumner & Cannon, Inc.
 Battle Ground Academy
 BDO Seidman, LLP
 Beaman Automotive Group
 Beazer Homes
 Bell and Associates Construction, L.P.
 BlueCross BlueShield of Tennessee
 Boy Scouts of America
 Boys & Girls Clubs of Middle Tennessee
 Britt Hunt Enterprises LLC
 Brookdale Senior Living Inc.
 Bryan, Pendleton, Swats and McAllister, LLC
 Cabana
 Centerstone
 Central Parking System
 Centre{source}
 Civic Bank & Trust
 Civil Constructors, Inc.
 CLARCOR Inc.
 Coca-Cola Bottling Co.
 Coldwell Banker Barnes
 The Comfort Group
 Community Health Systems, Inc.
 Concrete Form Erectors
 Corner Realty Partners, LLC
 Corrections Corporation of America
 Country Delite Farms
 Country Music Television, Inc.
 Courier Printing Co., Inc.
 Courtyard by Marriott - Vanderbilt/West End
 Cricket Communications, Inc.
 CSX Transportation, Inc.
 Cumberland Heights
 Cumberland University
 Cumulus Broadcasting, LLC
 Custom Corporates, Inc.
 DealerSkins
 Delaware North Companies, Inc.
 Det Distributing Co.
 DEX imaging
 DK & Associates
 Dolphini Networks
 DoubleTree Hotel Nashville
 Dye, Van Mol & Lawrence
 Earl Swensson Associates, Inc.
 EFT Source

Embraer Aircraft Maintenance Services, Inc.
Enterprise Electric, LLC
Enterprise Rent-A-Car Co. of Tennessee
Ernst & Young LLP
Father Ryan High School
FedEx Ground
First State Bank
FirstBank
Fisk University
Fleet One, LLC
Franklin Marriott Cool Springs
Giarratana Development, LLC
Gibson Guitar Corp.
Gould Turner Group
GreenBank
Griffin Technology
Harris Teeter, Inc.
Hartmann, Inc.
Hastings Architecture Associates, LLC
Hayward Pool Products
Healthcare Management Systems, Inc.
HealthStream, Inc.
Heery International, Inc.
The Hermitage Hotel
Hilton Nashville Downtown
Hoar Construction, LLC
Holiday Inn Select
Opryland-Airport/Briley Parkway
Hotel Preston
Hot Topic
The Human Capital Group, Inc.
Hutton Hotel
IBM Corporation
I.C. Thomasson Associates, Inc.
IKON Construction, Inc.
ITW Dynatec
J. Alexander's Corporation
Jack Daniel's Distillery
Jim Reed
Chevrolet-Subaru-Isuzu Co.
John Bouchard & Sons Co.
Knestrick Contractor, Inc.
KPMG LLP
KraftCPAs PLLC
Lattimore Black Morgan & Cain, PC
Lee Company
LifePoint Hospitals, Inc.
Linnaeus, Inc.
Lithographics Inc.
Loews Vanderbilt Hotel
Looney Ricks Kiss, Architects, Inc.
Louisiana-Pacific Corporation

LPS Integration
M A & O Incorporated
Maggiano's Little Italy Management Solutions Group, LLC
MAPCO Express, Inc.
Marsh USA, Inc.
The Mathews Company
McNeely Pigott & Fox Public Relations, LLC
MEDIAmail Packaging & Fulfillment Services, Inc.
Meharry Medical College
Metropolitan Nashville Airport Authority
Midtown Cafe
Millennium Maxwell House Hotel
Miller & Martin, PLLC
Mitsui & Co. (U.S.A.), Inc.
Montgomery Bell Academy
Morgan Keegan & Co., Inc.
NAI Nashville
Nashville Airport Marriott Hotel
Nashville Auto Diesel College
Nashville Commercial | Cushman & Wakefield Alliance
Nashville Convention & Visitors Bureau
Nashville Marriott at Vanderbilt University
Nashville Rehabilitation Hospital
Nashville State Community College
Neely Coble Company
Nexus Group Inc.
Northwestern Mutual Financial Network
O'Charley's Inc.
Office Depot - Harding Road
Oreck Corporation
Ozburn-Hessey Logistics, LLC
Peak 10 Inc.
PSC Metals, Inc.
Publix Super Markets, Inc.
R.H. Boyd Publishing Corporation
Red Robin Gourmet Burgers, Inc.
Reynolds Consulting, LLC
RJ Young Company
Robert Orr Sysco
Food Services Company, LLC
Robert W. Baird & Co., Inc.
Rogers Group, Inc.
RyHolland Fielder, Inc.
Sales Executives, Inc.
Sandler Training
Sarah Cannon Research Institute
Scarlett Leadership Institute at Belmont University

The Schneider Corporation
Scott Equipment
Second Harvest Food Bank of Middle Tennessee
Sheraton Music City Hotel
Sheraton Nashville
Downtown Hotel
Sitel
Skanska USA Building, Inc.
Smith Seckman Reid, Inc.
Soles 4 Souls
Sprintz Furniture Showroom
The Standard at the Smith House
Stinger Medical
Stites & Harbison, PLLC
Sunset Grill
Susman Tisdale Gayle Inc.
Tennessee State University
TENVISION, LLC
Thomas Nelson, Inc.
Thompson Machinery Commerce Corporation
Tom Black Center for Selling, Inc.
Trauger & Tuke
Trevecca Nazarene University
Tri Star Energy, LLC
Turner Universal Construction Company
T.W. Frierson Contractor, Inc.
Union Station - A Wyndham Historic Hotel
United Methodist Publishing House
United Way of Metropolitan Nashville
UnitedHealthcare
Universal Lighting Technologies
The University of Tennessee
Urban Active
Vanderbilt University - Owen Graduate School of Management
Verizon Wireless
VF Imagewear
Vought Aircraft Industries, Inc.
WASCO, Inc.
Webmedx
Wells Fargo Commercial Banking
Wilson Bank & Trust
Windsor Health Group, Inc.
WKRN-TV, Channel 2
WSMV-TV, Channel 4
WTVF-TV, NewsChannel 5 Network
Wyatt, Tarrant & Combs, LLP
YMCA of Middle Tennessee
Zycron, Inc.

