

2010 Annual Report

Building a Sustainable Community



...in a global marketplace



AN OPEN LETTER TO OUR MEMBER/INVESTORS:

In October 2001, the Chamber's Board of Directors launched a strategic planning process, based on industry cluster analysis, working in partnership with the City of Arlington and UT Arlington. It culminated in the adoption by the Chamber, City, and UT Arlington of a Strategic Plan for Arlington's economic & community growth and development, titled "**Taking it to the Next Level.**" Since then, we have continually re-evaluated both our strategic and annual plans and the results we have achieved.

In 2008, confronted with the worst economic crisis since the Great Depression, our evaluation resulted in a significant reorganization of the Chamber, focusing our work on 4 primary Strategic Initiatives deemed critical to the economic sustainability of our community: (1) Positioning Arlington to compete in the Innovation Economy; (2) Developing a Competitive Workforce; (3) Business & Community Development; and (4) Policy & Advocacy.

This annual report is designed to inform our members, investors, stakeholders, strategic partners, and the community we serve, about the progress achieved through the implementation of our Strategic Initiatives since 2001; summarizing the results, and examining the impact.

The report provides (1) an introduction of the Chamber; (2) reports on the primary results achieved relative to our four Strategic Initiatives; (3) a description of the Chamber's Operations, (4) a review of the work of the Chamber Foundation, which serves as the Chamber's public policy & strategic think tank; (5) reports on the Chamber's financial progress; and (6) a summary of our focus for the future.

We are the Chamber, focused on building a sustainable community, in a globally competitive, knowledge based, innovative driven economy.

Sincerely,



Jeff Williams
2009-10 Chairman



Earl Harcrow
2010-11 Chairman



Wes Jurey
President /CEO



INTRODUCTION

2010 marks the Chamber's 65th year of service to Arlington! Since 1945, the Chamber has played an integral role in Arlington's economic growth and development. Founded by community, business, and civic leaders who believed there should be a primary voice for business, the rich history of the Chamber traces back to many of the City's most well known and beloved leaders, including 3 former mayors who served as Chairman of the Chamber's Board of Directors; Tom Vandergriff in 1949-51; Harold Patterson in 1967-68 and Richard Greene in 1981-82.

Corporate Values

In 2001, the Chamber's Board of Directors adopted five values that represent the Chamber's corporate culture, committing the Chamber to be:

- Strategic in our planning
- Proactive in our execution
- Member & Community Driven in our direction
- Regional in our thinking
- Developing Strategic Partnerships with both public and private sector stakeholders, locally, regionally, and nationally, to achieve common goals

Strategic Plan

In 2002 the Board adopted a long range strategic plan, "Taking it to the Next Level." The plan was developed, adopted, and implemented in partnership with our strategic partners, inclusive of the City of Arlington, Tarrant County, UT Arlington, Tarrant County College, AISD, Workforce Solutions for Tarrant County, the Arlington Convention and Visitors Bureau, and our ethnic and minority chambers of commerce.

The Chamber's strategic plan and policies are established by a Board of Directors, comprised of 60 business, education, government and community leaders, who provide the guidance, oversight and support necessary to ensure successful implementation of our objectives.



The Chamber's Evolution

During the past decade, the Chamber has evolved from the economic political model of the 90's to become one of the largest business federations in north Texas; regionally and nationally recognized, representing businesses, organizations and associations who employ more than 60,000 people; more than one third of Arlington's workforce.

In 2008, confronted with a global recession and an economy in turmoil, the Chamber's Board decided it was time for bold, yet thoughtful action, approving a significant re-organization of the Chamber, in order to leverage the resources of the business community with our strategic partners, while remaining clearly focused on initiatives critical to our community's economic competitiveness and sustainability

The outcome? A streamlined organizational structure, focused on four strategic initiatives:

Innovation; to position Arlington to compete in a globally competitive, knowledge based innovation driven economy;

A Competitive Workforce; to ensure employers have access -today and tomorrow- to a highly skilled, educated & trained workforce;

Business & Community Development; to support business retention & expansion, building a community that will attract the market; and

Policy & Advocacy; to advocate for a public policy regulatory environment that supports and promotes the free enterprise system, and enhances our community and regional mobility.

In 2009, the Board adopted "Building A Sustainable Community" as our tagline and vision, replacing "Your Business Connection". Simultaneously, the Foundation launched the Policy Project, a multi year public policy initiative, focused on identifying the most critical issues our community will face in the coming decade, engaging 200 leaders from education, government, business & industry, our faith based community, youth serving organizations, health and human services providers, and neighborhood associations. Both actions underscore the Chamber's Commitment to work in partnership with the community to build long term sustainability for our future.

Results: The Real Return on Your Investment

We are pleased to report on the outcomes that have been achieved as a result of the successful implementation of our 10 year Strategic Plan, working in partnership with the City of Arlington, Tarrant County, The University of Texas at Arlington, Tarrant County College, AISD, and Workforce Solutions for Tarrant County, and the Arlington Convention & Visitors Bureau.

Enhancing Our Mobility: In 2001, the 3+ Bridges Project was the first initiative launched based on our initial strategic plan. It resulted in approval by TxDOT and the MPO of \$258 million in 2003, to build bridges on I-30 at Center Street, Collins, and Baird Farm Road and at Division and SH360; completion is expected in this fall.

Advocating For State and Federal Resources: In 2002 the Chamber launched Team Arlington™, a coalition of business, government, and educational entities, formed in 2002 to advocate for resources in support of our economic development and infrastructure initiatives; since inception, over \$700 million in state and federal funds have been secured.

UT Arlington: in 2002 the Chamber committed to support UT Arlington's aspiration to obtain Tier 1 research status. Since then, UT Arlington has: (1) secured more than \$200 million for research facilities & capacity, including \$70 million from State Tuition Revenue Bonds, \$62 million in State PUF funds and \$23 million in Revenue Financing System (RFS) Bond Proceeds for a new Engineering Research Building Complex that will integrate the research efforts of the College of Engineering with the College of Science; \$10 million in Revenue Financing System Bond Proceeds for a new Civil Engineering Lab Building on west campus; and \$16.7 million in State Tuition and Revenue Bonds, \$13.4 million in PUF funds and \$13.8 million in RFS for the Chemistry and Physics Building; (2) recruited more than 100 new research oriented faculty; (3) increased invention disclosures from 15 to over 60 annually, received 47 US and foreign issued patents, licensed valuable intellectual property to 9 Texas-based start-up companies, 3 of which became the recipients of Emerging Technology Fund awards; and (4) increased funded research from \$23 to \$60 million annually.

Building Our Infrastructure: Since 2002 we have both raised funds and advocated for City and County bond elections. In terms of results, the City's 2002 special election for street maintenance sales and use tax passed with over 74% voter approval providing \$103.5 million for public improvements for animal services, fire station facilities and equipment, libraries, police facilities, storm drainage, erosion control, streets and transportation. Also, the County's 2006 bond election for roads provided \$200 million for public work projects in Tarrant County, passing with over 80% voter approval, providing more than \$25 million in support of Arlington infrastructure projects.

A Catalyst For Technology Led Economic Development: The Arlington Technology Incubator was established in 2002 to commercialize innovation and intellectual property discoveries; since inception, it has graduated 11 companies, with 3 pending, and 9 prospective. It is now a component of the Center for Innovation at Arlington.

Securing UT System Support:

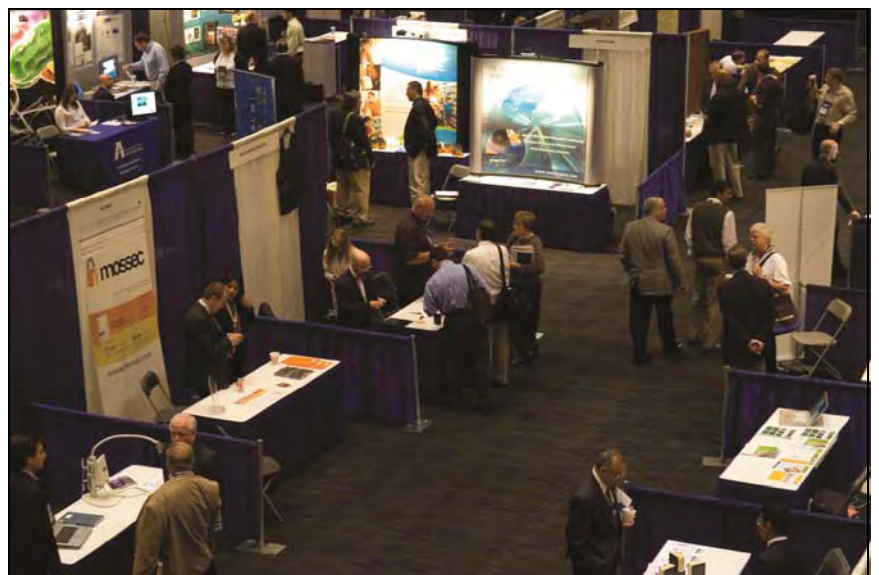
In 2003, the Chamber worked with the UT System Chancellor and Board of Regents to advocate for support of UT Arlington’s aspirations to become a recognized “Tier 1” research institution. The Chamber’s advocacy, supported by a community wide effort, led to the negotiation of a policy agreement, adopted by the Regents, committing the UT system to support UT Arlington’s aspirations to become a “Tier 1” research university.

Supporting Our Industrial Base: In 2003 the Chamber raised \$7.2 million to enable AISD’s adoption of a Freeport Tax exemption, to ensure the Great Southwest Industrial District remained competitive in the region. Since then, the District has seen an increase in investment, including the development of Pioneer 360 Business Park and the Forum 303 Crossing. Both projects have lead to a cumulative capital investment of \$87.5 million and an increase in Class A industrial space of over 1.8 million square feet.

Creating A Competitive Workforce: The Center for Continuing Education & Workforce Development was established in 2004, in partnership with UT Arlington, Workforce Solutions for Tarrant County, and the City of Arlington; in 2005 it was selected as one of 12 Workforce Innovation Network sites by the U.S. Department of Labor.

World’s Best Technologies Innovation Marketplace (WBT) : In 2004 the Chamber secured the right to host the WBT; it has become the world’s largest forum of pre-screened, pre-prepped, undiscovered companies and technologies emanating from top universities, labs, research institutions, and private companies from across the country and around the globe. Participants have secured over \$450 million in venture capital for their technology discoveries.

The 2010 WBT, held at the Arlington Convention Center, featured 100 presenting technologies. Attendees from 37 states and 12 foreign countries represented federal agencies and labs, research universities, business & industry, venture funds, and serial entrepreneurs.



A view from the Arlington Highlands, Arlington's newest retail development, which broke ground in 2005, and is now in its fourth phase of development



Building World Class Entertainment Venues: Cowboys Stadium opened in 2009, supported by the Chamber's efforts to advocate for voter approval of 1/2¢ sales tax in 2004; already the venue has secured the NBA All-Star Game in 2010 and the Super Bowl in 2011. The stadium has hosted stellar concerts by U2, Paul McCartney, Jonas Brothers, and George Strait during the off football season. Other sports venues including soccer, high school and college football have also been hosted at the stadium which helped Arlington maintain steady sales tax receipts compared to other communities who saw declines during the recession.

Expanding Our Retail Sector: Arlington Highlands broke ground on I-20 November 2005; supported by the Chamber's efforts, its now completing its 4th phase, representing over \$260 million in investment.

Creating The Market: In order to provide a regulatory environment conducive to development in North Arlington, the Chamber hired consultants in 2004 to draft a mixed use zoning overlay ordinance for 270 acres of property prime for redevelopment north of I-30 in the vicinity of the Lamar/Collins intersection. Known as the Lamar/Collins Zoning overlay, it was adopted by the City Council in December 2005, and has resulted in \$50 million in investment to date.

Enhancing Our Aviation Infrastructure: Team Arlington™, working with Congressman Joe Barton, secured federal authorization and funding for a new control tower and an **Instrument Landing System (ILS)** at the Arlington Municipal Airport, which was dedicated on October 6, 2006. Since then it has become the second busiest reliever airport in the state.

Building An Advanced Manufacturing Workforce: In 2006, the Chamber was selected as one of ten pilot sites nationally to launch "**Dream It Do It!**", a program developed by the **National Association of Manufacturers**, focused on developing the workforce needed by our region's advanced materials and manufacturing clusters.



Viridian, a 2,000 acre master planned development.

Positioning Arlington To Compete In the Innovation Economy: The Center for Innovation was established by the Chamber Foundation in 2007 to serve as a catalyst to drive technology led economic development, providing support for the formation of businesses from commercializable technology discoveries.

Planned Community Development: The Viridian development, announced in 2008 by the Huffines Communities is a planned signature project that has broken ground and is currently underway, representing more than \$1.5 billion in total capital investment.

Building A New Model for Federal Technology Transfer: In 2009 the U.S. Department of Defense selected the Center for Innovation to build a new model for federal technology transfer, utilizing a network of affiliate partner universities, economic development organizations, corporations, and venture funds in a multi-state region.

Creating A Community Driven Public Policy Agenda: The Policy Project was launched in 2009, with the formation of a 100 person steering committee of community leaders. Phase I resulted in the committee reaching collective consensus around 46 primary recommendations. Those recommendations were compiled in a report that was used in Phase II as the basis for engaging community organizations in a year long discussion and debate about those 46 recommendations. Phase III, which was launched this August, begins the implementation phase.

Creating Jobs, Growing Our Tax Base: Since October 1, 2001, through our business development efforts, we have announced projects representing \$2.6 billion in capital investment; and created and retained over 12,000 direct jobs.

The Bottom Line

The results since 2000? Growth in Arlington's ad valorem tax base value from \$13 to \$18.2 billion, a 40% increase; total jobs from 140,947 to 166,738, an 18.3% increase; and median household income from \$47,622 to \$52,950 a 11% increase.

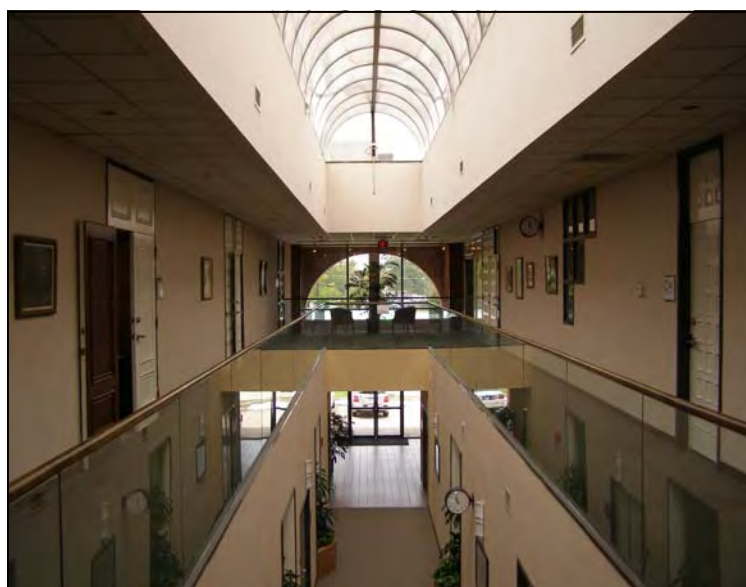
THE CHAMBER'S OPERATION

The Center for Innovation (CFI) LLC

Today's globally competitive and integrated, knowledge based, innovation driven economy demands new strategies if our local/regional economy is to remain sustainable. The Center for Innovation, was established by the Chamber Foundation to serve as a catalyst to develop the "commercialization infrastructure and entrepreneurial eco-system" necessary to take innovation "from the lab to the marketplace."

Jointly managed by the Chamber and UT Arlington, the Center is focused on the three primary drivers of technology based economic development: (1) creating world class **deal flow**; (2) catalyzing a strong, regional **venture capital** industry, and (3) developing and attracting **talent & know how**.

The **Center for Innovation** occupies a 28,000 square foot facility at 202 E. Border Street, purchased in 2003 with a \$1.4 million grant secured by the Chamber from the **Economic Development Administration**, and is incorporated as an LLC of the **Chamber Foundation**, governed by a board of managers.



A view from the third floor of the Center for Innovation at Arlington, a 28,000 square foot facility at 202 E. Border Street. Purchased in 2003 with a \$1.4 million grant secured by the Chamber from the Economic Development Administration, it houses 13 Strategic Partner and Stakeholders.

U.S. Congressman Joe Barton, U.S. Senator Kay Bailey Hutchison, Chamber President Wes Jurey, and Chamber Foundation Board Chair Mojoy Haddad at the formal dedication of the Center for Innovation.



The Center for Innovation houses (1) **TechComm**, a multi federal agency partner intermediary; (2) the Center's **Administrative Offices**; (3) UT Arlington's **Office of Technology Commercialization**; (4) the **WBT Innovation Marketplace**; (5) the **North Texas Fund of Funds**; (6) the **Affiliate Partner Network**; (7) the **Corporate Affiliate Network**; (8) the **Venture Affiliate Network**; and (9) the **Venture Innovation Partnership**.

In 2004, the Center secured the right to annually host the **WBT Innovation Marketplace**, as the first step towards catalyzing a strong, regional venture capital industry. The WBT has become the world's largest forum of pre-screened, pre-prepped, undiscovered companies and technologies emanating from top universities, labs, research institutions, and private companies, from across the country and around the globe. To date, participants have secured more than \$450 million in venture capital investment.

In 2008, the Center's board approved the establishment of a \$100 million regional **Fund-of-Funds**, in partnership with Cimarron Capital Partners, LLC. Once capitalized, it will focus on attracting individual venture funds to north Texas.

In 2010, the Center launched **TechComm**, a U.S. Department of Defense Partner Intermediary (PIA) focused on building a new model for federal technology transfer, utilizing a network of affiliate partner universities, economic development organizations, and venture funds to demonstrate the validity of our premise.

TechComm is premised on the belief that our future economic sustainability is dependent upon our ability to foster collaboration among and between our nation's federal labs, research oriented universities, technology focused economic development organizations, and the venture capital industry.

In order to achieve TechComm's objectives, the Center is bringing together its agreements to serve as Partner Intermediary to the **U.S. Department of Agriculture (USDA)**, the **U.S. Department of Homeland Security (DHS)**, and the **National Institutes of Health (NIH)** to serve the technology transfer goals of all the participating agencies.

The five year project will focus on an eight state region, inclusive of Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, Oklahoma, and Texas. A limited number of affiliate partners will be selected within the region to comprise the network. In addition, the other four national DoD partner intermediaries and the other eight regional partners recently selected by the USDA will be engaged with us in the development of the model.



Policy & Advocacy

Advocating for business and issues important to both business and the sustainability of our community is one of the Chamber's four primary strategies, serving as the voice of business with elected and appointed officials at local, regional, state and federal levels, and in the court of public opinion.

The Chamber's advocacy and public policy initiatives are guided by the Chamber's Government Relations Advisory Council. The Council provides oversight and direction to the following Initiatives.

Team Arlington™: is a Chamber led coalition that works to secure resources in support of our economic development initiatives at the state and federal levels. Since our initial delegation visit to Washington in 2002, Team Arlington has secured over \$700 million in state and federal funds.

VoteForArlington: During 2008, The Center launched "VoteForArlington.com", a multifaceted voter education campaign, to engage business leaders in a comprehensive grassroots legislation and political process. The focal point is voteforarlington.com, our voter education and get-out-the-vote website, providing an online destination for issue education, business advocacy, and political involvement.

2011 Legislative Agenda: The Chamber compiles a bi-annual list of legislative initiatives, policies and statements by working with our Team Arlington partners, our members and other Chambers around the state. This legislative agenda is recommended for approval to the Chamber's board by the Government Relations Advisory Council and serves as the blueprint for the Chamber's advocacy during the bi-annual state legislative session.



The Arlington delegation at the U.S. Capitol.



Team Arlington meeting with Congressman Joe Barton.

VOTE forArlington.com
Be informed. Your vote matters.

Building a Competitive Workforce

Our ability to compete in the Innovation Economy is dependent upon ensuring that employers—today and tomorrow—have access to a highly educated, skilled and trained workforce; which is one of the Chamber’s four primary strategies, working in partnership with UT Arlington, Tarrant County College, Arlington ISD, and Workforce Solutions for Tarrant County.

The Chamber’s Initiatives to build a Competitive Workforce are guided by the Education & Workforce Development Advisory Council. Initiatives are focused on public education, higher education, and the publicly funded workforce system, in support of adult workers.

Public Education: “Champion Education” represents a formal partnership agreement between the Chamber and the Arlington Independent School District, focused on communicating AISD’s accomplishments, and enhancing educational the attainment levels of AISD students. The primary goal: enable AISD to become a recognized district. In 2008-09, the district doubled the number of recognized schools, from 15 to 32.

Higher Education: The Chamber supports higher education by working with Tarrant County College and UT Arlington. As examples, the Chamber served as a Job Developer for TCC’s Summer Youth Employment Program; partnered with TCC to develop curriculum in alignment with employer’s needs; partners with the College of Education’s PK to 16 Council to align educational pathways from pre-kindergarten through college graduation; and the College of Engineering to provide technology research and workforce training to support local industry.

Workforce Development: The Chamber supports the publicly funded workforce system as an employer intermediary with Workforce Solutions for Tarrant County. As examples, the Center secured a \$1 million grant to develop replicable models of job training programs for manufacturing, and a \$250,000 grant to identify and research new and emerging technologies in Logistics & Distribution.



The Center for Continuing Education and Workforce Development was established in 2004 by the Chamber, UT Arlington, Workforce Solutions for Tarrant County, and the City of Arlington; the 55,000 sq. ft. facility houses every major education and workforce development stakeholder in Tarrant County.



Business & Community Development

Ensuring that Chamber members have access to resources that will enhance and grow their business is the focal point of our Business & Community Development initiative. The initiative also works to retain and expand local businesses and to develop programs to support community endeavors that will enhance the business climate in the community. Specific initiatives include the following:

Business Retention & Expansion Program: Allows members to have a one on one meeting with a chamber representative to collect data about the business to help identify local issues and/or the potential for growth. The Chamber then coalesces key stakeholders to resolve issues and provide resources to eliminate any local barriers for growth.

Procurement Assistance Program: Assists small businesses and service providers sell to larger local corporations.

Affinity Program: Provides significant discounts to Chamber members on products and services such as office supplies, credit card processing fees, and even cash-back on real estate purchases.

Networking & Marketing: Marketing opportunities for members are not only available through event sponsorships, but also through strong business relationships that can be developed through monthly and weekly networking events at “Business Over Breakfast,” “Lunch & Learn,” “Chamber After Hours,” and through any of the four “Networking Leads Groups.”

Aside from working with Chamber members to assist with local business retention and expansion efforts, the Chamber works diligently to provide the resources essential for technology-based business start-ups at the Center for Innovation at Arlington. By doing so, the Chamber is helping to develop home-grown businesses that serve as catalyst drivers in the innovation driven economy.

Developing a community that will sell-itself is another endeavor of the Chamber’s Business & Community Development initiative. Strategic partnerships with key stake-holders help strengthen the business climate in the community. Creation of Neighborhood Business Councils focus on issues specific to areas within our community.

A-Team Members serve as goodwill representatives for the Arlington Chamber of Commerce by welcoming new members at various Chamber events, member functions, ribbon cuttings and grand openings.



ARLINGTON CHAMBER FOUNDATION

Incorporated in 2002 as the Chamber's strategic think tank and financial development arm, the mission of the Arlington Chamber Foundation is to (1) identify and explore emerging issues, (2) drive the debate within the community on critical issues, and (3) implement strategic solutions.

Identifying Emerging Issues

In 2009, the Foundation launched **The Policy Project**, engaging Arlington business leaders with nonprofit, faith based, and neighborhood leaders, as well as leaders from education and government, to identify the most critical issues facing our community during the coming decade. The non-partisan, non-political project engaged 100 leaders from diverse backgrounds and perspectives during Phase I; they unanimously endorsed 46 recommendations, relative to (1) Our Economic Competitiveness, (2) Maintaining A Competitive Workforce, (3) Community Redevelopment, (4) Infrastructure & Mobility, (5) Quality of Life, and (6) Advocacy. Phase II, which concluded in June 2010, identified a manageable number of high value-high return, actionable ideas relative to the recommendations, that will be used during Phase III to guide the formulation of both our policy and strategic initiatives in the decade to come.

The Policy Project represents the Chamber's commitment to engage and unite the various sectors of our community in ways that develop and strengthen the civic fiber of our community, enabling corporate and civic leaders to find common ground, identify common concerns, resulting in a common vision for our future.



The Policy Project was launched with 100 community leaders representing business, government, education, neighborhood associations, faith based institutions, youth serving organizations, and health and human service providers who met from February through June in 2009 to identify issues critical to Arlington's future, and propose actionable recommendations for the community's consideration.



Driving the Debate On Critical Issues

The recommendations of the **The Policy Project** will also serve as the basis for ACF's activities to "drive the debate" for the foreseeable future.

During the year, ACF will conduct a series of forums, seminars, roundtables and dinners, to engage the broader community in discussion and debate around the Policy Project's recommendations. Additionally, this will lead to larger conferences and research studies conducted by ACF. Based on the results of that work, some of the recommendations will evolve as strategic initiatives of either the Foundation or the Chamber.



"Morning with the Mayor" breakfasts are hosted quarterly at the Chamber to engage business leaders and city officials in discussion on issues critical to the community.

The **Foundation's** focus on "driving the debate" also includes the annual **Economic Outlook Forum** (January), a variety of **Public Policy Forums** around our critical issues, our **Legislative Luncheon Series** (quarterly) and **Morning With the Mayor** (quarterly).

Purpose Strategic Solutions

The **Arlington Arts Alliance** is a forum for collaboration and communication among Arlington's arts and business communities, serving to broaden public awareness of arts and culture, expand artistic programs and their audiences, enhance public and private support, and promote the value of the arts in strengthening our community.



The Arlington Arts Alliance annually presents \$100,000 in grants to Arlington arts organizations in partnership with the City of Arlington.

FINANCIAL DEVELOPMENT

The Chamber's Success is dependent upon our ability to secure the funds necessary to implement our Strategic Initiatives and advocate for business. Since the launch of our Strategic Plan in 2002 we have significantly strengthened our financial position.

Revenue

The Chamber has diversified our sources of revenue, while increasing member investment to enhance our ability to finance our projects. Since 2001, total revenue from all sources has grown from \$1.9 million to a projected \$8 million annually in 2011.

Assets

The Chamber's corporate assets (buildings, equipment) are critical to the success of our operational capacity and capability. Since 2001, our assets have grown from \$604,642 to a projected \$3.5 million in 2011.

Fund Balance

Like any for profit, the success of a not for profit corporation is dependent on the strength of its balance sheet to fund its projects, support its operations, maintain a competent staff, and manage its facilities. Since 2001, our fund balance has grown from \$486,286 to \$2.5 million.

Corporate Investment

The Chamber launched our Corporate Investment Campaign in 2002, creating 2 new member classifications; the President's Advisory Group (\$10,000 minimum) and the Corporate Leadership Council (\$2,500 minimum). To date, corporate member investment has increased from \$200,000 to more than \$1.2 million annually.

Grant Funding

Through the Chamber Foundation, since 2003 we have secured \$4.9 million in local, state and federal funds for Chamber Initiatives, with an additional \$5.4 million pending.

Category	2001 Actual	2010 Projected	2011 Budget
Revenue	\$2,065,912	\$6,156,699	\$8,066,238
Assets	\$ 604,642	\$3,310,115	\$3,573,358
Fund Balance	\$ 486,286	\$2,538,627	\$2,817,417
Corporate	\$ 200,000	\$977,824	\$1,200,000

FOCUS FOR THE FUTURE

Summary

Not since the Great Depression have we encountered a more challenging or turbulent economic landscape. The issues we face are increasingly complex; the players more diverse.

As the speed of business accelerates with each newly introduced technology discovery, our markets have become more regionally distinct and global in reach, while our communities have increasingly become multi-generational, multi-racial, and multi-cultural.

At the same time, this creates an opportunity for the Chamber and our strategic partners, to convene, engage and lead the broader community as we adjust to an ever-changing and expanding economic landscape, amidst the global economic crisis.

We do so, confident that the projects completed from our Strategic Initiatives of the past 9 years have laid a solid foundation for our community and region's economic vitality, competitiveness, and sustainability in the future.

We approach the coming decade focused on positioning Arlington as a leader in the Innovation Economy; developing a competitive workforce in partnership with AISD, TCC, and UTA; strengthening our policy advocacy in Austin and Washington, D.C.; while partnering with community based organizations to ensure our future prosperity.

We are the Chamber...building a sustainable community!



The Arlington Chamber of Commerce is located at 505 East Border, in downtown Arlington.

Arlington Chamber of Commerce
505 E. Border Street
Arlington, TX 76010
(817) 265-1911 fax (817) 261-7389
www.arlingtontx.com