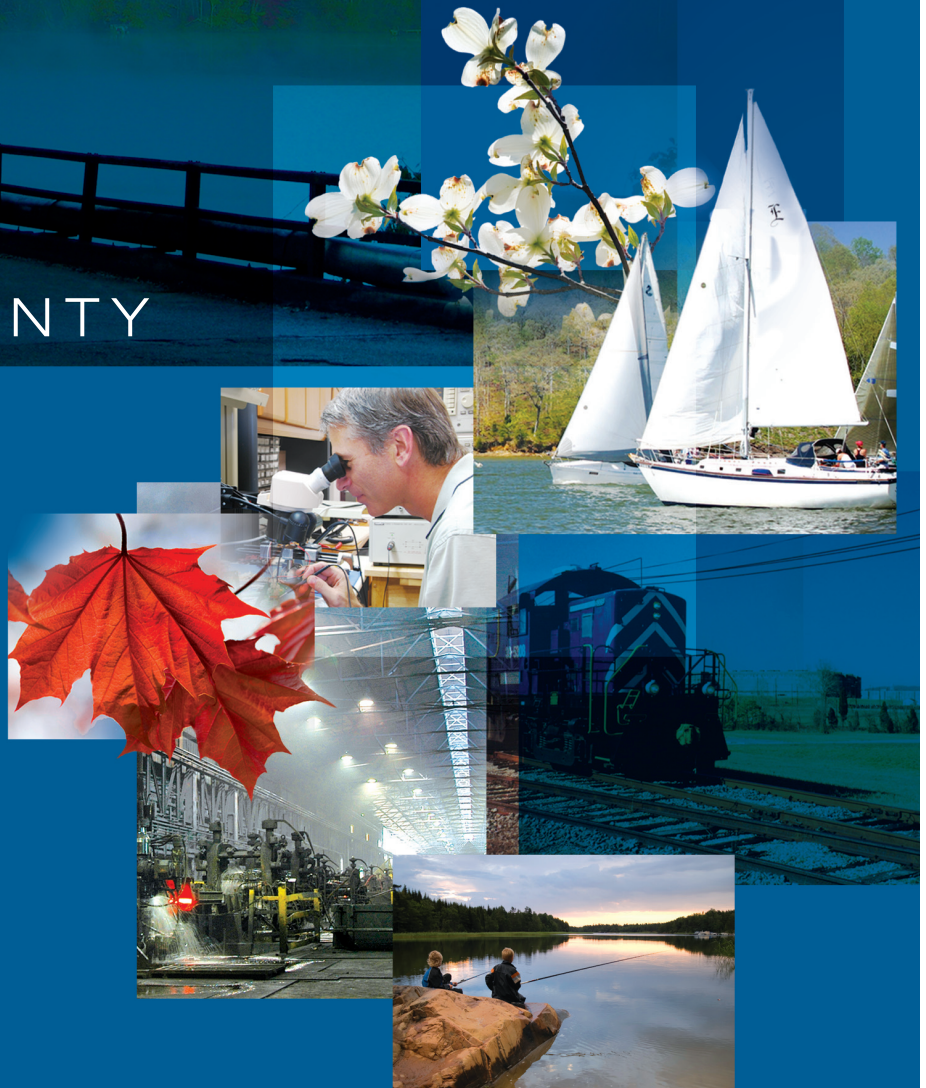


THE ROANEALLIANCE

An Innovation Valley Partner

ROANE COUNTY

2009 ANNUAL REPORT



THE ROANE COUNTY INDUSTRIAL DEVELOPMENT BOARD
THE ROANE COUNTY CHAMBER OF COMMERCE
THE ROANE COUNTY VISITORS BUREAU

www.roanealliance.org

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THE **ROANE**ALLIANCE

An Innovation Valley Partner

AT THE ROANE ALLIANCE, WE BRING OPPORTUNITY TO ROANE COUNTY. WHETHER THAT'S BY PROMOTING THE UNIQUENESS OF OUR COMMUNITY, ATTRACTING EXCITING NEW INDUSTRY TO THE AREA, OR HELPING EXISTING BUSINESSES GROW, WE'RE COMMITTED TO HELPING ROANE COUNTY GROW AND PROSPER.

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LETTER FROM THE PRESIDENT

Dear Friends,

To some folks in Roane County, the best thing about 2009 was that it's over. From those who lost their jobs, to those who were trying to manage their small businesses, to those stretching their budgets after their nest eggs had shrunk, to those affected by the tragic TVA Kingston Steam Plant ash spill – it certainly was a trying year.

The Alliance's economic development efforts for the community were a struggle: Roane County's industrial sector lost more than 200 net jobs and, at least for the first half of the year, industrial prospect inquiries had virtually dried up, while efforts to overcome the negative image surrounding the ash spill were unceasing.

In-house, the Alliance, too, faced the strains of an ailing economy: membership dropped nearly 7%; fund-raising was difficult, contributions were sluggish.

But everything is relative.

In many ways, we were lucky in Roane County:

- Our unemployment rate was consistently below that of the state and the nation, and for several months, it was one of the ten lowest in the state.
- No one was hurt the night of the ash spill and the directly affected area is a very small portion of our county.
- Our per capita income continues to rise, topping \$30,000 in the latest statistics, ranking us 19 out of the 95 counties in Tennessee, up one more step above last year's.
- And although our tourism industry took a hard hit from the adverse publicity surrounding the ash spill in the Emory River, a 'boom' of temporary workers coming to work on the clean-up kept our hotel/motel tax collections and occupancy rates up – a blessing to those who make their living in the hospitality industry in a difficult time.

And the signs of recovery during the last half of the year have heralded a turn for the better:

- A number of large multi-million-dollar industrial prospects have been seriously considering locations in our area. Granted, most have been bargain-hunters, but the number of serious projects is definitely on the rise.
- New Chamber member numbers are back up again and dropped member numbers are going down.
- Our annual fund-raising Gala event not only met its goal, but proudly featured nearly twice as many donations from the local business community in its live and silent auctions as ever before.

I hope you take the time to read through this snapshot of Roane County and The Roane Alliance in 2009, because, although we've not come through this past year unscathed, I think you will find there are many bright spots – The Alliance worked to stretch our dollars as far as possible, provided more and even better quality services to our business community and kept our eye on the prize as we continued to work hard to land new industry and business and take care of the ones we already have. One thing about living through the challenges of the past year, it becomes very clear how much we all need one another and how much we here at the Alliance truly appreciate all of your continued support as we work to make life better for everyone in Roane County.



THE ROANE ALLIANCE 2009 BOARD OF DIRECTORS



CHAIRMAN:	Keith Uselton
VICE CHAIRMAN:	Jerry Stephens
SECRETARY:	Ben Andrews
TREASURER:	George Wilson
MEMBERS:	Chris Ahler
	Julian Ahler
	Troy Beets
	Ron Berry
	Bill Biloski
	Steve Buckley
	Jerry Duncan
	Mike Farmer
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	Gary Goff
	James "Dub" Harmon
	Kim Harris
	Jim Henry
	Chris Hepler
	Greg Hill
	Linda Hunter
	Chris Johnson
	Robert Kyker
	Chris Mason
	Darryl Meadows
	Jim O'Conner
	Dana Peterka
	Fred Tedder
	Sharon Templeton
	James Watts
	David Webb

Many congratulations for the State-wide recognition for the Roane Alliance Web Site. It is great to be singled out by the Governor for a dynamic web site. Well done to you and your staff for excellence.

Dr. Gary Goff, President Roane State Community College

THE ROANE ALLIANCE EIGHTH ANNUAL GALA “BEST GALA EVER”

The Roane Alliance’s Eighth Annual Gala this year may well have been the “best Gala ever” – at least according to many of the participants who attended the big fund-raising event on Friday, November 13. This year’s Gala featured 1940’s music, singing, dancing and costumes, the Alliance’s largest auction ever, a wine and beer reception and a delicious gourmet meal. Not only was it a good time, but the goal of \$50,000 in profit was reached, Alliance CEO Leslie Henderson said of the event that also set a record in number of auction items donated. “This year we had twice as many auction items donated as ever before. That kind of support from the business community speaks volumes,” Henderson said. “The last two years have been difficult for us all, so this increase in participation in this day and time is really phenomenal. All of us here at the Alliance are truly overwhelmed with the support we received this year.”

The auction items ranged from weekend getaways, pedigreed puppies, clocks, sports memorabilia, estate jewelry, Persian rugs,

Jim Gray paintings, Christmas decorative items, spa baskets and much, much more. More than 200 guests attended, including State Sen. Ken Yager; County Executive Mike Farmer; Kingston Mayor Troy Beets; Rockwood Mayor James Watts and Roane State Community College President Dr. Gary Goff.

The Gala was sponsored by a number of local businesses that made the event possible. The Platinum Sponsors were: CROET and Emergency Coverage Corp. of Team Health; Bronze Sponsors were: EnergySolutions, Oak Ridge Utility District, Regions Bank, and United Community Bank; and Gold Sponsors were: Bechtel Jacobs, Covenant Health, Kimble Chase/ThermoFisher, McGill Associates, Roane County Government, Roane County Industrial Board, Pro2Serve, City of Rockwood, Food City, Diversified Scientific Services, Morgan Keegan, TVA Kingston Fossil Plant, ORNL Federal Credit Union, Coldwell Banker/Omni Visions, Oak Ridge Associated Universities, USEC and Daniels, Uselton & Clay.



REDUCED EXPENSES + BROADENED FINANCIAL BASE = 'INSURANCE' IN HARD TIMES



Tough times make us better managers, Governor Phil Bredesen has been quoted as saying – and truer words have never been spoken.

Over the past several years, the Alliance has been steadily working toward broadening its foundation of financial support, building up more and varied sources of income to diversify its revenue base and build up a cash reserve. Gradually decreasing contributions from several of the Alliance’s traditional funders made that effort essential to our future success.

Much of the new income has come from grants, additional partnerships, as well as sponsorships to help cover the costs of our various activities. At the same time, fiscal management has become more efficient and effective through the implementation of more professional policies and procedures.

In addition, over the past few years, the Alliance has been on a course to steadily pay off its debt, in order to lower its continuing operating expenses as much as possible – while still maintaining a rainy day fund.

Well, the rainy day came.

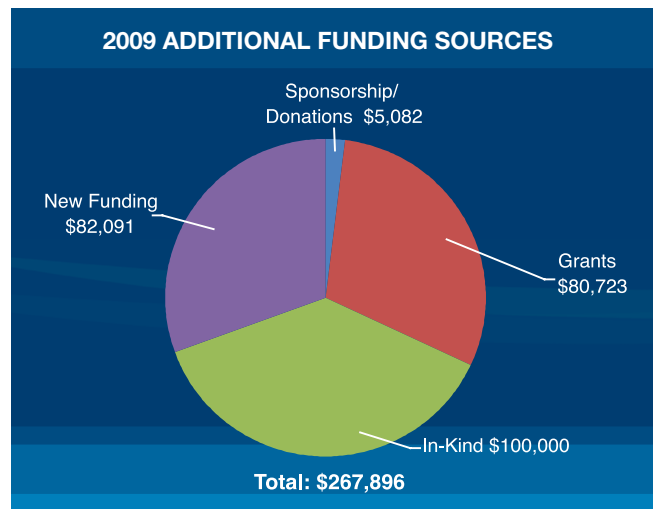
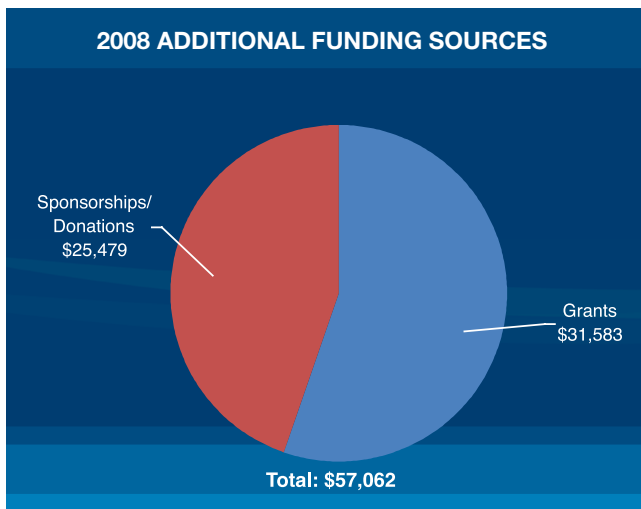
Sustaining contributions to the Alliance had started dropping in 2008 and by 2009 the decrease was about 20%. Gala fund-raising

goals – although met – had been adjusted downward nearly 50% over the past two years because of the loss of some key supporters. Chamber membership numbers dropped about 15% in mid-2009, when the recession had lasted so long that several of our Chamber members were not able to pay their dues.

“When you are a small business and you have to choose between making payroll and renewing your Chamber membership, we understand those choices,” Leslie Henderson, Alliance President and CEO said of the loss in Chamber membership in 2009. “If it hadn’t been for the Alliance staff and volunteers watching every penny and always thinking about how to tap into outside funding sources, 2009 could have really been a real damaging year.”

“I am not saying that we are not hurting, but so far, if we continue our projected budgetary course, we are projected to be in the black again for each partner’s budgets at the end of this fiscal year – although not by much,” Henderson said.

Most importantly, this fiscal policy has allowed us to continue our high quality programming at the same or even higher levels as we serve our community and our businesses. With a more optimistic economic forecast for 2010, we are confident that we are on solid ground to continue our mission successfully for years to come.



THE ROANE ALLIANCE EMBRACES 21ST CENTURY MARKETING TACTICS

Having an online presence in the 21st century is no longer important – it is imperative. Driving people to your website no longer requires just advertising – now they first want to get to know you better online. Online social websites have quickly evolved into one of the most important components of brand marketing. Not to be left behind, The Roane Alliance leapt into this social world with plans to use Facebook, Twitter, Youtube, Flickr, and blogging to drive traffic to our websites – and ultimately prospects and visitors to Roane County.

By the end of 2009 we were all over Facebook with a Chamber of Commerce page, The Roane Alliance page, a Visitor's Bureau page, and 'When in Roane' group – in all totaling nearly 1,000 members. Information is posted on these pages keeping the fans in the know about events, current happenings, things to do, and more. Invitations are also sent to members for upcoming events. Facebook has directed enough traffic to the tourism site to be listed in the top 15 referring sites so these efforts are already seeing results. Our YouTube channel was also received very well with 3,000 views of our videos to date. 2,800 of these views were for *Roane County – Imagine the Possibilities*, which has also received 5 stars and many positive comments from viewers.

In addition to the social media, there are a number of online festival and event websites that offer free event listings. We include our website address to direct traffic for more information when allowed. Every month we send event information to more than 17 websites, newspapers, and radio stations including:

- tnvacation.com
- VacationEastTennessee.org
- Festivals.com
- EventLister.com
- FestivalTrek.com
- wtnzfox43.com
- FestivalNet.com
- FestivalNews.info
- FestivalsandEvents.com
- Fun Things To Do
- Knoxville News Sentinel
- bbbtv12.com
- TN Town & City
- Metro Pulse
- Roane Reader
- Historical News
- volunteertv.com/community

All of these efforts are paying off. In 2009 the number of visitors on roanetourism.com more than doubled from 7,496 unique visitors in 2008 to 15,034 in 2009 - an increase of 66.82%. Roanealliance.org received more than 50,000 unique visitors this year, a 20% increase over last year. And one website we submit events to regularly – tnvacation.com – is one of the top 15 referring sites to roanetourism.com.

Roane Alliance Blog:
www.roanealliance.wordpress.com

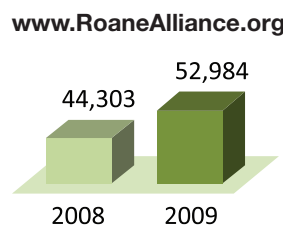
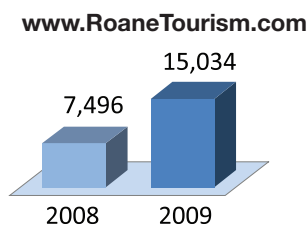
Tourism Blog:
www.myroanecounty.com

Flickr (Photos):
www.flickr.com/photos/roanealliance
www.flickr.com/roanecounty

YouTube (Videos):
www.youtube.com/user/RoaneTourism

Twitter:
<http://twitter.com/VisitRoane>
<http://twitter.com/roanecochamber>

Facebook:
 Roane Alliance Facebook Page
 Roane County Visitors Bureau Facebook Page
 Roane County Chamber Facebook Page



ROANE ALLIANCE PLACES IN TN'S TOP 10 BEST ECONOMIC DEVELOPMENT WEB SITES

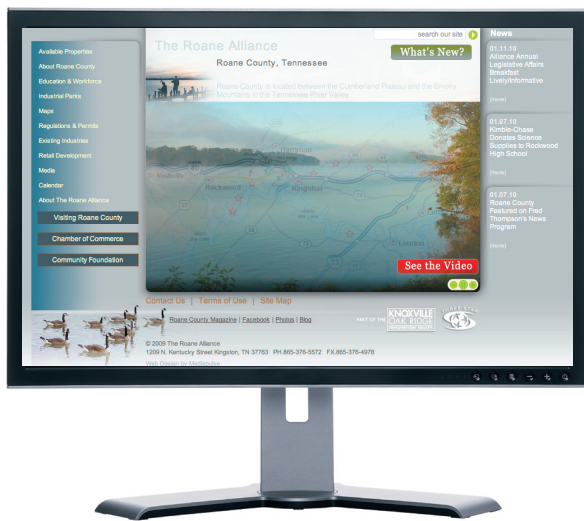


The Roane Alliance was recognized at a statewide conference in 2009 for having one of the state's best economic development web sites. The 2009 LinkTenn Award was given to only 10 economic development organizations across the state and the other organizations so honored included several much larger organizations, such as the greater Memphis Chamber and the Chattanooga Area Chamber. The beginning field of web sites analyzed by the Tennessee Department of Economic and Community Development staff included more than 400 web sites from all over the state.

Assistant Commissioner ECD Commissioner Mark Drury said the award was for up-to-date, effective, accurate, as well as user-friendly sites. Among the criteria for the award were: search engine rankings; availability of downloadable documents and data; effective branding; ease of navigation; interactivity with users; valuable use of maps and overall appearance.

"I am honored to receive this statewide recognition for the Alliance," said Leslie Henderson, President/CEO of The Roane Alliance. "We have known for some time that much of industrial recruitment nowadays is done through the web and that communities without an effective web site are not even in the ballgame. Keeping up a good effective web presence takes a lot of staff time as well as a lot of financial commitment, so it is gratifying to receive statewide recognition for all that hard work and financial investment," Henderson said.

The Knoxville Oak Ridge Innovation Valley – a regional economic development initiative in which Roane County is a partner – topped the list with a 2009 LinkTenn award for Outstanding Achievement and another award winner was another regional partnership that Roane County is a part of – the East Tennessee Economic Development Agency.



ALLIANCE SPREADS THE WORD: EDUCATION MATTERS!

“Not having a high school diploma can put you at a severe disadvantage in terms of finding a good job or finding a career,” says Allen Lutz, Education and Workforce Development Specialist, “However, a high school diploma should not be the end of education for most people. The fastest growing career fields with above-average earnings require post-secondary education, training at schools like Roane State Community College and the Tennessee Technology Centers, or a bachelor’s or advanced degree.”

2009 was packed with activities throughout the county and across all age groups to reinforce the message that....



First-Ever Roane County High School Career Fair – The Chamber’s Education and Economic and Community Development Committees conducted a High School Career Fair. In May, 550 high school juniors came dressed and ready with resumes, handshakes, notepads and questions to meet with representatives from 55 different businesses



The Roane Alliance launched “Education Matters!” to emphasize and reinforce the importance of education for all Roane Countians. The program and activities are possible because of funding provided by our regional partner Innovation Valley Inc.

to talk about their future. Roane County Schools, Roane State Community College, and the Tennessee Technology Center in Harriman also sponsored the fair. The businesses participating were brimming with compliments about our students.

Presentations and Festivals – To get the EM! message out, presentations were made throughout the year to 145 community leaders and members of civic organizations, such as Civitan, Kiwanis,

Lions, and Rotary Clubs, as well as the 2009 Class of Leadership Roane County. Additionally, an EM! booth was at community festivals in Harriman, Kingston, Oliver Springs, and Rockwood. Almost 800 children, parents, and grandparents read and rank four posters about the value of education. Emphasizing the importance of early reading skills, the Alliance signed up 87 children to receive free books from the Imagination Library.



Industrial Trades Opportunities Brochure – The Education and Economic and Community Development Committees created an Industrial Trades Opportunities Brochure geared toward reviving student interest in critical jobs for our local industries in the professional trades. Roane County high school students participated in focus groups in developing the brochure. The brochure was distributed to the high schools.

Essay Contest – “Emphasizing the value of education must happen at all grade levels,” says Lutz, “so we participated in Career Day at Walnut Hill Elementary School in Harriman. The 4th and 5th graders learned that continuing their education can open the door to “what I want to be when I grow up.” Students participated in a “Why Education Matters to Me” essay contest and the winners received a \$50 U.S. Savings Bond.

ALLIANCE SPREADS THE WORD: EDUCATION MATTERS! (cont.)

THE ROANE ALLIANCE

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Tennessee Scholars Program – The Education Committee, working with Roane County Schools, recognized 107 graduating seniors as Tennessee Scholars at a breakfast event in May. The students received medallions and have a special seal on their diplomas. Five students received \$700 Tennessee Scholars scholarships to Roane State Community College. Additionally, all Tennessee Scholars attending the Tennessee Technology Center in Harriman are eligible to receive \$200 scholarships.

The value of the program was summarized by a high school teacher saying, “This has been helpful in educating me about opportunities for my students. I liked hearing about what employers are looking for in entry-level applicants. I am constantly telling my students how important attitude and teamwork is in the business world.”

in Harriman and Toho Tenax America in Rockwood to learn about career opportunities and what skills and attitude employers look for in their employees and job applicants. The visits underscored the critical role of technology in business and emphasized how important it is for students to take math and science classes in high school to prepare for careers in the world today.

Food Drive for the School Backpack Program – The Alliance conducted a food drive to help feed hungry school children in Roane County over the 2009 holiday season. The food drive supplemented the existing Backpack Program that is administered by Roane County Schools with food supplied from Second Harvest. The program provides food, packed in individual servings, to at-risk children to ensure they have enough food for the weekend. Donations totaling \$552.11 and 75 food items were received. The donations provided approximately 1,500 individual food servings to students.

Teachers Supply Closet – The sixth annual Teachers Supply Closet collected \$3,400 in cash donations and hundreds of items donated by businesses and individuals. Sixty-nine Roane County teachers from fourteen schools participated and received the much needed supplies.



Educators in the Workplace Lunch & Learn Program – This program provided educators the opportunity to receive a little schooling themselves during the summer. Educators from Roane, Knox and Loudon counties visited the Roane Medical Center

The Knoxville Oak Ridge Innovation Valley Initiative – of which Roane County continued to be a partner throughout 2009 – has by many measures been a tremendous success. The effort’s goals to brand this area as innovative and unique has been moving steadily and effectively forward, but perhaps maybe even more important, the effort has pulled the five counties and two cities much more closely together as they have begun to work together as a team in their economic development efforts to recruit and retain industry and grow and improve their workforce. For example, Allen Lutz, the Alliance Education and Workforce Development specialist – whose position and expenses are covered by Innovation Valley monies – illustrates this well:

“I’ve met with my IVI counterparts as a group about six times this year and also had many meetings with individuals. We share ideas, help each other on projects, and combine our efforts for greater effect. We also share important resources, such as our professional network contacts, and commercial services to maximize our budgets. It’s all about teamwork to achieve goals that will benefit each IV partner and the whole Innovation Valley region.”

ROANE COUNTY INDUSTRIAL DEVELOPMENT BOARD OF DIRECTORS 2009

CHAIRMAN:	David Webb
VICE-CHAIRMAN:	Bob Lunsford
SECRETARY/TREASURER:	Jerry Stephens
MEMBERS:	Kyle Agee, Jr.
	Ron Berry
	Bob Kyker
	Jane Long
	James Owens
	Jim Palmer

I have worked on real estate projects in over 25 different states and I can say with full confidence that Leslie Henderson and her staff are the most organized and efficient business recruiters that I have ever worked with. They are focused professionals, very responsive, and do a fantastic job of promoting Roane County. I always enjoy interacting with them as they have a plethora of detailed information and facts that I can always use and most importantly, rely on.

Frank T. Callaway, BridgeStar Development Company

PHILOTECHNICS HONORED BY INDUSTRIAL BOARD AS 2009 INDUSTRY OF THE YEAR



The Roane County Industrial Development Board named Philotechnics as the Industry of the Year for 2009. The award was announced at the Board's Annual Industry Appreciation Breakfast in May, 2009 at Roane State Community College in Harriman.

A waste management operation, Philotechnics has been in operation since 1983 and – in addition to their two offices in Roane County – has offices in Pittsburg, Boston, San Diego and Idaho Falls. They moved their corporate headquarters from Pittsburg, PA to the Roane County part of Oak Ridge in 2006, when they built their new 20,000 s.f. facility at Horizon Center. They also have an office in Harriman for their back-office functions.

They have a workforce of 133 people nationwide – 33 of which work in the two Roane County offices – and the company works

with Fortune 500 companies throughout the United States, including Pfizer, Bristol Myers Squibb, Dupont, SmithKline Beecham, PerkinElmer and GlaxoSmithKline.

Andy Armbrust, the company's president, put it this way when their Oak Ridge facility opened, "It may not sound glamorous, but we take out the trash...What we do is just a bit more complicated and a lot more expensive." Much of the work Philotechnics performs is in helping to dispose of the radioactive wastes generated by medical treatments.

Also honored at the appreciation event was Toho Tenax America for their beautification efforts. Toho was honored for their Roane County facility which is located on Cardiff Valley Road in the Roane County Industrial Park between Rockwood and Harriman. Toho is a Japanese-owned company that manufactures carbon fiber. It is the second-largest carbon fiber manufacturer in the country. The plant has been in operation for many years in the Rockwood area, and was formerly known as Fortafil Fibers.



Toho Tenax America

The annual beautification awards were implemented four years ago by the Roane County Industrial Board in an effort to recognize industries that "go the extra mile" to exhibit a clean, aesthetically-pleasing appearance, Henderson said as she announced the award.

INDUSTRIAL RECRUITING AND WORKING TO RETAIN JOBS IN A STRUGGLING ECONOMY

In early 2009, retention became a top priority for our industrial board and the Alliance staff. We worked closely with our existing industries through the year to see if there was any help we could either provide or facilitate, as we knew that times were tough for many of them.

One of our industries didn't make it. Richards Industries closed its doors, having moved its operation in Rockwood into its Ohio corporate headquarters to reduce costs. Another, Performance Contracting Inc., moved its Rockwood operation in with its Knoxville operations. Others cut back their workforce until sales rebounded and inventory was reduced. By mid-2009, many in the industrial sector were feeling the effects of the recession in a big way. We lost more than 200 jobs total in the county through the year.

Luckily for Roane County, though, our pain was not as great as that of many of our neighbors through the region, the state and the country. As is shown on the next page, our unemployment rate was consistently lower than the state or national rate – so things could have been a whole lot worse. And by the second half of the year, the economy was starting its recovery and the picture started looking a whole lot brighter by the end of the year. Employees were called back from their furloughs, temporary services started to get busy again, and reports were that sales were beginning to rebound.

In the meantime, the Industrial Board and Alliance staff were taking advantage of the reduced prospect activity, by launching a clean-up, fix-up and paint-up campaign – to improve the attractiveness of our prime industrial offerings, both by making their prime parcels more “shovel ready” as well as improving their ‘curb appeal.’ Preliminary environmental and geo-technical studies were performed; the main entrance of Roane County Industrial Park was repaved, and a new entrance sign is in the works, as well as improved topography information for better marketing of the park.

In the last half of 2009, the prospect activity began to pick up again. Although the small to medium sized industrial prospects that had been Roane County's bread and butter were still non-existent, the

“big boys” were out kicking tires in force. Huge industrial projects, sometime two and three a week, were coming our way, asking for detailed packages of information. Some of those major prospects and their basic specs are listed below:

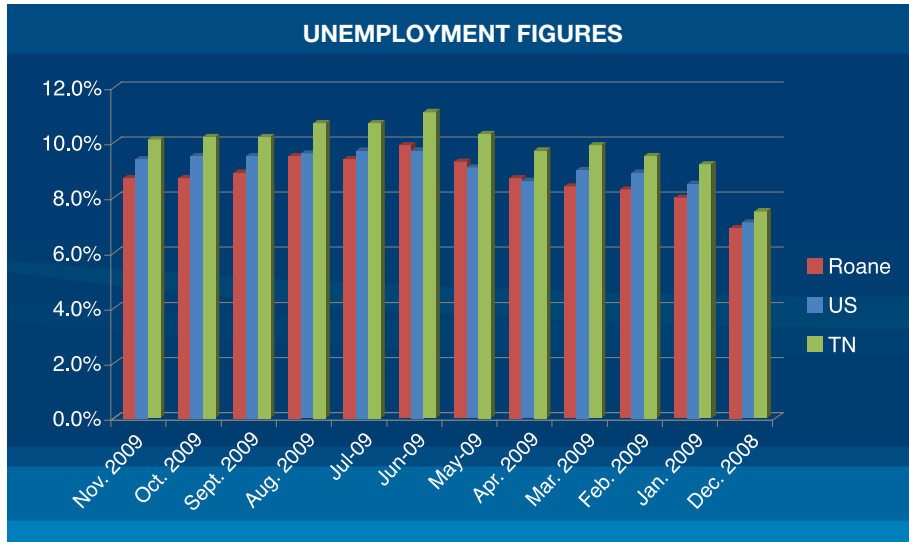
- **Project Hercules** – Manufacturing - \$120 M capital investment, 200 jobs – June
- **Project Diana** – Solar – Roane Regional – \$200 M capital investment, 250 jobs – June
- **VW Supplier** – Roane County Industrial Park - \$55 M capital investment, 48 jobs – June
- **Project Shark** – Roane County Industrial Park – consumer products – \$200 M capital investment – up to 300+ jobs – July
- **Project Pisces** – \$5.4 M capital investment, 100+ jobs – October
- **Project Raven** – Manufacturing - \$760 M capital investment – October
- **Project Image** – \$100 M capital investment, 800 jobs – October
- **Project Sunlight** – \$250 M capital investment, 700 jobs – November
- **Project VW Roane Regional** – \$55 M capital investment, 48 jobs – November
- **Project Go West** – Metalworking – \$50 M capital investment, 120-150 jobs
- **Project Wash** – Metalworking – \$40 M capital investment, 250 jobs

From the information provided on many of those big projects we fielded, a prime motivation seemed to be bargain hunting in a down time, with expectations of huge incentive packages.

KEY ECONOMIC INDICATORS REMAIN POSITIVE FOR ROANE COUNTY

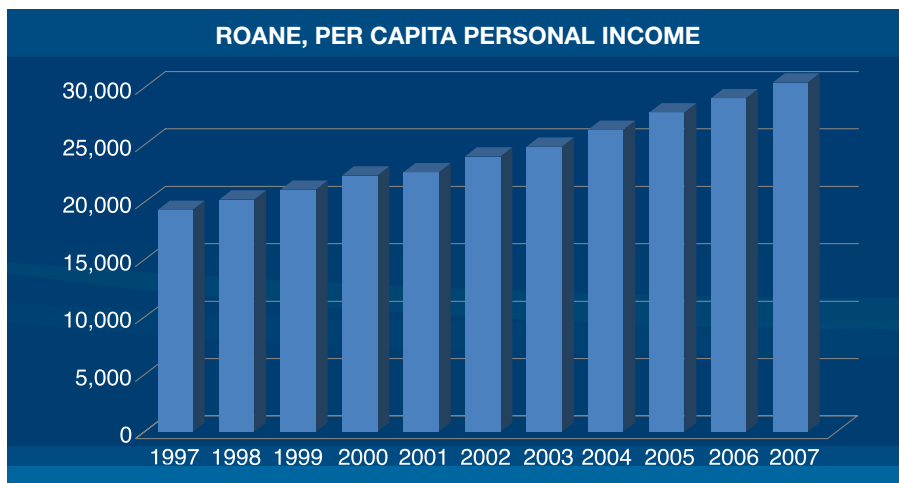


Unemployment reached record highs across the country in 2009. Roane County was luckier than most areas. The Roane unemployment rate was consistently lower than state and national average throughout the year. In fact, during the last few months of the year, Roane County had one of the lowest rates in the state – one month it was the fifth lowest county rate out of the state’s 95 counties.



Roane County’s per capita income continued to climb, according to the most recent figures available, topping more than \$30,000 a year. Last year, Roane County inched up into the top 20 counties in the state. In these recent figures, the county moved up even higher in the rankings, now up to 19 in the state.

Per capita income is a measure of how much money each individual receives of the yearly income that is generated in their state through productive activities. Components of personal income include net earnings by place of residence, dividends, interest, rent and personal current transfer receipts.



SEVERAL NEW INDUSTRIES BEGAN OPERATIONS AT ROANE REGIONAL IN 2009



2009 was a year that saw several new companies opening their doors for business at Roane Regional Business and Technology Park, making 14 businesses now calling the East Roane County industrial park home:

Roane Regional welcomed Best Roofs in March. The company held a grand opening event for their new 18,000 sq. ft. facility located on Buttermilk Road at the front of the park along I-40. This metal-roofing company project was an expansion of an operation in Cumberland County which has been doing business since 1996 under the name Plateau Metal Roofing. Their clientele are generally middle class up and evenly split between retail customers and contractors. A significant sales tax generator for Cumberland County, the owners of this metal roofing operation project sales in Roane will substantially exceed the Cumberland County store in a short period of time. The total investment for this project is approximately \$500,000.

Blue Bell Creameries went into full operation at their new \$1 million facility in early 2009 at the Roane Regional Business and Technology



Blue Bell Creameries

Park. The Roane County facility is a 12,000 sq. ft modular transfer station on a 3.1 acre site that was built with the expectation to develop into a full branch in the next three to five years, depending on market growth. Blue Bell currently has 5 full-time employees in Roane County. This 100-year old Texas-based company makes high-end ice cream products.

Barger & Sons Inc. consolidated its operation into a new \$3 million pre-cast concrete products facility in the Roane Regional Business and Technology Park in early 2009. The family-owned company supplies exclusively to many utilities in East Tennessee and delivers world-wide. Barger &

Best Roofs



Barger & Sons Inc.

Sons built their new headquarters on a 25-acre parcel in the center of Roane Regional, pulling together all of their Kingston operations on the one site. Approximately 45-50 people are employed at the Roane Regional facility and an additional 50 employees are expected to be hired over the next three years. Total investment for this project is estimated to reach \$4.5 million within two years. Barger's products include: watertight septic tanks, grease traps, pump tanks and storm shelters. Barger & Sons is the only NPCA certified plant in East Tennessee that produces septic tanks.

SEVERAL NEW INDUSTRIES BEGAN OPERATIONS AT ROANE REGIONAL IN 2009 (cont.)



Reliable Electric

Reliable Electric opened a new facility on 2.5 acres in the Roane Regional Business and Technology Park in late January 2009. The new facility is a 10,000 s.f. building and the total investment for the project is estimated to be \$750,000. Presently, there are two employees at the new facility, but 10 employees are expected in the future. Reliable Electric has been in business since 1945 and has an additional location in Anaheim, CA. They are a distributor and manufacturer of electrical components for outdoor lighting

including electrical control panels for digital outdoor advertising. Their customers are located across the United States and Canada.

In addition, another company bought land and announced its plans to build at the park:

A.C.T. Metal Deck Supply purchased a 2.1 acre tract in the Roane Regional Business and Technology in September. A.C.T. Metal Deck Supply sells metal roof decking, form decking, and composite floor decking, and accessories. The company has 11 locations throughout the Southeast and Midwest. The facility in Roane County will hold offices for the Southeast sales staff as well as a warehouse serving Tennessee and the surrounding states.

By the time 2009 closed, Roane Regional Business and Technology Park was home to 14 different companies – and a 15th on the way. Below is a list of the companies and the type of business they perform.

ROANE REGIONAL INDUSTRIES	TYPE OF BUSINESS
Protean Instruments Corp.	Alpha Beta radiation counters
The H.T. Hackney Co.	Wholesale food distribution
Dienamic Tooling Systems	Tool & die
Pegasus Technologies	Custom wireless technology
Diesel Engine Parts dba DHPS	Final machining of engine parts
Saginaw Control & Engineering	Electrical equipment and supplies
Blue Bell Creameries	Ice cream products distribution
Best Roofs	Metal roofing products
Barger & Sons	Pre cast concrete products
EOD Technology	Military contractor
Cool Energy	Solar energy
Reliable Electric	Outdoor lighting
Red Diamond Ceramics	Manufacturer of composite ceramic for armor
Proton Power	Hydrogen from cellulose power production

CRETE CARRIER CORP'S NEW FACILITY OFFICIALLY BREAKS GROUND

Crete Carrier Corp. – among the nation's largest trucking companies – broke ground in Roane County in April, 2009 for its \$8 million maintenance and service center along I-40 just outside of Roane Regional Business and Technology Park.

The facility, on 27 acres near the eastern edge of Roane County, is designed with an 8,000 square-foot office/driver center and a 33,000 square-foot shop with 10 drive-through bays and refueling equipment. Expected to serve about 75 trucks per day, the operation will employ about 60 people on-site, not including the fleet of drivers who will be using the facility on a daily basis.

It was chosen because of its proximity to I-40 and I-75. The Nebraska-based company operates 5,700 trucks and 13,000 trailers nationwide, serving truckload customers throughout the United States, Canada and Mexico.

In the planning for more than two years, the Roane County site was called, "the perfect location for us," according to Karel Znamenacek, Crete's executive vice president.

The Roane County terminal, one of 22 Crete operates regionally across the country, will consolidate its maintenance and driver services in East Tennessee in one location. The facility is expected to begin operations in the first quarter of 2010.

Estimated to produce thousands in additional annual property taxes, not to mention the annual payroll, "the Crete project will be a much-needed spur to the local economy," said Roane County Executive Mike Farmer.

The state of Tennessee provided infrastructure assistance, providing grant assistance for a wastewater treatment facility, but the property deal was a private transaction, concluded without any local publicly-funded incentive package.



FUTURE ECONOMIC DEVELOPMENT STRATEGY FOR ROANE COUNTY MAPPED OUT



What needs to happen for Roane County to be successful in the 21st Century economy? A majority of community and business leaders who participated in a several-months-long process of developing an economic development strategy agreed that the following is necessary:

- Improve public education;
- Ensure cities and county work together;
- Focus on retail/restaurant development;
- Clean up the ash spill and counteract the negative perception

These suggestions are included in a detailed consultant's report – released in late 2009 – that takes an in-depth look at Roane County's strengths and weaknesses as part of the development of a long-term economic development plan. Produced by a nationally-known economic development consultant, Boyette Strategies, the report is the culmination of a lengthy research process, that included individual interviews, community surveys, extensive web research, and hours and hours of workshops with Roane Alliance Staff and top leaders from across the county.

“This report brings together the thoughts and feelings of our County

into one document,” Roane County Commission Chair Troy Beets said. “We can take this and use it as a tool to help take Roane County into the future.”

The purpose of the study – which was funded by the Tennessee Valley Authority through its Targeted and Prepared Communities Program – was to lay out a blueprint and give specific recommendations for how to improve the county's economic development efforts going forward – specifically, to identify industrial sectors to target based on Roane County's unique assets.

The targeted sectors recommended for Roane County in the report are:

- Alternative energy – solar support manufacturing;
- Alternative Energy – bioenergy;
- Automotive suppliers;
- Distribution/Logistics.

“What sets this report apart from others is that it provides targeted industries for the county to work with as we continue our very active industrial recruitment process,” said County Executive Mike Farmer.

ROANE COUNTY'S GREATEST STRENGTHS

1. Roane County is located less than 30 minutes from Knoxville and an hour from Chattanooga.
2. Roane County offers excellent transportation access with nine exits located off I-40, the main street of North America.
3. Roane County is also located within close proximity to I-75, has commercial air service within 40 minutes, three navigable rivers, and four river terminals or barge facilities.
4. Roane County is home to Oak Ridge National Laboratory, the nation's largest multidisciplinary science and energy laboratory.
5. Roane County is a partner in the Innovation Valley Inc. regional economic development initiative.
6. Within a 30-mile radius of the county center, there is an estimated working age population of more than 324,000 that includes more than 5,000 engineers, 2,400 scientists and 2,000 PhDs, as well as traditional blue-collar skilled labor.
7. The University of Tennessee at Knoxville, the state's flagship research-intensive university, is located 30 minutes from Roane County.
8. Roane State Community College and the Tennessee Technology Center at Harriman are located in Roane County.
9. Roane County offers a number of available sites and buildings.
10. With its location in the Tennessee River Valley between the Cumberland Plateau and the Smoky Mountains, Roane County offers exceptional recreational opportunities such as hiking, boating, fishing, swimming, camping and other outdoor activities.
11. There are an estimated nine hospitals or medical centers located within approximately 30 minutes or less of Roane County.
12. Roane County offers an overall cost of living that is nearly 20 percent less than the U.S. average.
13. Roane County Schools did as well or better than any county school system in the greater Knoxville area on its Academic Achievement Grades on the Tennessee Department of Education Report Card for 2009.

Source: *The Boyette Economic Development Strategy for Roane County.*

2009 CHAMBER OF COMMERCE BOARD OF DIRECTORS

CHAIRMAN:	Kim Harris
PAST CHAIR:	Dr. Gary Goff (2008-2009 Board Chair)
CHAIR-ELECT:	Diana Knobloch
VICE CHAIRS:	Jennifer Palmer/Jamie Nelson, Economic and Community Development Diana Knobloch/(*) Aleta Phillips, Membership Danice Turpin, Educational Affairs Gary Goff/(*) Edgar "Buddy" Bowers, Public Affairs/Legislative Paul Cowell, Tourism Dana Peterka, Retail/Small Business Christina Branham/(*) Cheryl Laxton, Housing Kathy May-Martin/Kathy Parks, Leadership
TREASURER:	Chris Ahler
DIRECTORS:	Lynn Farnham Rob Halcrow Jane Long Dr. Toni McGriff Frank Myers Lorry R. Ruth, Jr. Johnny Teglas David Webb Lonnie Wright

(*) Non-Board Members

I...completed your workshop on "Getting a Job and Keeping It" this past March at Roane State. It was of great benefit to me as I am not only a student about to re-enter the job market but also a participant in the SkillsUSA competition for Job Interview.... I just wanted to ... let you know that I won a gold medal when I went to the state level competition in Chattanooga in late March. I will be going to national competition in Kansas City, MO at the end of this month... using information that I retained from the workshop. Thanks to you and the Chamber again for offering such a useful event.

Gail Powers-Helton

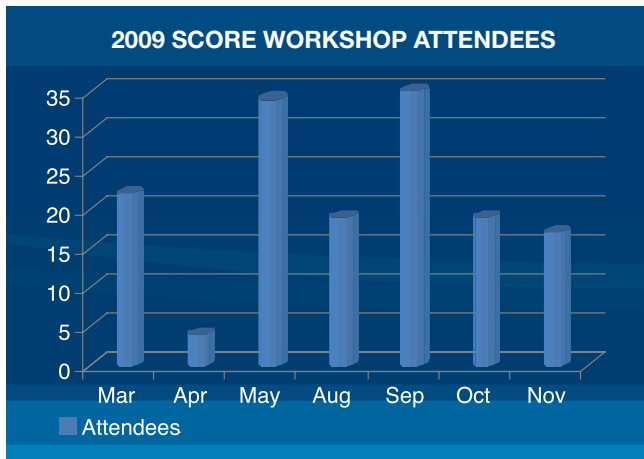
POPULAR LUNCH & LEARN WORKSHOPS ADDING VALUE THROUGH TOUGH TIMES



When the “Lunch and Learn” series was launched in 2008, three workshops were held and the series was an immediate hit with chamber members. The highly popular workshop series was set up and jointly operated by the Chamber and SCORE to help small businesses become more successful. The sessions are free to Roane Chamber members. The trend continued throughout 2009 with six regular workshops held throughout the year, plus a special 3-part workshop entitled “Getting Ahead in the Workplace” that was designed to help employees understand and appreciate the management side of the workplace and become better employees. This workshop was a huge success, with a record 35 attendees in the class.



or for myself. The notes that are handed out are also great, and the speakers that they have are very knowledgeable and helpful. I’m thankful that the Roane Alliance Chamber holds these classes, and hope that they will have more.”



Out of the last 50 people to attend a workshop, 49 gave the workshops superior ratings. Some of the feedback comments were:

- “I was very impressed with the workshop and look forward to more.”
- “Very informative!”
- “Excellent speaker!”
- “The time seemed to go too fast!”
- “Workshop was excellent and one of the most enjoyable I have attended.”

According to Dr. Linda Hunter from the Kingston Chiropractic Center, “I find the Chamber workshops to be very informative. In fact, if I can’t go to a workshop I always send a staff member to attend. In particular, the Negotiation Basics workshop was extremely helpful. I utilize what I learned there on a daily basis.”

Plans for 2010 include expanding the workshop series and adding topics such as Time Management, Essential Management Skills for the Small Business Owner, Honing Your Interview Skills, and Developing Effective Communication Skills.

Darlene Brandel from 90.1 FM - Bridge Radio had this to say, “I enjoy taking the different classes that The Roane Alliance Chamber offer. The SCORE classes are very beneficial and every class I take gives me something new to take home that helps me either in my business

The local SCORE Chapter is a partner of The Roane Alliance. SCORE is a national non-profit organization devoted to educating entrepreneurs on the formation, growth, and success of small business.

CHAMBER COMMITTEES EMBRACE INNOVATIVE IDEAS DURING 2009



Chamber Board Chair, Kim Harris

Chamber Hosts First “Town Hall” Meeting

The Chamber initiated a new program this year called the “Town Hall Meeting”. A series of quarterly meetings, the get-togethers are planned for different locations throughout the county. The idea behind the meetings (which are open to the public) is to promote open communication between the Chamber and the community.

The first meeting was held in October at **Live & Let Live Drug Store** in Rockwood. The owner, Sherry Hill, graciously allowed her store to be used for the first gathering. About a dozen people turned out to see what was going on. Rockwood Mayor, James Watts, was an interested participant. He expressed his appreciation that Rockwood was chosen as the first location for these meetings. Several people commented that they hadn’t realized how active the Chamber was in implementing community improvements.

The Chamber Goes “Green”

When Kim Harris took on the position of Board Chair on July 1, her focus was on helping Chamber members through the tough economic times that lie immediately ahead, while also kicking off a new “Go Green” initiative to help them save money by becoming more environmentally efficient.

This new initiative was officially kicked off at the August “Speaker Series” luncheon by Dr. Randall Gentry, Director of the University of Tennessee’s Institute for a Secure and Sustainable Environment (ISSE). Dr. Gentry introduced ideas for Chamber businesses to do now – energy audits, conservation efforts for water and energy, recycling, LEED building codes, etc. After the luncheon, Dr. Gentry met with members of the Economic Development Committee to discuss ways the Chamber could help member businesses “Go Green”. Several ideas are currently in the works.



Dr. Randall Gentry

CHAMBER MEMBERS HONOR THE BEST OF THEIR PEERS AT THE ANNUAL BANQUET



The 2009 Annual Roane Chamber banquet, held at **Whitestone Country Inn**, is the spring social event of the year for the Roane business community. This year's event was well-attended, with approximately 150 attendees, and a record number of businesses participating in the silent auction. Our guest speaker, the nationally-known motivational speaker, Dr. Dale Henry, delighted and amused with his topic "Getting Your Whack Back." In addition, the Roane County Chamber of Commerce honored three local business people with their prestigious annual business awards. This year's recipients are all assets to the community and more than deserved the recognition.



The **2009 Business of the Year Award** went to Steve Patterson of **Patterson's Home Appliance Center**, a long-time family-owned Roane County business. "Steve is a 'behind the scenes guy' who has been helping the community and individuals" for many years, said Leslie Henderson, President/CEO of the Roane Alliance. Steve continues to help, from the Boy Scouts to the Chamber, and many others in between.



This year's **Distinguished Service Award** went to **Dana Peterka**, a "new" Roane Countian who came to Roane County 10 years ago after retiring from Union Carbide after 32 years. He has been volunteering here ever since and in the ten years since he came to Roane County, Peterka has become known as "an example of someone who helps just because it is needed," Henderson said. Dana has served as Chair of the Greater Knoxville SCORE Chapter; is the Chair of the Small Business and Retail Chamber committee and is currently conducting the highly-successful "Lunch and Learn" Workshop Series.



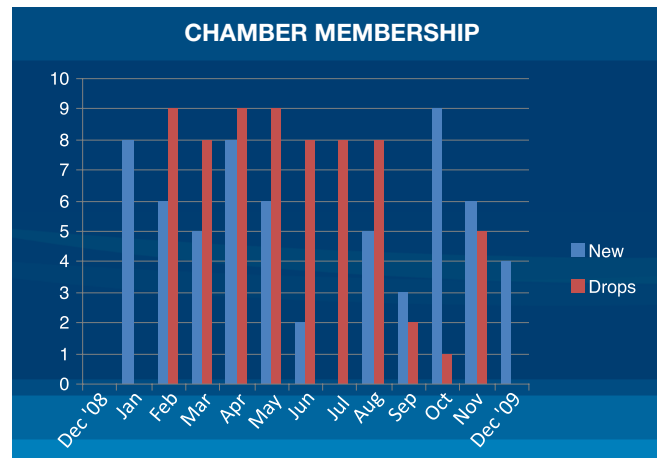
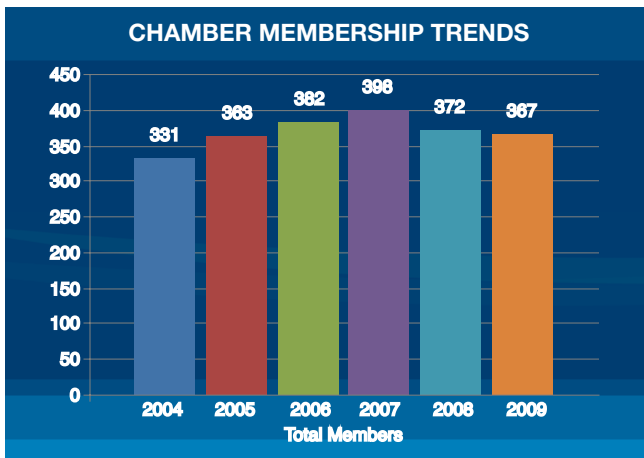
And last but not least, this year's Athena Award was presented to Penelope Uselton, of **Daniels, Uselton & Clay**. The Athena honors individuals for their professional achievements and community service, and for their assistance to women in reaching their full potential. This year's recipient has been actively involved in the community, with a diverse list of membership and leadership roles that includes six years as a board member for the Roane Chamber; a graduate of Leadership Roane County and East Tennessee Regional Leadership; instrumental in helping to found and mentor Roane County's Youth Leadership program; served on the Board of Junior Achievement of East Tennessee; and as President of the Roane County Association of Women Executives.

CHAMBER REVENUE/MEMBERSHIP MIXED BAG IN 2009

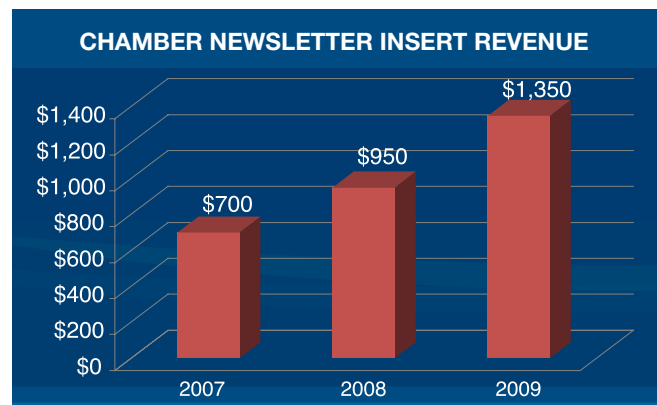
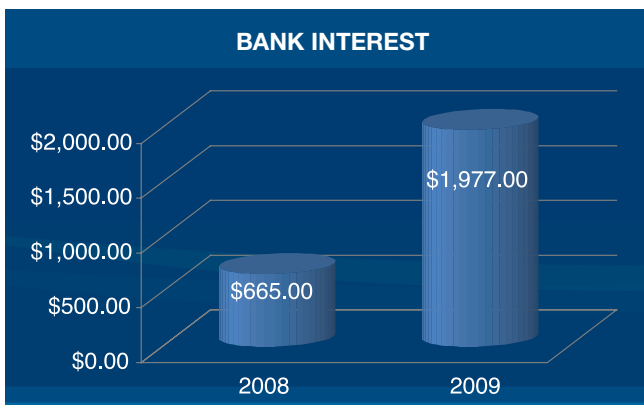
Like many other Chambers across the country, our chamber membership efforts struggled in 2008 and through the first half of 2009, due to the pressures of the lengthy recession. Our total membership numbers dropped nearly 7% by the end of 2009.

“When you are a small business and you have to choose between making payroll and renewing your Chamber membership, we understand those choices,” Leslie Henderson, Alliance President and CEO said of the loss in membership. However many of our Chamber members stayed loyal in their support of our organization, not in small part because of the programming that was a big help through the hard times.

The tide began to turn, though, in the last half of 2009 (see charts below) when the economy started to recover. The numbers of new members increased from September through December and in fact, we set a two-year record in October, 2009 for the most new members in one month.



As dues revenues decreased, though, we did work to maximize any non-dues revenues to help defray the expected budget shortfall. For example, through better money management the amount of interest on the Chamber accounts increased considerably in 2009, even though interest rates were at an all time low. Also, the number of newsletter inserts increased dramatically, as members turned more and more to using those inserts as an inexpensive marketing tool.



ROANE COUNTY COMMISSION TOURISM COMMITTEE



- CHAIRMAN:** County Commissioner James “Dub” Harmon
- SECRETARY:** County Commissioner Chris Johnson
County Commissioner Copper Bacon
County Commissioner Ray Cantrell
County Commissioner Nadine Jackson

ROANE CHAMBER TOURISM COMMITTEE

- CHAIRMAN:** Paul Cowell, Whitestone Country Inn
Celia Breedlove, Roane State Community College
Bruce Eltzroth
Linda Donson-Shearer, Tennessee Lakefront Cottages
Ron McConathy, Aronsha Photography
David Webb, Rocky Top General Store
Diane Cox, RSCC/Expo Center
Kevin Mee, Quality Inn/Rodeway Inn
Lorry R. Ruth, Jr, B&W Y-12
Rick Ross, Kingston Parks & Recreation
Tom Pierce, City of Rockwood

...Ms. Pam May forwarded me a package of great things to see and do while in Roane County. As a direct result of yours (David Webb, Rocky Top General Store) and her input, we (two adults and four grandkids) will be in Roane County for five days and staying in Harriman at the Holiday Inn Express. Our plans are: we've rented a boat from Caney Creek Resorts, visiting AMSE in Oak Ridge, enjoying southern cooking at your local restaurants and visiting other points of interest. Again thank you and staffs for all your help in making our upcoming visit to Roane County the delight that I know it will be.

H. Glen Musick
Smithfield, VA

2009 ADVERTISING DOLLARS BRING MORE ATTENTION AND MORE BANG FOR THE BUCK

Music to your Ears, Eyes & Soul

VISIT ROANE COUNTY

Enjoy Bluegrass music almost any night of the week, music and family festivals throughout the year, holiday home tours, world class fishing, lakeside resorts and campgrounds, and so much more - all on beautiful Watts Bar Lake.

WHITESTONE COUNTRY INN
www.whitestoneinn.com
 (888) 247-2464 or (865) 376-0113
 AAA 4-Diamond Bed & Breakfast, Restaurant, Wedding Chapel & Conference Facilities located on 600 acres on Watts Bar Lake with views of the Smoky Mountains.

ROCKY TOP GENERAL STORE
www.rockytopgen.com
 (865) 882-8867

Part retail store, part museum. An authentic general store with everything from handmade quilts to Case knives to farm supplies to furniture. Host of Tennessee's "Polk Salad" Festival, 2nd Saturday in May.

THE ROANE ALLIANCE

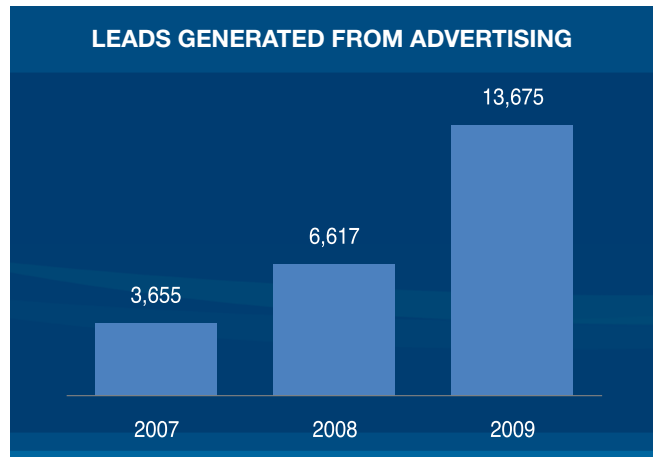
HARRIMAN / KINGSTON / OAK RIDGE / OLIVER SPRINGS / ROCKWOOD
 Call toll-free at 1-800-FUN-IN-TN or visit www.roanetourism.com

In 2009, our advertising dollars became more effective than ever before – especially with the ever-popular Southern Living Magazine. Because of our continued relationship with Southern Living we were able to receive many freebies this year that allowed us to expand on our advertising efforts. Whitestone Country Inn was featured nationally with a full-page article in the April issue (circulation of 2.8 million), to which Paul Cowell, owner of Whitestone, attributes \$150,000 in business. When we ran an ad in October we not only received ad space in the State Travel section but also received a free ad in the “Best of Southern Living” which is on newsstands nationally from November to February. We were also able to take advantage of online advertising through Southern Living.

In addition, Roane County was a ‘Featured Getaway’ on southernlivingvacations.com the entire month of September and Whitestone Country Inn was featured the entire month of October. In November we were offered a last-minute opportunity to be included in an e-newsletter that only featured four getaways.

This was the perfect chance to advertise the special overnight stay at Whitestone Country Inn while attending the Christmas home tours. All of this for free because of our relationship with Southern Living.

Around \$15,000 was spent on approximately 1,144 square inches of ads for Southern Living, including the design work. The total value received was more than \$180,000 with total leads increasing more than 60%. And even more impressive was the 251.46% increase in leads generated from the November ad, as compared to the 2008 ad. By coordinating a co-op for both home tours that included Whitestone Country Inn we were able to run a full-page ad in the November issue which generated a record number 2,643 leads.



We also continued to advertise in the official 2009 Tennessee Vacation Guide. The leads generated from this publication increased 80%. We also have added a banner ad on tnvacation.com/music-arts page to advertise Roane County as a great place to come for roots bluegrass music. In addition to the ad placed in the guide we also send in all festival and event information to be listed on tnvacation.com. Because of our events being listed on this website *Tennessee Home & Farm*, a magazine with 600,000 subscribers in Tennessee, also listed the Christmas home tours and the Haunting of Harriman in their event calendar.

ALLIANCE SPREADS THE WORD ABOUT EVENTS AND FESTIVALS IN MANY WAYS



At The Roane Alliance, we actively promote many festivals and county events all year utilizing print ads, social media, festival websites, and more. All of our efforts to spread the word about our events are to direct traffic back to our websites for more information about the event and Roane County. Based on the increase in website traffic for both it appears our efforts are paying off and we plan to increase these efforts in 2010. (See charts on page 6.)

The annual events continue to grow each year with increased interest and participation. Both of the Christmas Home Tours had a record year in 2009, seeing a 30-37% increase in ticket sales. When asked



where the visitors heard about the tour the most popular responses were Southern Living and Tennessee Home & Farm. Despite a storm the

first night, the Haunting of Harriman also had a record attendance. When asked where out of state visitors found out about this event – they said they found it on our tourism website. Even more localized events have seen more enthusiastic crowds this year, such as the Christmas parades. In fact, the Rockwood and Kingston parades were both listed in the top 15 keywords searched online, leading them to roanetourism.com.

FESTIVALS & EVENTS WE PROMOTE

- Thunder Road Festival
- Tennessee ‘Polk Salad’ Festival
- Cruisin’ in Harriman
- Smokin’ The Water
- Half Moon Music Festival
- Hooray for Harriman
- Kingston Country Fair
- Rockwood Fall Festival
- Haunting of Harriman
- Rockwood Christmas Home Tour
- Historic Harriman Christmas Tour
- Colonial Christmas Candlelight Tour
- Celebration of Lights Boat Flotilla
- Kingston Candy Cane Hunt

In addition, we maintain and keep up-to-date online calendars on each of our websites and a printed calendar that is available at the Visitor’s Bureau, with plans to add the printed calendar as a PDF on the website so it can be printed at the visitor’s convenience. We individualize the online calendars depending on the audience. The online tourism calendar includes any community event such as annual events, events at the Expo Center, special events, and more.

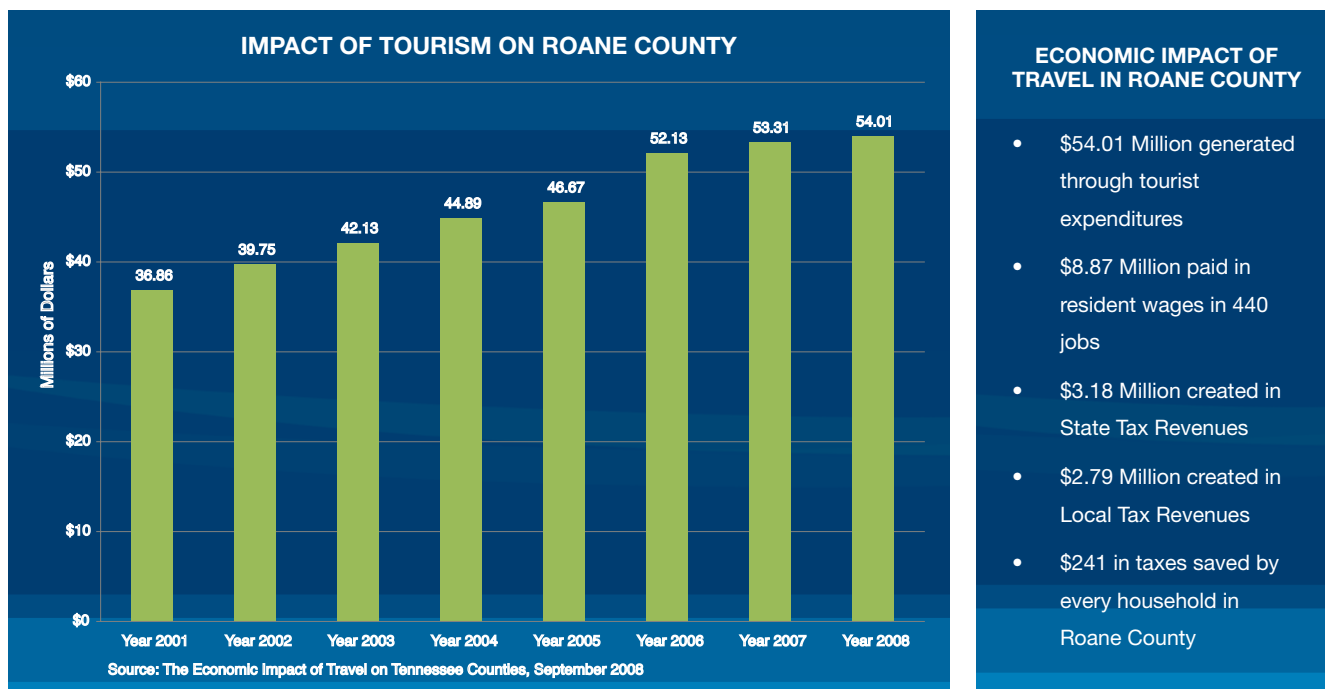


While on the Roane Alliance site, which caters to site consultants and industrial prospects, larger events are chosen along with a diverse selection that includes artistic and cultural ones - such as the plays at Roane State’s O’Brien Theatre.

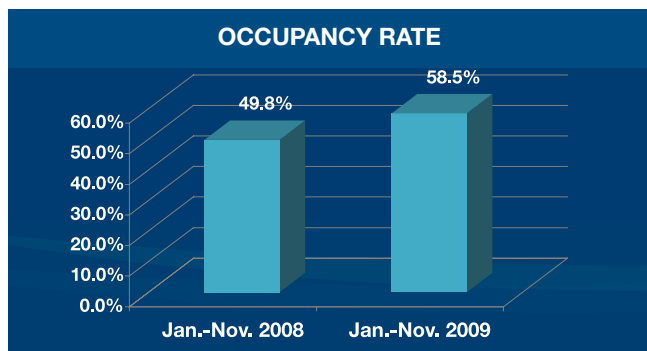
TOURISM BY THE NUMBERS

The last few years have been challenging for the hospitality industry worldwide, because of the recession. However, according to the latest state figures, Roane County was still increasing the dollars spent here by tourists in 2008 – a year which meant decreases for many other areas of the country. The tourist expenditures, according to the state, went from \$53.31 million in 2007 to \$54.01 million in 2008. Roane County remained in the top 25 counties in the state for those expenditures.

Also in that state report, local tax revenues also increased, though slightly, from \$2.74 million in 2007 to \$2.79 million in 2008 – saving every household in Roane County an average of \$241 in taxes. Tourism employs 440 positions in Roane County and pays \$8.87 million in wages locally.



In addition, despite the difficulties the county experienced in their appeal to tourists after the TVA Kingston steam plant ash spill, both the hotel/motel occupancy rate and hotel/motel tax increased in 2009. The occupancy rate went from 49.8% in 2008 to 58.5% in 2009 while the hotel/motel tax increased 8.37%. The increases there are explained by the large number of temporary workers who were called in throughout the year to help with the massive clean-up.



TOURISM INFORMATION AVAILABLE AROUND THE CLOCK



Construction began in late 2009 to build an outdoor, sheltered and lighted tourism information kiosk in front of The Roane Alliance offices on Kentucky Street in Kingston. The idea behind the project is to be able to provide tourism information 24 hours a day, seven days a week. The Tennessee Valley Authority is underwriting the \$10,000 cost. Located at The Alliance where the Visitor's Bureau is housed, the kiosk will also be available to businesses and residents, and will offer a county-wide map, a restaurant guide, events guide, specialty shopping guide, history guide, accommodations, and *Imagine the Possibilities*, the Alliance's main Roane County marketing brochure that lists recreation, attractions, and bluegrass music performances. The county-wide map and an attractions map will also be displayed behind a Plexiglas-faced cabinet in the lighted structure. A second off-site kiosk is also being considered. This site will be chosen based on accessibility and safety.

ENSURING THAT ROANE COUNTY IS 'BROADLY' CONNECTED



The Roane Alliance launched a county-wide broadband initiative last year in conjunction with Connected Tennessee, a statewide not-for-profit organization originally launched by the Governor Bredesen administration. Broadband technology allows the transfer of large amounts of data at high speed. Broadband facilitates innovation and opportunities in the day-to-day activities of businesses and lives; its wide availability is a stimulus to economic growth.

The effort pulled a task force together locally to work with the Connected TN representatives to research, survey and document

which areas of the county have broadband available and prioritize future needs. Knowing where broadband is needed will help to obtain grants to improve and expand the saturation.

In a report released in February 2008 measuring the economic impact of broadband, Tennessee, including Roane County, stands to see a \$2.4 billion economic impact from a modest increase in broadband adoption. The Alliance will continue working in this area and is determined to ensure that Roane County participates in the economic growth broadband promises.

LOOKING TO 2010

In 2009, Roane County business and community leaders participated in a several-months-long planning process led by a nationally known economic development consultant to map out a path forward. The end result was a detailed economic development strategy complete with a list of four targeted industrial sectors and ending with a list of recommendations on how Roane County could be more successful in economic development over the next three years.

“The report affirmed we are on the right track,” Leslie Henderson said, “but in many ways it ‘kicks it up a notch or two’ and adds plenty of good, new ideas. Although some of the recommendations may be a funding challenge, I am hoping to see implementation begin – or continue and expand – on as many of these as possible throughout 2010.”

- Continue to participate and promote involvement in regional partnerships
- Consider consolidation of schools and public services
- Increase funding for economic development – especially for marketing

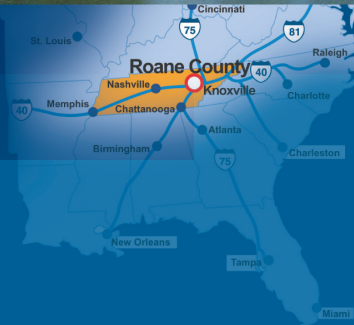
- Brand the county as a progressive, high-tech area, emphasizing that Roane County is the home of the Oak Ridge National Lab and become a sustainable green community.
- Launch a county-wide Community Pride Campaign to encourage all residents to work together, while beautifying, improving and learning to “sell” their county.
- Monitor future manufacturing opportunities in the carbon fiber and nuclear energy fields in connection with research activities now on-going in Oak Ridge.
- Consider beefing up The Roane Alliance’s recruiting staff – specifically for retail and the recommended industry targets – by hiring an additional staff person, a project manager to “lead the charge.”
- Conduct a tourism feasibility study to find the best way to develop Roane County’s tourism market.
- Explore the development of a recreation or wellness center that could eventually grow to include a conference space for up to 500 people.





THE ROANEALLIANCE

An Innovation Valley Partner



THE ROANEALLIANCE

An Innovation Valley Partner

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